Konica Minolta, Inc. Sustainability Report 2021

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(Website information as of September 2021)

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Sustainability



English | Chinese

Message from the President

As a company focused on solving real social issues, Konica Minolta aims to improve social sustainability while enhancing medium- to long-term corporate value.



> Message from the Sustainability Officer

> Basic Approach and Systems for Sustainability Management

Sustainability Strategy

> Sustainability Strategy

> Targets and Results

Material Issues

Improving fulfillment in work and corporate dynamism

Supporting healthy, high-quality living

Ensuring social safety and security

Addressing climate change

Using limited resources effectively

Activity Report



> Environment

This section introduces Konica Minolta's medium-term environmental strategy, initiatives to reduce environmental impact in business activities, and efforts to achieve "Carbon Minus" status.



> Social

This section introduces Konica Minolta's initiatives to strengthen the capacity and diversity of its human resources, raise customer satisfaction, provide safe products, protect human rights, and ensure social responsibility across the supply chain.



> Governance

his section introduces Konica Minolta's corporate governance, compliance, risk management and information security measures.

> Evaluation by External Parties

> Stakeholder Engagement

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Message from the President



Redefining the risks and opportunities facing our company as society is dramatically changed by COVID-19

COVID-19 has had a major impact on societies and economies around the world, greatly accelerating changes to our values and the way we work and live, and has had a great impact on the business of the Konica Minolta Group. This year has seen the Group face many new risks and opportunities due to such changes to society and human behavior.
Such risks include an acceleration in the decline of print volumes due to the reduced numbers of employees commuting to an office caused by the expansion and normalization of working from home. This is a structural change that we were expecting to happen gradually, but COVID-19 has certainly accelerated such change. The cancelation of events and closing of stores has led to a drastic decline in demand for commercial printing.
On the other hand, COVID-19 has accelerated behavioral changes in the way we live and work, which can be expressed by keywords such as individualization/decentralization and remote /non-contact services, and has led to demand for safety, security, and health. I believe that such changes to society provide us with a new business opportunity. For example, the popularization of working from home has increased the importance of information security. This has led to various customers asking us for proposals on workflow reforms that utilize the advanced security technologies and digitalization of the Company, and our solutions have been well received. Various workplaces have also been investigating methods for avoiding infection and ensuring social distancing, and this has led to many inquiries about projects such as temperature screening services via image diagnosis, remote medical care at hospitals, and services for automating the inspection process at factories. With COVID-19 also increasing consumer interest in health, I feel that demand for services that support personalized medical care and early diagnosis will certainly grow.
We have been promoting the three-year DX2022 medium-term business plan since fiscal 2020, and the fundamental objectives of DX2022 are to "leap to highly profitable businesses through DX" and to "evolve into a company clearly committed to solving social issues." Viewing the social changes being prompted by COVID-19 as an opportunity, we seek to establish high-profit businesses that contribute to solving social issues.

Placing sustainability at the foundation of management strategy to improve our medium to long-term corporate value

To formulate DX2022, we held deep discussions on what we want society to be like a decade from now in the year 2030, and what environmental/social issues we will need to solve in order to achieve that vision. As the world moves toward an autonomous distributed society that develops sustainably, we have redefined our purpose as contributing to "Support people to achieve their own purpose" and "Realize a sustainable society."

This is the stance that has been at the foundation of our management strategy since the merger between Konica and Minolta in 2003, and since being appointed President, I have focused management based on my belief that contributing to the realization of a sustainable society where everyone can live with a purpose is the only way to achieve the sustainable growth of the Company. This idea has carried over to our employees and we are seeing more and more voluntary initiatives, such as projects for solving social issues that were proposed and started by young employees. I find it extremely encouraging that we have such human resources that truly want to improve the world.

In fiscal 2020, we clarified our five material issues for contributing to solving social issues via our business activities as " Improving fulfillment in work and corporate dynamism ," " Supporting healthy, high-quality living," "Ensuring social safety and security," "Addressing climate change," and "Using limited resources effectively." In regard to climate change in particular, we have worked toward long-term goals since establishing the Eco Vision 2050 long-term environment plan in 2009. In fiscal 2020, we pushed forward our timeline for achieving Carbon Minus status to the ambitious target of 2030. We aim to increase the amount that we can contribute to reducing CO_2 emissions at client companies and business partners compared to our own CO_2 emissions, by sharing our expertise and knowledge on environmental management in order to reduce the environmental impact of the entire value chain. As for to material issues not related to the environment, we will continue to quantify the social and economic impact that our business activities have, and set specific KPIs to accelerate our initiatives.

Guided by our philosophy—"The Creation of New Value," we will continue to create environmental/social value and economic value via all kinds of business activities. We will also contribute to a sustainable society as a company clearly committed to solving social issues, while simultaneously improving our medium to long-term corporate value, and I hope for the continued support of all of our stakeholders.



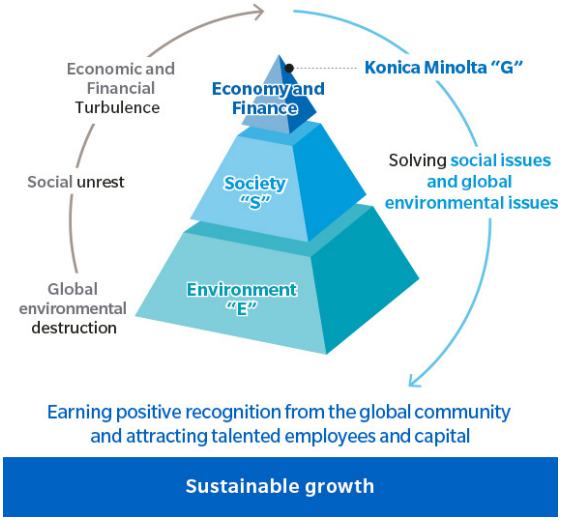
Shoei Yamana
President and CEO, Representative Executive Officer
Konica Minolta, Inc.
August 2021

Message from the Sustainability Officer



Balance New Value Creation for the Environment and Human Society with Business Growth

Pursuing sustainability for society can lead to higher sustainability for companies. If greater social unrest is triggered by the destruction of the global environment, it will also impact economies and financial systems worldwide. However, by working to solve global environmental and social problems, we can minimize future risks while creating opportunities for growth.
Konica Minolta's management vision is "Imaging to the People," and we are working hard to help build a sustainable society by continuing to evolve by practicing co-innovation with our customers. We will continue to take on the challenge of innovation that can promote both the growth of our business and the creation of new value for the global environment and all of humanity.



Promote Activities in Line with Five Material Issues

In fiscal 2020, Konica Minolta established and began activities for its long-term vision, which looks ahead to 2030, and its medium-term business plan, DX2022. When establishing the plan, social issues that the Company should address in 2030 were clarified, and the issues that should be addressed from a medium-term perspective were set through backcasting. Using the SDG framework, social and environmental issues were identified for 2030. The importance of these were assessed from the relationship with the Company's business, and the five material issues (important issues) that the Company should address were identified. This makes the vision that Konica Minolta should aspire to even more clear.
The material issues of "improving fulfillment in work and corporate dynamism," "supporting healthy, high-quality living," "ensuring social safety and security," "addressing climate change," and "using limited resources effectively" express the themes that will enable Konica Minolta to generate substantial social value by utilizing its intangible assets to advance its business. 2030 visions have been set for each of the five material issues, and the Company has confirmed the direction of value creation in the medium to long term.

Promote Activities in Line with Five Material Issues



Resolving Social and Environmental Issues through DX Business

The world is looking to corporate innovation to help solve today's increasingly urgent social and environmental issues. Konica Minolta will work to transform the workflows used in the workplace using tools to visualize them and contribute to society by making people's lives even more fulfilling. The foundation will be the Company's unique imaging IoT platform. By combining AI and IoT technology with imaging technology, one of Konica Minolta's strengths, the Company will create high value-added, high-revenue businesses utilizing data such as images continuously acquired from on site.

Regarding the material issue of "improving fulfillment in work and corporate dynamism," we are providing solutions that increase productivity and make creativity-inspiring work styles possible in diverse locations — all the while supporting people so that they may achieve their own purposes, improving fulfillment in work, and fostering corporate dynamism as work styles continue to diversify.

With regard to "supporting healthy, high-quality living," another material issue, we are enhancing the diagnostic function of local clinics and other neighborhood primary care settings by providing diagnostic imaging analysis technology that uses AI, and by supporting diagnosis through a network of specialists. In addition, we are helping to make the workflow concerning elderly people at nursing care facilities visible using image analysis and AI to reduce the burden on caregivers. By making it possible to provide more finely tuned nursing care services, Konica Minolta is also helping seniors to remain independent.

In order to address the material issue of "ensuring social safety and security," we are providing technology to enable non-contact and remote monitoring and inspection at factories and plants. By predicting process irregularities and risks in ways that surpass the visual skills of frontline workers, we aim to prevent accidents and ensure the safety and security of factories and surrounding communities.

Regarding the other material issues including "addressing climate change" and "using limited resources effectively," Konica Minolta will support more efficient production by reforming customers' conventional production procedures through on-demand production. Raising production efficiency leads to reductions in customers' CO_2 emissions and helps to rein in customers' use of resources.

Carbon Minus in 2030: GX Green Transformation

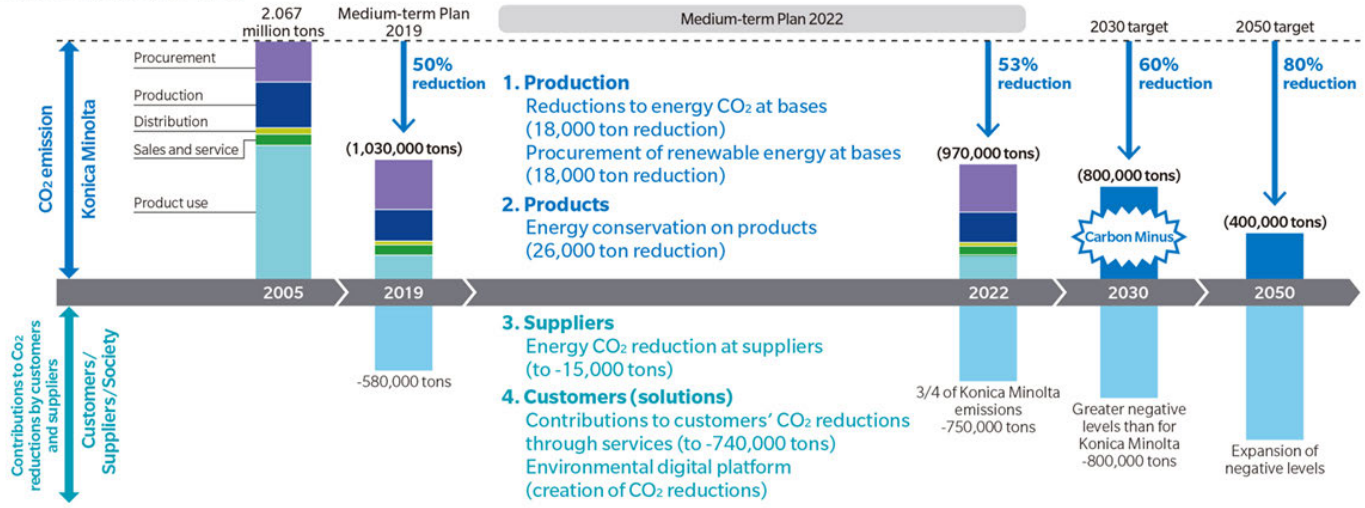
Environmental problems such as climate change are urgent issues that have been brought up at G7 meetings. Companies have significant responsibilities in curbing environmental impact and creating sustainable societies. Konica Minolta expresses its strong determination to fulfill this responsibility in its long-term environmental vision looking ahead to 2050, Eco Vision 2050. In 2009, Eco Vision 2050 set an ambitious target of reducing CO_2 emissions for the lifecycle of Konica Minolta products by 80% of fiscal 2005 levels by 2050. In 2017, the Company added the concept of Carbon Minus to signal its commitment to reducing society's CO_2 emissions to negative levels through its business, and expanded measures to encompass the entire supply chain. In 2020, Konica Minolta declared that it would achieve Carbon Minus in 2030, 20 years earlier than its deadline for meeting this goal.

We view Carbon Minus as an activity in which efforts to reduce CO_2 emissions at customers and suppliers surpass the Company's CO_2 emissions across the entire product lifecycle thanks to products and services offered by Konica Minolta. With the Company's business changing from products to services through DX, Konica Minolta will also shift to activities utilizing DX in its efforts to achieve Carbon Minus status. Konica Minolta calls this GX (Green Transformation).

To achieve Carbon Minus, Konica Minolta will accelerate its initiatives to reduce CO_2 emissions at every stage, including its own manufacturing, products, support for suppliers, and the provision of services to its customers. The Medium-term Sustainability Plan 2022, which was established at the same time as DX2022, lowers the emissions volume to 970,000 tons by reducing CO_2 emissions along the life cycle of Konica Minolta products by 53%. In addition, the Company is aggressively introducing renewable energy, and has set targets of 30% for 2030 and 100% by 2050. The target for fiscal 2022 has been raised from 6.5% in fiscal 2020 to 10%.

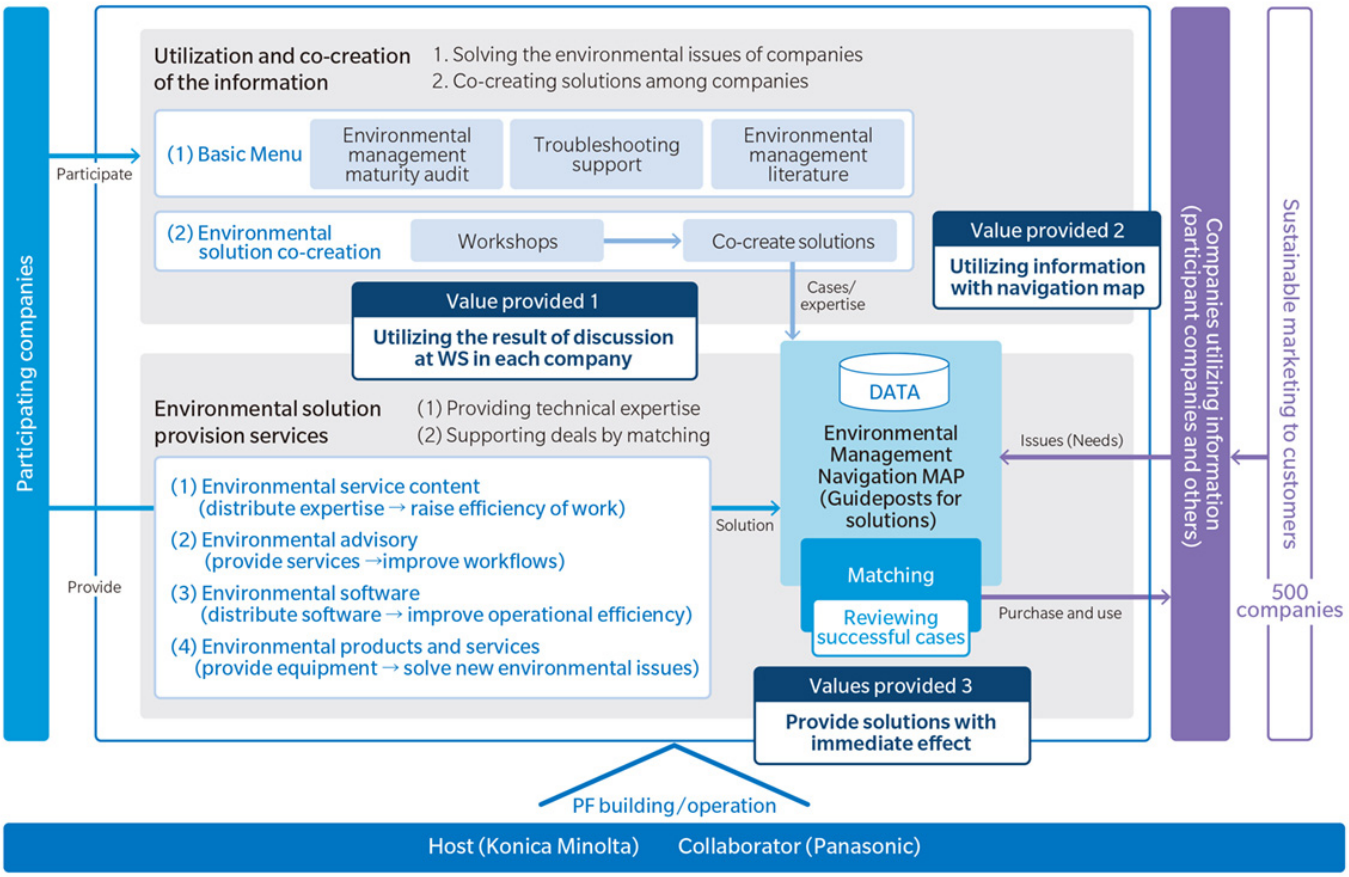
By helping suppliers and customers reduce CO_2, such as reforming customers' operating processes by introducing the Company's on-demand print system, Konica Minolta can increase its contributions to CO_2 reductions to 750,000 tons. These initiatives will enable the Company to bring its contributions to CO_2 reductions to three-fourths of its own CO_2 emissions.

Carbon Minus by 2030



Collaborating with more companies through DX and making bold reductions in CO_2

Konica Minolta aims to collaborate with more companies using digital technology and achieve its challenging target of realizing Carbon Minus in 2030.
One of the key initiatives for this is DX Green Supplier Activities. Up until this point, Konica Minolta's environment and energy experts have visited customers and helped them with energy conservation diagnoses, but the Company has now developed a system that enables these diagnoses to be done automatically. After trial and error at several companies, the Company introduced the system on a full scale from fiscal 2020. By using a digital system, diagnoses can be done remotely. Compared to the previous approach of visiting in person, the Company expects to conserve even more energy with efficiency that is several times greater.
Another important initiative is the Environment Digital Platform, launched as an eco system to reduce environmental impact. In June 2020, 16 companies began activities, and the number of participating companies increased to 44 (as of the end of July 2021). The value provided by this platform can be roughly divided into three categories. First, participating companies hold discussions and use the information gathered at workshops in their environmental management. Second, the Navigation MAP, which compiles information that helps to improve environmental management, can be used to search for information when necessary. Third, when a solution with immediate efficacy is needed, companies are matched with a solution company that has the environmental technology and expertise.
Konica Minolta aims to raise efficiency by bringing together the wisdom of companies in different industries and using this information, while accelerating the resolution of environmental issues through an affiliation between companies, promoting co-creation and the development of innovations, and helping to resolve environmental issues on a global scale.
We are determined to achieve sustainable corporate growth by delivering on our three-year medium-term business plan. We will do this by pursuing collaboration with many different companies in order to bring about drastic reductions of environmental impact in society as well as drive our own growth.

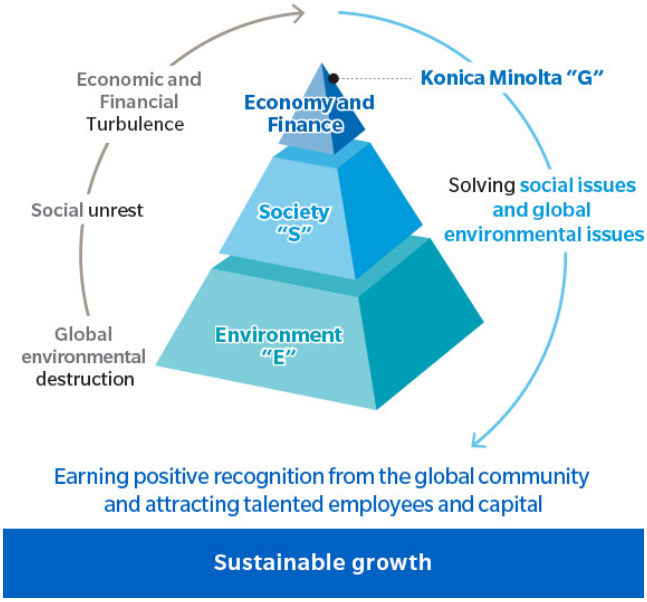


August 2021
Takenori Takahashi
Corporate Vice President
General Manager, Corporate Sustainability Operations
Konica Minolta, Inc.

Basic Approach and Systems for Sustainability Management

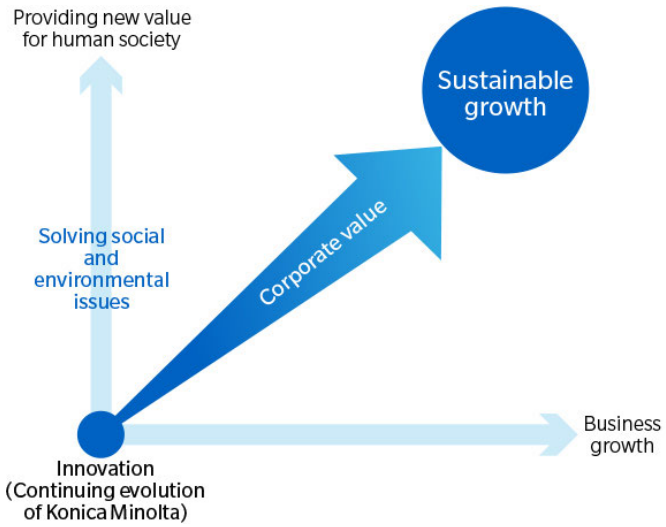
Basic Approach: Grow the Business by Providing New Value That Helps Build a Sustainable Society

Konica Minolta has prospered together with society by continuing to provide the new value required in each era, living up to its philosophy, “The Creation of New Value.” Helping to build a sustainable society also promotes corporate sustainability. If greater social unrest is triggered by the destruction of the global environment, it will also impact economies and financial systems worldwide. However, by working to solve global environmental and social problems, Konica Minolta can minimize future risks while creating opportunities for growth.
Konica Minolta's management vision is "Imaging to the People." It states the company’s determination to be a robust, innovative company, continually evolving and contributing to the sustainable growth of society and individuals. Konica Minolta will continue to take on the challenge of innovation — and co-innovation with customers — that can promote both the growth of its business and the creation of new value for the global environment and all of human society.



Enhancing Corporate Value for Sustainable Growth

For a company to grow sustainably, it must continually provide new value for human society as well as achieve business growth. To further its own evolution, Konica Minolta is determined to generate innovation to help solve social and environmental issues. By linking this effort to financial performance, Konica Minolta seeks to enhance its corporate value and achieve sustainable growth.



Konica Minolta Group Charter of Corporate Behavior

Konica Minolta's efforts to achieve sustainability are based on the Konica Minolta Group Charter of Corporate Behavior and its basic approach to sustainability management. 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.

- Konica Minolta Group Charter of Corporate Behavior
- Konica Minolta Group Charter of Corporate Behavior (PDF:325KB, in ten languages)
- Guidance for Charter of Corporate Behavior

Respect for International Best Practices

The Konica Minolta Group Guidance for the Charter of Corporate Behavior clearly states that the Group will respect and follow widely adopted international social responsibility initiatives, including the Global Compact initiated by the United Nations.

Sustainability-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

ISO26000

- Japan Business Federation (Nippon Keidanren) Charter of Corporate Behavior

■Support for the Japan Business Federation Charter of Corporate Behavior

Konica Minolta, Inc., is a member of the Japan Business Federation (Nippon Keidanren) and respects its Charter of Corporate Behavior and Implementation Guidance for Charter of Corporate Behavior.

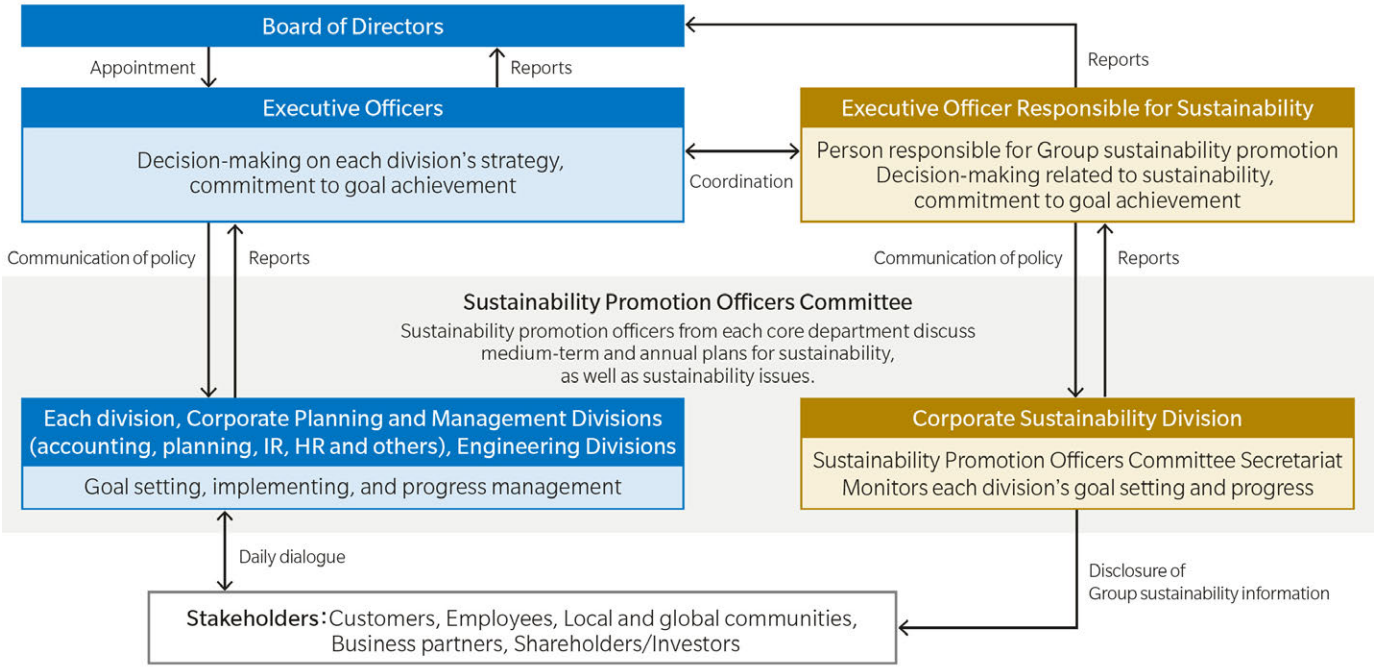
- Japan Business Federation (Nippon Keidanren) Charter of Corporate Behavior
- Outline of the Implementation Guidance for Charter of Corporate Behavior

Sustainability-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
  - RE100
  - Task Force on Climate-related Financial Disclosures (TCFD)
  - Japan Climate Initiative (JCI)
  - "Challenge Zero," Japan Business Federation (Nippon Keidanren)

Sustainability Management System

At Konica Minolta Inc., the President and CEO, who is a member of the Board of Directors, is tasked with the ultimate responsibility and authority for overall sustainability management and is also responsible for the effectiveness of the company's sustainability management. The actual sustainability management activities for the entire Group are executed by the Group Executive for Corporate Sustainability, under the President. The Group Executive for Corporate Sustainability creates a medium-term plan for sustainability, which is approved by the Board of Directors as a management plan for the entire Group. The Group Executive for Corporate Sustainability then reports monthly to the President and the Audit Committee established in the Board of Directors on progress made on and issues in sustainability management.
The same Group Executive also reports annually on sustainability progress under the medium-term management plan DX2022 (FY2020-FY2022) during Board of Directors meetings, and obtains advice and opinions.
The company established a Group Sustainability Promotion Committee as an organization that promotes the Group's medium-term sustainability plan. The Corporate Sustainability Division serves as the secretariat of the Committee, whose members are persons responsible for sustainability promotion appointed by the heads of the business divisions, corporate planning and management divisions (planning, IR, HR and others), and R&D divisions. The Committee discusses the medium-term sustainability plan and the annual plan, checks the quarterly progress, and reviews the Group's sustainability issues.
Since fiscal 2017, the company has been promoting sustainability as part of its management activities by including non-financial indicators such as ESG in the performance evaluation items of executive officers.



Basic Approach and Systems for Sustainability Management

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, 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, the 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.

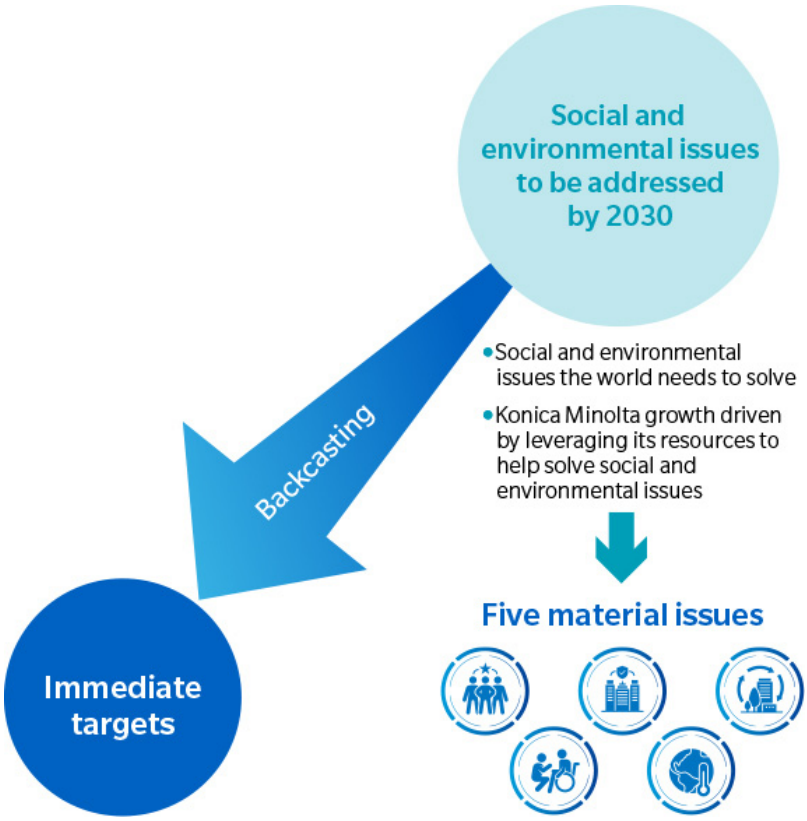
Established on October 1, 2003

The Konica Minolta Group is an economic entity engaged in the pursuit of profit through fair competition that seeks to be of benefit to society at large. As such, the Group complies with laws and social regulations and acts in accordance with international rules in pursuit of fair and transparent corporate activities.
“Fair and Transparent Corporate Activities” include activities other than any illegal or unfair (fraudulent) activities such as corruption, antitrust violations, illegal political contributions, or illegal charitable contributions and sponsorships.

Sustainability Strategy

Five New Material Issues to Be Solved Through Digital Transformation (DX)

The future is difficult to predict in a complex world characterized by population growth, developed countries with declining birthrates and aging populations, rapid digital transformation, greater use of biotechnology, multipolarity in international relations, and a worsening climate crisis. Given the uncertain future the world faces, Konica Minolta has decided to identify the social and environmental issues it must help address. While reaffirming its corporate DNA, the company clarified issues to be addressed by 2030, and then backcasted from that year to determine the targets it must tackle immediately.



After gaining insight into social and environmental issues expected to be critical by 2030 by examining the UN Sustainable Development Goals (SDGs) and macro trends, Konica Minolta conducted a materiality analysis from the perspectives of social issues that must be solved and Konica Minolta's business growth. This led to the identification of five new material issues for Konica Minolta to tackle starting in 2020: (1) improving fulfillment in work and corporate dynamism; (2) supporting healthy, high-quality living; (3) ensuring social safety and security; (4) addressing climate change; and (5) using limited resources effectively. For each of these issues, vision were also established, thereby clarifying Konica Minolta's medium and long-term directions for value creation.

These five material issues are linked to Konica Minolta's business growth strategy and are now the cornerstones for action in each business area. In alignment with the value creation process of each business unit, Konica Minolta will implement initiatives for both business growth and sustainability to create value for customers and the broader society.

Vision for 2030 and SDGs Related to Each Material Issue

Material issue	Vision for 2030	Related SDGs
Improving fulfillment in work and corporate dynamism	Increase labor productivity for corporate clients, society, and Konica Minolta. Make time for creativity, and promote workplaces where all individuals can thrive.	
Supporting healthy, high-quality living	Promote health and high quality of life at corporate clients, in society, and Konica Minolta. Help individuals lead fulfilling lives.	
Ensuring social safety and security	Enhance safety and security in the workplaces of corporate clients and in society. Minimize risks posed by Konica Minolta products and services.	
Addressing climate change	Reduce CO_2 emissions by Konica Minolta. Enhance CO_2 emissions reduction at corporate clients and suppliers, and reduce the carbon footprint of society.	
Using limited resources effectively	Promote the effective use of resources at Konica Minolta, while also helping corporate clients and suppliers to achieve effective use.	

Click below for details on the material issue identification process.

- Material Issue Evaluation and Identification Process

Medium-Term Sustainability Plan 2022

As the first step toward achieving its long-term vision, Konica Minolta established the medium-term business plan "DX2022" in 2020. The DX2022 plan aims to "leap to highly profitable businesses through DX," and “evolve into a company clearly committed to solving social issues" by 2022. Under the plan, key performance indicators have been set to measure the creation of social and environmental value as well as economic value for each of the five material issues. By working to solve social and environmental issues, Konica Minolta can also foster its own growth.

Helping to Solve Social and Environmental Issues by Advancing Konica Minolta's Imaging IoT Technology and Combining It with Digital Technology

Today's increasingly urgent social and environmental issues can only be solved by innovation. By combining imaging IoT and digital technologies to "make the invisible visible," Konica Minolta will work to transform the workflows used in the workplace and contribute to society by making people's lives even more fulfilling.

Improving fulfillment in work and corporate dynamism

As work styles continue to diversify, we are providing solutions that increase productivity and make creativity-inspiring work styles possible in diverse locations — all the while supporting the human quest for purpose in life, improving fulfillment in work, and fostering corporate dynamism.

Supporting healthy, high-quality living

Konica Minolta is enhancing the diagnostic function of clinics and other neighborhood primary care settings by providing diagnostic imaging analysis technology that uses AI, and by supporting diagnosis through a network of specialists. In addition, the company is helping to make the workflow at nursing care facilities visible using image analysis and AI to reduce the burden on caregivers. By making it possible to provide more finely tuned nursing care services, Konica Minolta is also helping seniors to remain independent.

Ensuring social safety and security

Konica Minolta is providing solutions to enable non-contact and remote monitoring and inspection at factories and plants. By forecasting and predicting trouble or danger in ways that surpass the visual capabilities of frontline workers, the company aims to prevent accidents and ensure the safety and security of factories and surrounding communities.

Addressing climate change

Konica Minolta helps corporate clients in the commercial printing industry streamline their operations and reduce energy consumption. The company is providing solutions for transforming their workflow while enhancing their productivity, in addition to reducing its own CO_2 emissions.

Using limited resources effectively

Konica Minolta is contributing to reduced resource consumption by helping corporate clients in the commercial printing industry to shift to on-demand printing. This will eliminate the need for printing plates used in traditional offset printing and reduce customer process inventory.

Driving Drastic CO_2 Emissions Reduction with DX, to Achieve Carbon Minus by 2030 Instead of 2050

With the implementation of the new long-term vision and the DX2022 medium-term business strategy, Konica Minolta has decided to bring forward its goal to achieve Carbon Minus status to 2030. Utilizing digital transformation (DX) technologies, Konica Minolta will promote collaboration with even more corporate clients and business partners, taking on the challenge of broad-scope reduction in environmental impact.
In response to the material issues of addressing climate change and using limited resources effectively, Konica Minolta will help transform the socially conventional business model of mass production and disposal by facilitating the adoption of on-demand production, work style reform, and edge computing. It will foster the transition to a fully paperless world while helping to minimize energy use in the digital society.
One example of this is the digitization of its Green Supplier Activities, which provide business partners with Konica Minolta environmental expertise. Until recently, the company's specialists visited the factories of business partners to perform energy-saving diagnoses. By now, by digitizing and automating its diagnostic expertise, the company has developed a system that allows business partners to perform energy-saving diagnosis and implement measures on their own. Konica Minolta anticipates that this will dramatically expand the scope of its activities and further accelerate environmental impact and cost reduction.
Another key initiative is the company's Environmental Digital Platform, launched in June 2020. This system helps to improve the efficiency of environmental management by allowing Konica Minolta and each participating company to share their knowledge and expertise in order to co-create new value. The platform has a place for participants to co-create solutions and a place to share and utilize proven solutions. Through these two digital spaces, Konica Minolta aims to help solve environmental issues on a global scale. The goal is to accelerate the resolution of environmental challenges through collaboration between companies, and to promote innovation through co-creation.

Sustainability Strategy

Material Issue Evaluation and Identification Process

Updating the Material Issues

The future is difficult to predict in a complex world characterized by population growth, developed countries with declining birthrates and aging populations, rapid digital transformation, greater use of biotechnology, multipolarity in international relations, and a worsening climate crisis. Given the uncertainty the world faces, Konica Minolta has decided to identify the social and environmental issues it must help address. While reaffirming its corporate DNA, the company clarified the issues to be addressed by 2030, and then backcasted from that year to determine the targets it must tackle immediately.
Konica Minolta believes that a sustainable and decentralized society with greater individual autonomy is on the horizon. When it arrives, organizations and individuals will be creating all kinds of value utilizing an explosively expanding amount of data. Along with greater prosperity based on individualization and diversification, countries will be able to solve many pressing social and environmental issues. Advanced technology will be required both for greater prosperity and to solve issues.
After gaining insight into social and environmental issues expected to be critical by 2030 by examining the UN Sustainable Development Goals (SDGs), macro trends and various stakeholder requirements, Konica Minolta conducted a materiality analysis from the perspectives of social issues that must be solved and Konica Minolta's business growth. This led to the identification of five new material issues for Konica Minolta to tackle. By addressing these five material issues, Konica Minolta will support the human quest for purpose in life and contribute to global sustainability.

Evaluation and Identification Process

Step 1. Issue Awareness

First, Konica Minolta made a list of diverse environmental, social, and economic issues by referencing international frameworks and guidelines such as the GRI Standards and SDGs, as well as macro trends in each specialized field.
The list was prepared by referring to the Wedding Cake Model of the SDGs. This structural model was developed by the Stockholm Resilience Center* as a way to understand the SDGs, and it helps to clarify the relationships among the SDGs. With this model, the 17 goals are divided into three layered categories, like the tiers of a wedding cake. These tiers from bottom to top are biosphere, society and economy. The model illustrates that achieving the biosphere and society-related SDGs can help to build a sustainable economy and society, upon which companies can help build the foundation for a sustainable economy. With this relationship in mind, Konica Minolta identified the issues of greatest importance to its business.
During this identification process, Konica Minolta also considered social and environmental changes, regulatory and policy trends, and stakeholder requirements, all in light of the company's current and potential business areas as well as the corresponding supply and value chains.

※ Stockholm Resilience Center

Frameworks and Guidelines referred to:

- GRI Standards
- Sustainability Accounting Standards Board (SASB)
- ISO 26000
- Sustainable Development Goals (SDGs)
- The Ten Principles of the UN Global Compact
- OECD Guidelines for Multinational Enterprises
- Task Force on Climate-related Financial Disclosure (TCFD)
- Macro trends in various climate change and other specialized fields (the Paris Agreement, the European circular economy, etc.)
- International Integrated Reporting Council (IIRC), International Integrated Reporting Framework
- Stockholm Resilience Center’s Wedding Cake Model for the SDGs

Evaluations, dialogues and requirements for Konica Minolta from stakeholders

- Dialogue with investors and other stakeholders at IR briefings, business briefings, etc.
- Dialogue with CDP and other international NGOs and NPOs
- Items requested in various ESG surveys
- Dialogue with customers on Sustainable Marketing activities
- Dialogue with companies participating in the Environmental Digital Platform
- Dialogue with investors and other stakeholders at the TCFD Consortium Roundtable

Step 2. Issue Identification and Prioritization

From the initial list of issues, Konica Minolta identified fields that are particularly relevant to its business, and then conducted a prioritization process.
Konica Minolta's materiality analysis is unique in that it assesses both risks and opportunities. By evaluating both these aspects, the company aims to fulfill expectations for enterprises to tackle the SDGs. The expectation is that companies treat social and environmental issues as opportunities to grow their businesses, while helping to solve the issues through their business activities.
In performing the materiality analysis, Konica Minolta evaluated and prioritized the issues based on the two perspectives of importance to stakeholders and importance to the business.
Customers, business partners, shareholders, investors, and employees were defined as part of the analysis. Importance to stakeholders was quantified by scoring each issue from one to five. To analyze financial impact and importance to the business, each issue was similarly scored based on the amount of potential earnings for opportunity issues, and the amount of potential loss for risk issues.

【Opportunities for Each Material Issue】



Improving fulfillment in work and corporate dynamism	1 Improving productivity of customer organizations and increasing time for creativity by providing work-style solutions using digital technology
	2 Improving productivity and enhancing workplace motivation in the supply chains of customer organizations by providing products and services that transform the workflows of frontline workers
	3 Realizing the full potential of human resources, who are the source of new value, and creating workplaces organizations where individuals thrive
	4 Eliminating labor shortages and strengthening cyber security by eliminating the gap in IT access faced by small and medium enterprises
Supporting healthy, high-quality living	5 Transforming caregiver workflow with imaging IoT-based systems and onsite consulting services, and creating a labor pool in the caregiving industry
	6 Promoting disease prevention and early detection by providing high value-added medical services, and reducing medical expenses
	7 Streamlining drug development by promoting innovation in drug discovery processes utilizing genetic testing technology
	8 Improving healthcare accessibility in developing countries
Ensuring social safety and security	9 Improving safety and security at client sites and for society by providing products and services such as gas leak monitoring services
	10 Supporting the quality produced by corporate clients by offering products and services that facilitate high-tech measurement and inspection
Addressing climate change	11 Reducing energy consumption and CO_2 emissions of customers and society by providing manufacturing process solutions
	12 Promoting a paperless and ubiquitous computing society by providing solutions for work style reform
	13 Contributing to drastic CO_2 emissions and cost reductions by helping business partners to reduce their environmental impact using DX technology
Using limited resources effectively	14 Constructing efficient supply chains for client companies using on-demand production
	15 Reducing workflow and supply chain loss for client companies

Cross-cutting opportunities	16 Fostering a corporate culture that encourages role models for the generation of SDG innovation
	17 Improving ESG relations with investors
	18 Enhancing customer relations by making the most of ESG initiatives

【Risks for Each Material Issue】



Improving fulfillment in work and corporate dynamism	1 Mismatches between employee skills and their work due to rapid changes in systems and environments
	2 Declines in employee diversity, independence, and ability to innovate due to stagnated efforts to create workplaces that promote diversity
Ensuring social safety and security	3 Loss of public confidence in the event of a product or service-related accident that results in death or injury to a user
	4 Loss of public confidence in the event of a serious information security accident related to a product or service, which results in a personal data leak or privacy infringement
	5 Impacts on operations and product shipments due to the use of substances that pollute ecosystems and pose human health hazards
Addressing climate change	6 Skyrocketing energy prices, increased material costs due to raw material shortages, and supply instability
	7 Greater use of paperless systems due to skyrocketing energy prices and raw material shortages
	8 Supply chain disruptions due to abnormal weather
Using limited resources effectively	9 Decline in competitiveness due to delayed participation in the circular economy
	10 Production or shipment delays due to water-related risks and water resource depletion

Cross-cutting risk	11 Decline in public confidence due to lack of governance at business partners

Step 3. Results Confirmation and Issue Identification

The Konica Minolta Group Executive for Corporate Sustainability, who chairs the Group Sustainability Promotion Committee, confirmed the appropriateness of the material issue evaluation process and the prioritized issues. The selected material issues were then discussed by senior management and approved by the Board of Directors. The process used to identify material issues is reviewed annually, which guarantees the validity of the issues selected and the corresponding plan.

Sustainability Strategy

Sustainability Targets and Results

Konica Minolta has set indicators in line with its material issues based on the medium-term management plan, and uses them to manage progress.

Initiatives in the Medium-term Sustainability Plan 2022 (FY2020-FY2022)

In 2030, Konica Minolta defined the social and environmental issues it should address, and used backcasting to identify five material issues (priority issues) to tackle in 2020: Improving fulfillment in work and corporate dynamism; Supporting healthy, high-quality living; Ensuring social safety and security; Addressing climate change; and Using limited resources effectively. For each of these issues, visions for 2030 were also established, thereby clarifying Konica Minolta's medium and long-term directions for value creation.

Under the Medium-term Management Plan DX2022 (FY2020-FY2022), a Medium-term Sustainability Plan 2022 was established, and targets and action plans to create social and environmental value and economic value in line with these five new material issues were also formulated. Konica Minolta regularly reports on the sustainability targets addressed during the Medium-term Management Plan's duration and the progress of these activities.

Click image to enlarge

List of Targets and Results

Sustainability Targets and Results during the Period of the Medium-term Management Plan DX2022 (FY2020 – FY2022)

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 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
Increasing customer productivity and making time for creativity							
Creating an organization that draws out potential talent so that individuals can shine	Social and environmental value	Strategic assignments for manager candidates (%) *1	70	70	100	100	○
		Number of DX leaders*2 trained (people)	–	–	27	–	–
		Employee engagement score	GES*3 designing	GES designing	GES implementation Problem identification and goal setting	Improving engagement score (Compared to FY2021)	○
		Percentage of management positions held by women (%) *4	7.2	-	8	8% or more	–
		Percentage of women among new graduate hires (%) *4	23	30% or more	30% or more	30% or more	△

*1 Percentage of employees assigned to strategic leadership positions

*2 DX leader: Leaders who can meet customer needs with digital solutions

*3 GES (Global Employee Survey)

*4 Target scope: Konica Minolta, Inc.

Initiatives in the Medium-term Management Plan SHINKA2019 (FY2017-FY2019)

Under the Medium-term Management Plan SHINKA2019 (FY2017-FY2019), sustainability targets and action plans in line with materiality were set and activities pursued. The company regularly reports on the sustainability targets and the results of these activities during the three-year term of this medium-term plan.

Click image to enlarge

Sustainability Targets and Results for the Period of Medium Term Business Plan "SHINKA 2019" (FY2017-FY2019)

Targets and Results Regarding Environmental Impact

100% or above : ○ 80% of above, less than 100% : △ Less than 80% : ×

Green Products (planning and development)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
(1) Creation of Sustainable Green Products (SGPs) sought by customers and society						
Business value						
Sales Sustainable Green Products sales:770 billion yen (sales ratio: 70%) Cost reductions Resource-saving cost reduction	Sales Sustainable Green Products sales:657.6 billion yen (sales ratio: 64%) Cost reductions Resource-saving cost reduction	○	Sales Sustainable Green Products sales:778.5 billion yen (sales ratio: 74%) Cost reductions Resource-saving cost reduction	○	Sales Sustainable Green Products sales:733.1 billion yen (sales ratio: 74%) Cost reductions Resource-saving cost reduction	△
Environmental value						
Preventing global warming CO_2 emissions reduction during product usage: 17.2 thousand tons CO_2 emissions reduction in the procurement stage: 45.9 thousand tons Supporting a recycling-oriented society Effective resource utilization: 11.3 thousand tons Reducing chemical substance risks Control emissions + Social issue solutions based on SDGs	Preventing global warming CO_2 emissions reduction during product usage: 10.9 thousand tons CO_2 emissions reduction in the procurement stage: 37.1 thousand tons Supporting a recycling-oriented society Effective resource utilization: 10.3 thousand tons	○	Preventing global warming CO_2 emissions reduction during product usage: 15.0 thousand tons CO_2 emissions reduction in the procurement stage: 41.8 thousand tons Supporting a recycling-oriented society Effective resource utilization: 12.6 thousand tons	○	Preventing global warming CO_2 emissions reduction during product usage: 14.8 thousand tons CO_2 emissions reduction in the procurement stage: 39.2 thousand tons Supporting a recycling-oriented society Effective resource utilization: 12.4 thousand tons	△
(2) Complying with government procurement standards and environmental label requirements						
Business value						

List of Targets and Results

Sustainability Targets and Results during the Period of the Medium-term Management Plan DX2022 (FY2020 - FY2022)

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 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
Increasing customer productivity and making time for creativity								
Creating an organization that draws out potential talent so that individuals can shine	Social and environmental value	Strategic assignments for manager candidates (%) *1		70	70	100	100	○
		Number of DX leaders*2 trained (people)		—	—	27	—	—
		Employee engagement score		GES*3 designing	GES designing	GES implementation Problem identification and goal setting	Improving engagement score (Compared to FY2021)	○
		Percentage of management positions held by women (%) *4		7.2	—	8	8% or more	—
		Percentage of women among new graduate hires (%) *4		23	30% or more	30% or more	30% or more	△

*1 Percentage of employees assigned to strategic leadership positions
*2 DX leader: Leaders who can meet customer needs with digital solutions
*3 GES (Global Employee Survey)
*4 Target scope: Konica Minolta, Inc.

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 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
Promote health and high quality of life at corporate clients								
Building safe and comfortable workplaces where employees feel motivated*1	Improve organizational health	Social and environmental value	Rate of reduction in Level 4 workplaces (%) *2	38	15	30	50	○
			Percentage moving to higher level of organizational health (%) *3	–	–	5	10	—
	Employee health *4		Number of employees who are at high risk physically (employees with the highest health risks)	24% increase	4% decrease	8% decrease	12% decrease	×
			Number of leave-of-absence days taken due to mental health problems	13% increase	3% decrease	7% decrease	13% decrease	×

*1. Target scope: Konica Minolta, Inc.
*2 The rate of reduction from fiscal 2019 levels in the number of Level 4 workplaces, which have the highest level of stress (workplaces deemed to have the highest level of stress based on the results of a four-level stress check)
*3 The rate of year-on-year change in the number of workplaces whose results in the organizational health survey improved from less than 3.5 to 3.5 or higher (upper level) *4 Rate of change from fiscal 2019 results

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 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
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	○
		Economic value	Serious business losses due to chemical substance management (JPY)	0	0	0	0	○
	Reinforce efforts to ensure health when products and services are used	Social and environmental value	Number of serious product-related accidents*2	0	0	0	0	○
		Economic value	Major business losses related to product safety (JPY)	0	0	0	0	○
	Completely eliminate serious information security incidents	Social and environmental value	Number of serious information security incidents*3	0	0	0	0	○
		Economic value	Major business losses related to information security (JPY)	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. 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 CO_2 emissions by Konica Minolta. Enhance CO_2 emissions reduction at corporate clients and suppliers, and reduce the carbon footprint of society.

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2030 Targets	FY2050 Targets	FY2020 Target Achievement Status
Reducing Energy Usage and CO_2 Emissions by Transforming Customer Processes		Social and environmental value	Amount of Carbon Minus contributions*1 (thousand tons)	565	590	700	740			△
		Economic value	Solution sales (billion yen)	51	56	66	76			△
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		Reduction of CO_2 emissions (thousand tons)	821	—	—	970	800	400	—
			Reduction rate (%) over FY2005	60	—	—	53	60	80	—
	Reduction of environmental impact of Konica Minolta production sites*3	Social and environmental value	Reduction of CO_2 emissions (thousand tons)	4	4	10	18			○
		Economic value	Monetary equivalent of energy reduction (million yen)	79	89	210	430			△
		Social and environmental value	Amount of CO_2 reduced through procurement of renewable energy (thousand tons)	6	6	12	20			○
			Percentage of renewable energy use (%)	6.5	—	—	10	30	100	—
	Reduction of environmental impact through the use of Konica Minolta products and services	Social and environmental value	Reduction of CO_2 emissions (thousand tons)	24	24	26	26			○
		Economic value	Sales from sustainable solutions (billion yen)	676	670	690	700			○
	Reduction of environmental impact at suppliers using DX*3	Social and environmental value	Amount of Carbon Minus contributions*1 (thousand tons)	1.5	1.3	3.1	4.8			○
		Economic value	Monetary equivalent of energy reduction (million yen)	22	21	44	68			○

*1 Carbon Minus contributions: Volume of CO_2 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 Reduction amount for each fiscal year due to the measures implemented during medium-term plan

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 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
Effective Use of Resources by Transforming Customer Business Processes		Social and environmental value	Reduction of waste discharge of customers (thousand tons)	325	330	360	370	△
		Economic value	Solution sales (billion yen)	53	58	71	83	△
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services	Reduction of environmental impact of Konica Minolta production sites*	Social and environmental value	Reduction of waste discharge (thousand tons)	0.6	0.5	1.0	1.2	○
		Economic value	Monetary equivalent of waste reductions (million yen)	130	110	200	260	○
	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	12	14	14	○
		Economic value	Sustainable solution sales (billion yen)	676	670	690	700	○

*Reduction amount for each fiscal year due to the measures implemented during medium-term plan

Cross-cutting Activities Supporting Material Issues

Attract ESG investment by providing solutions to social issues and sustainable growth

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
Attract ESG investment by providing solutions to social issues and sustainable growth	Social and environmental value	ESG initiatives continue to earn top marks		High assessment	High assessment	High assessment	High assessment	○

Response to social trends in regards to supply chain

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2020 Target Achievement Status
CSR procurement	Social and environmental value	Percentage of suppliers requested to carry out CSR activities		—	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)			—
		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)			○
		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)			○
		Number of final product production sites receiving RBA certification (Silver or higher)		0	0	3	4	○
	Economic value	Loss of sales opportunities		0	0	0	0	○
Practicing responsible minerals procurement	Social and environmental value	Percentage of suppliers returning conflict mineral surveys (%)		98	Maintained at 95% or higher in every year			○
		Percentage responding to requests for surveys from customers (%)		100% response	Maintained at 100% or higher in every year			○

Occupational Safety and Health

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Targets	FY2022 Targets	FY2030 Targets	FY2020 Target Achievement Status
Preventing occupational accidents	Social and environmental value	Serious accidents*1		0	0	0	0	—	○
	Economic value	Major business losses (JPY)		0	0	0	0	—	○
	Social and environmental value	Rate of lost-worktime injuries*2 (%)		0.17	0.21	0.19	0.15	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

Sustainability Targets and Results for the Period of Medium Term Business Plan "SHINKA 2019" (FY2017-FY2019)

Targets and Results Regarding Environmental Impact

100% or above：○　80% of above, less than 100%：△　Less than 80%：×

Green Products (planning and development)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
(1) Creation of Sustainable Green Products (SGPs) sought by customers and society						
Business value						
Sales Sustainable Green Products sales:770 billion yen (sales ratio: 70%) **Cost reductions** Resource-saving cost reduction	**Sales** Sustainable Green Products sales:657.6 billion yen (sales ratio: 64%) **Cost reductions** Resource-saving cost reduction	○	**Sales** Sustainable Green Products sales:778.5 billion yen (sales ratio: 74%) **Cost reductions** Resource-saving cost reduction	○	**Sales** Sustainable Green Products sales:733.1 billion yen (sales ratio: 74%) **Cost reductions** Resource-saving cost reduction	△
Environmental value						
Preventing global warming CO_2 emissions reduction during product usage: 17.2 thousand tons CO_2 emissions reduction in the procurement stage: 45.9 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 11.3 thousand tons **Reducing chemical substance risks** Control emissions **+ Social issue solutions based on SDGs**	**Preventing global warming** CO_2 emissions reduction during product usage: 10.9 thousand tons CO_2 emissions reduction in the procurement stage: 37.1 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 10.3 thousand tons	○	**Preventing global warming** CO_2 emissions reduction during product usage: 15.0 thousand tons CO_2 emissions reduction in the procurement stage: 41.8 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 12.6 thousand tons	○	**Preventing global warming** CO_2 emissions reduction during product usage: 14.8 thousand tons CO_2 emissions reduction in the procurement stage: 39.2 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 12.4 thousand tons	△
(2) Complying with government procurement standards and environmental label requirements						
Business value						
Sales Eliminate lost sales opportunities	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○
Environmental value						
Environment overall Reduce environmental impact through compliance with standards	**Environment overall** Reduced environmental impact through compliance with standards	○	**Environment overall** Reduced environmental impact through compliance with standards	○	**Environment overall** Reduced environmental impact through compliance with standards	○
(3) Dependably complying with product-related laws and regulations						
Business value						
Risk avoidance Eliminate effect on sales	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○
Environmental value						
Reducing chemical substance risks Reduce hazardous chemical substance risk by conforming to laws and regulations	**Reducing chemical substance risks** Reduced hazardous chemical substance risk by conforming to laws and regulations	○	**Reducing chemical substance risks** Reduced hazardous chemical substance risk by conforming to laws and regulations	○	**Reducing chemical substance risks** Reduced hazardous chemical substance risk by conforming to laws and regulations	○

Green Factory (procurement and production)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
(1) Excellent Green Factory activities						
Business value						
Cost reductions Energy and resource cost reduction	**Cost reductions** Energy and resource cost reduction	○	**Cost reductions** Energy and resource cost reduction	○	**Cost reductions** Energy and resource cost reduction	○
Environmental value						
Preventing global warming CO_2 emissions reduction in production activities: 19 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 2.8 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 220 thousand m^3	**Preventing global warming** CO_2 emissions reduction in production activities: 25.6 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 4.0 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 259 thousand m^3	○	**Preventing global warming** CO_2 emissions reduction in production activities: 26.5 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 7.1 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 274 thousand m^3	○	**Preventing global warming** CO_2 emissions reduction in production activities: 30.1 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 6.7 thousand tons **Restoring and preserving biodiversity** Water consumption reduction: 409 thousand m3	○

(2) Expansion of Green Supplier activities							
Business value							
Cost reductions Supplier cost reductions **Sales** Measures and expertise database creation, and knowledge commercialization	**Cost reductions** Supplier cost reductions	○	**Cost reductions** Supplier cost reductions	○	**Cost reductions** Supplier cost reductions **Sales** Measures and expertise database creation, and knowledge commercialization	○	
Environmental value							
Preventing global warming CO_2 emissions reduction at suppliers: 5 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 0.25 thousand tons **+ Social issue solutions based on SDGs**	**Preventing global warming** CO_2 emissions reduction at suppliers: 3.4 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 0.26 thousand tons	○	**Preventing global warming** CO_2 emissions reduction at suppliers: 9.1 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 0.63 thousand tons	○	**Preventing global warming** CO_2 emissions reduction at suppliers: 14.7 thousand tons **Supporting a recycling-oriented society** Effective resource utilization at suppliers: 1.29 thousand tons	○	
(3) Expanded adoption of renewable energy							
Business value							
Sales Eliminate lost sales opportunities	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○	**Sales** Eliminated lost sales opportunities	○	
Environmental value							
Preventing global warming Renewable energy ratio: 1% **+ Social issue solutions based on SDGs**	**Preventing global warming** Renewable energy ratio: 0.4%	○	**Preventing global warming** Renewable energy ratio: 1.5%	○	**Preventing global warming** Renewable energy ratio: 5.3%	○	
(4) Supply chain risk response							
Business value							
Risk avoidance Eliminate environmental impact from procurement, production, and sales	**Risk avoidance** Eliminated environmental impact from procurement, production, and sales	○	**Risk avoidance** Eliminated environmental impact from procurement, production, and sales	○	**Risk avoidance** Eliminated environmental impact from procurement, production, and sales	○	
Environmental value							
Environment overall Environmental impact reduction through standards compliance	**Environment overall** Environmental impact reduction through standards compliance	○	**Environment overall** Environmental impact reduction through standards compliance	○	**Environment overall** Environmental impact reduction through standards compliance	○	

Green Marketing (distribution, sales and service, and collection and recycling)

Medium-Term Environmental Plan 2019	Fiscal 2017 Results		Fiscal 2018 Results		Fiscal 2019 Results	
(1) Strengthening relationships with customers globally						
Business value						
Sales Acquire sales opportunities	**Sales** Acquired sales opportunities	○	**Sales** Acquired sales opportunities	○	**Sales** Acquired sales opportunities	○
Environmental value						
Environment overall Reduce customers' environmental impact **+ Social issue solutions based on SDGs**	**Environment overall** Reduced customers' environmental impact	○	**Environment overall** Reduced customers' environmental impact	○	**Environment overall** Reduced customers' environmental impact	○
(2) Optimizing the supply chain and linking environmental initiatives						
Business value						
Cost reductions Reduce cost of distribution and packaging	**Cost reductions** Reduced cost of distribution and packaging	○	**Cost reductions** Reduced cost of distribution and packaging	○	**Cost reductions** Reduced cost of distribution and packaging	○
Environmental value						
Preventing global warming CO_2 emissions reduction in distribution: 0.3 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.04 thousand tons	**Preventing global warming** CO_2 emissions reduction in distribution: 0.5 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.007 thousand tons	○	**Preventing global warming** CO2 emissions reduction in distribution: 0.6 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.03 thousand tons	○	**Preventing global warming** CO_2 emissions reduction in distribution: 0.3 thousand tons **Supporting a recycling-oriented society** Effective resource utilization: 0.42 thousand tons	○
(3) Complying with laws on collection and recycling of used products						
Business value						
Risk avoidance Eliminate effect on sales	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○	**Risk avoidance** Eliminated effect on sales	○
Environmental value						
Supporting a recycling-oriented society Resource recycling through collection and recycling of used products	**Supporting a recycling-oriented society** Resource recycling through collection and recycling of used products	○	**Supporting a recycling-oriented society** Resource recycling through collection and recycling of used products	○	**Supporting a recycling-oriented society** Resource recycling through collection and recycling of used products	○

Targets and Results Regarding Social Impact

Social Innovation

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
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	・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	・Began marketing of WoundAide, an automatic wound measurement system for medical institutions in Singapore (BIC Asia Pacific) ・Conducted surveys of nursing care staff about their satisfaction with Care Support Solutions and addressed issues	・Promote new business development through core technologies and open innovation ・Promote business development at the company's five Business Innovation Centers (BICs) ・Increase customer satisfaction with Care Support Solutions by using data to address issues	・Brought to market hybrid multilingual interpretation service, KOTOBAL, which was developed in Japan in October ・Conducted satisfaction survey of existing customers and revamped the entire service to create HitomeQ Care Support, with the addition of consulting based on identified issues

Customer Satisfaction and Product Safety

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
Achieving top-tier quality and reliability/Enhancing the security of products and services	・Number of serious product-related accidents*1: 0 ・Risk assessment practices: 12 times/year	・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	・Number of serious product-related accidents*1: 0 ・Number of serious security incidents*2 in the service business area: 0	・Number of serious product-related accidents*1: 0 ・Number of serious security incidents*2 in the service business area: 0	・Number of serious product-related accidents*1: 0 ・Number of serious security incidents*2 in the service business area: 0
Creating new quality value	・Continue conducting satisfaction surveys, set targets, and make improvements	・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	・Customer satisfaction surveys conducted according to the characteristics of each business area and improvements made on issues ・Built the framework of verification processes for customer value creation	・Continue conducting satisfaction surveys and implement improvements based on the results ・Construct verification processes for customer value creation using design thinking	・Customer satisfaction surveys conducted according to the characteristics of each business area and improvements made on issues ・Constructed and deployed customer value verification processes in the business divisions

*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.

Responsible Supply Chain

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
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 approximately 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	**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** ・Request that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Complete assessments of all Group production sites and approximately 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	**CSR procurement** ・Requested that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Completed assessment of 18 Group production sites and 15 important suppliers ・CSR audit: Confirmed improvements in areas indicated in CSR audits at two Group production sites	**CSR procurement** ・Request that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Complete assessments of 60 important suppliers ・CSR audit: Complete an audit of an important supplier	CSR procurement ・Requested that suppliers carry out CSR activities: 100% implementation ・CSR assessment: Completed assessment of 2 Group production sites and 41 important suppliers ・CSR audit: Conducted an audit of one particularly important supplier
	Response to conflict mineral issues ・Supplier response rate to conflict mineral surveys: 95% or higher ・Respond to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 99% ・Responded to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 95% or higher ・Respond to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 98% ・Responded to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: Maintaining 95% or higher ・Respond to customers' requests for surveys: 100%	**Response to conflict mineral issues** ・Supplier response rate to conflict mineral surveys: 95% ・Responded to customers' requests for surveys: 100%

Human Capital

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
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	・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 talent ・Expand systems ・Clarify roles and authorities ・Enhance efficiency using RPA*3: Save approximately 19,000 hours	・Used system allowing second job or concurrent working: About 30 people ・Liberalized office dress code ・Introduced a new hourly leave system ・Enhanced efficiency using RPA*3: Saved approximately 19,000 hours	・Prepare operational and workplace environments ・Make the most of diverse human resources ・Enhance efficiency using RPA*3: Save approximately 28,000 hours	・Improving business and workplace environments: Constructed a new building in Takatsuki as a development base for imaging IoT and AI technologies ・Utilizing diverse human resources: Began making management appointments not based on age ・Enhanced efficiency using RPA*3: Saved approximately 31,500 hours
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	・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	・Implemented Global e-Juku (16 participants) ・Offered overseas training program for young employees in Japan: 31 participants ・Implemented 9th business producers development program (Challenge Gijutsusha Forum (CGF)): 20 participants ・Enhanced internal training program in line with educational system needed to develop data scientists (DS) and KM product owners (KMPO): 254 DSs certified and 168 KMPOs registered	・Expand pool of executive candidates to globally lead transformation into a digital company with insight into implicit challenges and accelerate their development (Global E-Juku, overseas training program for young employees) ・Establish a culture and system for creating organizations full of business athletes who can win out globally (KIZUKI workshops)	・Implemented Global E-Juku: 18 participants (10 from Japan, 8 from outside Japan) ・Offered Global Assignment Program for early career talent in Japan: Total of 98 participants since FY2017 ・Held KIZUKI workshops (16 sessions, total of 326 participants)
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 ・Enhance the safety culture: Top management involvement in safety promotion, workplace safety management, and individual safety awareness improvement	・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	・Serious accidents*4: 1 ・Frequency rate of accidents causing absence from work*5: Japan, 0.25; Overseas, 0.20 ・According to Konica Minolta's original safety management indicator Unsafety Marks,*6 a 20% reduction was maintained for the yearly average for fiscal 2014-2016 ・Provided e-Learning to increase safety awareness to 12,000 people a month (all employees of Konica Minolta, Inc. and employees of Group companies in Japan), with about 90% taking the training	・Serious accidents*4: 0 ・Frequency rate of accidents causing absence from work*5: 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	・Serious accidents*4: 0 ・Frequency rate of accidents causing absence from work*5: Japan, 0.23; Overseas, 0.23 ・According to Konica Minolta's original safety management indicator Unsafety Marks*6, a 27% reduction was achieved compared to the yearly average for fiscal 2014-2016 ・Provided e-Learning to increase safety awareness to 12,000 people a month (all employees of Konica Minolta, Inc. and employees of Group companies in Japan), with about 86% taking the training
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: Reduce by 21.3% from FY2016 (2) Rate of reduction of people with specific health guidance: Reduce by 14.9% from FY2016	・Curbed the number of absences due to illness Number of absences due to illnesses: 26 (as of April 1, 2018) ・Reduced 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: Reduced by 4.3% from FY2016 (2) Rate of reduction of people with specific health guidance: Reduced by 3.3% from FY2016	・Curb the number of absences due to illness (Konica Minolta, Inc.) ・Reduce the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with high physical health risk: Reduce by 4.5% from FY2017 (2) Employees needing specified health guidance (persons needing active support): Reduce by 3% from FY2017	・Curbed the number of absences due to illness (Konica Minolta, Inc.) Number of absences due to illnesses: 28 (as of April 1, 2019) ・Reduced the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with physical health risks: Reduced by 22.3% from FY2017 (2) Employees needing specified health guidance (persons needing active support): Reduced by 3.7% from FY2017	・Curb the number of absences due to illness (Konica Minolta, Inc.) Number of absences due to illnesses: 25 or less (as of April 1, 2020) ・Reduce the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with high physical health risk: Reduce by 5% from fiscal 2018 (2) Employees needing specified health guidance (persons needing active support): Reduce by 3% from FY2018	・Curbed the number of absences due to illness (Konica Minolta, Inc.) Number of absences due to illnesses: 25 (as of April 1, 2020) ・Reduced the number of employees with health risks (Konica Minolta, Inc.) (1) Employees with physical health risks: Reduced by 5.4% from FY2018 (2) Employees needing specified health guidance (persons needing active support): Reduced by 3.5% from FY2018

*3 **RPA** (Robotic Process Automation): Automating routine business processes on a personal computer
*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

Diversity

Key Action	Fiscal 2017		Fiscal 2018		Fiscal 2019	
	Targets	Results	Targets	Results	Targets	Results
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	・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)	・Launched Diversity Advocates ・Held workshops for key personnel groups (top management, general managers, managers, and all women employees) ・Held lectures to prepare for and alleviate worries about caregiving ・Women held 6.2% of all management positions (as of April 2019) ・Percentage of women among new graduate hires: 31% (as of April 2019)	・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 ・Target for appointing female managers: Women hold 7% of all management positions) ・Raise the percentage of women among new graduate hires (30% or more)	・Held workshops for key personnel (managers and women employees) ・Issued messages from management to support women as an initiative for International Women's Day at overseas sites ・Promoted Diversity Advocates ・Women held 6.9% of all management positions (as of April 2020) ・Percentage of women among new graduate hires: 36% (fiscal 2019)
Utilizing employee experiences gained outside the company and abroad	・Proactively hire and train non-Japanese employees in Japan	・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	・Percentage of non-Japanese nationals among new employees hired by Konica Minolta, Inc.: 19% (April 2019) ・Percentage of mid-career hires among total recruitment: 53% (Konica Minolta, Inc.)	・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	・Percentage of non-Japanese nationals among new employees hired by Konica Minolta, Inc.: 10 % (April 2020) ・Percentage of mid-career hires among total recruitment: 40% (Konica Minolta, Inc.) ・Providing opportunities to gain experience and knowledge outside the company: Expanded self-development support system ・Providing an innovation creation space to allow global human resources to interact, inspire, and learn from one another: Launched an initiative to create and accelerate innovation, focused on sales companies in the Europe and Asia Pacific regions

Material Issues

Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism

Background

Social and environmental issue outlook for 2030

Many economies around the world, including Japan, are expected to see labor shortages. As industrial structures change, there will be imbalances in the type of labor force needed. There will be labor shortages in some areas and more mismatches between the skills people have and the skills jobs require. By 2030, a total labor shortage of about 100 million people is anticipated in the countries that make up the top 70% of global GDP.
Many jobs will need to be performed using technologies such as robotics and automation. This will occur not just on the manufacturing floor, but in offices as well. While it is important to increase productivity with technology, human creativity must also be fostered to solve the global labor shortage.

Opportunities for Konica Minolta to create value, and risks to be minimized

Opportunities

■Through Konica Minolta businesses

- Improving productivity of customer organizations and increasing time for creativity by providing work-style solutions using digital technology
- Improving productivity and employee engagement in the supply chains of customer organizations by providing products and services that transform the workflows of frontline workers
- Eliminating labor shortages and strengthening cyber security by eliminating the gap in IT access faced by small and medium enterprises

■Internal action to create value

- Realizing the full potential of human resources, who are the source of new value, and creating organizations where individuals thrive

Risks

■Affecting Konica Minolta

- Mismatches between employee skills and their work due to rapid changes in systems and environments
- Declines in employee diversity, independence, and ability to innovate due to stagnated efforts to create workplaces that promote diversity

Vision for 2030 and Medium-Term Plan 2022

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.

Related SDGs: 

Themes	Indicators		FY2020		FY2021	FY2022
			Results	Targets	Targets	Targets
Increasing customer productivity and making time for creativity						
Creating an organization that draws out potential talent so that individuals can shine	Social and environmental value	Strategic assignment of managerial candidates (%) *1	70	70	100	100
		Number of DX leaders*2 trained (people)	-	-	27	-
		Employees engagement score	GES*3 designing	GES designing	GES implementation Problem identification and goal setting	Improving engagement score (Compared to FY2021)
		Percentage of management positions held by women (%) *4	7.2	-	8	8% or more

*1 Percentage of employees assigned to strategic leadership positions

*2 DX leader: Leaders who can meet customer needs with digital solutions

*3 GES (Global Employee Survey)

*4 Target scope: Konica Minolta, Inc.

Konica Minolta's Approach

As work styles become more diversified, Konica Minolta looks to provide solutions that increase productivity and enable creativity-inspiring work styles in diverse locations, while enhancing personal motivation, fulfillment in work, and corporate growth. Specifically, by utilizing options like Intelligent Connected Workplaces,* on-demand production, imaging IoT, and reducing the amount of time spent on basic tasks, Konica Minolta is helping customers to improve their productivity and shift their focus to creative work. By combining imaging IoT and digital technologies, Konica Minolta can make the inefficiency hidden in a customer's workflow visible. Moreover, the company can take a close look at the customer's workflow and provide services tailored for its particular business. With these capabilities, Konica Minolta will help customers to increase productivity and make time for creativity, while also helping to minimize the disadvantages in terms of IT access, recruitment, and entrepreneurial opportunities.

At Konica Minolta itself, the emphasis will be on realizing the full potential of human resources and empowering individuals to thrive and produce new value. Konica Minolta will do this by developing workplaces and a corporate culture where individual employees can reach their full potential with a sense of personal motivation and engagement.

* Intelligent Connected Workplace: A smart work environment that connects people and information, and where value can be created by anyone, anytime, anywhere

Businesses: Increasing Customer Productivity and Making Time for Creativity

●Improving customer productivity and creativity through work style reform and decision-making support

- Supporting Customers with Digital Transformation — Workplace Hub

●Shortening lead time compared to conventional processes through on-demand production

- Using Digital Technology to Reduce the Environmental Impact of Commercial Printing-- Digital Inkjet Printer AccurioJet KM-1

●Making time for creativity by automating the inspection process at production sites

- Visual Inspection Business for Automotive Field (news release)

●Making time to provide care services by streamlining care staff workflow

- Providing Nursing Care Solutions to Address the Issues of a Super-Aged Society — HitomeQ Care Support

Internal Action: Creating an organization that draws out potential talent so that individuals can shine

●Systematically develop leaders by selecting young employees early on and strengthening the pipeline of women candidates for director positions

- Developing Human Capital

●Creating a corporate culture in which individuals can shine

- Promoting Reform of Corporate Culture and Communication

●Promoting diversity & inclusion

- Supporting Women's Career Building
- Utilizing Employee Experiences Gained Outside the Company and Abroad
- Supporting the Efforts of Diverse Employees
- Employment of People with Disabilities

Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism

Supporting customers to Digital Transformation—Workplace Hub

Related SDGs



Workplace Hub

Supporting customers to Digital Transformation

All business sites nowadays have a rising need to utilize digital innovation to generate greater efficiency and productivity, as well as to enable teleworking. However, many small and medium-size enterprises are still tied to paper documents and conventional workplaces due to issues such as a shortage of IT personnel and administrative burdens. Konica Minolta's Workplace Hub, which is being rolled out globally after its launch in Europe and the US in fiscal 2018, is an all-in-one IT service package that is customizable to corporate clients' business challenges. It combines IT infrastructure/ services, multi-functional peripherals (MFPs), and maintenance/management. Workplace Hub provides an IT environment safeguarded by world-class security and offers "work styles that are a step ahead" based on the IT system maturity. By ensuring safety and security for personnel working remotely, while helping to promote collaboration in and outside the company, Workplace Hub can facilitate the customer's digital transformation (DX).



Workplace Hub, a workflow transformer

Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism

Using Digital Technology to Reduce the Environmental Impact of Commercial Printing — Digital Inkjet Press AccurioJet KM-1

Related SDGs



Digital Inkjet Press AccurioJet KM-1

Using Digital Technology to Reduce the Environmental Impact of Commercial Printing

Rising environmental awareness is driving demands for the field of commercial and industrial printing to break away from conventional methods where large amounts are printed and surplus is discarded. In the world of marketing, meanwhile, labels and packages for each event are being produced in small lots, and product/marketing strategies targeting individual consumers, such as including specific people's names, is gaining ground.
Konica Minolta's digital inkjet press AccurioJet KM-1 produces high image quality and excellent color stability comparable to that of conventional offset printing and can handle a wide range of printing papers. The new AccurioJet KM-1e is capable of printing not only on paper, but also on a wider range of print media, including plastic materials, which are in high demand for waste reduction. This allows the user to reduce the environmental impact by minimizing waste. This solution also helps to reduce the labor-hours needed in the printing process due to its user-friendly operability, even for unskilled workers.



Digital inkjet printer AccurioJet KM-1

Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism

Providing Nursing Care Solutions to Address the Issues of a Super-Aged Society—HitomeQ Care Support

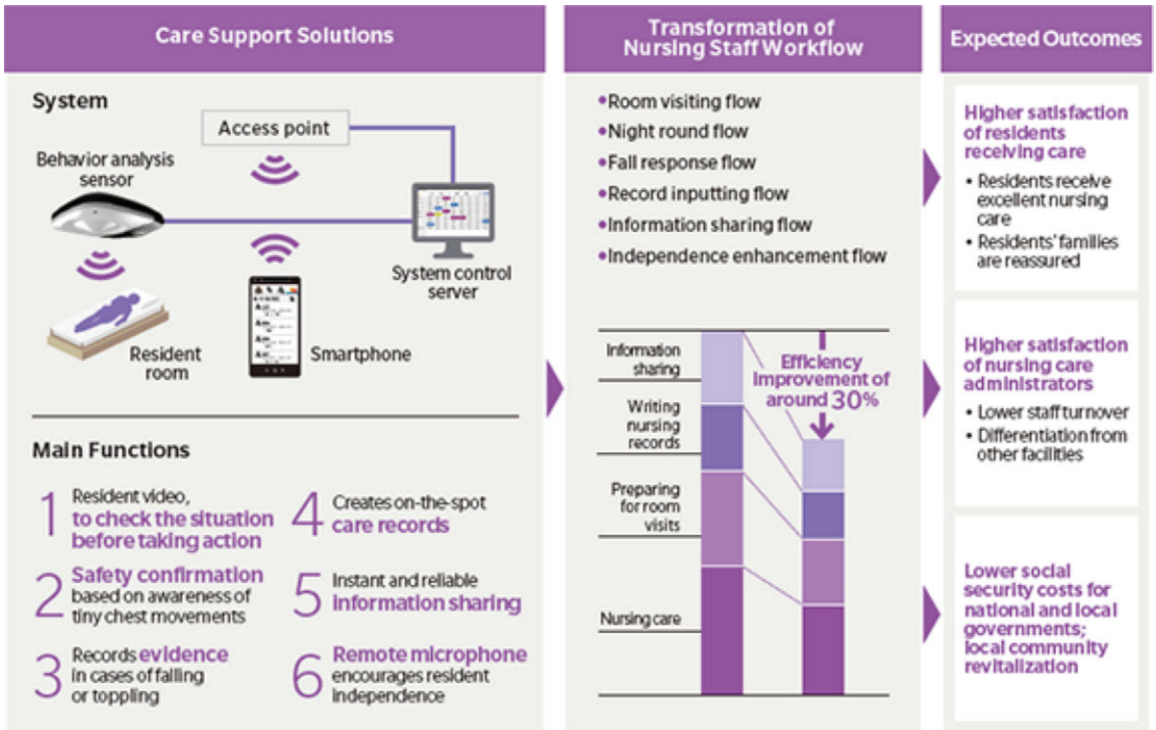
Related SDGs

Transforming Nursing Care Staff Workflow and Helping to Eliminate Chronic Nursing Care Staff Shortages

With the number of people needing nursing care in Japan increasing in recent years, the shortage of care workers has become a social issue. To address the situation, Konica Minolta's HitomeQ Care Support is helping to transform nursing care workflows. This service detects certain resident behaviors using near-infrared cameras installed on the ceiling along with sensors that detect movement, and then notifies nursing care staff through their smartphones. It helps the staff to determine the best response after grasping the situation and enables information sharing among staff in real time, greatly improving the efficiency of work.

One facility where this service was introduced reported an average efficiency improvement of 30% for nursing care staff. The extra time saved can now be used to enhance resident self-sufficiency, such as through rehabilitation assistance, and for education and training for nursing staff. This, in turn, enables provision of higher quality care, which has improved the satisfaction of residents and their families as well as nursing staff and facility administrators.

As a result of changes to nursing-care benefits in April 2021, Japan's nursing care took a sharp turn toward a more scientific approach. Many nursing care businesses that had hesitated to introduce ICT are now considering it. To meet these rising needs in the market, Konica Minolta began offering a subscription service for HitomeQ Care Support that allows facilities to begin using it without an initial investment. This service provides a wide-ranging support menu for transforming operations, and these can be selected freely to address the facility's issues precisely.



Material Issues

Material Issue 2: Supporting Healthy, High-Quality Living

Background

Social and environmental issue outlook for 2030

Due to population aging, the number of people suffering from diseases in developed countries is expected to grow. With a corresponding increase in the demand for medical treatment and nursing care, social security costs will also climb. In sparsely populated areas and developing countries, there are concerns that healthcare access could become difficult. In addition, the gap between supply and demand for nursing care in Japan is expected to grow to approximately 500,000 patients by 2030.* Similar issues are also anticipated in other developed countries in the near future.
As part of productivity and safety improvement at medical facilities and seniors care sites, the quality of and access to medical services need to be enhanced, and social security costs have to be reduced. This can be done through the prevention and early detection of disease. It can also be accomplished by shortening the development period for new drugs through improved candidate success rates and greater clinical trial efficiency.

* From a report released by Japan's Ministry of Economy, Trade and Industry on April 9, 2018: Report compiled by the Study Group for Future Supply and Demand of Elderly Nursing Care Systems

Opportunities for Konica Minolta to create value

Opportunities

■Through Konica Minolta businesses
- Transforming care staff workflow with imaging IoT-based systems and onsite consulting services, and creating a labor pool in the nursing care industry
- Promoting disease prevention and early detection by providing high value-added medical services, and reducing medical expenses
- Streamlining drug development by fostering innovation in drug discovery processes utilizing genetic testing technology
- Improving healthcare accessibility in developing countries

■Internal action to create value
- Building safe and comfortable workplaces where employees feel motivated

Vision for 2030 and Medium-Term Plan 2022

Vision for 2030: Promote health and high quality of life at corporate clients, in society, and Konica Minolta. Help individuals lead fulfilling lives.

Related SDGs:

Themes		Indicators		FY2020		FY2021	FY2022
				Results	Targets	Targets	Targets
Promote health and high quality of life at corporate clients							
Building safe and comfortable workplaces where employees feel motivated*1	Improve organizational health	Socia and environmental value	Rate of reduction of Level 4 workplaces (%) *2	38	15	30	50
			Percentage moving to higher level of organizational health (%) *3	-	-	5	10
	Employee health *4		Number of employees who are at high risk physically (employees with the highest health risks)	24% increase	4% decrease	8% decrease	12% decrease
			Number of vacation days due to mental health problems	13% increase	3% decrease	7% decrease	13% decrease

*1 Target scope: Konica Minolta, Inc.

*2 The rate of reduction from fiscal 2019 levels in the number of Level 4 workplaces, which have the highest level of stress (workplaces deemed to have the highest level of stress based on the results of a four-level stress check)

*3 The rate of year-on-year change in the number of workplaces whose results in the organizational health survey improved from less than 3.5 to 3.5 or higher (upper level)

*4 Rate of change from fiscal 2019 results

Konica Minolta's Approach

Konica Minolta will make the most of its proprietary genetic and dynamic testing technologies to improve healthcare access and help reduce social security costs. These technologies can help detect diseases early and reduce the risk of severe illness, thereby reducing treatment costs. In addition, the company will expand access to nursing care by providing solutions that streamline care staff workflow.
Konica Minolta possesses molecular level diagnostic technologies that can identify genes and proteins as well as dynamic diagnostic imaging technologies that can help pinpoint the cause of diseases. In addition, the company has the human resources and technical capabilities needed to visit care facilities in person to assess staff workflow and propose specific improvements. With these capabilities, Konica Minolta will contribute to improved treatment and facilitate the creation of even more effective medicines, thereby enhancing people's quality of life while helping to lower healthcare costs.
At Konica Minolta itself, the aims will be to foster employees' engagement with their own physical and mental health and promote more advanced health management by building a health-first corporate culture.

Businesses: Improving Patient Quality of Life While Reducing Expenses

●Improving patient quality of life while reducing healthcare costs by providing high-value-added medical treatment

- Konica Minolta Precision Medicine Collaborates with AWS to Create the Next Generation of Precision Diagnostics (news release)
- Supporting Drug Discovery as Well as Accurate and Efficient Cancer Diagnosis — Precision Medicine
- Addressing Medical Challenges in Emerging Countries with Remote Healthcare — Remote Healthcare Using Portable Medical Devices

●Expanding care capacity by streamlining care staff workflow

- Providing Nursing Care Solutions to Address the Issues of a Super-Aged Society — HitomeQ Care Support

Internal Action: Building Safe and Comfortable Workplaces Where Employees Feel Motivated

●Promoting health-oriented business administration

- Initiatives to Improve the Health of Employees
- Managing Occupational Safety and Health

Material Issue 2: Supporting Healthy, High-Quality Living

Supporting Drug Discovery as Well as Accurate and Efficient Cancer Diagnosis—Precision Medicine

Related SDGs

Precision Medicine

Supporting Drug Discovery as Well as Accurate and Efficient Cancer Diagnosis

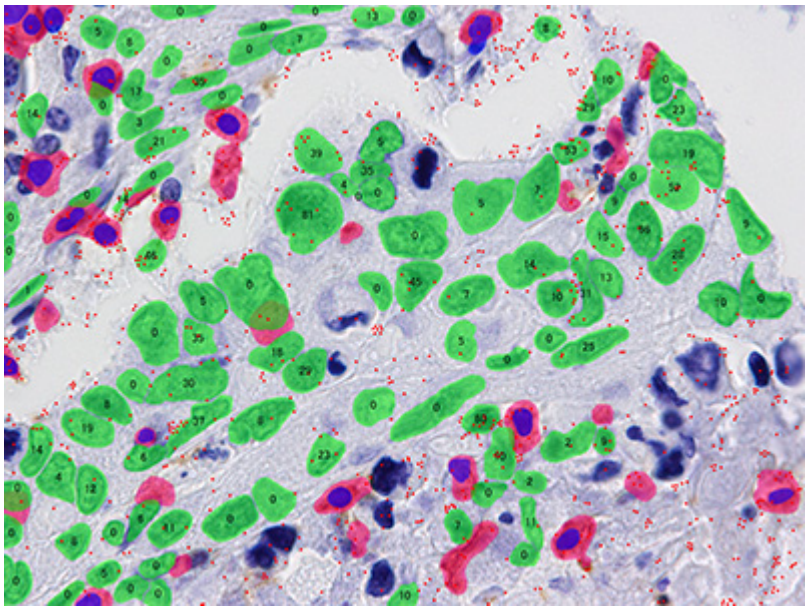
The significant side effects and ballooning costs of cancer treatment have become social issues. Precision medicine, in which medications are chosen for patients who have been grouped according to their physiological characteristics as analyzed based on genes and proteins, is gaining attention as a solution.

Konica Minolta makes accurate and efficient cancer diagnosis a reality by combining its original technology for making visible specific proteins such as those found in cancer cells with technologies of two Konica Minolta Group companies in the US. In June 2019, Konica Minolta began joint R&D on next-generation comprehensive cancer gene panel testing with the University of Tokyo and the National Cancer Center Japan Research Institute. This has launched the company's full-scale participation in the effort to promote cancer genomic medicine in Japan.

Group company Ambry Genetics Corporation, a major genetic diagnostic provider in the US, has expanded its genetic diagnostic services for cancer patients by launching the CARE Program, which offers these services to healthy and unaffected individuals. The CARE Program uses medical interviews to identify people with a risk of hereditary cancer, provides counseling and tests, and then uses the results to propose a cancer examination plan tailored to each individual. Leveraging this expertise, Ambry Genetics launched the CARE Program in Japan in April 2021 in collaboration with the Seirei Social Welfare Community. This company also began offering COVID-19 tests (PCR tests) in July 2020, and in conjunction with this, provides CARE for COVID, a health management program to prevent the spread of COVID-19. CARE for COVID provides counseling through medical interviews, PCR tests, and remote medical care. California's Orange County and a wide range of companies have commissioned Ambry Genetics to carry out their tests.

Moreover, Konica Minolta has begun a collaboration with Amazon Web Services (AWS) on LATTICETM, an integrated diagnostic data platform that combines genomics, pathology and radiology data with other critical medical information to create the next generation of diagnostic tests. Konica Minolta will use LATTICE to provide cutting-edge analytics services for clinical trials and drug discovery around the world.

Going forward, Konica Minolta will continue to provide comprehensive services to pharmaceutical companies, academia, medical institutions, companies and employers.



Original technology differentiates cancer cells

Material Issue 2: Supporting Healthy, High-Quality Living

Addressing Medical Challenges in Emerging Countries with Remote Healthcare—Remote Healthcare Using Portable Medical Devices

Related SDGs



Remote Healthcare Using Portable Medical Devices

Addressing Medical Challenges in Emerging Countries with Remote Healthcare

In Bangladesh, lifestyle-related diseases are skyrocketing, and quickly responding to patient needs is a critical issue in the healthcare field. In rural areas, where 60% and more of the population lives, there is a shortage of medical facilities, equipment, and doctors. In order to receive medical treatment, patients must travel considerable distances to urban areas.
To address this challenge, Konica Minolta devised a remote diagnostic system that allows a rural clinic to take patient X-rays using portable equipment and upload the imaging data to the cloud, allowing doctors in the city to view the X-rays and make the appropriate diagnosis. After conducting a diagnostic pilot in 2017, paid medical examinations have been underway since September 2018 in the capital of Dhaka and the surrounding region, in a project adopted by the Japan International Cooperation Agency (JICA). Going forward, Konica Minolta will increase the number of examination sites outside the Dhaka region and prepare to verify the health checkup model by analyzing collected data.



X-ray exam using mobile imaging equipment

Material Issues

Material Issue 3: Ensuring Social Safety and Security

Background

Social and environmental issue outlook for 2030

Due to the aging of factories and equipment, staff shortages and the retirement of veteran employees with a wealth of experience, among other factors, the risk of disasters at manufacturing sites has increased and the risk of workplace accidents is also considered to rise. In order to attract personnel, however, companies must provide safer workplace environments. In addition, cyber-attacks have become increasingly frequent and sophisticated. The unprecedented damage they have caused is estimated at as much as 90 trillion dollars* worldwide.

To make society safer and more secure, it is vital to visualize threats to social infrastructure and workplaces, as well as information security risks, and to improve the products and services that contribute to people's work and livelihoods.

* Source: "Risk Nexus," Zurich Insurance Group and the Atlantic Council, 2015

Opportunities for Konica Minolta to create value, and risks to be minimized

Opportunities

■Through Konica Minolta businesses
- Improving safety and security at client sites and for society by providing products and services such as those that make gas leaks visible
- Supporting the quality produced by corporate clients by offering products and services that facilitate high-tech measurement and inspection

Risks

■Affecting Konica Minolta
- Loss of public confidence in the event of a product or service-related accident that results in death or injury to a user
- Public disapproval in the event of a serious information security accident related to a product or service, which results in a personal data leak or privacy infringement
- Impacts on operations and product shipments due to the use of substances that pollute ecosystems and pose human health hazards

Vision for 2030 and Medium-Term Plan 2022

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.

Related SDGs:

Themes		Indicators		FY2020		FY2021	FY2022
				Results	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
		Economic value	Serious business losses due to chemical substance management (JPY)	0	0	0	0
	Reinforce efforts to ensure health when products and services are used	Social and environmental value	Number of serious product-related accidents*2	0	0	0	0
		Economic value	Major business losses related to product safety (JPY)	0	0	0	0
	Completely eliminate serious information security incidents	Social and environmental value	Number of serious information security incidents*3	0	0	0	0
		Economic value	Major business losses related to information securit (JPY)	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 accident: A case that causes serious harm to the product user's life and/or body and cases that cause serious damage to assets other than the product

*3 Serious security incident: A case in which product security has a serious and significant harm to the product user's business

Konica Minolta's Approach

Konica Minolta will contribute to safe, dependable infrastructure and provide solutions that help create secure environments. Specifically, the company will work to provide solutions that make risks visible in workplaces using imaging IoT technology and to offer connected workplaces that ensure a high degree of information security.

Konica Minolta possesses proprietary technologies in the fields of optical and image processing, as well as analysis and imaging AI technologies. It is also deeply involved in the main processes at each stage of the supply and value chains for various industries. Using the valuable information it has accumulated through these activities, Konica Minolta is able to offer solutions that help customers to raise product quality and enhance safety and security in the workplace, while driving innovation across various industries. With the technology to visually detect changes and warning signs invisible to the human eye, the company will continue providing new value in areas such as public security, factory safety, and product inspection.

As a manufacturer, Konica Minolta also evaluates all risks at each stage of its product and service life cycles, and works to minimize information security risks and health problems.

Businesses: Providing safety and security in the workplaces of corporate clients and in society

●Providing occupational safety support solutions

●Advancing into quality inspection and other monitoring related to safety and security

› Contributing to Safety and Security as well as Environment-friendly Operation by Visualizing Gas Leaks — Gas Monitoring Solution

●Providing solutions that help to improve customers' information security

Internal Action: Minimizing Risks Related to the Safety and Security of Konica Minolta Products and Services

●Enhancing user safety for products and services

› Achieving Top-Tier Quality and Reliability

●Eliminating chemical substances harmful to health

› Management of Chemical Substances in Products

› Reduction of Chemical Substances Risks in Production

●Thoroughly preventing major information security accidents

› Enhancing the Security of Products and Services

› Information Security

Material Issue 3: Ensuring Social Safety and Security

Contributing to Safety and Security as well as Environment-friendly Operation by Visualizing Gas Leaks --Gas Monitoring Solution

Related SDGs



Gas Monitoring Solution

Contributing to Safety and Security as well as Environment-friendly Operation by Visualizing Gas Leaks

In recent years, growing risk of incidents and/or fires that originate as a gas leak events due to deterioration of plants in Japan has become a social issue needing to be addressed. At the same time, given the advance of an aging society coupled with a low birthrate, the number of skilled maintenance operators is also declining. This has created a need for continuous monitoring that does not rely on labor skills but can secure the operation safety during gas leak repairs. Konica Minolta provides a solution that enables early discovery and handling of abnormalities through continuous plant monitoring. Using Konica Minolta's optical technology and image processing technology to visualize the sourcing point and concentration level of gas leaks enables maintenance operators to conduct appropriate maintenance operation of the plant regardless their maintenance skill levels. In fiscal 2019, Konica Minolta was awarded a full-scale development project for the next three years after passing a careful stage-gate assessment by Japan's New Energy and Industrial Technology Development Organization (NEDO). Through this project, Konica Minolta will contribute to the realization of sustainable society by vigorously devoting itself to this and other social implementation.



Gas monitoring solution makes gas leaks visible

Material Issues

Material Issue 4: Addressing Climate Change

Background

Social and environmental issue outlook for 2030

The Paris Agreement provides a framework for the world to move more quickly and ambitiously to build a low-carbon global society. At the same time, there are concerns that the needed changes will not happen fast enough and climate change will have a harsh impact on the world. If and when the low-carbon society is achieved, the energy structure of entire industries will have changed significantly, including the widespread use of renewable energy and dramatic energy savings. On the other hand, if dire climate change predictions materialize, rising sea levels will submerge coastlines and damage biodiversity. There will likely also be frequent severe weather events, such as typhoons and hurricanes, which could have a significant impact on both industry and people's lives.
In order to transition to a low-carbon global society, there needs to be a fundamental change in how energy is used, which means conventional workflows must be dramatically reformed. In addition, it is vital to build an industrial structure that can withstand severe weather events in case dire climate change predictions materialize.

Opportunities for Konica Minolta to create value, and risks to be minimized

Opportunities

■Through Konica Minolta businesses
- Reducing energy consumption and CO_2 emissions of customers and society by providing manufacturing process solutions
- Promoting a paperless and ubiquitous computing society by providing solutions for work style reform

■Internal action to create value
- Contributing to dramatic CO_2 emissions and cost reductions by helping business partners to reduce their environmental impact using DX technology

Risks

■Affecting Konica Minolta
- Soaring energy prices, increased material costs due to raw material shortages, and supply instability
- Greater use of paperless systems due to rising energy prices and raw material shortages
- Supply chain disruptions due to abnormal weather

Vision for 2030 and Medium-Term Plan 2022

Vision for 2030: Reduce CO_2 emissions by Konica Minolta. Enhance CO_2 emissions reduction at corporate clients and suppliers, and reduce the carbon footprint of society.

Related SDGs:

Themes		Indicators		FY2020		FY2021	FY2022
				Results	Targets	Targets	Targets
Reducing Energy Usage and CO_2 Emissions by Transforming Customer Processes		Social and environmental value	Amount of "Carbon Minus" contributions (thousand tons)*1	565	590	700	740
		Economic value	Solution sales (billion yen)	51	56	66	76
Energy Usage and CO_2 Emissions Reduction Related to Konica Minolta Sites, Business Partners, Products and Services	Reduction of environmental impact of Konica Minolta production sites *2	Social and environmental value	Reduction of CO_2 emissions (thousand tons)	4	4	10	18
		Economic value	Monetary equivalent of energy reduction (million yen)	79	89	210	430
		Social and environmental value	Amount of CO_2 reduced through procurement of renewable energy (thousand tons)	6	6	12	20
	Reduction of environmental impact through the use of Konica Minolta products and services	Social and environmental value	Reduction of CO_2 emissions (thousand tons)	24	24	26	26
		Economic value	Sales from sustainable solutions (billion yen)	676	670	690	700
	Reduction of environmental impact at suppliers using DX*2	Social and environmental value	Amount of Carbon Minus contributions (thousand tons)*1	1.5	1.3	3.1	4.8
		Economic value	Monetary equivalent of energy reduction (million yen)	22	21	44	68

*1 "Carbon Minus" contributions: Volume of CO_2 emissions reduced at customers, business partners and the broader society

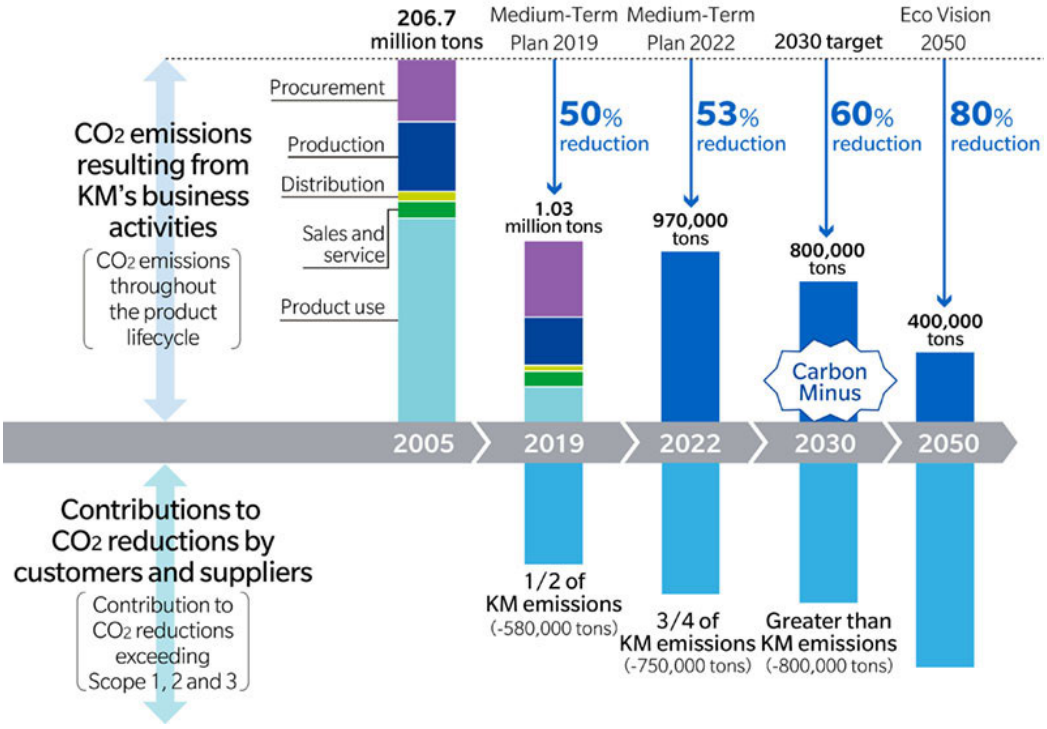
*2 Reduction amount for each fiscal year due to the measures implemented during medium-term plan

Konica Minolta's Approach

Konica Minolta has decided — with the implementation of its new long-term management vision and DX2022 medium-term business plan — to bring forward its deadline for achieving "Carbon Minus" status by 20 years to 2030.

As its business shifts from products to services through DX, Konica Minolta will shift its Carbon Minus initiatives to activities that leverage DX as well. Konica Minolta will help transform the conventional business model of mass production and disposal by supporting clients with on-demand production, work style reform, edge computing, and other efforts. It will also promote the transition to a fully paperless world, while helping to minimize energy use in the digital society.

Leveraging digital transformation (DX) technologies, Konica Minolta will pursue collaboration with even more corporate clients and business partners, taking on the challenge of promoting broad-scale environmental impact reduction. The company aims to achieve sustainable growth dramatically expanding its contribution to the reduction of environmental impact while improving financial performance. This will be done by utilizing digital technology to introduce DX to the Green Supplier Activities that provide business partners with Konica Minolta environmental expertise, and by promoting the Environmental Digital Platform launched in June 2020.



Businesses: Reducing Energy Usage and CO_2 Emissions by Transforming Customer Processes

●Reducing energy usage and CO_2 emissions in customer business processes through on-demand printing and production

› Using Digital Technology to Reduce the Environmental Impact of Commercial Printing — Digital Inkjet Printer AccurioJet KM-1

› Energy Conservation and Greenhouse Gas Prevention with Products — UV Inkjet Digital Printing Machine That Helps Save Energy During Printing

●Streamlining gas leak inspection work and compliance activities related to global warming prevention regulations

› Contributing to Safety and Security as well as Environment-friendly Operation by Visualizing Gas Leaks — Gas Monitoring Solution

●Streamlining customer workflow and reducing supply chain loss through process technology that makes the most of materials

› Energy Conservation and Recycling with Products — Dramatic Improvements in Productivity for Polarizing Plate Manufacturers with QWP Film Oriented Diagonally

●Collaborating with customers globally through the Environmental Digital Platform, a DX-based ecosystem

› Supporting Customers to Solve Their Environmental Issues

Internal Action: Energy Usage and CO_2 Emissions Reduction Related to Konica Minolta Sites, Business Partners, Products and Services

●Reducing environmental impact and costs at Konica Minolta sites

- Sustainable Factory Certification System
- Saving Energy and Preventing Global Warming in Production Operations

●Reducing environmental impact and costs at business partners using DX

- Green Supplier Activities

●Reducing the environmental impact of products

- Sustainable Solutions Certification System

Material Issues

Material Issue 5: Using Limited Resources Effectively

Background

Social and environmental issue outlook for 2030

Given the world's growing population and the growing rate of resource consumption, it is estimated that the equivalent of two earths will be needed by 2030. In order to make more effective use of limited resources, companies need not only to recover and recycle waste, but also to reduce the volume of resources wasted.
This means that drastic workflow innovations are required, such as using on-demand production and IoT technology, to reduce resource waste in the supply chain. Circular economies also need to be created by developing material technologies that facilitate recycling, while building better networks for recovering used resources.

Opportunities for Konica Minolta to create value, and risks to be minimized

Opportunities

■Through Konica Minolta businesses
- Constructing efficient supply chains for client companies using on-demand production
- Reducing workflow and supply chain loss for corporate clients

Risks

■Affecting Konica Minolta
- Decline in competitiveness due to delayed participation in the circular economy
- Production or shipment delays due to water-related risks and water resource depletion

Vision for 2030 and Medium-Term Plan 2022

Vision for 2030: Promote the effective use of resources at Konica Minolta, while also helping corporate clients and suppliers to achieve effective use.

Related SDGs:

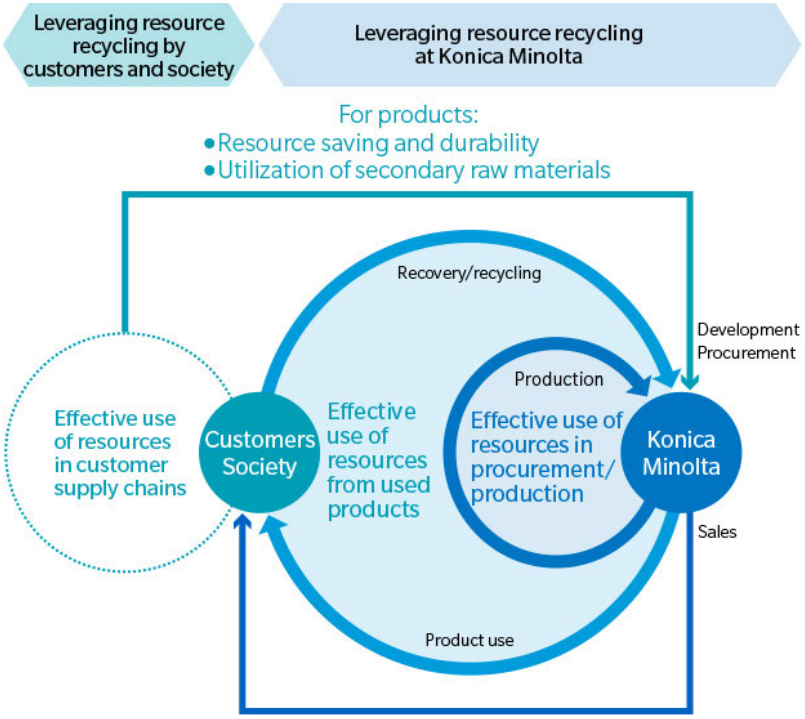
Themes		Indicators		FY2020		FY2021	FY2022
				Results	Targets	Targets	Targets
Effective Use of Resources by Transforming Customer Business Processes		Social and environmental value	Reduction of waste discharge of customers (thousand tons)	325	330	360	370
		Economic value	Solution sales (billion yen)	53	58	71	83
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services	Reductions to environmental impact from Konica Minolta production sites*	Social and environmental value	Reduction of waste discharge (thousand tons)	0.6	0.5	1.0	1.2
		Economic value	Monetary equivalent of waste reductions (million yen)	130	110	200	260
	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	12	14	14
		Economic value	Sustainable solution sales (billion yen)	676	670	690	700

* Reduction amount for each fiscal year due to the measures implemented during medium-term plan

Konica Minolta's Approach

By facilitating connected workplaces, on-demand production, and imaging IoT, Konica Minolta will promote work-style and manufacturing-process reforms that help make even more effective use of customer and society resources.

For example, in the field of commercial printing, the company is providing support for the transition to on-demand printing, thereby transforming the business model of mass production and disposal. The widespread use of Konica Minolta products for small-batch, decentralized printing can accelerate innovation in the printing industry's supply chain while helping to conserve resources and reduce waste.
Moreover, Konica Minolta will not only effectively use renewable materials that contribute to waste reduction in the broader society, but also leverage DX technologies to promote collaboration with even more corporate clients and business partners, taking on the challenge of broad-scale environmental impact reduction. It will promote the creation of circular models linked to business models.



Sales of products and solutions that foster the effective use of resources

Businesses: Effective Use of Resources by Transforming Customer Business Processes

●Eliminating inventory and disposal in customer processes using on-demand printing and production

- Using Digital Technology to Reduce the Environmental Impact of Commercial Printing — Digital Inkjet Printer AccurioJet KM-1

●Reducing customer workflow and supply chain loss utilizing materials and process technologies that use them

- Dramatically Improving Productivity of Polarizer Manufacturers with Obliquely Oriented QWP Film

●Helping to solve global environmental issues by using recycling technology

Internal Action: Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services

●Reducing environmental impact and costs at Konica Minolta sites

- Sustainable Factory Certification System
- Resource Conservation and Recycling in Production Operations

●Reducing supplier environmental impact and costs using DX

- Green Supplier Activities

●Creating circular models linked to business models

- Resource Conservation and Recycling of Products
- Product Recycling



Konica Minolta carries out activities to reduce environmental impact as part of its efforts to achieve “Carbon Minus,” a goal laid out in Eco Vision 2050, its long-term environmental vision for 2050. Konica Minolta aims to reduce CO_2 emissions in product development, procurement and manufacturing, sales and services, and product use, and also to contribute to a greater reduction of CO_2 emissions in the broader society than the CO_2 emissions produced in its own operations, by sharing the environmental technology, expertise and knowledge that Konica Minolta has amassed with business partners and customers.

English | Chinese

Policy & System

- Environmental Policy
- Environmental Management System
- Medium-Term Environmental Stragtegy
- Environmental Management Concept
- Eco Vision 2050
- Response to New Framework for Climate-related Financial Information Disclosure
- Participation in Initiatives

Sustainable Solutions (Product Initiatives)

- Konica Minolta’s Approach
- Sustainable Solutions Certification System
- Saving Energy and Preventing Global Warming through Sustainable Solutions
- Resource Conservation and Recycling of Products
- Management of Chemical Substances in Products
- Helping Restore and Preserve Biodiversity through Products
- Provision of Product Environmental Information

Sustainable Factory (Procurement and Production Initiatives)

- Konica Minolta’s Approach
- Sustainable Factory Certification System
- Saving Energy and Preventing Global Warming in Production Operations
- Resource Conservation and Recycling in Production Operations
- Green Procurement System
- Reduction of Chemical Substances Risks in Production
- Addressing Biodiversity in Production Activities (Consideration of Water Resources and Wastewater, Proper Management of Greenery at Factories)
- Green Supplier Activities

Sustainable Marketing

- Konica Minolta's Approach
- Supporting Customers to Solve Their Environmental Issues
- Providing Services to Solve Customers' Environmental Issues
- Reducing Environmental Impact in Sales Activities
- Reducing CO_2 Emissions from Distribution
- Reduction of Use of Packaging Materials
- Product Recycling

Environmental Data

- ESG Data
- Standards for Calculating Environmental Data
- CO_2Emissions Across the Entire Supply Chain

Environmental Communication

- Provision of Product Environmental Information
- Environmental Technology

Environmental Sitemap

This is an environmental sitemap that provides a broad overview of Konica Minolta's environmental initiatives.

Policy & System

Konica Minolta Environmental Policy

The Konica Minolta Group aims to promote sustainable development and profitable growth. We integrate environmental, economic and social perspectives into our business strategies so that our business activities are implemented in harmony with human lives and with the environment in all aspects.
Our concept is to make steady progress toward resolution of environmental challenges based on quantitative measurement and analysis of reliable data in regard to environmental performance and impact. This basic concept is demonstrated in the following affirmation:

"Management Based On Facts"

1.Working toward a sustainable society as a global citizen

In response to the call for a sustainable society, we will conduct business activities from the perspective of on-going enhancement of performance in environmental preservation, economic growth and social responsibilities (ethics). Every one of us will enhance its knowledge and awareness on the environment, economies and societies on a global scale and act with responsibility in pursuit of a sustainable society.

2.Compliance with laws and other requirements

We will comply with legal requirements in respective countries and regions, as well as our Group standards. In addition, we will respect, in an equitable manner, expectations of our stakeholders and consensus in the international community.

3.Consideration for the environment throughout the entire life cycle of products and services

We are committed to reducing the environmental load in all stages throughout the entire life cycle of products and services, recognizing that responsibility for a product rests with its manufacture.

4.Initiatives to counter global warming

We will continuously reduce greenhouse gas emissions that derive from our business activities from the perspective of the life cycle of our products and services throughout the entire Group, recognizing that global warming is one of the most important world issues.

5.Initiatives toward a recycling-oriented society

We are always reviewing what we can do as a corporate citizen in order to create recycling-oriented society while striving for minimizing consumption of natural resources and promoting "Zero Waste Emission" activities. In addition, we will accelerate initiatives for the recovery and recycling of end-of-life products and packaging materials.

6.Prevention of chemical pollution and minimization of potential risks to the environment

We will take every countermeasure for preventing chemical pollutions, recognizing that chemical substances can impose significant impact on human health and safety and the environment. At the same time, we will continuously suppress use of chemicals and reduce discharge volume in order to minimize environmental risks.

7.Promotion of information disclosure

We will execute accountability to all the stakeholders by actively disclosing environmental information and ensuring risk communication. We will as well make every effort to accomplish our commitment to the societies. Our Environmental Policy is to be disclosed to the public.

8.Establishment of environmental objectives and targets

We establish and administer environmental objectives, targets, and management programs to translate this Environmental Policy into reality. We will continuously review such objectives, targets and programs for further improvement of our environmental performance.

April 1, 2014
Konica Minolta, Inc.
President and CEO
Shoei Yamana

In order for a company to grow sustainably in the future, it is essential not only to pursue economic value but also to address important issues facing society including environmental problems. Based on the environmental policy, Konica Minolta will continue to reduce environmental impact across the whole product lifecycle, from product development through procurement, manufacturing, distribution, sales, customer service and recycling, under the philosophy of “The Creation of New Value.”
In the product lifecycle, we will expand our business by M & A and enter new projects in our business activities, including suppliers, outsourcing partners and customers.

Policy & System

Environmental Management Concept

Expand business contributions by resolving environmental problems

Konica Minolta aims to be “a global company that is vital to society, bringing vision to reality,” and “a robust and innovative company, continually evolving and contributing to the sustainable growth of society and individuals.” This will allow Konica Minolta to realize its management philosophy of “the creation of new value.” Konica Minolta practices sustainability management that integrates efforts to help resolve social issues with corporate growth. With the understanding that sustainability initiatives are themselves management strategies, the company believes that their significance lies in integrating to a higher degree the effort for “supporting people to achieve their own purpose“ and “realizing a sustainable society” through its business activities. Konica Minolta aims to achieve further growth as a global company and to realize a sustainable society. To achieve this vision, it is necessary to identify social challenges as business opportunities and generate innovative solutions, which in turn will drive Konica Minolta’s own sustainable growth.
Konica Minolta's environmental management is based on the concept of growing existing businesses and creating new ones by helping to solve environmental problems such as climate change. The aim is to grow the company and become an enterprise that is vital to the world.

Policy of Environmental Management in the Konica Minolta Style

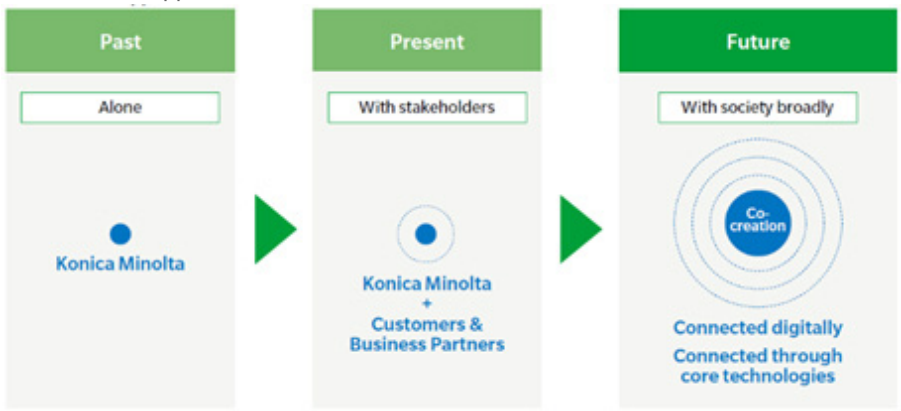


Creation of Shared Value with Stakeholders to Realize “Carbon Minus” Status

When working to overcome environmental challenges on a global scale, there is a limit to what can be achieved by just one company. This is why it is essential to expand the impact of environmental efforts by working with stakeholders such as suppliers, customers, and local communities.
Konica Minolta is working toward Carbon Minus status to reduce the environmental impact of society as a whole by collaborating with stakeholders, including business partners and customers.
For example, the company launched a digital environmental platform as a measure to collaborate with more companies. This platform is an ecosystem for sharing environmental knowledge, information and expertise to help raise environmental management efficiency for Japanese industry as a whole. Konica Minolta and the participating companies share and accumulate their environmental knowledge and expertise in order to co-create new value, thus improving the efficiency of their environmental management. Konica Minolta aims to make dramatic leaps in boosting the effect this ecosystem has in reducing the environmental impact of the broader society.

- Environmental digital platform

Medium-Term Approach to Environmental Activities



Policy & System

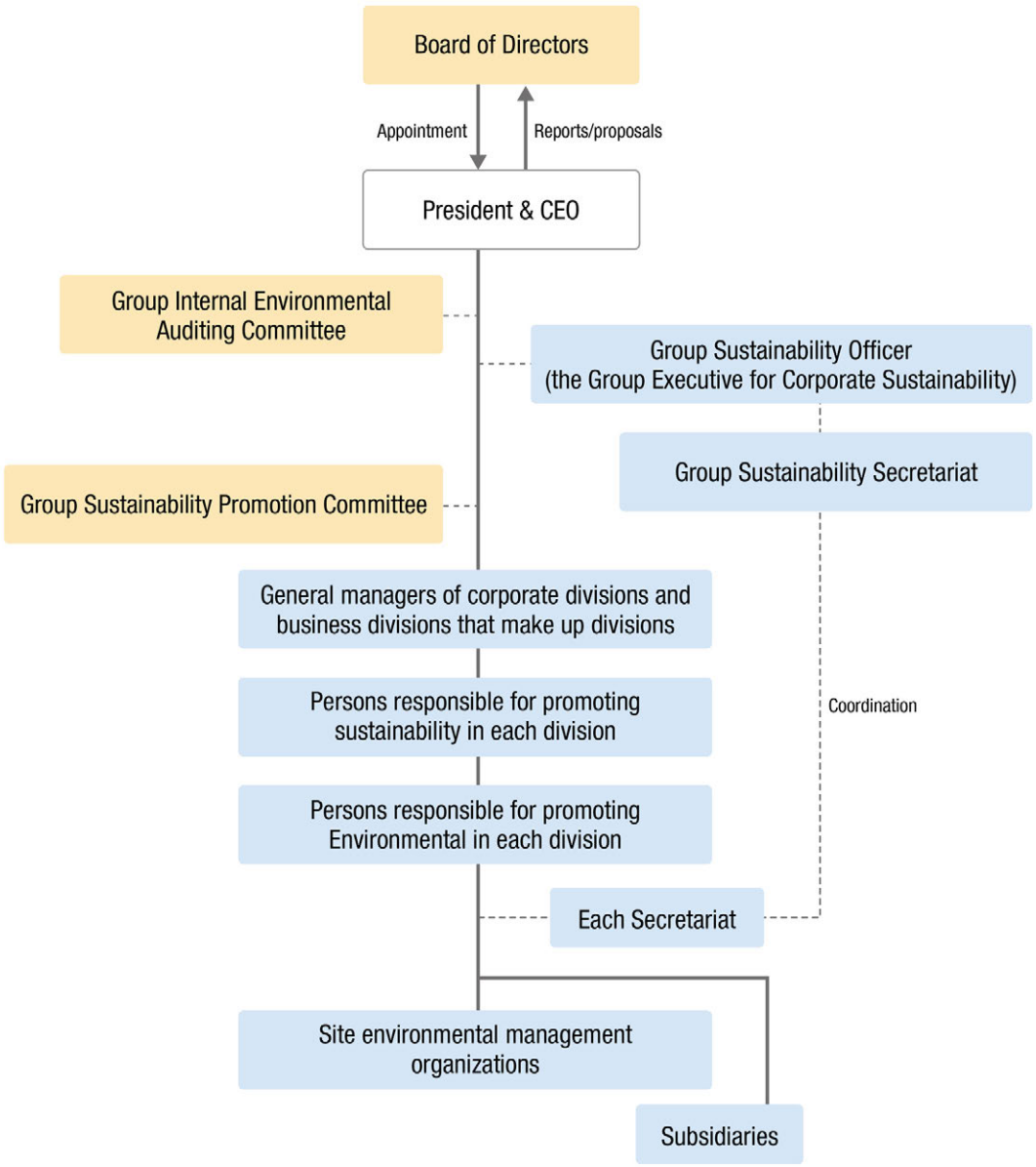
Environmental Management System

Promotion system

All aspects of environmental management are overseen by the President and CEO of Konica Minolta, Inc.

The President has ultimate responsibility for and authority over all environmental management including climate change issues and is also accountable for its effectiveness. The President appoints the Group Executive for Corporate Sustainability (Group Sustainability Management Representative) to execute sustainability management and handle sustainability and environmental measures. The Group Executive formulates a medium-term plan for sustainability, which is then approved by the Board of Directors as a corporate management plan. In addition, the Group Executive for Corporate Sustainability reports monthly to the President and the Audit Committee established by the Board of Directors to report progress made on environmental management and on issues including climate change.

Konica Minolta has established a Group Sustainability Promotion Committee headed by the General Manager of the Corporate Sustainability Division, which serves as the organization implementing the medium-term sustainability plan for the whole Group. The committee, in which persons responsible for sustainability promotion in each key division participate, deliberates the Group's medium-term sustainability plan and annual plans. It also checks quarterly progress and conducts investigations related to the Group's sustainability issues, including environmental ones.



Organization of Group Environmental Management

Environmental Audits

At Konica Minolta, the Group Internal Environmental Auditing Committee, which is chaired by the head of the Corporate Audit Division, directs the internal environmental auditing for the entire Group.
Through internal environmental audits, which are conducted at least once a year, the Group verifies the adequateness and effectiveness of management systems. Additionally, by checking the implementation status of the medium-term plan, audits ensure that management systems are functioning effectively in all the Group's organizations.

Environmental Management System

Operating management system based on ISO 14001

To raise the efficiency of environmental management throughout the Group as a whole, Konica Minolta operates its management system based on ISO 14001, and it has established a basic policy of requiring that all group production sites around the world work to obtain ISO 14001 certification.
Konica Minolta is engaged in Green Product, Green Factory, and Green Marketing activities throughout the product lifecycle. In addition, targets are set within these activities to help solve business and environmental issues, and environmental efforts are integrated into the core business activities. This approach is consistent with ISO 14001:2015.

In order to promote environmental activities efficiently throughout the entire Group, Group companies in Japan acquired integrated Group ISO 14001:2015 certification in fiscal 2016. Meanwhile, activities under ISO 14001:2015 have also begun at Group sites outside Japan based on the approach of integrating environmental and core business activities. These companies completed certification in the first half of fiscal 2018.

Environmental Risk Management

Konica Minolta treats environmental risks as business risks. Risks are managed under the Risk Management Committee, which is chaired by the officer in charge of risk management, who is appointed by the board of directors, to prevent risks from coming to a head.
The committee conducts risk assessments of corporate activities, and confirms the identified risks and necessary measures to minimize them. It also confirms and reviews whether the risk management system is functioning effectively. The findings of the Risk Management Committee are reported regularly to the Audit Committee, which consists of directors who are not also serving as executive officers. Risks that are particularly important in terms of management and business are reported to and discussed with the Board of Directors.
Konica Minolta views risks as “uncertainties that could affect the organization’s revenue and losses.” With the understanding that risks are not only negative, but are also opportunities with positive aspects, the company views risk management as an activity to curb the negative aspects of risk while maximizing returns.

Compliance with Environmental Regulations

As environmental problems such as global warming and the depletion of energy resources increase in scope to encompass entire regions, and indeed, the entire planet, government policies and regulations at the regional and national levels around the world are being reconsidered and strengthened in order to ensure sustainable growth.
As a global business enterprise, Konica Minolta is building its global compliance system to ensure that all of its production sites and sales offices comply with all legal regulations.
Konica Minolta is building management systems centered on environmental organizations in Europe, North America, China and Japan to ensure that production sites and sales companies in each region respond appropriately to environmental laws. Under these systems, steps are taken to comply with relevant laws and regulations, such as chemical substance regulations, restrictions on chemicals contained in products, recovery and recycling regulations and energy saving regulations.
In fiscal 2020, the Group conducted compliance assessments of all Group production sites and confirmed the status of compliance in keeping with the new regulations and legal revisions at sales offices. No serious violations were found with regard to environment-related laws and regulations.

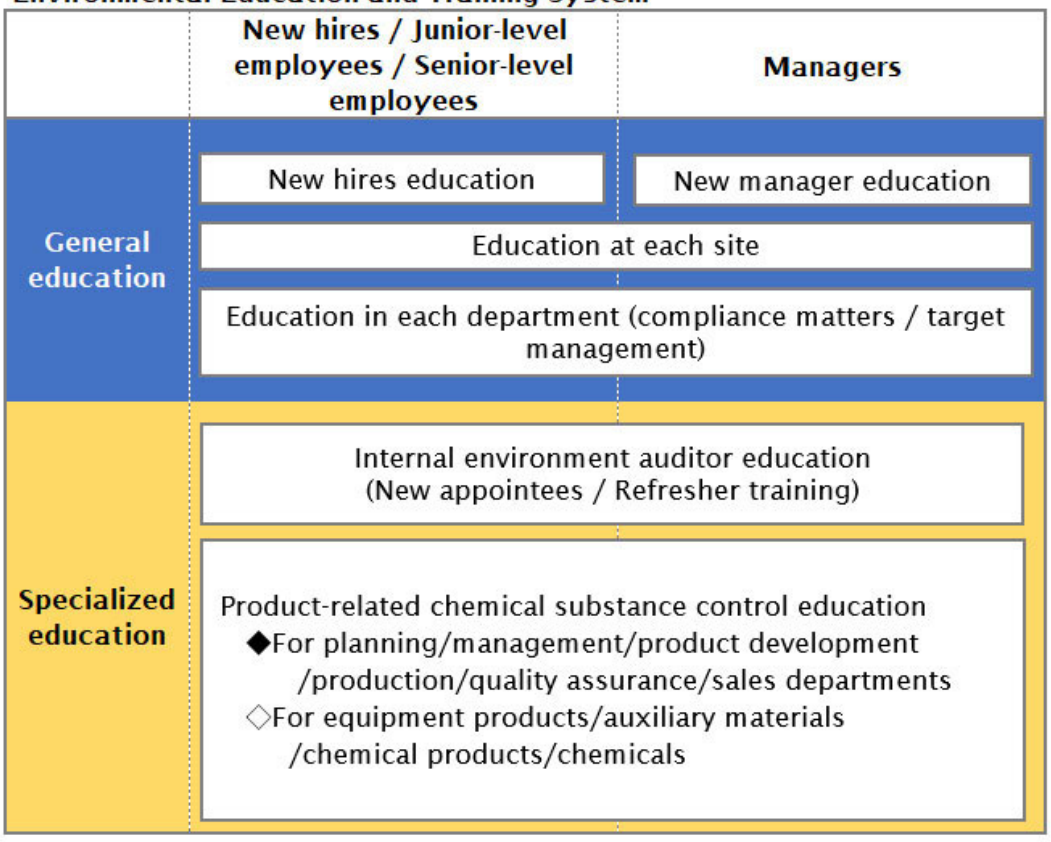
Emergency Response

Reporting rules in the event of crises have been established to ensure that the company responds promptly and appropriately to crises caused by various risks. Konica Minolta's executive officers and affiliated companies' executive officers are very familiar with these rules. In line with these reporting rules, the executive officer in charge of crisis management takes the leading role in managing information on disasters and accidents that occur around the world and other crises.
Regarding the environment, emergency response procedures have been established at Group companies in Japan that have acquired integrated ISO 14001 certification. Based on the group-wide rules stipulated in the Konica Minolta Environmental Management Manual, each department has identified potential situations during an emergency or natural disaster that could have a significant impact on the environment. The departments have also established the necessary crisis response procedures, and they regularly test them. The test results are then reviewed and modified as necessary.
In accordance with emergency response guidelines created by each department, training is held at least once a year to help minimize damage in the event of a major accident. For example, evacuation drills are carried out to practice for a potential explosion caused by solvent ignition, and similar drills are done to prepare for a potential external chemical spill caused by chemical leakage into a rainwater drainage structure.
Each department has also established an emergency communication system to report to the Group Executive responsible for sustainability on the same day as the incident, and all are working to take appropriate measures.

Environmental Education

Each Group company with integrated ISO 14001 certification provides a range of environmental education to its employees in order to enhance their awareness of and ability to perform environmental activities. Many employees participate in training programs to raise the level of the Group's environmental activities. The content ranges from specialized knowledge to the understanding of issues related to global environmental problems. At least once a year, training is given to new hires, internal environmental auditors, and those involved in chemical substance management related to products.

Environmental Education and Training System



Policy & System

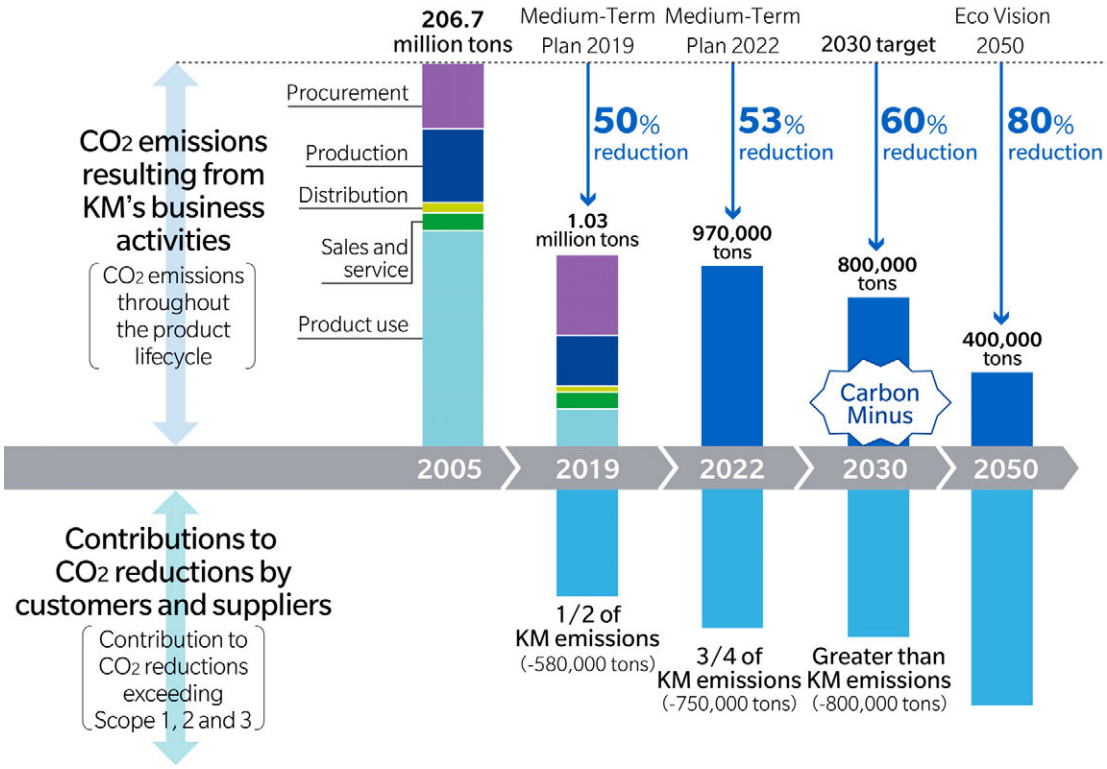
Eco Vision 2050

Long-Term Environmental Target Eco Vision 2050: Moving Forward with Carbon Minus Goals for 2030

Given the urgency of global environmental issues, global businesses have a great responsibility to help build a more sustainable society by reducing environmental impact.
With Eco Vision 2050, Konica Minolta exemplifies its determination to fulfill its long-term environmental responsibilities. The company is taking a series of actions to achieve “Carbon Minus” status.
In 2008, the Board of Directors approved Eco Vision 2050, Konica Minolta's long-term environmental vision. The vision set the challenging goal of reducing CO_2 emissions from products throughout their entire lifecycle by 80% by 2050, compared to fiscal 2005 levels. In 2017, the issue of climate change was identified as an opportunity, and the company added a commitment to achieve Carbon Minus status across its business activities and deliver a net reduction in CO_2 emissions for society. To meet these goals, Konica Minolta is working hard to reduce emissions reduction throughout its supply chain.
Konica Minolta engages stakeholders such as business partners, customers, and local communities in its effort to achieve Carbon Minus status, which means ensuring that CO_2 emission reductions are greater than product lifecycle emissions of own products. Utilizing its own technology and expertise, Konica Minolta is working with stakeholders to reduce CO_2 emissions. If a total reduction effect can be achieved that exceeds the CO_2 emissions of Konica Minolta's business activities, then these efforts will help lower the CO_2 emissions of society as a whole.
In 2020, Konica Minolta made an additional commitment to achieve Carbon Minus status ahead of schedule, by 2030 instead of 2050. As what Konica Minolta offers to customers evolves from products to services, the company aims not only to reduce CO_2 emissions related to its products, but also to reduce CO_2 emissions related to services and harness this effort to drive business growth.

Eco Vision 2050

1. Reduce CO2 emissions throughout the product lifecycle by 80% by 2050, compared to fiscal 2005 levels.
   2030 Goals
   Reduce CO2 emissions throughout the product lifecycle by 60% by 2030, compared to fiscal 2005 levels. Also, through cooperation with stakeholders, achieve CO2 emission reductions greater than product lifecycle emissions, and realize Carbon Minus status.
2. Promote recycling and effective use of Earth's limited resources
3. Work to promote restoration and preservation of biodiversity



Policy & System

Medium-term Environmental Strategy

Environmental Targets and Results of the Medium-Term Sustainability Plan 2022

Environmental Material Issue Evaluation and Identification Process

Companies today must address a wide range of environmental issues, such as climate change and resource depletion. In light of this, recent changes in society, and the evolving business environment, Konica Minolta has identified material issues related to the environment. The company aims to prioritize these issues and promote initiatives for helping to solve them, while also achieving business goals. Konica Minolta has identified five material issues from the perspective of sustainability and then analyzed the material issues related to the environment — "addressing climate change," "using limited resources effectively," "ensuring social safety and security (safety of chemical substances)" — in even more detail so that it could set specific measures.

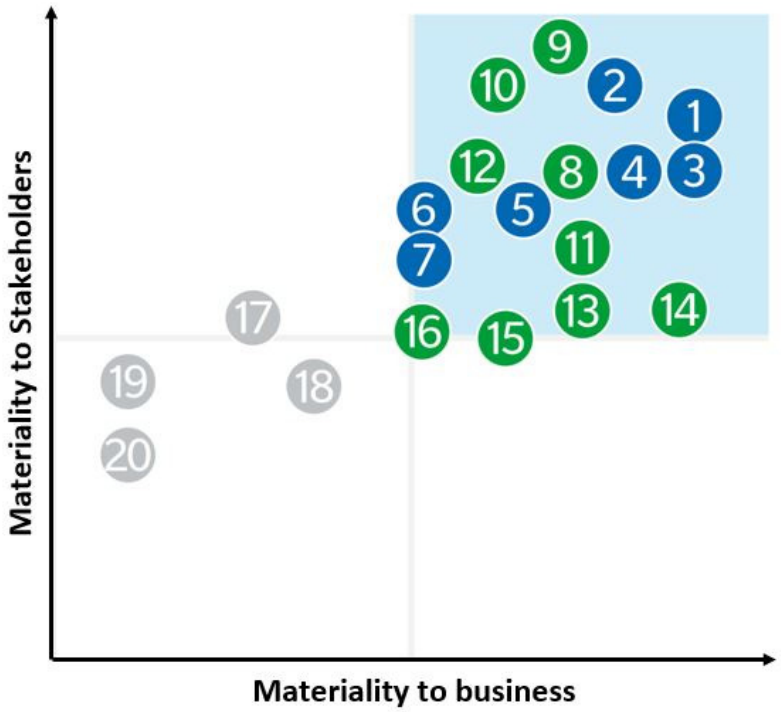
To identify its material issues, the Group first made a comprehensive list of environmental issues by incorporating international guidelines, as well as various stakeholder requirements. Then, it identified key issues based on their importance to stakeholders and their importance for the business. To determine importance to the business for each issue, the impacts were quantitatively evaluated using five levels. Risk analysis was used to calculate the amount of profit that would be lost if a certain risk materialized, as well as the amount of profit that could be generated if a potential opportunity was seized. In determining the importance of each issue, the Group maintained objectivity by seeking the opinions of outside experts.
The Group Executive for Corporate Sustainability, who chairs the Group Sustainability Promotion Committee, verified this evaluation process and the resulting material issues, before identifying the ones that should be prioritized.

Process for Identifying Material Issues

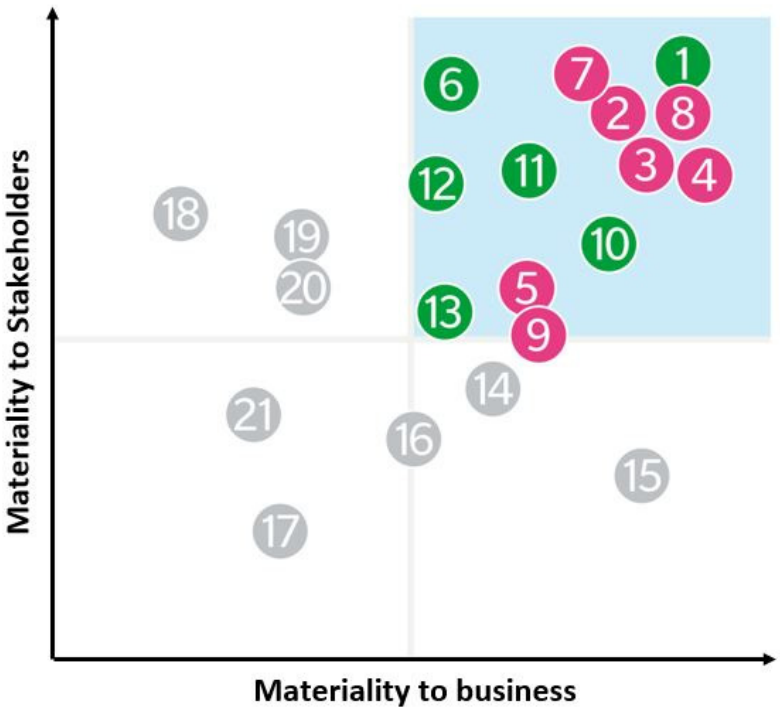


Identifying Material Issues from Both Risks and Opportunities

When evaluating and identifying material issues related to the environment, Konica Minolta identified various environmental factors related to its business in terms of both risks and opportunities. Based on these findings, material issues were selected where solutions can lead to business growth. The company reviews each material issue annually to ensure the issues selected and related plans are appropriate.
Through this process, goals for reinforcing the business are matched with environmental targets. The plan then becomes a commitment for both top management and the entire organization, resulting in effective environmental management.
The Medium-Term Sustainability Plan 2022 identifies the three most important issues as "addressing climate change," "using limited resources effectively," and "ensuring social safety and security (safety of chemical substances)."



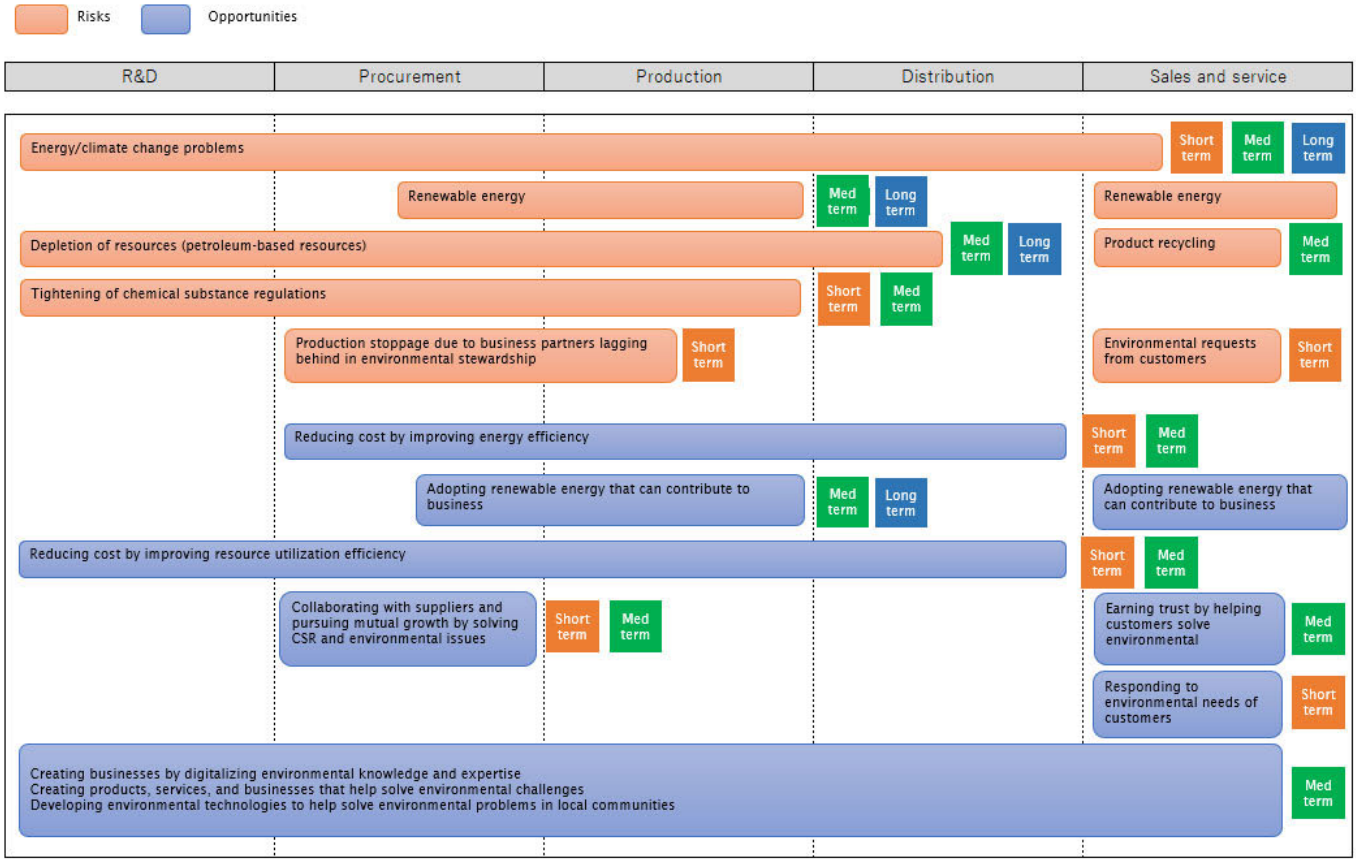
	Materiality Items (Opportunity)
1	Develop manufacturing processes with low energy, resource and CO2 load
2	Support workstyle reforms for a paperless, ubiquitous society
3	Build a waste-free customer supply chain using on-demand manufacturing
4	Reduce loss in customer work flow and supply chain
5	Improve safety and security measures in preparing for irregular climate patterns and natural disasters
6	Support early testing and drag development for unanticipated illness
7	Contribute to solutions for agricultural and food problems and new chemical substance regulations
8	Leverage ESG factors to strengthen customer engagement
9	Build ecosystems that efficiently resolve environmental problems and create new innovation
10	Leverage DX to dramatically reduce CO2 at suppliers
11	Cut costs by improving energy efficiency
12	Introduce renewable energy in anticipation of stakeholder demands
13	Cut costs by improving resource efficiency
14	Respond to environmental requests from customers
15	Respond to ESG investment/relations, sustainable finance
16	Create technologies to upcycle unnecessary plastic
17	Earn support from stakeholders for approach to diversity
18	Contribute to water infrastructure, help to counter obsolescence, and support monitoring
19	Create technologies that contribute to use of renewable energy and new energy
20	Create technologies that contribute to ecosystem recovery



	Materiality Items (Risks)
1	Ban on substances that contaminate ecosystems and damage the health of people (response to stricter regulation on chemical substances)
2	Higher costs for materials, resources, paper and concerns about their supply due to a spike in energy prices, insufficient raw materials and irregular weather
3	Supply chain interruption following large-scale climate disasters
4	Increase in procurement and manufacturing costs due to new emission regulations, carbon taxes, restrictions on the use of fossil fuels and other
5	Response to new regulations on product energy efficiency and markets
6	Demands from stakeholders for renewable energy
7	Decrease in opportunities for paper output in offices (increasing shift to paperless offices due to skyrocketing energy costs/raw material shortages)
8	Decrease in competitiveness due to inadequate response to circular economy (unsustainable use of resources, decline in product competitiveness due to designs using depletable energy)
9	Material and product supply risks due to regulations on plastic use
10	Response to customers' environmental demands
11	Drop in social trust due to insufficient governance at business partners
12	Soil contamination
13	Collection and recycling of used products
14	Depletion of resources (precious metals)
15	Delayed response to government procurement standards
16	Delays or stoppages in procurement and production due to depletion of water resources and water risks
17	Costing of virtual water
18	Impact of ecosystem destruction due to manufacturing and use of raw materials
19	Soil contamination
20	Water contamination
21	Legal compliance and management of waste

Important Environmental Issues for Product Life Cycles

Konica Minolta identifies material environmental issues, including risks and opportunities, throughout its value chains. These are issues that need to be specifically addressed by relevant departments including product planning and development, procurement and production, as well as sales and service. The Group also determines when business risks and opportunities related to important environmental issues are likely to materialize, based on short, medium, and long-term perspectives.



Impact of Business Risks and Opportunities Related to Important Environmental Issues

As current environmental and social issues become even more serious, Konica Minolta will face even greater risks to its business. In the long term, manufacturing will need to be revolutionized to protect the global environment. Alternatives will need to be found for fossil fuels and similar resources, and energy efficiency will need to be optimized for both production and product usage. In the short and medium terms, fossil resource prices will likely rise, the need for energy conservation will increase further, supply chains could be disrupted due to abnormal weather events, and paperless offices will probably become commonplace. Unless it takes suitable measures now, the Group will likely be faced with larger capital expenditures, higher costs, and lost business opportunities. Failure to comply with new chemical control regulations, including those that restrict certain chemical content in products, could lead to lost sales opportunities and lower revenues.
On the other hand, Konica Minolta believes it can create business opportunities by providing solutions to help solve these environmental issues. By actively introducing cutting-edge technology and combining it with Konica Minolta's strengths in imaging IoT technology and digital input and output, the Group is transforming itself into a digital company with insight into implicit challenges. The aim is to create solutions that help resolve social and environmental issues, including climate change. With regard to the global environment, the Group is working to address issues such as climate change, resource depletion, and waste by incorporating them into its medium and long-term business strategies. For example, environmental impact can be lowered by reducing production, transportation, inventory, and disposal in the manufacturing industry. Konica Minolta believes that it is contributing to this solution by providing on-demand equipment for industrial printing of materials such as packaging, labels, and textiles. Since excessive paper consumption is an issue in many companies, the Group is promoting a shift to paperless offices by providing digital workplace solutions that improve work flow efficiency. The Group is also working to reduce the enormous amount of energy that companies use to perform big data analysis these days, by offering and promoting onsite data analysis in the form of edge computing. These efforts illustrate how Konica Minolta sees environmental management as a key business strategy. In short, the company believes the purpose of environmental management is both to achieve business expansion and improve environmental issues.

Target Setting Process

The President has ultimate responsibility for and authority over all environmental management including climate change issues and is also accountable for its effectiveness. The President appoints the Group Executive for Corporate Sustainability (Group Sustainability Management Representative) to execute sustainability management and handle sustainability and environmental measures. The Group Executive formulates a medium-term plan for sustainability, which is then approved by the Board of Directors as a corporate management plan. In addition, the Group Executive for Corporate Sustainability reports monthly to the President, the chairman of the Board of Directors, and the Audit Committee established by the Board of Directors to report progress made on environmental management and on issues including climate change. The Audit Committee summarizes the important issues from those reported as matters to report at the Board of Directors meetings.
Konica Minolta has established a Group Sustainability Promotion Committee headed by the General Manager of the Corporate Sustainability Division, which serves as the organization implement the medium-term sustainability plan for the whole Group. The committee, in which persons responsible for sustainability promotion in each key division participate, deliberates the Group's medium-term sustainability plan and annual plans. It also checks quarterly progress and conducts investigations related to the Group's sustainability issues, including environmental ones.

Organization of Group Environmental Management

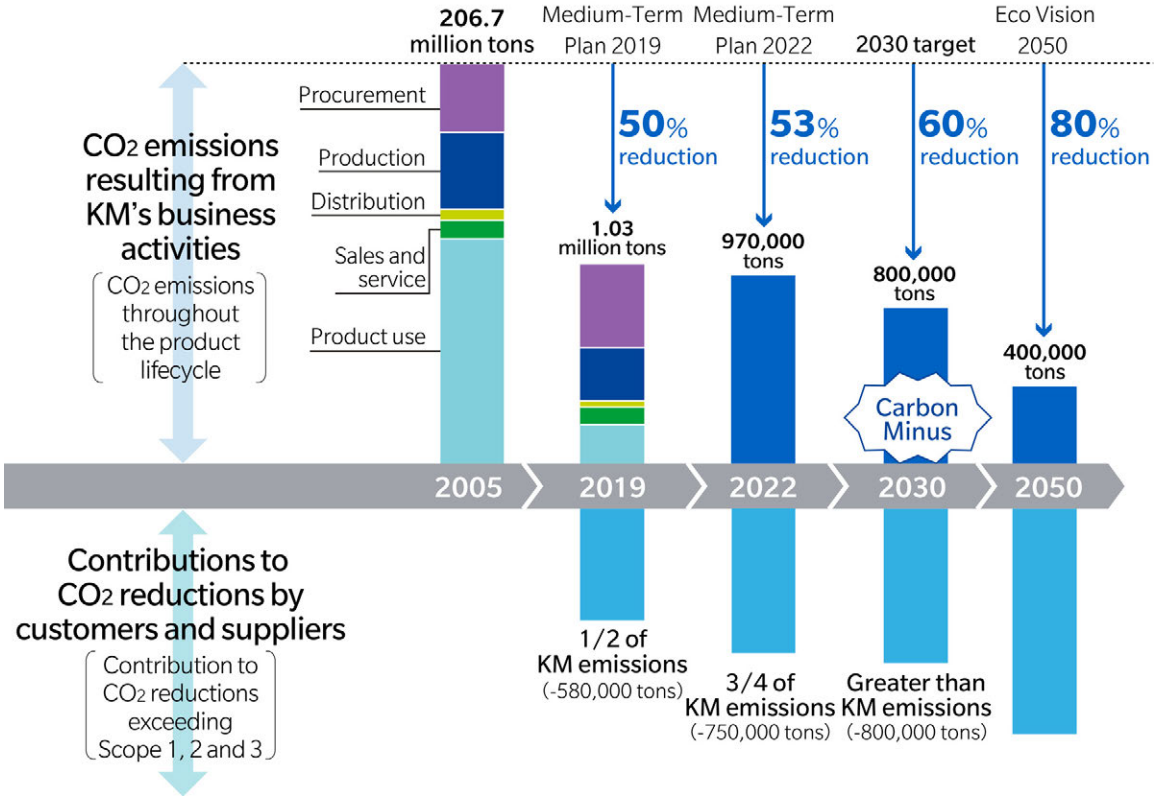
Targets and Results

Click here for information on targets and results (Konica Minolta's Sustainability > targets and results)

Environmental Strategy of the Medium-Term Sustainability Plan 2022

Creating a foundation for Carbon Minus
GX Green Transformation

With the goal of achieving Carbon Minus status by 2030 instead of 2050, Konica Minolta's target for 2022 is to reduce CO_2 emissions across the entire product lifecycle by 53% compared to fiscal 2005 levels. Three-fourths of that amount, or 720,000 tons, will come from CO_2 emissions savings generated by customers, suppliers, and society.



Key measures for 2022

To achieve the goal of Carbon Minus status even faster, it is necessary to accelerate both the reduction of the company's CO_2 emissions and the support for CO_2 emissions reduction outside the company. Konica Minolta believes that the use of digital transformation (DX) can dramatically reduce CO_2 emissions from both sources.

In-House Initiatives

1. Sustainable Factory Activities

Target: Reduce manufacturing CO_2 emissions by 18,000 tons in fiscal 2022 (reduce manufacturing CO_2 emissions by 7% compared to fiscal 2019)
The Sustainable Factory Certification System was launched in fiscal 2020. Konica Minolta is aiming to have all factories meet the Sustainable Factory certification standards by fiscal 2022. In addition to the environmental impact and cost reduction efforts that have been promoted so far, Sustainable Factories will pursue targets for 2022 in order to meet the expectations of the wider society. While further deepening cooperation with stakeholders such as customers, business partners and local communities, Sustainable Factories will utilize their own technology and expertise to help solve social issues and protect the broader global environment by expanding the participants involved.

<table>
<tr><th colspan="2"></th><th>Raw material production site</th><th>Assembly/high load site</th></tr>
<tr><td rowspan="2">Environmental Impact reduction
Environmental impact reduction standards to be achieved by Konica Minolta production sites*</td><td>CO_2 emissions</td><td>3% reduction annually (9% over 3 years)</td><td>2% reduction annually (6% over 3 years)</td></tr>
<tr><td>Discharge volume</td><td>2% reduction annually (6% over 3 years)</td><td>2% reduction annually (6% over 3 years)</td></tr>
<tr><td>Stakeholders
Helps to solve environmental issues for the broader society (stakeholders) by using environmental technology expertise Konica Minolta acquired at its own production sites. Reduces stakeholder CO_2 emissions by an amount equivalent to the actual CO_2 emissions of the site.</td><td>CO_2 emissions at customers, suppliers and broader society (Amount of Carbon Minus contributions)</td><td>1% reduction annually (3% over 3 years)</td><td>2% reduction annually (6% over 3 years)</td></tr>
<tr><td>Guideline
Standards for biodiversity and other initiatives to be pursued by Konica Minolta production sites</td><td>Guideline compliance status</td><td colspan="2">Complying with guidelines on items such as:
• VOC reduction
• Biodiversity (water, soil, marine plastic, etc.)
• CSR procurement
• Expanding introduction of renewable energy, etc.</td></tr>
</table>

＊ For sites with an environmental impact that is less than 1% of the Konica Minolta total, the target is 1% reduction annually (3% over 3 years).

2. Expand renewable energy use

Target: Use renewable energy sources for 10% of procured electricity in fiscal 2022 (double the use in fiscal 2019)
Two manufacturing sites in China and 43 sales companies in Europe have completely switched to renewable sources. Ahead of fiscal 2022, Konica Minolta will consider the optimal methods for each region globally, and reinforce its initiatives to expand the procurement of power derived from renewable energy sources.

Initiatives Carried Out with Suppliers

1. DX Green Supplier Activities

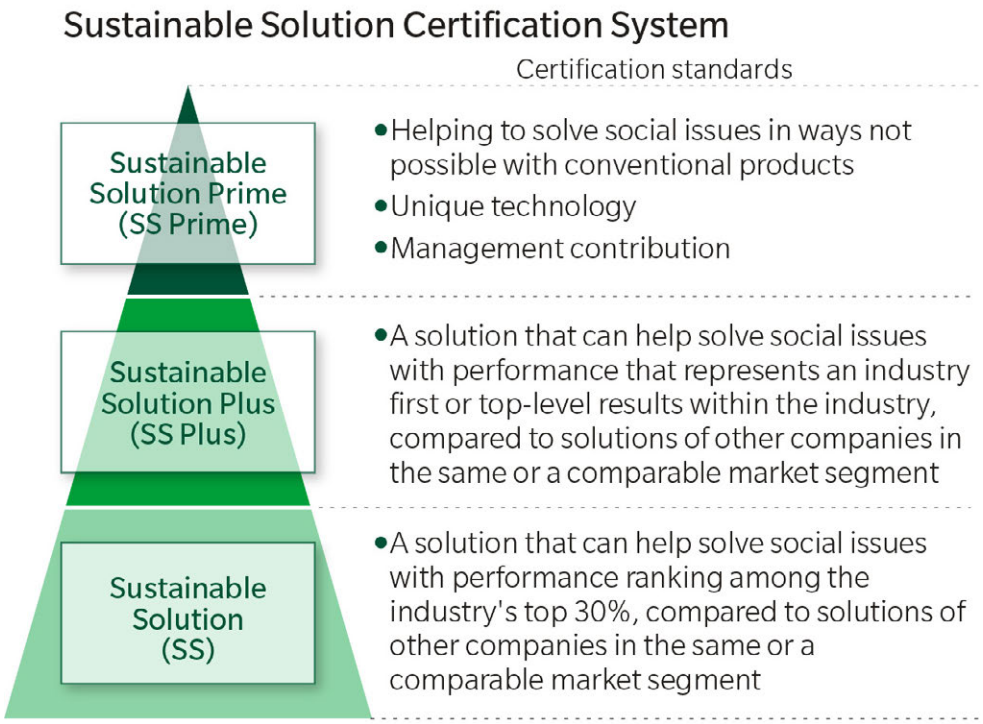
Target: Increase CO_2 reductions at suppliers to 17,000 tons in fiscal 2022
In order to collaborate with even more business partners, Konica Minolta began promoting Digital Green Supplier activities in fiscal 2020. The aim is to dramatically reduce CO_2 emissions across the entire supply chain by launching Digital Green Supplier activities using digital transformation (DX) technology.
Previously, experts carried out energy diagnostic activities with direct visits to factories; but now, by making these digital, suppliers can carry out all the steps from diagnosis to identification of issues and implementation of measures on their own. This efficient approach means that Konica Minolta can support more suppliers with their environmental activities. Digitalization will allow the company to support more than 10 times more suppliers.

Initiatives Carried Out with Customers

1. Sustainable Solution Activities

Target: Increase customers' CO_2 reductions through product services to 710,000 tons in fiscal 2022

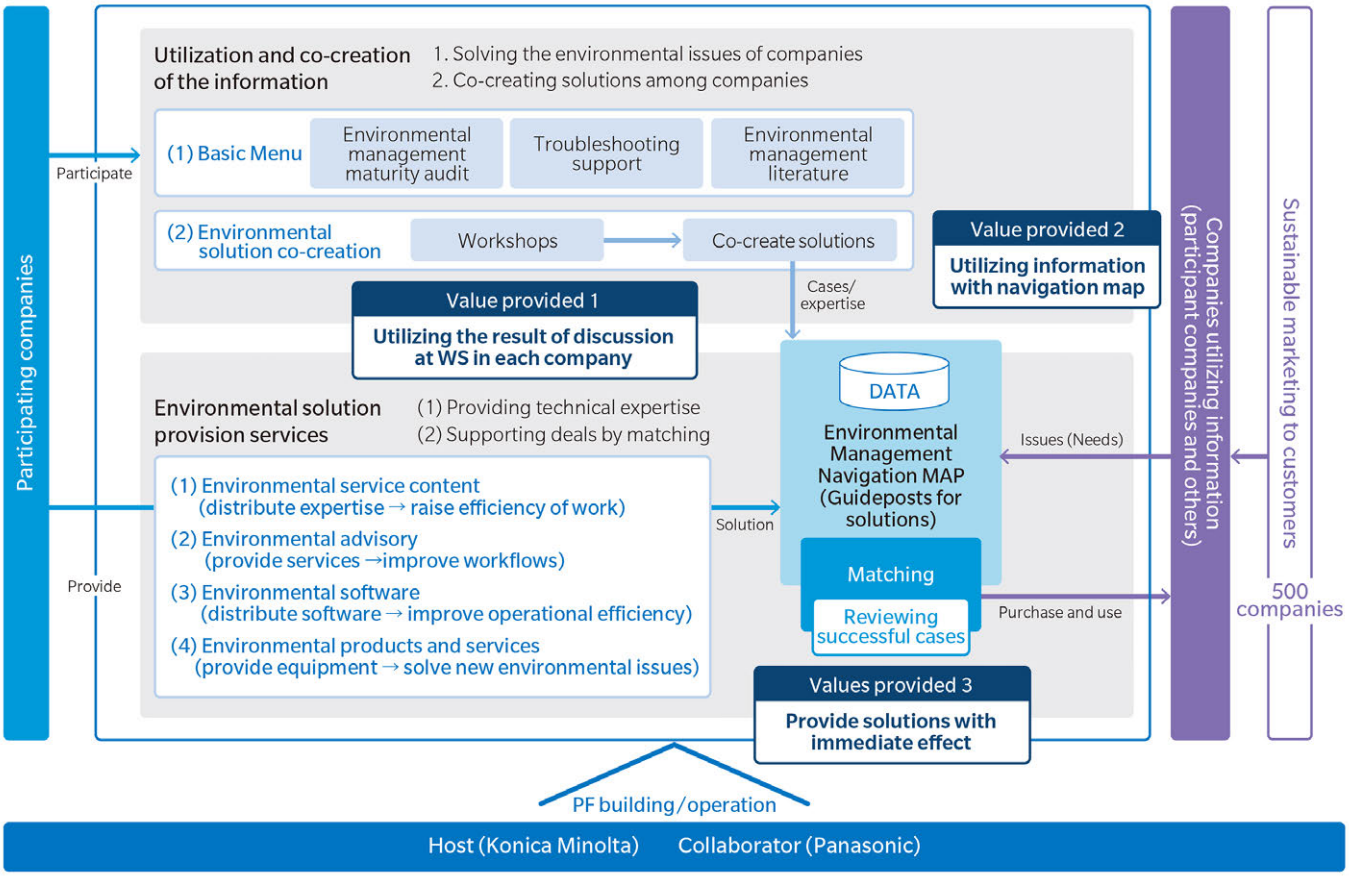
The Sustainable Solution Certification System was launched in fiscal 2020. With the new System, criteria are established for different businesses and product characteristics with respect to certification standards tailored to the individual environmental and social issues that Konica Minolta seeks to help solve. Successful products are certified at one of three levels, based on the degree of achievement. Konica Minolta will further reduce environmental impact by creating products and solutions that meet environmental label standards used around the world.
This system raises products' energy conservation and cuts CO_2 emissions during customer use. Meanwhile, by providing on-demand packages, labels, textile printing solutions through digitalization, it also improves the manufacturing process, supports a digital workplace by promoting workstyle reform transcending paper and place, and promotes work flow reform with edge-type IoT solutions. Providing products and services that encourage customers' DX supports their business, and the greater operational efficiency also helps to reduce environmental impact.



2. Environment Digital Platform

Target: Create new contributions to CO_2 reductions by fiscal 2022

In fiscal 2020, Konica Minolta launched the Environment Digital Platform, an ecosystem for environmental management. Konica Minolta and participating companies share and build up their environmental knowledge and expertise and co-create new value, which will enhance environmental management efficiency. This ecosystem will lead to dramatic increases in the effect of Konica Minolta's contributions to reducing environmental impact. The program started with 15 participating companies, and this number had already increased to 39 by the end of March 2021. This unique approach to co-creation is expected to keep expanding, going forward.



Policy & System

Response to New Framework for Climate-related Financial Information Disclosure

Disclosure on four themes based on TCFD recommendations

Konica Minolta believes that accurately assessing the risks and opportunities related to climate in its business operations and actively disclosing information to investors and a wide range of other stakeholders is essential for a company capable of sustainable growth. In light of this, Konica Minolta agreed to support the final report, "Recommendations of the Task Force on Climate-related Financial Disclosures," of the Task Force on Climate-related Financial Disclosures (TCFD), established by the G20 Financial Stability Board (FSB). The Group will disclose its climate change initiatives using the TCFD framework.

- Medium-Term Environmental Strategy
- Targets and Results
- Environmental Management System

Corporate Governance

In 2008, Konica Minolta set the goal of reducing CO_2 emissions across the entire lifecycle of its products by 80% compared to fiscal 2005. This target was approved by the Board of Directors. In 2017, the company added a Carbon Minus target as part of its commitment to contributing, along with partner companies, to a carbon-neutral society. In addition, in 2020 the Board of Directors approved the inclusion of "addressing climate change" as one of the five material issues that Konica Minolta would address in its long-term management vision and the decision to move the Carbon Minus target date forward to 2030 as its goal for addressing climate change.

At Konica Minolta, the president has the ultimate responsibility for and authority over climate change issues and is responsible for the effectiveness of environmental management, including climate change. The officers assigned by the president (Group sustainability officers) pursue environmental management and prepare medium-term plans, while also reporting every month to the president, chairman of the Board of Directors and the Audit Committee set up by the president on issues including progress made with environmental management and climate change issues. The Audit Committee routinely monitors and reviews the status of the overall implementation of environmental management led by the president.

Strategy

As climate change predictions materialize and the global environment continues to substantially change, this will likely cause turmoil in the economic and financial sectors. Konica Minolta recognizes these to be significant risks to its business. At the same time, the company believes that, by helping to solve environmental issues through business activities, opportunities can be created that will promote the sustainable growth of the Group.

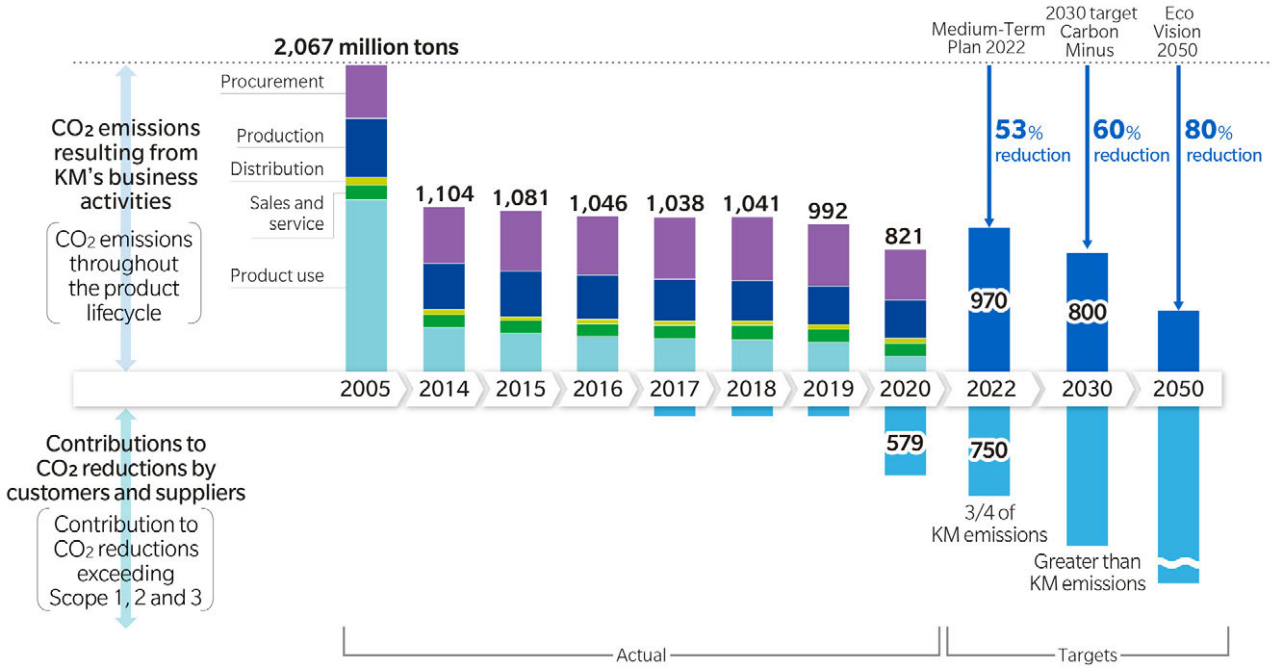
By actively introducing cutting-edge technology and combining it with Konica Minolta's strengths in imaging IoT technology and digital input and output, the Group is transforming itself into a digital company with insight into implicit challenges. In the long-term management vision formulated in fiscal 2020, "addressing climate change" was designated as one of the material issues and achieving Carbon Minus status by 2030 was set as a target. As Konica Minolta's offerings to clients shift from products to services, it aims to reduce CO_2 from services as well as CO_2 emissions from its products and turn this into business growth. By backcasting from this target and linking the medium-targets and annual plans on climate change measures to medium-term business plans for product planning, development, production, procurement and plans, Konica Minolta aims to achieve its Carbon Minus target while continuing to develop its business.
Please refer to "Konica Minolta's Climate-Related Risks and Opportunities" for more details on this issue.

Risk Management

Konica Minolta carries out risk management so as to maximize returns while minimizing negative impacts and evaluates risks from a medium- and long-term perspective. In the short and medium term, environmental risks, including climate change, are viewed as management risks for the Group overall, and are managed by the Risk Management Committee. The Committee assesses and manages the impact and uncertainty of climate change risks from a medium- to long-term perspective in two scenarios: one in which a shift to a low-carbon society has taken place and one in which the impacts of climate change have materialized. The Group Sustainability Promotion Committee discusses plans and measures on the response to climate change at its quarterly meetings and also reassesses the extent of changes to risks twice a year. The Group Sustainability Officers report to the president on progress made with the plan every month. Important environmental issues are also reported by the Group Sustainability Officer to the core meetings and Risk Management Committee meetings, among others. The Board of Directors receives regular reports on the progress of the management plan for addressing climate change at their meetings, and they monitor the plan's execution.
Please refer to "Evaluation and Identification Process for Material Issues" for more details on the relevance of material issues, which are the targets of risk management.

Metrics and Targets

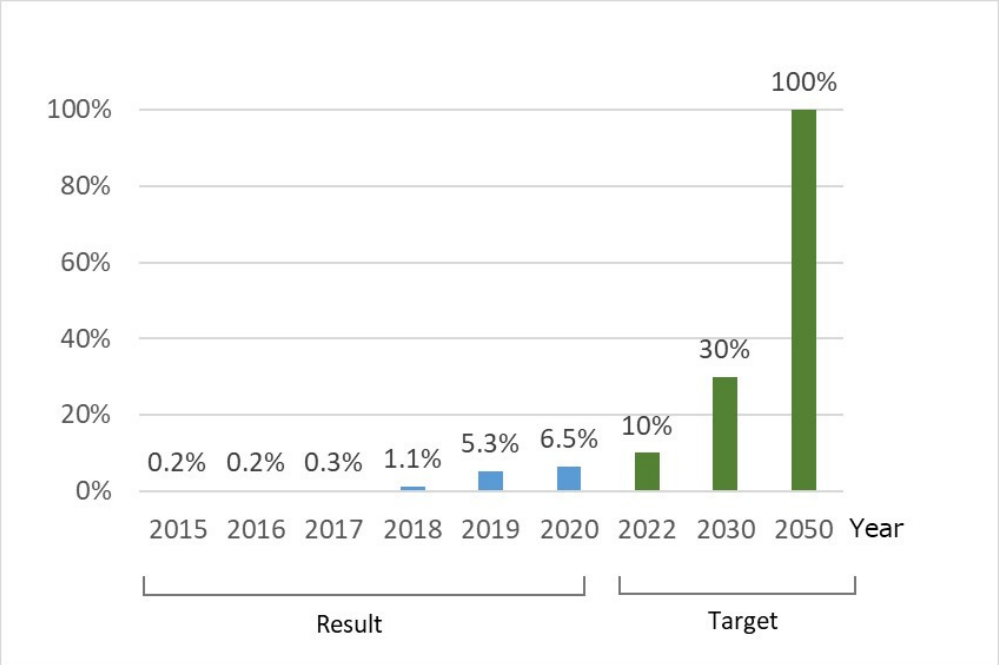
Konica Minolta has established its Eco Vision 2050, which sets the goals of reducing CO_2 emissions over the product lifecycle and achieving Carbon Minus status, as its metric for managing the risks and opportunities posed by climate change. The company aims to reduce CO_2 emissions across the product lifecycle by 80% by 2050 compared to fiscal 2005 levels.
The goal for reducing CO_2 emissions across the product lifecycle includes all of Scopes 1 and 2 (CO_2 emissions generated during the production stage and the sales and service stage) and the main components of Scope 3 (CO_2 emissions generated during the procurement stage, transportation and distribution stage, and product use stage). In the long term, Konica Minolta aims to reduce CO_2 emissions by 60% by 2030 and by 80% by 2050, and in the short term, the company aims to cut emissions by 53% by 2022, all compared to fiscal 2005 levels. Konica Minolta reduced emissions by about 820,000 tons in fiscal 2020, achieving a 60% reduction.
(Please see the medium-term environmental strategy and sustainability targets and results for details.)



The Carbon Minus target that Konica Minolta has set is a commitment to reduce CO_2 emissions beyond Scopes 1, 2 and 3 by helping customers and business partners solve environmental issues and to cut CO_2 emissions by levels exceeding the CO_2 emissions from Konica Minolta products throughout their lifecycle. Konica Minolta aims to achieve "Carbon Minus" status by 2030.
As there is a limit to how much a single company can do to achieve a carbon-neutral society, Konica Minolta is expanding its activities to include suppliers and customers in order to reduce CO_2 emissions ore broadly. The company is working to increase its contribution to environmental conservation throughout the supply chain while linking these efforts to cost reductions and increased sales.

Moreover, given projections that the use of fossil fuels will no longer be possible in the future, Konica Minolta has set targets to adapt to climate-related risks, specifically using 100% renewable energy sources for the energy used in its business activities and bringing renewable energy use* up to 30% by 2030 and 100% by 2050. The medium-term sustainability plan, which ends in fiscal 2022, set an ambitious target of a renewable energy use rate exceeding 10%. This rate reached 6.5% in fiscal 2020. Please refer to "Membership in RE100" for more details.

Renewable energy use rate



* Ratio of renewable energy-derived power to the Konica Minolta Group's overall energy use (not including co-generated power) in fiscal 2016-2019)

* Ratio of renewable energy-derived power to the Konica Minolta Group's overall energy use beginning in fiscal 2020

Click here for more information on Sustainable Solutions (Sustainability > Environmental Activities > Sustainable Solutions (product initiatives):Konica Minolta's Approach)

Click here for more information on Sustainable Factory (Sustainability > Environmental Activities > Sustainable Factory (procurement and production initiatives):Konica Minolta's Approach)

Click here for more information on Sustainable Marketing (Sustainability > Environmental Activities > Sustainable Marketing: Konica Minolta's Approach)

Konica Minolta's Climate-Related Risks and Opportunities

The Paris Agreement is a framework for addressing climate change that seeks to move the world more quickly and ambitiously to a low-carbon model. At the same time, there are concerns that the needed changes will not happen fast enough and climate change will have a harsh impact on the world.
Konica Minolta is forecasting using both optimistic and pessimistic scenarios, as described below. It is identifying business risks that could adversely affect the performance of the Group in the future as well as business opportunities that can be created by proactively addressing the challenges of climate change.

If the average global temperature increase is kept below 2˚C and a low-carbon global society is achieved:
As a transitional risk, if environmental laws and regulations become even stricter in the near future, including greenhouse gas emission regulations, energy efficiency regulations, regulations relating to Europe's Circular Economy Action Plan, and new and additional tax systems such as carbon taxes, there may be additional obligations and costs for legal compliance. This might result in higher costs for the Group and loss of business opportunities. Also, Konica Minolta expects to face growing demands from stakeholders for the procurement of renewable energy, and if the company is unable to comply, investments and loans as well as sales opportunities could be lost, and the corporate brand could also be damaged. Customers' interests are also changing as they look to curb the impact of climate change, and the decline in the use of paper in offices and higher costs for manufacturing and procurement as fossil fuels and fossil resources are replaced with alternatives could also have a negative impact on the Konica Minolta Group's earnings.

Konica Minolta is striving for more efficient production processes, developing and improving its production technologies, and promoting Sustainable Factory activities that reduce both CO_2 emissions and costs. In addition, the Group aims to maximize energy cost decreases and CO_2 emission reductions throughout the supply chain by promoting Green Supplier activities. These involve sharing digitalizing the Group's energy-saving technologies and expertise while working together with suppliers to reduce energy consumption. In addition, Konica Minolta believes that in order to compete as a sustainable growth company it must be able to quickly embrace a renewable energy society that does not depend on fossil fuels. Accordingly, it is a member of RE100, a global leadership initiative in which companies aim to operate their businesses using renewable energy exclusively. Konica Minolta has set a goal of procuring all the electric power used for its business activities from renewable energy sources by 2050.
On the other hand, Konica Minolta believes that accelerating the transition to a low-carbon society should create new business opportunities. In the long term, there could be widespread demand for the company's proprietary edge IoT technology in the field of edge computing, which minimizes the use of data centers. Since this can significantly reduce energy consumption and greenhouse gas emissions, demand for this technology by society as a whole could increase along with opportunities for Group sales.
In the medium term, if Konica Minolta can respond to changes in customer demand and preferences, it could also increase sales. This might include digital workplaces that support the transition to a full-scale paperless society, on-demand production processes that transform the business model of mass production and disposal to one that restrains wasteful production, connected workplaces that do not rely on paper output and support diverse workstyles, and material processing innovation solutions that curb energy and resource usage. It could also involve technology for imaging IoT solutions for non-destructive inspection of greenhouse gas leaks from shale gas and other pipelines, as well as an ecosystem to support the environmental (sustainability) management of companies and technologies using renewable plastic and bio materials to avoid new resource extraction.
In the short term, Konica Minolta believes that active promotion of ongoing energy saving activities will reduce costs at its own factories. Not only that, it will create new business opportunities through collaboration with suppliers and business partners.

If the average global temperature increase exceeds 2˚C and the predicted effects of climate change materialize:
In terms of physical risks, more frequent abnormal climate events and forest fires around the world, stricter restrictions designed to protect forest resources, and heightened social demands could destabilize the procurement of paper materials and result in the loss of business opportunities. Also, if chronic climate change effects were to continue, such as altered weather patterns and widespread drought, procurement of natural resources might become problematic, and the supply of raw materials could be reduced or halted. This could have a negative impact on the utilization rate of factories. Moreover, major natural disasters such as large-scale typhoons, floods, or forest fires could occur due to climate change, and these could damage the Konica Minolta Group’s facilities and make it difficult for employees to perform their jobs. As a result, operations of the Group and its suppliers might be temporarily halted, and production and shipping could be delayed.
In the area of industrial materials, which are highly dependent on natural resources for their production, Konica Minolta is advancing the development of new functional films that do not require natural resources. The Group is expanding its product lineup with materials based on cellulose-elimination technology. In the MFP business, Konica Minolta is accelerating the development of new digital solutions that do not depend on paper printing in the office. The Group is expanding sales of a new product, Digital Workplace. This is an integrated IT service platform that enables remote collaboration while providing robust information security. To better respond to climate-related natural disasters, Konica Minolta is expanding its own production sites in Europe and North America as bases for producing toner refills and parts for consumables needed in the mainstay office and professional printing business areas. The Group is working to establish a highly resilient supply systems through production in consumption regions. Moreover, Konica Minolta has prepared a Business Continuity Plan (BCP), a specific action plan for ongoing operations in the event that large-scale natural disasters occur. From a worldwide perspective that encompasses the entire supply chain, systems are set up for each business division and subsidiary, including the mainstay information equipment business and the medical equipment business, which will be in great demand in the event of a disaster. In addition, an initial response system has been set up, and this system will collect information on the extent of damage and other aspects immediately after a disaster and determine whether the BCP should be activated.

On the other hand, the physical impacts of climate change could also create business opportunities.
In the medium and long term, expectations for increased safety and security in the face of natural disasters could lead to new demand from society for imaging IoT and sensing solutions as preparation for abnormal climate events. In addition, unexpected diseases (including infectious diseases) are expected to occur more frequently due to the impact of climate change on ecosystems. In healthcare solutions, imaging diagnosis using the Konica Minolta Group's edge IoT technology can reduce the workload of medical practitioners, which could lead to significant business growth opportunities as a result.

Risks Opportunities

	Impact on procurement	Impact on direct operations	Impact on product and service demand
Transition risks and opportunities	**Higher procurement and manufacturing costs** ●Replacing fossil resources and fuels in production (Long-term) ●Response to emissions regulations and laws in line with measures to mitigate impact of climate change (Medium-term, Short-term) ●Temporary suspension of production due to restrictions on electric power supply (Medium-term)		**Increase in product development costs** ●Response to the market and new regulations on product energy efficiency in line with measures to mitigate impact of climate change (Short-term) **Lower sales** ●Decrease in office demand due to acceleration toward a paperless society (Medium-term) ●Decline in product competitiveness due to unsustainable use of resource and non-reusable design (Medium-term) **Higher sales** ●Edge computing, which does not require a data cente (Long-term) ●Digital workplace to support a paperless society (Medium-term) ●Technology for upgrading recycled plastics (Medium-term) ●Digital on-demand printing and production that reduces unnecessary production (Medium-term) ●Solutions for material processing process transformation to reduce energy use (Medium-term) ●Leakage inspection system pipelines including those carrying shale gas (Medium-term) ●Ecosystem that supports corporate environmental and sustainability management (Medium-term)
Physical risks and opportunities	**Lower revenue due to a reduction in production capacity** ●Insufficient or interrupted supply of natural resources due to changes in climate patterns (Long-term) ●Supply chain interruptions following large-scale natural disasters (Medium-term) ●Depletion of water resources and restrictions on water intake (Long-term)		**Higher sales** ●Testing and drug discovery support for unanticipated diseases (including infectious diseases) (Medium-term) ●DX solutions to support healthcare settings (diagnosis, engagement, and collaboration) (Medium-term) ●Safe and secure imaging IoT solutions for abnormal weather (Medium-term)

Sustainable Solutions (Product Initiatives)

Konica Minolta's Approach

Konica Minolta's Approach | Sustainable Solutions Certification System
Saving Energy and Preventing Global Warming through Sustainable Solutions
Resource Conservation and Recycling of Products | Management of Chemical Substances in Products
Helping Restore and Preserve Biodiversity through Products | Provision of Product Environmental Information

Background and Issues

Given the widespread concern about environmental and social challenges such as climate change and economic disparity faced by the world today, the value that people seek is shifting from material wealth to improving the quality of society. By understanding the evolving values of society and contributing solutions, Konica Minolta is able to continue to provide competitive solutions that enhance its profitability.

Vision

While working to provide solutions that help solve challenges faced by customers and society as a whole, Konica Minolta also aims to encourage the widespread adoption of these solutions by widely promoting their value. Through initiatives like these, while helping to realize the Sustainable Development Goals (SDGs), Konica Minolta strives to help build a sustainable society, earn social confidence, and achieve sustainable growth alongside the broader society as a company of choice.

Key Measures and KPIs

Reduction of energy use and CO_2 emissions achieved by reforming customer business processes

(Unit: thousand tons)

KPI	Result	Target		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Reduction of CO_2 emissions through the use of Konica Minolta products	24	24	26	26
Amount of resources saved and recycled through the use of Konica Minolta products	12	12	14	14
Reduction of CO_2 emissions of customers, suppliers and broader society (Amount of carbon minus contribution)	565	590	700	740
Reduction of waste discharge of customers	325	330	360	370

Konica Minolta's Approach | Sustainable Green Products Certification System | Saving Energy and Preventing Global Warming through Sustainable Solutions | Resource Conservation and Recycling of Products | Management of Chemical Substances in Products | Helping Restore and Preserve Biodiversity through Products | Provision of Product Environmental Information

Sustainable Solutions (Product Initiatives)

Sustainable Solutions Certification System

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Outline of the Certification System

Konica Minolta has integrated its business strategy and pursuit of sustainable management, and is convinced that true value creation that helps resolve social issues is the foundation for growing its business. To this end, the company is raising the energy-saving functions of its products and helping to reduce CO_2 emissions during their use by customers. It is also reforming customers' manufacturing process and workstyles to create products and solutions that resolve social and environmental issues from the perspective of the Sustainable Development Goals (SDGs).

The Sustainable Solutions Certification System Konica Minolta launched in fiscal 2020 adds "solutions" to the "products," which have been the company's traditional focus. By certifying a broad range of products and services that help to solve environmental as well as social issues, Konica Minolta will create products and solutions in line with the business transition to an "as a service" model. For example, the company is reforming production processes by offering on-demand packages, labels and textile printing solutions digitally, and facilitating digital workplaces that promotes workstyle reform not tied to paper or places, and promoting new businesses that support workflow reform with edge-type IoT solutions. By providing these products and services that encourage customers' digital transformation, Konica Minolta will support their businesses and also help to reduce environmental impact by driving greater operational efficiency.

Under this system, Konica Minolta has designated certification standard items for each of the environmental and social issues for which it seeks a solution. It sets standards for each of the business and product characteristics and assesses the products that meet these standards with a three-step ranking. This system is designed to promote the creation of products and solutions that reduce environmental impact and help to solve social issues from the perspective of the SDGs.

Adding "solutions" to "products" and shifting to an "as a service" model





Certification standards

Certify products and solutions that offer the environmental and social value set out in the Medium-term Sustainability Plan with the following three-stage ranking

Certification level	Certification standards
Sustainable Solution prime (SS prime)	・Products and solutions that can demonstrate a contribution to the resolution of social and environmental issues **that was not possible with conventional products** ・Equipped with **only-one technologies**; a level that enables contributions to management
Sustainable Solution plus (SS plus)	・Products and solutions that are top in **the industry or an industry-first** that can demonstrate a contribution to the resolution of social and environmental issues compared to the same segment comparable to other companies in the same industry
Sustainable Solution (SS)	・Products/solutions that can demonstrate a contribution to the resolution of social and environmental issues equivalent to the **industry's top level (within top 30%)** compared to the same segment comparable to other companies in the same industry

Example of certifications



AccurioPress C14000

Improvements to work motivation and renewed vitality at company

Contributing to **a 75% reduction in work hours** per day in printing processes compared to competitors and freeing up working hours

Response to climate change

Innovations since offset printing have contributed to a 100 ton-reduction in annual CO_2 emissions in the printing process

Fiscal 2020 Activity Results

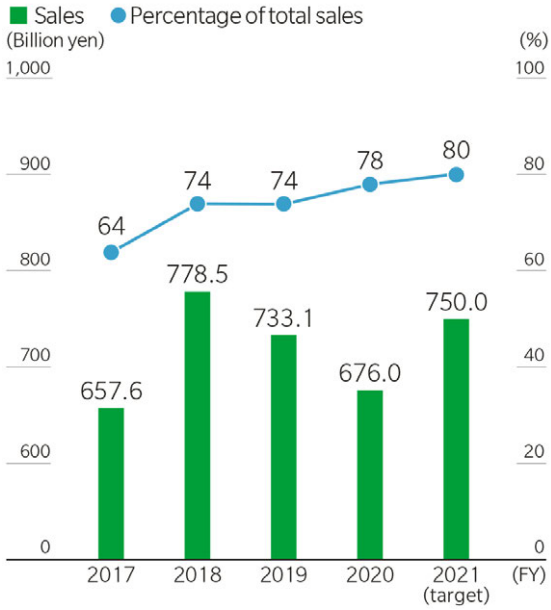
In fiscal 2020, Sustainable Solutions sales, including those products and services that were carried over from the Sustainable Green Products Certification System implemented through fiscal 2019, totaled 676.0 billion yen, accounting for 78% of the Group's total sales.

In addition, improvements in the environmental performance of these products have resulted in a CO_2 emissions reduction of 23,700 tons and the effective use of 12,300 tons of resources.

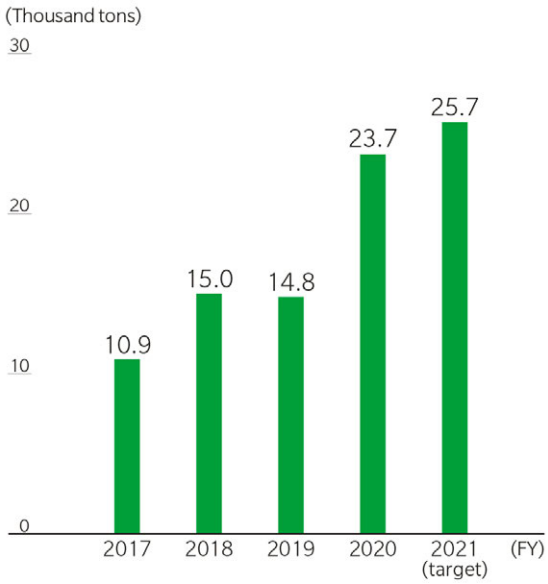
The lineup of new A3 and A4 multifunction printers was completed from fiscal 2019 to fiscal 2020, and made a major contribution to the CO_2 reduction effect during customers' product use.

In fiscal 2021, in line with the new Sustainable Solutions Certification System, Konica Minolta will raise the percentage of sustainable product services of total sales by gradually expanding the certification of products and solutions that help to solve social and environmental issues from an SDG perspective.

Sales of Sustainable Solutions



CO_2 Reductions Achieved Through Use of KM Products



Amount of Resources Conserved and Renewable Resources Used due to Use of KM Products



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Sustainable Solutions (Product Initiatives)

Saving Energy and Preventing Global Warming through Sustainable Solutions

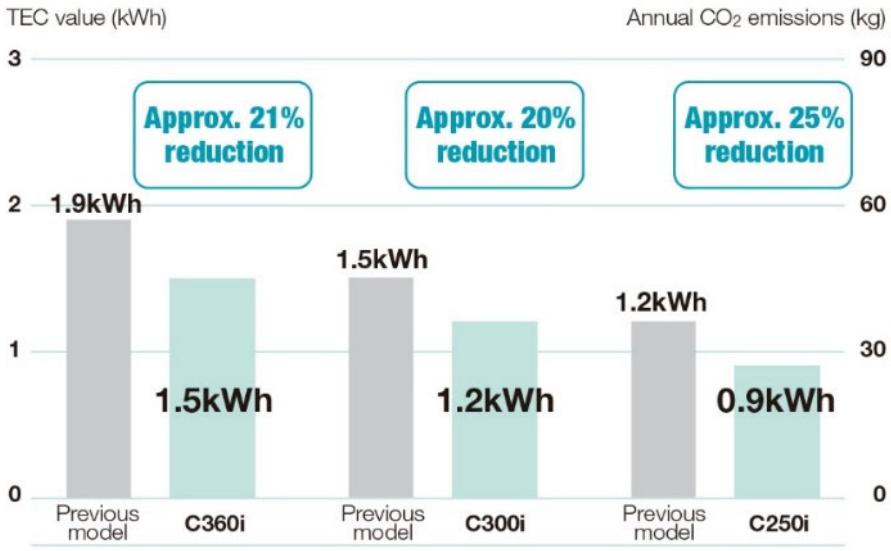
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Energy Savings of Office Equipment

Reduction of Power Consumption During Product Use

Konica Minolta is working on the development of low-temperature fixing toner and efficient fixing systems to help save power. The bizhub C360i series released in 2019 offers standard power consumption (TEC value) for one week that is approximately 20% to 26% less than the previous model. By reducing the TEC value, CO_2 emissions are also greatly reduced.

Comparison of TEC values between a previous model and the bizhub C360i series



Simitri V Toner Fixable at a Low Temperature

In MFPs, heat is needed to fix toner to paper, and the power used for that purpose accounts for more than 60% of total power consumption. Konica Minolta has been conducting research and development into toners that can be fixed at lower temperatures, and has developed Simitri V Toner, a proprietary polymerized toner. The company successfully reduced the fixing temperature by about 15 degrees Celsius compared to a previous MFP model (C368). This, combined with a new fixing device, is helping to reduce MFP power consumption. Moreover, Simitri V Toner requires approximately 25% less water to manufacture compared to a previous polymerized toner.

Pad Pressure Fixing System Reduces Power Consumption for Printing

In order to start printing from an MFP, the fixing rollers have to be heated to a certain temperature. Konica Minolta has adopted a pad pressure fixing system for its latest i-Series MFPs in order to efficiently utilize Simitri V Toner, the company's new low-temperature fixing toner. With this new fixing system, the belt and rollers have been reduced in diameter and insulated, thereby substantially cutting the power needed for heating the fixing device during MFP operation.

Relevant link: Technology Report 2020 (Vol.17)

LED Light Source Reduces Power Consumption During Scanning

Konica Minolta uses LED, which has greater power-saving performance than fluorescent lamps, as the light source for scanners in its MFPs. This has also improved scanning speeds, since LED lights increase the brightness of manuscript exposure.

“Power Save” Feature Reduces Power Consumption When Product Not in Use

Konica Minolta equips its MFPs with a “power save” feature that puts the machine into an energy-saving state, such as automatically turning off the control panel display when the machine has not been used for a certain amount of time. This does not hinder everyday work, since the machine automatically returns to normal mode during power save when it receives a fax or a print signal from a PC.

Proximity Sensor That Can Save Electricity Without Lowering Operational Efficiency

Konica Minolta equips its MFPs with a proximity sensor that automatically returns the machine to normal mode from sleep mode just by bringing a finger close to the control panel. This allows energy savings without lowering operational efficiency, as no time needs to be spent pressing buttons to bring the machine out of sleep mode.



Energy-saving Designs That Power Only the Areas Needed

Konica Minolta minimizes power consumption through energy-saving designs that enable power supply only to areas needed for each function—for example, not starting up the printer control panel when printing from sleep mode or not turning on the toner fixing heater when using the scanner or fax..

“Print Preview” to Reduce Misprints

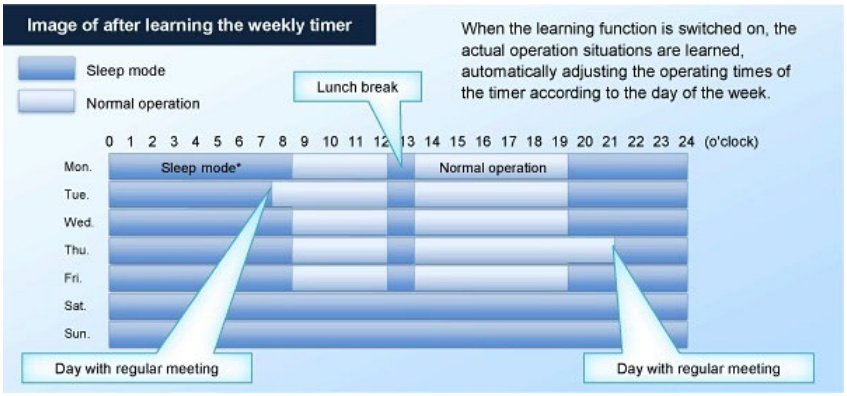
Misprints can be prevented, as it is possible to preview the finished document on the machine’s LCD screen before printing. This saves paper and also reduces wasteful power consumption.



Preview screen

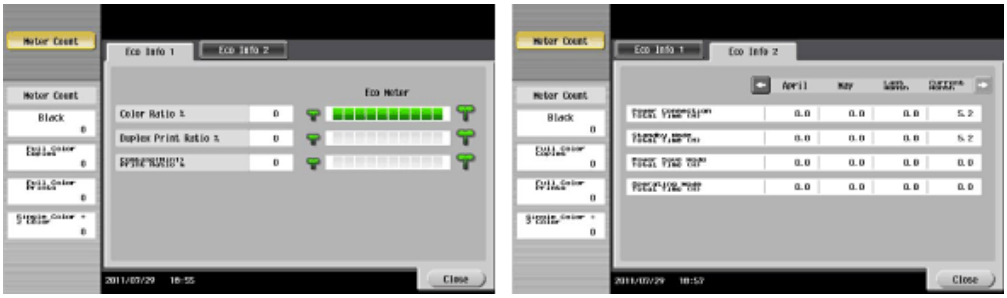
Weekly Timer with a Learning Function

A weekly timer that automatically switches between normal mode and power-saving mode at pre-set times enables efficient electricity savings according to office use, such as at lunchtime, at night, and days off. The machines are also equipped with a learning function that automatically makes corrections when there is a difference between timer settings and actual usage, based on usage data for a four-week period. This enables operational management with greater energy-savings effects.



Eco Dashboard Increases Users' Environmental Awareness

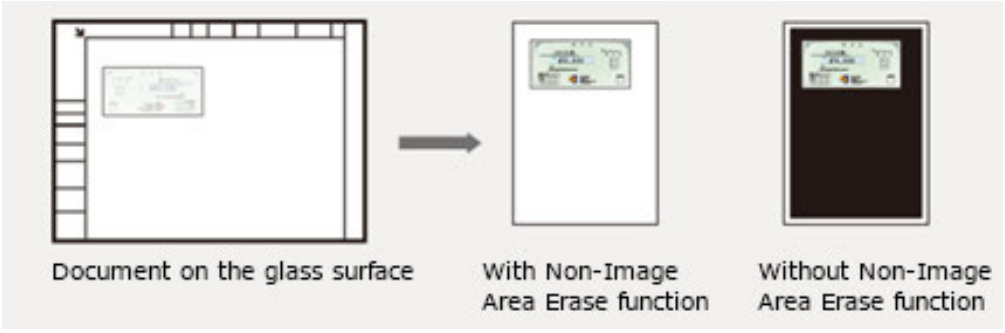
Graphs showing environmental contribution are displayed to increase users' environmental awareness. Reductions for different indicators, such as power consumption and use of toner and paper are displayed on the control panel and can be checked by department and user.



* The above feature is not available on all models.

Non-Image Area Erase function" Saves Toner

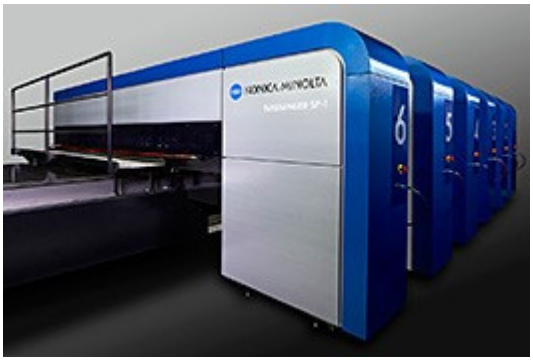
When copying a page from a thick book, the lid often needs to remain open, creating a black area around the document. With this function however, the printed page is automatically detected and the surrounding dark area is eliminated. This reduces unnecessary toner use.



Industrial Inkjets Contributing to Energy Savings in the Textile Printing Process

Textile Printer Reducing Electricity Usage through On-demand Production

The inkjet textile printer does not require the plate making and colored size mixing that is needed with conventional screen-printing. It also contributes to the reduction of energy usage, resources usage, and waste, since it enables on-demand production that uses only the amount of ink and material needed. It reduces environmental impact significantly, with a 57% reduction in electricity usage compared to conventional screen-printing. In addition, it helps save energy for operations such as air conditioning and lighting by increasing customers' production efficiency.



Nassenger SP-1 inkjet textile printer

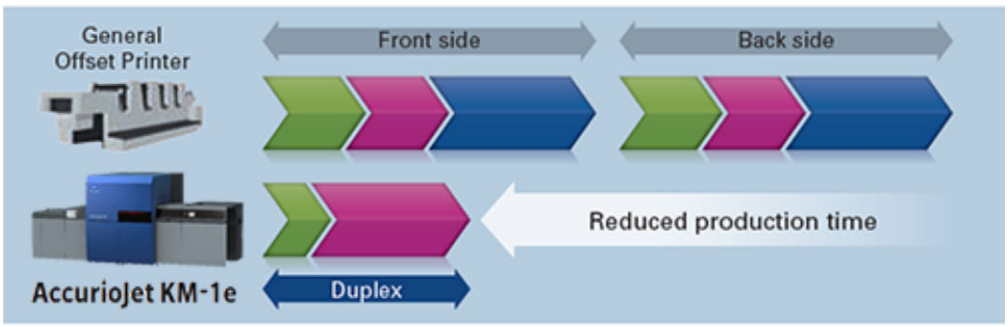
UV Inkjet Digital Printing Machine That Helps Save Energy During Printing

UV Inkjet Digital Printing Machine That Reduces Power Consumption by Realizing Automatic Duplex Printing without Drying Time

The UV inkjet digital printer, AccurioJet KM-1e, offers high productivity equivalent to that of the previous AccurioJet KM-1. Utilizing the key characteristics of Konica Minolta's unique UV inkjet ink, it can be used for special printing media that were difficult to accommodate with a conventional B2 digital printer and water-based inkjet ink. The AccurioJet KM-1 enables automatic duplex, high-quality printing. Unlike general offset printing, a printing plate is not required. Precise inkjet output control eliminates the need for color matching between devices, which is necessary when using multiple digital printers. This results in a significant reduction in printing preparation time. This was recognized as a three-star environmentally friendly product in the green printing certification system, which objectively screens products based on the standards of the Japan Federation of Printing Industries.



UV inkjet digital printer, AccurioJet KM-1e



Planetarium Projector Contributes to Energy Conservation

Planetarium Projector Reduces Energy Consumption by Using LED Light Sources

Konica Minolta's Cosmo Leap Σ is an optical planetarium projector for medium-sized domes. The new projector provides bright stars shining with an energy-efficient and compact design almost equivalent to the Infinium Σ, an optical planetarium developed to showcase the beauty of bright stars shining in the night sky.
By using ultra bright LEDs with optical technology, the stellar images projected on the screen are about 2.5-fold brighter than with the conventional model, but power consumption has been reduced by almost half.



Cosmo Leap Σ

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Sustainable Solutions (Product Initiatives)

Resource Conservation and Recycling of Products

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Upgraded Recycling That Increases the Value of Materials (Application of Recycled Materials)

Konica Minolta views plastic as one of the high-risk materials due to the fact that its raw material, petroleum, is a finite natural resource, and because ocean plastic pollution has become a major public concern. In order to use post-consumer recycled plastic (PCR) for MFP parts, which require a high degree of functionality, Konica Minolta is actively working on technology development to produce upgraded recycled plastic and is expanding recycled plastic use in many products.

Recycling Used PET Bottles and PC Gallon Bottles into an Outer Casing Material for MFPs

Konica Minolta has been striving to develop innovative technologies to recycle various kinds of plastic. In addition to transforming PET and PC plastic from beverage bottles and gallon jugs into exterior materials for MFPs, the company is also recycling ABS resin recovered from used game machines into inner casing materials. The company has developed technologies that ensure that the recycled plastic components have the necessary strength, flame resistance and molding usability. Now, it has taken its chemical processing technology even further. For MFP products launched in fiscal 2019, the percentage of PCR* was raised to about 70% for PC/PET plastic in exterior materials and to about 95% for ABS plastic in inner casing materials. As a result, the use of recycled materials has increased to about 25% for total resin content by weight in the MFP main body.

* Percentage of post-consumer recycling (PCR): The percentage of material collected from the market that is used in recycled raw materials.





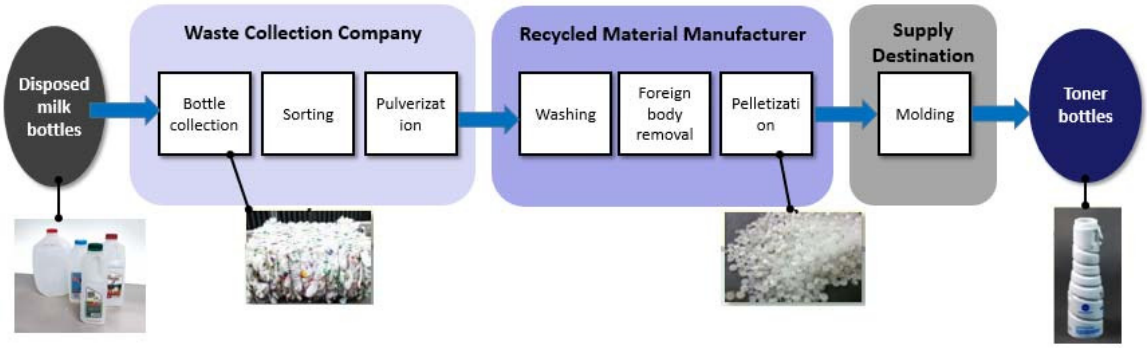
Bizhub C360i series using recycled PC/PET

Recycling Used Milk Bottles into Toner Bottles

Konica Minolta recycles milk containers made from polyethylene and turns them into toner bottles for MFPs. It developed washing technology that removes the smell of milk and minute cells that would lead to quality degradation and established a mass production system in Mexico and Malaysia. The company has succeeded in raising the percentage of PCR in the raw material used for toner containers to 40% and intends to increase it to 100% in the future.



Toner bottles made from recycled material



Milk Bottle Recycling Process

Making Office Equipment Smaller and Lighter

Making products smaller and lighter contributes greatly to reducing raw materials use and energy consumption during production as well as environmental impact during disposal. Through technical development leveraging its core technologies, Konica Minolta is working at reducing the size and weight of its office equipment while increasing their performance. It is also actively pursuing the development of new products with low environmental impact.

Example of product launched in 2021
The digital printing system AccurioPress C7100 offers automation, efficiency and skill-less functions on par with high-speed machines, but its width has been reduced by about 15% and its weight by about 25% compared to conventional machines.



AccurioPress C7100

Longer Product Life for Office Equipment

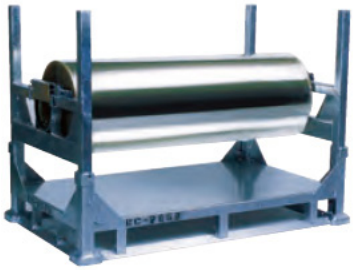
The process unit required for Electrophotographic image forming for MFP has a limited lifespan and sometimes needs to be replaced. Konica Minolta has been working to extend the life of MFP drum units, which is particularly short. With the i-Series it has achieved a 20% longer lifespan compared to a previous model (C368). In addition, by also installing a mechanism to predict when the unit is likely to wear out, the customer can now replace the unit at the optimal point and avoid any image defects.

Conserving Resources with Functional Materials

Making Thinner TAC Films to Protect Liquid Crystal Polarizers

Konica Minolta has drawn on its strengths in film making technology to make increasingly thin TAC film, which protects polarizers in liquid crystal displays. This not only reduces the weight of IT products such as note PCs and smartphones, it also reduces the materials used, thereby contributing to resource conservation.

* TAC: Abbreviation for the substance triacetylcellulose



TAC film

Dramatically Improving Productivity of Polarizer Manufacturers with Obliquely Oriented QWP Film

Utilizing its proprietary optical design technology and the optical properties of cellulosic materials, Konica Minolta has developed obliquely oriented QWP film, which allows users to see the exact colors of images on display even through polarized sunglasses. Furthermore, the oblique orientation of the optical axis eliminates the necessity of cutting the film into sheets and bonding them obliquely in the production process of polarizers. This enables roll-to-roll production of polarizers, thereby helping polarizer manufacturers to drastically increase productivity. Besides enhancing display visibility when viewed through polarized sunglasses, a piece of QWP film also serves as a polarizer protection film, thus contributing to reducing the thickness of displays and the number of parts required for their production.



The image of the “Display with PET film” is an example of how an image can appear when PET (polyethylene terephthalate) film is applied on a display in place of QWP film.

Making Healthcare Products Lighter

Cassette Digital Radiography Systems

The AeroDR series of cassette digital radiography systems is compact, light, and easy to carry around. These products are contributing to the spread of digital radiography (DR), which reduces patients’ exposure to X-rays compared to film radiography and enables the immediate display of high-precision images. As use increased, so did demand for even lighter models.
Accordingly, in December 2016, Konica Minolta launched the AeroDR fine, which, at 2.6 kg, is among the lightest wireless DR detectors.* The grip was improved so that the panel can be easily held with one hand, and the portable DR is now easier to carry around.

* As of November 28, 2016, among 14x17 inch wireless portable DRs.



AeroDR fine

Diagnostic Ultrasound Systems

The SONIMAGE HS1, launched in 2014, has a large market share in orthopedics and is highly regarded in the field of anesthesiology as well, thanks to its superior quality images featuring clear delineation of muscle, tendon, and nerve bundle, and its operability.
The SONIMAGE MX1, released in March 2018, inherits the technology of the HS1, and also features new technology. It is 4.5 kilograms, 43% lighter than the conventional model. *

* Conventional model: SONIMAGE HS1



SONIMAGE MX1

Industrial Inkjet Printers Helping Reduce Use of Natural Resources in Textile Printing Process

Inkjet Textile Printer Reducing Use of Water Resources

The inkjet textile printer does not require the plate making and colored size mixing that is needed with conventional screen-printing. It also contributes to the reduction of resources usage and waste, since it enables on-demand production that uses only the amount of ink and material needed. Compared to conventional screen-printing, it reduces environmental impact significantly, with a 97% reduction in sizing usage, and a 62% reduction in water resources usage.



Nassenger SP-1 inkjet textile printer

Inkjet Press That Saves Resources During Printing

UV Inkjet Press

Rising environmental awareness is driving demands for the field of commercial and industrial printing to break away from conventional methods where large amounts are printed and surplus is discarded. In the world of marketing, meanwhile, labels and packages for each event are being produced in small lots, and product/marketing strategies targeting individual consumers, such as including specific people's names, is gaining ground.
Konica Minolta's digital inkjet printer AccurioJet KM-1 produces high image quality comparable to that of conventional offset printing and can handle a wide range of printing papers. It enables production of printed matter in just the quantity needed, at the time needed, to suit the customer's exact needs. This, in turn, reduces environmental impact by minimizing waste. As one example, the printer has been equipped with ink consumption reduction mode, which helps to reduce ink waste. This solution also helps to reduce the labor-hours needed in the printing process due to its user-friendly operability, even for unskilled workers.



UV inkjet digital printer, AccurioJet KM-1e

Sustainable Solutions (Product Initiatives)

Management of Chemical Substances in Products

Konica Minolta's Approach | Sustainable Green Products Certification System
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Resource Conservation and Recycling of Products | Management of Chemical Substances in Products
Helping Restore and Preserve Biodiversity through Products | Provision of Product Environmental Information

Management of Chemical Substances Contained in Products

Konica Minolta manufactures and sells office equipment such as digital MFPs and printers, industrial printers, and chemical products such as toner and ink, which are consumables for the aforementioned products, as well as medical devices, measuring instruments, optical components, and performance materials. As chemical substances regulations for products have been tightened around the world, the Group has not only ensured its compliance with the law but also has established internal standards that ensure the environmental performance and safety of products, thereby practicing the appropriate management of chemical substances so that it can grow its business in these diverse products globally.

Compliance with the RoHS Directive*1

Since the European RoHS Directive, which restricts the amount of specified hazardous substances that can be contained in products, came into effect in 2006, voices calling for compliance with the directive have spread to regions other than Europe. The scope of the directive has also been expanded step by step, with medical devices and control and monitoring devices becoming subject to the directive in 2014.
Konica Minolta has managed chemical substances based on the RoHS Directive since the directive first came into effect. In 2011, with the revisions made to the Directive, the Group reviewed its system for the management of chemical substances and made a declaration of conformity with the revised standards.
The RoHS Directive has become stricter due to revisions such as the addition of specific phthalates to restricted substances and the expiry of exemptions. Konica Minolta has already complied with the changes and will continue to grasp the trend of revisions accurately and take systematic steps to remain in compliance.

*1 RoHS Directive: A directive relating to restrictions on the use of specified hazardous substances contained in electrical and electronic devices

Compliance with REACH Regulations*2

European REACH regulations are comprehensive regulations on the management of chemical substances covering registration, evaluation, authorization, and restrictions when using any chemical substances, whether existing or new. The regulations apply to chemical substances included not only in chemical goods, but also various articles (e.g., devices and molded items). Since coming into effect in 2007, they have been put into force in a phased manner.
Konica Minolta systematically registered substances that only have preliminary registration as chemical goods in order to comply with the regulations. Then, it completed registration by the end of the registration period on May 31, 2018. With respect to articles, the company carefully monitors the authorization candidate substances (substances of very high concern [SVHC]) that are periodically added and investigates matters concerning their use as part of the Group's green procurement surveys. The Group properly manages information for articles containing more than 0.1% of a substance and has also been registering SVHC content information in a public database since January 2021.

*2 REACH regulations: Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals

Compliance with IEC 62474

Based on the regulated substances and substance groups that are included in the Declarable Substance List (DSL) of IEC 62474 (Material Declaration for Products of and for the Electrotechnical Industry) created by the International Electrotechnical Commission (IEC), there are standards for prohibited and monitored substances used in Konica Minolta equipment products. Konica Minolta's office equipment products do not contain any IEC 62474 Declarable Substances, other than RoHS exempted substances and REACH-SVHC substances.

Prior Check of Substances Contained in Products

In addition to complying with chemical substance regulations in different countries, such as the RoHS Directive and REACH regulations, Konica Minolta has established standards for prohibited and monitored substances used for devices, standards for prohibited and restricted substances used for chemical products, and product safety standards in order to ensure the environmental safety of its products. Based on these standards, the Group verifies the status of parts and raw materials in advance and conducts product assessments right from the development stage, thereby eliminating hazards to the natural environment and people.

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Helping Restore and Preserve Biodiversity through Products

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Chlorophyll Meters Contributing to the Management of Effects on the Environment from Chemical Fertilizers

The chlorophyll meter developed by Konica Minolta easily measures in a non-destructive manner the amount of chlorophyll in crops such as rice, wheat, and corn without damaging the plants. Periodically measuring the amount of chlorophyll makes it possible to practice appropriate fertilizer management according to the growth situation.
In this way, Konica Minolta contributes to the implementation of agriculture that is friendly on the surrounding biodiversity by avoiding the effects of over-fertilization on the ecosystem, including the soil and groundwater.



SPAD-502Plus chlorophyll meter

Evaluating Light Sources Related to Plant Growth

LED and organic EL technologies are attracting attention as next-generation lighting products. LED in particular has spread not only to general lighting, but also to plant-growing facilities.
The Spectrophotometer CL-500A produced by Konica Minolta can help manage lighting in plant-growing facilities. It can also measure photosynthetic photon flux density (PPFD) and the illuminance spectral waveform of light sources, in applications related to plant cultivation.



Spectrophotometer CL-500A

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Environmental Labels

Actively providing environmental information about products through environmental labels.

Type I Environmental Labels

Type I environmental labelling refers to labels indicating that an independent certification body certifies that a product has a low environmental impact.

Blue Angel Mark

Launched in Germany in 1978 as the world's first environmental labeling system, the Blue Angel Mark is granted to certify products and services that have a small environmental impact. Since receiving the world's first Blue Angel certification in the field of copiers in January 1992, Konica Minolta has continued to receive certification for new products by clearing the certification bar each time it has been raised.

International Energy Star Program

Products that meet certain standards can be registered as Energy Star devices as part of an energy-saving program for OA equipment that was implemented in 1995 through an agreement between the Japanese and U.S. governments. Almost all of Konica Minolta's office equipment meets the latest Energy Star standards. In fiscal 2020, models with International Energy Star Program certification (*including equivalent models sold in the EU and Japan), accounted for 86.7% of sales of Konica Minolta's imaging equipment products.

Eco Mark

The Eco Mark was established by the Japan Environment Association in 1989 as a standard environmental labeling system in Japan. Konica Minolta's basic policy is to obtain Eco Mark certification for all its office equipment.

China Environmental Labelling

This is China’s environmental labeling program, introduced by the Chinese government in 1994. Konica Minolta continues to earn this certification for its IT office equipment.

EcoLogo

Established by the Canadian government in 1988, EcoLogo is one of the most widely respected environmental standard and certification systems in North America. Since earning EcoLogo certification for MFPs in the newly established Office Machines category ahead of the competition in 2009, Konica Minolta has been proactive in obtaining certification.

Hong Kong Green Label Scheme

This environmental standard and certification mark is run by the Hong Kong Green Council, a nonprofit organization. To be certified, products are required to meet stringent standards concerning the reduction of harmful substances and consideration for environmental impact throughout the product life cycle. In March 2011, Konica Minolta received certification for three color MFP models, and they became the first MFPs to be certified. Since then, the company has been obtaining certification for its products proactively.

Thai Green Label

Konica Minolta products have been awarded the Thai Green Label operated by the Thailand Environment Institute in the areas of printers (TGL-37-R1-12) and photocopiers (TGL-27-R3-13).
The Thai Green Label was systematized in 1993, and it is a requirement under Thailand's Green Public Procurement as a Type I environmental label based on ISO 14024, which started in August 1994.

Type II Environmental Labels

Type II environmental labeling verifies/certifies the environmental characteristics of a product according to a company's own standards.

Konica Minolta Sustainable Solutions Certification System

Konica Minolta adopted its Green Products Certification System in fiscal 2011 to evaluate and certify products that have excellent environmental performance. The purpose of the system is to contribute to the reduction of customers' and society's environmental impact by creating environmental value in line with the Group's business and product characteristics, while increasing profits. The company launched a Sustainable Green Products Certification System in fiscal 2017 and changed the name to Sustainable Solution Certification System in fiscal 2020.

Sustainable Solutions Certification System

Type III Environmental Labels

Type-III environmental labeling provides information on the environmental impact of a product, based on quantitative measurement of environmental impact through the product's entire life cycle, from raw material procurement to production, sales, usage, disposal, and recycling.

Eco Leaf Environmental Label

The Eco Leaf Environmental Label is Type-III environmental labeling, and Konica Minolta has been disclosing environmental impact data concerning its office equipment under this label since 2002, the year when the system was started. Eco Leaf offers a system certification program whereby a third-party institution certifies that a company has mechanisms for the proper and effective gathering of environmental impact data. Konica Minolta has obtained this certification for its copier and printer businesses.

Eco Leaf Environmental Label

EPEAT (Electronic Product Environmental Assessment Tool)

EPEAT has been a comprehensive environmental rating that since 2006 helps identify green computers and other electronic equipment. Imaging equipment was added as a new product category in 2013. The EPEAT is managed by the Green Electronics Council, a non-profit organization based in Portland, Oregon. It ranks products as gold, silver or bronze based on 59 environmental performance criteria considering the life cycle of imaging equipment.
In October 2017, Konica Minolta further expanded the scope of its certifications beyond the United States and Australia and acquired Canada's EPEAT certification. Konica Minolta acquired its first "gold" ranking in Australia's imaging equipment category.
In fiscal 2020, models with EPEAT certification (*including equivalent models sold in the EU and Japan) accounted for 86.7% of sales of Konica Minolta's imaging equipment products.

- Information for EPEAT

Products Registered in the Green Purchasing Network

Konica Minolta has registered products that comply with Japan's Green Purchasing Law and the guidelines of the Green Purchasing Network (GPN*) in the GPN's online database of environmentally friendly products, and discloses that information.

* Green Purchasing Network (GPN): A network of companies, governments, and consumers established in February 1996 to promote green purchasing initiatives.

Green Printing Certification

The green printing certification functions as a voluntary environmental standard for the printing industry by the Japan Federation of Printing Industries. Certification is granted to the printing plant and to the materials and equipment purchased by the plant. Konica Minolta has received certification for its products in the dry toner digital printer field of green printing materials and equipment category.

Recyclable Printing Materials

Recyclable Printing Materials are materials that do not interfere with the recycling of printed materials and are certified by the Paper Recycling Promotion Center. The purpose of such certification is to expand the use of waste paper, especially printed and information paper. The certification is also reflected in the determination standards for designated printing procurement items under the Act on Promoting Green Purchasing, overseen by Japan's Ministry of the Environment. Konica Minolta has been certified and registered in the area of recyclable dry toners.

Global Organic Textile Standard (GOTS)

In the past there were many systems certifying that the fibers in textiles were organic. An international working group was formed to unify those systems and create an international standard, and as a result, the Global Organic Textile Standard (GOTS) was established in 2005. GOTS has also established safety standards for things such as the inks used in textiles. In 2014, Konica Minolta applied for registration of reactive dye ink as ink that meets those standards. It became the first ink registered with GOTS by a Japanese manufacturer.

Material Safety Data Sheets (MSDS)/Safety Data Sheets (SDS)

Konica Minolta provides Material Safety Data Sheets (MSDS) with information such as the substances contained in a product and handling precautions in order to facilitate the safe handling of chemical products. MSDS are also called Safety Data Sheets (SDS) to comply with international standards.

Article Information Sheets (AIS)

Konica Minolta provides documents with information such as the substances contained in a product and its handling precautions in order to facilitate the safe handling of articles that are not covered by MSDS, such as printing products.

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Sustainable Factory (Procurement and Production Initiatives)

Konica Minolta's Approach

Konica Minolta's Approach
Sustainable Factory Certification System
Saving Energy and Preventing Global Warming in Production Operations
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Green Supplier Activities
Green Procurement System

Background and Issues

Today's increasingly urgent environmental challenges require society to use energy and resources more efficiently. There is a limit to the degree of environmental impact reduction that can be achieved solely by one company. Leading global companies should increase their positive contribution to global environmental preservation by expanding the focus of their activities to suppliers of parts and materials, throughout the entire supply chain.

Vision

Konica Minolta will work to make its production processes even more efficient while promoting the development and improvement of production technology, and to reduce both costs and environmental impact. The Group will also share its environmental technologies and expertise with business partners, and will work with them to reduce their environmental impacts. Konica Minolta intends to make significant contributions to protecting the environment throughout its supply chain.

Key Measures and KPIs

- Reduction of environmental impact of Konica Minolta production sites utilizing the company's own know-how and cutting-edge environmental technologies:
  Sustainable Factory Activities

(Unit: thousand tons)

KPI	Result	Target		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Reduction of CO_2 emissions at Konica Minolta production sites	4	4	10	18
Reduction of waste discharge at Konica Minolta production sites	0.6	0.5	1.0	1.2

Note: Reduction amount for each fiscal year due to the measures implemented during medium-term plan

- Dramatic reduction of environmental impact at suppliers using DX:
  DX Green Supplier activities

(Unit: thousand tons)

KPI	Result	Target		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Reduction of CO_2 emissions at suppliers (contribute to Carbon Minus status)	1.5	1.3	3.1	4.8

Note: Reduction amount for each fiscal year due to the measures implemented during medium-term plan

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Initiatives in Production

Konica Minolta carries out its Green Factory activities with the aim of reducing environmental impact and costs simultaneously. In addition to the initiatives it has taken to reduce energy and conserve resources, Konica Minolta has been employing its own Excellent Green Factory certification since 2016. The certification system includes a requirement to reduce CO_2 emissions from external sources by an amount equivalent to 10% of a factory's own emissions by working in unison with suppliers, customers and communities. All of Konica Minolta's manufacturing sites have met these certification standards.
Furthermore, in fiscal 2020, Konica Minolta started the Sustainable Factory certification system to expand the introduction of renewable energy even further and include efforts to address social issues, such as CSR procurement, in its indicators. In this way, Konica Minolta is working to contribute to the environment and help solve social issues.

Sustainable Factory Certification Standards

		Chemical plant site	Assembly/high load site
Environmental Impact reduction Environmental impact reduction standards to be achieved by Konica Minolta production sites*	CO_2emissions	3% reduction annually (9% over 3 years)	2% reduction annually (6% over 3 years)
	Waste discharge	2% reduction annually (6% over 3 years)	2% reduction annually (6% over 3 years)
Stakeholders Helps to solve environmental issues for the broader society (stakeholders) by using environmental technology expertise Konica Minolta acquired at its own production sites. Reduces stakeholder CO_2 emissions by an amount equivalent to the actual CO_2 emissions of the site.	CO_2 emissions at customers, suppliers and broader society (Amount of carbon minus contributions)	1% reduction annually (3% over 3 years)	2% reduction annually (6% over 3 years)
Guideline Standards for biodiversity and other initiatives to be pursued by Konica Minolta production sites	Guideline compliance status	Complying with guidelines on items such as: • VOC reduction • Biodiversity (water, soil, marine plastic, etc.) • CSR procurement • Expanding introduction of renewable energy, etc.	

* For sites with an environmental impact that is less than 1% of the Konica Minolta total, the target is 1% reduction annually (3% over 3 years).

Fiscal 2020 Sustainable Factory Activity Results

In fiscal 2020, Konica Minolta launched a new Sustainable Factory certification system and also held remote meetings to confirm the sites at which Excellent Green Factory standards had been met in fiscal 2019. Normally, the executive officer in charge of sustainability would visit the local factory and confirm implementation of these measures, but local visits were not possible due to the impact of COVID-19. Although in-person meetings to confirm achievement could not be held, Konica Minolta used various other ways of holding meetings to assess factories' initiatives and guide them to the next activity. Ultimately, by using DX to establish live feeds in real time with local factories, Konica Minolta was able to hold remote meetings to confirm conditions and verify achievements.



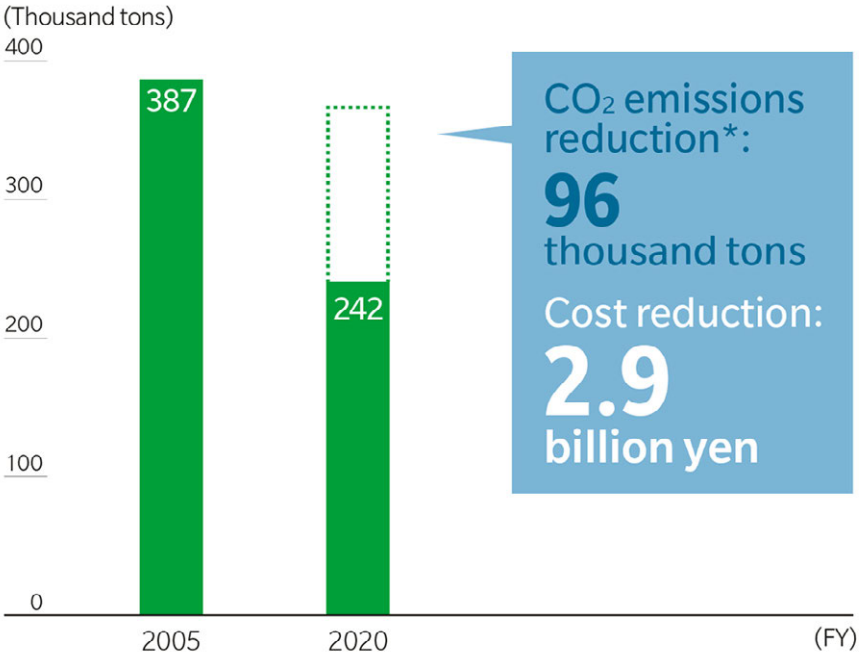
Explanations of activities from a factory remotely.



Konica Minolta Business Technologies (Wuxi) Co., Ltd. earned the Excellent Green Factory certification in December 2020

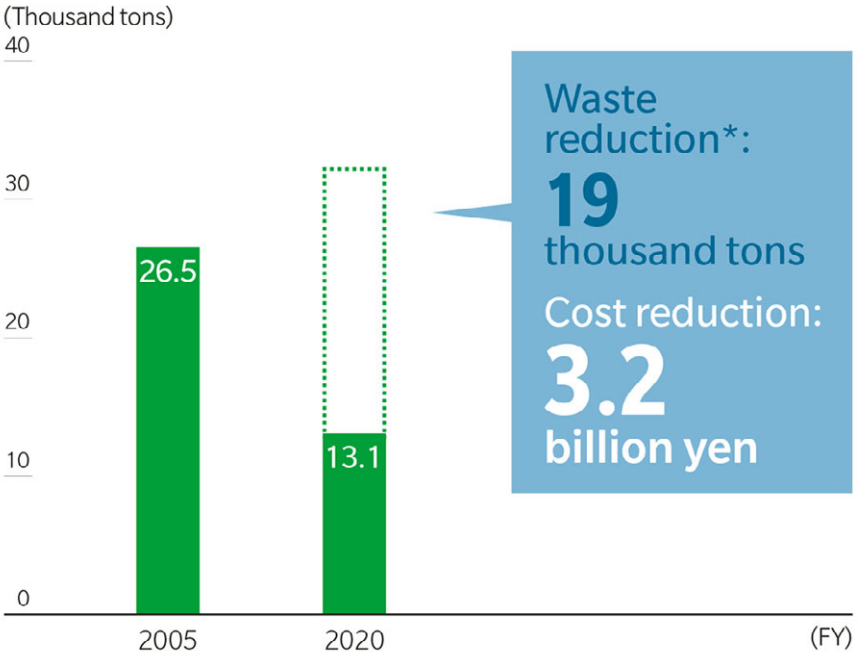
As a result of these initiatives, in fiscal 2020, CO_2 emissions at the production stage were cut by 96 thousand tons, waste substances were reduced by 19 thousand tons, and cost-cutting had a total effect of 6.1 billion yen.

CO_2 Emissions Reduction Effect during Production



*The amount of reduction is calculated by subtracting the actual fiscal 2020 emissions amount from the estimated amount of emissions that would be produced if environmental conservation activities had not been implemented since fiscal 2005.

Waste Reduction Effect during Production



*The amount of reduction is calculated by subtracting the actual fiscal 2020 emissions amount from the estimated amount of emissions that would be produced if environmental conservation activities had not been implemented since fiscal 2005.

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Promoting Energy Savings at Production Sites

In line with its Green Factory certification system for comprehensively evaluating environmental activities at production sites, Konica Minolta strives to increase energy productivity and to reduce CO_2 emissions from production operations through a variety of measures.

Energy Conservation Support Program

Konica Minolta has implemented an Energy Conservation Support Program in order to promote the reduction of CO_2 emissions at production sites. Under this program staff members within the Group who are experts in process design, production equipment design, and energy management visit production sites and conduct inspections of everything from the energy management situation to the status of utilities and production equipment such as air conditioning and boilers, based upon which they recommend measures suited to each site. Using these recommendations, the expert staff and personnel at each site conduct simulations of the energy-saving effects, which help with implementing the measures.



Energy Conservation Support Program

Examples of Main Measures

Improve productivity	Industrial engineering (IE) work analysis, yield rate improvement, installation of automatic machines, takt time reduction, production space optimization
Optimize equipment operation time	Shutdown during downtime, reduction of standby power consumption
Reconsider air conditioning operation	Temperature setting optimization, operating time optimization
Save energy in lighting	Thinning out lighting, conversion to high-efficiency lighting
Save energy in molding machines	Infrared heating, installation of servo motors, cylinder insulation
Save energy in compressed air	Installation of inverters, limited number of units, air pressure optimization
Reconsider refrigerator operation	Refrigerator integration, reconsideration of exit temperature setting
Use waste heat	Heat exchange at exhaust/intake, reduction of steam production by using waste heat from dehumidifiers
Reduce heat radiation loss	Steam piping insulation, piping integration, reduction of valve leaks

Participation in RE100, Which Aims to Run Businesses with 100% Renewable Energy

In January 2019, Konica Minolta joined RE100, a global leadership initiative that brings together businesses committed to sourcing 100% renewable energy for their operations. Konica Minolta aims to procure 100% of the power used in its own business activities from renewable energy sources by 2050. By doing so, Konica Minolta will accelerate its efforts to achieve Eco Vision 2050 while also helping to reduce global CO_2 emissions by expanding the use of renewable energy. As a medium-term step toward achievement of its long-term goal, Konica Minolta set an internal target of sourcing renewable electricity for 30% of its electricity use by 2030. The Group will start reviewing its power procurement contracts one-by-one at production sites and sales sites, starting with countries and regions where renewable electricity is relatively widespread, and begin switching over those sites to renewable electricity where it is possible. In fiscal 2020, the renewable electricity usage ratio[*1] increased to 6.5%. At Konica Minolta Business Technologies (Wuxi) Co., Ltd., one of Konica Minolta's MFP production sites in China, 100% of the energy consumed has come from renewable energy sources since 2020. In January 2020, the company installed a solar power generating system (25,000 m^2 footprint, 1.7 MW power generating capacity), accounting for about 22%[*2] of power usage and, at the same time, it switched the source of the remaining power to power purchased with green power certificates.[*3] As a result, the manufacturing site now sources 100% of its energy from renewable sources. It is the second Konica Minolta Business Technologies facility in China to achieve this milestone, following the Dongguan site in January 2019. In addition, in February 2021 Konica Minolta Mechatronics built a new factory in Toyokawa, Aichi Prefecture. A solar power generation system with a footprint of 2,632m^2 and a power generation capacity of 500kW was installed at completion, and it is intended to provide approximately 17% (estimate) of electricity used.
Konica Minolta will adopt the optimal method for each world region, starting with manufacturing sites such as the aforementioned site in China, in order to strengthen its efforts to expand energy procurement from renewable sources.

*1 Ratio of renewable energy-derived electricity to the total electricity consumption of the Konica Minolta

*2 Achievements from April 2020 to March 2021

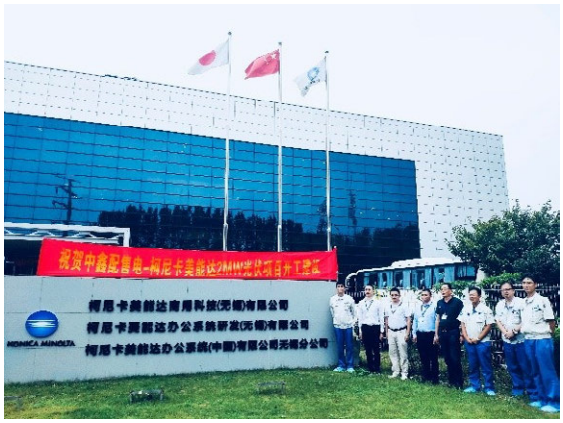
*3 I-REC certification that can be used domestically in China (International Renewable Energy Certificate)



New factory of Konica Minolta Mechatronics Co., Ltd.



Solar power panels installed on the roof



Konica Minolta Business Technologies (Wuxi) Co., Ltd.




Solar power panels installed on the roof
Left: Konica Minolta Business Technologies (Dongguan) Co., Ltd.
Right:Konica Minolta Business Technologies (Wuxi) Co., Ltd.

Examples of Initiatives

Pursuing Energy Savings by Reviewing the Operation of Clean Rooms with High Energy Loads (Konica Minolta Business Technologies (Dongguan) Co., Ltd.)



Konica Minolta Business Technologies (Dongguan) Co., Ltd.

Konica Minolta Business Technologies (Dongguan) Co., Ltd., which manufactures MFPs and other products in Dongguan, Guangdong Province, China, has achieved dramatic energy savings by conducting reviews of the operational status of clean rooms with high energy loads in the factory. Specifically, it took another look at the temperature and humidity conditions while keeping them within product specification requirements, shutting down air conditioning on holidays, optimized the ventilation frequency while maintaining cleanliness, reduced clean room equipment operating time by installing a timer, and reduced clean room floor space through layout review. The implementation of these measures has saved energy used by cold energy source equipment and ventilation equipment. In addition, in November 2017, full-scale use of renewable energy began, with the installation of photovoltaic equipment on the roof of the plant, and in 2019, the share of electricity consumption from renewable energy sources reached 100%. These measures have greatly contributed to the Excellent Green Factory Certification System, the Konica Minolta accreditation system launched in fiscal 2016.

Energy Savings through Smaller Production Space and Shorter Production Time (Konica Minolta Business Technologies (Wuxi) Co., Ltd.)



Konica Minolta Business Technologies (WUXI) Co., Ltd.

Konica Minolta Business Technologies (Wuxi) Co., Ltd., located in Jiangsu Province, China, has adopted industrial engineering (IE) work analysis as a new endeavor aimed at reducing environmental impact through increased productivity. The analysis is based on specialized analytical knowhow cultivated in Japan by Konica Minolta. By thoroughly reconsidering operability and line of flow of production lines, the company reduced production space, shortened production times, and cut energy consumption, including air conditioning and lighting. In addition, all its power now comes from renewable energy sources. This was achieved by installing a solar power generation system in January 2020, and then using green power certificates to meet its remaining electrical needs. The company has become a corporate leader for environmental protection in China, and was certified by the city of Wuxi as a “Clean Manufacturing Company” in 2017.

Utilizing Waste Heat from Production and Curbing Heat Dissipation to Ensure Energy Conservation (Konica Minolta Supplies Manufacturing Co., Ltd.)

With its head office in Kofu, Yamanashi Prefecture, Konica Minolta Supplies Manufacturing Co., Ltd. makes developers and photosensitive drums for multi-functional peripherals (MFPs). The company has achieved sharp reductions in energy consumption by utilizing the waste heat from the toner production process and curbing the heat dissipation from steam pipes.
Heat exchange with high-temperature water is typically used, but the company actively uses the waste heat from low-temperature water generated in the toner production process through heat exchange and produces heated water to be used in other processes. This significantly reduces the gas consumed to produce heated water.
The company also installed an automated control system to supply steam only when and in amounts needed to prevent heat from dissipating from the pipes.
In addition, outside air is used for drying, but the amount of air required differs significantly depending on fluctuations in the humidity of the outside air. The company controls the dew point of the outside air sucked in constantly, then curbs the blower's air volume and number of rotations to conserve energy. It has also upgraded from NAS batteries to large-capacity lithium ion rechargeable batteries in order to adapt to momentary power interruptions and power outages. As a result, heaters no longer have to be used, conversion loss has been reduced and efficiency has improved, delivering significant energy conservation.


Kofu head office at Konica Minolta Supplies Manufacturing Co., Ltd.

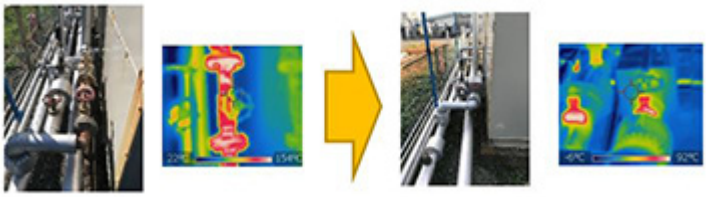
Pursuing Energy Savings with High-Efficiency Air Conditioning Systems and Other Energy-Saving Measures (Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.)

Konica Minolta Business Technologies (Malaysia) Sdn. Bhd., which assembles MFPs, has achieved major energy savings by actively employing high-efficiency air conditioning systems.
Since Malaysia is a tropical country where air conditioning use is high, the company has installed a large-temperature-difference air conditioning system and a temperature-stratified air-conditioning system and thus has reduced electricity consumption compared with conventional air conditioning.
In the areas between each factory building, dedicated individual air conditioners had been required, but individual air conditioners were discontinued by supplying surplus cold air from air conditioners in other processes.
Furthermore, in the resin molding process, vented cylinders were installed to remove the moisture and gas contained in resin, during the process. As a result, the drying step that was required before resin could be utilized is no longer necessary, resulting in significant energy savings and improved productivity. In this way, the company has promoted high-efficiency air conditioning operations throughout the plant, along with production process improvements.


Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.

Thermal insulation for pipes to reduce dissipative heat loss
Konica Minolta Chemical Co., Ltd.

Konica Minolta Chemical, which manufactures chemical products in Japan, worked to reduce dissipative heat loss from pipes created in boilers, and particularly unheated parts such as flanges and bulbs. Filming the pipes using thermography made it possible to identify the areas with significant dissipative heat loss, and by identifying the areas that required countermeasures, thermal insulation was installed in a total of 13 areas in fiscal 2020.



TOPIC: Installing a Gas Turbine Cogeneration System That Provides High Energy Efficiency by Effectively Using Exhaust Heat

On February 1, 2017, the Konica Minolta Kobe Site began operating a gas turbine cogeneration system that uses city gas as fuel. This system provides distributed power generation (7,000 kW class power generation output) that generates power in the places where energy is needed. By effectively utilizing exhaust heat generated at that time, it is possible to achieve overall efficiency at a high 80-90% energy efficiency (general thermal power plants are at about 40%), which greatly contributes to energy saving and CO_2 emission reduction.


Gas turbine

This system is superior from the standpoints of both energy saving and environmental preservation because the fuel uses city gas with high combustion efficiency and low impurity, generates virtually no dust or sulfur oxides, and generates low amounts of nitrogen oxides thanks to the latest low-NOx combustion technology.


Boiler

Primary Advantage of Installation
CO_2 reduction: CO_2 reduction of 20% or more compared with previous methods
Peak cut: Leveling of electricity demand: Electric power peak cut rate is 70%
BCP: The system supplies power to the premises critical load in the case of emergency
Subsidies: Subsidy support was received from the Energy Use Rationalization Business Support Program, in recognition of the high energy savings of the installed equipment.

At this site, the company has continued to install energy-saving equipment, streamlined product manufacturing processes. The operation of this system is positioned as the core of the energy saving and CO_2 emissions reduction plan.

TOPIC: New Environmentally Friendly Research Building SKT

The new R&D building (SKT) opened in April 2014 at Konica Minolta Tokyo Site Hachioji integrates environmental facilities that will contribute to environmental impact reduction, including solar panels on the roof, an atrium that brings in lots of natural light, daylight sensors to reduce lighting electricity consumption, effective natural ventilation, and use of well water. As a building with excellent environmental friendliness, SKT received the highest certification, “Class S,” in the Comprehensive Assessment System for Built Environment Efficiency (CASBEE), which is an evaluation of the environmental performance of buildings led by Japan’s Ministry of Land, Infrastructure, Transport and Tourism. The building also won a fiscal 2014 Good Design Award from the Japan Institute of Design Promotion (JDP).


SKT’s atrium

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Promoting Resource Conservation and Recycling at Production Sites

Konica Minolta has implemented a variety of measures to reduce and recycle waste generated from production operations and is striving to reduce the amount of waste discharged, with the aim of creating a recycling-oriented society.

Examples of Main Measures

Reduce material loss	Improvement in materials, parts, and product yield rates
Reduce packaging materials	Switching to simple packaging, increasing quantities inside packages
Reuse packaging materials	Switching to reusable shipping containers within the company, between production sites, and with parts suppliers
Reduce mold scrap	Adoption of dies with no molding scrap, minimization and internal recycling of molding scrap
Reduce press scrap	Minimization of feed pitch
Reduce support materials	Reuse of cleaning solvents, reuse of molding machine oil
Reuse pallets	Switching to reusable pallets with parts suppliers, changing the size of pallets for parts and using them to ship products

Examples of Initiatives

Reducing the Amount of Waste Discharged by Applying the 3Rs to Plastic Mill Ends

Konica Minolta makes an active effort to apply the 3Rs (reduce, reuse, and recycle) to the mill ends generated at production sites in the molding processes for plastic parts. Konica Minolta Business Technologies (WUXI) Co., Ltd. and Konica Minolta Business Technologies (Dongguan) Co., Ltd., which are companies producing business technologies products in China, reduced their use of plastic raw material by developing and installing molding dies that do not generate mill ends.

They reduced the material input through the use of hot runners in molding dies, the minimization of runner sizes, and the pulverization and reuse of runner mill ends. Then, they made effective use of unneeded mill ends as material in such things as parts racks used in factories and parts boxes used in the shipment of parts from suppliers.

Reducing Packaging Material Waste

Konica Minolta is making efforts to reduce the disposal of packaging materials used at production sites when procuring materials and parts. For instance, it has simplified packaging, such as switching from stretch film for wrapping parts boxes together to packing belts that can be reused, and it has reduced the amount of packaging materials used by changing the number of units purchased when procuring materials to increase the number of units packed into boxes. Additionally, it has changed parts boxes from cardboard to reusable foldable boxes made using mill ends recycled from plastic parts. It also does not dispose of packaging cushioning, but instead returns it to suppliers for reuse, in order to reduce waste discharge. Konica Minolta Business Technologies (Malaysia) Sdn. Bhd., which assembles MFPs in Malaysia, uses ABS plastic recovered from used game machines as a material for containers used in procurement and in-process transport in an effort to efficiently use resources. In an effort to streamline logistics, Konica Minolta Business Technologies (Malaysia) established a Smart Industry Center (SIC) in January 2018, which brings together major suppliers in a suburb near its plant. The aim is to reduce packaging and make more effective use of resources. This is done by adopting recycled ABS resin for shared plastic pallets used when parts are delivered within the SIC and to the factory.

Reducing Wastewater Discharge

The Group is actively working to reduce wastewater generated in production processes. Konica Minolta Chemical Co., Ltd., which produces chemical products in Japan, is working to reduce the volume of its wastewater discharge. It is doing this by concentrating waste liquid using its own distillation equipment and treating some of the wastewater at the company's own wastewater treatment facility.

Lowering Defect Rates Using Production Data

Konica Minolta is striving to improve its product defect rates by utilizing various data gathered from production facilities for quality improvement. Konica Minolta Mechatronics Co., Ltd., the mother plant for Konica Minolta's digital manufacturing, is collecting various data by monitoring production equipment and product inspections as necessary. This enables the detection of data parameters that strongly correlate with the occurrence of product defects. By checking for changes in these parameters, the company aims to achieve highly efficient manufacturing that helps prevent the occurrence of defects. Implementation of these efforts is being accelerated at all Konica Minolta production sites.

Using Fewer Pallets for Shipments

In the U.S., Konica Minolta Supplies Manufacturing (USA), which produces consumables for Business Technologies, changed its design for product loading volume on wood pallets used when shipping products. The company is improving the number of products loaded per pallet and reducing the amount of wood pallets used.

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Basic Concept

Working on reducing chemical risks based on the concept of the precautionary principle

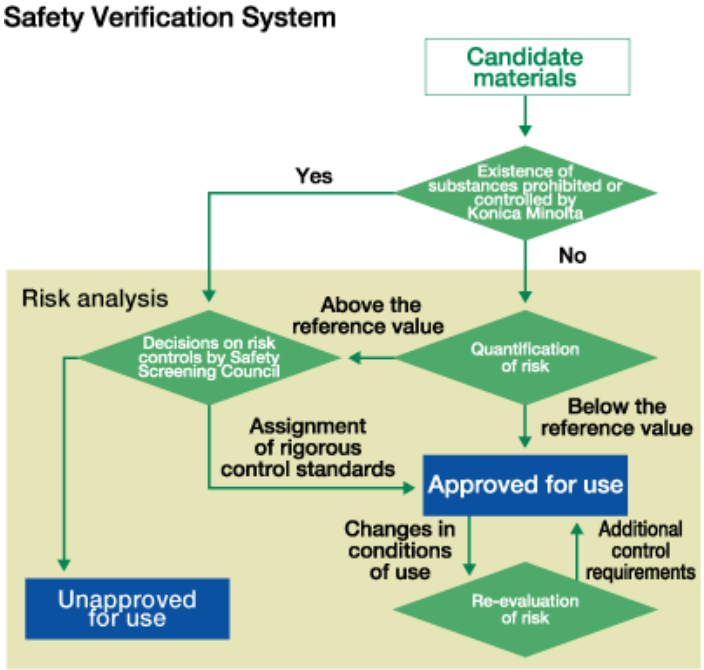
There is international consensus on the need for companies that manufacture and use chemical substances to take steps to minimize the adverse effects of chemicals, not only on human health, but also on the environment. Based on this shared perception, many countries around the world are revising their regulations concerning chemical substances. Having taken a position in advance of this new international current, and based on a concept known as the "precautionary principle," Konica Minolta has focused on enhancing its advance evaluation of chemical risks, reducing the emission of harmful substances into the atmosphere, and eliminating hazardous substances from production processes and products to improve safety management for workers and product users.

Prior Risk Assessment of Chemical Substances

Using its unique safety verification system to achieve the appropriate management of chemicals

Risk assessment of candidate materials using a safety verification system

Konica Minolta has established a safety verification system that assesses the risk of candidate materials when considering the use of new chemicals in the process of creating products. Using this system, the Group practices appropriate management based on comprehensive chemical risk assessment in terms of product safety, environmental safety, and work safety.



Designation of prohibited and restricted chemical substances

Konica Minolta designates prohibited and restricted chemicals based on its own criteria in order to eliminate chemicals with unacceptable hazards in the prior risk assessment carried out before the adoption of a chemical substance. These criteria include not only chemicals regulated by law, but also chemicals recognized as significantly hazardous by specialized institutions.

Calculating risk points for chemicals

Konica Minolta calculates points for the hazard risk of substances based on a unique calculation method used in its safety verification system. This quantifies the hazardousness based on three factors: (1) type and degree of hazardousness; (2) level of safety measures; and (3) amount used. Using these numbers, it is possible to compare different types of risks—such as the danger of an explosion or serious health effects such as carcinogenicity—on the same scale. In this way, Konica Minolta quantitatively assesses the risks of hazardousness in chemicals.

Risk management that envisions substance usage

Since risks differ depending on the form of exposure, Konica Minolta classifies substances into five categories that envision usage, ranging from use under strict safety controls (e.g., at production sites) to use by the general public, which cannot be assumed to take safety measures. It then specifies safety requirements according to the different risks in order to carry out more practical risk management.
When there is a necessity to use highly hazardous chemicals, Konica Minolta holds a safety determination meeting to stipulate rigorous management conditions for minimizing risks in terms of procurement, storage, handling, and disposal.

Risk assessment during continual use

Even after incorporating a chemical into the production process following risk assessment, Konica Minolta checks periodically to make sure that there are no changes in the amount used or the conditions of use. If there are any changes, a risk assessment is performed again to ensure appropriate management.

Reducing and Fully Phasing out Chemicals

Reducing VOCs based on Konica Minolta's own risk management indicators

Konica Minolta assesses risk based on a chemical's hazardousness and amount of use and is committed to finding alternatives and reducing those substances judged to have a high risk. Since 1993 it has been making efforts to reduce atmospheric emissions of volatile organic compounds (VOCs) from production sites worldwide. It identified VOCs with particularly high risks for full phase-out, and has maintained the full phase-out status for those identified items.

Reducing atmospheric emissions of VOCs

Konica Minolta is systematically reducing VOCs in line with its own environmental impact index, which multiplies the impact on the human body and the environment by a location coefficient as a management indicator. Each site has established reduction goals in line with the Sustainable Factory Certification System and is working to achieve them.

See Environmental Data in ESG Data for more information

Calculation of Environmental Impact Index

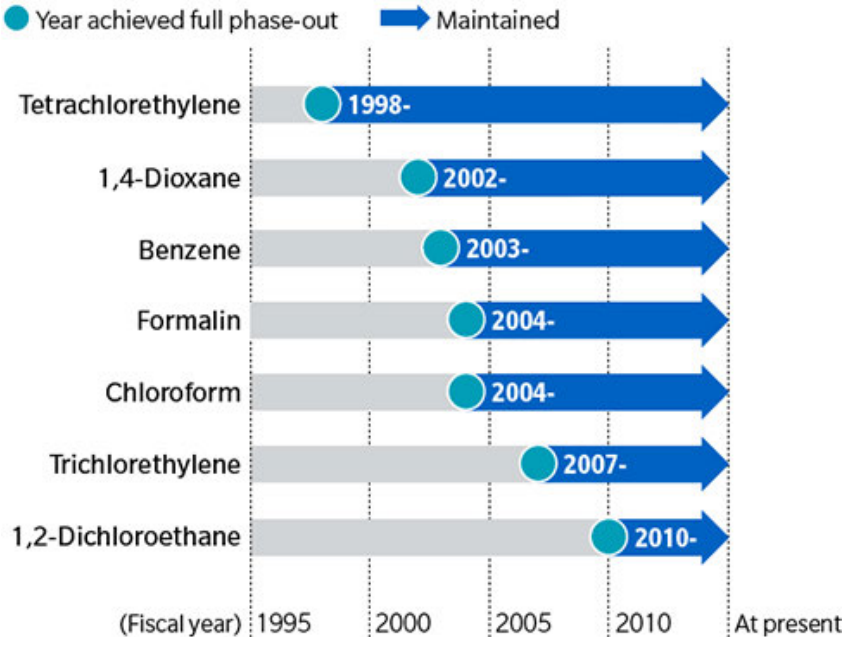
	Hazard coefficient	Example of substances
Substances that pose a risk to human health	×100	1, 2-dichloroethane
Substances that pose a risk to ecosystems Substances that pose a risk of atmospheric pollution	×10	dichloromethane, ethyl acrylate, n-heptane
Substances that pose a risk of having an indirect adverse impact on the environment	×1	isopropyl alcohol, methanol, ethanol, acetone, ethyl acetate

* Environmental impact index: An index unique to Konica Minolta.
Environmental impact index (point) = Atmospheric emissions of VOCs [t] × Hazard coefficient × Location coefficient
Hazard coefficient: Set at 1-fold, 10-fold, or 100-fold depending on the severity of the impact on human health and the environment (set independently by Konica Minolta based on the coefficient used in the safety evaluations conducted by Kanagawa Prefecture in Japan)
Location coefficient: Outside the industrial park: 5; inside the industrial park: 1

Substances for Which Konica Minolta Achieved a Full Phase-Out

Konica Minolta earmarked the VOCs below for full phase-out, having judged them as having an especially high risk based on the hazardousness and amount of use of each substance and made systematic efforts from early on toward that end. Those efforts resulted in the achievement of a full phase-out in fiscal 2010, which has been maintained ever since.

Substances for which Konica Minolta achieved a full phase-out



Countermeasures against Contamination of Soil and Ground Water

Striving to manage the state of contamination through regular monitoring, to facilitate cleanup, and to prevent the spread of contamination

Konica Minolta has implemented countermeasures at sites where soil or ground water contamination has been identified to ensure that the contaminants do not affect the surrounding environment. This is followed up by periodic observation and strict management.
The Group has organized a specialist team to manage remediation of polluted sites and to prevent the spread of contamination. Detailed surveys conducted under the team's supervision serve as the basis for developing countermeasures and examining suitable purification technologies.
The Group reports the results of its observations and remediation efforts to local government agencies.

Summary of Contaminated Soil or Ground Water at Operation Sites

Dealing with Asbestos

Konica Minolta is conducting a survey into the usage of sprayed asbestos in the buildings of all its sites and affiliated companies in Japan. As of March 2014, it had confirmed that there are no health risks due to exposure. Going forward, it will continue to maintain and manage this situation while systematically removing the asbestos.

Dealing with PCBs (Condition of Storage)

Konica Minolta takes steps for the proper storage and management of PCB wastes kept in all its sites and affiliated companies in Japan. It also reports the condition of storage to the government in accordance with the law. Since 2007, it has been commissioning the disposal of wastes with high concentrations of PCBs to JESCO.* From here on the Group will continue to dispose of the waste as soon as possible according to JESCO's capacity to take in batches. Since fiscal 2012, it has also been gradually disposing of waste with low concentrations of PCBs, in light of the certification status for treatment.

* JESCO: Japan Environmental Storage & Safety Corporation

Condition of Storage of PCB Waste in Japan (March 31, 2021)

Stored items	Unit	Quantity Figures in parentheses indicates low-concentration PCBs
Transformers	Units	4 (4)
Capacitors	Units	8 (8)
Fluorescent ballasts	Units	13 (0)
Other devices	Units	2 (2)
PCB oil	kg	0 (0)
PCB pollutants	kg	941 (916)

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Consideration of Biodiversity at Production Sites

Efforts to Fulfill the Guidelines for Biodiversity

In Konica Minolta's Eco Vision 2050, its long-term environmental vision, the Company commits to restoring and conserving biodiversity. It uses the Ecological Service Review (ESR), a biodiversity service assessment for companies developed by the Millennium Ecosystem Assessment, an environmental assessment carried out at the recommendation of the United Nations. This review looked at all of the Konica Minolta Group's businesses to identify business activities that depend on and affect ecosystems. A correlation map was then prepared for each product life cycle stage, summarizing the benefits that Konica Minolta's business activities receive from biodiversity and their impact on biodiversity. After assessing these results, Konica Minolta identified the specific areas it will address. This evaluation and identification process reflected the views of third parties, with interviews conducted of two expert institutions, including Japan's Ministry of Environment.
Konica Minolta is working to preserve biodiversity as part of its unique Sustainable Factory Certification System for comprehensive evaluation of the environmental activities of its production sites. In April 2011, it established Guidelines for Biodiversity Preservation. Beginning in fiscal 2020, Konica Minolta included sustainable factory guidelines for water resources and biodiversity as one of its standards for the Sustainable Factory Certification System, aiming to ensure its factories more broadly meet society's expectations. Konica Minolta has asked that all of its key production sites comply with these guidelines. The Company will further deepen its coordination with stakeholders such as business partners and the community, contribute to the local environment on a broader scale, and resolve social issues.

Sustainable Factory Guidelines for Water Resources and Biodiversity <Extracted>

<Consideration of water resources>

- Reduction targets are set for total water intake, or for water used on site, and reduction measures are implemented
- If groundwater is used, measures must be taken to reduce the amount used

<Consideration of wastewater>

- In order to prevent ecological damage to rivers and lakes, a risk management system must be established to eliminate highly polluted wastewater
- Checks are in place to determine the impact on ecosystems such as aquatic habitats of wastewater emitted into public water areas

<Proper management of greenery at factories>

- Invasive alien species that are likely to have a negative impact on ecosystems are not planted or sown on the factory's premises
- When planting trees on factory grounds, management and protection must be accorded to any rare species that are discovered

Consideration of Water Resources

Konica Minolta monitors and manages the volume of water use at each site and strives to reduce its total water consumption in line with the reduction targets it has established.
Konica Minolta's key production sites around the world have set targets for reducing water intake, and they are work to reduce water use under the sustainable factory guidelines for water resources and biodiversity, which are part of the Sustainable Factory Certification System. In fiscal 2020, a water intake reduction target of 413,000m^3 compared to fiscal 2015 was set. As a result of initiatives taken by production sites, water intake was reduced by 415,000m^3 compared to fiscal 2015 levels.
Konica Minolta's key production sites are also reviewing their use of water in plants and working to make reductions. These include measures to reduce the volume of heated water used and the energy required to produce the heated water, such as changing temperature controls to only steam rather than a two-stage control process involving steam and hot water during in-process regulation of reaction temperatures. In addition, after considering the impact on users and the backup system in the event of problems, the sites decided to reuse drain water, which has relatively few impurities and is easy to reuse, as a supplementary feed for the cooling tower. The sites are also working to save water through other detailed efforts. These include reducing tool cleaning frequency by coating mesh surfaces on tools so material is less likely to adhere, and moving away from equipment cleaning using water to cleaning with automatically dispersed compressed air. Moreover, sites are collecting rainwater for use in cooling towers. They are also working to efficiently use water resources outside of the production process as well through measures such as installing water-saving faucet valves, checking for leakage from piping and repairing piping damage.
In fiscal 2013, the Group adopted an analysis method using the World Resources Institute's (WRI)*1 Aqueduct*2 to conduct a comprehensive risk assessment on usage of water resources at the Group's production sites and R&D sites and major suppliers around the world. Every year since, the results have confirmed that the Group has no sites with an extremely high risk.
There was one site that was assessed as having high water stress, but sales at this site account for less than 1% of the Group's overall sales. Water intake at this site in fiscal 2020 was 70,000m^3 and water consumption was 11,000m^3. With a target of reducing water intake by 200m^3 annually, the Group reduced product cleaning water by improving yields and introduced water-saving faucets for all lifestyle water faucets. As a result, water intake was reduced by 800m^3 in fiscal 2020.
In the future, the Group will continue to conduct water risk assessments when establishing new sites and changing the business environment, and it will take measures to reduce water use as necessary.
Additionally, production sites that use groundwater as their main intake source have set reduction targets with an indicator of the percentage of groundwater use accounted for in production output (i.e., per unit of production). They are making efforts to reduce the use of groundwater, such as by turning off the supply of cooling water when production is stopped.

*1 WRI (World Resources Institute)

*2 Aqueduct: World maps and information showing the latest water risks published by the WRI. Produced based on 12 key water risk indicators such as physical water stress and regulatory risk related to water resources.

Consideration of Wastewater



Konica Minolta regularly conducts compliance assessments on a global basis to confirm the status of compliance with laws, ordinances, agreements, and other relevant regulations related to effluent, with the aim of preventing water pollution from effluent.

The Group has assessed the effect of effluent on the ecosystem at production sites that release effluent used in the production process into rivers. It adopted WET,* a new effluent management method using bioassays that is gaining worldwide attention, when conducting the assessments. With the cooperation of Japan's National Institute for Environmental Studies, the Group conducted tests using three aquatic species (algae, crustaceans, and fish). The results indicated that there was no negative impact (algae: inhibition of growth; crustaceans: inhibition of breeding; fish: reduced hatching rate or reduced survival rate after hatching) on any of the three test organisms.

* WET (Whole Effluent Toxicity): A method that assesses the aggregate toxic effect of wastewater on aquatic life rather than the evaluation of individual chemical substances. Unlike conventional effluent management methods, it enables holistic assessment of the effect of an effluent, detecting impact caused by any non-regulated chemical substance or the combined impact of multiple substances.

Proper Management of Greenery at Factories

Konica Minolta practices proper management of greenery on the grounds of the Group's production sites. By preparing greenery management lists for each site and conducting periodic checks, it makes sure that there are no invasive species, including sowing seeds.

Additionally, when rare species are discovered at a site, efforts are made to protect the species by making employees and visitors aware of its presence by putting up signs and fences. For instance, the Tokyo Site Hino is managing and protecting Golden Orchid (*Cephalanthera falcata*) and Japanese lily (*Lilium speciosum*), which are endangered species.



Golden orchid at the Tokyo Site Hino

Consideration of Biodiversity in Procurement

In the Group’s procurement activities, Konica Minolta aims to help build a sustainable society by building strong relationships with business partners to fulfill social responsibilities, based on transparency and fairness. In order to reduce the impact of its procurement activities on ecosystems, Konica Minolta has set an example by establishing a procurement policy. It has established a Supplier Code of Conduct and asks that business partners cooperate to minimize the negative effect on natural resources.
Konica Minolta also promotes Green Supplier Activities to reduce environmental impact while also reducing costs in order to provide suppliers with the environmental technology and expertise it has amassed in its Green Factory activities. In these activities, Konica Minolta’s environmental experts visit suppliers and consider and implement measures to reduce water use. Konica Minolta asks that its suppliers manage water appropriately by complying with the Konica Minolta Supplier Code of Conduct, based on its CSR procurement program.
In addition, Konica Minolta has set standards for procuring copy paper that is environmentally friendly. Konica Minolta Japan, Inc., a sales company in Japan, has established the PPC Paper Purchase Standards, which have been implemented since 2007. The Standards stipulate that copy paper supplied to customers should be procured by taking into account the impact of forest destruction and degradation on the living environments of animals, plants and people.

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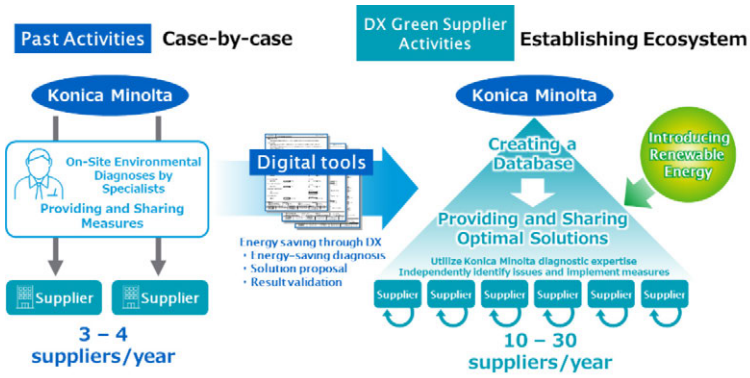
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Overview of the Activities

Konica Minolta conducts Green Supplier activities to reduce both environmental impact and operating costs by providing suppliers with environmental technologies and expertise that it has developed via its Sustainable Factory activities. Konica Minolta's environmental experts propose suggestions for improvement, outlining cost reduction benefits, investment rationale, and other information. They then cooperate with suppliers as they take action to reduce their environmental impact.

In fiscal 2020, Konica Minolta started using an energy conservation diagnosis tool it built by digitalizing the expertise of energy conservation professionals, and launched its new DX-Green Supplier Activities, which do not involve in-person visits.



Fiscal 2020 Activity Results

In fiscal 2020, DX-Green Supplier activities were initiated with six new companies, bringing the total number of companies Konica Minolta is working with to 29, including those involved with the previous Green Supplier activities. Of these, 14 companies had achieved their Green Supplier activity targets, which are equivalent to the level of the Konica Minolta Sustainable Factory Certification Standards.



Green Supplier Activity Targets

Issue	Management Index	Target (2.5 years after activity launch)
Prevention of global warming	CO_2 emissions	5% reduction (compared to the last year before activity launch)
	Energy costs	5% reduction (compared to the last year before activity launch)
Waste reduction	External discharge quantity	12.5% reduction (compared to the last year before activity launch)
	Material / waste costs	Cost reduction greater than waste expenses
	Final disposal rate	0.5% or less
Reduction of chemical risk	Reduction of chemical risk	Compliance with chemical substance guidelines

Companies That Achieved Green Supplier Activity Targets

Achievement Date	Company	Activity Launch
Mar. 2016	Shenzhen Changhong Technology Co., Ltd.	FY2014
Mar. 2017	Toyo Communication Technology (Shenzhen) Co., Ltd.	FY2014
Mar. 2017	Allied Technologies (Saigon) Co., Ltd.	FY2015
Aug. 2017	Szepak Precision (Wuxi) Co., Ltd.	FY2015
Aug. 2017	Catthai Manufacturing & Trading Co., Ltd. (CATHACO., Ltd.)	FY2016
Mar. 2018	Well King Plastic Manufacturing Co., Ltd.	FY2015
Mar. 2019	Changshu Xinda Plastic Molding & Injection Co., Ltd	FY2016
Mar. 2019	Guppy Plastic Industries (Penang) Sdn. Bhd.	FY2016
Mar. 2019	Triplus Industry Sdn. Bhd.	FY2016
Mar. 2020	Dongguan Konka Mould Plastic Co., Ltd	FY2017
Mar. 2020	Pendge Precision Technology (Shenzhen) Co., Ltd	FY2017
Mar. 2020	Shanghai KUMHO_SUNNY Plastics Co., LTD.	FY2017
Mar. 2020	Nippon Seiki Consumer Products (Thailand) Co., Ltd. Thai Nippon Seiki Co., Ltd.	FY2017
Mar. 2020	Asian Stanley International Co., Ltd.	FY2017

Voice of a Supplier| Asian Stanley International Co., Ltd.

Our basic environmental philosophy is to minimize the impact on the environment of all of our corporate activities and create productive value and harmony with the environment so that our irreplaceable earth and the rich benefits of its biodiversity can be passed down to the next generation in a sound condition. Environmental activities are an important component of these efforts. By carrying out Green Supplier activities with Konica Minolta, we learn ways of creating energy conservation effects and their perspective, and these efforts lead to concrete results. Moreover, these activities help us to achieve our targets for the entire factory, not just the environmental team, and this raises awareness and initiatives company-wide. I think that continuing these activities is of utmost importance, and we will continue to conserve energy and resources, prevent contamination, and develop products and carry out manufacturing activities that reduce environmental impact.



Shigeru Kawasumi
President
Asian Stanley International Co., Ltd.

Voice of a Supplier| Nippon Seiki Consumer Products (Thailand) Co., Ltd.

Thank you for two and a half years of advice. Through the Green Supplier activities, we have been able to change awareness about the environment, including members' energy loss and waste and reductions to CO_2 emissions. Not only did we benefit from the actual effects, but we made many realizations. Going forward, we plan to share and develop the experiences and knowledge we have received through these activities to achieve sustainable growth.



Hiroshi Mizuochi
General Manager
Nippon Seiki Consumer Products (Thailand) Co., Ltd.

Voice of a Supplier| Guppy Plastic Industries (Penang) Sdn. Bhd.

Our environmental conservation activities started with small and simple activities since our inception days. Our program continues internally and later on, enhanced to include involvement with external parties such as the local council, schools, and the public. The program included city beautification, zero waste, and school beautification.
Recent years are showing the rise of the negative impact to the environment from plastic products. However, we as plastic injection moulding manufacturer remained positive in our position as a diversified supplier in supplying to various industries.
Green Supplier Activity by Konica Minolta has given us the opportunity to further enhance our program to higher level. The program will support us in meeting our goal which also aligned with our environmental policy that is to contribute toward environmentally sustainable development.
We have shared good practices and gained additional knowledge from the Konica Minolta team and appreciate the exposure of the new ideas and methodologies introduced in implementing waste elimination. We look forward for continuous support from Konica Minolta in our journey to improve the quality of life for our employees, business partners, and future generations.



BK Goh
Managing Director
Guppy Plastic Ind. Sdn. Bhd.



Guppy Plastic Industries (Penang) Sdn. Bhd.

Voice of a Supplier | Well King Plastic Manufacturing Co., Ltd.

We view environmental conservation as an extremely important initiative in the context of China's recent pursuit of rapid economic growth and the advancement of its manufacturing industry. Konica Minolta's Eco Vision 2050 is aimed at sustainable growth, which is an approach that matches the course we wish to follow.
In the manufacturing industry, resource and energy consumption increase with business expansion and rises in production. This is why I believe that the "waste elimination activities" we worked on as part of the Green Supplier activities are essential for a growing manufacturing industry. Moreover, Konica Minolta's sharing of its environmental expertise enabled us to reduce our environmental impact while increasing our performance, giving us the experience of simultaneously contributing to the environment and supplying competitive products.
We will continue to practice environmental conservation and energy reduction activities and will do our best to pursue sustainable development in collaboration with Konica Minolta.

Happy Tsai
President
WELLMEI HOLDING CO., LTD.

Voice of a Supplier | Szepak Precision (Wuxi) Co., Ltd.

Through the Green Supplier activities, we received a wealth of advice on things such as energy conservation, resource reduction measures, and calculation methods. Thanks to Konica Minolta, we were able to take the first steps toward environmental contribution. For environmental measures requiring investment, we received proposals from a management perspective, including measures sorted into short-, medium-, and long-term investments, as well as by depreciation period. The government also has several requirements for environmental conservation measures, and we were able to work even more positively on them by pursuing the Green Supplier activities. In the future, we would like to develop self-diagnosis mechanisms while applying diagnostic tools from Konica Minolta.

Yushi Ueda
Director / General Manager
Szepak Precision (Wuxi) Co., Ltd.

Voice of a Supplier | Allied Technologies (Saigon) Co., Ltd

In our daily lives, we receive much information about global warming, the greenhouse effect, and CO_2 emissions, which are contributing to environmental risk with rising temperatures, rising sea levels and extreme weather conditions that affect the lives of human beings and other living organisms around the world.
Konica Minolta introduced the Green Supplier Activity program at Allied Vietnam in 2015. Through the program, my team has been introduced to the benefits these activities can have for the company. We understand that it can contribute to cost reduction, increased sales opportunities, reduced business risk, and the environmental awareness of every employee.
Through the program, Konica Minolta, working with Allied, evaluated ways to save energy and reduce waste, took productive measures to make plans, and executed to meet the targets set. This, in turn, met the wider goal of working to curb global warming and supporting a recycling oriented society.
During the activity, Konica Minolta continuously shared with Allied many methods for reducing energy use, and also shared their experience with best practices to enable us to execute the program effectively.
Moving forward, Allied will continue to sustain the activities that are in place, and will also continue to make plans for reducing energy and recycling waste, working to be part of a company that exercises its social responsibility to the community.

Tung Gee Khim
Group Operation Manager
Allied Technologies (Saigon) Co., Ltd.

Voice of a Supplier | Changhong Technology Co., Ltd.

As part of the Green Supplier activities, Konica Minolta environmental manufacturing experts visited our production site, and we discussed environmental measures for molding machines and utilities use. Preparing for the actual implementation of the suggested measures, we visited a Konica Minolta production site in China, and we were able to address our situation while discussing specific ways to proceed. The local government places great importance on energy-saving activities, and we received a monetary incentive after reporting the energy-saving initiatives we took through the Green Supplier activities. We were able to reduce our emissions by 800 tons per year, and also contributed to CO_2 emissions reduction in China.

Xu Yanping
President
Changhong Technology Co., Ltd.



Visiting a Konica Minolta site to see environmental measures

Voice of a Supplier | Toyo Communication Technology (Shenzhen) Co., Ltd.

I think the biggest feature of the Green Supplier Initiative is the way in which Konica Minolta is committed to coming into suppliers' sites and working with them to make improvements.
Indeed, the people who visited our factory did not just bring the methods cultivated in Japan as-is; rather, they thought together with us about what kinds of measures we need. This method improved the motivation of our employees, and an attitude of thinking on one's own and devising improvements started to spread throughout the company.
Going forward, we are determined to keep cooperating with Konica Minolta to form and implement environmental plans and measures, and foster a system and culture that values environmental management.

Lou Yiliang
Chairman and Managing Director
Toyo Communication Technology (Shenzhen) Co., Ltd.

Konica Minolta's Approach | Excellent Green Factory Certification System
Saving Energy and Preventing Global Warming in Production Operations
Resource Conservation and Recycling in Production Operations
Reduction of Chemical Substances Risks in Production
Addressing Biodiversity in Production Activities (Consideration of Water Resources and Wastewater, Proper Management of Greenery at Factories)
Green Supplier Activities | Green Procurement System

Sustainable Factory (Procurement and Production Initiatives)

Green Procurement System

Konica Minolta's Approach
Excellent Green Factory Certification System
Saving Energy and Preventing Global Warming in Production Operations
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Addressing Biodiversity in Production Activities (Consideration of Water Resources and Wastewater, Proper Management of Greenery at Factories)
Green Supplier Activities
Green Procurement System

Implementing green procurement to assess the chemical constituents of parts and components and give preference to those with the least environmental impact

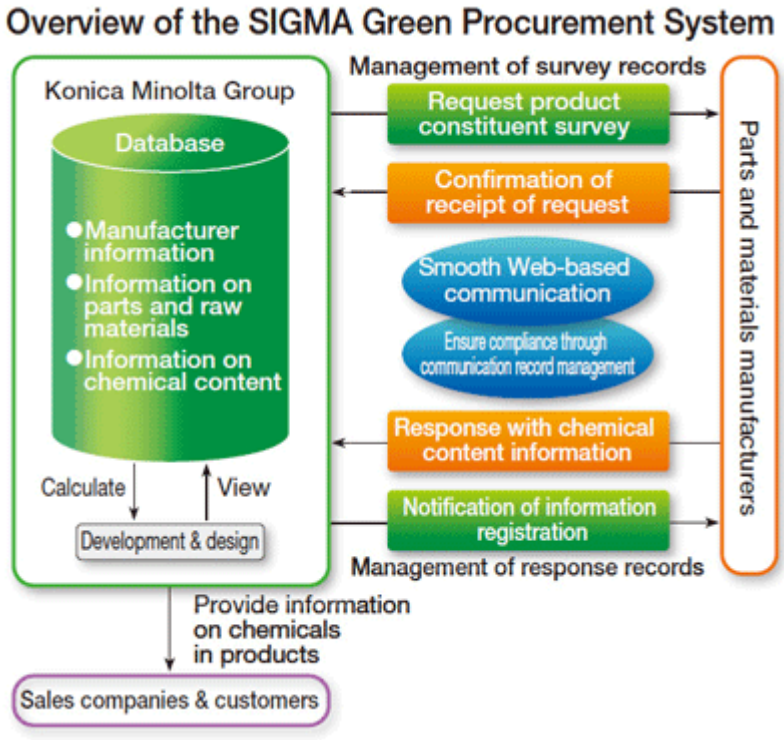
Green Procurement System

Konica Minolta operates a Green Procurement System in compliance with laws and regulations for chemical substances.
In the operation of the SIGMA Green Procurement System, the Group ensures its compliance with the RoHS directive,[*1] and also rapidly complies with more stringent regulations on chemical substances in products by expanding its coverage to include substances of very high concern (SVHCs) on the candidate list for authorization and other substances restricted under REACH regulations.[*2] Through these efforts in assessment and management of chemical substances in products, the Group is keeping an eye on trends in regulations and alternative technologies and is working on plans to eliminate hazardous materials in order to be sure it avoids risks.
In addition, in order to ease the workload of suppliers, the Group uses the chemSHERPA[*3] scheme to define the substances covered in its survey. Moreover, the Group regularly holds briefings on trends in environmental laws and regulations for its suppliers to ensure understanding of Konica Minolta's initiatives.

*1 RoHS directive: Directive on the restriction of the use of certain hazardous substances in electrical and electronic equipment

*2 REACH regulations: Regulations enacted by the EU in June 2007 concerning the registration, evaluation, authorization and restriction of chemicals, to consolidate existing regulations concerning chemical substances.

*3 chemSHERPA: A scheme developed by Japan's Ministry of Economy, Trade and Industry to facilitate the sharing of information on chemical substances contained in products in the supply chain. The Joint Article Management Promotion-consortium is responsible for its administration.



Main Features

- Japanese, English and Chinese language support
- Supports a standard chemical substance survey (chemSHERPA)
- Separates the procedures for checking for prohibited substances and for collection of information on reported substances in products
- Sharing of information from surveys and responses with business partners
- Storage of communication records in databases ensures compliance through tracking
- Simplifies the response to changes in regulations and substances subject to control

› Green Procurement Guidelines (Japanese, English, Chinese)

Environmental Collaboration

The Business Technologies Business has implemented Environmental Collaboration to establish strong partnerships through on-site evaluations and educational support for suppliers in order to strengthen suppliers' environmental management.
This is an initiative to help suppliers develop independent environmental management. Konica Minolta employees go directly to suppliers' factories and provide guidance based on assessment results for the management of chemical substances as well as to provide guidance in document management, including for measurement results and materials information.

Every year Konica Minolta provides education to suppliers' employees and certifies those who pass as internal evaluators for suppliers. In addition, each year the Group also conducts e-Learning for new evaluators as well as paper-based follow-up education for existing internal evaluators.

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Green Supplier Activities | **Green Procurement System**

Sustainable Marketing

Konica Minolta's Approach

Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues
Providing Services to Solve Customers' Environmental Issues
Reducing Environmental Impact in Sales Activities | Reducing CO2 Emissions from Distribution
Reduction of Use of Packaging Materials | Product Recycling

Background and Issues

With growing public demands to address environmental problems such as climate change and resource depletion, corporations are expected to carry out environmental activities that not only minimize risks but also promote business growth. To do this, companies need to reach beyond their own organizations and share value with customers, local communities, and other stakeholders. By promoting activities together, companies and their stakeholders can raise their level of contribution to global environment preservation throughout the value chain.

Vision

Konica Minolta has been contributing to the entire value chain by sharing its expertise and experience with customers to help resolve their environmental challenges. It seeks to strengthen relationships with customers and continually create shared value, building on the foundation of trust they have with Konica Minolta.

Key Measures and KPIs

Contribution to sales made using DX to strengthen engagement with customers and solve customers' issues

Konica Minolta helps to solve its customers' environmental issues by providing the outstanding environmental technologies and expertise it is known for, and also by creating new business opportunities leveraging greater engagement. Moreover, the company is maximizing these efforts through its Environmental Digital Platform.

1) Support customers in reducing energy use and CO_2 emissions by transforming their business processes
2) Contribute to the expansion of Konica Minolta product sales by strengthening customer engagement
3) Develop visuals to illustrate the amount of CO_2 reductions achieved by Environmental Digital Platform solutions and explore counting the amount reduced by the solution towards our Carbon Minus contributions (CO_2 reductions at customers, business partners and the broader society).

Sustainable Marketing

Supporting Customers to Solve Their Environmental Issues

Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues | Providing Services to Solve Customers' Environmental Issues | Reducing Environmental Impact in Sales Activities | Reducing CO_2 Emissions from Distribution | Reduction of Use of Packaging Materials | Product Recycling

Overview of Activities

The solutions provided by Konica Minolta include not only products and services, but also environmental expertise that is useful to customers. Through Sustainable Marketing activities that provide the proven environmental expertise the company already possesses, Konica Minolta seeks to build corporate relationships by working with customers who appreciate its approach to environmental management to help them solve environmental issues. The aim of these efforts is to become the business partner of choice for companies around the world.

Fiscal 2020 Activity Results

Konica Minolta provided environmental seminars and lectures in Japan to an audience of 586 people from 377 companies to introduce Konica Minolta's approach to environmental management, including practical examples. With direct visits difficult to COVID-19, Konica Minolta held online meetings with 133 companies to exchange views on the environment. In these sessions, the Company heard about customers' environmental issues and introduced practical examples of Konica Minolta's environmental work.
In China, where environmental legislation is rapidly becoming more rigorous, Konica Minolta participated in the China International Import Expo (CIIE 2020) and introduced its approach to environmental management, which aims to solve environmental issues in tandem with business plans. In addition, Konica Minolta introduced specific examples of its environmental expertise, such as efforts to conserve energy and resources in its plants and processing technology for recycled resin. Subsequently, the Company visited interested customers and introduced practical examples of how Konica Minolta is helping to solve environmental issues and exchanged opinions.



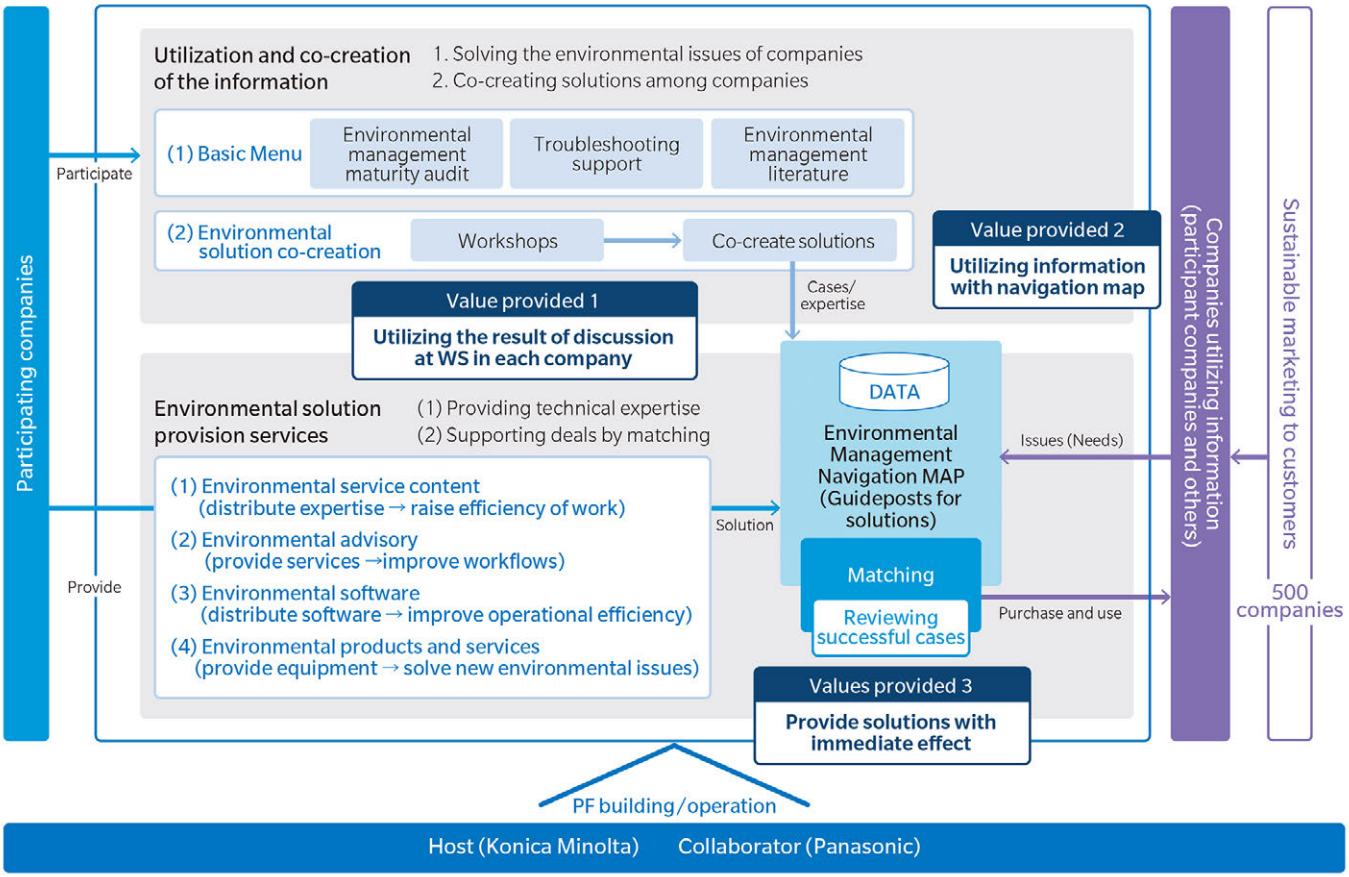
Building the Environmental Digital Platform

Global environmental problems are pressing challenges facing the whole world and cannot be solved by the isolated efforts of individual companies. Recognizing this, Konica Minolta has already opened up its reservoir of expertise in environmental management for business growth and cost reduction, has been sharing it with many other companies through digitization of our expertise.

Konica Minolta is in the process of digitally sharing its environmental expertise with a base of more than 1,000 companies that it has built through its sustainable marketing activities. By allowing these companies to share their environmental knowledge with each other and by providing a place to collaborate and create new value, Konica Minolta believes it can dramatically increase its contribution to environment. Konica Minolta launches the Environmental Digital Platform, aiming to help reduce the environmental impact of industry and society as a whole. The platform will enable companies to share and utilize their outstanding environmental technologies and expertise that Japanese companies have amassed.

Pilot run Trial operation of the Environmental Digital Platform began in June 2020 with 16 companies participating. The platform was expanded to full-scale operations in December 2020, with 39 companies participating as of April 2021. Konica Minolta aims to drive innovation with a co-creation approach in which companies share and utilize the knowledge and expertise they have acquired through practice and efficiently resolve environmental issues in mutual cooperation. The expertise on environmental strategies and renewable energy held by the participating companies, consulting and software for energy conservation diagnosis, and solutions that can be put into use immediately such as environmental products, are shared. Konica Minolta also helps match companies who can help each other solve their respective issues. Konica Minolta hopes that the broad use of this service by companies other than the participating companies can help solve environmental issues on an even bigger scale.

The Environmental Digital Platform, which not only shares expertise but offers its results to a broad section of society, consists of the Environmental Solution Co-Creation Service, which brings together the knowledge of participating companies on issues that are difficult for a single company to solve on its own so that new solutions can be created, and the Environmental Solution Service, in which participating companies share and utilize the environmental expertise they put into practice. The information that is shared is then made visible with the Environmental Management Navigation MAP (Guideposts for Solutions). Wide use of the Environmental Management Navigation makes it possible for companies to solve their own environmental issues. Going forward, Konica Minolta will help to resolve environmental issues on a global scale by promoting digitalization, increasing the number of participating companies, building up data, and expanding the Platform as a DX business.



Digital Environmental Platform

Example of Environmental Digital Platform Content
biz-Library : Environmental management Support Solution

Konica Minolta believes that digitizing and sharing the environmental management expertise it has accumulated with even more companies will dramatically increase its contribution to the environment. It has provided an online content service, biz-Library (environmental management), since fiscal 2016. This service provides videos and documents featuring practical case studies from Konica Minolta. The content targets seven challenges faced by many companies: (1) formulating environmental strategy, (2) responding to revised environmental ISO standards, (3) energy saving and cost reduction in factories, (4) management of chemical substances, (5) efficient use of resources and cost reductions in factories, (6) methods of calculating Scope3 CO_2 emissions, and (7) waste management by companies. Customers can use the manuals and tools actually implemented in Konica Minolta, allowing them to promote effective and efficient environmental impact reduction activities in their companies. These contents are shared on the Environmental Digital Platform mentioned above.



Efficient use of resources and cost reductions in factories



Methods of calculating Scope 3 CO_2 emissions



Waste management by companies

Voice of a Customer | Toyota Boshoku Corporation

At Toyota Boshoku Corporation, we have a 2050 Environmental Vision that lays out six environmental challenge goals, such as bringing the Group's CO_2 emissions and life-cycle CO_2 emissions to zero. We are aiming to bring together all stakeholders to create a sustainable environment in which the world's children can all live in happiness.
We began an exchange with Konica Minolta's environmental division in 2017. Conserving energy at our factories was an issue that we had in common as we expanded our businesses globally. We began by sharing our strengths and combining our energy conservation self-diagnostic tools and succeeded in developing an efficient tool for use on site that is easier to apply. Moreover, learning techniques for making the effects visible to raise motivation on site was very helpful. We were also able to deepen discussion with many participating companies across industries by participating in the Environmental Digital Platform. We are confident that we can accelerate our efforts to achieve Toyota Boshoku's 2050 Environmental Vision by sharing and co-creating knowledge on how to solve pressing issues, such as introducing renewable energy.



Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues | Providing Services to Solve Customers' Environmental Issues | Reducing Environmental Impact in Sales Activities | Reducing CO_2 Emissions from Distribution | Reduction of Use of Packaging Materials | Product Recycling

Sustainable Marketing

Providing Services to Solve Customers' Environmental Issues

Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues
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Support to Reduce Environmental Impact and Innovate Work Styles

Enhancing the ability to provide solutions through actual practice in Konica Minolta's own offices—comprehensive solutions for work space design

Konica Minolta offers office solution services that contribute to work style reforms, on top of reducing environmental impact, through optimization of office environments. When Konica Minolta Japan, Inc. moved its head office, it took a variety of measures in its new office in order to verify for itself the effects of its solutions and also to enhance its ability to propose solutions to customers by demonstrating actual practice. This practical experience was used to create comprehensive services with office space design solutions such as the "Design Your Time!" initiative.

For example, it implemented wide-ranging office solutions such as the optimal positioning of MFPs, the reduction of printouts and document storage space through document digitization, the reduction of business trips and transportation through the adoption of teleconferencing, and the increase of information management sophistication using the cloud environment.

These solutions led to reductions in environmental impact and costs, including a 24% reduction in copy paper printouts, a 44% reduction in electricity consumption, and a 44% reduction in CO2 emissions. They also freed up more than 200 square meters of space within the office. Additionally, work style improvements stimulated communication among employees, creating a highly productive office environment marked by on-target communication. Through the use of telework, CO2 emissions from commuting are reduced, along with total travel and transportation expenses. By providing flexible and convenient work environments, employee retention rates can be increased and excellent human resources can be secured. What is more, this new office is used as a live showroom that customers can experience.

Support for Environmental Impact Reduction That Addresses Customers' Environmental Issues and Concerns

Bizhub Eco

Konica Minolta has been developing Bizhub Eco service package revolving around MFPs to solve customers' environmental issues and concerns in Europe. Bizhub Eco uses Konica Minolta's Optimized Print Services (OPS) to set the installed MFPs to the most energy and resource-efficient setting for the usage situation of the customer. For a fee, the package also includes a carbon offset for the entire product lifecycle, biodiversity protection measures in the form of tree planting activities, and local NPO support. By also providing signage to explain the green activities promoted by Bizhub Eco, Konica Minolta facilitates internal communication in the 'customers' office.
(Available in France, Germany, United Kingdom, Austria, Belgium, the Netherlands, Sweden, and Switzerland)

Clean Planet Program

Konica Minolta collects used consumables from its customers via the Clean Planet recycling program in the United States and Europe.*
Using a portal site, customers can solve their printer cartridge recycling problem by ordering a collection box and returning it as soon as the box is full.
The recovered consumables are material-recycled using the latest technology in cooperation with a leading recycling company, Close the Loop, to maximize the collection of secondary raw materials. No incineration or landfills are used.
*In Europe the program has been launched in Belgium, the Netherlands and Norway, and there are plans to expand to other countries.

Recycling Support at Customer Sites Due to Improvement of Deinking Process

In the European market, a deinking process is required for recycling printed copy paper. Konica Minolta Business Solutions Europe GmbH has been certified for deinking by the International Association of the Deinking Industry (INGEDE). Deinking enables high-level paper recycling and helps promote the effective use of resources.

Contributing to the Reduction of Environmental Impact through Print on Demand (POD) Service

Contributing to cost reductions and energy savings by undertaking customers' printing work

The POD service offered by Kinko's Japan Co., Ltd. handles printing in a short time according to customers' requests. For example, by using this service during their busy seasons, customers no longer need to always have enough of their own printers ready to handle the print volume of peak times. This allows customers to keep down costs for installing and maintaining equipment, and it also translates into resource and energy savings for society as a whole.



Sustainable Marketing

Reducing Environmental Impact in Sales Activities

Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues
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Reducing Environmental Impact in Sales Activities | Reducing CO_2 Emissions from Distribution
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Reducing CO_2 Emissions Associated with Sales Activities

Introducing Eco-friendly Vehicles to Its Sales Fleet and Promoting Eco-driving

Konica Minolta promotes the management and reduction of CO_2 emissions from the business vehicles operated by its sales companies around the world. The Group is promoting measures such as reducing the amount of travel through more efficient sales and service activities, introducing eco-friendly vehicles with low emissions of CO_2, and eco-driving to reduce energy consumption.

Eco-driving Initiatives at a Sales Company in Japan

Konica Minolta Japan, Inc. has installed a vehicle operation management system in company-owned vehicles. This system constantly gathers and stores data about the way company-owned cars are being used, including dangerous driving habits such as sudden acceleration and deceleration, as well as driving time, fuel consumption, and so on. Based on the data, drivers of company vehicles are given safe driving guidance. It is also used in eco-driving initiatives to lower fuel costs and reduce the environmental impact of company vehicle use.

Showroom in France Achieves Environmental Label

At a printing center, countless pages must be printed to meet the customers' needs for printed materials. At the same time, the environmental impact of this energy and resource consumption must also be minimized.
Sales company Konica Minolta Business Solutions France S.A.S., has earned the environmental label Imprim'Vert for its showroom, Digital Imaging Square. This certifies that organizations using the showroom for printing will be complying with the major standards for environmental management.

Obtaining Carbon Offsets for Trade Shows in Germany

Konica Minolta Business Solutions Europe GmbH aims to offset all of the CO_2 generated when participating in exhibitions and trade fairs for the purpose of sales promotion, and to achieve carbon neutral sales activities.

Adoption of Renewable Energy

Renewable Energy Initiatives

Konica Minolta is generating power using renewable energy at multiple sites. Konica Minolta Business Solutions U.S.A., Inc. built a photovoltaic installation in a parking lot in 2013 to generate electricity to power its offices. In December 2020, the company switched its remaining purchased electricity to power derived from renewable energy and now uses 100% renewable energy. Sales companies in Austria, Germany, and the UK had previously switched to renewable energy, and in fiscal 2020 this effort made further progress, with sales companies in Belgium, France, Lithuania, and the Netherlands introducing renewable energy. Going forward, other sales sites will make the switch, starting with those that can conclude direct electricity contracts.



The headquarters in Germany, which is promoting the introduction of electricity from renewable energy sources at its European sales companies



Photovoltaic panel installation in the company parking lot (United States)

Carbon Offsetting Service

Carbon Offsetting for Office and Production Printing

Enabling carbon neutrality is a carbon-offsetting service that uses emissions credits to offset CO_2 emissions at every stage of the product lifecycle, from procurement to use. Konica Minolta Business Solutions Europe introduced the service for office and production printers in July 2015 and offers it across the whole of Europe.
So far it has been introduced in 11 countries, including Germany, France, and the Netherlands, to offset CO_2 emissions throughout the product lifecycle. In addition to these activities, the company uses carbon offsetting for CO_2 emissions from commuting and business trips as well as events such as international exhibitions. It has offset a total of over 47,000 tons of CO_2 emissions thus far as a result. Konica Minolta will increase the number of countries eligible in order to contribute more to the creation of a sustainable planet and society.

Environmental Contribution Activities and Initiatives to Raise Employees' Environmental Awareness

"Sustainability Week" to Raise Employees' Environmental Awareness

Konica Minolta Business Solutions France holds a Sustainability Week that encourages eco-friendly initiatives and participation in charitable organizations, in an effort to raise employees' awareness of sustainability. Enabling contact with various initiatives, such as education about environmental policies, the sale of honey harvested by the company, the use of eco-friendly vehicles (electric cars), and appropriate waste disposal, this event is an opportunity for each and every employee to gain even greater awareness about the creation of a sustainable society.



Internal poster for Sustainability Week

Beekeeping with the Aim of Raising Awareness of Biodiversity

Konica Minolta Business Solutions France has greened the roof of its building in Paris and set up beehives for beekeeping. People in France traditionally exhibit an understanding of beekeeping even in a densely populated city such as Paris.
The honeybees raised in these beehives help pollinate many kinds of plants such as fruit trees, vegetables, and flowers, enriching the biodiversity of the surrounding area.
Moreover, the harvested honey is bottled and sold to employees, with the proceeds donated to a charity fund established by Konica Minolta Business Solutions France. The fund promotes cultural, artistic, and sporting activities for people with disabilities throughout the year. Through this initiative, the company is raising employees' awareness of the preservation of biodiversity while also contributing to the community.



Beekeeping on the roof

Supporting the Green Marathon, the Objective of Which Is Reforestation

The Green Marathon has been held in Rennes, France since 2011 with the objective of reforestation in Ethiopia. In an endorsement of this goal, Konica Minolta Business Solutions France has continued to support the marathon since its inception. The marathon intends to contribute to society in various ways, including the spirit of sport and the protection of the natural environment. It conducts an initiative to plant one tree per kilometer run by each participant, in order to support the restoration of forests. In 2019, the marathon resulted in the planting of nearly 120,000 trees. Since 2012, the cumulative distance run by participants has exceeded 840,000 kilometers, and a tree has been planted for every one of those kilometers.



Green Marathon

Raising Environmental Awareness Through Volunteering

Every year, Konica Minolta Business Solutions U.S.A. raises the sustainability awareness of its employees by offering them the opportunity to participate in volunteer activities with non-profit organizations. For the past five years, it has supported the non-profit Mahwah Environmental Volunteers Organization (MEVO) through volunteering and donations. As part of MEVO's “Seeds of Change” program, it supports a paid summer internship for a high school student to work on a farm and learn about sustainability and community leadership. The company also provide teams of employee volunteers two or three times a year. The volunteers help plant and harvest crops while learning about the local environment, as well as sustainable gardening and agriculture.
Konica Minolta Business Solutions U.S.A. employees also participate as volunteers with the New York-New Jersey Trail Conference, where they help to keep local parks, hiking trails and forests sustainable and accessible to the community. In 2020, in cooperation with the Arbor Day Foundation, employees are contributing to global reforestation activities by planting 10,000 trees in areas where forest fires have recently occurred.


New York/ New Jersey Trail Conference


Employees participating in Mahwah Environmental Volunteers Organization (MEVO)

Sustainable Marketing

Reducing CO_2 Emissions from Distribution

Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues
Providing Services to Solve Customers' Environmental Issues
Reducing Environmental Impact in Sales Activities | Reducing CO2 Emissions from Distribution
Reduction of Use of Packaging Materials | Product Recycling

In order to reduce CO_2 emissions associated with distribution, transportation must be streamlined and means of transportation with little environmental impact must be chosen. Konica Minolta is reducing CO_2 emissions derived from distribution operations by measures such as shortening transportation distances through optimization of logistics facilities and routes worldwide, reducing the number of containers through improved loading efficiency.

Major Initiatives

Optimizing Shipping Container Loading Efficiency

Konica Minolta is reducing CO_2 emissions and increasing the efficiency of shipping container loading during transportation by employing consolidated services based on loads. In the Business Technologies Business, for example, when Konica Minolta delivers office equipment to various European countries from its distribution center in Germany, achieving optimal loading efficiency according to the size, shape and changes in the logistic quantity of products is one of the key challenges. The company has been improving loading efficiency through the introduction of a loading simulation program.
Furthermore, since fiscal 2016, Konica Minolta has improved loading efficiency by optimizing the packaging form to suit the shipping conditions, focusing on marine transportation of parts procured in Japan to plants in China and ASEAN for assembly, shipment of products from Chinese warehouses to distributors worldwide, and land transportation of products manufactured in Mexico into the U.S.

Promoting a Modal Shift

Konica Minolta has been promoting a modal shift for the transportation of products and parts, switching from aircraft and trucks to ships, railways, and other means that emit less CO_2.

In Europe, for instance, it uses barges that run along the Rhine River as the means of transportation from the Port of Rotterdam in the Netherlands to its base warehouse in Emmerich, Germany. In the U.S., it has reduced CO_2 emissions by using railroads when transporting cargo from the Port of Los Angeles on the West Coast to the interior and the East Coast.

Reconsidering Distribution Routes and Consolidating Logistics Facilities

Konica Minolta is reducing CO_2 emissions from its distribution processes by restructuring its logistics facilities both in Japan and outside of Japan.
In fiscal 2020, the company continued its efforts from the previous fiscal year to streamline logistics by optimizing distribution routes for products and service parts shipped from office equipment production and distribution sites in China and ASEAN to customers worldwide.
In production procurement, at its Malaysian factory, Konica Minolta took the external warehouses and parts supplier production sites dotted around distant locations and consolidated them in the vicinity of the factory, establishing a Smart Industrial Center (SIC). This reduced the transportation distance considerably, enabling achievement of just-in-time (JIT) supply to the factory. Transportation distances were also reduced considerably by changing parts shipped to Malaysia from Chinese parts suppliers to Malaysian production.
Moreover, with the proactive utilization of a lead logistics provider (LLP) for distribution in Japan, Konica Minolta reorganized distribution sites, revised routes, and utilized joint transportation with other companies, thereby strategically reducing CO_2 emissions from distribution activities. Improving the efficiency of distribution routes and sites has also led to reductions in the space and energy used at distribution warehouses.

Milk Run Logistics (Common Collection of Cargos)

The term "milk run" originally came from the milk collecting system of dairy producers who visited dairy farms to collect milk in a single vehicle. In the manufacturing industry, it refers to a collection method in which a single vehicle is used to make rounds picking up goods from various suppliers instead of requesting each supplier to deliver goods individually.

Konica Minolta is using milk run logistics in the suburbs of Wuxi City in Jiangsu, China. This helps to reduce CO_2 emissions by shortening the total driving mileage of the trucks.

In addition, the Group is also reducing waste by using re-usable boxes instead of cartons to transport the parts.



Joint Transport

Konica Minolta Japan, Inc., a sales company, carries out joint distribution of office equipment with Epson Sales Japan Corporation, including installation work, in the Kanto and Koshinetsu areas in Japan. These initiatives result in high-quality delivery and installation operations that raise the satisfaction of customers and help reduce CO_2 emissions.

Reducing CO_2 Emissions Associated with Shipping by U.S. Sales Company

Konica Minolta Business Solutions U.S.A., Inc. is a member of the SmartWay program at the United States Environmental Protection Agency (EPA). This initiative helps companies improve their supply chain sustainability by measuring, benchmarking and improving the efficiency of freight transport.
As a member of this program, the company is working on:

- Reducing emissions and fuel consumption in logistics activities
- Shipping more than 50% of goods through EPA designated SmartWay carriers
- Using railway cars and Smartway truck trailers, avoiding vehicle idling, and reducing transport distances
- Shipping multiple orders together

Sustainable Marketing

Reduction of Use of Packaging Materials

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Konica Minolta is reducing packaging material usage by optimizing shapes and recycling.

Major Initiatives

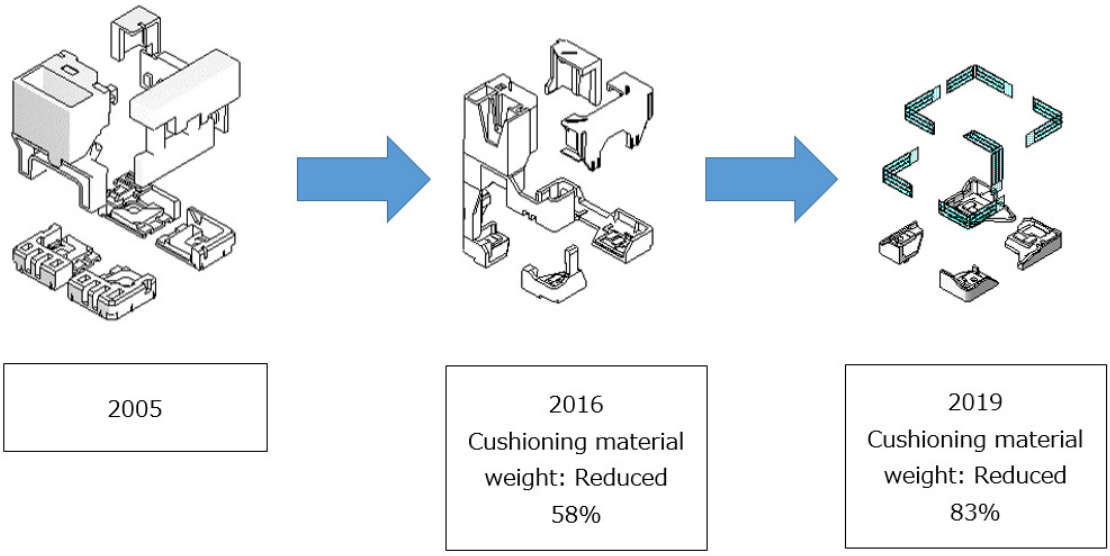
Reduction of Use of Packaging Materials

Konica Minolta has developed new buffer materials, in addition to techniques to optimize conventional buffer materials, for its multi-function peripherals (MFPs) for offices and production printing machines, thereby substantially reducing the use of packaging materials. In order to confirm the actual transportation environment, the development, production and sales departments worked together to conduct an experiment in 2016. Products were sent from production sites in China on various routes by ship, truck and railway to sales companies worldwide. After arrival, they were checked to see what impact they underwent during shipment. Using these measurements as a reference, the company reexamined its packaging design concept and succeeded in streamlining the cushioning
material while maintaining the equivalent shock resistance. This greatly reduced the amount of styrene foam used. In 2019, Konica Minolta developed a new air cushioning material* that converts the various impact energies produced during transport into heat energy and succeeded in increasing the cushioning efficiency. Compared to conventional packaging from 2005, new packaging that includes this cushioning material uses 83% less styrene foam by weight ratio.
In addition to developing its own technologies, the company has also worked to reduce the use of styrene foam with packaging designs that replace styrene foam with cardboard using TOTO LTD. cardboard cushioning technology (PAT P6362025).
This improvement resulted in smaller packing boxes and a substantial reduction in the use of styrene foam, contributing to greater transportation efficiency, which in turn helped to substantially reduce CO_2 emissions during distribution.
The various initiatives undertaken in 2020 reduce the environmental impact of the company's packaging throughout the entire supply chain from procurement, assembly, distribution, recovery and recycling by the equivalent of approximately 1,200 tons in CO_2 emissions per year.
In order to expand the effects, in addition to increasing the types of office MFPs and production printing machines covered by these initiatives, the company also expanded it to peripheral equipment and consumables.

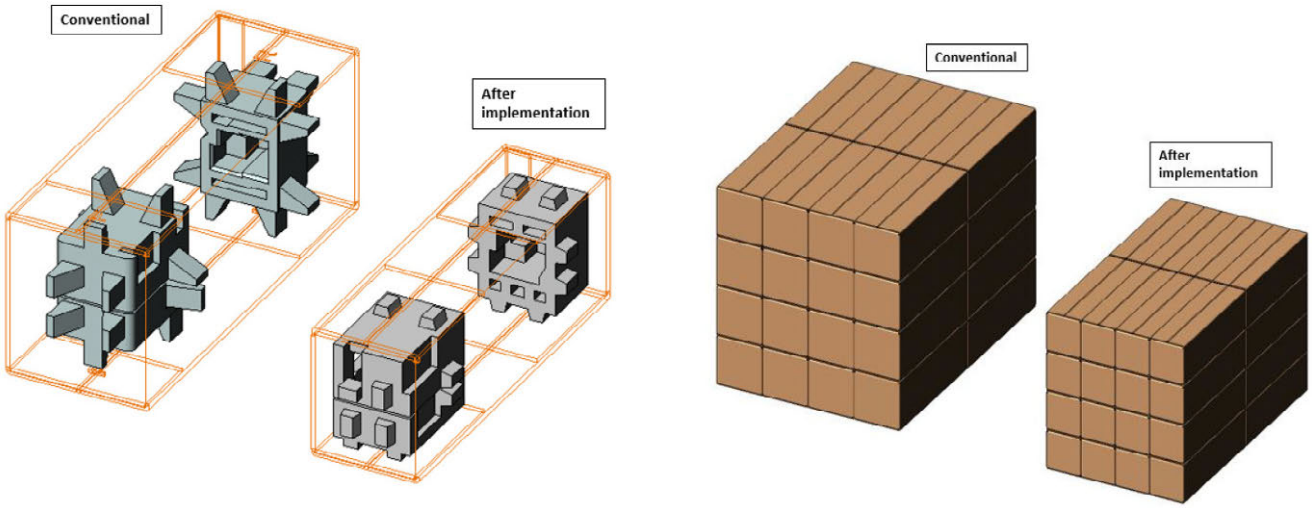
*The new air cushioning material won various awards from the Japan Productivity Center. It also won the President's Award, one of the top-ranked Japan Star awards, at the Japan Packaging Contest 2019 sponsored by the Japan Packaging institute. In fiscal 2020, it won the 44th Kinoshita Award in the improvement and rationalization category.

GOOD PACKAGING

Example of downsized packaging for office MFPs and the application of new air cushioning material



Example of downsized packaging for consumables



Recycling Used Packaging Materials

Konica Minolta's sales companies worldwide are also working hard to recycle used packaging materials. Konica Minolta Business Solutions (UK) Ltd., a sales company in the UK, established the "Greenhub" recycling center inside its logistics warehouse. It separates used packaging materials for MFPs and production printing machines into cardboard, styrene foam, film, and wood, and then sells them to a local recycling operator as material for recycling. In the Greenhub, it pulverizes and compresses styrene foam, which has poor transportation efficiency due to its large volume relative to weight, in an effort to reduce environmental impact associated with its transportation. The Group is carrying out similar initiatives at sales companies in France, Belgium, Germany, Japan and China.


Foamed polystyrene crusher

Sustainable Marketing

Product Recycling

Konica Minolta's Approach | Supporting Customers to Solve Their Environmental Issues
Providing Services to Solve Customers' Environmental Issues
Reducing Environmental Impact in Sales Activities | Reducing CO_2 Emissions from Distribution
Reduction of Use of Packaging Materials | Product Recycling

Konica Minolta has developed recovery and recycling programs for used products in regions around the world, each one tailored to local legal systems and market conditions.

Recovery and Recycling of Used Products

Konica Minolta has a program for collecting used MFPs, printers and other products from customers through the Konica Minolta Group's sales companies around the world. These products are recycled by contractors that meet the legal requirements, and obtain approval in each country.
Konica Minolta's recovery and recycling program complies with the waste disposal laws in each country. When forming agreements with contractors, Konica Minolta asks them to comply with the necessary laws and regulations in each location. Moreover, Konica Minolta conducts audits using reports on recycling conditions and appropriate disposal obtained via regular on-site monitoring. In Japan, Konica Minolta carries out on-site inspections once every three years to confirm recycling conditions, including compliance with environmental laws and regulations.
For example, in Japan, after collecting used MFPs and printers from eight collection centers, the used products are recycled at seven designated contractors. The collected products are taken apart by hand, rather than crushed mechanically, to raise the recycling rate. After dismantling, metal and plastic parts are separated, for example, and many are reused as materials. Those that cannot be reused as materials are reused as fuel.
In fiscal 2019, Konica Minolta sold a total of 97,800 tons of office equipment worldwide. Meanwhile, 14,200 tons of end-of-life office equipment were recovered by major sales companies in Japan, China, the United States, and Europe. Of this amount, 14,100 tons of material were recycled.




Recycling process at a designated contractor

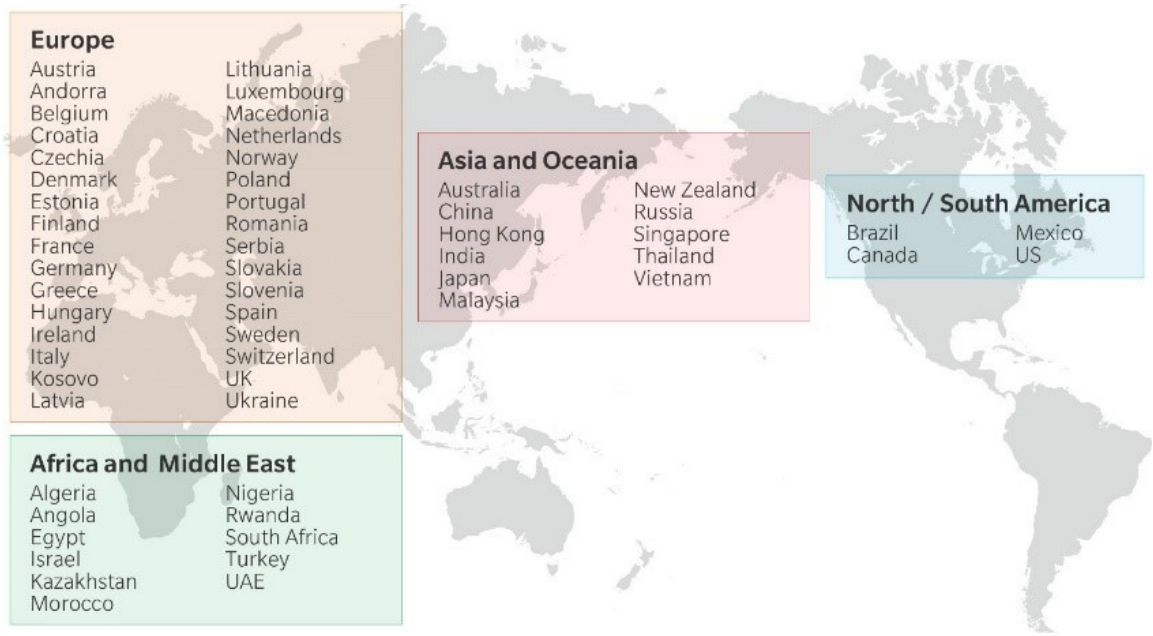
In addition, Konica Minolta has received approval from Japan's Ministry of the Environment to dispose of copiers, MFPs and printers that it has sold based on a special system for wide-area treatment of industrial waste. Konica Minolta operates a fee-based recovery program for collecting and recycling used printers and copiers from corporate clients.

Outside Japan, Konica Minolta is undertaking recycling programs tailored to conditions in specific countries. In Europe, for example, the company has adopted measures in compliance with the EU directive on the disposal of waste electrical and electronic equipment (WEEE). It meets the legal and environmental labeling requirements in various countries including Asian countries such as China and India.

Recovery and Recycling Printer Cartridges

Konica Minolta offers systems for the free-of-charge recovery and recycling of used toner cartridges for laser printers over 20 countries including in Europe, the U.S., and Japan. In the U.S., this free-of-charge recovery system has been expanded to include used toner bottles for MFPs. In Australia, Konica Minolta also offers its own recovery and recycling programs.

- To the Clean Planet Program in the U.S.
- To the Clean Planet Program in Europe



Areas Where Toner Cartridge Recovery and Recycling System Has Been Conducted

Machines collected in Japan in fiscal 2020

- Estimated collection rate: 77%
- Recycling rate: 99%

See Environmental Data in ESG Data for more information on product recovery and recycling.

Participation in Industry Organizations and Networks

Initiatives in Japan

Konica Minolta participates in the recovered equipment exchange system run by the Japan Business Machine and Information System Industries Association (JBMIA). Through this initiative, equipment turned in by manufacturers of copiers, MFPs and digital printers, including Konica Minolta, are collected at shared collection centers and returned to manufacturers, thus promoting the recovery and recycling of products in the industry overall. There are 35 collection sites and nine exchange centers for collected machines from Hokkaido to Okinawa, covering all of Japan.

Initiatives in Europe

In France, Konica Minolta Business Solutions France S.A.S. established CONIBI with joint investments from 17 office equipment manufacturers and contracted recovery operations to this joint company. CONIBI created its own free collection system and promotes the recycling of toner cartridges and consumables.

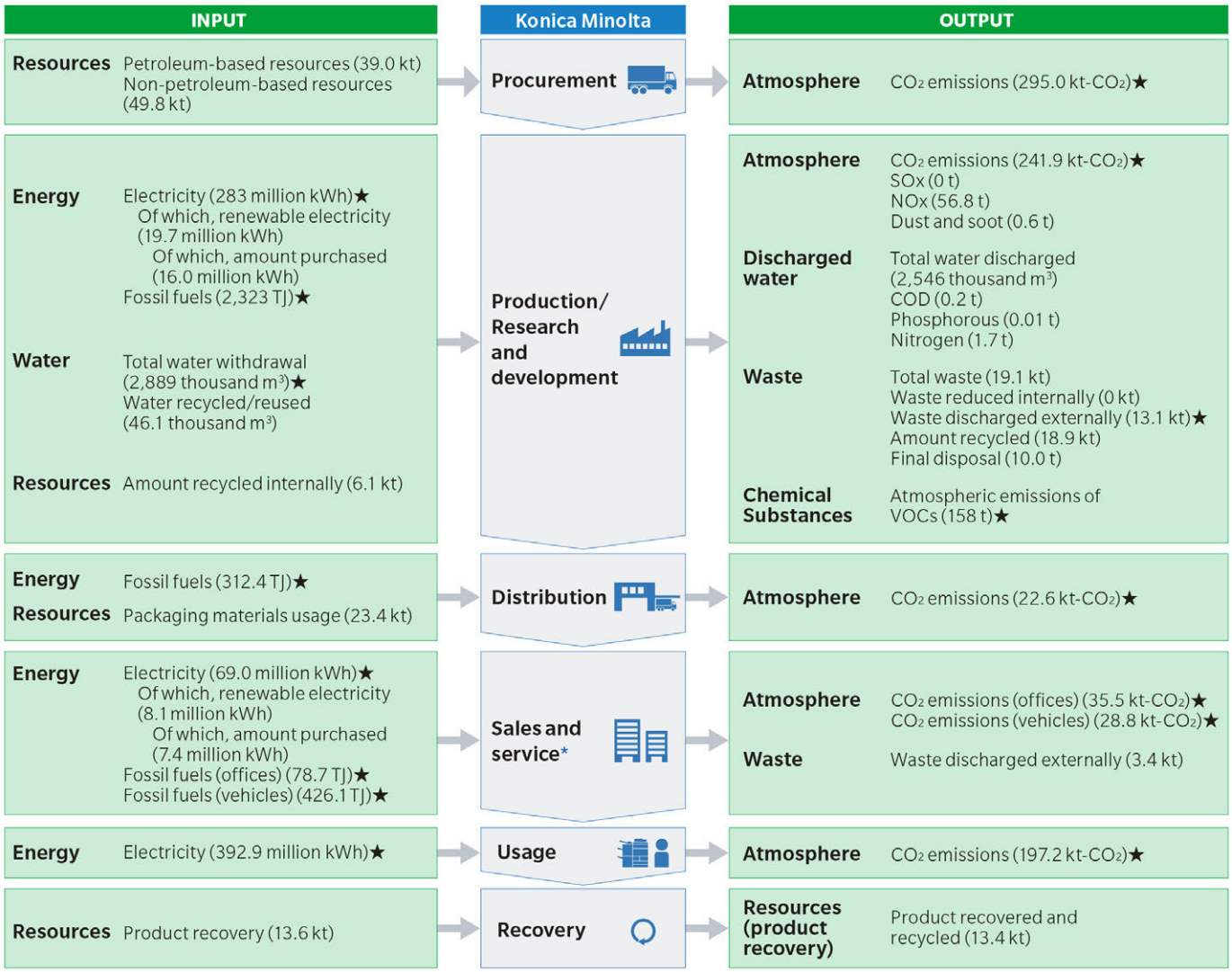
- CONIBI

Environment

Environmental Data

Konica Minolta measures the amount of energy and resources used in all its business activities, as well as the amount of greenhouse gases emitted and the amount of waste produced at each stage of a product's life cycle. These results are analyzed and used to facilitate concrete approaches to improvement.

Overall View of Environmental Impacts Resulting from Business Activities(Fiscal 2020)



＊ Boundary: All consolidated sales companies worldwide

★ Indicators assured by third-party

Standards for Calculating Environmental Data

See the following webpage for the standards for calculating environmental data for each stage of the product lifecycle related to Konica Minolta business activities.

› Standards for Calculating Environmental Data

Environmental Data

Standards for Calculating Environmental Data

Standards for Calculating Environmental Data (CO_2 Emissions)

Boundary and Standards for Calculation

Stage		Methods of Calculation
1.Procurement	1) Boundary	Office equipment and consumable supplies, optical components, equipment for healthcare system manufactured and sold by Konica Minolta, Inc.
	2) Standards	Calculated by multiplying the sales amount or production amount of office equipment and consumables by a cradle-to-gate CO_2 emission factor for each of the materials that make up a product; and for other products, multiplying the amount of material used by a cradle-to-gate CO_2 emission factor for that material.
2.Production / R&D	1) Boundary	All production and R&D sites around the world
	2) Standards	CO_2 emissions are calculated by multiplying the amount of energy used at each site by the following coefficients Fuel:Coefficients stipulated in Japan's Act on Promotion of Global Warming Countermeasures Electricity in Japan: Fiscal 2005 average value of all electrical power sources, as specified by the Federation of Electric Power Companies of Japan Electricity outside Japan: Fiscal 2005 emissions coefficients applicable to each country, as specified by the GHG Protocol
3.Distribution	1) Boundary	Japanese domestic distribution, Chinese and Malaysian production distribution (from factory to port), and international distribution of office equipment, optical components, performance materials, and equipment for healthcare systems
	2) Standards	CO_2 emissions are calculated by multiplying transport distance by cargo weight, and then multiplying that value by the CO_2 emissions coefficient of each means of transportation.[*1] Chinese and Malaysian production distribution and international distribution: Coefficients specified by the GHG Protocol Japanese domestic distribution: Coefficients stipulated in Japan's CO_2 Emissions Calculation Method for Logistics Operations—Joint Guidelines Ver.3.0
4.Sales and service	1) Boundary	All consolidated sales companies around the world
	2) Standards	Offices: CO_2 emissions are calculated by multiplying the amount of energy used at sites[*2] by the following coefficients. Fuel: Coefficients stipulated in Japan's Act on Promotion of Global Warming Countermeasures Electricity in Japan: 2005 average value of all electrical power sources, as specified by the Federation of Electric Power Companies of Japan Electricity outside Japan: 2005 emissions coefficients applicable to each country, as specified by the GHG Protocol Vehicles: CO_2 emissions are calculated by multiplying the amount of vehicle fuel used[*3] by the following coefficients Fuel: Coefficients stipulated in Japan's Act on Promotion of Global Warming Countermeasures

Stage		Methods of Calculation
5.Usage	1) Boundary	Office equipment and equipment for healthcare system * Optical components are excluded since they are used as parts of other companies' products
	2) Standards	CO_2 emissions are calculated by multiplying the number of units operating in the market (inferred from sales units each year and the life of the product) by the estimated annual amount of electrical consumption*4 for each model and the CO_2 coefficient equal to the fiscal 2005 world average value specified by the GHG Protocol.

*1 Estimated for optical components based on sales.

*2 The amount of energy used includes some estimated values.

*3 The amount of fuel used includes some estimated values.

*4 The annual amount of electricity consumption for office equipment is estimated based on the Typical Electricity Consumption (TEC) value set by the International Energy Star Program, and for equipment or healthcare systems it is estimated based on each product's specifications.

Standards for Calculating Environmental Data (Emissions Other Than CO_2)

Boundary and Standards for Calculation

Item		Methods of Calculation
1. Petroleum-based resource usage in products	1) Boundary	Office equipment and consumable supplies, performance materials, optical components, and equipment for healthcare systems produced and sold by Konica Minolta, Inc.
	2) Standards	Calculated by multiplying the raw material or part weight by content percentage of petroleum-based resources set for each material, based on the product specification
2. Packaging materials usage	1) Boundary	Raw material and parts used in packaging for office equipment and consumable supplies, performance materials, optical components, and equipment for healthcare systems
	2) Standards	Calculated by multiplying the weight of packaging material per single product (based on product specifications, etc.) by the number of units of the product sold, based on sales results
3. Waste discharged Externally from manufacturing	1) Boundary	All production and R&D sites around the world
	2) Standards	The total actual weight of waste discharged externally from production*1
4. Final disposal	1) Boundary	All production and R&D sites around the world
	2) Standards	The total weight of final disposal*2 (Weight of waste discharged externally from production × Percentage of final disposal*3)
5. Atmospheric emissions of VOCs	1) Boundary	Production sites around the world with ten or more environmental impact index*4 points, when points are added for every compound that is rated of one point or more.
	2) Standards	The sum of the environmental impact index for atmospheric emissions of VOCs*5
6. Water consumption	1) Boundary	All production and R&D sites around the world
	2) Standards	The total amount of water intake (city water, ground water, industrial water)

Notes

*1 Of the waste (refuse, etc.) generated at production and research and development sites for which Konica Minolta has responsibility as generator of waste, the amount discharged outside the Konica Minolta site. However, some wastes unrelated to production are excluded.

*2 Except for residues after recycling.

*3 Percentage of final disposal are calculated based on the value from industrial waste disposal companies.

*4 Environmental impact index: An index unique to Konica Minolta.
Environmental impact index (point) = Atmospheric emissions of VOCs [t] × Hazard coefficient × Location coefficient
Hazard coefficient: Set at 1-fold, 10-fold, or 100-fold depending on the severity of the impact on human health and the environment (set independently by Konica Minolta based on the coefficient used in the safety evaluations conducted by Kanagawa Prefecture in Japan)
Location coefficient: Outside the industrial estate 5, inside the industrial estate 1

*5 The overall picture of environmental impact does not take into account the hazard coefficient and location coefficient, and the atmospheric emissions are shown as is.

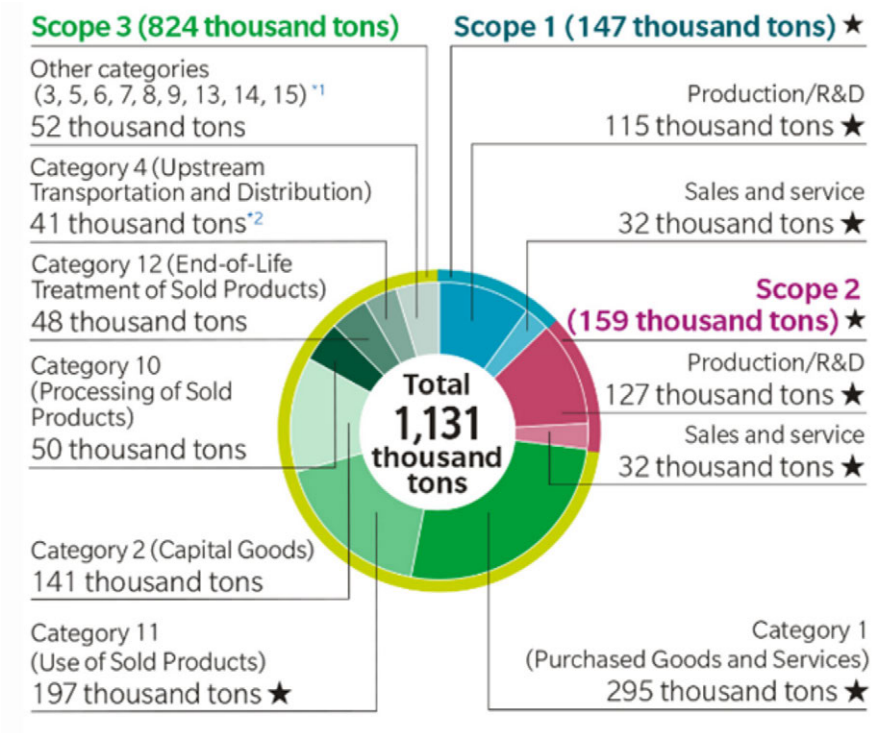
Environmental Data

CO_2 Emissions Across the Entire Supply Chain

Calculating CO_2 Emissions Across the Entire Supply Chain

Konica Minolta has calculated the CO_2 emissions associated with the Group's activities across its entire supply chain, from the upstream to the downstream aspects of its operations, based generally on the standards of the GHG Protocol*, the international standard. In fiscal 2020, the calculation showed that CO_2 emissions throughout the supply chain were approximately 1.13 million tons, which represents a decrease of approximately 18.8% from fiscal 2019. Emissions from the Group's activities including direct emissions from fuel use (Scope 1) plus indirect emissions from the consumption of purchased electricity, heat or steam (Scope 2) totaled approximately 0.30 million tons, or approximately 27% of all emissions. Other indirect emissions (Scope 3) associated with the Group's activities totaled approximately 0.82 million tons, accounting for approximately 73% of all emissions. CO_2 emissions for "purchased goods and services" accounted for 26.1% of emissions across the entire supply chain. Since the amount of resources needed per product declined thanks to the development of the latest models with resource-saving designs, the overall CO_2 emissions resulted in a reduction. In terms of the "use of sold products," which accounted for 17.4% of emissions, the Group is working to develop features that encourage customers to save energy, in addition to reducing the power consumption of the products themselves. Konica Minolta will share information with relevant stakeholders in the future based on the results of these calculations and move forward with CO_2 emissions management and reduction activities throughout the supply chain.

* GHG Protocol: Initiatives for developing an international standard for addressing greenhouse gas (GHG) emissions and climate change



*1 Categories3(Fuel-and Energy-Related Activities), 5(Waste Generated in Operations), 6(Business Travel), 7(Employee Commuting), 8(Upstream Leased Assets), 9(Downstream Transportation and Distribution), 13(Downstream Leased Assets), 14(Franchises) and 15(Investments)

*2 CO_2emissions attributed to product distribution: 23 thousand tons★

Note:Figures do not necessarily add precisely to the total due rounding.

★: Indicators assured by KPMG AZSA Sustainability Co., Ltd.

See Environmental Data in ESG Data for more information

Method of Calculation in Each Category of Scope 3 Emissions

Category	Overview	Method of Calculation
1	Purchased goods and services	Calculated by multiplying the sales amount or production amount of office equipment and consumables by a cradle-to-gate CO_2 emission factor for each of the materials that make up a product; and for other products, multiplying the amount of material used by a cradle-to-gate CO_2 emission factor for that material.
2	Capital goods	Calculated by multiplying the amount of investment in capital goods purchased over the year by a CO_2 emission factor per investment value.
3	Fuel- and energy-related activities	Calculated for emissions from the extraction, production, and transportation of fuels purchased by the Group or by electricity producers for the electricity purchased by the Group. (Fuel) Calculated by multiplying the annual purchased volume by a cradle-to-gate CO_2 emission factor for each type of fuel. (Fuels purchased and used by electricity producers) Calculated by multiplying the annual purchased volume of electricity by source, by a CO_2 emission factor for each source. Proportion of sources in electricity generation for each country is identified from the Proportions of Generated Power by Source in Major Countries, published by the Federation of Electric Power Companies of Japan.
4	Upstream transportation and distribution	Emissions in this category are the sum of: A) emissions related to transportation of parts and raw materials the Group purchases, and B) emissions related to transportation of the Group's products. A) Calculated for emissions related to procurement distribution from suppliers to Konica Minolta's plants. Calculated by multiplying transport distance by cargo weight, and then multiplying that value by the CO_2 emission factor for each means of transportation. B) Calculated for emissions related to shipping and distribution internationally, within Japan, within China. Calculated by multiplying transport distance by cargo weight, and then multiplying that value by the CO_2 emission factor for each means of transportation.
5	Waste generated in operations	Calculated for waste (not including valuables) from production, R&D, and sales offices. Calculated by classifying waste into different types and multiplying the amount of each type of waste entrusted to a party outside the company by a CO_2 emission factor for each method of waste disposal.
6	Business travel	For business travel by employees of Group companies in Japan, the emissions are calculated by multiplying the annual business travel expenditure by a CO_2 emission factor per expense for travel for each means of transportation. The CO_2 emission factor used is that for travel by domestic air flight in Japan, which is the highest among the emission factors for all methods of travel. For Group companies outside Japan, it is estimated by multiplying the number of employees of each company by the emission amount per employee calculated based on the result in Japan.
7	Employee commuting	Calculated by multiplying the annual commutation cost by a CO_2 emission factor per expense. The CO_2 emission factor used is for “automobiles (buses and ride-sharing in sales vehicles),” which is the highest among the emission factors for all commuting methods. For Group companies outside Japan, it is estimated by multiplying the number of employees of each company by the emission amount per employee calculated based on the result in Japan.
8	Upstream leased assets	Most leased assets are calculated as Scope 1 and 2 emissions. Scope 3 applies only to some leased assets (e.g., data centers). Calculated by multiplying the actual annual power consumption for the leased servers by a CO_2 emission factor for electrical power.

Category	Overview	Method of Calculation
9	Downstream transportation and distribution	Calculated for emissions related to distribution of Konica Minolta products sold by dealers. Estimated by identifying a CO_2 emission factor per unit of sales based on the emissions from distribution for direct sales by the main sales companies and multiplying this by dealer sales volume.
10	Processing of sold products	Konica Minolta's product lineup includes semi-finished product. Emissions in this category are calculated by identifying a CO_2 emission factor per unit of sales based on the Scope 1 and Scope 2 emissions and sales volume of the main parts sales destinations and multiplying this by overall sales volume.
11	Use of sold products	Calculated by multiplying the number of units operating in the market (inferred from sales units each year and the life of the product) by the estimated annual amount of electrical consumption* for each model and the CO_2 coefficient equal to the fiscal 2005 world average value specified by the GHG Protocol. The calculation method used by Konica Minolta is slightly different from the GHG Protocol method, but it enables the Group to calculate the emissions that more accurately reflect the Group's business operations and thus allows it to implement initiatives to reduce CO_2 emissions smoothly.
12	End-of-life treatment of sold products	Calculated for emissions related to the end-of-life treatment of products themselves and their containers and packaging. Calculated by multiplying the weight of materials that make up the products sold by a CO_2 emission factor for each type of disposal method. The calculation is made for anticipated future emissions from the end-of-life treatment of products sold in the previous fiscal year, which will be reported as the data of that fiscal year.
13	Downstream leased assets	All of Konica Minolta's product leasing is done through leasing companies. Konica Minolta does not enter into lease agreements directly with customers. Also, Konica Minolta did not lease out any large buildings or equipment. It was therefore judged that there were no emissions in this category.
14	Franchises	Emissions from Kinko's franchises in Kyushu, Hiroshima, and Shikoku fall under this category. Estimated based on the proportion of employees, based on energy usage at the head office of Kinko's Japan Co., Ltd.
15	Investments	Calculated for the emissions from the main companies in Konica Minolta's investment portfolio, in which Konica Minolta holds specified investment stocks. Calculated by multiplying the invested companies' CO_2 emissions by Konica Minolta's shareholding ratio (%) in those companies (number of shares held by Konica Minolta / number of shares issued).

* The annual amount of electrical consumption for office equipment is estimated based on the Typical Electricity Consumption (TEC) value set by the International Energy Star Program, and for equipment for healthcare system it is estimated based on each product's specifications.

Standards for Calculating Environmental Data

Environmental Data

Soil and Groundwater

Energy / CO2 | Resources | Water | Atmosphere and Chemical Substances
Environmental Performance Data of Each Site | Soil and Groundwater

Surveys and Measures Taken on Soil and Groundwater Contamination

Efforts regarding soil and groundwater contamination

Konica Minolta is striving to manage the state of contamination through regular monitoring, to facilitate cleanup, and to prevent the spread of contamination.
It conducts robust management through periodic observation at sites where soil or groundwater contamination has been identified to ensure that the contaminants do not affect the surrounding environment.
The Group has organized a special team to manage remediation of polluted sites and to prevent the spread of contamination. Detailed surveys conducted under the team's supervision serve as the basis for developing countermeasures and examining suitable purification technologies.
The Group reports the results of its observations and remediation efforts to local government agencies.

Summary of Contaminated Soil or Groundwater at Operation Sites

Operation Site	Substances	Progress in Fiscal 2020
Tokyo Site Hino (Hino, Tokyo)	Fluorine, Boron, Mercury, Benzene, Lead	The Company has continued to periodically monitor groundwater at the site boundary and has confirmed that amounts of these substances do not exceed standards.
Tokyo Site Hachioji (Hachioji, Tokyo)	Hexavalent chromium	The Company has continued to purify groundwater and prevent dispersion by pumping water at the site. It has periodically monitored the groundwater and confirmed that there is no runoff of these substances from the site.
Kofu Site (Chuo, Yamanashi Prefecture)	Fluorine	The Company has continued to periodically monitor groundwater at the site boundary and has confirmed that amounts of fluorine do not exceed standards.
Mikawa Site, Western Zone (Toyokawa, Aichi Prefecture)	TCE*1, Fluorine	The Company carried out purification work for fluorine in fiscal 2018, and the results of two years of monitoring groundwater confirmed that amounts meet the standards and purification work was thus concluded. It has continued to periodically monitor groundwater for TCE, and has confirmed that amounts of this substance do not exceed standards.
Itami Site (Itami, Hyogo Prefecture)	Lead, Arsenic, Cadmium, Fluorine, Boron	The Company has confirmed that amounts of lead and cadmium do not exceed standards at periodically monitored wells. It continues to purify and prevent dispersion of other substances by pumping up water at the site. With the closure of the site, regular monitoring and work to purify and prevent dispersion using pumped water has been taken over by the land owner from fiscal 2021.
Sakai Site (Sakai, Osaka)	TCE, PCE*2, c-DCE*3, Boron, Lead, Arsenic, Cadmium	The Company has found that amounts of lead, arsenic, and cadmium do not exceed standards at periodically monitored wells. It continues to purify and prevent dispersion of other substances by pumping up water at the site.

Operation Site	Substances	Progress in Fiscal 2020
Osaka Sayama Site (Osaka Sayama, Osaka)	TCE, PCE, c-DCE	The soil contamination newly discovered in surveys carried out as part of plans to dismantle old structures was excavated and removed together with the demolition work. The groundwater that was discovered to contain amounts that exceed standard levels is being addressed with work to prevent its dispersal and other ongoing remedial measures.
Konica Minolta Mechatronics Co., Ltd. Ueta Plant (Toyohashi, Aichi Prefecture)	TCE, c-DCE, Hexavalent Chromium	The Company has continued to purify and prevent dispersion of groundwater by pumping water at the site.
Konica Minolta Mechatronics Co., Ltd. Fuefuki Plant (Fuefuki, Yamanashi Prefecture)	TCE, PCE, c-DCE	The Company has continued to purify and prevent dispersion of ground water through pumping, permeable reactive barriers, and bio-barriers.
Konica Minolta Supplies Manufacturing Co., Ltd. Head Office (Kofu, Yamanashi Prefecture)	TCE, PCE, c-DCE	The Company has continued to monitor regularly groundwater at observation wells located on site.

*1 TCE: trichloroethylene

*2 PCE: tetrachloroethylene (perchloroethylene)

*3 c-DCE: cis-1,2-dichloroethylene (resolvent of TCE and PCE)

Environment

Environmental Communication

Basic Concept

The entire Konica Minolta Group is working to carry out environmental conservation activities and to reduce the environmental impact associated with its business activities. The Group actively provides information on the planning and progress of these efforts. By developing close communication with various stakeholders, Konica Minolta intends to fulfill its responsibilities as a good corporate citizen.

The Group distributes information through its website. In order to inform customers of the environmental performance of its products, Konica Minolta seeks to provide this information through environmental labels. It is actively pursuing various social contribution activities while creating regular opportunities for direct dialogue with community members.

Provision of Product Environmental Information

- Issuing Environmental Reports
- Provision of product environmental information
- Konica Minolta sites report their environmental impact and conservation activities to local communities

Communication with Society

- A Global Message from Konica Minolta's President
- Environmental and Social Contribution Activities



Konica Minolta aims to help people live prosperous lives by reforming the way people work, leveraging its core imaging technology. In order to achieve this, the company promotes diversity and inclusion so that it can realize the full potential of its human resources, who are the source of new value, and creating organizations where individuals thrive. Konica Minolta is creating a corporate culture in which all employees feel motivated to live and work. The company is carrying out initiatives on responsibility and human rights along the supply chain to build a sustainable society.

Human Capital

- Basic Concept
- Work-Style Reform
- Developing Human Capital
- Managing Occupational Safety and Health
- Initiatives to Improve the Health of Employees
- Promoting Reform of Corporate Culture and Communication

Diversity

- Basic Concept
- Supporting Women's Career Building
- Utilizing Employee Experiences Gained Outside the Company and Abroad
- Supporting the Efforts of Diverse Employees
- Employment of People with Disabilities

Customer Satisfaction and Product Safety

- Basic Concept
- Quality Management
- Achieving Top-Tier Quality and Reliability
- Enhancing the Security of Products and Services
- Creating New Quality Value
- Providing Useful Products to Meet Social Needs

Responsible Supply Chain

- Basic Concept
- Konica Minolta's Approach
- Konica Minolta's Supply Chain Management
- Implementing CSR Procurement
- Practicing Responsible Minerals Procurement
- Procurement Initiatives

Contributing to Society

- Basic Policy
- Health, Medicine and Sports
- Environmental Actions
- Scholarship, Research and Education
- Disaster Relief and Volunteerism

Human Rights

> ESG data

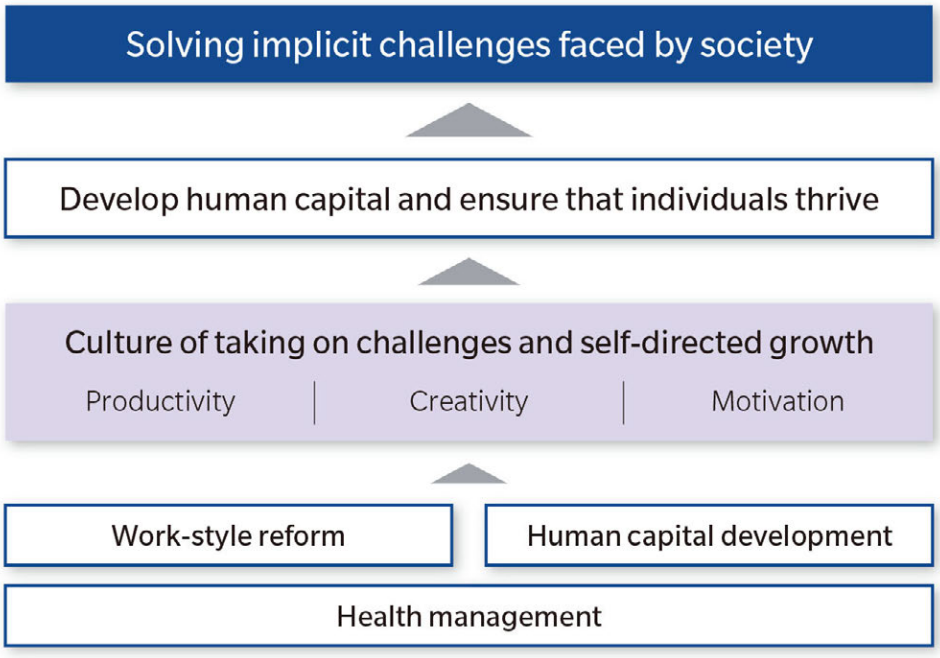
Human Capital



Basic Concept

Developing Human Capital to Drive Value Creation

Konica Minolta is transforming into a digital company with insight into implicit challenges, which is to say that it uses digital technology to identify and solve implicit challenges faced by customers, recognizing this as key to achieving sustainable growth. In so doing, Konica Minolta provides value to the professionals who work for its corporate customers, which it believes will lead to solutions to challenges that people and society face. This is why Konica Minolta is working to strengthen the abilities of its employees, ensuring that individuals thrive. The Group is working to enhance every members productivity and creativity and to create environments where everyone stays motivated to grow.
Konica Minolta recognizes that good physical and mental health is critical to employees' efforts to maximize their potential. Accordingly, the Group implements a strong health management program and is pursuing work-style reform and human resource management in order to support employees' efforts to create customer value and accelerate self-directed growth.
By rolling out these initiatives globally, the Group seeks to maximize the potential of all of its professionals and enhance their capacity to create value.



Work-Style Reform

- Konica Minolta's Approach
- Expanding the System for Creating Innovation
  - Permitting Employees to Pursue a Second Job or Work Concurrently, and the Introduction of a Job Return System
  - Remote Work System
- Expanding the System for Work-Life Balance
  - Support for Women Balancing Childcare and Career Goals
  - Efforts to Promote Childcare Participation by Men
  - Payment of a “Next-Generation Fostering Allowance”

Developing Human Capital

- Konica Minolta's Approach
- Human Resource Development
  - Executive Development Program
  - Developing a Human Capital System
  - KM-Way Selection Program
  - System to Develop and Certify ICT Personnel
  - Konica Minolta College
  - Global Assignment Program for Early Career Talent
  - Age-Based Career Design Training
- A Personnel System Designed to Promote Human Resource Development
  - Assessment and Treatment System
  - Open Job Posting and Free Agent Systems
- Evaluation by External Parties
  - Recognized at the Good Career Company Awards 2019 with an Innovation Award
- Establishment of a Global HR Organization

Managing Occupational Safety and Health

- Konica Minolta's Approach
- Occupational Safety and Health Management System
- Preventing Accidents During Working Hours
- Providing Safety Training
  - Safety Mental Refresh Education
  - Safety Dojo Education
  - Traffic Safety Measures and Education Using Drive Recorders
  - Initiatives to Share Near Misses at Sites in Japan (Voluntary Activity)
- Strengthening Safety Management
  - Meetings of Personnel Responsible for Health and Safety in China
  - Strengthening Overall Risk Management on Occupational Safety and Health
  - Safety Activities Outside Japan (at a Production Plant in Malaysia)

Initiatives to Improve the Health of Employees

- Konica Minolta's Approach
- Promoting Sound Management through the Fostering of a Culture Committed to "Health-First"
  - Minimizing the Number of Persons with Health Risks
  - Measures to Address Overwork
  - Preventing Infectious Disease
  - Promoting Health through Visualization of the Level of Employees' Health
  - Konica Minolta Included in Health and Productivity Stock Selection

Promoting Reform of Corporate Culture and Communication

- Konica Minolta's Approach
- Promoting Corporate Culture Reform
- Organizational Culture Transformation
- Internal Information Sharing
  - Promoting Networking
  - Utilizing the Intranet
  - Utilizing Group Journal
  - Communication Coordinator System
- Building Work Environments Where Employees Enjoy Job Satisfaction

Human Capital

Work-Style Reform

- Konica Minolta's Approach
- Expanding the System for Creating Innovation
  - Permitting Employees to Pursue a Second Job or Work Concurrently, and the Introduction of a Job Return System
  - Remote Work System
- Expanding the System for Work-Life Balance
  - Support for Women Balancing Childcare and Career Goals
  - Efforts to Promote Childcare Participation by Men
  - Payment of a "Next-Generation Fostering Allowance"

Konica Minolta's Approach

Background and Issues

Konica Minolta recognizes that it must utilize the full potential of its employees to achieve its goal of transforming itself into a digital company with insight into implicit challenges. Konica Minolta understands the need for work-style reform that allows all employees to demonstrate their full potential.

Vision

Konica Minolta is moving forward with work-style reforms in many areas, including operational processes, human capital utilization, roles and authority, systems, and environmental measures. In so doing, the company is seeking to improve the job satisfaction of every employee as well as overall productivity. In a business environment where unprecedented changes continue to occur, Konica Minolta will continue to promote the creativity and innovation that is the source of competitiveness.

Key Measures

- Preparing operational and workplace environments
- Reforming operational processes
- Making the most of diverse talent

Expanding the System for Creating Innovation

Permitting Employees to Pursue a Second Job or Work Concurrently, and the Introduction of a Job Return System

In December 2017, Konica Minolta, Inc. implemented a program that permits employees to take on a second job or work concurrently to promote innovation. At the same time, the company also introduced a Job Return System to increase employee diversity. The first measure helps to meet the needs of employees who want to start their own businesses while still working at Konica Minolta, and those who want to enhance their skills in areas such as IT and programming. This program is expected to become a starting point for creating innovation, by making full use of employee knowledge and skills that can be gained through work experience outside the company. The Job Return System provides opportunities for reinstatement to employees who have left the company due to personal circumstances such as child rearing or nursing care of a family member, or those who leave in order to study abroad or change occupations with the goal of career advancement. In addition to utilizing the knowledge and experience cultivated by such employees before leaving the company, Konica Minolta expects to also make full use of the knowledge, personal contacts and experience gained by such employees during their time away.

Expanding the Remote Work System

Konica Minolta is working diligently to reform work styles. One key element of this effort is enabling employees to work without being tied to a single location. In April 2017, Konica Minolta, Inc. launched a remote work system for all employees. The remote work system is also being expanded at its sales companies in and outside of Japan.
As part of this expansion, Konica Minolta has taken steps to set up a work environment for employees, such as replacing computer workstations with PCs that can be taken home, introducing ways to save files in the cloud and access internal systems from outside company premises, and introducing Web-based meeting systems.
These preparations in the work environment enabled the company to respond smoothly to the need to rapidly expand remote work starting in spring 2020. Only 10-20% of employees at the Marunouchi headquarters have been coming in to the office.

On the assumption that remote work will continue to be widely used, Konica Minolta will continue to improve operational processes and enhance the quality of operations by raising the efficiency of operations by introducing RPA* and other measures.

In April 2021, 48% of employees (14% at the Marunouchi headquarters) were working on premises at key sites in Japan.

* RPA(Robotic Process Automation): Automating routine business process on a personal computer

Expanding the System for Work-Life Balance

Finding ways to help employees balance work and childcare responsibilities

As part of its support for employees' work-life balance, Konica Minolta, Inc. strives to provide an environment in which employees can focus on work and perform to the best of their abilities with peace of mind, even while raising children. In recognition of its activities, Konica Minolta received Platinum Kurumin certification from Japan's Ministry of Health, Labour and Welfare in August 2017.



Support for Women Balancing Childcare and Career Goals

The childcare leave system at Konica Minolta, Inc. has steadily taken root since its introduction in 1992, and the leave acquisition rate is now 100%. The rate of employees returning to work after childcare leave is also steady at 100%.
In response to the concern of daycare waiting lists, employees with infants are able to take childcare leave until the child reaches the age of 2 years and 3 months, so that even babies born in February or March have two opportunities to get into daycare in the usual registration month of April. Moreover, the company provides salary assistance during a childcare leave period that exceeds the term of childcare leave benefit payment.
After returning to work from childcare leave and until the child graduates from elementary school, employees can choose from a variety of work options including shortened working hours, working from home, and remote work. This allows them to continue building their career according to their family circumstances and their own approach.
In fiscal 2018, the company also introduced an hourly leave system.

Efforts to Promote Childcare Participation by Men

In addition to the childcare leave which employees are eligible for by law in Japan, men who are expecting a child can also take a total of five days of paid paternity leave within one month before or after the baby's due date.
The company has set a goal of 13% of eligible men taking childcare leave in fiscal 2020 and has taken initiatives such as strengthening awareness-raising efforts for men and their supervisors. These efforts bore fruit, with 19% of men at Konica Minolta, Inc. taking childcare leave in fiscal 2019, surpassing the goal early. Going forward, the company will strive to reach even greater heights.

Payment of a “Next-Generation Fostering Allowance”

Konica Minolta, Inc. established a “next-generation fostering allowance” in fiscal 2012, replacing its family allowance and housing allowance. This provides monetary benefits to employees raising children under the age of 18 to support employees in the child-rearing generation. In fiscal 2008, the company also expanded the eligibility for using accumulated paid leave to include reasons such as infant care, or staying home with a child when school is canceled.

See Social Data in ESG Data for details on use of the work-life balance support system.

Human Capital

Developing Human Capital

- Konica Minolta's Approach
- Human Resource Development
  - Systematically Training Next-Generation Leaders (Implementation of Succession Planning)
  - Development of global DX leaders
  - Developing a Human Capital System
  - Business Producer Development Program (CGF)
  - System to Develop and Certify ICT Personnel
  - Konica Minolta College
  - Global Assignment Program for Early Career Talent
- A Personnel System Designed to Promote Human Resource Development
  - Assessment and Treatment System
  - Open Job Posting and Free Agent Systems
    Evaluation by External Parties
  - Received the Governor of Tokyo Award at the Excellent Company Awards for Employment of Persons with Disabilities
- Evaluation by External Parties
  - Recognized at the Good Career Company Awards 2019 with an Innovation Award
- Establishment of a Global HR Organization

Konica Minolta's Approach

Background and Issues

Nowadays, companies the world over are competing to create new services by leveraging big data with AI and ICT technologies. Konica Minolta, too, is aiming to become a digital company with insight into implicit challenges, the key to which is the transformation of human capital.
The company recognizes that it must first accurately ascertain the needs of customers and society. Then, based on those needs, it must systematically and continuously develop professionals that can create and provide the kind of innovative value that is unique to Konica Minolta.

Vision

To create innovative value, every person has to let their individuality shine and professionals holding diverse views must engage in uninhibited discussions.
The company's human resources development vision is to empower people who can drive reform, feel a strong sense of ownership and complete projects to the end. Other highly prized qualities include ingenuity, the ability to engage partners, and the ability to create customer value. Konica Minolta wants to develop "business athletes" who can compete globally. This transformation of individuals as a professional will drive the transformation of the company.

Key Measures and KPIs

- Systematically train employees with leadership skills by selecting young people early and reinforcing the pipeline for women officer candidates
- Provide global training for leaders who can meet customer needs with digital solutions (DX leaders) and finish assignments to global DX leadership positions by fiscal 2022

	Result	Target		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Strategic assignment of managerial candidates (%) (percentage of employees assigned to strategic leadership positions)	70	70	100	100
Number of DX leaders trained (people)	-	-	27	-

Human Resource Development

Konica Minolta is focused on training employees to drive business growth.

In order to overcome the difficult competitive environment, Konica Minolta is training employees who can drive sustainable business growth by creating innovation.

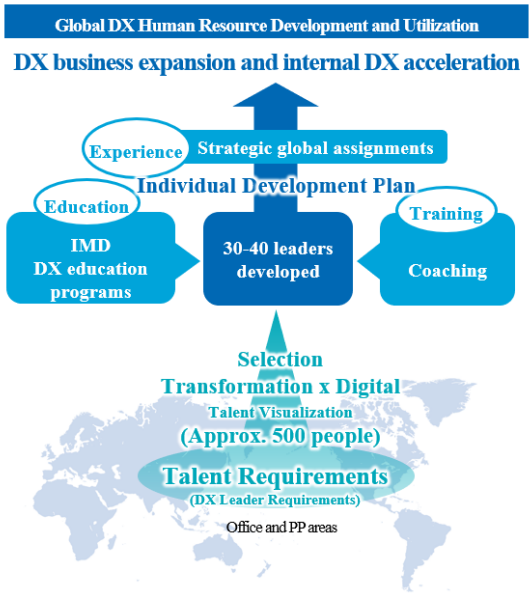
Systematically Training Next-Generation Leaders (Implementation of Succession Planning)

Training leadership personnel systematically is essential to support the sustainable growth of the company as it pursues digital transformation.
Particularly pressing issues include selecting young employees earlier, strengthening the pipeline for women director candidates, and establishing a specific plan for training candidates.
Konica Minolta addresses these challenges by providing regular opportunities for the President and CEO and top management to review talent in all businesses.
Through these reviews, the company is elucidating the organizational issues in each business at present and those anticipated in three to five years, as well as identifying the employee criteria for the leadership positions that will be required. Both short-term and medium-term candidates are then listed, and an HR development plan is drafted.
Top management is committed to seriously discussing issues such as the early selection of young employees who can lead the next generation and the encouragement of performance among women to capitalize on diverse talent.



Raising up Global DX Leaders

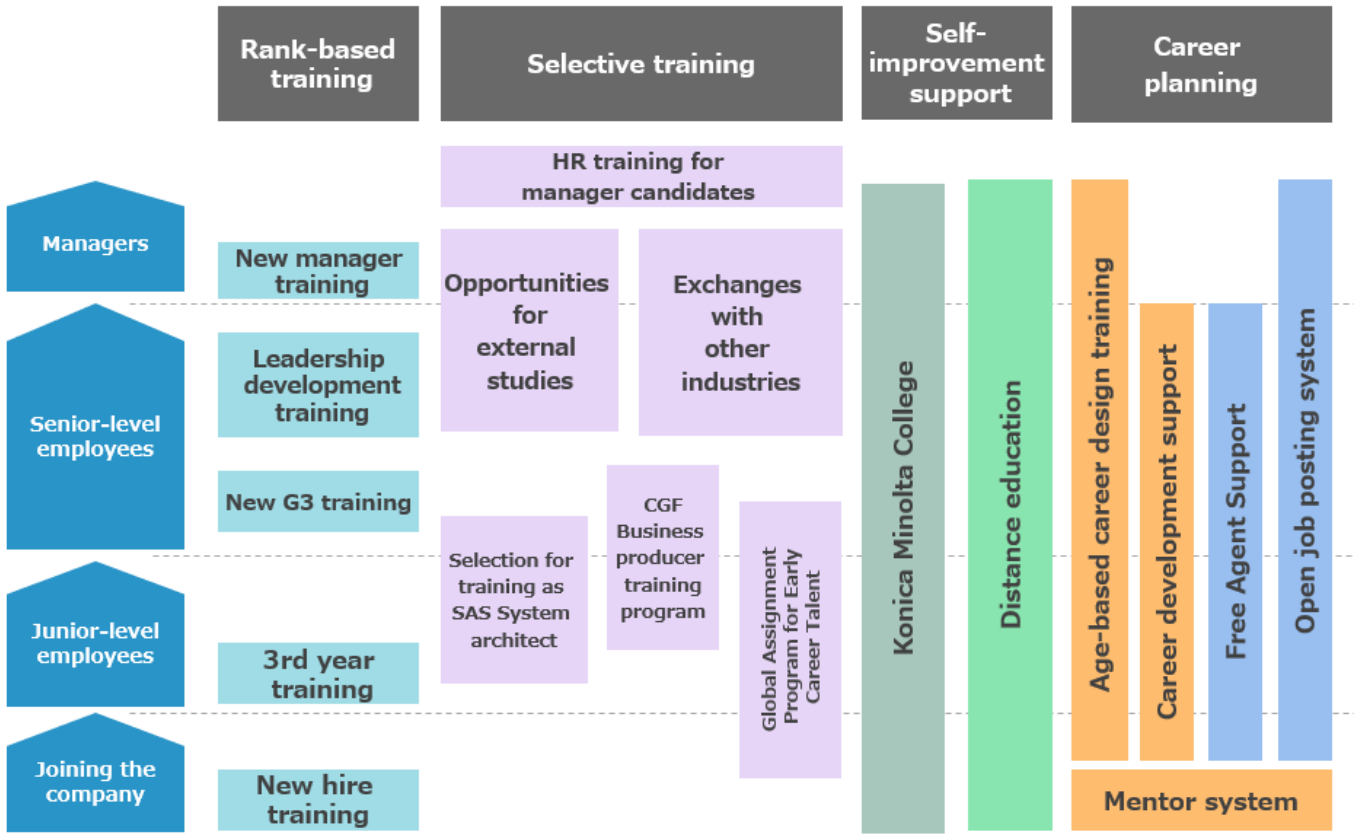
Konica Minolta believes it is essential to orchestrate expert organizations and expand on a global scale the training of leaders who can meet the needs of customers with digital solutions. Accordingly, the company is stipulating the requirements for DX leaders, making visible and narrowing down the global candidates for these positions, and implementing education programs in collaboration with external education institutions.
Konica Minolta will focus first on the digital workplace field and expand the DX business with strategic global assignments.



Developing a Human Capital System

As the foundation of its OJD,* Konica Minolta, Inc. enhances its impact by providing rank-based training tailored to changes in roles and positions, as well as a range of training programs to raise knowledge and skills. In addition, the company offers a wide range of education programs to complement these. The company focuses resources on its selective training programs, which train the business producers that will lead Konica Minolta in the future. A total of approximately 8,600 employees took the training programs provided in fiscal 2020 (including rank-based training and the Konica Minolta College), and the total time spent in training was approximately 64,000 hours. In addition, the average training time per employee per year was about 13 hours (about 1.5 days).

* OJD: A variation of on-the-job training (OJT), OJD refers to the development of abilities while facing real-life work challenges, under the guidance of a superior.



Business Producer Development Program (CGF)

Konica Minolta, Inc. implements a program (CGF) that aims to train business producers who can achieve robust business growth. The company carefully selects young employees with the desire to solve social issues through the creation of new value, and 15 were selected in fiscal 2020, the tenth fiscal year. As part of the training curriculum, the young employees who participate in the program work on creating new businesses while refining their skills together. This is not a pre-existing program, but is actually a curriculum that was entirely created by Management Committee members who are passionate about training the employees selected from a wide range of fields within the company. In light of this, CGF plays a major role as an opportunity for interaction and refinement across the workplace, specialties and generations.



Brainstorming new business ideas

System to Develop and Certify ICT Personnel

Konica Minolta, Inc. has implemented an internal training program to develop ICT personnel who can leverage IT and digital technologies to provide added value from the customer's perspective. The ICT Personnel Skills Certification System has been put in place to certify and register skill levels, from beginner to expert, based on the company's definitions of human capital, such as Data Scientist.*1 A training curriculum has been developed at each level. In fiscal 2020, 154 employees were certified and registered as Data Scientists, 47 as Konica Minolta Product Owners*2, 12 as IT Architects*3, and 67 as Konica Minolta System Architects.*4

*1 Data Scientist: Personnel who can identify decision-making and workflow issues by reviewing various types of data and then establish solutions

*2 KM (Konica Minolta) Product Owner: Personnel well versed in both business and software technology who can maximize return on investment in software development

*3 IT Architect: Personnel who are responsible for realizing the processes and architecture for providing IT services to customers

*4 Konica Minolta system architect: These personnel primarily build infrastructure and systems in the cloud and design application architecture.

Konica Minolta College

This educational program is open to all Konica Minolta employees, with class enrollment available through the Group's intranet system. The college currently offers over 150 courses, covering areas from business skills to expert skills, e-learning topics and distance education. These courses can help employees acquire knowledge of Konica Minolta's technologies and other cutting-edge technologies as well as critical business skills.



Konica Minolta College

Global Assignment Program for Early Career Talent

Konica Minolta, Inc. has a short-term training program that allows early-career employees to go abroad to learn at sales companies and world-class business schools. By practicing leadership and interacting with others possessing diverse values, these employees can improve and expand their outlook, which helps them to succeed on the global stage. The aim is to develop leaders early in their careers.
To date, 122 young employees have participated in this program. Since the end of the program, they have been using these experiences to contribute to the business. While only employees working in Japan have been eligible so far, similar programs exist at the regional level coordinated by central subsidiary companies. Konica Minolta, Inc. plans to expand the scope to include mobility between all countries worldwide, including to and from Japan to overseas, as Konica Minolta trains early career employees who are candidates for managerial positions at a global level.



Participant taking part in a trade show exhibit

A Personnel System Designed to Promote Human Resource Development

Assessment and Treatment System

Konica Minolta, Inc. will continue to develop talented personnel who can win among global competition, aiming to create an organization that continues to provide customers with new value. In order to accelerate these results, the company revised its personnel assessment and treatment system for general employees in 2016. A new system that will highly evaluate talented personnel who act in accordance with the Konica Minolta Philosophy and take on the challenge of pursuing ambitious goals without fear of failure was devised.
Moreover, seniority is no longer considered in determining employee treatment. Instead, skills and results are evaluated fairly and reflected in promotions and salary increases.
To promote better management performance, a 360-degree evaluation system was introduced for managers, through which they receive feedback from colleagues and subordinates every six months.

Open Job Posting and Free Agent Systems

As a complement to the Group's company-led system of personnel assignments, Konica Minolta, Inc. has introduced the Internal Open Job Posting System and the Free Agent (FA) System, which encourage employees to request transfers to new positions on their own. These systems will help produce employees willing to undertake new positions in building their own careers and create a corporate culture that respects the desire to challenge oneself in new ways.
Konica Minolta, Inc. has introduced the Internal Open Job Posting System, which allows employees to apply for open positions posted by departments looking for personnel.
The Free Agent (FA) System allows employees wishing to take on the challenge of a new type of job or department to post their application on the intranet. Departments with open positions review the employees' posts, call promising candidates in for interviews, and if both the department and the employee agree, the employee is transferred to the new job.
With these two systems in place, Konica Minolta continues to facilitate the fluid movement of talented personnel across the Group and to support employees' self-determination in shaping their own careers.

Evaluation by External Parties

Konica Minolta Wins the Governor of Tokyo Award for Excellent Company Awards for Employment of Persons with Disabilities

Konica Minolta's special subsidiary, Konica Minolta With You, Inc., received the Governor of Tokyo Award at the Excellent Company Awards for Employment of Persons with Disabilities, sponsored by the Tokyo Metropolitan Government.
In order to create an environment in which people with disabilities can play an active role in the workplace, the Tokyo Metropolitan Government selects companies in Tokyo that make distinctive, outstanding efforts to employ people with disabilities and recognizes them through the Excellent Company Awards for Employment of Persons with Disabilities.

Reason for Award

During the first three years of employment, Konica Minolta With You takes a long-term perspective in human resource development by providing employees with experience in a variety of tasks through job rotation while assessing their aptitudes. The company clarifies the type of person and skills it is looking for, and incorporates these into its own wage policy, and raises salaries based on individual abilities.

Establishment of a Global HR Organization

Konica Minolta, Inc. has set up a global human resources organization to develop personnel around the world and put the right people in the right positions. The aim is to realize a corporate group that continually provides new value to customers worldwide. The global human resources organization seeks to collaborate with senior management and relevant departments in order to promote individual skills and the capabilities of the entire Group. Various measures are being implemented such as the visualization of talent at a global scale, making worldwide human resources visible, preparing individual career development plans, as well as assigning work based on individual career development plans, performing global job rotation, and providing training opportunities in and outside the company. A remuneration system is also being introduced to further motivate employees.

Human Capital

Managing Occupational Safety and Health

Konica Minolta's Approach
Occupational Safety and Health Management System
Preventing Accidents During Working Hours
Providing Safety Training
- Safety Mental Refresh Education
- Safety Dojo Education
- Traffic Safety Measures and Education Using Drive Recorders
- Initiatives to Share Near Misses at Sites in Japan (Voluntary Activity)

Strengthening Safety Management
- Meetings of Personnel Responsible for Health and Safety in China
- Strengthening Overall Risk Management on Occupational Safety and Health
- Creating a Culture of Safety: Reinforcing Initiatives with Company, Organizations and Individuals Working as One

Konica Minolta's Approach

Background and Issues

Workplace accidents put employee safety at risk. They can also affect the neighboring environment, and if serious enough, they can threaten business continuity. Konica Minolta recognizes that preventing workplace accidents and creating workplaces where employees can work safely and confidently is a critical management issue.

Vision

Konica Minolta believes that the foundation of corporate management lies in the maintenance and promotion of workplace safety and health for every employee. The company aims to build a healthy, safe and supportive workplace environment by implementing occupational safety and health initiatives that emphasize daily preventive actions.

Key Measures and KPIs

Preventing occupational accidents

KPIs	Results	Target	Target year
	Fiscal2020		
Serious accidents*	0	Maintain 0 each fiscal year	Fiscal 2022
Major business losses (yen)	0	Maintain 0 yen each fiscal year	Fiscal 2022

* 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)

Improvement of the Rate of Lost-Worktime Injuries

Frequency rate of lost-worktime injuries* in the three-year period of the Medium-Term Business Plan:

FY2020–2022: Reduce to 0.15 or less by FY2022
(By backcasting from a goal of 0.1 or less by 2030, a new plan was prepared and a revised target value was set.)

KPI	Benchmark	Result	Target			
	Average in Fiscal 2017-2019	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2030
Rate of lost-worktime injuries	0.23	0.17	0.21	0.19	0.15	Less than 0.10

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

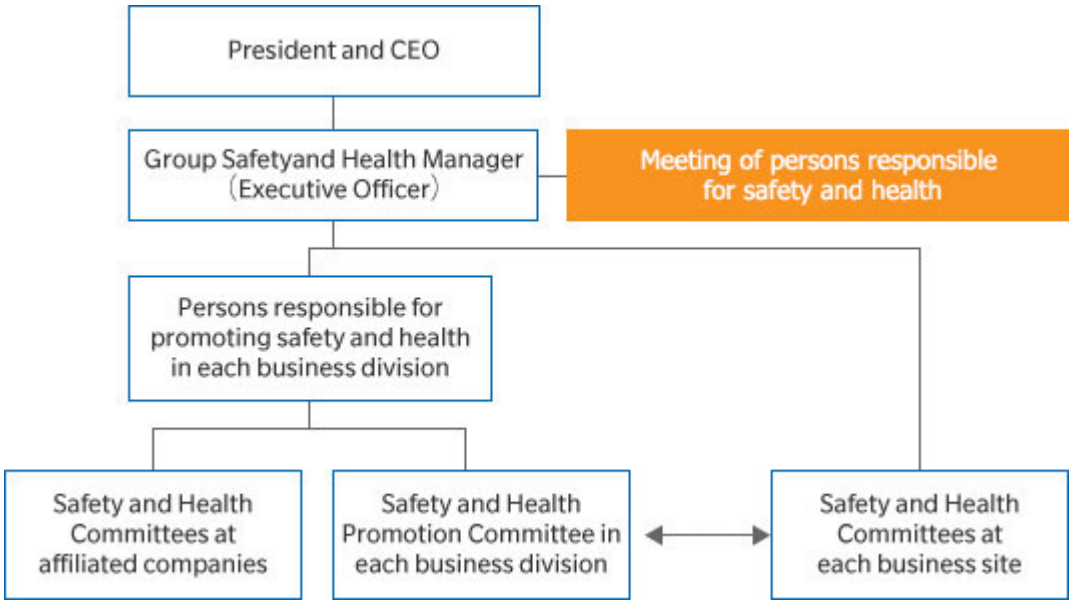
Occupational Safety and Health Management System

The basic policy is: "The Konica Minolta Group believes that the very foundation of corporate management is maintaining and improving the safety of workplaces and the health of all employees. We will strive to ensure healthy, safe and supportive workplace environments by implementing occupational safety and health initiatives that emphasize daily preventive activities." Based on this policy, the Group is promoting activities and initiatives with the following basic approach: "promoting continual improvement of occupational safety and health issues based on quantitative evaluation and analysis of effects and impacts, using various types of data on occupational safety and health." The Occupational Safety and Health Management Regulations aim to ensure the health and safety of everyone working in the Group (officers, employees, contract employees, employees dispatched from an agency, and part-time employees) as well as Group service providers (staff contracted from other companies and commissioned businesses providing services within the Group).

The Konica Minolta Group's safety and health management system is shown in the figure below. Appointed by the President and CEO of Konica Minolta, the Group Safety and Health Officer (Executive Officer) recommends the appointment of the persons responsible for safety and health promotion in each business division, as well as the Safety and Health Committee members at each site. Group meetings of persons responsible for safety and health, including an industrial physician, are held, and policy decisions and progress checks are made on measures to promote health and safety. In addition, the company regularly performs internal audits of activity plans and progress at each site and group company, when necessary, such as after an accident, and provides instructions for improvement.

Each site in the Konica Minolta Inc. and group companies in Japan have established a Joint Labor-Management Safety and Health Committee that meets once a month as an organization to promote enhancement of occupational safety and health. The committee is composed of, in accordance with the law, a general health and safety manager, a safety manager, a health manager, and an industrial physician as well as members from the company and labor union. Half of the members are appointed based on the labor union's recommendations. In addition, safety and health management in business promotion is carried out in the form of a Safety and Health Promotion Committee in each business division. When major safety and health problems or concerns are identified, they are reported immediately to the Group safety and health manager and instructions for correction and countermeasures are issued to the Group Safety and Health Management Secretariat. The Secretariat considers/examines the content and works with the relevant division to implement it and then disseminate it throughout the Group.

In addition, the company has a complaint handling system concerning occupational health and safety. The system involves the Safety and Health Committees and the Safety and Health Promotion Committees interviewing employees concerning incidents, information concerning defects and improvement proposals. Approximately 50 people across the entire Group are engaged as full-time staff for occupational safety and health.



Konica Minolta Group Occupational Safety and Health Management System

All group companies in Japan and the Group's main production companies outside Japan have adopted an occupational safety and health management system. Some group companies have obtained external certification, ISO 45001. Even companies that have not obtained external certification run and manage safety and health activities in line with their own systems based on the Ministry of Health, Labor and Welfare's Guidelines on Labor, Safety and Health Management Systems, which comply with the ILO Guidelines on occupational safety and health management systems. On an employee-number basis, 13% of the Group's global workforce is in a worksite that has acquired external certification (as of March 31, 2021).
The management system targets employees, including temporary employees, but Konica Minolta asks that subcontractors stationed on site and contractors cooperate with safety and health activities through regular safety and health liaison meetings held by site health and safety committees.
Legal compliance management for management systems covers the following Japanese laws and regulations: the Industry Safety and Health Act and related regulations (Ordinance on Industrial Safety and Hygiene, Ordinance on Health Standards in the Office, Ordinance on the Prevention of Organic Solvent Poisoning, etc.), the Labor Standards Act and related regulations (Ordinance of Labor Standards for Women), and other safety and health-related laws (Fire Defense Law, High Pressure Gas Safety Act, Poisonous and Deleterious Substances Control Act, etc.).

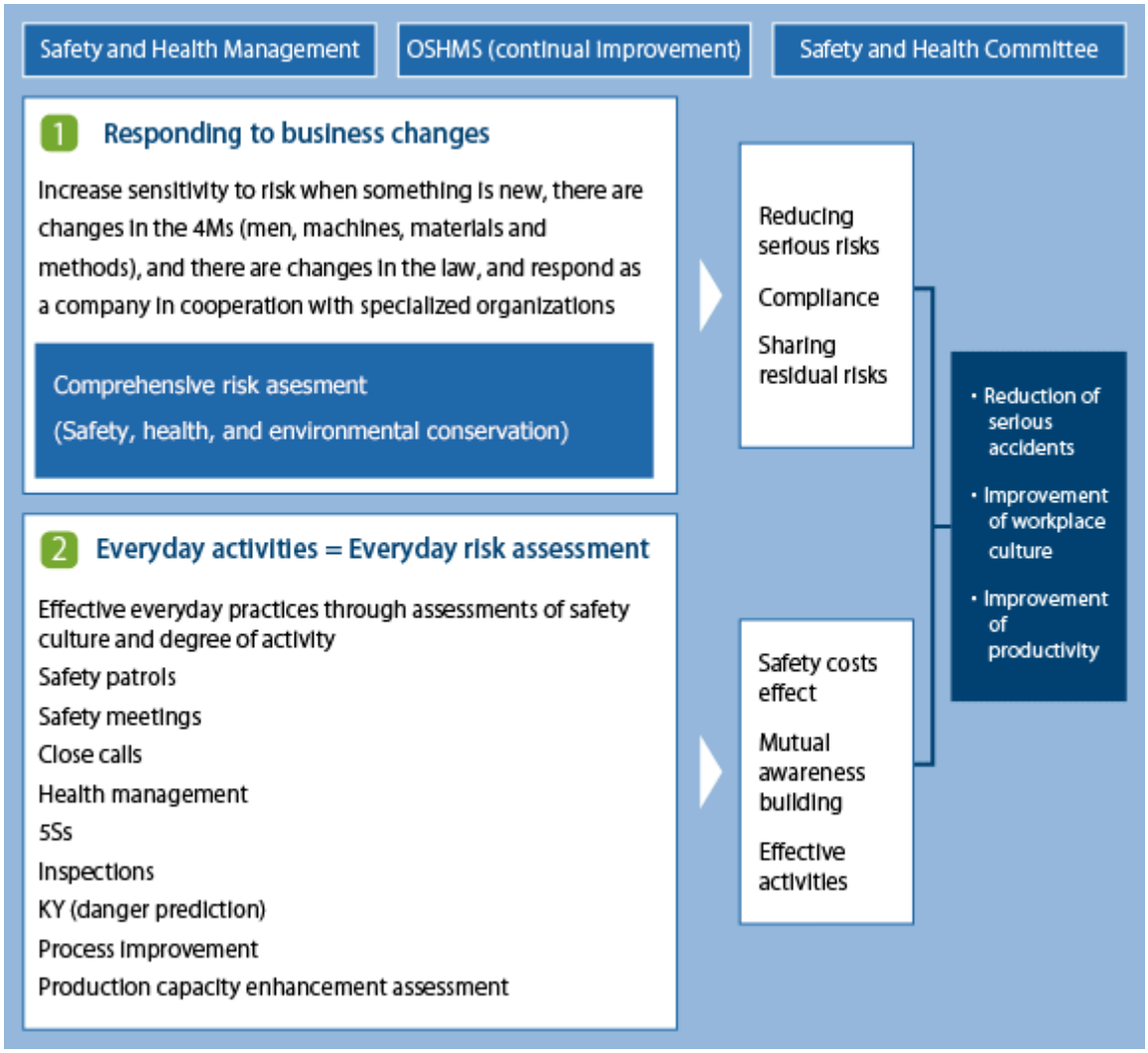
Externally Certified Health and Safety Management Systems in the Konica Minolta Group

Company	Date	Valid through	Standard
Konica Minolta Optical Products (SHANGHAI) Co., Ltd.	Nov. 10, 2009	Mar. 11, 2021	ISO45001:2018
Konica Minolta Business Technologies (Dongguan) Co., Ltd.	Aug. 13, 2020	Nov. 27, 2021	ISO45001:2018
Konica Minolta Opto (Dalian) Co., Ltd.	Dec. 8, 2020	Dec. 7, 2023	ISO45001:2018 GB/T45001-2020
Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.	Jan. 16, 2015	Jan. 15, 2024	ISO 45001:2018

Preventing Accidents During Working Hours

Strengthening and Continuously Carrying Out Risk Reduction Efforts to Prevent Occupational Accidents

During the three-year period of the Medium-term Business Plan (FY2020–2022), the Group will implement a variety of measures to prevent accidents from occurring during working hours, with the goal of reducing the rate of lost-worktime injuries to 0.15 or less by 2022. With the occupational safety and health management system (OSHMS) and the organization of safety and health committees serving as the cornerstones, the Group works through the PDCA cycle, focusing on general risk management to deal with business changes and daily activities that create a culture of safety in which the company, organizations (divisions) and individuals work together.



Konica Minolta's Safety and Health Initiatives

As a rule, any accidents that occur within the Konica Minolta Group are recorded in an accident database system within 24 hours, and the information is shared.
In fiscal 2020, there were no serious accidents.*1 However, there were 9 accidents causing absence from work (involving 3 men and 5 women in Japan and 0 men and 1 woman outside Japan). The frequency rate of lost-worktime injuries*2 was 0.27 in Japan and 0.04 outside Japan, for a total of 0.17. The accident severity rate*3 was 0.0071 in Japan and 0.00007 outside Japan.
According to the Survey on Industrial Accidents by Japan's Ministry of Health, Labor and Welfare, the average frequency rate of lost-worktime injuries in fiscal 2020 was 1.21 in the Japanese manufacturing industry, and was 0.52 in the Japanese electrical machinery and equipment manufacturing industry. Konica Minolta has been maintaining a rate below this industry average.

*1 Serious accidents:
1. Death, disease requiring a long recovery period (or the possibility thereof), an injury resulting in a disability (or the possibility of a disability thereof), or specific contagious diseases
2. Accidents that cause three or more employees at one time to suffer on-the-job death, injuries or diseases (including accidents that do not cause absence from work)

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

*3 Frequency rate of accidents causing absence from work: The total number of days absent from work per 1,000 total actual working hours for current employees

Safety Management Indicator

In fiscal 2017, the Konica Minolta Group adopted “Unsafety Marks” as a new safety management indicator tailored to Konica Minolta's business operations. It was created with reference to the best practices of leading manufacturers in terms of safety. Each accident including not only those causing absence from work but also those not causing absence from work, commuting accidents and even fires and explosions, is assigned a numerical value based on the type and severity. The values for all the accidents are then totaled to obtain a score for the safety level of a site. Low Unsafety Marks indicates a high level of safety. The purpose is to use this indicator to identify and analyze the causes of accidents, in order to help prevent accidents from occurring or reoccurring. In fiscal 2020, Konica Minolta set a medium-term target of a 35% reduction in fiscal 2022 compared to a benchmark average annual unsafety score for accidents in the Konica Minolta Group from 2017 to 2019, and the target for fiscal 2020 was 10% reduction. With environmental changes brought about by COVID-19, the actual reduction was 30%.
In fiscal 2021, Konica Minolta reviewed the details and results of its safety promotion activities in fiscal 2020. Based on the new safety promotion activity plans and measures that were prepared in light of changes in the environment such as the increase of remote work, the Unsafety Mark target values will be reset and managed.

Providing Safety Training

The Konica Minolta Group conducts grade-specific employee education both in Japan and overseas. Safety training is provided for all employees at the time of recruitment or task modification, as well as safety training for newly appointed assistant managers and managers, respectively.

In each workplace concerned, the company conducts training in hazardous materials safety based on the Fire Service Act, training in high-pressure gas safety, training in machinery and equipment safety, and so on. Safety training is also given for especially high-risk work, covering topics such as preventing fires, explosions and forklift accidents.

Safety Mental Refresh Education

Beginning in fiscal 2017, Konica Minolta began offering a short (five minutes per session) “refresh” course to remind employees to be aware and take the initiative to protect their own body, and the company will continue to provide this training. In fiscal 2020, this “refresh” course was given in a monthly e-learning format to around 12,000 employees of Konica Minolta, Inc. and group companies in Japan with the aim of improving safety awareness among employees. The production companies in China share a Group Safety Monthly Journal that has been translated into English and Chinese and share information on any accidents that occurred that month. Countermeasures are carried out for every issue to prevent accidents from occurring. In addition, companies also provide education based on video materials—case studies on accidents that have occurred in the Group created by the safety personnel—as part of the sites’ ongoing efforts to raise safety awareness.

Safety Dojo Education

Safety Dojo is an initiative that it began in fiscal 2014, primarily at production sites outside Japan, with the purpose of preventing accidents by allowing employees to experience the fear of accidents through simulated experience of mock accidents involving being dragged into rotators, pulled into V belts, or caught in cylinders. The program was rolled out throughout Japan in fiscal 2017, and it was implemented at all production sites in Japan in fiscal 2018. This initiative was continued in fiscal 2019, and a new realistic training program using virtual reality technology that provides a virtual experience of danger was launched. Following its launch in Japan, it is being expanded to manufacturing plants in China starting in fiscal 2020.

Traffic Safety Measures and Education Using Drive Recorders

Konica Minolta Japan promotes eco-driving and safe driving by installing drive recorders in all sales cars and monitoring driving conditions. This has succeeded in reducing traffic accidents.
In addition, videos of near misses caught on the drive recorders are shared in traffic safety courses held at Konica Minolta sites throughout Japan as examples that hit close to home.
This has been effective in reducing traffic accidents. In fiscal 2020, Konica Minolta carried out traffic safety courses twice by streaming traffic safety videos online to reduce risk of COVID-19 infection.

Initiatives to Share Near Misses (Voluntary Activity)

In fiscal 2017, each site in Japan made and shared maps of dangerous spots near the site, as indicated by employees, with the aim of eliminating commuting accidents. Having done so, some sites were able to reduce the number of commuting accidents to one-tenth that of the number in fiscal 2016. The results of this activity were announced at the 76th Japan National Industrial Safety and Health Convention in fiscal 2017.
In fiscal 2018, an online questionnaire database into which employees can enter information was used to share dangerous spots on worksite premises (stairs, corner blind spots, etc.), and the information was then used in countermeasures. This initiative continued in fiscal 2019 in order to help reduce accidents while walking onsite (tumbling over or falling down stairs, etc.) and commuting. In fiscal 2020, remote work continued due to COVID-19, and e-learning was implemented to make employees aware of safety when working from home.

Strengthening Safety Management

Strengthening Safety Management through the Konica Minolta Group’s Globalization and by Responding to Business Changes

Meetings of Personnel Responsible for Health and Safety in China

Since fiscal 2014, Konica Minolta has been strengthening safety and health, including health management, by holding meetings (twice per year) of personnel responsible for health and safety in China at all subsidiaries and affiliate companies, including companies involved in production, sales, development, and their overall administration. The benefits obtained from the meetings included sharing of the current safety and health status and initiatives of each company, making requests to Konica Minolta for support with equipment safety measures, discussion of issues such as the health challenges of expatriate personnel resulting from differences in lifestyle habits, climate, and environment, and making resolutions on policies and measures for improvement. Production sites in Malaysia became members beginning in 2019, and the company is working to expand the meeting system.

Strengthening Overall Risk Management on Occupational Safety and Health

Overall risk management on occupational safety and health is a system for comprehensively assessing and reducing the risks that could result from new equipment, chemical substances, personnel, and procedures when business changes are made. In addition to conventional equipment safety, in fiscal 2016, Konica Minolta started expanding a system of collaboration among workplaces company-wide to assess risks from a wide range of perspectives, including health problems caused by chemical substances and fires caused by explosions. The company is continuing to expand this system while enhancing its content.

Creating a Culture of Safety: Reinforcing Initiatives with Company, Organizations and Individuals Working as One

Konica Minolta recognizes that measures to improve individuals' safety awareness and bottom-up measures alone are not enough to reinforce a culture of safety. In order to foster a culture of safety, the company, organizations (divisions) and individuals are all working together to strengthen initiatives. The company, for its part, is sharing a message highlighting top management's strong commitment to safety with employees (delivering a message from the officer in charge of safety and all business division heads during safety month in July). The organizations (divisions) promote safety activities at the organization level, led by division heads and held once every quarter. Meanwhile, measures are taken to ensure that individuals become accustomed to taking safety action independently through e-learning and education programs that provide a virtual experience of danger (using virtual machines and virtual reality technology).

Human Capital

Initiatives to Increase the Health of Employees

Konica Minolta's Approach
Promoting Sound Management through the Fostering of a Culture Committed to “Health-First”
- Minimizing the Number of Persons with Health Risks
- Measures to Address Overwork
- Promoting Health through Visualization of the Level of Employees' Health
- Supporting Women’s Health
- Measures to Prevent the Spread of the COVID-19
- Konica Minolta Included in Health and Productivity Stock Selection

Konica Minolta's Approach

Background and Issues

Konica Minolta recognizes that ensuring employees' mental and physical health and linking this effort to improved productivity and performance are critical management issues, given the growing social issues of a higher risk of lifestyle diseases and people having to leave work due to mental health issues.

Vision

Konica Minolta recognizes that employee health is the foundation of everything else it does. This is why the company works so hard to realize the full potential of human resources, while building workplaces where all employees can maintain good physical and mental health and continue to work with vitality—thereby raising employee capacity and laying the groundwork for sustainable growth. Konica Minolta accomplishes this by fostering a “health-first” culture and practicing sound safety and health management.

Key Measures and KPIs

Safe and comfortable workplace (company) in which employees can work with motivation

In addition to improving both physical and mental health for individual employees, Konica Minolta's efforts to quantify and improve the organization's health score starting in fiscal 2020 will drive the company's sustainable growth.

Organization's Health Score

	Results	Targets		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Rate of reduction of Level 4 workplaces (%) *1	38	15	30	50
Percentage moving to higher level of organizational health (%) *2	-	-	5	10

*1. The rate of reduction from fiscal 2019 levels in the number of Level 4 workplaces, which have the highest level of stress (workplaces deemed to have the highest level of stress based on the results of a four-level stress check)

*2. The rate of year-on-year change in the number of workplaces whose results in the organizational health survey improved from less than 3.5 to 3.5 or higher (upper level)

Employee Health Score

	Results	Targets		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Number of employees who are at high risk physically (employees with the highest health risks)	24% increase	4% decrease	8% decrease	12% decrease
Number of leave-of-absence days taken due to mental health problems	13% increase	3% decrease	7% decrease	13% decrease

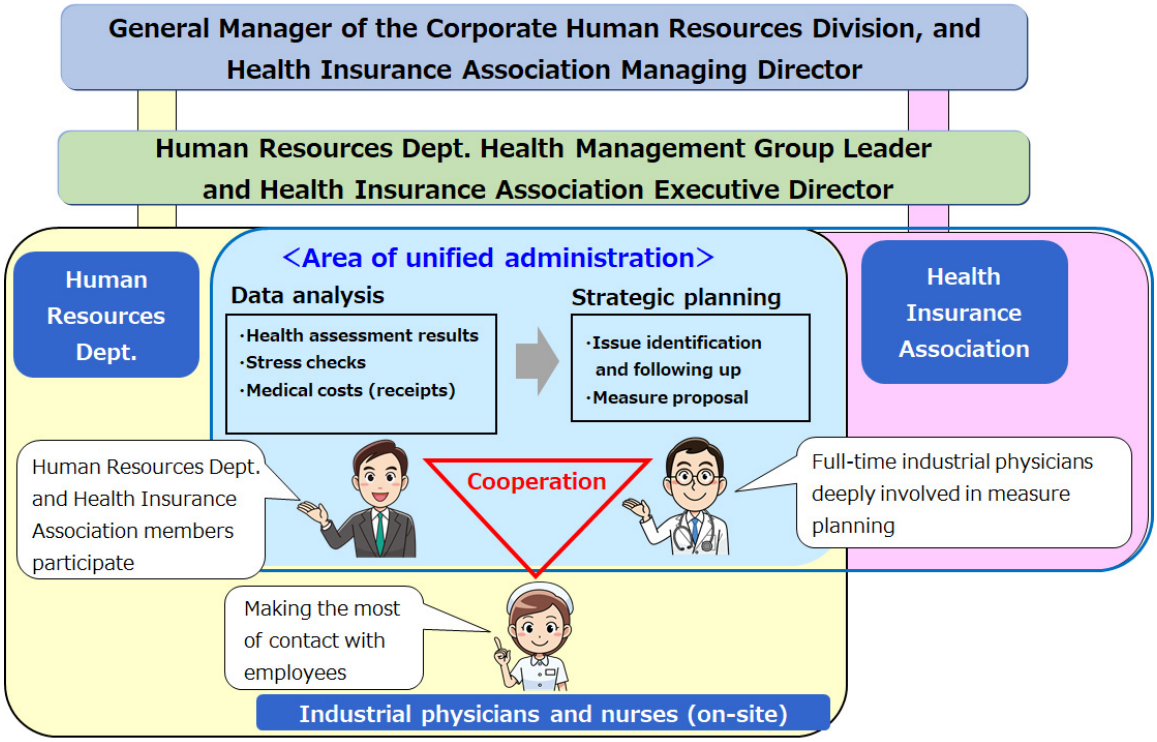
Note: Rate of change from fiscal 2019 results

Promoting Sound Management through the Fostering of a Culture Committed to "Health-First"

Striving to create workplaces where employees can work with enthusiasm

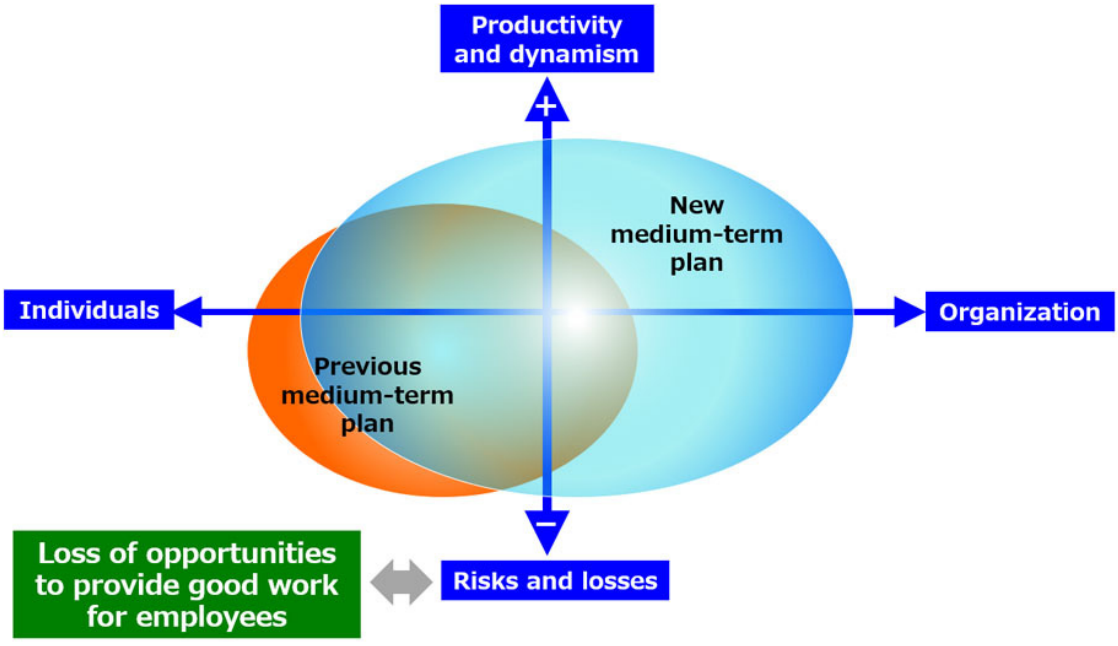
Konica Minolta has issued a statement on health, the Konica Minolta Group Health Declaration, which sets out the principles for promoting health management. Based on this declaration, it plans and implements policies under a single management structure (collaborative health) so that the best use can be made of company resources and its Health Insurance Association. The company is enthusiastically implementing health-promotion measures while practicing swift decision-making, including by management personnel, on important issues, with the Corporate Human Resources General Manager acting as managing director of the Health Insurance Association and the person responsible for health management in the Human Resources Department acting as the executive director.

Organizational (Collaborative Health) Structure for Promoting Health Management

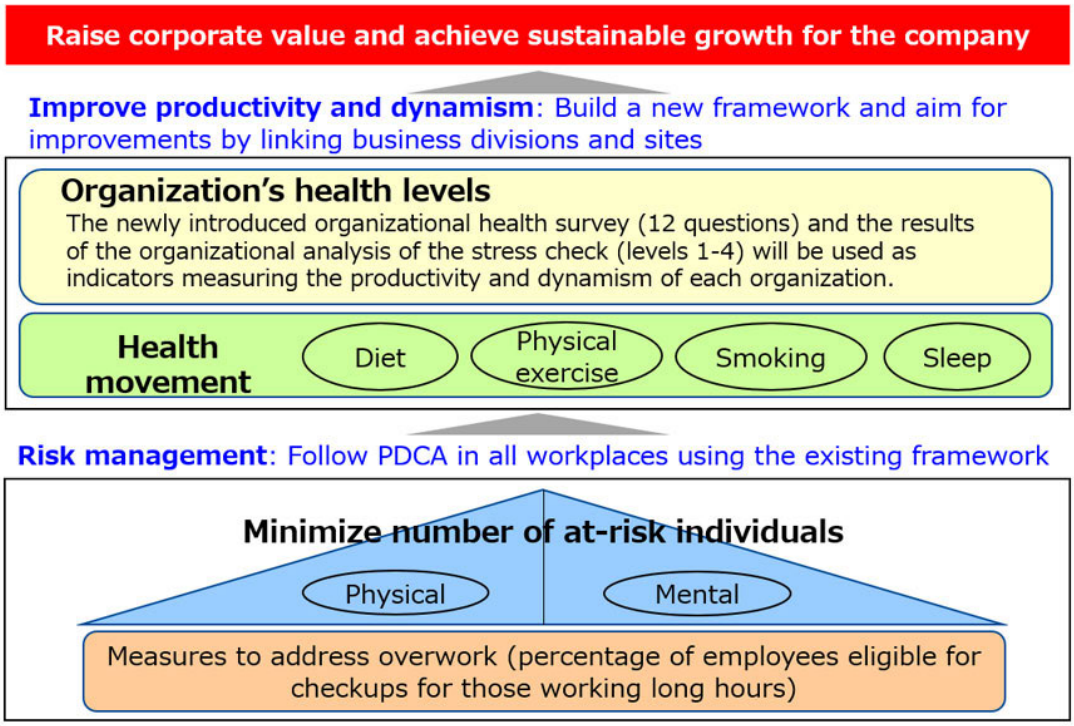


In order to achieve the principles of the Health Declaration, Konica Minolta linked it to the company's medium-term management plan and established the Health Challenge 2019, a new medium-term plan that started in fiscal 2017 and which carries on from the three-year medium-term health plan, Health KM2016, which ran from fiscal 2014 to fiscal 2017. The new plan's priority is lifestyle modification (fostering a "health movement") by minimizing the number of persons with health risks and visualizing their health status.
From fiscal 2020, in its new medium-term plan, the company decided to become the "Happiness Company 2022," and expanded the scope of its initiatives from risk management to improving productivity and dynamism and from individuals to the organization in the belief that this will lead to the company's sustainable growth.

Comparison of the positioning of the previous medium-term plan (fiscal 2017 to fiscal 2019) and the new medium-term plan (fiscal 2020 to fiscal 2022)

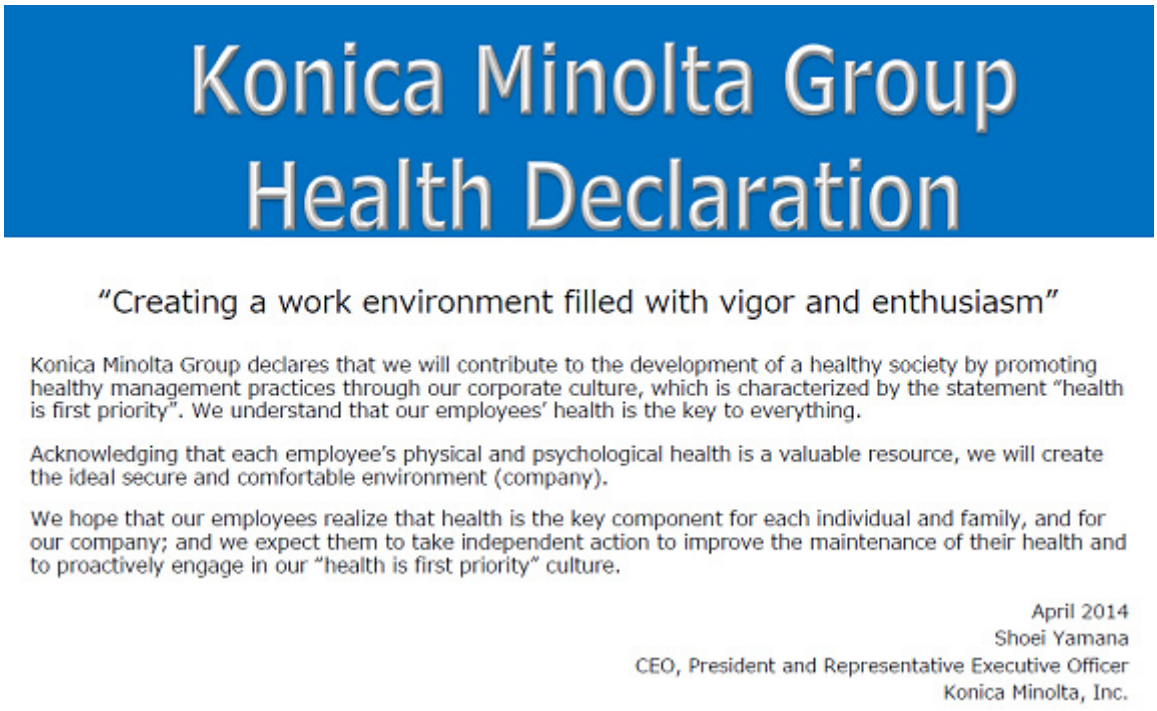


Framework for new Medium-Term Plan for Health



Moreover, with the aim of expanding initiatives covering employees of Group companies outside Japan, the company has created a Chinese version of the Konica Minolta Group Health Declaration in an effort to raise health awareness among local employees in China, where the Group's major production sites are located.

Konica Minolta Group Health Declaration (PDF) (430KB)



Konica Minolta Group Health Declaration

"Creating a work environment filled with vigor and enthusiasm"

Konica Minolta Group declares that we will contribute to the development of a healthy society by promoting healthy management practices through our corporate culture, which is characterized by the statement "health is first priority". We understand that our employees' health is the key to everything.

Acknowledging that each employee's physical and psychological health is a valuable resource, we will create the ideal secure and comfortable environment (company).

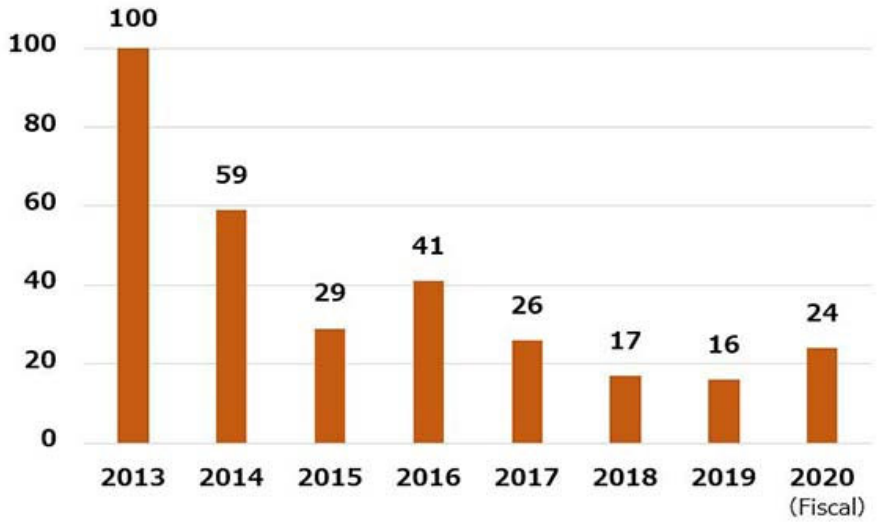
We hope that our employees realize that health is the key component for each individual and family, and for our company; and we expect them to take independent action to improve the maintenance of their health and to proactively engage in our "health is first priority" culture.

April 2014
Shoei Yamana
CEO, President and Representative Executive Officer
Konica Minolta, Inc.

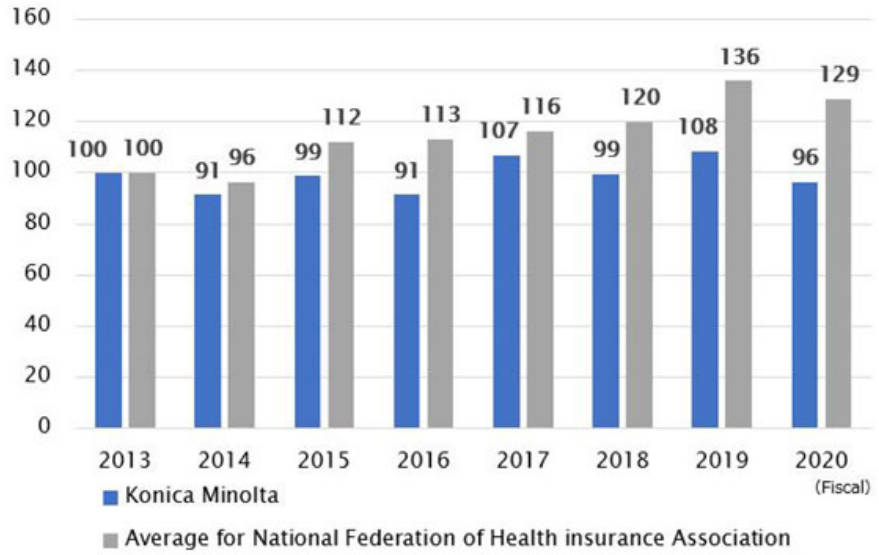
Minimizing the Number of Persons with Health Risks

Konica Minolta is committed to improving the health of its employees in order to strengthen its talent pool, which is vital to achieving its management strategy. The Group companies in Japan and the Health Insurance Association work together to plan and implement various measures. They categorize those with health risks according to physical and mental health risks and set numerical targets with the aim of reducing the number of people in each category through employee-centered measures.
For physical health management, Konica Minolta is focusing on preventing the development of serious illness for all Group employees in Japan. As a result of guidance from occupational health staff and stronger encouragement of check-ups, in fiscal 2020 there was a 76% decrease in the number of employees with the highest health risks, compared to fiscal 2013, although this was higher than the previous year due to lifestyle deterioration caused by the COVID-19 pandemic. With that, hospitalization expenses increased by 30% in the general population (average for the National Federation of Health Insurance Societies), but decreased by 4% for Konica Minolta, suggesting that Konica Minolta's measures to prevent the development of serious illness have borne fruit. In fiscal 2021, the company will further strengthen its efforts, for instance by having occupational health staff provide health guidance throughout the year, in order to further reduce the number of employees who suffer from disease.

Employees with the Highest Health Risks
(Indexed with FY2013 as 100)



Trends in Hospitalization Expenses per Employee
(Indexed with FY2013 as 100)



In fiscal 2020, it was difficult to conduct health checkups due to the spread of the COVID infection, but as a result of changing the timing and implementing thorough infection prevention measures, it was able to maintain 100% of Group employees in Japan had a regular health examination. The examination rates of different screenings offered with the aim of early detection of and prompt response to cancer are given below.

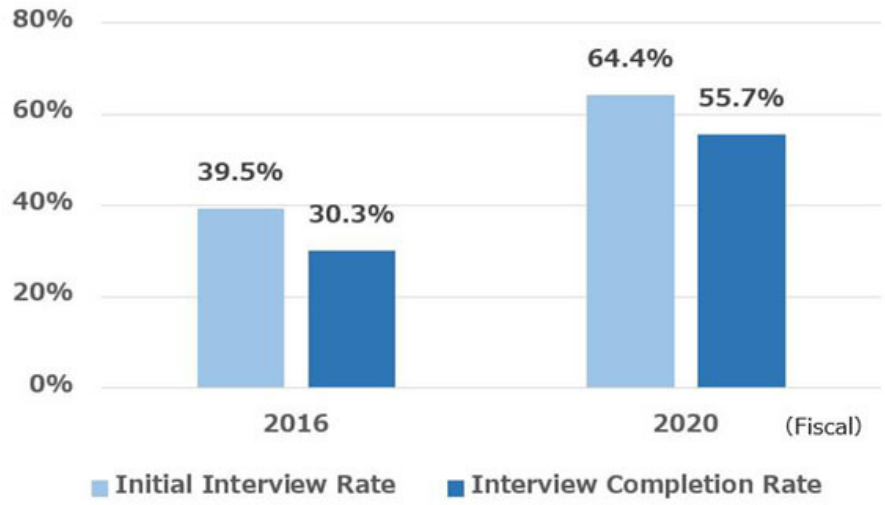
Rate of cancer screenings in fiscal 2020

Area examined	Examination rate
Lungs	99.3%
Stomach	87.9%
Large intestine	94.4%
Prostate	99.9%
Breasts	60.5%
Uterine cervix	36.4%

(Scope: All employees of the Konica Minolta Group in Japan)

Konica Minolta works with the Health Insurance Association to conduct specified health checkups, and health recommendations are provided based on the results, for the prevention of lifestyle-related diseases. Conventionally, specific health guidance was given by public health nurses commissioned by the Health Insurance Association. From fiscal 2018, however, some of this work is being commissioned to external specialist providers. Konica Minolta's public health nurses focused on health guidance for employees with a higher health risk. Employees subject to specific health guidance due to being at the pre-lifestyle-related disease stage were given finely tuned assistance drawing on the expertise of the specialist providers. As a result, in fiscal 2020 (data compiled as of August 2021), the initial interview rate and interview completion rate both improved substantially compared to fiscal 2016.

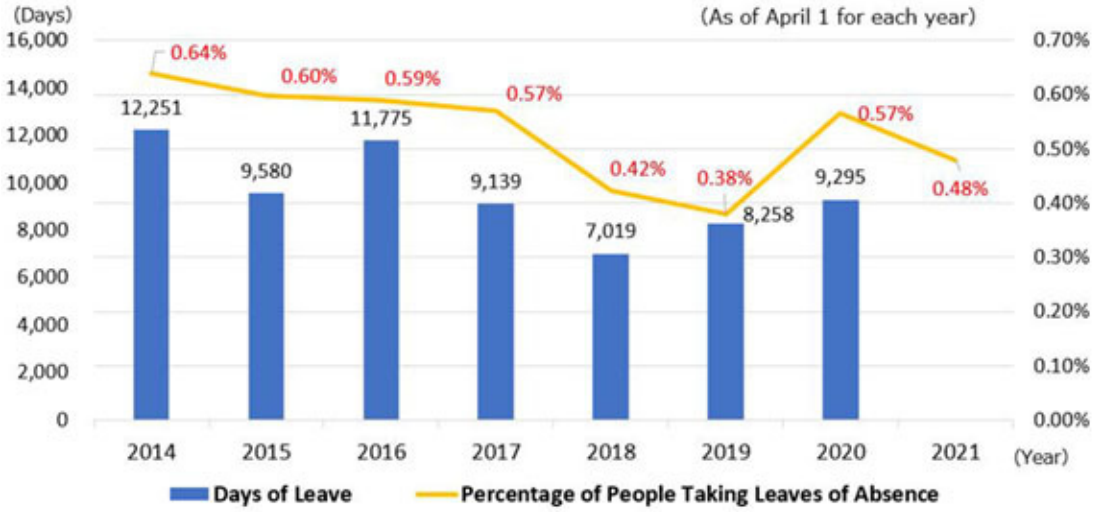
Initial Interview Rate and Interview Completion Rate in Specific Health Guidance



As part of mental health management, stress checks are conducted twice a year for all employees of the Konica Minolta Group in Japan. While allowing employees to utilize their results for self-care. Konica Minolta also classifies workplaces into four levels of stress based on the results of the stress checks and shares this status with organizational heads. Improvement measures are then devised and implemented for workplaces at Level 4, the highest level of stress. In order to strengthen the line care function, mental health e-Learning modules are also provided regularly to managers across the Group, with the aim of early detection and prompt response for individuals with mental illness. The completion rate for these modules remains around 95%. Konica Minolta has expanded its mental health training from cautionary initiatives focused on conventional strengthening of line care to proactive initiatives intended to improve the workplace culture. In addition, beginning in fiscal 2020, the Group implemented an organizational health survey, the scores of which have a strong correlation to productivity, and is using the results of this analysis to improve workplaces.
Konica Minolta has also established a reinstatement preparation program for employees returning to work from leaves of absence taken due to mental health problems. People in the program are provided with careful support to facilitate a smooth return to work, including at least three interviews with an industrial physician, workplace head, and the HR department during the rehabilitation period, which lasts up to three months.

As a result of these measures, in 2020 (as of April 1), the total number of leave-of-absence days taken due to mental health problems by Konica Minolta Group employees in Japan was down by 24% compared to 2014, although it had slightly worsened from the previous year. In addition, the percentage of employees on leave increased in 2020, but decreased (improved) by 0.16% from 2014 in 2021. In 2021, the company is working to reduce total number of leave-of-absence days taken due to mental health problems through self-care education (e-Learning) and detailed operation of the return-to-work preparation work system, based on a work environment of increased remote work due to the pandemic.
Also, on an employee engagement survey conducted periodically (once every two or three years), the percentage of favorable responses to questions about work engagement (job satisfaction and desire to take on challenges) increased from 72% in fiscal 2015 to 75% in fiscal 2017.

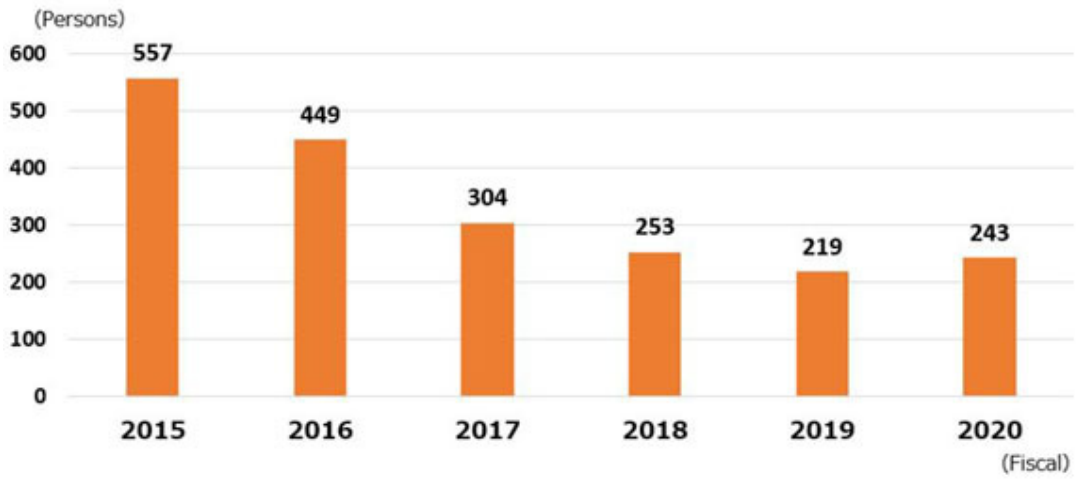
Days of Leave and Percentage of People Taking Leaves of Absence Due to Mental health Problems (as of April 1 of each year)



Measures to Address Overwork

Since fiscal 2007, in order to prevent health problems due to overwork, Konica Minolta has been sending guidance on reducing overtime via email to employees and their supervisors when the employees' overtime work has exceeded 30 hours or more hours.
When employees have logged more than 80 hours of overtime in a month, they are required to have a medical checkup administered by an industrial physician during the following month to ensure their health. Their supervisor is required to submit a work improvement plan in a thoroughgoing effort to prevent employees from working long hours two months in a row. Furthermore, as of fiscal 2016 the health checkup standards have been revised. Now, employees who have logged 60 or more hours of monthly overtime three months in a row and employees who have logged 45 or more hours of overtime in the previous month can opt to have a medical checkup by an industrial physician. In this way, Konica Minolta is improving the prevention of health problems caused by overwork. As a result of these countermeasures, the number of employees (total annual number) who logged 80 or more hours of monthly overtime in fiscal 2020 was 243, a slight increase from the previous year, but a 56% decrease from the 557 in fiscal 2015. In fiscal 2021, the company aims to further reduce the number of employees working long hours by upgrading the attendance management system to accommodate remote work and strengthening its operation.

Number of Employees Who Logged 80 or More, Hours of Monthly Overtime



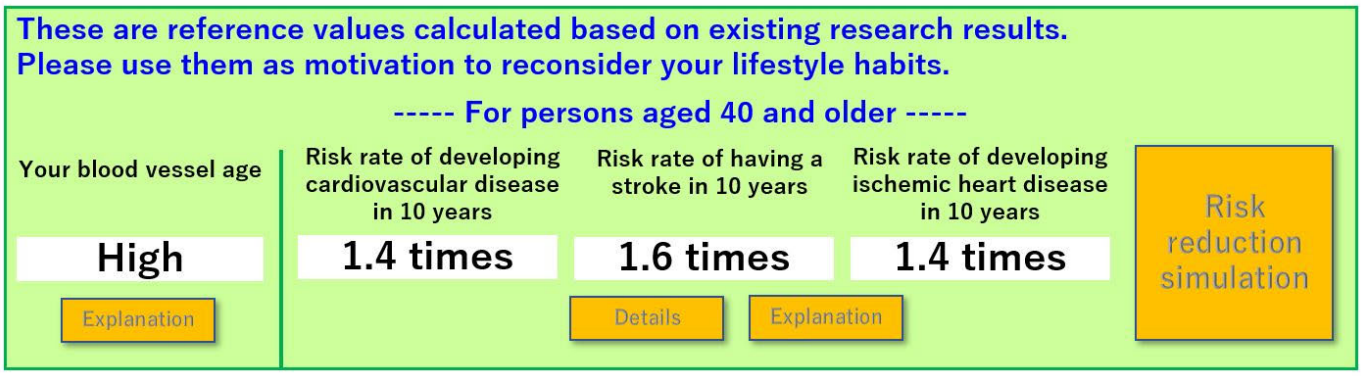
Promoting Health through Visualization of the Level of Employees' Health

Konica Minolta has established indicators that show the level of employees' health visualizing the daily lifestyle increases in health awareness. The Group companies in Japan also implemented assistance programs aimed at promoting health in an effort to raise the level of employees' health.
Group-wide in Japan, it holds walking events in which teams compete against each other in order to instill exercise and walking habits among employees; holds exercise workshops with outside instructors; offers healthy menu choices in cafeterias; holds seminars led by nationally registered dieticians with the aim of improving eating habits and raising awareness; among various other activities.



An exercise workshop

On a website designed to encourage employees to stay healthy, Konica Minolta shows employees a comparison of the average incidence of cardiovascular disease, stroke, and ischemic heart disease within 10 years for their specific age group based on their latest medical examination results. In this way, the company encourages employees to improve their lifestyle habits. This system can also be accessed and utilized by employee spouses who are health insurance dependents.



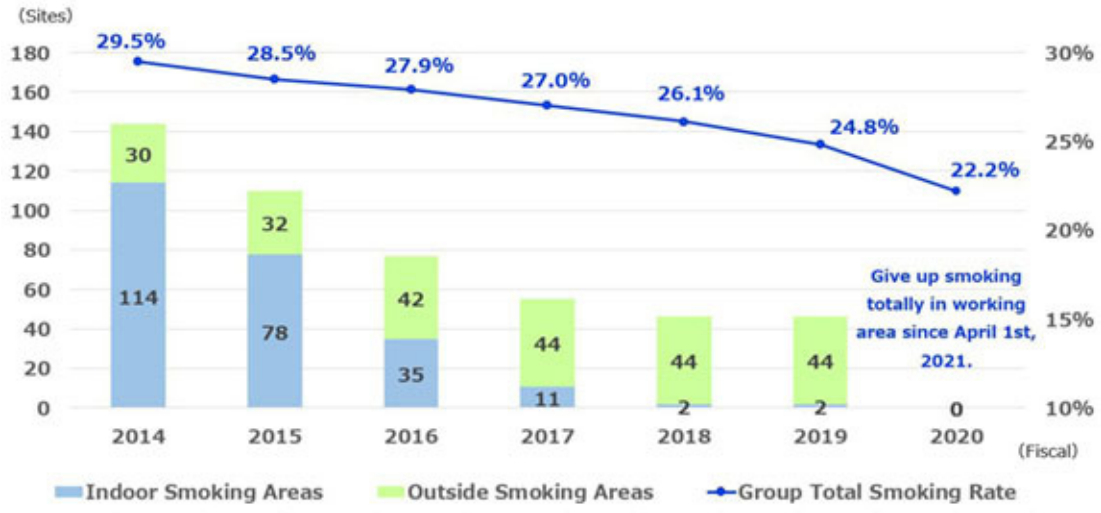
Example presentation of future disease risk on the website

Moreover, as a measure against passive smoking, Konica Minolta has cut back on indoor smoking areas gradually, moved indoor smoking areas outside and holds no-smoking days on the premises. In addition, the company recommends that smokers participate in smoking cessation support programs. In light of the strengthening of legislation related to smoking, Konica Minolta prohibited all smoking on its premises and during designated work hours across all group companies in Japan, in April 2020, in order to strengthen measures against second-hand smoke and further reduce the smoking rate.
These measures have been successful and the smoking rate has been decreasing year by year.



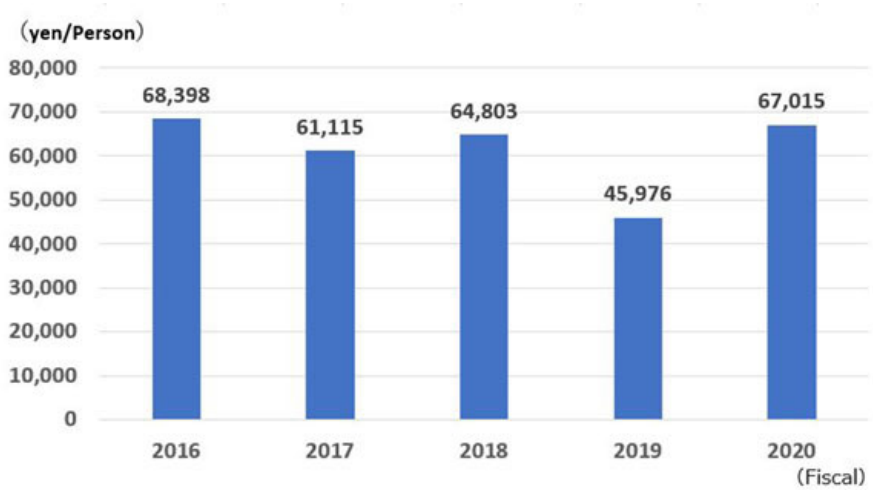
No-smoking day notices

Reduction in the Number of Smoking Areas and the Smoking Rate



An analysis of survey results to determine the main causes behind presenteeism* showed that measures addressing back problems, individual guidance from experts for people with sleep problems and mental health measures had reduced loss due to presenteeism per employee (monthly average) slightly increase from last year, but 67,015 yen in fiscal 2020 is 2.0% decrease from 2016.
In fiscal 2021, the company is focusing on neck/shoulder pain and lower back pain, which have high prevalence rates related to presenteeism and have worsened from the previous year, and is actively developing improvement programs using ICT.

Loss due to Presenteeism per Employee

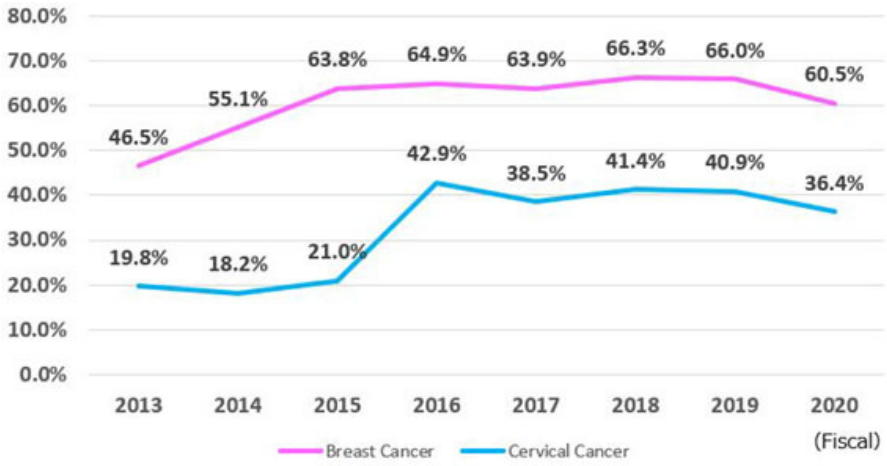


*Presenteeism refers to productivity loss resulting from health problems.

Supporting Women's Health

With a view toward promoting women's advancement in the workplace and enhancing support for their health, Konica Minolta strives to increase the rate of cancer screenings, with the aim of early detection of and prompt response to cancers that affect women. It took steps to make it easier to get screened, including bringing screening trucks onto company premises and increasing the number of cooperating medical institutions, in addition to subsidizing screening costs through the Health Insurance Association. As a result, the screening rates for breast cancer and cervical cancer in the Konica Minolta Group in Japan in fiscal 2020 as much higher than in 2013, although it declined from the previous year due to the impact of the pandemic.
In fiscal 2021, the company will work to recover the screening rate by widely publicizing the implementation of infection prevention measures within screening facilities so that employees can take checkups with peace of mind.

Screening Rates for Breast Cancer and Cervical Cancer



As part of its awareness-raising efforts aimed at further increasing the screening rate, Konica Minolta invited the actress Kuniko Asagi to give a talk in September 2019 about the importance of getting screened for the purpose of early detection, in light of her own experience with breast cancer. The talk was attended by close to 500 employees.
In November 2019, Dr. Tomoko Shibayama of the Breast Oncology Center, the Cancer Institute of JFCR was invited to give a talk on the current status of cancer in Japan, types of breast cancer and changes in treatment, mechanisms behind hereditary cancer and methods for preventing cancer. More than 200 employees attended the talk.


Dr. Shibayama speaking with enthusiasm


Dr. Shibayama's presentation

Konica Minolta also holds Energetic Health Seminars for Women taught by outside experts to help maintain and raise performance by learning methods to deal with women's health issues such as menopausal disorder and premenstrual syndrome, not just cancers particular to women.

Measures to Prevent the Spread of the Novel Coronavirus

As part of its efforts to improve the health of its employees, Konica Minolta has always endeavored to prevent infectious diseases. In Japan, the company provides information on influenza outbreaks, encourages employees to get flu vaccinations, and provides information on malaria, hepatitis, HIV, and other infectious diseases to employees posted outside Japan and their accompanying families as well as for employees traveling abroad on business trips. In addition, Konica Minolta strives to prevent infectious disease by quickly identifying cases of tuberculosis through chest X-rays in its health checkups for employees and taking the necessary steps in response.

As such, when the novel coronavirus began to spread, Konica Minolta's first priority was the health and safety of employees and their families, and the entire Group was devoted to countermeasures to prevent infections and the outbreak's spread.
In February-March 2020, the initial stage of the outbreak's growth in Japan, Konica Minolta asked employees to check their temperatures and general physical health before coming in to work, to wash their hands carefully and use an alcohol-based disinfectant on their hands, and to wear a mask and avoid crowded spaces. In workplaces, the Group took measures such as staggering the work times at which employees arrive and utilizing remote work and ventilating rooms, banning meetings of 30 people or more (recommending meetings via ICT instead), staggering times during which the cafeteria is used (three time slots of 30 minutes each) and instructing employees to leave seats open between people when dining.
When the government declared the first state of emergency in April, the focus was on preventing infection by designating work from home in principle and reducing contact with other people as much as possible. Konica Minolta asked employees to stay home as much as possible and to refrain from traveling to their hometowns during the long national holidays.
At the same time, an increase in remote work done at home raised concerns about a lack of exercise and mental health issues, so the company sent all employees e-mails with content such as "Fitness Video for Easy Home Exercises," "Ways to Address Mental Health Issues Resulting from Remote Work at Home and Consultation Services," "E-Learning on Self-Care (15-minute video)" and encouraged their use as necessary to support their mental and physical health.
The regular health checkups held every year were postponed until autumn, and were then held after extensive measures were taken to prevent infection at the site.
Once the first state of emergency was lifted, employees in each division that needed to come in to the office were determined, and the number of employees coming in every day was set on the condition that employees maintain social distancing in the office. The company took various steps to ensure social distancing, such as removing some of the unassigned seats and making both conference rooms and regular rooms available as work spaces.
The number of COVID-19 has cases increased dramatically in the fourth wave due to the impact of variants since the start of fiscal 2021. Konica Minolta has set its own criteria for assessing the status of infections based on indicators laid out by the government's COVID-19 taskforce. The company has set up a system in which it coordinates with related divisions and makes timely decisions and notifications on strengthening (or easing) behavior restrictions for employees, based on conditions at that time.

Konica Minolta Included in Health and Productivity Stock Selection

Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange jointly work on the Health & Productivity Stock Selection. Konica Minolta, Inc. has been selected five times—in 2015, 2016, 2018, 2019, and 2020.
Konica Minolta publicized its inclusion in the Health & Productivity Stock Selection, together with other external recognitions such as winning the Grand Prize in the Smart Work Awards, via various media channels. As a result, even though a shortage of new graduate applicants is the biggest problem facing about 35% of major companies, Konica Minolta, Inc. had almost the same number of applicants for fiscal 2021 positions as in fiscal 2020, when the Group had a near record-high number, mainly in the engineering field.

Additionally, as a result of the various measures implemented cooperatively by Group companies in Japan, eleven Group companies were chosen for the 2020 Certified Health & Productivity Management Outstanding Organizations Recognition Program organized by Japan's Ministry of Economy, Trade and Industry. Six companies were selected for the Health & Productivity Management 500 Organizations division; one, in the large corporation division; and four companies were recognized in the small- and medium-sized organization division.





Human Capital

Promoting Reform of Corporate Culture and Communication

Konica Minolta's Approach
Promoting Corporate Culture Reform
Organizational Culture Transformation
Internal Information Sharing
Building Work Environments Where Employees Enjoy Job Satisfaction
- Promoting Networking
- Utilizing the Portal Site
- Utilizing the Group-wide Publication
- Communication Coordinator System

Konica Minolta's Approach

Background and Issues

Under its new medium-term management plan DX2022, the Konica Minolta Group reframes these major environmental changes as opportunities and is carrying out reforms. Our employees will implement these reforms, and the company recognizes that raising employee engagement to high levels and creating an organizational climate in which they can perform well is an important aspect in realizing our reforms.

Vision

When all Group employees share the Konica Minolta vision and tackle their jobs with enthusiasm, they are contributing to customers, which then leads to sustainable growth for Konica Minolta. To pursue these kinds of reforms in the organization, the company listens to the views of all of its employees and carries out improvements based on an understanding of its strengths and issues. The Group believes that this will lead to a corporate culture in which individuals can shine.

Key Measures and KPIs

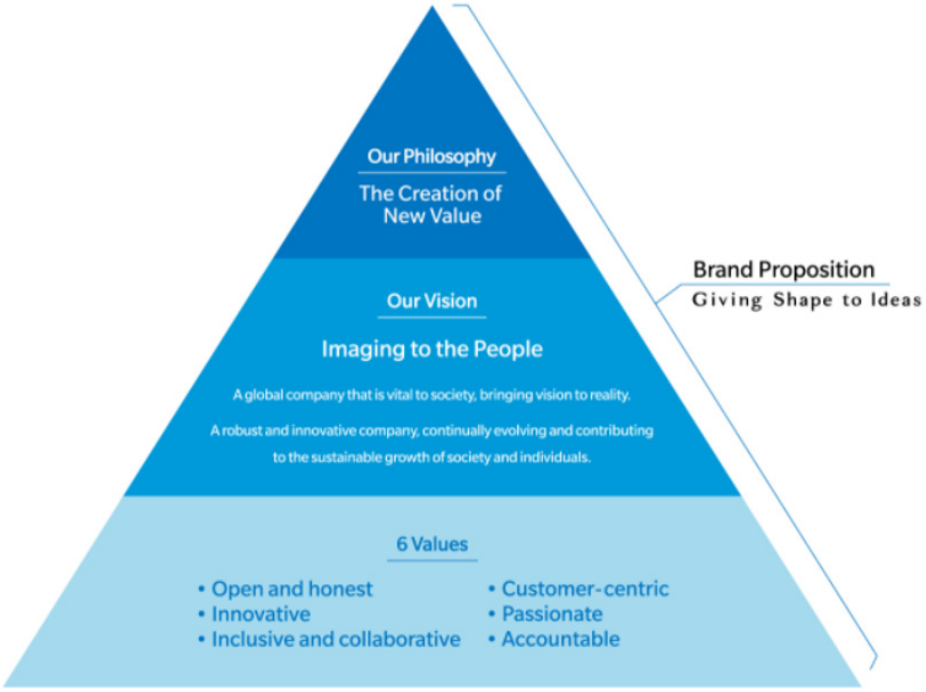
Konica Minolta carries out a global employee survey (GES) to assess its organizational culture via employee engagement scores and then takes action to improve each organization to enhance the competitiveness of the entire Group.

	Result	Target		
	Fiscal 2020	Fiscal 2020	Fiscal 2021	Fiscal 2022
Employees engagement score	GES designing	GES designing	GES implementation Problem identification and goal setting	Improving engagement score （Compared to FY2021）

Promoting Corporate Culture Reform

Philosophy

We would like to introduce the Konica Minolta Philosophy, which was newly organized in September 2020. Since we established Our Philosophy in 2003, the creation of new value has remained a steadfast management philosophy at Konica Minolta, and this will not change in the future. Our 6 Values are the essence of our innermost beliefs, our inherited DNA, and define how we go about our business and act towards all our partners. They articulate what we stand for and direct our decision making.



Practicing the Six Values of the Konica Minolta Philosophy

The Six Values of the Konica Minolta Philosophy are meant to be practiced by employees as a cornerstone of their daily activities. The Group believes this can lead to a continual supply of new value for society and customers, as indicated in the Philosophy.

RETHINK Communications

RETHINK was chosen as the behavioral slogan to encourage each individual employee to take action to live up to the new Konica Minolta Philosophy, which adds “Imaging to the People” to the management vision. As each Konica Minolta Group employee “rethinks,” they help to power One Konica Minolta and accelerate the achievement of the long-term vision and medium-term management strategies. Konica Minolta also proposes the RETHINK concept to customers, seeking to grow together with them and contribute to society.

Konica Minolta Awards

Through its global award system (Business Contribution Awards, Transform Awards), Konica Minolta singles out cases worthy of commendation and seeks to share the same values Group-wide. This creates a culture of recognition and fosters a willingness to take up challenges. In particular, the Transform Awards recognize employee approaches and activities that involve taking on the challenge of creating new value and proposing new solutions for society and customers. They also encourage a global groundswell in which the entire company acquires the same expertise and utilizes it in the workplace.
Konica Minolta, Inc. reflects these principles in its human resources system so that employees always consider the Six Values in their actions. The Group is transforming its corporate culture to foster employee practice of the Six Values.





Transform Awards presentation

Organizational Culture Transformation

Since the corporate merger, Konica Minolta has sought to create opportunities for people who want to design their own work and are motivated to improve themselves.
For example, Konica Minolta recommends a discretionary workstyle, uses open job posting, and supports employees in their independent activities to create innovation.
Through these means, Konica Minolta has seen a 15% increase over the last three years in the percentage of employees who report that Konica Minolta has a culture that respects individuality. Thanks to these measures and activities, the company has seen a steady increase in the number of employees who support other employees taking action with their own ideas or getting actively involved in such activities, rather than trying to enforce conformity.

Internal Information Sharing

Group Communication Activated Through Multiple Channels

Promoting Networking

Since April 2017, Konica Minolta, Inc. has made available company facilities, such as employee cafeterias, as places for people from different departments to meet for activities like social meals. This allows diverse groups of employees to gather together, share ideas and create innovation.

The company helps to cover the cost of gatherings planned by employees and submitted to HR, with the aim of encouraging employees who want to break through organizational barriers and expand internal networking. The young mid-level employee community and cross-division engineering network that use this system are creating new ties within the company.



Human resource exchange event organized by employees

Utilizing the Intranet

Konica Minolta has established Konica Minolta Online (Japanese) and Online Global (English), each of which plays a central role in intra-Group communication. These sites are designed to promote the sharing of Group-wide policies, as well as information regarding individual Group companies. They also serve as a tool to facilitate the direct exchange of information and communication between top management and employees.
The content of these sites includes a message board for the President and CEO of Konica Minolta, Inc., which enables the president to send messages directly to all the employees of all of the Group companies.


Konica Minolta Online


Online Global

Utilizing the Group-wide Publication

The Konica Minolta Group publishes a quarterly journal entitled Global Magazine (in Japanese, English and Chinese) and distributes it to its employees around the world. This publication presents information relevant to the entire Group from a worldwide perspective, extending beyond the borders of companies, organizations, and regions. In recent years, a web-based version of the magazine has been published on the website of Konica Minolta Online/Online Global, and videos are also used. The Group is strengthening interactive communication by offering tools such as a comment function and conducting reader surveys once a year.





Communication Coordinator System

Communication coordinators appointed at each Group company and division in Japan and key/global coordinators for each Group company around the world serve to communicate information relevant to their departments to the Group, and Group-wide information to their departments. By essentially acting as spokespersons for their workplace and company, these coordinators support the cultivation of a sense of Group unity, the assimilation of multiple vectors, and the demonstration of synergy by promoting communication.

Building Work Environments Where Employees Enjoy Job Satisfaction

Konica Minolta regularly conducts surveys on views about work and the workplace held by all of its employees worldwide, with the aim of maintaining work environments where employees experience job satisfaction, are fully engaged, and embrace challenges. In the 2017 survey, 75% of respondents worldwide gave a positive response regarding enthusiasm at work and their desire to take on challenges (sustainable engagement).*1

Question	2015	2017*2
Employees' enthusiasm at work and their desire to take on challenges (Sustainable engagement)	72%	75%
Response rate	87.6%	88.8%

*1 Percentage of employees who showed a positive opinion (upper two choices out of five options) on questions related to employees' enthusiasm at work and their desire to take on challenges (sustainable engagement).

*2 Some of the content of the questionnaire in 2017 differed from that in 2015.

The survey was renamed the Global Employee Survey, "Your Voice," and carried out in July 2021. The company uses this survey to gather opinions directly from employees, and to ascertain each organization's strengths and areas for improvement, thereby enabling management to accurately grasp current conditions. This leads to action that further improves engagement.

In April 2021, 39 new graduates joined Konica Minolta, Inc. The overall turnover rate for fiscal 2019 was 3.2%. In addition, the rate of turnover within three years for employees who joined the company in 2017 was 8.9%.



Our Concept

Making the Most of Employee Diversity to Create New Value

One of Konica Minolta's strengths as a global company is that employees of different national origins, races, beliefs, cultures, languages, genders, ages and expertise work together in regions all over the world. It is this diversity that leads to innovative thinking and original ideas, thus generating new value that helps provide solutions for customers and society.
This kind of value creation embodies the concept of "Inclusive and Collaborative," one of the six values that makes up the Konica Minolta Philosophy. This value refers to the power and collaboration generated by embracing our workforce's diverse backgrounds and ideas.
In addition to human resource diversity, Konica Minolta also recognizes the diversity of capabilities demonstrated by its diverse teams, and will keep striving to create even greater value by leveraging various differences.

Konica Minolta, Inc. prioritizes ensuring diversity and inclusion because they are the basis for achieving a model of ongoing value provision through co-creation, as the company pursues its long-term vision of "supporting people to achieve their own purpose" and "realizing a sustainable society." Konica Minolta, Inc., not only has a very diverse workforce, but also takes a wide range of measures to establish an environment and an organizational culture where employees can exercise their own unique skills while supporting each other and performing at a high level. Recently, Konica Minolta has focused on promoting the performance of its female employees and training global leaders. Adding to the results of these efforts, further innovation is driven by the mutual invigoration that takes place when employees each perform at their full potential.

Diversity Promotion System

At Konica Minolta, the president is responsible for promoting diversity, and the Corporate Diversity & Inclusion Office drives the relevant initiatives.
The office plans and implements various measures including training for employees, awareness-building activities, and internal status surveys, and it regularly reports the results of these initiatives to the president. The importance of the diversity and inclusion efforts is communicated by the president personally in and outside the company, along with the achievements.
In fiscal 2020, Konica Minolta launched its medium-term business plan, DX2022. The company aims to create high-revenue businesses and transform into a company that truly helps to solve social issues leveraging Konica Minolta's unique style of digital transformation (DX), which delivers continuous value using the DX as a Service model. It goes without saying that innovative human resources are needed to accelerate digital transformation (DX) and achieve this business transformation. The concept of diversity and inclusion is more important than ever before, and it is critical that this be reflected in the actions of employees. Against this backdrop, in fiscal 2017, Konica Minolta, Inc. established the Corporate Diversity Office, reporting directly to the president, reflecting the president's strong commitment to promote diversity. In April 2019, the organization's name was changed to the Corporate Diversity & Inclusion Office reflecting Konica Minolta's decision to be inclusive of diverse individual personalities and to bring everyone together to drive innovation.

The Corporate Diversity & Inclusion Office is working to foster an organizational culture that embraces all kinds of personalities, values everyone's individuality equally while accepting differences, and brings together employees who can independently take on challenges and self-actualize. Konica Minolta is working to foster a culture in which diverse individuals and organizations are linked via open dialogue, and where innovation is generated from both inside and outside of the organization. Konica Minolta continues to promote the active advancement of female employees, which it has been emphasizing since fiscal 2016, and is working on various initiatives in this area. Recognizing the importance of fairness in job assignment and equal-opportunity hiring, as well as the relevant issues, the company conducts fact-finding surveys and analyzes them.
The Corporate Diversity & Inclusion Office is striving to ensure a deep understanding of diversity and inclusion among employees, and since fiscal 2016, it has been working to support the success of Konica Minolta's female employees. The office also continues to work with various departments to promote the participation of international employees and people with disabilities by creating an organizational culture that respects not only diversity in attributes, such as gender and nationality, but also diversity in values and views of life.

Diversity and Inclusion Goals for achieving our long-term vision



Supporting Women's Career Building

- Konica Minolta's Approach
- Supporting Career Development of Women
  - Facilitating the Success of Female Employees
  - Numerical Targets for Female Career Promotion
- Initiatives to Support the Success of Women Employees
  - Initiatives in since Fiscal 2017-2020
  - External Evaluation

Utilizing Employee Experiences Gained Outside the Company and Abroad

- Konica Minolta's Approach
- Assignment of Non-Japanese Human Resources and Mid-Career Hires in Japan
- Providing Opportunities to Gain Experience and Knowledge Outside the Company
- Provision of Innovation Creation Places

Supporting the Efforts of Diverse Employees

- Recognizing Differences and Creating an Environment that Encourages Challenges

Employment of People with Disabilities

- Special subsidiary "Konica Minolta With You, Inc." Promotes Employment of People with Disabilities

Diversity

Supporting Women's Career Building

Konica Minolta's Approach Supporting Career Development of Women
Initiatives to Support the Success of Women Employees

Konica Minolta's Approach

Background and Issues

Gender equality and women's empowerment are key issues for the global community, and they are also vital to achieving the SDGs. In Japan, however, despite the fact that both men and women are generally highly educated, the reality is that women still face barriers when it comes to leadership and participation across the board. Konica Minolta recognizes the urgent need to develop an environment that facilitates women's success in its industry.

Vision

Konica Minolta believes that employee diversity is a source of growth. The company takes measures to create an environment where women can perform to their full potential. In order to accelerate the success of its women employees, Konica Minolta does not limit itself to simply ensuring that they can keep working through various life events, but also aims to expand their access to any career path they want to pursue.

Key Measures and KPIs

Creating innovation by supporting human resources with diverse values

KPI	Result	Target	Target	Target year
	Fiscal 2020	Fiscal 2021		
Percentage of management positions held by women at Konica Minolta, Inc.	7.2%	8%	8% or more	Fiscal 2022
Percentage of women among new graduate hires	23%	30% or more	Maintain 30% or more	Fiscal 2022

Supporting Career Development of Women

Facilitating the Career Development of Women Employees

For many years Konica Minolta has proactively provided equal employment opportunities for men and women, while working to build systems that can respond flexibly to the circumstances and needs of employees. These include adjusted work hours, volume, and content for employees expecting a child, or those looking after a child or family member. The company has striven to create workplace environments that make it easier for employees to remain employed while fulfilling family responsibilities. As the next step, Konica Minolta is undertaking measures to help empower women employees and allow even more women not only to remain employed but to enjoy success and career satisfaction.
Konica Minolta has worked proactively to create an organizational culture in which women can thrive, provide education and training, and augment its systems, using the percentage of management positions held by women as one of its indicators. Driven by a strong desire to foster women in leadership, the responsible individuals in each business division are directly involved in developing individual development plans and focus on reinforcing the pipeline of leaders. In addition to these initiatives, Konica Minolta will identify women with high potential and systematically nurture them so that they can exercise influence in the upper levels of management, going forward.

Workshops for Women Staff and Managers

A career planning workshop was held to encourage individual women employees to better appreciate their own value and strengths in action, to acquire skills and abilities for developing their own career plans, and to find a path towards ongoing personal growth. A management workshop was also held for the immediate supervisors of these women staff. The purpose was to enhance the ability of these managers to provide career support to their subordinates based on an understanding of the need for diversity in human resource development.
These two workshops were jointly planned, and by having women employees and their direct supervisors attend workshops around the same time, both groups were able to share an approach for career formation and an understanding of the issues, while enhancing their commitment. The company has been holding these workshops for women employees and their direct supervisors since fiscal 2017. Around 350 employees and managers have participated over the last three years.



Workshop for women employees and manager candidates

Numerical Targets for Women's Career Promotion

Konica Minolta, Inc. is working hard to achieve the targets of its action plan, which is based on Japan's Act on Promotion of Women's Participation and Advancement in the Workplace. The plan aims to empower more women to reach leadership positions and broaden their spheres of activity.

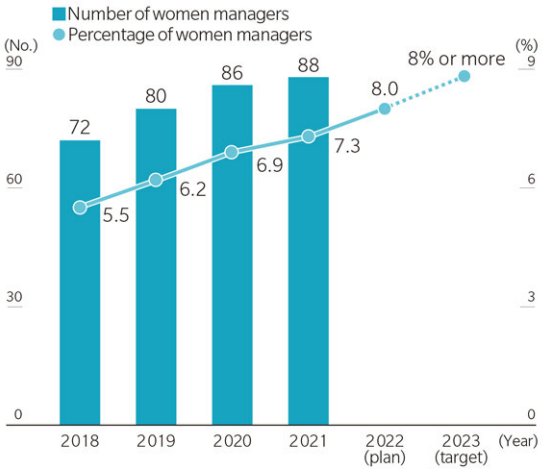
Target: To raise the percentage of management positions held by women to 8% in fiscal 2021.

Action Plan:

(a) Plan duration	April 1, 2020 – March 31, 2022
(b) Numerical targets	8% of management positions held by women 12% of the young assistant managers who are candidates for the next management position are women 40% or more of women managers are organizational heads
(c) Description of initiatives	Selective training of manager candidates in Performance Grade 3 Rapid advancement by enhancing training for young employees
(d) Timing of initiatives	Implemented as needed

In fiscal 2020, Konica Minolta began a new two-year action plan, which will be its third. The percentage of management positions held by women, which is the indicator for this plan, is steadily rising every year, and the company will step up its efforts to achieve the target by the end of fiscal 2021. In fiscal 2018, Konica Minolta, Inc. appointed its first woman executive officer.

Number and Percentage of Women Managers at Konica Minolta, Inc.



Initiatives to Support the Success of Women Employees

Konica Minolta, Inc. has put a number of career development programs for women in place since fiscal 2010 in order to further encourage women employees to fulfill their potential. In fiscal 2014, it implemented a program for women selected from those at the section chief level for having potential as managers and assisted them in their career development plans while also providing them with leadership training. The company also holds meetings to explain its promotion policy for women employees to the supervisors of the women chosen for this program, and it is implementing a six-month support program with mentors other than the supervisors in charge of guidance and training.
Since fiscal 2016, the company has been accelerating its initiatives by making the advancement of women part of diversity promotion, and clearly stating this in its management strategy.

Initiatives in Fiscal 2017-2020

In fiscal 2016, Konica Minolta, Inc. established a Women's Committee under the leadership of the company president, who has the ultimate responsibility for creating a foundation for full-scale promotion of women employees' advancement. As part of the committee's activities, workshops and a company-wide survey were conducted to gather feedback from all women employees and to identify the issues and conditions they face. The Corporate Diversity & Inclusion Office, headed by the president, took over the Women's Committee's activities in fiscal 2017 and has been carrying out various activities based on the three-year medium term business plan.

International Women's Day Program

In March 2018, Konica Minolta, Inc. held its first program to mark International Women's Day,* and more than 300 Konica Minolta women participated. Under a theme of "Connections," the program's aim was for women to develop comradery with diverse colleagues in the company through networking, to learn about their differences, and to find opportunities for new development and progress. The day began with a speech from Shoei Yamana, President and CEO of Konica Minolta, Inc., which was shared with four company sites in Japan via video conferencing. After that, a lecture was given by a special guest along with a workshop. The workshop allowed participants to experience the benefits of diversity that can be achieved by utilizing the strengths of each individual as part of a team. The participants were all able to share the same experience, while engaging in a joint initiative with a joint sense of accomplishment.





International Women's Day Program

* International Women's Day (March 8) was created by the United Nations in 1975, marking the date of a mass demonstration for a woman's right to vote that took place in New York on March 8, 1904.

Global Panel Discussion for International Women's Day

On March 8, 2021, Konica Minolta held its first global online panel discussion to encourage its highly diverse and unique employees to make the most of their talents and maximize the company's potential as an organization. On this day, four women global leaders in Asia, Europe and the US, as well as Konica Minolta's president, participated as panelists. The event was attended by over 650 Konica Minolta Group employees from around the world. The group discussed how a diverse workforce can exercise individuality and skills within the organization and how to bring together the strengths of individuals into the power of a team. Konica Minolta has supported International Women's Day in countries all over the world in the past few years, but in fiscal 2020 the event really brought everyone together.



Originally designed logo for global panel discussion at International Women's Day 2021

Lecture for Senior Management

In order to promote a deep understanding of diversity and inclusion among executive management, the company began regularly inviting outside experts to deliver lectures in fiscal 2017. In fiscal 2018, an executive of a major firm known for its advanced initiatives was invited to give a lecture, which was attended by officers and division general managers.

Diversity Workshop for Senior Managers

Workshops were held for those in senior manager positions and above, allowing them to deepen their understanding of the importance of diversity and preparing them to further develop employees in their own organizations. Around 300 senior managers participated in a total of 12 sessions from fiscal 2017 through fiscal 2018. At the end of each workshop, the participants pledged to promote diversity in their own departments.


Diversity Workshop for Senior Managers

Activities of Network for Women in STEM

The Medium-term Management Plan DX2022 advocates combining products and DX into a model for providing continuous value (DX as a Service). The performance of each individual employee is essential to achieve this. In particular, further activity by engineers is expected to establish the technology that will support DX. At Konica Minolta, more women are being hired as engineers, and women are being assigned to workplaces in which there used to be only men. As the environment changes, there are still workplaces in which there are very few women serving as engineers. For this reason, Konica Minolta established the Network for Women in STEM so that these women don't have to keep their worries to themselves but can connect with a wide group of colleagues, including people with the same concerns, people who have overcome these concerns, and people who can approach concerns from a completely different perspective. Men and other leaders in occupations other than engineering also participate as supporting members. In addition to online workshops on themes such as balancing home life, child-rearing and career, Konica Minolta has created an environment in which members can talk to others on the team at any time using chat and other systems.

External Evaluation

Platinum Kurumin Certification (FY2017)

Konica Minolta, Inc. was recognized by Japan's Minister of Health, Labour and Welfare as an exceptional example of a company that provides support to employees raising children.



Platinum Kurumin certification mark

Eruboshi Certification (FY2016)

As a company with an outstanding environment for promoting the role of women in the workplace, Konica Minolta was awarded the highest Eruboshi certification by Japan's Minister of Health, Labour and Welfare, under the Act on Promotion of Women's Participation and Advancement in the Workplace.



The Eruboshi certification mark

Diversity

Utilizing Employee Experiences Gained Outside the Company and Abroad

Konica Minolta's Approach
Assignment of Non-Japanese Talent and Mid-Career Hires in Japan
Providing Opportunities to Gain Experience and Knowledge Outside the Company
Provision of Innovation Creation Places

Konica Minolta's Approach

Background and Issues

In order to connect the promotion of diversity to the creation of innovation, it is important to build a team of employees with diversity in nationality, race, gender, age, and expertise, while also having individual employees with diverse experiences and perspectives. Konica Minolta believes in generating innovation by ensuring that diverse employees share ideas based on different perspectives.

Vision

Konica Minolta actively hires people in mid-career and people from outside of Japan. In addition, employees are encouraged to gain broad experience and knowledge outside the company and venues are provided for diversely talented individuals to share ideas.
By generating innovation with these measures, the company aims to meet the needs of its global customers and to create new value that goes beyond existing concepts.

Key Measures

- Actively recruiting mid-career human resources and personnel from outside of Japan
- Providing opportunities to gain experience and knowledge outside of the company
- Promoting exchanges among employees globally and providing venues for creating innovation where diverse employees can inspire and learn from each other

Assignment of Non-Japanese Talent and Mid-Career Hires in Japan

Konica Minolta, Inc. actively hires mid-career employees to help create innovation in Japan. The company is striving to secure the diversity of its human resources by also recruiting non-Japanese new university graduates, as well as Japanese graduates with experience living abroad.

Percentage of Mid-career Hires in Fiscal 2020

- Percentage of mid-career hires among total recruitment: 41%

Percentage of Global Human Resources Who Joined the Company in April 2021

- Percentage of non-Japanese nationals among new hires: 5%

Providing Opportunities to Gain Experience and Knowledge Outside the Company

In fiscal 2017, Konica Minolta, Inc. began encouraging employees to engage in outside projects, while also introducing a job return system, with the aim of strengthening individual diversity through experience outside the company. In fiscal 2017, it also launched an overseas dispatch program to allow young talented employees to improve themselves through work experience overseas at an early stage in their careers to support the establishment of their individual identities. The program has been suspended due to the COVID-19 pandemic, but it will be resumed when it is safe to do so.
Through these initiatives, the company seeks to further enhance its diversity, by strengthening individual diversity and increasing the number of personnel with diverse experience and knowledge.

Encouraging Employees to Engage in Outside Projects, and Introduces a Job Return System

› Expanding the System for Creating Innovation

Global Assignment Program for Early Career Talent

› Human Resource Development

Provision of Innovation Creation Places

Group companies outside of Japan utilize the Technology Innovation Program to develop mechanisms to create and accelerate innovation across different business sectors and national borders.
The Technology Innovation Program began in 2015 in the EU, and now every year members from over 10 countries meet to discuss new business opportunities, spending 10% of their time over a 6-month period on developing products, platforms or services to address real business challenges.
This program was also expanded to the Asia-Pacific region in fiscal 2019, and to the U.S. in fiscal 2020, aiming to accelerate new innovation.

Diversity

Supporting the Efforts of Diverse Employees

Recognizing Differences and Creating an Environment that Encourages Challenges

Diversity and inclusion are an essential part of the organizational culture at Konica Minolta, Inc. and key factors in achieving its management vision.
Konica Minolta strives to build an environment where individual differences are recognized and respected, so that each individual can be true to themselves and take on challenges that test their skills. In such an environment, differences are not seen as “unusual”; rather, each person’s values and thoughts are key assets for the process of constantly creating new ideas. True to this approach, Konica Minolta supports the efforts of all of its diverse employees.

Company-Wide Diversity Promotion Program

Konica Minolta, Inc. held an International Women’s Day. From January to March 2019, the company built upon this through a company-wide program, “Diversity and Inclusion! 2018,” where a total of 1,000 employees participated. Under the overall theme of “Respect (Understanding and Accepting Each Other’s Differences),” workshops, panel discussions, and lectures were given on 18 occasions at six sites. Additionally, a special lecture was given and shared with 15 company sites in Japan via video conference. It was an opportunity for participants to consider differences around gender, age and position as well as differences in people’s outlook on life and their values. It also prompted them to think about how to turn those differences into strengths.



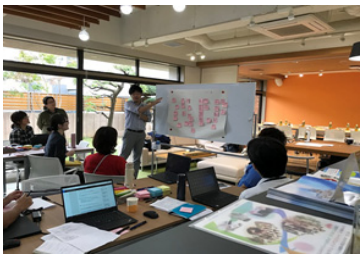
Lecture by astronaut Takao Doi (standing, left)

Workshop to Raise the Organization’s Psychological Safety

Konica Minolta’s diversity and inclusion strategy aims to foster an organization and culture that can continuously create value through co-creation. It is also the driver for building an organizational culture in which differences are accepted and open dialogue is welcome, in other words, promoting the organization’s “psychological safety.” To achieve this, Konica Minolta holds workshops for leaders to accelerate the embrace of a culture in which healthy conflict and forward-looking challenges are the norm. In fiscal 2020, about 200 managers participated. Practical activities were held to improve the organization’s ability to hold dialogue through the workshop and subsequent group activities.

Diversity Advocates

Employee volunteers sign up to be diversity advocates and take the initiative to promote diversity at frontline worksites in each region. Asking themselves, “What changes can we ourselves create,” these advocates think about challenges with the status quo and implement solutions. In fiscal 2018, two advocate teams were formed—in eastern and western Japan—bringing together diverse members of different ages, genders, and nationalities. Each member has their own awareness of the issue—from experience raising children, to caring for family members, to status as a non-Japanese employee. Members engaged in lively dialogues and discussions. Workshops and consultations were also held involving employees from relevant sites, sharing information useful to all employees.
In order to carry out grassroots diversity and inclusion activities in every workplace, diversity and inclusion advocates were appointed and advocate meetings were held. Along with good practices, the advocates shared information with one another on how to enhance diversity and inclusion activities in the workplace.





Diversity

Employment of People with Disabilities

Special Subsidiary “Konica Minolta With You, Inc.” Promotes Employment of People with Disabilities

In September 2013, Konica Minolta established the special subsidiary Konica Minolta With You, Inc. to support the independence of persons with disabilities through employment. The “With You” in the company name expresses the intention that the company is not just doing something for persons with disabilities but rather that it works with them to enhance their participation in society. Through this subsidiary, Konica Minolta is pursuing the social independence and mainstreaming of persons with disabilities.
In order for employees to feel pride and satisfaction through their work, Konica Minolta With You, Inc. enables its new hires to experience a variety of jobs during the first three years after joining the company, and helps them to create a long-term career vision with goals to achieve within five years. In this way, the company supports career development for people with disabilities, with the aim of maximizing their professional skills.
Employees with disabilities engage in work that directly contributes to the Group’s business, including printing business cards and Konica Minolta product manuals, digitizing documents, data entry, and refurbishing Konica Minolta multi-function printers used by customers. They also support other Group employees by serving customers at a café and shop on site, and by collecting and distributing mail within the company and managing vending machines.
In October 2020, Konica Minolta received the Governor of Tokyo Award among the Excellent Company Awards for Employment of Persons with Disabilities in recognition of its unique efforts to support disabled people.

Click here for details of the award （Developing Human Capital＞Evaluation by External Parties）



Printing business cards and product manuals



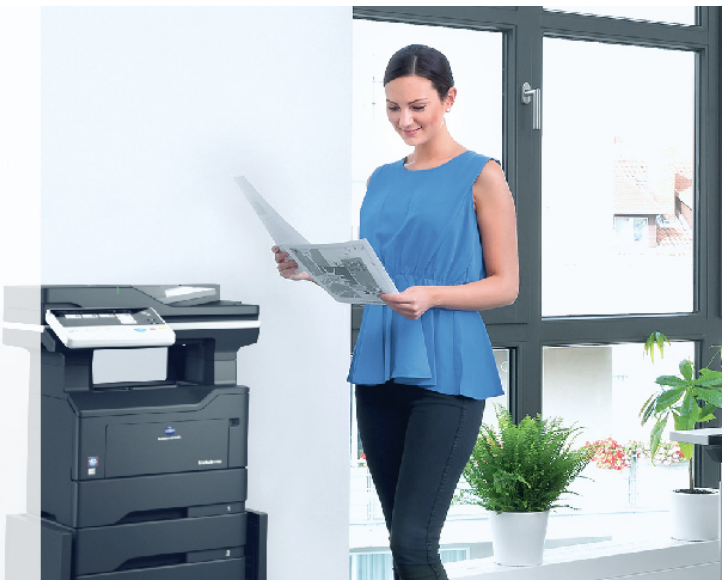
Customer service at a café on site



Refurbishing Konica Minolta multi-function printers

See Social Data in ESG Data for the employment rate of people with disabilities.

Customer Satisfaction and Product Safety



Basic Concept

Aspiring to maximize customer satisfaction and trust

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 discover and satisfy both latent needs and apparent requests.

Quality Management

- Quality Management Policy
- Quality Management System

Achieving Top-Tier Quality and Reliability

- Konica Minolta's Approach
- Improving the Quality Assurance System
  - Investigating Quality Problems via Regular Meetings
  - Addressing Market Quality Issues
  - Serious Product-related Accidents over the Past Five Years
  - Enhancing Product Safety Standards
- Taking Steps to Ensure Safety
  - Product Safety Training
  - Application of Risk Maps
  - Safe Product Design Based on Combustion Test Data from a Laboratory
- Taking Steps to Improve Quality
  - Sharing Information on Quality Problems and Cross-Deploying Countermeasures within the Group
  - Initiative for the Development of Quiet Products
  - Verifying Whether Printers are Compatible with a Variety of Paper Types
- New Initiatives for the IoT Era
  - Creating a Quality Assurance System in Service Business Areas in the IoT Era

Enhancing the Security of Products and Services

- Konica Minolta's Approach
  - Background and Issues
  - Vision
  - Key Measures and KPIs
- Promoting Secure Development and Operation Processes
  - Product Security Guidelines
  - Thread Analysis and Security Measures
  - Vulnerability Assessment
  - Secure Operation and Maintenance
  - Product Security Education
- Gathering and Addressing Vulnerability Information
  - Gathering and Addressing Disclosed Vulnerability Information
  - KONICA MINOLTA PSIRT
- Responding in the Event of a Product Security Incident
  - Escalation system in the event of a product security incident

Providing Useful Products to Meet Social Needs

- Universal Design
  - Concept for the use of universal design
  - Example 1: Initiatives for the MFP bizhub Series
  - Example 2: CUD Certification Obtained for Color-measuring Instruments
- Security Functions for MFPs
  - Document Security Solutions
  - Biometric Security Solutions

Creating New Quality Value

- Konica Minolta's Approach
- Working to Improve Customer Relationship Management
  - Heeding the Voice of the Customer
  - Global Deployment of NPS® Surveys to Measure Customer Relationship Management in the Business Technologies Business
  - Conducting a Customer Satisfaction Survey
  - Developing Quality Improvement Activities from the Customer's Perspective
  - Promoting Service Development Using Design Thinking
  - System Built to Provide Globally Uniform Support
  - CR Masters Program: A Program for Developing Personnel With Strong Customer Relations Skills
  - Implementation of Training, Including for External Partners, to Raise Support Quality in the Business Technologies Business
  - Promoting the Adoption of Remote Maintenance in the Healthcare Business

Customer Satisfaction and Product Safety

Quality Management

Quality Management Policy Quality Management System

Quality Management Policy

Implementing thoroughly a policy that places top priority on customer satisfaction and quality

Konica Minolta has articulated its basic concept for earning customer satisfaction and trust in the Konica Minolta Quality Management Policy. By sharing this policy with Group companies around the world, Konica Minolta tries to ensure that top priority is placed on customer satisfaction and quality.

Based on this policy, the Group strives to improve not only the quality of products, but also quality across the board, including maintenance and service.

Konica Minolta Quality Policy (excerpts)
The Konica Minolta Group ensures maximum satisfaction and trust of its customers, paying the utmost attention to customers and giving 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 affirmations:

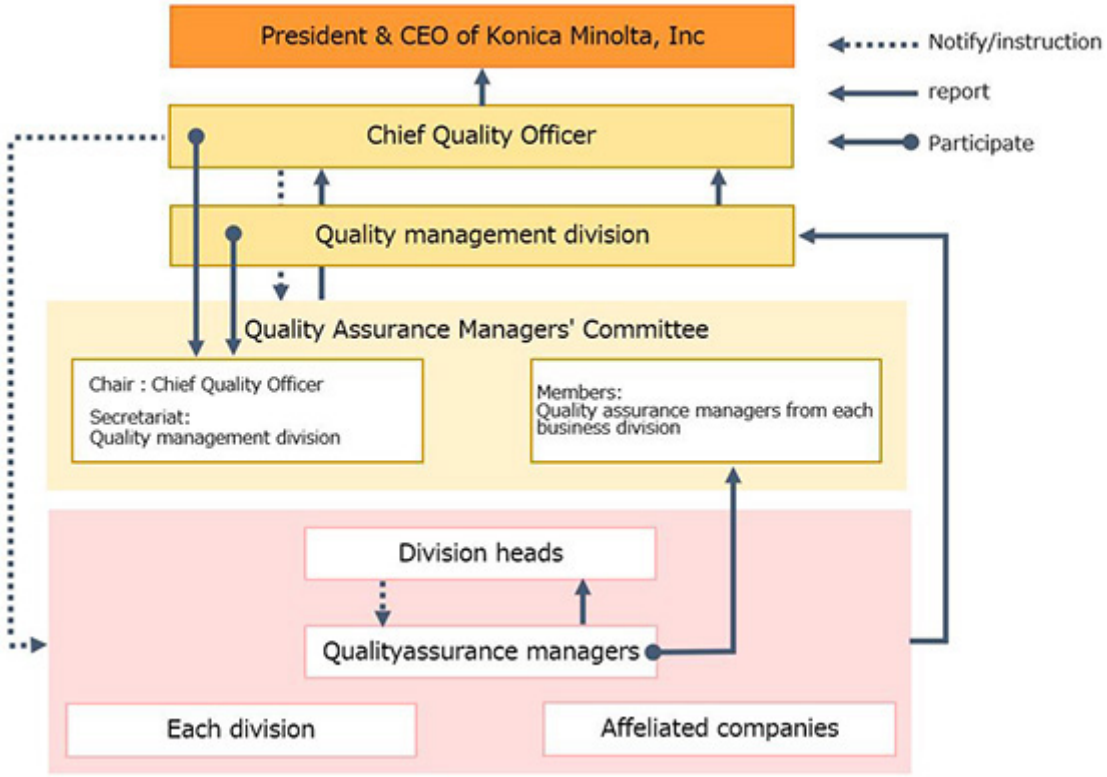
1. Achieving the industry's top level of Customer Satisfaction
2. Providing advanced products that satisfy customers' potential needs
3. Establishment and development of a global Quality System.
4. Quality Management in the total life cycle of products and services
5. Continued enhancement of our Quality Assurance Process
6. Minimization of product quality risks
7. Disclosure of product safety information

Konica Minolta Quality Policy

Quality Management System

The Chief Quality Officer oversees all quality management operations.

Konica Minolta, Inc. has established a Quality Assurance Managers' Committee that supervises Group-wide quality management. This committee is chaired by the Chief Quality Officer, who has responsibility for and authority over all quality matters for the entire Group. The committee meets on a quarterly basis, in principle. In addition to promoting quality planning and monitoring progress, it shares and scrutinizes information concerning quality assurance. Furthermore, each business works to continuously improve quality by thoroughly implementing the PDCA cycle for quality issues.



Quality Management

Konica Minolta Quality Policy

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:

“ Management Based On Facts”

1. **Achieving the industry's top level Customer Satisfaction**
   We will provide products and services of high quality and high reliability to achieve the industry's top-level of Customer Satisfaction through continuous analysis of market trends and steady efforts for improvement.
2. **Providing advanced products that satisfy customers' potential needs**
   We will always pursue ease of use from our customers' viewpoint with products on the cutting-edge of trends.
3. **Establishment and development of a global Quality System**
   We will establish and develop a global integrated Quality System throughout the Konica Minolta Group, including worldwide affiliated companies.
4. **Quality Management in the total life cycle of products and services**
   We will implement Quality Management to achieve our target based on quantitative measurement of quality at each life-cycle stage of products and services -- starting from planning, developing, manufacturing, usage, and disposal.
5. **Continued enhancement of Quality Assurance Process**
   We will continue to improve job processes voluntarily and aggressively in order to enhance the Quality Assurance Process.
6. **Minimization of product quality risks**
   We will take proactive measures and promptly respond to our customers in order to eliminate risks to our customers and our company caused by quality problems.
7. **Disclosure of product safety information**
   We will actively disclose product safety information to ensure our customers will use our products without any anxiety and to fulfill our accountability to society.

April 1, 2014
Konica Minolta, Inc.
President and CEO



Shoei Yamana

Customer Satisfaction and Product Safety

Achieving Top-Tier Quality and Reliability

- Konica Minolta's Approach
- Improving the Quality Assurance System
  - Investigating Quality Problems via Regular Meetings
  - Addressing Market Quality Issues
  - Serious Product-related Accidents over the Past Five Years
  - Enhancing Product Safety Standards
- Taking Steps to Ensure Safety
  - Product Safety Training
  - Application of Risk Maps
  - Safe Product Design Based on Combustion Test Data from a Laboratory
- Taking Steps to Improve Quality
  - Sharing Information on Quality Problems and Cross-deploying Countermeasures within the Group
  - Initiative for the Development of Quiet Products
  - Verifying Whether Printers are Compatible with a Variety of Paper Types
- New Initiatives for the IoT Era
  - Creating a Quality Assurance System in Service Business Areas in the IoT Era

Konica Minolta's Approach

Background and Issues

Ensuring product safety and security is essential for delivering consistently high quality. It goes without saying that Konica Minolta strives to improve the quality of and ensure the safety of the hardware it provides. With the advancement of IoT, Konica Minolta also recognizes that a more robust approach to IT threats is crucial to sustainable growth, as they can cause serious damage to customer operations.

Vision

To deliver value to customers, Konica Minolta continually seeks to enhance its products, incorporating cutting-edge technologies. Simultaneously, the Group is raising awareness among employees about addressing quality from the customer's perspective, while continuously enhancing quality management activities. The aim is to provide customers with products and services that offer even greater convenience, safety and peace of mind.

Key Measures and KPIs

●Reinforcing efforts to ensure safety when using products and services

KPI	Result	Target	Target Year
	Fiscal 2020		
Number of serious product-related accidents*	0	Maintained at 0 in every year	Fiscal 2022
Major business losses related to product safety (JPY)	0	Maintained at 0 yen in every year	Fiscal 2022

* 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.

Improving the Quality Assurance System

Taking various steps to improve the quality assurance system

Konica Minolta has established a quality assurance system. It is striving to improve its ability to resolve market quality problems that are related to the safety of products and services and is working to avoid serious accidents and reduce quality problems.

Investigating Quality Problems via Regular Meetings

Konica Minolta regularly holds quality meetings across the Group to discuss product safety and other quality-related issues and work to continuously improve quality by thoroughly implementing the PDCA cycle.

Addressing Market Quality Issues

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 immediately. 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 Chief Quality Officer, as well as with the departments in charge of quality assurance, corporate communications, and legal affairs, 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.

Serious Product-related Accidents over the Past Five Years

	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020
Number of Accidents	0	0	0	0	0

Serious product-related accidents: Accidents in which products put the lives of product users at risk or cause serious bodily injury and those in which property other than the products is damaged seriously
Scope: All Konica Minolta products

Enhancing Product Safety Standards

MFPs and printers used in offices must be designed so that misusage and break-downs do not cause electric shocks, smoking, or injuries to users. For this reason, Konica Minolta has established independent product safety standards that exceed the requirements of the legal standards and have rules requiring the detailed check of every aspect of its products. Past quality problems are thoroughly analyzed, the causes are identified, and measures to deal with the problems are investigated. The results of this process are reflected in updated product safety standards.
Continuous implementation of this process prevents the recurrence of quality-related problems and prevents new problems from arising.

Taking Steps to Ensure Safety

Expanding efforts to ensure product safety throughout the entire Group

Product Safety Training

Konica Minolta has developed a Group-wide product safety education system 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 2014, the Group also implemented a Risk Assessment Improvement Program focusing on risk-finding and assessment exercises using actual machines so that the knowledge and skills developed by participants in past training can be put into practice in actual operations. A questionnaire was given to trainees after the course was finished to verify that it is benefiting them in their actual work. The results have been fed back to the training planners to help improve the content of the program. Going forward, Konica Minolta will continue to improve employees' product safety awareness and raise the level of their skills by providing continuing education.


Risk Assessment Improvement Program

Application of Risk Maps

Konica Minolta utilizes risk maps as a way to assess product safety. These maps describe the degree of risk by the severity and frequency of aftermarket accidents. Using these maps, the Group undertakes objective assessments of the risk of product quality problems in the market and evaluates the effect of countermeasures. The Group pursues high safety levels by using the risk maps as risk assessment tools in the development process as well.
Specifically, the Business Technologies Business and the Healthcare Business consolidate, scrutinize, and identify, in accordance with stated rules, information provided by customers worldwide. With respect to information involved in product safety, they apply risk management techniques. By clarifying its criteria, the Group can respond quickly to the market, determine essential causes, and improve procedures.

Safe Product Design Based on Combustion Test Data from a Laboratory

Konica Minolta designs its products to eliminate any chance of them catching fire or emitting smoke. However, in the event that such an incident or a building fire should occur, products must have a fire-resistant design to prevent the spread of fire. Therefore, fire-retardant plastics are selected when designing products. In order to get accurate data on fire safety, products need to be subjected to combustion testing.

Konica Minolta has set up a reliability testing laboratory at its Tokyo Site Hachioji. This is where tests can be conducted to obtain detailed information on product combustibility using cutting-edge analysis techniques. The laboratory is also equipped with advanced equipment to treat smoke exhaust, enabling combustion testing to be performed without any impact on the local environment.

Taking Steps to Improve Quality

Improving quality awareness in the workplace and promoting the horizontal rollout of effective approaches

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

Konica Minolta is accelerating its Group-wide effort to disclose information regarding quality problems and cross-deploy countermeasures as a policy “One Konica Minolta.” The goal is to increase sensitivity to quality issues, thereby resolving problems early on and ensuring better response.
As a specific measure of the cross-deploying efforts, the Group conducts Production Capability Assessments at production sites, including sites outside Japan. Members of each site serve as assessors in this effort to perform mutual cross-assessments of businesses. Assessments are designed to visualize issues at each site by quantifying different aspects, such as the 5S's (Sort, Straighten, Shine, Standardize, and Sustain), visualization, elimination of inefficiencies, and factory management. The 5S's and visualization are intended to encourage proactive improvements on the production floor by presenting ideals as guidelines. Additionally, good practices are cross-deployed by sharing assessment results and examples of initiatives from each site on the company intranet.
From fiscal 2019, measures were taken to further prevent quality fraud by making improvements based on the guidelines established by the department in charge of quality assurance. Horizontal deployment of good practices was also promoted.

Initiative for the Development of Quiet Products

Konica Minolta is pursuing the development of quiet products that do not disturb the office environment by measuring and analyzing various sounds that are generated by MFPs and printers. As part of this effort, the company carried out joint development with a university to find a method for analyzing noise generated by products. After devising a method, the company could predict the noise level of planned products, thereby facilitating the development of quieter office products for more pleasant work environments.
Konica Minolta has obtained ISO/IEC 17025* accreditation for testing product noise levels. By utilizing its test laboratory with world-class acoustic characteristics, the company is able to carry out the in-house acoustic measurements needed to apply for Germany's "Blue Angel Mark" eco-label.


The inside of the acoustic test laboratory

* ISO/IEC 17025: General requirements for the competence of testing and calibration laboratories.

› News Release: Acoustic Test Laboratory Gains Qualification to Apply for Germany's “Blue Angel Mark” Eco-Label

Verifying a Variety of Paper Types

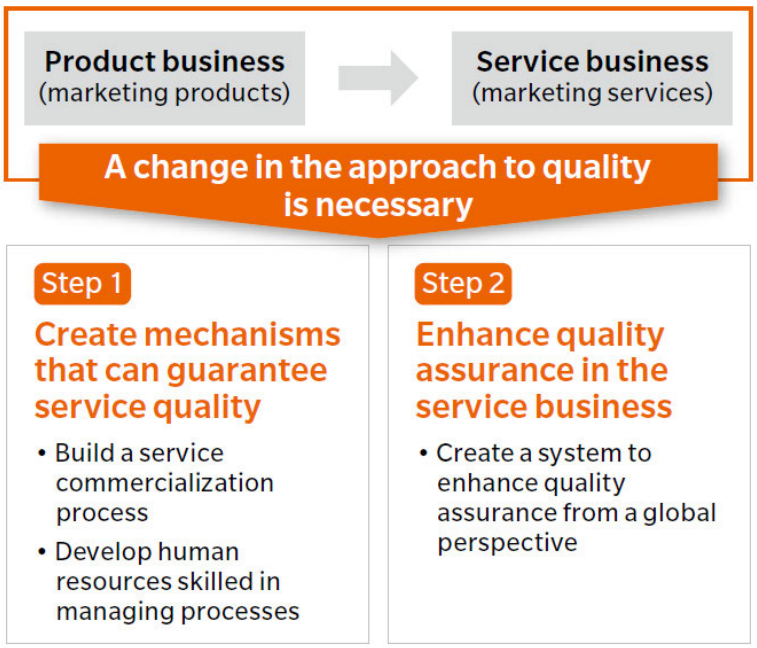
In on-demand commercial printing, customers require the ability to print on various kinds of stock, including heavy-weight, light-weight, glossy, and rough-finish papers. Regarding MFPs in offices, the use of recycled paper or thin paper is increasing due to consideration for the environment.
In response to these needs and to make products compatible with more types of paper, Konica Minolta is conducting verification of image reproduction and paper feeding on a diverse array of paper types. The characteristics of several hundred types of paper from around the world are measured, and the optimal settings for each type are verified by conducting printing tests on actual MFPs.
Based on the measurement and verification results obtained, the optimum printing conditions for each paper type are "packaged," and profiles are created to enable high-quality printing on various papers. By equipping its digital printing presses with these paper profiles, Konica Minolta delivers highly reliable condition settings for various types of paper. This in turn enables even greater operating efficiency for customers.


Media Evaluation Center

New Initiatives for the IoT Era

Creating a Quality Assurance System in Service Business Areas in the IoT Era

In service business areas, the company believes it must shift from product quality assurance to service quality assurance and establish the most innovative processes. Services are different from manufactured products as they lack physical form, their quality cannot be checked in advance, and they highlight the importance of process in addition to results.
Consequently, it is a challenge to predict and manage highly reliable quality.
Based on this shift, the company is working to build a service commercialization process. This will include establishing quality standards suited to the features of products in this area as well as creating management guidelines. This effort aims to create a mechanism for quality assurance for the entire life cycle of the service business. It also provides training on skills needed in the IoT service business to develop human resources skilled in process management.
Konica Minolta is developing service businesses in proximity to its customers, with sites all around the world. A global outlook is crucial for creating a mechanism that ensures strong quality assurance worldwide.



Quality Issues and Steps to Grow Service Business Areas

Customer Satisfaction and Product Safety

Enhancing the Security of Products and Services

- Konica Minolta's Approach
  - Background and Issues
  - Vision
  - Key Measures and KPIs
- Promoting Secure Development and Operation Processes
  - Product Security Guidelines
  - Thread Analysis and Security Measures
  - Vulnerability Assessment
  - Secure Operation and Maintenance
  - Product Security Education
- Gathering and Addressing Vulnerability Information
  - Gathering and Addressing Disclosed Vulnerability Information
  - KONICA MINOLTA PSIRT
- Responding in the Event of a Product Security Incident
  - Escalation system in the event of a product security incident

Konica Minolta's Approach

Background and Issues

As a “digital company with insight into implicit challenges,” Konica Minolta is working to develop and provide products and services utilizing the latest digital technologies such as IoT and artificial intelligence (AI). Yet, simultaneously, cyber-attacks targeting individuals and companies continue to rise, their methods becoming subtler and more sophisticated. Products and services offered by Konica Minolta may also pose a risk of exposing customers to data security threats. Therefore, efforts are required to ensure secure products and services, and to prevent product security incidents in the marketplace. In the event of a security breach, Konica Minolta is committed to pursuing a quick recovery and resolution to minimize customer damage.

Vision

Konica Minolta aims to raise each employee’s quality assurance awareness from the customer’s point of view, achieve quality of high-reliability in its products and services, and also provide products and services that, in terms of security, can be used safely and securely.

Key Measures and KPIs

Complete elimination of serious information security incidents

KPI	Result	Target	Target Year
	Fiscal 2020		
Number of serious information security incidents*	0	Maintained at 0 in every year	Fiscal 2022
Major business losses related to information security (JPY)	0	Maintained at 0 yen in every year	Fiscal 2022

* Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user's business

Promoting Secure Development and Operation Processes

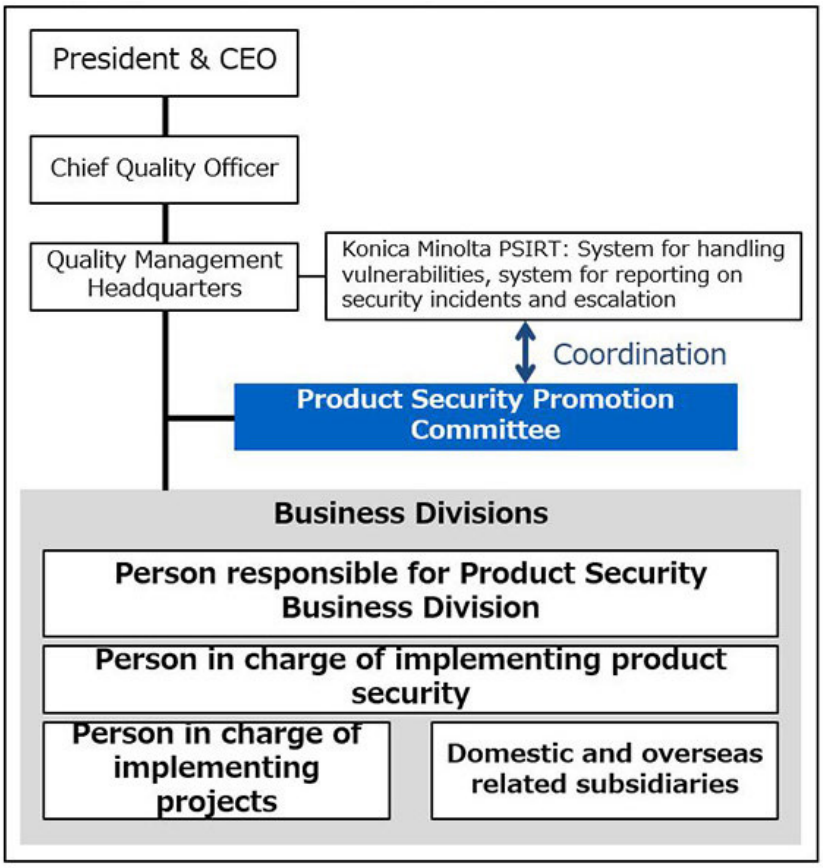
Konica Minolta is committed to developing and operating secure products and services.

Konica Minolta is committed to preventing serious security incidents by developing and providing secure products and services and taking initiatives to operate and maintain them securely.

Product Security Guidelines

Konica Minolta has established product security guidelines as internal regulations and procedures for assuring secure development and operation, and it carries out secure development and operation processes for products and services across the Group. Development and operation in conformity with the product security guidelines apply, in principle, to all products and services of the Konica Minolta Group. This commitment lasts the entire life cycle, from the planning and proposal of products and services to their disposal and end of service, and includes the supply chain, such as development and operation contractors and suppliers.
In addition, Konica Minolta regularly holds company-wide product security promotion meetings to discuss product security issues, and strives to continuously enhance its security level by sharing information on the most effective practices from inside and outside the company.

Company-wide promotion system



Konica Minolta, Inc. established a company-wide system for implementing product security, giving the Chief Quality Officer responsibility for it. Under the supervision of the Quality Management Headquarters, the company is expanding this system to all products and services across all of its business divisions.

Thread Analysis and Security Measures

When developing products and services, Konica Minolta conducts threat analyses in the upstream stage of development in order to eliminate system design vulnerabilities and prevent security incidents from occurring down the line. Envisioned security threats to assets that need to be protected are comprehensively identified, and security measures to counter those threats are studied and reflected in the requirements definition.
Moreover, Konica Minolta set up a Secure Development CoE consisting of internal security experts to assist development divisions in implementing and enhancing secure development and operation processes.

Vulnerability Assessment

Software developed by Konica Minolta, and the Open Source Software (OSS) modules and applications incorporated into it, may have security flaws called vulnerabilities. Since releasing vulnerabilities can lead to security incidents caused by cyberattacks, vulnerability assessments must be performed during the development phase and any problems must be fixed before the launch of the product or service. Konica Minolta centrally manages OSS usage across the company and has made available multiple static analysis tools (SAST) and dynamic analysis tools (DAST) as company-wide vulnerability diagnostic tools to detect and correct software and system vulnerabilities. In addition, regarding products and services for which security risks are of particular concern, Konica Minolta takes even stronger security measures, such as outsourcing penetration testing.

Secure Operation and Maintenance

Konica Minolta has established and deployed within the company guidelines for secure operation and maintenance so that following market launch customers can continue to use products and services with peace of mind. The guidelines are used in an effort to prevent security incidents caused by oversights or errors in market support.

Product Security Education

Konica Minolta has prepared several educational programs for employees to ensure the implementation of secure development and operation processes with the aim of improving employee awareness and skills in product and service security. In fiscal 2019, the company held programs in all of these areas for every new employee, product security general education, and threat analysis workshops, with more than 800 employees or about 80% of the target group, having attended the sessions. The company will continue to expand and enhance its educational programs, aiming for a higher level of understanding.

Gathering and Addressing Vulnerability Information

Konica Minolta will continue to gather and address vulnerability information after shipment and/or operation commencement of products and services, to continue providing safe and secure products and services.

Gathering and Addressing Disclosed Vulnerability Information

New vulnerability information for software is discovered and reported daily. More than 18,000 new vulnerabilities were reported by NIST's*2 NVD*3 in the United States in that one year alone. That is why it is necessary to gather vulnerability information and address the vulnerabilities even after the launch of products and services. Konica Minolta monitors this information on a daily basis, including open databases of vulnerability information other than NVD. This allows Konica Minolta to catch information that may affect its products and services at an early stage and spread it throughout the company while implementing countermeasures and mitigation steps as necessary to reduce risks for affected products and services.

*2 NIST: National Institute of Standards and Technology

*3 NVD: National Vulnerability Database, released by NIST

KONICA MINOLTA PSIRT

In December 2017, Konica Minolta established and began operating KONICA MINOLTA PSIRT*4 as a company-wide organization for cooperation with external public organizations. PSIRT centrally manages information on product and service vulnerabilities throughout the company and takes necessary measures. It also works with the CSIRT team, which handles security incidents for internal IT assets, to establish a system to roll out necessary responses globally. Furthermore, in May 2019, it joined FIRST*5, an international forum of approximately 500 CSIRT and PSIRT teams from 92 countries, and put in place a system that enables intra-company information coordination and contribution to security.

If PSIRT discovers vulnerability information that could affect Konica Minolta's products and services, it follows internal rules governing how to handle vulnerability information to verify, triage, and address the vulnerabilities, and consider the disclosure of information as necessary. The internal rules are based on NIST's Cyber Security Framework*6, FIRST's PSIRT Services Framework*7, and other Japanese and international guidelines.

An important role of PSIRT is to receive and respond to vulnerability information from external stakeholders. If vulnerabilities in Konica Minolta's products or services are discovered by security researchers, security vendors, or others, PSIRT acts as a direct or indirect point of contact to report vulnerability information. In the event a vulnerability report is received, PSIRT will take appropriate action in accordance with international vulnerability handling processes*8*9*10.

*4 PSIRT: Product Security Incident Response Team

*5 FIRST: Forum of Incident Response and Security Teams: https://www.first.org/

*6 Cyber Security Framework: https://www.nist.gov/cyberframework

*7 PSIRT Services Framework: https://www.first.org/standards/frameworks/psirts/psirt_services_framework_v1.1

*8 ISO/IEC 29147: Information technology — Security techniques — Vulnerability disclosure: https://www.iso.org/standard/72311.html

*9 ISO/IEC 30111: Information technology — Security techniques — Vulnerability handling processes: https://www.iso.org/standard/69725.html

*10 Information Security Early Warning Partnership Guideline: https://www.ipa.go.jp/security/english/about_partnership.html

Responding in the Event of a Product Security Incident

In the event of a product or service security incident in the market, Konica Minolta will strive to respond promptly.

Escalation System in the Event of a Product Security Incident

Konica Minolta works to prevent security incidents through secure development and operation processes and to gather and address vulnerability information after launch, but the possibility of problems caused by design bugs and operational oversights or errors is not zero. In addition, cyber-attack methods continue to become subtler and more sophisticated, making it nearly impossible to completely eliminate security incidents.
Konica Minolta responds to market quality issues based on its Group Market Quality Control Rules. In the event of a product or service security incident, it registers information in a Group-wide serious accident report database, the same as when product quality-related issues occur, and immediately sends the information to relevant persons within the company, including the Chief Quality Officer. Information is also sent to the Chief IT Officer and to CSIRT, and a company-wide effort is made to quickly recover from security incidents, analyze their causes, and prevent recurrence. In the unlikely event of a leakage of a customer's confidential information or personal information due to an incident caused by a product or service, Konica Minolta will apologize and explain the facts to the customer and promptly report the incident to the relevant authorities and organizations.

Customer Satisfaction and Product Safety

Creating New Quality Value

Konica Minolta's Approach

Working to Improve Customer Relationship Management

- Heeding the Voice of the Customer
- Global Deployment of NPS Surveys to Measure Customer Relationship Management in the Business Technologies Business
- Conducting a Customer Satisfaction Survey
- Developing Quality Improvement Activities from the Customer’s Perspective
- Promoting Service Development Using Design Thinking
- System Built to Provide Globally Uniform Support
- CR Masters Program: A Program for Developing Personnel With Strong Customer Relations Skills
- Implementation of Training, Including for External Partners, to Raise Support Quality
- Promoting the Adoption of Remote Maintenance in the Healthcare Business

Konica Minolta's Approach

Background and Issues

Long-term customer relationships are essential to the success of Konica Minolta's businesses in office equipment, medical devices, measuring instruments, and other products. In order for Konica Minolta to remain irreplaceable to in an era when customer needs are becoming more sophisticated and diverse, the ability to anticipate potential challenges is required.
Consequently, Konica Minolta understands the importance of visiting customer sites in order to build trusting relationships, foster collaboration, and provide solutions to problems.

Vision

Konica Minolta uses customer feedback to improve its products and services. The company strives to strengthen its relationships by helping customers achieve their unique goals. Konica Minolta aims to continually improve customer satisfaction and form strong relationships that result in a positive reputation and new customer referrals.
Furthermore, it will continue to create value for customers and contribute to the identification and solution of social issues.

Key Measures

- Continue conducting satisfaction surveys and implementation of improvements based on these results
- Improving the accuracy of verification processes for customer value creation using design thinking*

* Design thinking: A mindset and method for discovering the value that customers need. It helps create ways to realize value by applying rapid cycles of observation, understanding, issue definition, idea generation, prototyping, and verification.

Working to Improve Customer Relationship Management

Earning more trust and a higher appraisal from customers by building long-term relationships

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.

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, the quality assurance and development personnel in addition to sales personnel make visits to customers who use the Group's products.

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

Global Deployment of NPS® Surveys to Measure Customer Relationship Management in the Business Technologies Busines

In 2012, the Business Technologies Business created a Customer Relations (CR) Division and adopted Net Promoter Score®: NPS®* as a target indicator. It developed its own scientific approach, adding NPS® to the conventional customer satisfaction survey and deploying it globally. Today, the results are being utilized to improve product and service quality.
In fiscal 2017, a transaction survey system was introduced to ascertain customer satisfaction with point-of-contact experiences, such as telephone inquiries and repair service, and to obtain NPS® for these points of contact. In fiscal 2019, the system was expanded to more countries, and in fiscal 2020, a service improvement process was started based on the system. It will enable the needs and negative experiences of every customer to be ascertained in real time, in order to make rapid improvements. The Division is working to further improve its NPS® by developing PDCA cycles to address overall issues brought to light by the NPS® surveys, and individual customer issues identified by the transaction survey.

* Net Promoter Score®（NPS®）: an indicator that measures the percentage of customers who recommend the company and its products and services to others. . Net Promoter Score® and NPS® are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

Conducting a Customer Satisfaction Survey

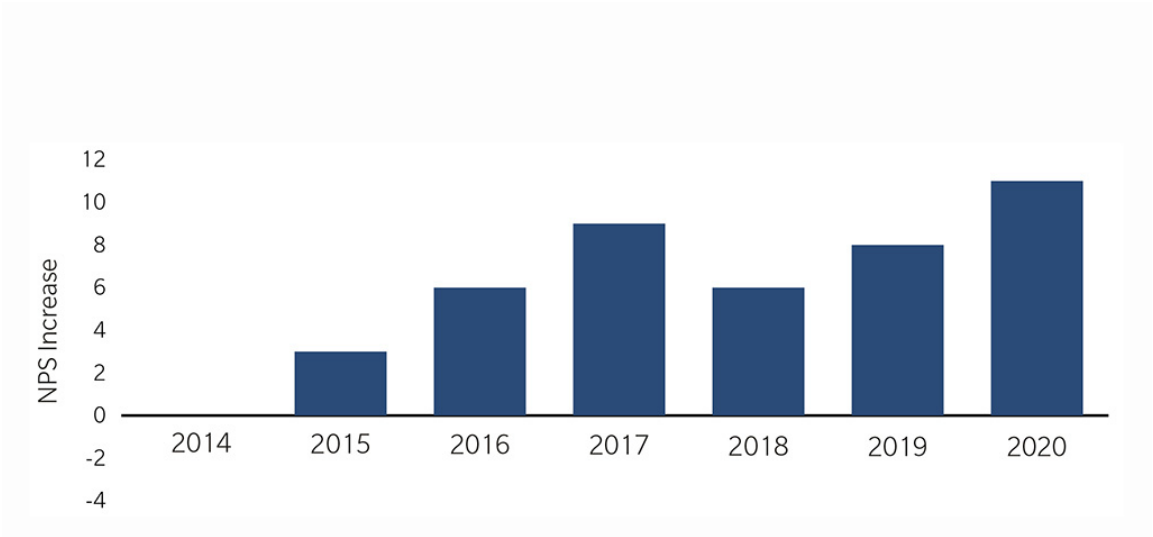
To work proactively on improving customer satisfaction, each business unit of the Konica Minolta Group is conducting surveys with the methods tailored to the characteristics of the business concerned.
In Konica Minolta's mainstay Business Technologies Business, the focus is on NPS® as an indicator of the level customer engagement.
Since 2012, Konica Minolta has been expanding the number of countries in which it implements PDCA cycles based on NPS® surveys. As of April 2021, the program has been deployed in 21 countries, including Japan, the United States, Europe and the Asia Pacific region. The NPS® survey results have improved every year since the full-scale global survey in fiscal 2014. In fiscal 2017 the score was 9 points higher than in fiscal 2014, thereby achieving the high target that was set. The fiscal 2018 score fell to just 6 points* above fiscal 2014 level, but by fiscal 2020 the score was back up, to 11 points above the fiscal 2014 level.

* Due to a temporal decline in service quality caused by renewal of service infrastructure in the U.S. and Australia.

Survey subjects
Corporate customers to which Konica Minolta sells directly

Survey Period
Each fiscal year

NPS Transition: Variation from FY2014



Developing Quality Improvement Activities from the Customer's Perspective

The staff of Konica Minolta's sales companies are in daily contact with customers. As part of the company's effort to improve quality from the customer's perspective, sales company staff participate in sales company joint evaluations and take part in evaluating quality in the development stage. In addition, since fiscal 2017, C-PIUZ* activities have been conducted to obtain the candid opinions of customers regarding quality. These activities allow staff from the quality assurance and development departments to visit customers together with sales company staff. Through this activity, employees gauge customer feedback and make use of this information to improve products and services.
Additionally, Konica Minolta uses design thinking to uncover the value that customers are truly seeking. In fiscal 2018, it established processes and methods for hypothesis verification in the development stage, and to determine whether the value is actually recognized by the customer once the product is on the market. The results are applied to the development of products and services from customer perspectives.

* C-PIUZ: Customer-Problem In Using to Zero, a unique Konica Minolta initiative to reduce quality problems that occur when customers are using the product.

Promoting Service Development Using Design Thinking

Led by the Human Experience Design Center, and with cooperation from the business divisions, Konica Minolta is introducing design thinking and developing value-added services based on a customer-centric perspective, rather than a manufacturer's perspective.
Design thinking is a mindset and a method for discovering the value that customers need. It helps create ways to realize that value by applying rapid cycles of observation, empathy, issue definition, idea generation, prototyping, and verification.

Through the incorporation of design thinking, Konica Minolta is promoting service development from the customer's perspective in its B2C business areas like planetariums and in its B2B business areas such as healthcare and factory equipment maintenance. For example, the company's factory equipment maintenance service involves visiting the customer site and meeting with various stakeholders, and accompanying staff on actual equipment inspection patrols. This enables Konica Minolta representatives to experience the customer's workflow for themselves. After identifying potential issues at the site, the representatives perform a process of iterative hypothesis-making and verification. The customer is then presented with an easy-to-understand proposal for the safe equipment maintenance they need, with a focus on the experience they can expect. A new solution can also be created with the customer, one, for instance, that makes gas and heat usage easy to monitor, which may then lead to maintenance service development.
Konica Minolta will continue to pursue the creation of value that customers are truly seeking, in various business areas. It will also produce innovation that contributes to the identification and solution of challenges for society and local environments.



■A team works to develop services using design thinking

System Built to Provide Globally Uniform Support

Many customers running global businesses centrally control at their head offices the maintenance and management of IT systems, including MFPs used in offices around the world. When requesting support from a device manufacturer, there are times when the head office, as the single point of contact, and the office actually needing support are in different regions. Accordingly, device manufacturers must also establish a global structure to provide accurate and timely support.
This is why Konica Minolta has built a new system to provide globally uniform support. Support staff assigned to sales companies worldwide have been organized and the contact point for customers has been centralized at the Global Support Center (GSC). By using purpose-built IT tools, support requests received by the GSC are shared with personnel around the world, resulting in timely and appropriate support with the dispatch of local customer engineers to handle hardware issues and specialized staff members providing remote support to solve software issues. Further, the level of service is homogenized by creating a globally shared database of inquiries and the results of responses.

CR Masters Program: A Program for Developing Personnel With Strong Customer Relations Skills

The Customer Relations Department of Konica Minolta's Business Technologies Business has established a CR Master’s Program, an education and certification program that systematizes the company's unique customer relations activities with the purpose of improving the skills of personnel who promote customer relations at sales companies around the world.
Later, the sales companies that participate in this program requested that a training program be made available to all employees, not just customer relations members. Konica Minolta met these requests in fiscal 2017 by establishing Customer Relations White Belt, an e-learning program that provides an overview of the customer-centric approach and action guidelines for front-line members.
Clear and succinct training materials were prepared in both English and Japanese, and shared with all sales companies. They were well received by those companies, which have already started using them for training. Translations will be needed for several sales companies where the local language is not English or Japanese, but these materials have already received high praise from sales companies that have begun the training.
In fiscal 2020, Konica Minolta opened a community site for CR promoters, aiming to improve the quality of CR activities globally by sharing examples of CR activities in each country.



A screen from the e-learning material for the Customer Relations White Belt

Implementation of Training, Including for External Partners, to Raise Support Quality

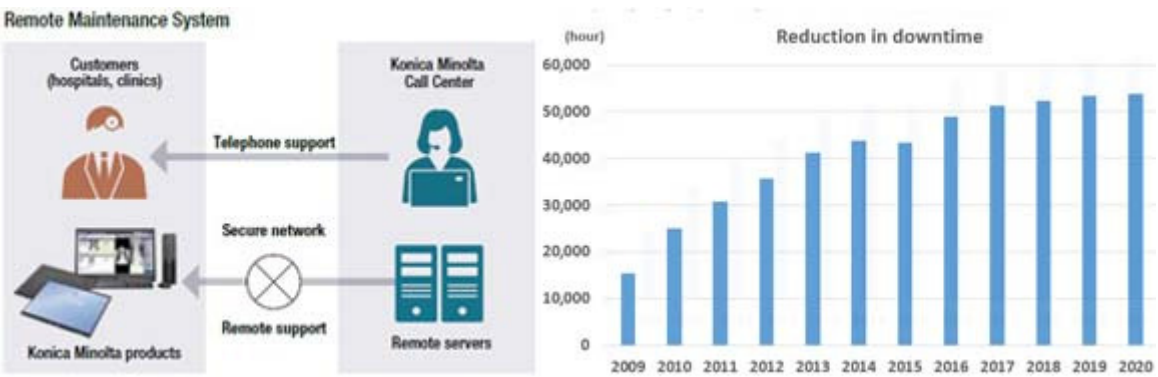
The Business Technologies Business is determined to provide a consistently high level of service to customers everywhere in the world. To that end, it conducts various kinds of technical training on products for the Group's own customer engineers and also for external distribution partners.
In Product Service Training, trainees acquire the skills and knowledge essential for the installation, setup, maintenance, and repair of each products. The training includes two different learning methods: instructor-led training to boost practical skills and knowledge acquisition via e-learning.
Konica Minolta's own technical license certification program, Outward, is designed to keep improving the technical skills of customer engineers. This program is organized into five certification levels starting with Associate and going up through Professional, Expert, and Master to Diploma. It enables the gradual upgrading of skills, from the acquisition of the basic knowledge needed to provide support for Konica Minolta's products to the mastery of high-level specialized skills.
By making these training programs available to more and more engineers worldwide, the Konica Minolta Group will continue to fulfill customer satisfaction globally.

Promoting the Adoption of Remote Maintenance

Products provided by the Healthcare Business are used in life-threatening medical settings, so there is a need for especially rapid responses to product failures and problems. Konica Minolta has established a call center that is operating around the clock, every day of the year, to eliminate interruptions on the medical frontlines. The company established key performance indicators (KPI) focusing on reduction of customer wait time on the phone, improvement of the call center's ability to resolve problems on its own, and improving customer satisfaction. It works to provide better services in all of these areas.
As part of that effort, the call center in Japan has been actively promoting the adoption of remote maintenance for the quick resolution of problems by remotely operating products at customers' locations through the Internet. This allows problems to be fixed remotely without having to send out customer engineers, while reducing downtime for products and services and shortening diagnostic interruptions in healthcare settings.
In fiscal 2020, around 70% of the calls received by the call center were from customers using remote maintenance.
As a result, downtime has been shortened by about 50,000 hours per year,[*1] representing an approximately twofold reduction in downtime compared to fiscal 2010. The use of remote maintenance has also cut down on driving by engineers, thereby lowering gasoline consumption and CO2 emissions.
In fiscal 2017, Konica Minolta became the first company in the Japanese healthcare industry to obtain COPC certification,[*2] and it will continue to maintain and develop the quality of its call center by meeting the strict certification standards.

*1 Calculated based on Konica Minolta's indicators

*2 COPC certification: An international quality standard for call centers only provided to organizations with outstanding performance.



Customer Satisfaction and Product Safety

Providing Useful Products to Meet Social Needs

Universal Design
- Concept for the use of universal design
- Example 1: Initiatives for the MFP bizhub Series
- Example 2: CUD Certification Obtained for Color-measuring Instruments

Security Functions for MFPs
- Document Security Solutions
- Biometric Security Solutions

Universal Design

Pursuing product creation that includes accessibility and usability

Concept for the use of universal design

Konica Minolta creates products based on the concept of universal design. This involves accessibility, so that anyone regardless of age, gender, stature, or disability can use a product with practically the same degree of ease. It also involves usability, which means making a product as comfortable to use as possible. Universal design is particularly important for products like MFPs, which are often shared by many people working in an office. In light of this, Konica Minolta has prepared its own Universal Design Guidelines based on detailed proprietary standards, and is designing products according to these guidelines. The company also tests the products' usability by having people in wheelchairs and senior citizens use products and provide feedback. The company also conducts verification under various potential usage conditions. Konica Minolta aims to create products for which universal design is not an option but a standard specification, based on the belief that this kind of design is simply common sense and should be available to everyone.

Introduction of Color Universal Design

There is variation in the way individuals perceive colors, and many people find it difficult to see certain hues. Therefore, color universal design seeks to ensure that information is properly conveyed to all people regardless of their color perception. Starting with the color MFP bizhub C650/C550, launched in 2007, Konica Minolta has employed this concept when designing the colors of indicator lights and the colors and shapes of operation buttons. The bizhub C650/C550 has received the color universal design (CUD) certification mark from the non-profit Color Universal Design Organization (CUDO). Konica Minolta actively obtains the same certification with new MFP products.

Example 1: Initiatives for the MFP bizhub Series



bizhub C652/C552

Operation panel that can be tilted easily for greater operability



LCD touch panel that enables users to magnify the display by one-touch operation

(Example of magnified display panel)



Normal display



Magnified display

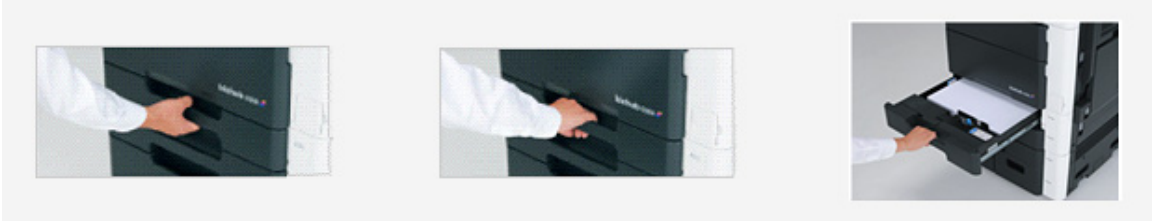
Start button and data light employing a blue LED that is easy to distinguish



Paper outlet colored gray to make white paper stand out, and with grooves to enable users to pick up paper with greater ease



"Free-grip" that can be grasped from above and below



Example 2: CUD Certification Obtained for Color-measuring Instruments

CUD certification*1 was obtained for the first time in the field of color-measuring instruments for the CM-5 spectrophotometer*2 and the CR-5 colorimeter*3 introduced in December 2009.
Both products ensure that coloration on all screens and in the design of operation panel switches is easy to discern for users of all color perception types. They also ensure ease of operation for diverse users by employing variations in shape, line type, and tone differentiation pattern, and display color descriptors such as “vivid” and “dull” to help users better envision the color scheme.
These new products have made it possible to perform measurements at an array of development and production sites—such as for foodstuffs, medical supplies, and cosmetics—which require careful color management or analysis, without being limited by individual differences in color perception.

*1 CUD certification: Certification by the NPO Color Universal Design Organization (CUDO)

*2 Spectrophotometer: Instruments that measure color at high precision levels by means of multiple sensors for each wavelength

*3 Colorimeter: Instruments that quickly measure color via red, green, and blue sensors using a function similar to that of the human eye



CM-5 Spectrophotometer

Security Functions for MFPs

Offering document security management as a standard feature

Document Security Solutions

In recent years, there have been growing problems relating to information security, including computer hacking, viruses, and information leaks. Even for MFPs, which are evolving into network information stations, the need for document security is greater than ever before. In response to these social needs, Konica Minolta has developed various security solutions for its products. In order to give customers a strong sense of security, the following are all standard features in MFPs.

User Authentication

This function can restrict access for individual users.

Department Management

In conjunction with user authentication, this function enables sophisticated user access and cost control.

Network Security

The network security system supports the following functions: IP filtering to prevent unauthorized access from unknown computers or devices; IPsec to prevent the eavesdropping of network data; Secure Sockets Layer (SSL); and, in the latest models, IEEE802.1X.

Memory Erase

This function can completely erase document information from the hard drive after printing and before disposing of a hard drive.

Box Security

In addition to the user authentication and department management functions, customer document information can be protected using a box password or confidential document password.

PDF Encryption

This function enables PDF documents to be created, encrypted, and sent out via email. Information saved on the hard drive can also be encrypted.

Ensuring the Reliability of Security Features

Konica Minolta began to obtain ISO 15408 certification for its MFPs early on. This certification is the international standard for ensuring the reliability of security features. Since the launch of the color MFP bizhub 7145 in December 2002, almost every subsequent model has obtained the certification.

Biometric Security Solutions

Reliable and quick security management using finger vein authentication

The AU-101/AU-102 Biometric Authentication Unit is included as an option in Konica Minolta MFPs and printers. This biometric finger vein reader allows highly secure, simple, and immediate user access. When combined with the standard features of user ID and password authentication, this function realizes even more sophisticated security management. The Biometric Authentication Unit can authenticate users simply by scanning a finger. As users are identified by vein pattern, an individual characteristic that is difficult to forge, user access management can be extremely reliable. Furthermore, since printer output can be initiated by placing a finger on the authentication pad, unauthorized people are prevented from seeing or accidentally taking confidential printouts.



AU-102 Biometric Authentication Unit



Responsible Supply Chain

Basic Concept

Konica Minolta is committed to fulfilling its social responsibility not only in terms of its own products but also throughout the supply chain,* based on relationships of trust with suppliers.

Konica Minolta creates innovative products and services that contribute to society and pursues customer satisfaction under its management philosophy of "The Creation of New Value."

Konica Minolta views the suppliers that provide and produce raw materials and parts, carry out distribution, and offer services as essential partners in its business activities. The Group strives to build strong partnerships with these business partners, based on fair and transparent transactions, with a commitment to the shared goal of providing innovative products and services in a timely manner to customers all over the world.

As a global company striving to get a trust from worldwide society, Konica Minolta pursues its CSR procurement with consideration for labor issues (human rights), ethics, the environment, safety and health throughout the supply chain, including at its suppliers.

Additionally, the Group is taking steps to address conflict mineral issues, seeking to prevent violations of human rights in conflict areas from which mineral resources used in products are sourced.

* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Konica Minolta's Approach

Konica Minolta's Supply Chain Management

- Supply Chain Management
- Policies on Procurement
  - Konica Minolta Procurement Policy
  - Konica Minolta Code of Conduct for Suppliers
  - Konica Minolta Conflict Minerals Compliance Policy
- Structure for Promoting CSR Procurement

Implementing CSR Procurement

- Cooperating with External Organizations
  - UN Global Compact
  - Responsible Business Alliance (RBA)
- Konica Minolta's CSR Procurement Initiatives
  - Konica Minolta's CSR Procurement Promotion Program
  - Targets and Results
  - Requesting CSR Activities to Suppliers
  - CSR Assessments Using a Self-Assessment Questionnaire
  - CSR Audits
  - Support and Incentives for Suppliers
  - Training for Relevant Personnel at Konica Minolta

Procurement Initiatives

- Procurement Collaboration System
- Environmental Collaboration Aimed at Strengthening the Management of Chemical Substances Included in the Supply Chain
- Holding Suppliers' Meetings
- Commendation of Suppliers

Practicing Responsible Minerals Procurement

- Konica Minolta's Initiatives for Practicing Responsible Minerals Procurement
- Framework for Initiatives
  - Step 1. Establish strong company management systems
  - Step 2. Identify and assess risk in the supply chain
  - Step 3. Design and implement a strategy to respond to identified risks
  - Step 4. Carry out independent third-party due diligence audits for smelters or refiners
  - Step 5. Report annually on supply chain due diligence
- Cooperating with External Organizations
- Targets and Results
  - Response to Customers' Request for Survey
  - Office Business and Professional Print Business Conflict Minerals Survey
  - Other Initiatives

Responsible Supply Chain

Konica Minolta's Approach

Konica Minolta's Approach

Background and Issues

The Konica Minolta Group recognizes that, around the world, many people are forced to work with no respect for their rights or in deplorable conditions. Child and migrant workers*1 are particularly susceptible to these negatives. The Group also understands that companies must fulfill their social responsibilities, including making improvements in the areas of labor issues (human rights), ethics, the environment and health and safety, not only related to their own products, but also along the entire supply chain*2 involved in delivering these products to customers.

*1 A migrant worker is a person who either migrates within their country of origin (internal migration) or outside it (crossing an international border) to pursue employment.

*2 Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Vision

Konica Minolta aims to contribute to building a sustainable society that takes social issues such as human rights into consideration. To achieve this goal, we are working together with our clients along the entire supply chain to help solve these social issues. Through such initiatives, the business value of both Konica Minolta and our clients is improved, and by providing products that our customers can feel comfortable purchasing, we can 'create shared value'.

Key Measures and KPIs

CSR procurement

KPI	Results Fiscal2020	Target	Target year
Percentage of suppliers requested to take CSR measures	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY20-22)	Fiscal 2022
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)	Fiscal 2022
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)	Fiscal 2022

Response to responsible mineral procurement

KPI	Results	Target	Target year
	Fiscal 2020		
Percentage of suppliers returning conflict mineral surveys	98%	Maintain at 95% or higher in every year	Fiscal 2022
Percentage responding to requests for surveys from customers	100% response	Maintain at 100% or higher in every year	Fiscal 2022

Responsible Supply Chain

Konica Minolta's Supply Chain Management

Supply Chain Management
Policies on Procurement
- Konica Minolta Procurement Policy
- Konica Minolta Code of Conduct for Suppliers
- Konica Minolta Conflict Minerals Compliance Policy

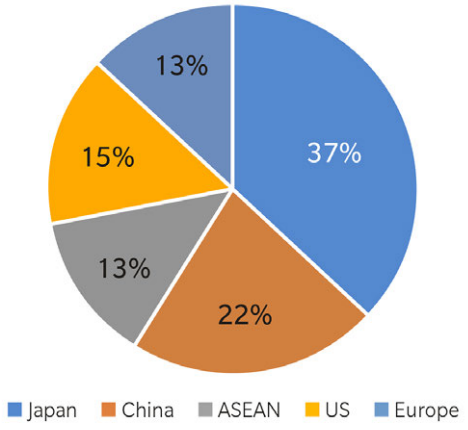
Structure for Promoting CSR Procurement

Supply Chain Management

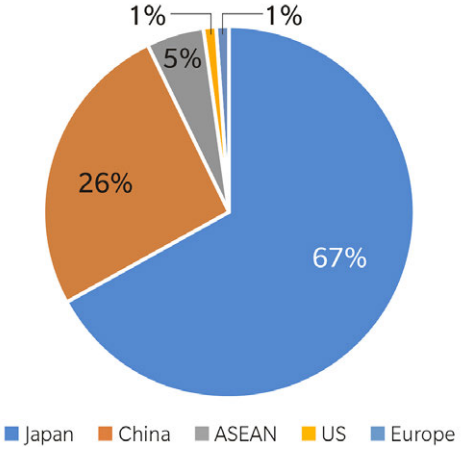
Working to establish a sustainable society in which human rights are respected

As a global company, Konica Minolta operates in 51 countries around the world. The total value of the Group's procurement is approximately 460 billion yen, and it has 1,286 suppliers. By region, Japan accounts for 37% of this, China, for 22%, the United States for 15%, Europe for 13%, and ASEAN and other regions for 13%.
Konica Minolta carries out production activities utilizing its high-quality manufacturing skills as a manufacturer, with production sites primarily in Japan, China and the ASEAN region. The Konica Minolta Group divides procurement into the goods used directly in production and the goods and services needed indirectly for production, company operation, business activities, and development. It treats these as direct materials procurement and indirect materials procurement, respectively.
In direct materials procurement, distribution costs and environmental impact can be reduced by procuring parts and raw materials needed in production from regions close to the production site. Accordingly, the Group's basic policy is to practice regional procurement, procuring close to the production site those materials that can be acquired locally. At the same time, it strategically employs global procurement, selecting optimal procurement sources worldwide, such as for materials that have cost savings when purchased in bulk and high-value added parts that require a high level of technical competence. In such cases, procurement departments in Japan conduct centralized procurement.
Due to large-scale chemical explosions and the tightening of environmental regulations in China in recent years, operations have been temporarily suspended at certain industrial parks within the country. This caused a halt to the supply of some raw materials to Konica Minolta, resulting in a temporary situation in which the stock of raw materials was running low in production. In order to ensure that such a situation causes no delay in the supply of products to its customers, Konica Minolta is working to trace the supply of routes of raw materials back to the crude raw materials, and to seek out suppliers outside of China, secure multiple suppliers, and consider alternative materials for high-risk raw materials.
Regarding indirect materials procurement, efficient procurement is pursued through a combination of expense items to procure at sites in each country and procurement optimized worldwide through global contracts.
In Konica Minolta's primary field, the Office Business, service-related costs are incurred due to work required for equipment maintenance after sale. Service-related costs have also increased due to the expansion of the IT solutions the Group provides as the Group shifts to a business model based on the sale of services rather than the sale of products. Konica Minolta is shifting from procurement in China to procurement in the ASEAN region, particularly Malaysia, in line with its digital manufacturing approach, which employs manufacturing system that do not overly rely on certain "people, places, countries, or trends."

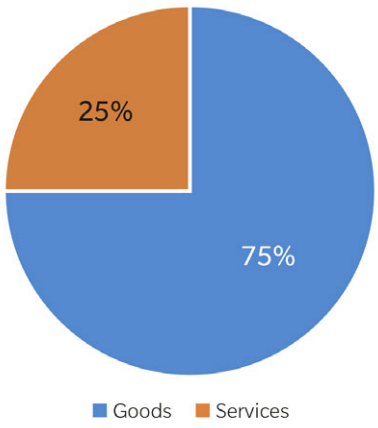
Fiscal 2020 procurement by region (Based on monetary amount of procurement)



Fiscal 2020 procurement by region (Based on number of suppliers procuring materials directly)



Fiscal 2020 Procurement classification analysis
(Based on monetary amount of procurement)



Konica Minolta views all of the suppliers that supply and produce materials such as raw materials and parts or provide logistics and other services as indispensable partners in its business activities.
Konica Minolta is working with suppliers to build a trusting relationship through transparent and equitable transactions in order to achieve the shared goal of providing innovative products and services in a timely manner to customers all over the world.
Konica Minolta recognizes that there are workers all over the world who are forced to work with no consideration of their rights or who have to work in deplorable circumstances. There are also child and migrant workers*1 from various countries, who are particularly susceptible to these negative circumstances.
Konica Minolta promotes CSR procurement throughout its supply chain,*2 helping to create sustainable societies. The company believes that enterprises are not only responsible for their products, but also socially responsible to improve conditions of labor (human rights), ethics, the environment, safety and health, throughout the supply chain that delivers products to customers.
Konica Minolta practices CSR procurement in order to realize these improvements at its manufacturing bases, and works closely with the suppliers who supply raw materials and parts for its products.
In order to fulfill social expectations such as respect for human rights, Konica Minolta not only addresses this issue at Group production sites but also cooperates with manufacturing and logistics suppliers. It also believes this improves the corporate value of both Konica Minolta and its suppliers. Further, this cooperation enables the customers to purchase the company's products with peace of mind and to know that, by doing so, they are contributing to the development of a sustainable society.
Konica Minolta recognizes that CSR procurement is more than just the social responsibility of a global company; it is also convinced that improving working conditions make employee satisfaction higher and attrition rates lower. This in turn reduces business risk and raises quality throughout the supply chain. There are plenteous reasons for the proactive approach.

*1 A migrant worker is a person who either migrates within their country of origin (internal migration) or outside it (crossing an international border) to pursue employment.

*2 Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.



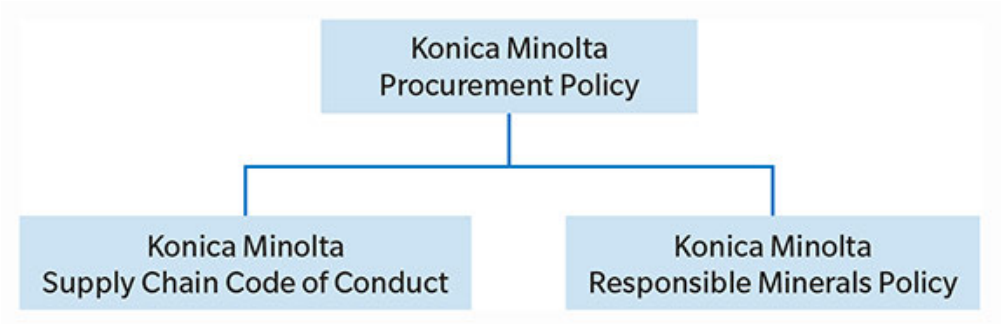
Konica Minolta's CSR Activities in the Supply Chain

Policies on Procurement

Establishing supply chain policies and continuously pursuing improvements

In fiscal 2008, the Konica Minolta Group established the Konica Minolta Procurement Policy as a policy covering procurement activities overall in order to promote initiatives related to fair procurement. The basic stance of the policy is based on the key words, “open,” “fair,” “global,” “compliance,” and “ecology.” The policy also clarifies requests to suppliers.

Building on this policy, the Group established the Konica Minolta Code of Conduct for Suppliers based on the exact text of the RBA* Code of Conduct when Konica Minolta joined the RBA in fiscal 2013. With this code, Konica Minolta asks for the compliance of suppliers in its supply chain to help create a sustainable society by ensuring continuous improvement in various areas. These areas include labor rights (forced labor, child labor, freedom of association, etc.), ethics (intellectual property, privacy, anti-corruption, etc.), the environment (energy use, impacts of climate change including CO2 and greenhouse gas emissions, water use, pollution, waste, resource use, etc.), and health and safety (emergency preparation, occupational accidents, occupational health, etc.). In addition, in fiscal 2014, the Group established the Konica Minolta Conflict Minerals Compliance Policy, based on which it is taking steps to address conflict mineral issues. The basic contract with suppliers includes “compliance with the Konica Minolta Supply Chain Code of Conduct,” and the Group requests that suppliers comply with this Code. In addition, before entering a partner relationship with Konica Minolta, a prospective supplier must complete a questionnaire on labor rights, the environment, ethics, and health and safety, based on the Konica Minolta Supply Chain Code of Conduct, and must also undergo an on-site inspection by Konica Minolta employees.
In fiscal 2021, the Konica Minolta Supplier Code of Conduct was replaced with the Konica Minolta Supply Chain Code of Conduct. This new title is used to clarify that Konica Minolta’s code of conduct covers the entire supply chain, including Konica Minolta and its suppliers. At the same time, the Konica Minolta Conflict Minerals Policy was replaced with the Konica Minolta Responsible Minerals Policy to include procurement of minerals other than conflict minerals.
* Responsible Business Alliance (RBA): An organization that promotes CSR in the supply chain.



Konica Minolta Procurement Policy

The Konica Minolta Group pursues customer satisfaction by creating innovative products and services that contribute to the development of society, according to our management philosophy, “The Creation of New Value.” In procurement activities, we establish firm partnerships with our suppliers based on fairness and transparency, and aim to build a sustainable society by fulfilling social responsibilities with our suppliers.

1. **OPEN**

   We will build transparent and reliable relationships with our suppliers and manage procurement in an open manner, while sharing objectives from a long-term and global perspective.

2. **FAIR**

   We will carry out transactions under the principle of free competition with rational evaluation criteria, and seek mutual benefit with suppliers.

3. **GLOBAL**

   We will have a global outlook and carry out procurement in the regions that best suit our operational needs.

4. **COMPLIANCE**

   We will comply with all relevant laws and regulations, corporate ethics, and internal policies and regulations.

5. **ECOLOGY**

   We will contribute to the international society and local communities by striving to take the lead in environmental protection, while reducing the impact of our operations on ecosystems.

Request to Suppliers

Based on strong partnerships with our suppliers, we ask our suppliers to focus on the following areas in order to increase customer satisfaction and fulfill social responsibilities.

1. **Excellent quality**

   Ensuring the safety of products and services, including compliance with the safety standards of each country and region, and improving quality to meet the demands of customers

2. **Reasonable prices**

   Pursuing prices with market competitiveness

3. **Response to changes in demand**

   Developing a stable supply system that can respond flexibly to changes in demand

4. **Compliance with laws, regulations, and corporate ethics**

   Complying with all laws and regulations of each country and region, and with corporate ethics

5. **Environmental protection**

   Undertaking environmentally conscious business activities and material procurement

6. **Respect for the human rights of workers**

   Respecting basic human rights, including the prohibition of child labor, forced labor, and discrimination based on ethnicity, gender, and any other grounds

7. **Health and safety**

   Providing safe and clean work environments

8. **Information security**

   Continuously improving information security

9. **Firm management foundation**

   Building a firm management foundation to ensure a continuous and stable supply of materials

April 1, 2014
Konica Minolta, Inc.
President and CEO

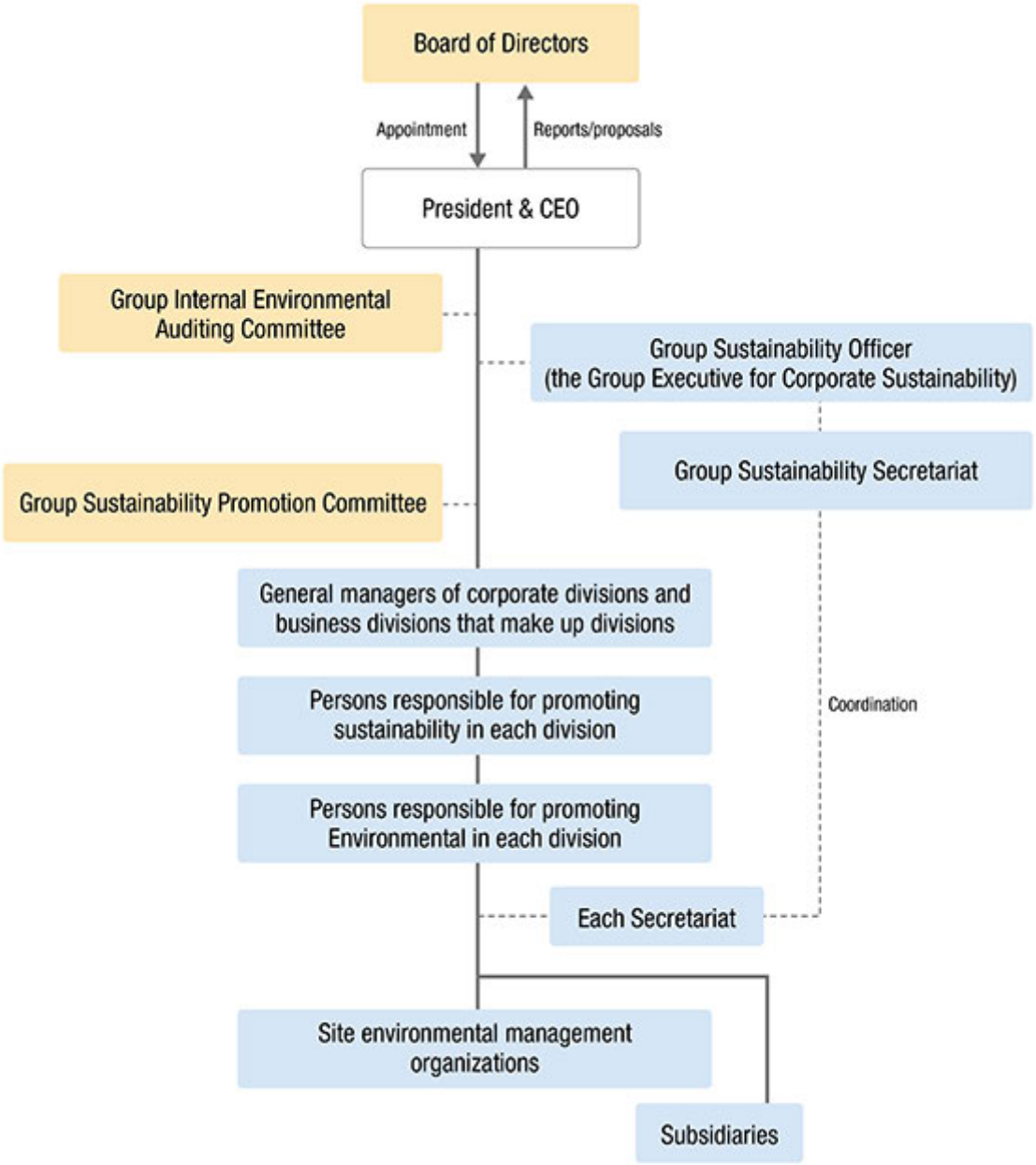
- Konica Minolta Supply Chain Code of Conduct
- Konica Minolta Responsible minerals policy

Structure for Promoting CSR Procurement

Establishing a structure for promoting CSR procurement throughout the supply chain

Konica Minolta has established a group-wide structure for promoting CSR procurement and practicing responsible mineral procurement in order to fulfill its social responsibility across the entire supply chain.

Konica Minolta's CSR procurement promotion structure is incorporated into its environmental management system, and they are both run by an executive officer. Under this structure, Konica Minolta reviews group-wide progress related to CSR procurement and responsible mineral procurement and agrees on targets and action plans.



Konica Minolta's structure for promoting CSR procurement

Responsible Supply Chain

Implementing CSR Procurement

- Cooperating with External Organizations
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  - CSR Audits
  - Support and Incentives for Suppliers
  - Training for Relevant Personnel at Konica Minolta

Cooperating with External Organizations

UN Global Compact

In 2009, Konica Minolta signed the Global Compact, which consists of 10 principles, related to human rights, labor, the environment, and anti-corruption, advocated by the United Nations.

The Global Compact is a set of voluntary action principles for businesses proposed in 1999 by then UN Secretary-General Kofi Annan and officially established at the United Nations Headquarters in 2000. It is an initiative to achieve sustainable growth on a global scale by encouraging businesses to act as upstanding members of the international community by demonstrating responsible, creative leadership in solving various worldwide problems, including global warming, environmental problems, and economical stratification in society.

Konica Minolta participates in various working groups of the Global Compact Network Japan, and it makes use of these experiences in its CSR procurement initiatives.

- Konica Minolta Participates in UN Global Compact
- The United Nations Global Compact Website

Responsible Business Alliance (RBA)

Konica Minolta joined the RBA in October 2013 and has been acting as a member to strengthen its CSR procurement in the supply chain.
The RBA, which is made up of more than 170 companies, including the world's leading electronics manufacturers and their major suppliers, works to improve worker rights (human rights and working conditions), ethics, health, and safety in the supply chain.

- Konica Minolta Joins "Electronic Industry Citizenship Coalition"
- RBA

The RBA Code of Conduct (Source: RBA materials)

Labor

1. Freely Chosen Employment
2. Young workers
3. Working Hours
4. Wages and Benefits
5. Humane Treatment
6. Non-Discrimination
7. Freedom of Association

Environment

1. Permits & Reporting
2. Pollution Prevention
3. Hazardous Substances
4. Solid Waste
5. Air Emissions
6. Materials Restrictions
7. Water Management
8. Energy Consumption and Greenhouse Gas Emissions



Management Systems

1. Company Commitment
2. Management Accountability and Responsibility
3. Legal and Customer Requirements
4. Risk Assessment and Risk Management
5. Improvement Objectives
6. Training
7. Communication
8. Worker Feedback, Participation and Grievance
9. Audits and Assessments
10. Corrective Action Process
11. Documentation and Records
12. Supplier responsibility

Health & Safety

1. Occupational Safety
2. Emergency Preparedness
3. Occupational Injury & Illness
4. Industrial Hygiene
5. Physically Demanding Work
6. Machine Safeguarding
7. Sanitation, food, housing
8. Health & Safety Communication

Ethics

1. Business Integrity
2. No Improper Advantage
3. Disclosure of Information
4. Intellectual Property
5. Fair Business, Advertising and Competition
6. Protection of Identity and Non-Retaliation
7. Privacy
8. Responsible Sourcing of Minerals

Konica Minolta's CSR Procurement Initiatives

Working to improve labor conditions (human rights), ethics, the environment, and safety and health in the supply chain

Companies have to take social responsibility not only for their own products but also for improving labor conditions (human rights), ethics, the environment and health and safety in the supply chain used to deliver products to customers. In line with this recognition, Konica Minolta promotes CSR procurement that pursues these kinds of improvements together with its business partners who supply and produce materials such as raw materials, parts and components, as well as Group production sites, with the aim of establishing a sustainable society in which human rights are respected.

Laws such as the California Transparency in Supply Chains Act and the UK Modern Slavery Act 2015 have been enacted in recent years. More than ever, companies' human rights initiatives must also address the issues of slavery and human trafficking. In response to social demands like these, the RBA*2 has been updating its code of conduct and various systems. As an RBA member, Konica Minolta will make use of the RBA's framework to address these social issues.

In fiscal 2021, the Konica Minolta Supplier Code of Conduct was replaced with the Konica Minolta Supply Chain Code of Conduct. This new title is used to clarify that Konica Minolta's code of conduct covers the entire supply chain, including Konica Minolta and its business partners.

*1 Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

*2 Responsible Business Alliance (RBA): Organization that promotes CSR in the supply chain.

Konica Minolta's CSR Procurement Promotion Program

Konica Minolta strives to ensure socially responsible procurement by requesting suppliers to participate in CSR activities, assessments, and audits, and thus helping them to improve.

Konica Minolta has implemented a four-step CSR procurement promotion program to address any issues related to labor conditions (human rights), ethics, the environment, and health and safety in its supply chain.
First, suppliers are requested to carry out CSR activities based on clearly articulated standards to be maintained in line with Konica Minolta's procurement policies and Supply Chain Code of Conduct. Suppliers from which the Group makes purchases directly are asked to acknowledge and implement the Code to their upstream suppliers.
About 100 suppliers identified to be particularly important to Konica Minolta's business in terms of transaction volume or the irreplaceability or importance of the parts they handle are requested to use the Responsible Business Alliance's Self-Assessment Questionnaire (RBA SAQ) to carry out a CSR assessment that confirms their level of implementation of the Konica Minolta Supply Chain Code of Conduct. Where assessment results do not meet targets, Konica Minolta requests suppliers to implement corrective actions.
Further, the Group conducts CSR audits on suppliers that are especially important for its business and on suppliers that did not achieve targets despite making improvements. CSR audits are carried out primarily in the style of Konica Minolta CSR Audits*1, with an RBA third-party audit (VAP audit*2)conducted in case as appropriate.
Konica Minolta provides support to help suppliers improve any issues that come to light through the CSR assessments and CSR audits. The aim of Konica Minolta's CSR procurement promotion program is ultimately to empower its suppliers to implement self-directed CSR activities.
Finally, the Group sometimes considers ending business with suppliers that do not make any improvement at all despite the support provided.

*1 Konica Minolta CSR Audit: Konica Minolta auditors who have RBA qualifications implement an audit based on RBA Audit standards.

*2 RBA third-party audit (Validated Audit Program [VAP] audit): An audit conducted by a third-party auditing organization certified by the RBA to confirm the status of compliance with the RBA Code of Conduct based on audit standards, identify points for improvement, and encourage correction. As a third-party CSR audit, the RBA VAP audit is one of the most trusted in the world.

- Konica Minolta Supply Chain Code of Conduct

Konica Minolta uses the RBA Code of Conduct as the Konica Minolta Supply Chain Code of Conduct, which it provides in Japanese, English, and Chinese. See the RBA Code of Conduct for other languages.

RBA Code of Conduct (Source: RBA website)



Konica Minolta's CSR Procurement Promotion Program

Targets and Results

Plan Duration FY2014 to FY2016					
Key Measures and KPIs	Targets	Performance			Target Year
		FY2014	FY2015	FY2016	
Percentage of suppliers requested to carry out CSR activities	100% implementation	-	100%	100%	End of fiscal 2016
Number of CSR assessments: All Group production sites and important suppliers conducted assessment	Group production sites: All sites Suppliers: More than 130 suppliers	-	Implemented at 16 group production sites and 57 important suppliers	Implemented at 3 group production sites and 79 important suppliers	
Number of CSR audits: Audits conducted at particularly important Group production sites and suppliers	Group production sites: 3 sites Suppliers: 2 suppliers	Implemented at 1 particularly important group production site	Implemented at 1 particularly important supplier	Implemented at 2 particularly important group production sites and 1 particularly important supplier	

Plan Duration FY2017 to FY2019					
Key Measures and KPIs	Targets	Performance			Target Year
		FY2017	FY2018	FY2019	
Percentage of suppliers requested to carry out CSR activities	100% implementation	100%	-	-	End of fiscal 2019
Number of CSR assessments: All Group production sites and important suppliers conducted assessment	Group production sites: All sites Suppliers: More than 120 suppliers	Implement at 3 group production sites and 50 important suppliers	Implement at 18 group production sites and 15 important suppliers	Implement at 2 group production sites and 41 important suppliers	
Number of CSR audits: Audits conducted at particularly important Group production sites and suppliers	Group production sites: 2 sites Suppliers: 2 suppliers	Implement at 2 particularly important group production sites and 1 particularly important supplier	Confirmation of improvement of issues pointed out at 2 important group production sites	Implement at 1 particularly important supplier	

Plan Duration FY2020 to FY2022			
Key Measures and KPIs	Targets	Performance	Target Year
		FY2020	
Percentage of suppliers asked to take CSR activities	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY20-22)	—	Fiscal 2022
Number of CSR assessments	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies)	4 Group manufacturing sites, 40 suppliers	
Number of CSR Audit	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites)	One supplier	

Requesting CSR Activity to Suppliers

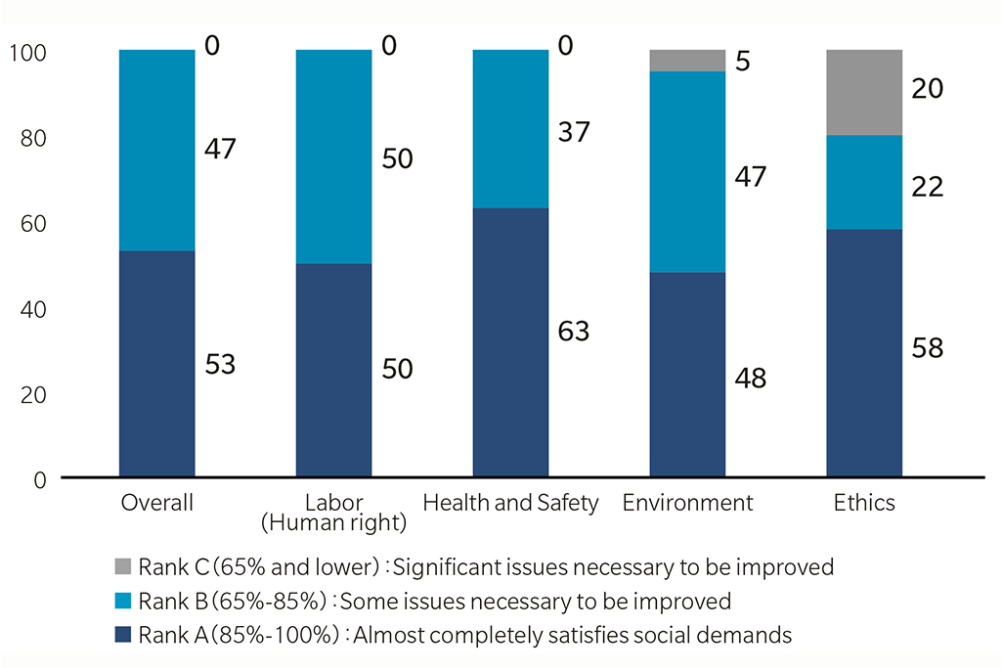
Suppliers worldwide are sent copies of Konica Minolta's procurement policies and the Konica Minolta Supply Chain Code of Conduct and asked to comply with them. The aim is to get suppliers to understand and promote the CSR procurement policies and standards required by Konica Minolta.

From fiscal 2017 to fiscal 2019, while requesting suppliers to undertake CSR activities, Konica Minolta also confirmed their cooperation with the policies and standards by written consent. The response rate was 98%.

CSR Assessments Using a Self-Assessment Questionnaire

CSR assessments using a Self-Assessment Questionnaire are conducted at production sites and important suppliers in order to assess the level of implementation of the Konica Minolta Supply Chain Code of Conduct.
Konica Minolta has conducted CSR assessments using the self-assessment questionnaire based on the RBA framework since fiscal 2009. The CSR assessment evaluates site initiatives to address social issues such as labor (human rights) protection, ethics, and health and safety, as well as environmental issues such as minimizing environmental impact. Konica Minolta classifies the results of the self-assessment questionnaire from rank A to C. The targets for overall scores are rank A for all Group production sites and rank B or higher for all suppliers. Rank C suppliers are considered to be high-risk, and CSR audits are conducted for those suppliers that have not achieved their targets even after implementing improvements.
In fiscal 2020, four Group production sites and 40 suppliers implemented the assessment, with all production sites achieving rank A and all suppliers achieving rank B or higher on their overall score. There were no high-risk rank C suppliers. These assessment results met the target, but suppliers whose scores for specific components such as labor issues (human rights), ethics, environment, or health and safety revealed weaknesses were asked to make voluntary improvements. It is also notable that there was a trend toward relatively low scores in the area of ethics and the environment.

Fiscal 2020 results of CSR assessment for supplier
(percentages for rank on overall and specific components)



CSR Audits

Konica Minolta has been promoting improvement to the audit findings since 2014, by implementing RBA third party audit (VAP audit) at first. Based on this knowledge, Konica Minolta CSR Audits[*1] have been introduced at the companies who produce the main units for multi-functional peripherals (MFPs)/printing equipment. In fiscal 2017, the audit target was expanded to include not only the company manufacturing the main unit of the MFPs, but also materials for MFPs, including the company that produces consumables such as toner cartridges, etc., and a CSR audit was conducted. Bases for the final production in Konica Minolta's mainstay business, the Office Business, are mainly located in Japan, China, and ASEAN. Konica Minolta places great importance on audits at those bases in order to practice high-quality craftsmanship as a manufacturer and to carry out CSR-oriented production activities. The implementation rate of RBA third party audits (VAP audits) and Konica Minolta CSR Audits up through fiscal 2020 is 86%. These CSR audits uncovered several issues, such as management of total working hours, implementing training in areas such as labor and ethics, and the construction of an internal auditing system. To solve these issues, the audited company created and implemented an improvement plan, and a closure audit showed that the improvements have been completed. The non-conformance rate in RBA third party audits (VAP audits) and Konica Minolta CSR Audits was 7%. The completion rate for corrections of priority non-conformance points was 100%. The completion rate for correction of other non-conformities was 56%. Konica Minolta will continue to improve conformity through the use of plan-do-check-act (PDCA) cycles.

*1 Konica Minolta CSR Audits are performed by Konica Minolta auditors with RBA qualifications, using RBA auditing standards.

At Konica Minolta Business Technologies (WUXI) Co., Ltd., located in China, an RBA third-party audit (VAP audit) was conducted in fiscal 2014 and made corrective actions. In fiscal 2017, the new internal audit system was used to conduct a self-evaluation and make improvements on problem areas such as labor, safety and health. The internal audit system will remain in use in the future to make continued improvements.

Konica Minolta Business Technologies (Dongguan) Co., Ltd. in China, and Konica Minolta Business Technologies (Malaysia) Sdn. Bhd. have already completed Konica Minolta CSR audits. In order to improve issues identified in their audits of fiscal 2016, the two companies established internal audit systems and implemented training about RBA audit standards and CSR issues to their internal auditors. This led to the establishment of systems that enable continuous improvement. The two sites are also continuing to work on improvements concerning some of their remaining labor issues.

In fiscal 2017, a Konica Minolta CSR Audit was conducted to Konica Minolta Supplies Manufacturing Co., Ltd. and Konica Minolta Supplies Manufacturing France S.A.S. Although the audit showed the commonly observed issue of a need to set up an internal audit system, there were no particular issues uncovered regarding immigrant labor and child labor based on the RBA standards (A1.4 and A2.1). A closure audit was conducted at Konica Minolta Supplies Manufacturing in fiscal 2018, and it confirmed that improvements to the labor (human rights) and management system had been completed. Konica Minolta also confirmed that the management system had been improved at Konica Minolta Supplies Manufacturing France.
Allied Precision Manufacturing in Malaysia implemented a Konica Minolta CSR audit in fiscal 2015, and took corrective actions with Konica Minolta's support. A closure audit was implemented in fiscal 2016, confirming that improvements to ethics, environment, and management systems had been completed. The company is still working on improving certain issues.


Konica Minolta CSR Audit at Konica Minolta Supplies Manufacturing France S.A.S.

In addition, a Konica Minolta CSR audit was done in fiscal 2016 at Dong Guan Konka Mould Plastic Co., Ltd. in China, and corrective actions were taken with Konica Minolta's support. A closure audit was implemented, confirming that improvements to the environmental issues had been completed. The company is still working on improving certain issues.
A Konica Minolta CSR Audit was also conducted at the factory which produces office equipment product on a consignment basis in China. The consigned production factory has incorporated a management system based on the RBA Code in the areas of labor, ethics, environment, safety and health, and confirmed that there is a firm framework in place for making continued improvements.
In fiscal 2019, a new Konica Minolta CSR Audit was conducted at the factory that produces Office equipment products on a consignment basis in China, and improvement efforts were implemented with the support of Konica Minolta. A closure audit confirmed that improvements to some of the labor issues and the management system had been completed. The company is still working on improving certain issues.
In fiscal 2020, a new RBA third-party audit (VAP audit) was conducted at a factory that produces office equipment products on a consignment basis in Thailand. Issues with labor management were identified, and Konica Minolta will require the company to make ongoing improvements.

Support and Incentives for Suppliers

Aiming to encourage suppliers to engage in self-directed CSR activities, Konica Minolta explains to suppliers the social expectation for CSR procurement, including customer demands, and provides education related to RBA audit standards required in CSR assessments and CSR audits. Also, based on the results of the assessments and audits, the Group provides suppliers with support for improvements that make use of Konica Minolta's knowledge.

In fiscal 2017, a Chinese manufacturer, Dong Guan Konka Mould Plastic Co., Ltd., which implemented a Konica Minolta CSR Audit in fiscal 2016, was given support to conduct its own internal audit the following year, including education to their internal auditors. This support is helping the company to establish a framework for its own continuous improvement.

Training for Relevant Personnel at Konica Minolta

In order to succeed with CSR procurement, the Konica Minolta Group must ensure that relevant personal understand its CSR procurement objectives and tools for implementation. Every year, training is conducted on the importance of helping to create a sustainable society by promoting CSR procurement. Other topics include social trends related to CSR, trends in laws and regulations worldwide, and the need for internal CSR procurement initiatives. Training is provided to about 50 people each year, including members of the human resources, procurement (buyers), and environmental affairs departments in Konica Minolta, Inc. and its production sites.



Internal education at Konica Minolta Business Technologies (DONGGUAN) Co., Ltd.

Responsible Supply Chain

Practicing Responsible Minerals Procurement

- Konica Minolta's Initiatives for Responsible Minerals Procurement
- Framework for Initiatives
  - Step 1. Establish strong company management systems
  - Step 2. Identify and assess risk in the supply chain
  - Step 3. Design and implement a strategy to respond to identified risks
  - Step 4. Carry out independent third-party due diligence audits for smelters or refiners
  - Step 5. Report annually on supply chain due diligence
- Cooperating with External Organizations
- Targets and Results
  - Response to Customers' Request for Survey
  - Office Business and Professional Print Business Conflict Minerals Survey
  - Other Initiatives

Konica Minolta's Initiatives for Responsible Minerals Procurement

As a global company with a supply chain stretching around the world, Konica Minolta practices the issue of Responsible Minerals procurement in order to prevent human rights violations associated with conflict.

It has been pointed out that the mining of the mineral resources for tungsten, columbite-tantalite, gold, and cassiterite in the Democratic Republic of the Congo or adjoining countries can end up fueling conflict.

Seeking to prevent conflict-related violations of human rights such as child and forced labor, the Organization for Economic Co-operation and Development (OECD) established Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas[*1] and requires that companies take responsible initiatives in the supply chain. Additionally, Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which was passed in 2010 in the United States, requires companies listed on a U.S. stock exchange to disclose information about conflict minerals[*2] derived from regions of conflict. In addition, the EU Conflict Minerals Regulation went into effect in 2021, and the EU also released a list of Conflict-Affected and High-Risk Areas under Regulation. Corporate organizations also pursue initiatives for Responsible Minerals procurement, including the Responsible Minerals Initiative (RMI)[*3], which has a global reach, and in Japan the Responsible Minerals Trade Working Group, established as part of the Japan Electronics and Information Technology Industries Association (JEITA)[*4]. In 2021, Konica Minolta replaced the Konica Minolta Conflict Minerals Policy with the Konica Minolta Responsible Minerals Policy. The company will do its part to prevent human rights violations and other issues caused by conflict.

*1 A measure for identifying and assessing the risk of infringement of human rights based on fact-finding surveys in the supply chain for minerals, and preventing or mitigating adverse effects

*2 Conflict minerals: Cassiterite (tin), coltan (columbite-tantalite), gold, wolframite (tungsten), or their derivatives; also known as 3TG.

*3 Responsible Minerals Initiative (RMI): An organization that spearheads initiatives addressing conflict minerals to which over 300 companies and organizations around the world belong.

*4 Japan Electronics and Information Technology Industries Association (JEITA): An organization to which about 400 companies and organizations belong, primarily in Japan's IT and electronics field.

- Konica Minolta Responsible Minerals Policy

Framework for Initiatives

Konica Minolta carries out initiatives addressing conflict minerals in line with the Five-Step Framework for Risk-Based Due Diligence in the Mineral Supply Chain in the OECD Guidance.

Step 1. Establish strong company management systems

Konica Minolta has established the Konica Minolta Responsible Minerals Policy Statement, which addresses the prevention of human rights violations caused by conflicts. This statement requires that suppliers are familiar with Konica Minolta responsible policies on minerals and that conflict mineral policies are incorporated into contracts with business partners.

Konica Minolta's Responsible Minerals programs are incorporated into its sustainability promotion system, which is led by an executive officer. In addition, a mechanism for implementing Responsible Minerals surveys, including production sites in Japan and overseas, has been prepared to identify the smelters or refiners in the supply chain. The management and staff in the procurement divisions in charge of procurement are given training to enhance their understanding of Responsible Minerals initiatives and motivate them. In addition, Grievance platform developed by RMI is used.

The Minerals Grievance Platform

Step 2. Identify and assess risk in the supply chain

Using the Conflict Minerals Reporting Template (CMRT) and Cobalt Reporting Template (CRT) issued by RMI, Konica Minolta implements surveys on minerals of necessity for the high functionality of Konica Minolta products (3TG, cobalt and others). The survey confirms the content of 3TG and cobalt, surveys the country of origin, identifies the smelters or refiners in the company's supply chain, and confirms the business partners' due diligence. Based on the results of the survey and information about the identified smelters or refiners in the supply chain, Konica Minolta assesses the risk to the supply chain overall, by each business partner, and by each product. These results are reported to the executive officer in charge.

Step 3. Design and implement a strategy to respond to identified risks

Based on the results of the risk assessment, Konica Minolta requests all suppliers to take any needed steps to ensure that their business is not in any way complicit in the funding of conflict forces. Konica Minolta conveys any customer concerns to suppliers using smelters or refiners that customers have expressed concerns about, and asks that they respond appropriately, such as reassessing the smelters or refiners in question. Indirect efforts are also made to eliminate the risk of conflict complicity, such as activities building awareness about the issue of responsible minerals.

Step 4. Carry out independent third-party due diligence audits for smelters or refiners

Konica Minolta is a member of RMI, which operates an audit program (the Responsible Minerals Assurance Process [RMAP]) certifying that smelters or refiners are conflict-free.* In addition, through JEITA activities, smelters or refiners are encouraged to participate in RMAP.

* smelters or refiners that conform to the Responsible Minerals Assurance Process managed by RMI.

Step 5. Report annually on supply chain due diligence

Konica Minolta's Responsible Minerals initiatives are disclosed every year on its website and in its CSR report.

Cooperating with External Organizations

Konica Minolta promotes programs on responsible minerals in cooperation with external organizations.

Konica Minolta is a member of RMI, which leads global initiatives on Responsible Minerals issues. RMI's Responsible Minerals Reporting Template is adopted worldwide. RMI also operates a program that certifies which smelters or refiners are conflict-free, and it operates other activities designed to promote a responsible supply chain for mineral procurement.

In Japan, Konica Minolta participates in JEITA's Responsible Minerals Trade Working Group. This working group promotes programs addressing conflict minerals issues among IT and electronics companies in Japan.

Targets and Results

The Konica Minolta Group responded to requests about responsible minerals from customers across all of its businesses, and also continued to conduct a voluntary conflict minerals and cobalt survey in its core Office Business and its Professional Print Business. The Group assess risk and encourages conflict-free suppliers.

Response to Responsible Minerals procurement

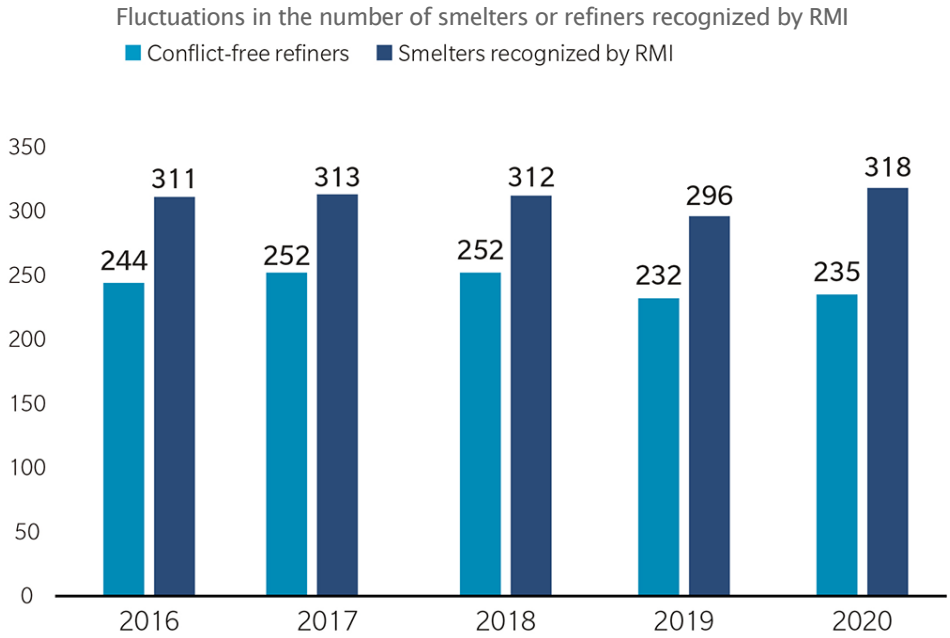
KPI	Results				Target	Target year
	Fiscal 2017	Fiscal 2018	Fiscal 2019	Fiscal 2020		
Percentage of suppliers returning conflict mineral surveys	99%	98%	95%	98%	Maintained at 95% or higher in every year	Fiscal 2022
Percentage responding to requests for surveys from customers	100% response	100% response	100% response	100% response	Maintained at 100% or higher in every year	Fiscal 2022

Response to Customers' Request for Survey

In fiscal 2020, many customers in the Business Technologies Business, Professional Print Business, Healthcare Business and Industrial Business requested Responsible Minerals surveys. Konica Minolta responded to all customers by submitting completed Responsible Minerals survey reports. Inquiries about responsible minerals other than surveys were responded to appropriately, based on survey results and the company's own initiatives. Konica Minolta started surveys of cobalt responding to requests from customers in fiscal 2018.

Office Business and Professional Print Business Conflict Minerals Survey

In the core Office Business and the Professional Print Business, annual conflict mineral surveys have been planned and implemented since fiscal 2013, cobalt surveys since fiscal 2019. These surveys were also done in fiscal 2020, and 98% of suppliers within the scope responded. In addition, when carrying out the survey, suppliers were requested to reduce smelters unknown to ensure transparency in their supply chain and ensure their products are conflict-free.



The results of the responsible minerals survey confirmed that 318 smelters or refiners in the supply chain are recognized by RMI. Of these, 235 were certified as being RMAP-compliant smelters or refiners. All refiners procure tantalum from RMAP-compliant smelters or refiners. Also, 91 countries were identfied to be sourcing 3TG in the supply chain (as of March 31, 2021).

- List of smelters / refiners
- List of country of origin from 3TG

In addition, toner, one of Konica Minolta's major products, was confirmed to be conflict-free. Some other products and materials were confirmed to be conflict free because they are made from recycled materials. No evidence of conflict complicity was found in the supply chain surveyed.

Other Initiatives

The Responsible Minerals survey was also done in the Healthcare Business and the Industrial Business, not only the Office Business and the Professional Print Business. As a result, Konica Minolta was able to confirm that some products in the optical lens and functional film categories are entirely conflict-free.

Konica Minolta cooperates with external organizations, including participating in an initiative where members of JEITA's Responsible Minerals Trade Working Group encourage smelters or refiners to be involved in a conflict-free audit program. In addition, Konica Minolta provided an instructor for the JEITA Conflict Mineral Survey Briefing, held by JEITA on June 14, 2019, and supported activities providing education on Responsible Minerals regulations. Konica Minolta also participates in the Conflict Free Sourcing Working Group (CFS-WG), established jointly by JEITA and automotive companies, in programs that go beyond industry boundaries.

Responsible Supply Chain

Procurement Initiatives

Procurement Collaboration System
Environmental Collaboration Aimed at Strengthening the Management of Chemical Substances Included in the Supply Chain
Holding Suppliers' Meetings
Commendation of Suppliers

Procurement Collaboration System

Promoting procurement collaboration to increase customer satisfaction

Seeking to increase customer satisfaction, the Business Technologies Business promotes a Procurement Collaboration System in which suppliers and Konica Minolta work together in pursuit of improvements. In this initiative, the Group shares challenges through dialogue with and visits to suppliers, makes proposals needed for their resolution, and provides concrete support aimed at comprehensive improvements in terms of quality, delivery, productivity, the environment, and business management. Suppliers also point out issues to Konica Minolta, which serves to improve problems in business transactions.

Environmental Collaboration Aimed at Strengthening the Management of Chemical Substances Included in the Supply Chain

Konica Minolta has implemented environmental collaboration with suppliers to reduce environmental risk as a procurement collaboration system in the area of the environment. This initiative creates solid partnerships through on-site assessments and educational support for suppliers in order to strengthen management of chemical substances included in the supply chain.

In fiscal 2020, Konica Minolta went directly to the manufacturing sites of 30 suppliers in and outside Japan and conducted on-site assessments, working with suppliers to strengthen the chemical substances management system. In addition, the company started confirming activities in areas such as labor, health and safety, the environment, and ethics at its suppliers' manufacturing sites.

In addition, Konica Minolta has established an educational system focused on laws and regulations as well as on-site management that it uses to train suppliers' internal assessors in an effort to support the independent management of chemical substances on the part of suppliers. Education on changing trends and Konica Minolta's initiatives was added to CSR procurement initiatives starting in fiscal 2018. In fiscal 2020, Konica Minolta conducted approximately 150 internal assessments.

Holding Suppliers' Meetings

Konica Minolta holds annual suppliers' meetings as part of its procurement collaboration system. Since fiscal 2015, accompanying the growing number of suppliers in the ASEAN region, the Group has held suppliers' meetings in Malaysia, in addition to the meetings in China already held regularly.

At a meeting held in fiscal 2018, the Group explained the Konica Minolta Procurement Policy, reported procurement results and the procurement plan for the next fiscal year, and shared goals and challenges. Over 350 attendees from 180 suppliers participated in the meeting, which was a meaningful opportunity for communication..



Suppliers' meeting in China

Commendation of Suppliers

Konica Minolta takes the opportunity of the suppliers' meeting to commend suppliers. The purpose of commending suppliers with excellent records in terms of quality, delivery, productivity, and the environment is to encourage all suppliers to undertake further improvement initiatives.

Social

Human Rights

Basic Concept
Human Rights Assessment in the Supply Chain of Existing Businesses
Employee Human Rights Assessment
Respect for Human Rights and Elimination of Discrimination
Harassment Prevention
Motivating Treatment
Labor-Management Relations
- Advance Notification of Personnel Transfers

Basic Concept

Human rights are universally valued rights that all people are born with. In today's world, there is a growing awareness that businesses can have a great impact on human rights.
As a company with a globally growing business, Konica Minolta views respect for the Universal Declaration of Human Rights as one of the basic conditions for its business activities, and it prescribes this in the Konica Minolta Group Human Rights Policy, Konica Minolta Group Conduct Guidelines, and the Supply Chain Code of Conduct, which applies to suppliers, including partners. This is in line with the company's goal of contributing to a sustainable society in which human rights are respected. The company identifies its scope of influence and carries out human rights due diligence.

Konica Minolta Group Human Rights Policy

Konica Minolta Group Conduct Guidelines

Supply Chain Code of Conduct

In addition, Konica Minolta supports and respects the following internationally accepted standards:

- United Nations Guiding Principles on Business and Human Rights
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises
- United Nations Global Compact
- ISO 26000

In 2011, the UN Human Rights Council endorsed the UN Guiding Principles on Business and Human Rights, calling on companies to do more to address human rights issues. In response, Konica Minolta identified human rights impacts thought to be relevant to its business activities, including its existing human rights-related initiatives.

Human rights–related issues (from RBA Code of Conduct)	Workers			Stakeholders other than workers	
	Group employees	Employees of suppliers & contractors (production, development, other)	Temporary staff and contract employees working on site	Product users/ customers	Local communities/ Indigenous people
Freely chosen employment (Freedom to choose occupation and freedom of movement) (incl. slavery, bonding, immigrant workers)	✓	✓	✓	✓	
Young workers	✓	✓	✓	✓	
Working hours (Appropriate working hours and allotment of holidays)	✓	✓	✓		
Occupational injury and illness (Prevention of damage to health due to workload)	✓	✓	✓		✓
Wages and benefits	✓	✓	✓		
Humane treatment (Sexual harassment, power harassment)	✓	✓	✓		
Non-discrimination (Ethnicity, age, gender, national origin, gender identity and sexual orientation, wages, promotions, rewards, and access to training etc.)	✓	✓	✓	✓	✓
Freedom of association (collective bargain)	✓	✓	✓		
Privacy	✓	✓	✓	✓	

Human rights issues thought to be particularly relevant

- Respect for human rights of Group employees:
  Prohibit forced labor, human trafficking, child labor, working hours, safety and health, wages and benefits, harassment, discrimination, freedom to organize, collective bargaining rights, protection of privacy
- Respect for human rights across the supply chain:
  Forced labor, human trafficking, child labor, working hours, safety and health, wages and benefits, harassment, discrimination, freedom to organize, collective bargaining rights, protection of privacy
- Respect for human rights of customers and local (indigenous) residents:
  Forced labor, human trafficking, child labor, safety and health, outlawing of discrimination, protection of personal information

Konica Minolta respects the diversity, fundamental human rights and privacy of all of its employees. The Group seeks to eliminate discrimination of all kinds, whether based on race, nationality, gender, gender identity or sexual orientation (LGBTQ+), religion, belief or physical disability, and it also seeks to eliminate child labor and forced labor. Konica Minolta endeavors to create a safe and healthy workplace environment. Beginning with CSR procurement, which is a CSR activity extending to the entire supply chain, the Group works on employee-related issues such as banning discrimination and harassment, and also addresses a wide range of human rights-related issues in its business activities, such as protecting the personal information of clients and employees.
Looking ahead, Konica Minolta will expand upon its current human rights-related initiatives in order to ensure that they continue to meet social expectations. It also plans to give greater scope to its programs by improving on them as suggested in stakeholder engagement processes, including by broadening the participation of relevant persons within the company.

Human Rights Assessment in the Supply Chain of Existing Businesses

Konica Minolta aims to help build a more sustainable world, where all human rights are respected. Toward that end, the Group works at CSR procurement (responsible procurement in the supply chain), in order to facilitate appropriate improvements in labor (human rights) as well as ethics, health, safety, and the environment. These efforts are undertaken not only at the Group's production sites but also at the suppliers from which the Group sources raw materials, parts, and other materials, and to which it contracts production and distribution services.

In practicing CSR procurement, Konica Minolta conducts risk assessments and takes corrective actions through CSR assessments using a self-assessment questionnaire and CSR audits, based on the framework of the Responsible Business Alliance (RBA).

In CSR assessments, Konica Minolta classifies the results of the self-assessment questionnaire from rank A to C. The targets for overall scores are rank A for all Group production sites and rank B or higher for all suppliers. Even if overall assessment results meet the targets, Konica Minolta asks suppliers to make voluntary improvements in specific components that showed weakness, including labor (human rights).

› Responsible Supply Chain

Employee Human Rights Assessment

Konica Minolta has long undertaken human rights initiatives such as the prohibition of discrimination and the prevention of harassment.

At all production sites subject to confirmation, human rights assessments are carried out as part of the labor (human rights) evaluation performed during CSR procurement activities. These production sites conduct human rights assessments during CSR evaluations once every three years, and make corrections as appropriate.

Respect for Human Rights and Elimination of Discrimination

The entire Group is committed to showing respect for the rights of all employees.

The entire Konica Minolta Group is committed to showing respect for the human rights of each and every employee. The Group seeks to enable all employees to enhance their abilities and professional skills and achieve their career goals. This aspiration is articulated in the Konica Minolta Group Guidance for Charter of Corporate Behavior and the Compliance Manual, where Konica Minolta states its commitment as follows:

- We respect individuality, human rights, and the privacy of all of our employees.
- We seek to eliminate discrimination of all kinds, whether based on race, nationality, gender, gender identity/sexual orientation, religion, belief, or physical disability.
- We seek to eliminate child labor and forced labor.
- We endeavor to create a safe and healthy workplace environment.

Konica Minolta also strives to ensure that all employees are aware of these priorities.
Konica Minolta makes it a rule to strictly confirm the age of applicants when hiring new employees. By taking such steps, it ensures that there is no child labor or forced labor in the Group.

As part of its efforts to promote compliance, Konica Minolta has established consultation offices for addressing human rights violations in each of its host countries.

- Compliance (Group Guidance for the Charter of Corporate Behavior and Compliance Manual)
- Compliance (Internal Hotline Systems)

Harassment Prevention

Striving to create an environment with zero tolerance for harassment

To protect employees against sexual harassment or the abuse of power in the workplace, Konica Minolta has included a prohibition against harassment in the Konica Minolta Group Guidance for the Charter of Corporate Behavior and Compliance Manual. The Group has also established its Sexual Harassment Prevention Guidelines and strives to educate employees by conducting harassment prevention training.
Managers are also given training concerning sexual harassment and power harassment.
As part of its efforts to promote compliance, Konica Minolta has established consultation offices for addressing harassment complaints in each of its host countries.

- Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region
- Compliance (Internal Hotline Systems)

Motivating Treatment

The Konica Minolta Group abides by minimum wage rules in each region and strives to maintain a wage level at which employees can work with motivation.

In Japan, to maintain appropriate wage levels, the Konica Minolta, Inc. compares its wages to Japan's National Personnel Authority's data on standard living expenses as well as wage surveys carried out by various groups to confirm that our wages are comparable. At present, no issues have been identified.

Labor-Management Relations

Promoting constructive communication between labor and management

Konica Minolta is a signatory to the UN Global Compact and upholds freedom of association and the effective recognition of the right to collective bargaining. The Konica Minolta Labor Union of Konica Minolta, Inc. has a sizable membership of 4,686 (all regular employees, not including managers), as of March 31, 2021.

Labor-management agreements are concluded between workers and the Group's management, and representatives of both parties hold constructive discussions at management meetings. Many of the Group's other companies also have their own labor unions or employee associations, and these have allowed the companies to build good labor-management relations.

Konica Minolta explains the company’s financial condition to workers and the Group’s management at the management meetings held four times a year, attended by the president. The labor union also explains its policies at this meeting. Lively question-and-answer sessions at this meeting enable management and workers to build trusting relationships, and the substance of the discussions is shared with union members

As of March 31, 2021, the worldwide membership of the Group’s labor unions stood at 88% of non-management employees.

Participation in the UN Global Compact

Advance Notification of Personnel Transfers

Konica Minolta, Inc. makes it a practice to put forward proposals to the labor union at least one month in advance for personnel transfers involving relocation, and at least two weeks in advance for all other personnel transfers.

It also makes it a practice to consult with the labor union in advance about policy and standards when, for business reasons, it plans to reassign, transfer to a different workplace, second, or transfer to different teams, a large number of union members.

Social

Contributing to Society

For smiling faces around the world

Helping to solve local social issues around the world,
focusing on issues where we can make a unique contribution



Konica Minolta Basic Policy on Corporate Citizenship
As a responsible global corporate citizen, Konica Minolta makes Group-wide efforts to address social issues that it can contribute to through its businesses to be an entity that is essential to society. We are also committed to contributing to the creation of a sustainable society by continually engaging in activities that meet local challenges in the various countries where it operates.

Konica Minolta's Philosophy and Social Contribution

In order for a company to be sustainable, it must continue to grow while helping to solve the challenges facing society. In other words, it must create value for both its business and the broader society.

Companies today are increasingly expected to address various social issues, such as those identified by the Sustainable Development Goals (SDGs) adopted by the United Nations in September 2015.

In fiscal 2020, Konica Minolta established a long-term management vision for 2030 and summarized it with the phrase “Imaging to the People.” At the same time, the company clarified the direction of its medium and long-term value creation for solving social issues. By backcasting from social issues that ought to be addressed by 2030, it devised a three-year medium-term business strategy, “DX2022.” While supporting business transformation for the people who work on the frontlines of various industries and sectors, Konica Minolta seeks to build a world where more people can lead fulfilling lives and feel motivated and happy.

As a citizen of the world, Konica Minolta aims to become vital to society, not only by providing new value through its business but also by solving social challenges.

Konica Minolta's Contribution Fields and Strategy

Konica Minolta looks ahead to anticipate social issues 10 years from now and articulates the social value it must provide to help solve them. The company has identified important material issues for priority focus. The aim is to better align business activities with resolution of social issues.

In relation to its business strategy, Konica Minolta also set its strategic fields of social contribution:

- **Healthcare** — Konica Minolta supports the aging societies and the health of working women with its technologies. It aims to detect disease early, improve the quality of life for every individual, and support healthy, high-quality living.
- **Environment** — as a manufacturer, Konica Minolta not only works on responsible production in the scope of its value chain, but also expanding its contribution to local communities and external parties in order to reduce the environmental impact of society as a whole.
- **Education and academics** — Konica Minolta is helping to provide science and engineering education for the next generation of young people who will lead the development of the digital society of tomorrow. The company also makes broad contributions to technological progress through academic societies and the Konica Minolta Science and Technology Foundation.

Konica Minolta believes that contributing in the above fields using its resources and expertise is part of its efforts to help achieve of the SDGs and is for the greater good.

Health, Medicine, and Sports



Konica Minolta cooperates in Pink Ribbon activities for the early detection of breast cancer and supports the visually impaired around the world. It also promotes sports, including the sponsorship of running classes, led by the Konica Minolta Track and Field Club across Japan.

Environmental Actions



Konica Minolta focuses on reducing its environmental impact and protecting the environment. It undertakes these endeavors by supporting charities through its business activities and capabilities.

Scholarship, Research, and Education



Konica Minolta supports education in a variety of ways, including providing support for schools in China, promoting school attendance in North America, and helping the career development of women in Europe.

Disaster Relief and Volunteerism



Konica Minolta supports areas hit by disasters in Japan and across the world.
It also supports people with disabilities through company funds.

Konica Minolta's Social Contribution Achievements

During the fiscal 2020 (the fiscal year ended March 2021), Konica Minolta group companies worldwide collectively made financial contributions of approximately 122 million JPY, in-kind donations of 472 million JPY equivalent, and manpower participation of 106 million JPY equivalent through its social contribution activities. The activities can also be categorized into charitable donations, public relations initiatives, and community investment, at 7%, 81%, 12% respectively.
(The monetary contributions to specified public-service promotion corporations and other entities by Konica Minolta group companies in Japan totaled approximately 7.26 million JPY.)

Contributing to Society

Health, Medicine, and Sports

Helping to Solve a Social Challenges Through the Digital Transformation of Nursing Care Facilities

Japan has become a super-aged society. According to the Ministry of Health, Labour and Welfare, it is estimated that Japan will be about 340,000 caregivers short of what it needs by 2025, and the cost of the nation's long-term care insurance system continues to rise.

The government of Japan has made a major shift to scientific nursing care in order to promote care that supports independent living. This emphasizes measures to curb the need for nursing care as a cost control measure. However, many nursing care facilities in Japan have not yet fully embraced IT and IT literacy.

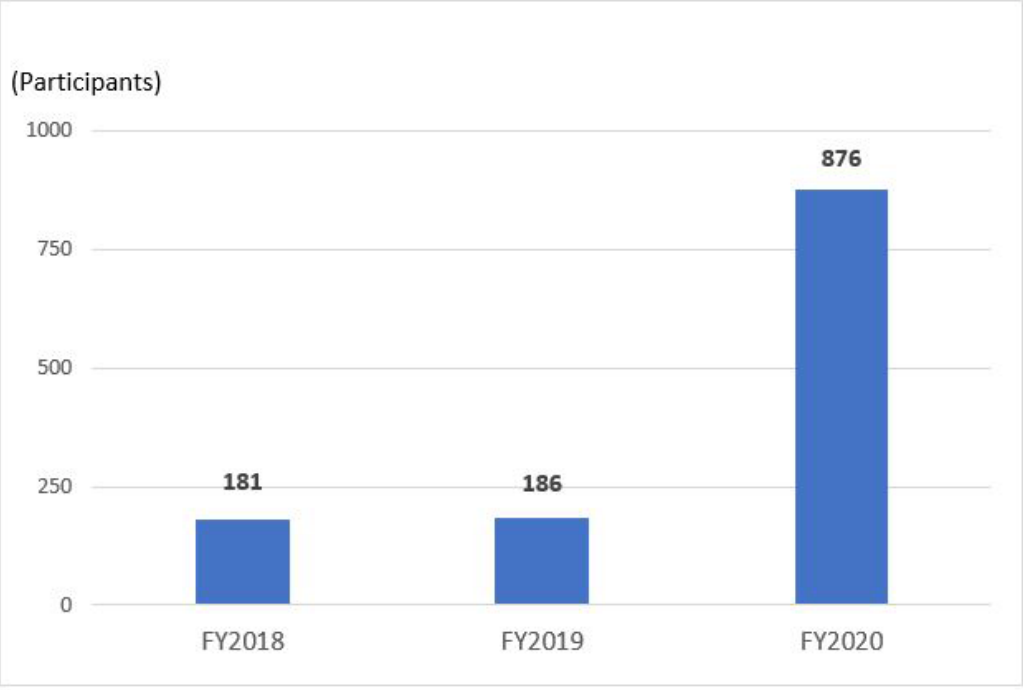
To help, Konica Minolta regularly holds free seminars for nursing care providers to help their facilities embrace the digital transformation necessary to enable scientific nursing care. The company is working to help bring IT to these facilities, for instance by providing accessible explanations of scientific nursing care and systems while presenting case studies of actual digital transformation of care facilities.

Konica Minolta began hosting its own seminars in fiscal 2018. As of the end of fiscal 2020, a total of about 1,300 people have attended these events.

Since developing Care Support Solutions in 2015, which transform nursing care workflows using ICT, Konica Minolta has been developing services that help improve the quality of life for care recipients. Based on the HitomeQ brand concept of "working with customers to create a world where all stakeholders beam with anticipation," Konica Minolta aims to use HitomeQ Care Support* to work with and help transform nursing care sites.

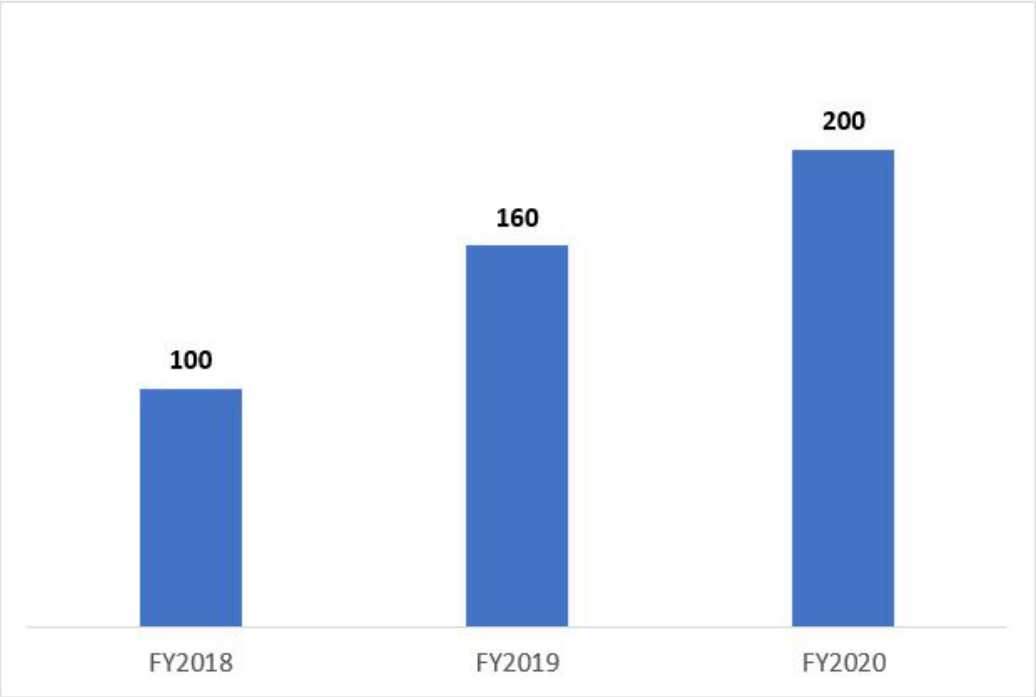
* Konica Minolta's HitomeQ Care Support is a system for thoroughly streamlining work at nursing care facilities. It does this using sensors and smartphones and by employing proprietary image sensing technology and behavior analysis. In addition to system delivery, Konica Minolta provides full system support. This starts with identification of issues through operation diagnosis, and includes installation support, the creation of an organization that can effectively utilize ICT, and even support for ongoing data-based care operations.

Participants at Konica Minolta Seminars



In fiscal 2020, the seminars were held online, and the number of participants was 4.7 times higher than in the previous year.

Facilities That Have Adopted HitomeQ Care Support
(Index with the fiscal 2018 figure set at 100)



The number of facilities that have adopted the Konica Minolta system has increased 1.8 times in two years.

Cooperating in a Project to Eradicate Kernicterus to Reduce Neonatal Mortality (Myanmar)



Transcutaneous bilirubinometer donation ceremony held at Yangon Children's Hospital on December 27, 2019



Taking a baby's measurements using a JM-105 transcutaneous bilirubinometer

Konica Minolta participated in the Kernicterus Eradication Project, an international development promotion project for medical technologies, commissioned by Japan's Ministry of Health, Labour and Welfare, with the National Center for Global Health and Medicine as the responsible entity, conducted in Myanmar from 2017 to 2019. Konica Minolta lent and maintained necessary measuring instruments and analyzed data.

The neonatal mortality rate in Myanmar is said to be about 20 times that of Japan, and kernicterus is thought to be one of the causes. This disease causes abnormal brain functions and cerebral palsy when the concentration of bilirubin, the substance that causes jaundice, exceeds a certain level in newborns in the early stage after birth. In the past, Kernicterus was considered to be one of the three major causes of cerebral palsy in Japan, but it decreased markedly due to early detection and treatment using measuring instruments (transcutaneous bilirubinometers). Due to lack of expertise and resources, rigorous jaundice management was difficult in Myanmar, where there existed no effective early detection system.

In light of this, the goal for the project was set as establishing and spreading a jaundice management process appropriate for the local situation. Dr. Saneyuki Yasuda of Kagawa University Hospital led the project, which started by collecting data with the help of the Myanmar Pediatric Society. Konica Minolta provided training in jaundice management to public birthing center personnel, including the largest obstetrics departments in Myanmar: Yangon Central Women's Hospital and West Yangon General Hospital, both in the heart of Yangon. Konica Minolta donated eleven JM-105 transcutaneous bilirubinometers to the Myanmar Pediatric Society.

In 1980, Konica Minolta was the first company in the world to develop a transcutaneous bilirubinometer, contributing to the eradication of kernicterus in Japan. Using this project as a model case, the company will continue to contribute to the spread of jaundice management in Asia.

Early Detection of Breast Cancer



Konica Minolta's Pink Ribbon campaign symbol

Konica Minolta, Inc., supplies digital mammography units that are effective for early detection of breast cancer. Naturally, Konica Minolta also supports the Pink Ribbon campaign, which emphasizes the importance of early breast cancer detection, in all Group companies around the world.

- Digital Mammography Products

Raising Awareness of the Importance of Early Detection of Breast Cancer

China



Women's Health Forum

In China, Konica Minolta (China) Investment continues to work in a variety of ways to promote the early detection of breast cancer.
Between 2007 and 2008, the company held a series of health lectures at Women's Health Forums in Shanghai and Beijing. Focusing on health risks unique to women and everyday health management, and cosponsored by local women's associations and libraries, these lectures were attended by a total of over 3,000 participants.
Further in October 2008, the Breast Cancer Early Diagnosis Project was launched in Shanghai promoted by seven Japanese companies, including Konica Minolta. Under this project, the participating companies bore the costs of carrying out checkups of female office workers aged 35 and over, among whom there is a high incidence of breast cancer. By fiscal year 2018, checkups were performed for approximately 2,900 women in Shanghai, Beijing, and Guangzhou, with breast cancer lectures provided for those who were interested.

Supporting Cancer Advocacy Organizations



The Konica Minolta Group provides support for organizations that assist breast cancer patients and their families in each area.
In North America, Konica Minolta Healthcare Americas, Inc. assists the Susan G. Komen organization and other organizations.
In Australia, Konica Minolta Business Solutions Australia Pty. Ltd. helps out the Breast Cancer Network of Australia.
In the UK, Konica Minolta provides a range of support to each organization, including monetary donations, donations of its office equipment and supplies, and participation by employee volunteers at charity events and fund-raising activities. Employees of Konica Minolta Business Solutions (UK) Ltd., for example, participate in a charity run organized by Alma Zois-Panhellenic Association of Women With Breast Cancer.
Konica Minolta also supports organizations related to various kinds of cancer across the world, in Northern America, Australia, Malasia, etc.

Social Contribution in Local Sports





In running clinics and jogging classes, Konica Minolta conveys the joy of running and the running knowhow cultivated by the Konica Minolta Track and Field Club over many years. Konica Minolta encourages interaction among community members, from beginners to serious runners, and helps to promote sports through original initiatives.

- Konica Minolta Running Project
- Konica Minolta Track and Field Club

Contributing to Society

Environmental Actions in the Society

Konica Minolta's Environmental Strategy and Social Contribution

Japan



Open environmental conference organised by Konica Minolta



Energy saving diagnosis at customer's factory

Protecting the global environment is a challenge facing all humankind. Konica Minolta promotes environmental conservation by making charitable donations and encouraging the volunteer activities of its employees. Konica Minolta also shares its environmental management expertise with stakeholders, including customers and business partners. The company aims to expand the environmental efforts of its stakeholders in order to accelerate their efforts to reduce environmental impact.

Konica Minolta shares its environmental management expertise via seminars and lectures, not only for companies but also for local governments and academia. The company holds environmental seminars for companies and organizations across various industries and fields. Since fiscal 2014, a total of 2,555 companies and organizations, or 5,214 people, have participated.

To help clients and other companies reduce their environmental impact, Konica Minolta engages in Green Marketing activities. This involves sharing them with Konica Minolta's know-how and tools that are useful for improving environmental management. These activities have helped strengthen the relationship with these companies and create business opportunities, which has then led to product and service transactions. In addition, Konica Minolta engages in Green Supplier activities to help business partners reduce their environmental impact and costs.

Going beyond addressing its own environmental impact, Konica Minolta is working to reduce the impact of society as a whole. It does this by assisting various stakeholders, such as customers, business partners, and local communities, to reduce their own environmental footprint.

- Konica Minolta's environmental policy and strategy
- Green Marketing activity
- Green Suppliers activity

Supporting a Marathon to Fund Tree-Planting in Ethiopia

France



Held in Rennes, the regional capital of Brittany in France, the Green Marathon (Marathon Vert) is a charity run that endorses and helps to sponsor projects that help with reforestation around the world. In its first eight years through 2019, the marathon contributed to the planting of over 840,000 trees in Ethiopia, India, Portugal, Germany, and France. Konica Minolta Business Solutions France has provided support for the marathon since fiscal 2011, and has been a title sponsor since fiscal 2013.

Supporting a Charity for Protecting the Japanese Red-Crowned Crane

Japan



Not long ago, the number of red-crowned cranes* indigenous to Japan plummeted due to the deterioration of their native habitat. The bird was, for a time, on the verge of extinction. However, thanks to the establishment of the Tsurui Ito Red-Crowned Crane Sanctuary in 1987 by the Wild Bird Society of Japan, and to the protection activities undertaken by local residents and concerned organizations, the number of cranes has increased to more than 1,000. Konica Minolta has been a supporter of the crane-protection activities since the establishment of the sanctuary. As part of this effort, Konica Minolta co-sponsors the Konica Minolta Japanese Red-Crowned Crane Charity.

* The red-crowned crane is a large bird with a white body and a patch of red on the crown of its head. Its habitat extends from eastern Eurasia to Hokkaido in Japan.

- Tsurui-Ito Tancho Sanctuary

Supporting Environmental Conservation Activities in Australia



Over the years, Konica Minolta Business Solutions Australia Pty. Ltd. has raised funds and sent employee volunteers to support organizations which work to protect the environment. Most recently, for Landcare Week in fiscal 2017, 25 employees took part in weed removal and native tree planting in a bushland area.

Supporting Forest Conservation Activities

Japan



Konica Minolta is a participant and a partner in a variety of forest protection initiatives. One of these is the Takao Forest Society. Focusing on the natural vegetation in the national forest located in Uratakao, in the western part of the Tokyo Metropolis, the Society aims, by thinning the trees, planting more, clearing undergrowth, and so on, to re-create a lush forest where coniferous trees mingle with broad-leaved varieties. Konica Minolta is a corporate member of the Society, and its employees take part in the Society's activities, working up a sweat for the cause of fostering better forests. In addition, the printing of their quarterly newsletter is provided by Konica Minolta, using own digital printing system.

Konica Minolta also sends out employee volunteers to take part in environmental conservation activities, conducts community cleanups around its sites, and provides support to organizations at sites around the world.

Contributing to Society

Scholarship, Research, and Education

Developing the IoT Talent of the Future

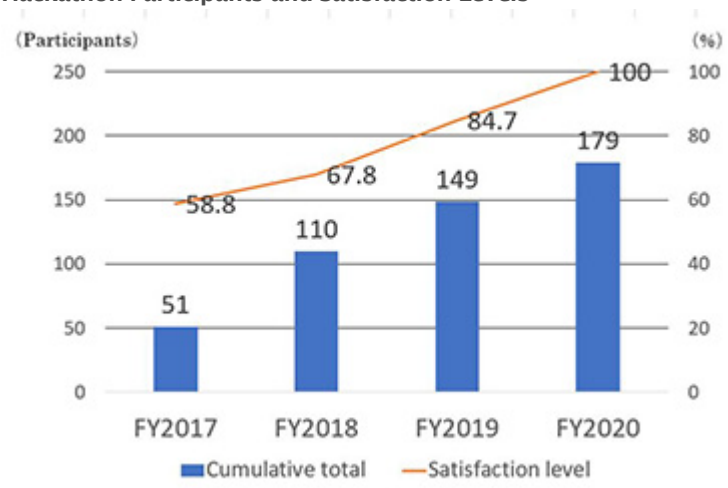
Japan



FY2018 hackathon participants

Konica Minolta promotes human resource development by providing young people with opportunities to take on challenges. By holding various events focused on AI and imaging IoT technology, the company aims to raise up young innovators who will help solve the problems facing the world today by making the most of these cutting-edge technologies to innovate. Konica Minolta has been able to attract outstanding human resources with the programs it sponsors, and this has led to the recruitment of talent in technology and the growth of its priority imaging IoT business.
By hosting hackathons, ideathons and programs that shape ideas, Konica Minolta has been providing opportunities for experiences that create new value. Since 2017, about 30 motivated students have been selected each time for these activities, with a focus on graduate students, undergraduate students, junior college students, and vocational school students. The company's imaging IoT engineers also participate in these events as mentors, with the aim of thoroughly deepening the students' understanding of imaging IoT through hands-on activities. The event participants have been very satisfied with their experiences. In fiscal 2020, a participant feedback questionnaire was added, and the result was a high Net Promoter Score (NPS) of +63.3. Konica Minolta will continue to use the NPS to improve the quality of this program, which should in turn help to attract even more highly motivated students.
In addition, Konica Minolta co-sponsored the DCON competition for public and private technical college students from across Japan to create proposals for solving social issues using deep learning. The company also helps develop entrepreneurial human resources and those with strong deep learning skills, through online learning and other means.

Hackathon Participants and Satisfaction Levels



Guest Lectures on the Structure of a Copier

Japan




Since 2012, Konica Minolta, Inc., has offered guest lectures at junior and senior high schools as part of its educational support activities. The theme of these lectures is the structure of a copier and MFPs. The lectures explain the principle of copying using static electricity in a clear manner using familiar examples, and facilitate understanding through hands-on activities using experimental equipment.

In fiscal year 2018, newly graduated employees served as guest lecturers for 688 students at 7 junior high and high schools in Tokyo, Aichi, and Osaka prefectures. In recognition of this initiative, Konica Minolta received an Education Support Grand Prize 2018 and a Platinum Award.

In total since 2012, Konica Minolta has carried out these lectures at 49 different schools for 4,228 students in three cities.

Helping Young People Form Careers

India

In cooperation with a local vocational training institute, Konica Minolta Business Solutions India Private Ltd. has been conducting skills development programs for young people from under-resourced families since 2016. Program participants receive basic training in a wide range of subjects including English, electronic engineering, machinery, and multi-functional peripherals services over a two-month period. This program supports young people facing a shortage of jobs, which has become a challenge for new graduates in India in recent years.

Supporting the Career Development of Women in the IT Industry

Germany
Czech Rep.



Workshop

Konica Minolta collaborated with the NGO Impact Hub and Czechitas on capacity building to support women's career development and to build up the IT knowledge of women in the Czech Republic and Germany.

As a program co-sponsor, Konica Minolta dispatched IT experts to workshops designed to enhance the IT knowledge and entrepreneurial knowhow of women who aspire to find employment in the IT industry, change jobs, or launchtheir own business.
The goal was to promote the career development of women in the IT industry and thereby encourage diversity in this industry.

Supporting Childhood Education





Children visiting the company on their graduation trip

Konica Minolta sees education of the next generation as vital to the world's future. This is why the Group provides various kinds of educational support.
In Northern America, Konica Minolta Business Solutions USA has continuously participated in Books2BETTER, a program that donates books to children, and Back to School program, which provides children with school supplies.

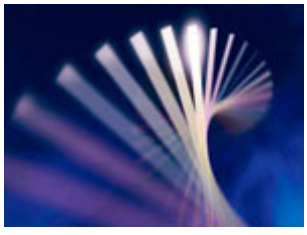
The Books2BETTER program calls on employees throughout the U.S. to help collect books to be donated to schools, libraries, non-profits, and other organizations for preschool children from low-income families.

In China, Konica Minolta supports Project Hope, a campaign launched in 1989 by the China Youth Development Foundation to promote school attendance among children. The support for this project started in 2006 with the donation of funds to cover the construction costs for building an elementary school in Zhuanghe, Dalian (Liaoning Province), and has been ongoing in various other ways.
Representatives of Konica Minolta Opto (Dalian) Co., Ltd., a company manufacturing optical lenses and other products, visit schools on China's annual Children's Day (June 1) to deliver grants and stationery.

Konica Minolta Opto (Shanghai) Co., Ltd., a company manufacturing optical lenses and other products, provides support for local elementary schools in order to improve the learning environment for the children of migrant workers.

Konica Minolta Science and Technology Foundation

Japan



Tracing its origins back to 1966, the Konica Minolta Science and Technology Foundation has pursued ongoing initiatives focusing on the promotion of imaging science by providing support for research projects in this field. The foundation solicits research projects based on new ideas in the field of imaging science, and presents the Konica Minolta Imaging Science Award for outstanding research projects.
In accordance with the mission of the foundation, Konica Minolta offers financial support for its activities every year.

More on the Konica Minolta Science and Technology Promotion Foundation

Community Contribution through Planetariums



Planetariums cultivate intellectual curiosity in science and astronomy, and motivate people to learn about space and to think about the Earth and humankind.
Konica Minolta contributes to society by screening educational projections for elementary school students at Konica Minolta Planetarium “Manten”.
The educational projections provide content specifically for elementary school students on the themes of seasonal constellations and movements of the stars and moon.

- Konica Minolta Planetarium Co., Ltd.

Contributing to Society

Disaster Recovery and Volunteerism

Provision of “Spring of Relief” Water Resources as Disaster Preparedness

Japan

In fiscal 2014, Konica Minolta, Inc. signed a Disaster Cooperation Agreement with the city of Hino in Tokyo and the Hino Municipal Hospital. Under the agreement, the company installed a private electric generator at the well it owns at Tokyo Site Hino so that the well can be operated even during a power outage. The well can supply the large amounts of water needed during a disaster for dialysis and treatment at medical facilities as well as drinking and everyday water for community residents. Thus, the well was improved as the “Spring of Relief” disaster preparedness water resource. Going forward, the company will continue contributing to the safety and security of the community through cooperation with medical institutions, waterworks departments, and fire departments.

Participation in Efforts to Support Disaster-Affected Areas

Japan

The Great East Japan Earthquake that struck in March 2011 caused massive damage to the coastal region as a result of the major tsunami that accompanied the earthquake. In September 2011, the Group sent approximately 100 new employees to the town of Minamisanriku in Miyagi Prefecture, which was one of the disaster-struck areas. Together with other volunteers, they took part in recovery activities such as clearing away debris and cleaning. Since fiscal 2013, the Group has been organizing and dispatching employee volunteers to take part in the Watari Green Belt Project in Miyagi Prefecture. It is a program that promotes the restoration of farmland and the regrowth of the coastal forest, which provides protection against high tides.

Support for a Children’s Sports Class

Japan



Soccer Class

The Konica Minolta Group is an annual sponsor of sports events for children in the Tohoku Region of Japan organized by the United Sports Foundation, which conducts social contribution activities through sports. In fiscal 2018, it held the “Konica Minolta presents USF Sports Festival” in Sendai.

Establishment of a Corporate Foundation to Assist People with Disabilities

France

Fondation d' entreprise

Fondation d' entreprise

Konica Minolta's MFPs incorporate the principles of universal design to make them easy to use for people of all ability levels. In an effort to promote the idea of universal design even further, Konica Minolta Business Solutions France S.A.S., a sales company for office equipment and solutions, established the Konica Minolta Enterprise Foundation. In order to facilitate the access of people with disabilities to sports, entertainment, culture, education, and work, the foundation is promoting barrier free access in public places. This initiative, which began as the idea of just five employees, has now gone company-wide. Many employees are making donations and participating in various ways.



Konica Minolta Business Solutions France S.A.S., a sales company for office equipment and solutions, established the Konica Minolta Enterprise Foundation in 2011 in order to facilitate the access of people with disabilities to sports, entertainment, culture, education, and work. The Foundation also allows employees to participate by proposing projects. Foundation funds are applied to a wide variety of projects, from local to national in scale, working in cooperation with a number of non-profit organizations, cultural venues, and institutions. One example of a funded project took place with the Quai Branly Museum in Paris, where the Foundation supported the creation of 3D models to assist people with visual impairments to understand the floor plans of the museum. The fund is also being used to support projects by the French National Forestry Office to build a wheelchair path in the Chamonix Valley, and a facility that allows people in wheelchairs to go swimming along Atlantic Coast beaches.

The Foundation also conducts diverse activities that include maintaining and improving leisure facilities, donating goods for disabled sports, improving entranceways for leisure boats, and purchasing and training service dogs, and donating learning equipment for children with autism.



Konica Minolta respects and observes international social norms and carries out fair and transparent corporate activities to be a global company that is vital to society. Corporate governance that contributes to sustainable growth and improvements in medium- and long-term corporate value requires that appropriate risk-taking be encouraged in management, while establishing and implementing highly effective oversight of business execution. With this in mind, Konica Minolta is building a corporate governance structure from the perspective of the supervisors.

Corporate Governance

- Corporate Governance System
- Internal Controls
- Risk Management
- Communication with Shareholders and Investors

Compliance

- Basic Concept
- Compliance Promotion System
- Compliance Promotion Activities
- Putting Compliance into Practice

Information Security

> ESG data

Governance

Corporate Governance

Basic Views

Konica Minolta, Inc. has established a corporate governance framework from the standpoint of supervision. This is based on the conviction that corporate governance that contributes to medium- and long-term corporate value growth must encourage suitable risk-taking in business operations and have a highly effective supervisory function for business operations.
In 2003, the “company with committees” structure (currently “company with three committees”) was selected as the organizational structure in accordance with Japan’s Companies Act. In addition, the company has taken steps to ensure its governance system is objective and not overly influenced by personalities, while still operating the system in a distinctive Konica Minolta style.

Basic Policy on Corporate Governance (299KB)

Corporate Governance Report (707KB)

Corporate Governance System

- Basic views with regard to governance system
  - Basic Views
  - Structure of Corporate Governance Systems (As of June 17, 2021)
- Detail of Corporate Governance System
  - Board of Directors
  - Executive Officers
  - Nominating Committee
  - Audit Committee
  - Compensation Committee

Internal Controls

- Internal Control Measures
- Complying with Japan's Financial Instruments and Exchange Law

Risk Management

- Basic Concept
- Risk Management System
- Building a Risk Management System
  - Risk Information
- Building a Crisis Management System
- Business Continuity Management (BCM)
- Reinforcing Crisis Response and BCM

Communication with Shareholders and Investors

- Basic Concept
- Active deployment of investor relations activities
  - IR Activities by Top Management
  - Strengthening the Dissemination of Information
- Communication with Shareholders and Investors
  - Corporate Governance Report
- Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights.

Corporate Governance

Corporate Governance System

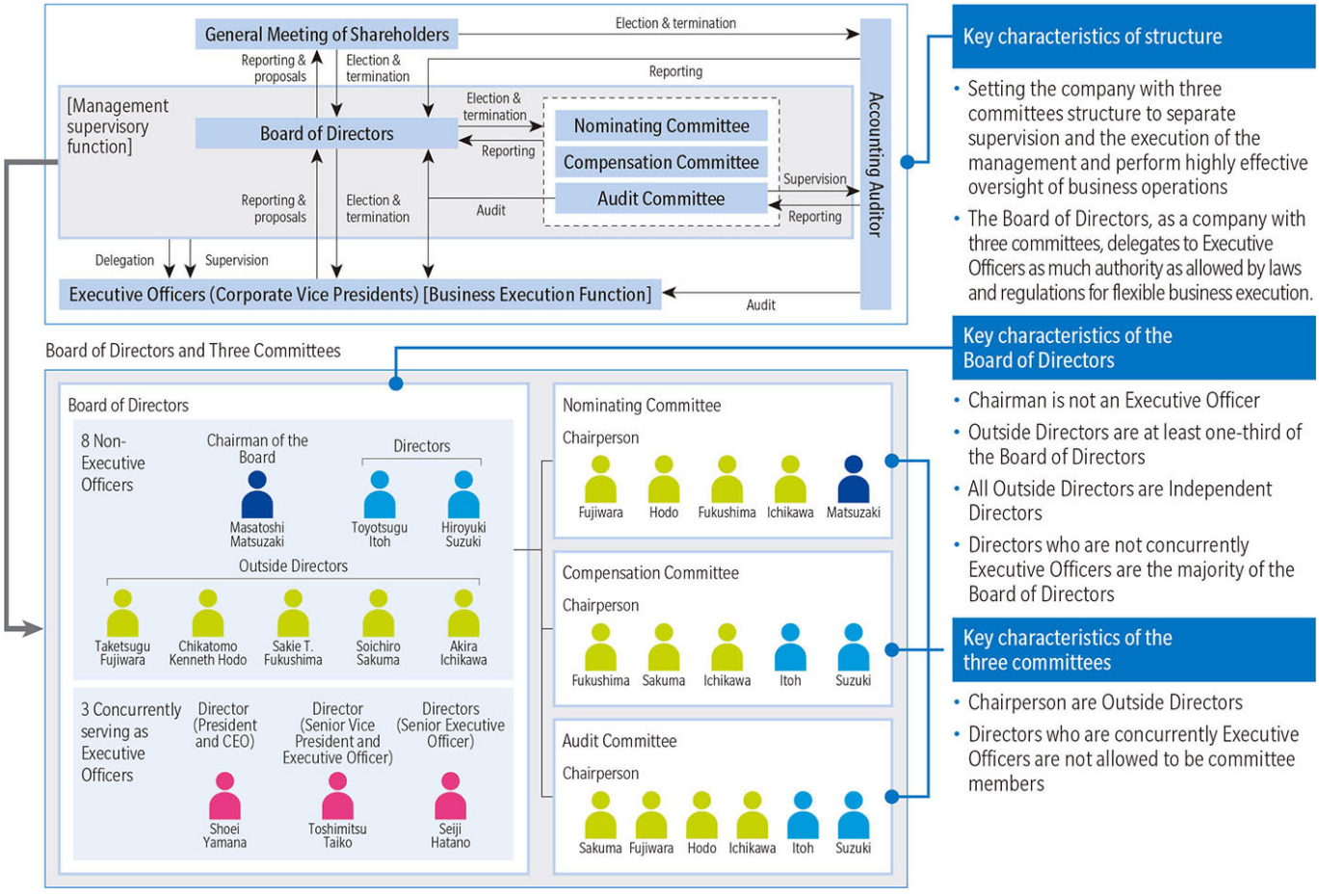
Basic views with regard to governance system

Basic Views

The company's basic views with regard to its governance system are as follows.

- Ensuring management oversight for corporate value growth by separating the roles of management oversight and operation of business activities
- Election of independent outside directors who can perform supervision from the standpoint of shareholders
- Using these measures for improving the transparency, integrity and efficiency of management

Structure of Corporate Governance Systems（As of June 17, 2021）



Detail of Corporate Governance System

Board of Directors

Since the company is a company with three committees, the Board of Directors delegates to executive officers as much authority as allowed by laws and regulations for making operational decisions. This contributes to the speed and flexibility of managing business operations.
The Board of Directors makes decisions solely about items, such as fundamental management policies, that can be determined only by the directors, according to laws and regulations. In addition, the Board of Directors makes decisions about investments larger than a certain amount and such other items that will have a significant impact on the Konica Minolta Group.
In addition, the Board of Directors enhances sustainable growth and corporate value for the Group by ensuring management oversight.

Executive Officers

The executive officers are responsible for deciding how to perform the operations delegated by Board of Director resolutions, and then executing those operations.
In addition, based on substantial delegation of authority by the Board of Directors, the executive officers work to accelerate decision-making in business execution.

Nominating Committee

The Nominating Committee decides the content of proposals for director appointment and dismissal to be submitted to the General Meeting of Shareholders. It also receives reports concerning succession planning (candidate training and selection) from the President and CEO, as necessary, and supervises the process.

Audit Committee

The Audit Committee reviews the execution of duties by directors and executive officers, prepares audit reports, and decides the content of proposals for appointment, dismissal, and non-reappointment of accounting auditors to be submitted to the General Meeting of Shareholders.

Compensation Committee

The Compensation Committee decides the details of individual compensation, bonuses, and other benefits received from the company as consideration for duties performed by the directors and executive officers.

Governance Structure and Operations

- Operations of the Board of Directors
  - Operation
  - Attendance
  - Support System for Outside Directors
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- Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc
  - Policy and Procedures for Appointing Director Candidates
  - The Applicable Approaches and Standards for Appointing Director Candidates
- Executive System and Appointment of Executive Officers
  - Executive System
  - Selection or Dismissals of Executive Officers
- Compensation for Directors and Executive Officers
  - Revisions of the Compensation Policy
  - Compensation Policy
  - Indicators for Performance-based Bonuses, Reasons for the Selection of These Indicators, and Method for Determining the Amount of Performance-based Bonuses
  - Amount of Compensation Paid to Directors and Executive Officers for the Year Ended March 2021
  - Total Compensation for Those Individuals with a Total Compensation of 100 million Yen or More in the Fiscal Year Ended March 2021
  - Guidelines on Officer Ownership of Konica Minolta Shares
- Group Auditing System
  - Audit Committee System and Roles
  - Corporate Audit Division Systems and Role

Corporate Governance System

Governance Structure and Operations

- Operations of the Board of Directors
- Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc
- Executive System and Appointment of Executive Officers
- Compensation for Directors and Executive Officers
- Group Auditing System

Operations of the Board of Directors

Operation

As a general rule, the Board of Directors meets once each month. Before each meeting, the directors are expected to make themselves familiar with the proposed resolutions, and materials are distributed to outside directors in advance so that effective discussions can be held on the day of the meeting. In addition, before important management decisions are made, the executive officer responsible sometimes gives a preliminarily explanation concerning the matter at hand.
The seating position of the directors is changed at every meeting, except for that of the chairman and the president, and other such measures are taken to further enhance communication among the directors and ensure that the meetings are dynamic.

Attendance

The meeting results and attendance rates for the Board of Directors and the three committees at the end of fiscal 2020 were as shown in the table below.
Furthermore, the attendance rate at meetings of the Board of Directors and the three committees for the five outside directors (Takashi Hatchoji, Taketsugu Fujiwara, Chikatomo Hodo, Sakie T. Fukushima, and Soichiro Sakuma) was 100%.

Note: All members of the Board of Directors are required to attend more than 80% of the meetings. In order to achieve this attendance rate, the number of companies which they can serve as directors (officers under Japan's Companies Act) is restricted to no more than three in principle.

	Board of Directors	Nominating Committee	Audit Committee	Compensation Committee	Total
Number of meetings	13	7	13	9	42
Attendance rates for all directors (%)	99	97	100	100	99
Attendance rates for outside directors (%)	100	100	100	100	100

Activities of the Board of Directors and the Three Committees in Fiscal 2020

1. Board of Directors
   The Board confirmed and monitored the status of the review of medium-term initiatives in the company's business fields, based on the impact of COVID-19 and other factors, and also discussed and deliberated on the establishment of new medium-term management strategies and the new medium-term management plan in anticipation of business transitions and portfolio transitions.
   In addition, the Board monitored the status of the progress made with new businesses such as the Precision Medicine Unit and the Workplace Hub Unit.

2. Nominating Committee
   As indicated in the "Policy and procedure for nomination of director candidates" and the "Reasons for selecting candidates for director," the Nominating Committee nominated director candidates. It also received reports regarding the president and CEO's plan for selecting a successor and continuously supervised this.

3. Audit Committee
   The Audit Committee audited the legality and propriety of management decision made by directors and executive officers, confirmed the facts of improper conduct as well as violations of the law or articles of incorporation, and monitored and verified the internal control system that has been established and put into operation. It also rigorously reviewed whether an independent position was maintained in the external accounting auditor's audit and whether a proper audit was conducted.

4. Compensation Committee
   The Compensation Committee reviewed the compensation systems and compensation levels, and also discussed the review of benchmark companies ahead of the business transition and portfolio transition. In addition, the Committee discussed and decided on special measures for the calculation guidelines for performance-based bonuses.

Support System for Outside Directors

1. At the time of appointment, each outside director is provided with information including the company overview, business content, organizational structures and personnel, the Medium-Term Management Plan, the budget and the corporate governance of the company.

2. After appointment, outside directors receive information about each business area of the company, such as its position in the whole company business portfolio, composition of the company's business portfolio, the company's position in each industry field and business environments. Outside directors also conduct frontline inspections in departments such as development, production, sales, and service in each business area, and they receive the latest information from the responsible executive officers.

3. A Board of Directors Office has been established as the secretariat for the Board of Directors, Nominating Committee, and Compensation Committee, while the Audit Committee Office serves as the secretariat for the Audit Committee. The staff members of these offices support the outside directors to enable the Board of Directors and committees to function properly. Members of this office also distribute the document in advance concerning agenda items to outside directors, and create proposals and plans for visits to company facilities and accompany outside directors as needed as part of activities to these directors. The objectives are to enable outside directors to thoroughly discuss subjects at the Board of Directors meetings and to ensure that these meetings take place with no difficulties.

Training of Directors

In accordance with the director election standards, the Nominating Committee selects candidates for election as director who have the qualities needed to be a director. The company confirms whether new directors require training judging from each individual's knowledge, experience and other characteristics. If training is needed, the company provides suitable opportunities to receive this training.

1. For new independent outside directors, the company provides information about the group's structure, business activities and finances as well as information about the medium term business plan and its progress and other subjects. These new directors also receive basic information about the company's businesses and corporate-level functions.

2. For independent outside directors, the company arranges visits to the development, manufacturing, sales, service and other operations of every business unit. The executive officer of each business unit provides the directors with the latest information about that business.
   Activities in fiscal 2020 are listed below. All activities were held using a video-conferencing system.

   (1) Inspection tours in Japan (factories and development offices)
   Two tours with the cumulative participation of eight outside directors

   (2) In-house announcement events
   In-house announcement events business (Value Creation Forum) in four business areas with participation of 14 outside directors
   Two outside directors participated in the in-house announcement events (Global Meeting on Process Improvement).
   Five outside directors participated in the in-house announcement events (Bottom-up Innovation Activity Announcement Event)

3. New inside directors are provided opportunities to attend governance training held by external institutions, and information about various seminars is given to inside and outside directors as opportunities to participate when appropriate.

Feedback on Board of Directors Effectiveness

In 2003, the company became a company with committees (now a company with three committees). To determine if the corporate governance system is functioning as intended, the company started performing self-assessments in 2004 concerning the Board of Directors' effectiveness. Self-assessments have been performed every year since then in order to make improvements.
Since then, every year the past year's activities are reviewed and self-assessments of the Board of Directors' and three committees' effectiveness are carried out in order to confirm that the development and administration of the corporate governance system is contributing to sustainable growth and improvements to medium- and long-term corporate value, which is its objective. Based on these results, the issues that the Board of Directors needs to address in the next fiscal year are clarified and measures to improve effectiveness further are planned.
In fiscal 2016, an external organization was commissioned to conduct a questionnaire and interviews with the intention of enhancing objectivity by including the perspective of a third party and clarifying issues that were not noticed in conventional self-assessments.
In fiscal 2020, the company carried out an effectiveness assessment in light of the facts that (1) it will take time for two transitions (the shift to a digital workplace for the office business and the development of a business that will take over from the office business as a core business; hereafter, "transition") to yield results and (2) ever since the company lowered its full-year earnings forecasts in July 2019, the market has continued to assess Konica Minolta's corporate value in a harsher light. Specifically, questions were prepared and opinions sought with the objective of clarifying the governance issues related to (1) and (2) above and finding ways to improve these issues.

Corporate Governance Report (707KB)

Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc.

Policy and Procedures for Appointing Director Candidates

The Nominating Committee starts each year by performing reviews of the composition of the Board of Directors and committees and of the standards for the selection of directors and committee members. By performing examinations from the standpoints of balance of career and skill, diversity and other factors, this committee aims to upgrade its selections of director candidates. The following process is used to make selections.

1.Board of Directors

(1) The Nominating Committee examines the objectives of the composition of the board and then confirms a proposal for the total number of directors, the number of outside directors, and the number of inside directors who do and do not concurrently serve as executive officers.

(2) Confirmation of directors who will resign due to standards for the number of years as a director or age, and expected number of new outside director and new inside director candidates.

* Use the link below for detailed information.
Approach to the Overall Board of Directors Composition

2.Outside Directors

(1) To select outside director candidates, after the Nominating Committee confirms the selection process, the requirements (necessary careers and skills) for the new outside directors are determined, considering the combination with the outside directors to be re-appointed, in order to ensure that the company will obtain useful supervision and advice on operational issues. Based on these considerations, the Nominating Committee chairperson asks for a broad range of recommendations for candidates, based on information from Nominating Committee members, other outside directors and the president and CEO. To provide reference information, the Board of Directors Office distributes to Nominating Committee members a candidate database, centered on "chairperson" of excellent companies, which includes information about independence, age, concurrent positions and other characteristics of candidates.

(2) From the candidates recommended through the preceding process, the Nominating Committee uses the following steps to narrow down the number of candidates and establish an order of priority.

- Selection standards for directors
- Standard for independence of outside directors
- Balance of career and skill required for outside director candidates and diversity

(3) Using the order of priority for candidates, the Nominating Committee chairperson and Chairman of the Board of Directors visit and approach the candidates to serve as an outside director.

3.Inside Directors

(1) Candidates for inside director are jointly proposed with the Nominating Committee following discussions between the Chairman of the Board of Directors and the president and CEO concerning proposed candidates for non-executive directors and directors who concurrently serve as executive officers based on the president and CEO sharing his plan for the executive system for the next fiscal year with the Chairman of the Board of Directors, with emphasis placed on the following points.

- Selection standards for directors
- Roles of directors who do and do not concurrently serve as executive officers
- Required skills, experience and other characteristics of directors who do and do not concurrently serve as executive officers

(2) The Nominating Committee uses the draft proposals to examine the candidates.

The Applicable Approaches and Standards for Appointing Director Candidates

1.Board of Directors

(1) Approach to the Overall Board of Directors Composition

The Board of Directors is composed of a number of directors within the scope provided in the Articles of Incorporation, taking into account the management issues the Board of Directors is required to address.

1) To ensure management transparency and supervisory objectivity, oversight of management, it is require one-third or more of the directors be independent outside directors, and directors who do not concurrently serve as executive officers constitute the majority of the total number of directors.

2) To enhance the management supervision function, liaise with the independent outside directors and strengthen communication and cooperation with executive officers, more than one inside directors not concurrently serving as executive officers will be appointed.

3) To further enhance deliberations on important decisions from a management standpoint, in addition to the president and CEO, several executive officers in charge of principal duties will be appointed as directors.

4) The Nominating, Audit and Compensation committees are all chaired by outside directors to ensure transparency and objectivity. In addition, to ensure that each committee adequately fulfills its respective roles, each committee is composed of around five members, and a majority of its members is independent outside directors.

5) Concerning the size of the Board of Directors, the company considers 10 or 12 directors to be the appropriate number from the standpoint of ensuring the proper composition of the board with respect to inside directors who do not concurrently serve as executive officers, inside directors who concurrently serve as executive officers, and outside directors.

6) For more information about the diversity of the Board of Directors, see "Balance of career and skill required for outside director candidates and diversity."

(2) Selection Standards for Directors

The Nominating Committee has selected candidates who satisfy the following standards as being suitable directors for achieving good corporate governance, i.e., ensuring the transparency, soundness and efficiency of the company's operations.

1) Good physical and mental health

2) A person that is well liked, dignified, and ethical

3) Completely law-abiding

4) In addition to having objective decision-making abilities for management, the person must have good foresight and insight

5) Someone with no potential conflict of interest or outside business relations that may affect management decisions in the company's main business areas, and who has either organizational management experience in the business, academic, or governmental sectors or specialized knowledge in technology, accounting, law, or other fields.

6) For outside directors, a candidate with a history of performance and insight in their field, someone with sufficient time to fulfill the duties of a director, and who has the ability to execute required duties as a member of the three relevant committees.

7) The Nominating Committee has separately set points for consideration in the re-election of directors and requirements concerning the number of terms of office, age and other factors. Especially, in principle, existing terms of office for outside directors are up to four years.

8) In addition, the candidate must have the abilities necessary for a director to run and build a public corporation that is transparent, sound, and efficient.

2.Outside Directors

(1) Criteria on the Independence of Outside Directors

The following types of people are ineligible to serve as outside directors at Konica Minolta. Our Nomination Committee selects outside director candidates with a high level of independence, provided that none of the following criteria apply.

1) Person affiliated with Konica Minolta

- Former employee of the Konica Minolta Group
- Having a family member (spouse, child, or any blood or marital relative twice removed or less) that has served as a director, executive officer, auditor or top manager in the Konica Minolta Group during the past five years.

2) Person affiliated with a major supplier/client

- Currently serving as a managing director, executive officer, or employee of a major supplier/client company/group that receives 2% or more of its consolidated sales from the Konica Minolta Group or vice versa.

3) Specialized service provider (lawyer, accountant, tax accountant, patent lawyer, judicial scrivener, or a consultant for management, finance, technology, or marketing)

- Specialized service provider that received annual compensation of ¥5 million or more from the Konica Minolta Group during the past two years.

4) Other

- A shareholder holding more than 10% of the voting rights in the company (executive directors, executives, or employees in the case of a corporate body)
- A director taking part in a director exchange
- A director, executive officer, auditor or equivalent position-holder of a company that competes with the Konica Minolta Group, or someone holding 3% or more of the shares of a competing company (who is not eligible to be a director of any kind)
- Having some other conflict of interest with the Konica Minolta Group

The Company, under the rules of the Nominating Committee, in principle, limits the period in office of outside directors to four years (reappointment limit). This rule is based on the concern that the objectivity of these Directors may decline as the length of time in office increases.

(2) Balance of Career and Skill Required for Outside Director Candidates and Diversity.

1) To ensure the diversity of directors, the Nominating Committee Rules for selection standards for directors state that candidates should "have experience operating an organization in the industrial, government or academic sector or have specialized skills involving technologies, accounting, law or other fields" and "have accomplishments and knowledge in their respective fields suitable for outside director candidates."

2) Candidates should have the character, skill and experience needed for strengthening and upgrading management in order to enable the Board of Directors to determine the company's strategic direction.

3) Based on a full understanding of the importance of gender and international diversity, a career and skill matrix is prepared for each outside director candidate for reelection or election as a new director. The matrix includes the business sector, major management experience, fields of expertise and other characteristics of each candidate to provide information about the diversity of their careers and skills. The objective is to select candidates who can provide useful oversight and advice during discussions of management issues by the Board of Directors.

4) Outside director candidates are not excluded from consideration on the basis of their gender, nationality, country of birth, cultural background, race, or ethnicity.

5) In selecting new outside director candidates for appointment at the General Meeting of Shareholders in 2021, the above-mentioned points of view were weighted the most heavily. The candidates selected have abundant experience in management and sustainability management in the manufacturing industry and, as corporate leaders with wide-ranging insight, they can be expected to provide useful oversight and advice.

The following principle from the Corporate Governance Code was explained.
Reason for non-compliance with [Principle 4-11 Preconditions for Board of Directors and Kansayaku Board Effectiveness]
Regarding diversity, including gender and international aspects, and appropriate size
The company has paid due heed to “the board should be well balanced in knowledge, experience and skills in order to fulfill its roles and responsibilities,” and “it should be constituted in a manner to achieve both diversity and appropriate size,” as stipulated in the principle. However, while consideration of diversity naturally took into account gender and nationality, it was not realistic to commit to forming a Board of Directors that definitely realized the gender and nationality aspects while still achieving an appropriate size. In order to secure the effectiveness of the Board of Directors, the company considers the credentials of a director to be more important than their demographic characteristics.

(3) Expected Roles of Outside Directors.

1) To participate in important decisions made by the Board of Directors and supervise the decision-making process
2) To submit advice about the establishment of management policies and plans and about reports concerning business operations by using their experience and knowledge
3) To oversee conflicts of interest among the company, its shareholders, senior executives and others
4) To supervise management to protect ordinary shareholders and to reflect the interests of shareholders from the standpoint of ordinary shareholders, which is independent from senior executives and special stakeholders
5) To supervise management as members of the Nominating, Audit and Compensation Committees

3.Inside Directors

(1) Stance Concerning Roles of Inside Directors and Selection of Candidates.

1) The chairman of the Board of Directors calls meetings of the board and chairs the meetings. In addition, the chairman is responsible for overseeing improvements in the effectiveness of corporate governance. The chairman ensures that agenda items are handled in a manner that facilitates constructive discussions in an open and unrestricted manner. The chairman also asks questions and takes other actions from the standpoint of providing oversight and ideas and suggestions. Furthermore, based on assessments of the effectiveness of the board, the chairman establishes policies for the board's operations and explains these policies at the board meeting following ordinary general meeting of shareholders.
   The company's previous president and CEO has been selected to serve as chairman in order to have a chairman who has a thorough knowledge of the company's management and can provide highly effective oversight of management. The company's Basic Policy on Corporate Governance and Corporate Organization Basic Regulations require that the chairman shall be a director who does not concurrently serve as executive officer, whether the individual is an outside or inside director.
2) An inside director who is not concurrently an executive officer and who has the ability to ensure the quality of audits is selected as a full-time Audit Committee member.
   The inside director who serves as a full-time Audit Committee member should have extensive management experience as an executive officer of the company in order to improve the effectiveness of the Audit Committee. The qualifications required in particular are experience in accounting and finance or business management and core business management.
   This inside director also serves as the Nominating Committee member and Compensation Committee member.
3) They are held accountable for their execution and contribute to energetic and meaningful discussions at Board of Directors meetings. Requirements for these inside directors include responsibility for overseeing major elements of the company's operations such as strategic planning, accounting and finance, technology, as well as for overseeing main business operations in the company.

Description in the Reference Documents for the General Meeting of Shareholders (The 117th Ordinary General Meeting of Shareholders)

1. Expertise and experience expected of candidates for Directors (skills matrix)

Director skills matrix

Directors		Expertise and experience expected of candidates for Director							
		Corporate executive experience in listed company	Global executive management experience (Note 3)	R&D and manufacturing	Sales and marketing	Finance and accounting, and understanding of investor perspective	HR management	Governance, internal control, legal affairs	Business transformations and new business development (DX)
Director Chairman of the Board	Masatoshi Matsuzaki	●	●	●				●	●
Director President & CEO	Shoei Yamana	●	●		●				●
Outside Director	Taketsugu Fujiwara	●	●	●					●
Outside Director	Chikatomo Hodo		●			●			●
Outside Director	Sakie T. Fukushima		●				●	●	
Outside Director	Soichiro Sakuma		●				●	●	●
Outside Director	Akira Ichikawa	●	●		●				
Director	Toyotsugu Itoh			●				●	
Director	Hiroyuki Suzuki				●			●	
Director Senior Executive Vice President and Executive Officer	Toshimitsu Taiko		●		●				●
Director Executive Vice President and Executive Officer	Seiji Hatano		●			●		●	

* "Global executive management experience" includes both actual experience at a global business and experience relating to overseas business operation.

2. Reasons for selecting the candidates for Directors

Director Chairman of the Board	Masatoshi Matsuzaki	Mr. Masatoshi Matsuzaki has extensive experience and expertise. At the Company and its Group companies, under the company split and holding company structure, Mr. Matsuzaki has been in charge of research and product strategies for the Business Technologies Business, served as president of a subsidiary handling basic research and development of elemental technologies and served as Executive Officer in charge of technology strategy at the Company. In addition, Mr. Matsuzaki led the management reforms of the Konica Minolta Group ("the Group"), serving as President and CEO from April 2009 through March 2014. Since April 2014, as Chairman of the Board of Directors, he has worked to further enhance corporate governance while managing the Board of Directors. It has been confirmed by the annual evaluation of the effectiveness of the Board of Directors that Mr. Matsuzaki properly chooses matters for discussion as a specialized supervisor with a very high level of familiarity of the Company's management, draws on capabilities of Outside Directors, and enhances the quality of supervision with questions and opinions that support the others. He also leads the Company's corporate governance reform aiming at realizing sustainable growth and enhancing corporate value. Therefore, the Company requests that shareholders elect for him to continue. Mr. Matsuzaki has been in charge of supervision of the management, securing sufficient time to fulfill his duties as full-time Chairman of the Board of Directors.

Director President & CEO	Shoei Yamana	Mr. Shoei Yamana has extensive management experience and expertise. At the Company and its Group companies, Mr. Yamana has been an Executive Officer in charge of management strategy and IR, served as General Manager of the Sales Division of Image Information Products and been in charge of operations, among other positions. Mr. Yamana has led the management of the Group, serving as President and CEO since April 2014, and through promoting “TRANSFORM 2016” and “SHINKA 2019,” the Company’s Medium-Term Business Plans, while achieving business growth by strengthening the intangible assets of the customer base, human resources and technology. Mr. Yamana has also focused on “Sustainable Development Goals (SDGs) management,” “environment and quality management,” “health management,” etc. As the Chief Executive Officer of the Group, Mr. Yamana is formulating the Medium-term Business Strategy “DX2022” aimed at sustainable growth through business portfolio transformation and Digital Transformation (DX) and leading the entire Group to promote management strategies and various measures in this challenging business environment. In addition to demonstrating accountability on the Board of Directors as Representative Executive Officer, Mr. Yamana can continue contributing to the enhancement of the function of making important decisions from a management standpoint. Therefore, the Company requests that shareholders elect for him to continue.
Outside Director	Taketsugu Fujiwara	Mr. Taketsugu Fujiwara has been in charge of management of a comprehensive chemicals maker for years at Asahi Kasei Corporation, which diversified from chemicals and textiles to electronic materials, pharmaceuticals, and housing. His duties at Asahi Kasei included fostering businesses through mergers and acquisitions. He has extensive management experience and a broad range of knowledge as a corporate executive. In addition, Mr. Fujiwara has a high degree of independence from the Company as stated below. Following his election as a Director in June 2018, Mr. Fujiwara has performed well as a member of the Board of Directors and other committees. Fiscal 2020 activities are listed in “Primary activities of Outside Directors” in the business report (pages 60 through 62). Mr. Fujiwara has been in charge of the duty, securing sufficient time. Therefore, the Company expects that Mr. Fujiwara can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests shareholders to elect him as an Outside Director.
Outside Director	Chikatomo Kenneth Hodo	Mr. Chikatomo Kenneth Hodo has been in management of a company providing business consulting and IT services for years at Accenture Japan Ltd. He has extensive experience and a broad range of knowledge on digital business as a corporate executive. In addition, Mr. Hodo has a high degree of independence from the Company as stated below. Following his election as a Director in June 2018, Mr. Hodo has performed well as a member of the Board of Directors and other committees. Fiscal 2020 activities are listed in “Primary activities of Outside Directors” in the business report (pages 60 through 62). Mr. Hodo has been in charge of the duty, securing sufficient time. Therefore, the Company expects that Mr. Hodo can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests that shareholders elect him as an Outside Director.
Outside Director	Sakie Tachibana Fukushima	Ms. Sakie Tachibana Fukushima served as Member of the Board of Korn/Ferry International (Global Headquarters) and head of its Japanese subsidiary for many years. She also served as outside director of many Japanese companies. In addition to extensive experience as a corporate executive and a broad range of experience and knowledge about the management of human resources, she has an extensive range of knowledge about corporate governance. In addition, Ms. Fukushima has a high degree of independence from the Company as stated below. Following her election as a Director in June 2019, Ms. Fukushima has performed well as a member of the Board of Directors and other committees. Fiscal 2020 activities are listed in “Primary activities of Outside Directors” in the business report (pages 60 through 62). Ms. Fukushima has been in charge of the duty, securing sufficient time. Therefore, the Company expects that Ms. Fukushima can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests shareholders elect her as an Outside Director.

Outside Director	Soichiro Sakuma	At Nippon Steel Corporation and Nippon Steel & Sumitomo Metal Corporation (currently Nippon Steel Corporation), Mr. Soichiro Sakuma was involved for many years in management in the manufacturing sector and was in charge of main head office functions, including general administration, human resources, environment and IT, mainly in legal and internal control & audit. He has extensive experience and a broad range of knowledge as a corporate executive. In addition, Mr. Sakuma has a high degree of independence from the Company as stated below. Following his election as a Director in June 2020, Mr. Sakuma has performed well as a member of the Board of Directors and other committees. Fiscal 2020 activities are listed in “Primary activities of Outside Directors” in the business report (pages 60 through 62). Mr. Sakuma has been in charge of the duty, securing sufficient time. Therefore, the Company expects that Mr. Sakuma can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests that shareholders elect him as an Outside Director.
Outside Director	Akira Ichikawa	Mr. Akira Ichikawa has been a senior executive at Sumitomo Forestry Co., Ltd., which operates various businesses, including those related to lumber and building materials, housing and construction, and overseas housing and real estate, where he promoted sustainability management, and raised that company’s corporate value over the medium- to long-term. In addition to such extensive management experience and broad-ranging insight as a corporate executive, he has a high degree of independence with respect to the Company as described below. Therefore, the Company expects that Mr. Ichikawa can contribute to maintaining and upgrading its corporate governance through monitoring and advice based on his management experience, and requests shareholders to newly elect him as an Outside Director.
Director	Toyotsugu Itoh	The Company believes that it is important for the Audit Committee to include a full-time Inside Director who has extensive business management experience and expertise involving the collection of information. Mr. Toyotsugu Itoh attends management meetings of Executive Officers as a Member of the Audit Committee. He works to optimize the quality and quantity of information for the audit by the Committee as he will grasp and confirm validity of the determination process about operations, which are commissioned to the Executive Officers by the Board of Directors, as well as the operational status of the internal control system and will provide the Audit Committee with feedback on such information. Mr. Itoh has engaged in operations of the Company, such as production technologies, business administration of subsidiaries, and reforms of the management quality as the Company’s Senior Executive Officer and has extensive experience and considerable expertise related to business administration and internal control. Since 2018, Mr. Itoh has engaged in supervising management as an Inside Director at the Company not concurrently serving as Executive Officer and properly fulfilled his duties at the Audit and Compensation Committees as an Inside Member. Therefore, the Company believes that Mr. Itoh can continue enhancing corporate value by securing the effective operation of its corporate governance, and requests that shareholders elect for him to continue.
Director	Hiroyuki Suzuki	The Company believes that it is important for the Audit Committee to include a full-time Inside Director who has extensive business management experience and expertise involving the collection of information. Mr. Hiroyuki Suzuki will attend management meetings of Executive Officers as a Member of the Audit Committee. He will work to optimize the quality and quantity of information for the audit by the Committee as he will grasp and confirm validity of the determination process about operations, which are commissioned to the Executive Officers by the Board of Directors, as well as the operational status of the internal control system and will provide the Audit Committee with feedback on such information. After engaging in the secretariat duties to support the Audit Committee at the Audit Committee Office of the Company, Mr. Suzuki has also overseen internal audit as the General Manager of the Company’s Corporate Audit Division. Mr. Suzuki has extensive experience and considerable expertise related to internal control. Since 2019, Mr. Suzuki has engaged in supervising management as an Inside Director at the Company not concurrently serving as Executive Officer and properly fulfilled his duties at the Audit and Compensation Committees as an Inside Member. Therefore, the Company believes that Mr. Suzuki can continue enhancing corporate value by securing the effective operation of its corporate governance, and requests that shareholders elect for him to continue.

Director	Toshimitsu Taiko	The Company believes that it is important to select Executive Officers in title who are in charge of primary duties so that they can engage in active and essential discussions at meetings of the Board of Directors. As a Senior Managing Executive Officer of the Company in charge of Management Planning, IR, etc., and lead officer responsible for supervision of the Company's mainstay Business Technologies Business, Mr. Toshimitsu Taiko has worked to enhance corporate value of the Group by promoting the Medium-term Business Strategy "DX2022." The Company believes Mr. Taiko can continue demonstrating accountability to the Board of Directors and participate in important management decisions. Therefore, the Company requests that shareholders elect for him to continue.
Director	Seiji Hatano	The Company believes that it is important to select Executive Officers in title who are in charge of primary duties so that they can engage in active and essential discussions at meetings of the Board of Directors. As a Senior Executive Officer of the Company in charge of Administration, Accounting, Financial Affairs, and Risk Management, Mr. Seiji Hatano has worked to enhance corporate value of the Group by promoting the Medium-term Business Strategy "DX2022." The Company believes Mr. Hatano can continue demonstrating accountability to the Board of Directors and participate in important management decisions. Therefore, the Company requests that shareholders elect for him to continue.

Reference："Primary activities of Outside Directors" in the business report is shown below.

https://www.konicaminolta.com/shared/changeable/investors/include/event/pdf/meeting_117_inv.pdf

Executive System and Appointment of Executive Officers

Executive System

1. Under a mandate from the Board of Directors, executive officers make decisions about operations and then execute them. The business execution is overseen by the Board of Directors and reviewed by the Audit Committee to ensure the efficiency, adequacy, legality and soundness of management.
2. Executive officers are appointed by the Board of Directors, which selects the president and CEO, selects senior executive officers from among the executive officers, and establishes a division of duties among the officers. The executive officers, including the president and CEO, make decisions concerning the execution of duties delegated by the Board of Directors, and execute their duties.

Selection or Dismissals of Executive Officers

1. The Board of Directors uses a fair, timely and appropriate method to select people who have the capabilities to serve as executive officers. These individuals must be able to create new value for the Group and earn the support of internal and external stakeholders. Standards for making these judgments about capabilities are defined in "Standards for the Selection of Executive Officers."
   Individuals must have the ability and experience for the internal and external management of the Group's business operations. Qualification standards also take into consideration knowledge about specialized fields and technologies, an individual's age when the time for renewing the appointment comes, and other items. In addition, the Board of Directors selects individuals with a strong commitment to ethics, the ability to put customers first, the ability to drive innovation, strong motivation to achieve goals, and other such characteristics.
2. To select new executive officers, candidates who have completed senior executive candidate training must pass through the first stage of the selection process, which involves submitting documents and completing an interview. Next, an assessment is performed in order to reach a highly objective and appropriate decision. This process includes input from both an external perspective and from the perspective of people at the Group who frequently interact with these candidates as part of their jobs. An evaluation conference, which consists of the president and CEO and the executive officer responsible for personnel, is held to examine the results of this process. This results in the selection of candidates to become executive officers.

3. To determine the new team of executive officers, the president and CEO selects from the list of executive officer candidates the individuals believed to be well suited to serve as executive officers. Next, a proposal for the selection of executive officers for the new fiscal year is prepared and submitted to the Board of Directors, with a list of the duties for each executive officer.
4. Prior to the submission of this proposal to the Board of Directors, the Nominating Committee performs oversight of the whole process, including a confirmation that a suitable process was used. Oversight includes receiving the proposal for the new executive officer team (including the proposed new executive officer selections from the president and CEO) and a report about the proposed duties of each executive officer.
5. The Nominating Committee considers observing the character of executive officer candidates is an important matter and utilizes opportunities such as attending meetings of the Board of Directors and reporting to informal gatherings of directors. After receiving the proposal for the selection of executive officers mentioned above from the president and CEO, the Nominating Committee discusses the content of the proposal, creates a summary of its conclusions regarding matters such as the appropriateness of candidates and training issues, and provides these as feedback to the president and CEO.
6. The Board of Directors takes the “Standards for the Selection of Executive Officers” into full consideration when deciding whether or not to dismiss an executive officer.

Compensation for Directors and Executive Officers

The company, which has adopted the company-with-three-committees system, has established a Compensation Committee. Outside directors account for the majority of members of the committee and the committee is chaired by an outside director to ensure transparency and to determine compensation in a fair and appropriate manner. The company’s directors’ compensation system is intended to strengthen the motivation of directors and executive officers to strive for the continuous medium-to-long-term improvement of the Group’s performance in line with management policies, to meet shareholder expectations and contribute to the optimization of the Group’s value. The company aims for a level of compensation that enables it to attract and retain talented people to take responsibility for the company’s development.

In keeping with these aims, the Compensation Committee has established a policy for determining the individual compensation entitlement of directors and executive officers, and determines the amount of individual compensation entitlement of directors and executive officers in line with this policy.

Compensation Policy

1. Compensation system (see diagram below)
   1) Compensation packages for directors (excluding directors who concurrently hold executive officer posts) exclude a short-term performance-based cash bonus because directors have a supervisory role, and consist of a base salary and stock compensation. The stock compensation consists of a medium-term stock bonus (non-performance-linked) and a long-term bonus.
   Only a role-specific base salary is provided to outside directors.
   2) Compensation packages for executive officers consist of a base salary, an annual performance-based cash bonus, which reflects the performance of the Group, as well as stock compensation. The stock compensation consists of a medium-term stock bonus (performance-linked) and a long-term stock bonus.
2. The total amount of individual compensation entitlement and base salary are set at an appropriate level, taking into account position and value of the job, by considering value based upon objective data, evaluation data and other data collected at regular intervals.
3. The amount of the annual performance-based cash bonus is determined based on the level of performance delivered for the fiscal year (consolidated operating profit), the degree of attainment of annual performance targets, and the progress of each executive officer's key operational measures. The amount based on the degree of attainment of annual performance targets is determined in the 0% to 200% range of the standard amount of compensation. The targets are major consolidated performance indicators (operating profit, operating profit ratio, operating cash flow, and KMCC-ROIC*) associated with results of operations. Executive officers' key operational measures include those related to non-financial indicators, such as environment, society and governance (ESG) performance.

* Return on invested capital is used for calculating the annual performance-based cash bonus, and the invested capital represents the assets that can be individually managed and grown by each business division.

4. Stock bonus plan

   1) In the medium-term stock bonus (non-performance-linked) plan for directors, the company's shares are distributed to directors upon the conclusion of the Medium Term Business Plan, according to their roles and years in office. The plan is designed to enhance directors' motivation to contribute to medium-term shareholder value improvement and to promote their ownership of the company's shares.

   2) In the medium-term stock bonus (performance-linked) plan for executive officers, the company's shares are distributed to executive officers upon the conclusion of the Medium Term Business Plan in the 0% to 200% range. The plan is designed to enhance their incentives for attaining the targets of the Medium Term Business Plan and promote their ownership of the company's shares. The medium-term targets are major consolidated performance indicators (operating profit, operating cash flow, and ROIC) associated with the medium term management policy.

   3) The long-term stock bonus for directors (internal directors not also serving as executive officers) and executive officers is awarded in the form of Konica Minolta shares after the retirement of the officer concerned, and is based on the person's position or role and their tenure. The aim of this compensation is to enhance motivation and to contribute to long-term shareholder value improvement.

   4) The standard number of shares is set according to the position each director or executive officer held in the first year of the Medium Term Business Plan.

   5) Certain portions of shares are distributed in cash on the assumption that they are exchanged for cash.

   6) Shares of the company obtained as stock bonus shall be held in principle for one (1) year after the date of retirement from the post of each director or executive officer.

5. The standard for compensation of the president and chief executive officer is a 50:25:25 mix of a base salary, an annual performance-based cash bonus, and a medium term performance-based stock bonus. For the other executive officers, the base salary ratio is set higher than that for the president.
   In addition, the ratio of the medium-term stock bonus (performance-linked) and long-term bonuses within the stock compensation shall be 60:40.

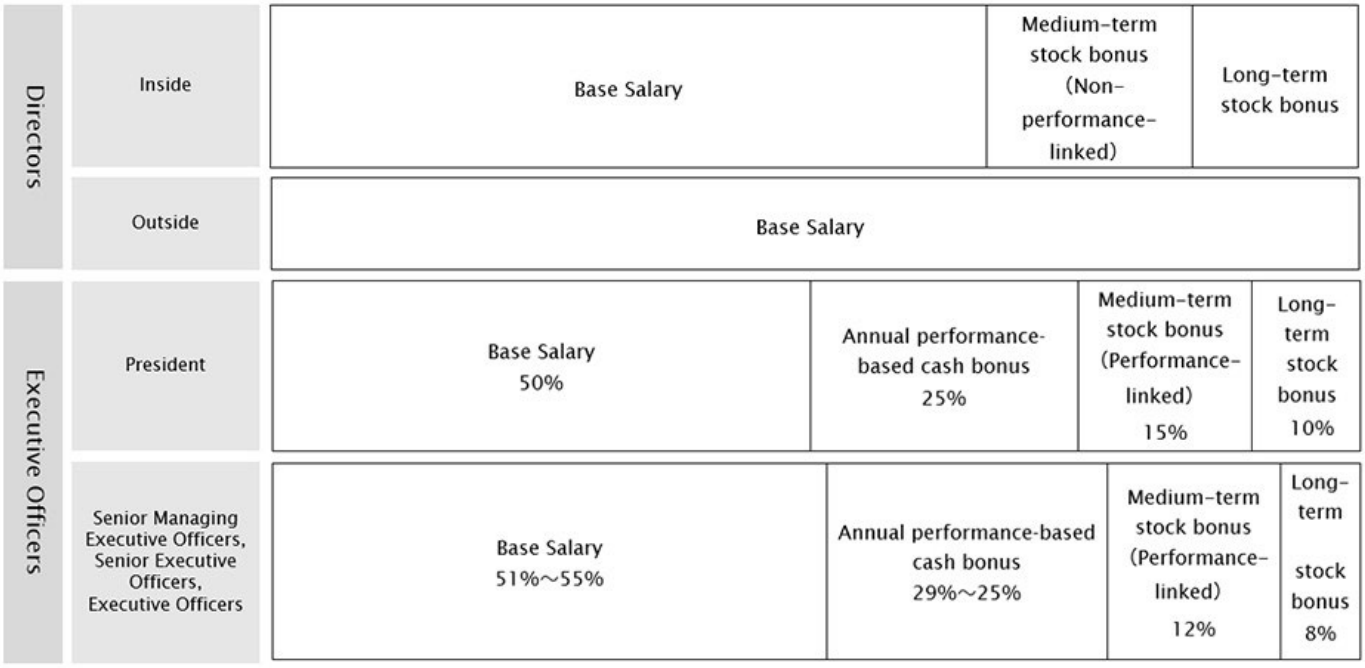
6. Compensation for non-residents of Japan may be handled in different ways from the above-mentioned treatment above due to legal and other circumstances.

7. If the Board of Directors must resolve a correction to financial statements after they are announced due to a material accounting error or fraud, the Compensation Committee shall consider corrections to performance-based bonuses and limit payment or request return of the bonuses when necessary.

8. The company reviews levels, composition and other elements of compensation in a timely and proper manner in accordance with changes in the management environment.

The previous retirement compensation, which was discontinued in June 2005, was determined by the Compensation Committee for each individual officer concerned within a range set by Konica Minolta's own standards. This will continue to be paid whenever a director and an executive officer who has been serving since before June 2005 retires.

Compensation System Diagram



Indicators for Performance-based Bonuses, Reasons for the Selection of These Indicators, and Method for Determining the Amount of Performance-based Bonuses

As mentioned above, at meetings held on March 24, 2020 and May 25, 2020, the Compensation Committee decided to partially revise the policy for determining individual compensation for directors and executive officers. As part of this, the performance-based compensation indicators were also revised, along with the reasons for indicator selection, and the methods for determining amounts of performance-based compensation.

1. Annual performance-based cash bonus

(1) Indicators and the reasons for the selection of these indicators

<table>
<tr><th>Item</th><th>Portion according to performance level</th><th colspan="5">Portion according to attainment of performance targets</th><th>Portion according to personal appraisal</th></tr>
<tr><td rowspan="4">Assessment index and others</td><td rowspan="3">Operating profit</td><td colspan="4">Corporate Divisions / Core Business Divisions</td><td>New Business Divisions</td><td rowspan="3">Reflects progress of each executive officer's key measures</td></tr>
<tr><td>Operating profit</td><td>Operating profit ratio</td><td>Operating cash flow</td><td>KMCC-ROIC</td><td rowspan="2">Individual division targets</td></tr>
<tr><td>25%</td><td>25%</td><td>25%</td><td>25%</td></tr>
<tr><td>Linked with Group consolidated performance result level</td><td colspan="4">Linked with annual performance target attainment rate</td><td>Linked with individual target attainment rate</td></tr>
</table>

Note: The corporate divisions include the management affairs divisions of Konica Minolta, Inc. and those with group-wide horizontal functions.

(2) Indicators for performance-based bonuses, reasons for the selection of these indicators

1) The indicator for the level of performance results portion is the amount of Group consolidated operating profit. It was judged that operating profit is the most appropriate indicator for determining the responsibility for performance that should be taken on by executive officers with the aim of realizing sustainable growth and enhanced corporate value by achieving higher levels of operating profit.

2) For officers in charge of corporate divisions and core business divisions, the indicators used for determining the attainment of performance targets are operating profit, operating profit margin, operating cash flow and KMCC-ROIC. These indicators are designed to promote a strong awareness of Konica Minolta's sustainable growth and corporate value improvement over the medium to long term. Operating profit was selected to help enhance the earning power of core businesses, while operating margin was chosen to promote a shift to high profitability. Likewise, operating cash flow helps to implement strategy in a timely and appropriate manner and secure dividend resources, while KMCC-ROIC is necessary to help improve invested capital efficiency. In addition, each indicator is given the same weighting (25%).
In the case of new business divisions, individual targets are used as indicators, by setting targets for each business division in accordance with the business characteristics and priority measures for the year.

3) For the portion according to personal appraisal, factors such as progress of each executive officer's key operational measures are used as indicators. Matters are evaluated from a different perspective from the level of performance results portion and the portion according to attainment of performance targets.

(3) Methods for determining the amount of compensation

1) The amount paid for the level of performance results portion is calculated by multiplying a value determined according to the amount of Group consolidated operating profit by a number of points set for each position. Said value is decided in accordance with a table formulated in advance.

2) For officers in charge of corporate divisions and core business divisions, the performance attainment portion is calculated by multiplying the annual performance attainment rate (calculated using the weightings of each indicator) by the standard amount for each position. The consolidated performance of the relevant business is applied for an executive officer in charge of a core business division, while the consolidated Group performance is applied for an executive officer in charge of a corporate division.
In addition, the amount to be paid for an executive officer in charge of a new business division is calculated by multiplying the individual performance attainment rate for the relevant business division by the standard amount for the role.
The payment rate will vary from 0% to 200% depending on the attainment level.
(This increase in the upper limit (previously 150%) is designed to further enhance officer awareness of target attainment, by making the relationship between target attainment and payment more pronounced.)

3) The amount paid for the portion according to personal appraisal is calculated by multiplying the total of the standard amounts determined for the level of performance results portion and portion according to attainment of performance targets by an appraisal value (value in the range of -30% to +30%) for each executive officer stipulated in a proposal drafted by the president and CEO.

4) The payment amounts in the three items listed above will be discussed and settled by the Compensation Committee.

2. Medium-term stock bonus (performance-linked)

(1) Indicators and the reasons for the selection of these indicators

Item	Medium-term stock bonus (performance-linked)		
Assessment index	Group consolidated operating profit	Group consolidated operating cash flow	Group consolidated ROIC
	(Cumulative total for 3 years from FY2020 to FY2022)		(3 year average from FY2020 to FY2022)
	40%	30%	30%
	Linked with attainment rate of medium term business plan targets		

(2) Indicators and the reasons for the selection of these indicators

Operating profit, operating cash flow and ROIC (group-wide consolidated) are used as indicators in order to promote sustainable growth for Konica Minolta and improve corporate value over the medium to long term.
Operating profit was selected as an indicator to help strengthen the earning power of the core businesses, while operating cash flow was chosen to promote timely and appropriate strategy implementation, and to secure resources for dividends.
ROIC was selected to improve the efficiency of invested capital over the medium to long term.
The weightings are 40%, 30% and 30%, respectively.

(3) Methods for determining the amount of compensation

1) Compensation is calculated by first taking the total of three values: an amount obtained by multiplying the cumulative operating profit target attainment rate for the medium-term business plan period by 40%, an amount obtained by multiplying the cumulative operating cash flow target attainment rate for the same period by 30%, and an amount obtained by multiplying the average ROIC target attainment rate for the same period by 30%. This total is then multiplied by a number of points set per position accumulated over the same period, with one point equaling one share that will be transferred as compensation.
The payment rate will vary from 0% to 200% depending on the attainment level.
(This increase in the upper limit (previously 150%) is designed to further enhance officer awareness of target attainment, by making the relationship between target attainment and payment more pronounced.)

2) Points set per position is calculated by dividing the amount of resources allocated per position by a reference stock price.

3) The reference stock price is the average price paid (weighted average) by the trustee entrusted by the company, the trustor, when purchasing the number of shares in the company required to pay the stock bonus on the stock market.

4) The number of shares transferred listed above will be discussed and settled by the Compensation Committee

Activities of the Compensation Committee

Month	Attendance	Main agenda items ◆: Resolution adopted ◇: Deliberated ○: Reported △: Other
May 2020	All 5 attended	◆ Voluntary return of some officer compensation
May 2020	All 5 attended	◆ Financial compensation linked to fiscal year performance of executive officers in FY2019 ◆ Points for individual directors / executive officers for (FY2019) stock compensation ◆ Partial revisions to stock compensation scheme and policy on related compensation decisions
June 2020	All 5 attended	◆ Chairperson selection ◆ Compensation Committee's FY2020 annual policy and annual plan ◆ Individual compensation for officers starting July 2020 (base salary amount)
July 2020	All 5 attended	◆ Revisions to policy on compensation decisions, regulations and other ○ Extension of officer compensation BIP trust contract
October 2020	All 5 attended	○ Listing of issues to be investigated regarding officer compensation scheme ◇ Consideration of standards for calculation of compensation linked to financial performance △ Explanations of trends in efforts to revise compensation by consulting company and exchange of views
October 2020	All 5 attended	◆ Overview of calculations for performance-linked compensation for FY2020 ◆ Revisions to internal rules
December 2020	All 5 attended	◆ Amount for additional trustors as a result of extension of trust period, etc. ○ Response for consideration of and decisions on revisions to officer compensation levels in FY2021
February 2021	All 5 attended	◇ Review of benchmark companies related to officer compensation system ◇ Direction of revisions to officer compensation levels in FY2021 ○ Guidelines for holding company shares
March 2021	All 5 attended	◆ Compensation for individual executive officers in FY2021 (annual base salary) ◆ Revisions to regulations and internal regulations
April 2021	All 5 attended	◆ Performance-linked compensation for foreign executive officers in FY2020
May 2021	All 5 attended	◆ FY2020 performance-based executive compensation ◆ Officer stock compensation in FY2020 ◇ Review of benchmark companies related to director compensation system

Amount of Compensation Paid to Directors and Executive Officers for the Year Ended March 2021

(Unit: 1 million yen)

		Total	Total base salary		Performance-linked compensation		Stock bonus	
			Persons	Amount	Persons	Amount	Persons	Amount
Directors	Outside	64	6	64	-	-	-	-
	Inside	188	3	124	-	-	3	64
	Total	253	9	188	-	-	3	64
Executive officers		724	22	465	22	121	22	137

Notes

1. The numbers above include one outside director who stepped down as of the date of the 116th Shareholders' Meeting held on June 30, 2020 and one executive officer who retired on May 31, 2020. As of March 31, 2021, the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 23 executive officers.
2. In addition to the three inside directors shown above, the company has another four inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.
3. Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated.
4. Regarding the stock-based compensation, the amounts shown are those to be recorded as expenses in the fiscal year concerned, based on calculation of the expected amount of compensation including future granting of the company's shares, in accordance with the expected number of points granted to Directors (excluding outside directors) and executive officers.

Total Compensation for Those Individuals with a Total Compensation of 100 million Yen or More in the Fiscal Year Ended March 2021

(Unit: 1 million yen)

Position / Name	Company type	Total	Total base salary	Performance-linked compensation*2	Stock bonus
Shoei Yamana President and CEO	Konica Minolta, Inc.	100	60	13	27
Executive Officers Richard K. Taylor*1	Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	169	93	75	-

Notes

1. Executive Officer Richard K. Taylor is the CEO of the consolidated subsidiary, Konica Minolta Business Solutions U.S.A., Inc. (Retired on March 31, 2021.)
2. Regarding performance-linked compensation, the amounts to be expensed in this fiscal year are given.
3. Based on Article 6 of the policy for determining the individual compensation entitlement of directors and executive officers described in "Compensation for Directors and Executive Officers" above, executive officer Richard K. Taylor is not covered by the stock compensation plan.

Guidelines on Officer Ownership of Konica Minolta Shares

In order to further raise awareness of shareholders' expectations for performance improvement and growth in the stock price, a stock bonus linked to medium-term performance (for executive officers) and a medium-term stock bonus (for directors) have been introduced. Accordingly, Stock Ownership Guidelines have also been established for inside directors and executive officers.

Group Auditing System

Creating a System That Aims for Effective Audits

Konica Minolta Inc., which has adopted the company-with-committees system, has established an Audit Committee, while its subsidiaries in Japan have appointed their own respective auditors. In addition, Konica Minolta Inc., has a Corporate Audit Division, which conducts an internal audit of the entire Group.
The members of the Audit Committee and the Corporate Audit Division, as well as auditors of the subsidiaries in Japan, share related information and strengthen the coordination of audit activities across the Group. With the aim of ensuring effective audits, the same parties hold regular meetings with the accounting auditors, review auditing systems and policies, and examine whether or not the accounting auditors can fulfill their tasks properly.

The members of the Audit Committee and the Corporate Audit Division, as well as auditors of the subsidiaries in Japan, share related information and strengthen the coordination of audit activities across the Group. With the aim of ensuring effective audits, the same parties hold regular meetings with the accounting auditors, review auditing systems and policies, and examine whether or not the accounting auditors can fulfill their tasks properly.

Audit Committee System and Roles

The Audit Committee is comprised of six directors (who do not hold positions as executive officers), four of whom are outside directors. The chairperson of the Audit Committee is selected from among the outside directors. To ensure effective operation of the committee, it has established its own office (Audit Committee Office) with staff members who are independent of any sections committed to actual business operations. The Audit Committee members evaluate the legality and validity of the management decisions made by directors and executive officers, monitor and validate internal control systems, and assess the adequacy of the accounting auditors. In principle, a committee meeting is held before the meeting of the Board of Directors, so that the committee members can present their opinions to the meeting of the Board of Directors, if deemed appropriate.

Corporate Audit Division Systems and Role

The Corporate Audit Division of Konica Minolta Inc., which directly reports to the president and CEO, is responsible for the Group-wide internal audit and performs internal audits of Konica Minolta and its subsidiaries, as well as major overseas affiliated companies. Using the risk-assessment approach, the division evaluates these companies in terms of the reliability of their financial statements, the efficiency and effectiveness of their businesses operations, and the level of their legal compliance. The division also conducts follow-up audits in which it examines improvement measures taken by respective companies in response to suggestions provided by internal auditors.

In addition, major subsidiaries have their own internal audit divisions which work closely with the Corporate Audit Division of Konica Minolta Inc., and enhance the internal audit function of the entire Group.

Corporate Governance

Internal Controls

Internal Control Measures

Board of Directors adopts resolution on the establishment of internal control system

In recent years, corporate scandals and lack of compliance have become social problems. In order to prevent these issues, companies are required to strengthen internal controls. Konica Minolta is required to establish and maintain an internal control system by Japan's Companies Act.

Konica Minolta, Inc. reviews the company's internal control system every March, and the Board of Directors then renews its resolution on the development of the internal control system. An outline of the recent resolution and the operational status of internal control system was published in the business report for the fiscal year ended March 2021. We continue to strive to ensure the legality, rationality, and efficiency of our business activities by reviewing, as occasion demands, systems and rules of management and operation throughout the Group's business activities.

Complying with Japan's Financial Instruments and Exchange Law

Conducting an internal assessment of consolidated Group subsidiaries around the world

The Japanese Financial Instruments and Exchange Law (JSOX) was adopted during the fiscal year ended March 2009 in order to prevent corporate accounting fraud and ensure the reliability of financial reporting.

Konica Minolta, Inc. conducts an internal assessment of 142 companies including its consolidated group subsidiaries both in and outside Japan and prepares its internal control report. The report undergoes an internal control audit by external auditors and then is submitted together with the Japanese Annual Securities Report (fiscal year ended March 31, 2021).

Corporate Governance

Risk Management

Basic Concept

Creating a Group-wide risk management system
Along with the globalization of economies and the transformation of societies, the risks faced by companies have become more diverse. Konica Minolta has created a Group-wide risk management system in order to clarify various corporate risks and to minimize their impact on its businesses. The Group also conducts business continuity management, taking measures to ensure that businesses are able to continue uninterrupted in the case of a natural disaster or other unforeseen circumstances.

Risk Management System

Konica Minolta has established a management system in which the President and CEO is responsible for risk management and crisis management. In April 2010, the company strengthened its system for assessing a range of possible risks without serious omissions and developing full countermeasures. A system was also established for reporting and issuing instructions during a crisis.

Building a Risk Management System

Making executive officers and corporate vice presidents responsible for managing various risks.
The executive officers and corporate vice presidents are responsible for managing various risks including strategic risks, financial risks, risks pertinent to environmental regulations and hazard risks. They identify and evaluate risks and develop and monitor countermeasures in their respective spheres of management. In addition, the Risk Management Committee, chaired by an executive officer or a corporate vice president appointed by the Board of Directors, is convened periodically (twice a year). The Committee examines the risks identified by each executive officer, as well as the countermeasures in place, and checks to ensure that the risk management system is functioning effectively, making revisions where necessary. The Group responds as a whole to risks judged to be particularly important, led by an executive officer appointed by the chairperson. The activities of the Risk Management Committee are periodically reported to the Audit Committee.

Risk Information

Matters concerning the business and financial status of the Konica Minolta Group that are likely to have a material impact on the decision of investors. Matters relating to the future referenced are Group determinations based on the current business environment.

Building a Crisis Management System

Establishing a system for minimizing the business and social impact of crises
Konica Minolta has established a system for minimizing the business and social impact of crises that may arise from a range of risks by taking prompt and appropriate action and by releasing information. The Crisis Management Committee, chaired by a director or an executive officer for crisis management appointed by the Board of Directors, discusses and formulates crisis countermeasures and procedures for action. Furthermore, the emergency contact system has been enhanced to enable the President and CEO, in addition to the director and executive officer for crisis management, to assess the situation and make decisions quickly. A system has also been established to enable the President and CEO to take leadership in critical areas in a crisis.

Factors and Examples of Crisis Risks (excerpts)

	Factors	Examples
1	Defective products, recalls, product liability lawsuits	Design errors (faulty products, health hazards), errors in manufacturing processes (faulty products, foreign substances contained in products), etc.
2	Defective services	Inappropriate explanations, discriminatory attitudes toward customers, etc.
3	Personnel-related problems	Ambiguous performance evaluation standards, unfair transfers, human rights infringements such as employment discrimination and harassment, crimes/scandals involving employees, etc.
4	Labor-related problems	Labor disputes, unfair labor practices, child labor, forced labor, occupational health hazards, employee deaths or suicides caused by overwork, etc.
5	Corporate negligence	Pollution (soil, wastewater, odors), industrial accidents (health and safety hazards, accidents), etc.
6	Company's unethical conduct	Contacts with anti-social forces, scandals, internal disputes, insider trading, etc.
7	Inappropriate decision-making on management and marketing	Risks involved in investments, loans, bonds, M&A, and transactions; excessive competition, etc.
8	Corporate crimes	Illegal acts (violations of Antimonopoly Act, Premiums and Representation Act, Subcontract Act, Tax and Commercial Laws, etc.)
9	Intimidation and other crimes committed against the company	Obstruction of business (inserting foreign substances in products, etc.), robbery, subversive activities, etc.
10	Economic and social disturbances	Oil crises, major power failures, sharp declines in stock prices, etc.
11	International/political upheavals	War, coups, trade conflicts, etc.
12	Disasters and epidemics	Earthquakes, storms and floods, fires, epidemics (SARS, avian influenza, and new type of influenza, etc.)
13	Rumors concerning management instability	Incorrect information in mass media, spreading rumors through various channels, including the Internet, etc.

Business Continuity Management (BCM)

Establishing measures for business continuity in the event of a major natural disaster

One of the most important responsibilities of an enterprise is to maintain or rapidly resume its essential business operations in the event of a major disaster or accident. Konica Minolta is working toward this goal at Group companies worldwide, as well as in its supply chains.*

At Konica Minolta, each business division and subsidiary, including the Business Technologies Business, which is Konica Minolta's core business, and Medical Devices, for which there is a high need during disasters, formulates a business continuity plan (BCP), laying out a specific plan of action for such an event. The Group has also established an initial response system to decide the necessity of putting the BCP into action by gathering information such as the damage situation immediately after a disaster.

Specifically, in the event of a major earthquake in Japan, the basic policy is to keep supplying consumables and products as much as possible so as to not inconvenience customers, while continuing to provide support services to existing customers. Toward that end, the Group is striving to increase the level of its business continuity system by decentralizing production sites for primary consumables, conducting risk assessments on suppliers, and securing alternatives and inventory for key parts with big risk. In addition, a backup structure has been established for call centers in Eastern and Western Japan so that they can provide backup to each other. This enables the company to continue to provide customer support even if one center were affected by a disaster. The Group also works on preparing responses in case of new strains of flu for which there are concerns about a global outbreak. Further, various drills are conducted to increase the quality of these kinds of BCM.

* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Reinforcing Crisis Response and BCM

The Group's major sites escaped severe damage in the Great East Japan Earthquake that struck on March 11, 2011, and the BCP did not have to be implemented. However, for the first month after the disaster, the president of Konica Minolta, Inc. held an Earthquake Response Meeting every morning to gather information, give appropriate instructions, and ensure consistent information disclosure. Since then, the Group has taken measures to improve its preparedness for front-line action in the event of a major disaster that occurs without warning.

Specifically, the initial response manual at all Group sites was revised so that operations would reliably continue during periods of chaos, at night and on holidays. The effectiveness of the manual was tested with actual drills, and the PDCA cycle is being used to improve it further.

In the event of a large-scale earthquake, the headquarters in the Marunouchi area of Chiyoda, Tokyo would serve as the Disaster Response Headquarters. Seven teams, headed by the President and CEO, would promptly respond. This system is reviewed in Group disaster preparedness training held once a year. In this training, the Disaster Response Headquarters, including top management, works with a site chosen as the hypothetical epicenter to quickly ascertain the extent of the damage, decide on a response and make decisions. In November 2020, training was carried out for a scenario involving the occurrence of a quake directly hitting the Tokyo metropolitan area, requiring a disaster control headquarters to be set up in Japan’s more westerly Kansai region.

Konica Minolta has its own information-sharing tools for use in disasters. Its Emergency Information Data Base System is able to map the extent of damage at sites in the Konica Minolta Group in Japan, thereby providing an overall picture of the damage. The Safety Confirmation System consolidates information on the safety of employees and their families. Konica Minolta also uses internal social media as an information-sharing tool for use in emergencies that occur at night or on holidays. Employing disaster prevention ICT, these tools support a smooth response from the initial response stage through the BCP stage. When the earthquake occurred in northern Osaka in June 2018, the Group used these ICT tools and confirmed that they were effective for information- sharing in the initial stage.

Also, based on Tokyo Metropolitan Government regulations that went into force in April 2013, the Group has been improving its disaster prevention equipment and strengthening its measures for persons having difficulty returning home.

In January 2020, as the novel coronavirus began to spread, Konica Minolta established a crisis management system focused on production sites in China and initiated a group-wide response. After that, it expanded the scope of the system to European and North American sales and production companies in March, and to sites in Japan in April. Measures have been implemented to provide employee and business continuity support.




Group disaster preparedness training

Corporate Governance

Communication with Shareholders and Investors

Basic Concept

Promoting information disclosure actively based on the Charter of Corporate Behavior.

Konica Minolta believes that maximizing its corporate value is part of meeting the expectations of its shareholders and investors. In order to maintain close relations with these stakeholders, Konica Minolta is working to ensure that they have a good understanding of all the Group's activities. This is achieved through proactive investor relations (IR) efforts in accordance with the concept of fair and timely disclosure of corporate information, as stated in the Konica Minolta Group Charter of Corporate Behavior.

Active Deployment of Investor Relations Activities

Actively engaging in IR activities for institutional and individual investors

Every quarter, Konica Minolta holds financial results briefings for securities analysts and institutional investors. The Company has also designated IR Days and holds business briefings to help investors gain a better understanding of Konica Minolta's business strategies and strengths. Individual interviews and meetings are also held after these briefings, as necessary, to provide follow-up information. The Company visits institutional investors, although these have been primarily held online during the COVD-19 pandemic. Konica Minolta also actively participates in investor conferences held by brokerages, both in Japan and overseas, in an ongoing effort to communicate directly with 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.

Implementation Status of Various Briefings (FY2020)

Financial Results Briefing	Every quarter (online event)
IR Day	Twice a year (online event)
Investor Conference	Six meetings (4 in Japan, 1 in the United States, 1 in Hong Kong)
Private Investor Briefings (President and CEO)	One meeting (online event) with 1,768 participants
Private Investor Briefings (Senior executive officer in charge of investor relations)	One meeting (online event) with 675 participants
Small meetings (President and CEO)	Four meetings
	Securities analysts and institutional investors: 72 participants
Business presentation	One meeting
	For securities analysts, institutional investors and the media ✓ Briefing on Precision Medicine Business (participants: 125 securities analysts and institutional investors)
Individual meetings	A total of some 400 meetings (130 companies)

▸ IR Event

IR Activities by Top Management

Konica Minolta's top management is actively involved in dialogues with analysts and large institutional investors both in and outside Japan, and the disclosing of information.

In fiscal 2020, COVID-19 spread around the world and had a major impact on economic activity, causing changes in people's daily lives. In the Digital Workplace Business, which accounts for a large proportion of Konica Minolta's sales, demand for paper output in offices declined, particularly in Europe and the US, but the Industry Business performed well, particularly the unit that identified changes in demand. Given these major changes in the environment, Konica Minolta determined that it needed to secure revenue through structural reform in the Office Business to better respond to threats, while identifying the opportunities resulting from these changes to achieve growth in strategic new businesses and making shifts in the Company's portfolio for the medium to long term. These steps are essential in achieving sustainable growth.
To this end, at the financial results briefing sessions in fiscal 2020, top management not only explained business conditions, but also carefully laid out progress on structural reforms, the status of efforts to cut costs, trends in the recovery of sales in all businesses on a monthly basis and KPIs. Regarding sustainable growth, Konica Minolta held IR Day and explained its long-term vision and medium- and long-term management strategies, while the executive officers in charge of each business segment explained strategies for each business, functional strategies and intangible assets to securities analysts and institutional investors. As it was difficult to hold in-person events, Konica Minolta used small meetings and talks online to ensure that investors in Japan and overseas had many opportunities for individual dialogue. In part because more individual investors hold Konica Minolta shares now, the Company holds separate online briefings for individual investors at which it explains business conditions and management strategies. These have been well attended.
In addition, every year more investors take non-financial information such as ESG into account in their investment decisions. Accordingly, Konica Minolta believes that it is important that management, including top management, holds direct dialogue and makes statements going forward. The executive officers in charge of these segments hold regular meetings with institutional investors, and the Chairman of the Board and an outside director regularly hold governance meetings. Konica Minolta management is actively engaging in dialogue and sharing information on the management foundation, including the intangible assets needed for sustainable growth.
Going forward, Konica Minolta will continue to increase opportunities for management, including top management, to engage in direct investor dialogues worldwide, as well as the briefings. The aim is for investors to be able to better understand and support Konica Minolta's sustainable growth, which is vital to society.

Strengthening the Dissemination of Information

In fiscal 2020, Konica Minolta continued to enhance the sharing of relevant information with investors through its IR website and Integrated Report. These efforts have been applauded by external organizations.
With the revamping the IR website in March 2018, the aim has been to continually provide information to shareholders and investors that is easy to understand. As a result, the site ranked first last year among listed companies in the Gomez IR Website Ranking, winning the gold medal for the eighth consecutive year. Subsequently, the Nikko IR Website Enhancement Ranking recognized it as the best website for the tenth consecutive year. Thus, the Konica Minolta IR website has continued to receive high praise from these major evaluation organizations.
The Integrated Report 2020 has once again been well received by external stakeholders. This is thanks to efforts such as enhanced disclosure and sharing of non-financial information, including intangible assets such as human resources and intellectual property, as well as disclosure based on the framework created by the Task Force on Climate-related Financial Disclosures (TCFD). The company's information sharing is promoted using a consistent story of value creation with reference to the Guidance for Collaborative Value Creation issued by Japan's Ministry of Economy, Trade and Industry. For the fourth consecutive year, the company was also recognized for having an excellent integrated report by external asset managers of Japan's Government Pension Investment Fund (GPIF).

Communication with Shareholders and Investors

Committed to fair and timely information disclosure and proactive dissemination of information

In order to ensure fair and timely disclosure of IR information, Konica Minolta has an investor relations section on the Group's website which is updated regularly with the latest information. Available in Japanese and English, the site provides financial results information, financial data, and other materials. After every quarterly results announcement, videos of briefings, briefing materials with comments, and the main Q&A content are released on the website.

Corporate Governance Report

The June 2015 adoption of the Corporate Governance Code has resulted in greater emphasis being placed on corporate governance initiatives. The company's views on corporate governance, which it has worked on actively since the early days of management integration, were compiled into a Corporate Governance Report and disclosed on the Japanese and English websites.

- Corporate Governance Report (Japanese)
- Corporate Governance Report (English)

Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights.

Early Notification of General Shareholder Meeting

The Company sends the convocation notices at least three weeks in advance of the scheduled date of the General Shareholder Meeting to shareholders in order to enable them to have sufficient time to deliberate on the proposed Agenda of Items. Simultaneously, the convocation notices and its English translation is posted on the Company's website.

Scheduling General Shareholder Meetings to Avoid the Peak Day

The meeting is scheduled to avoid the peak day so that as many shareholders as possible can attend.

Allowing Electronic Exercise of Voting Rights

Shareholders can exercise voting rights via the Internet by accessing the website for exercising voting rights designated by the Company through a personal computer, smartphone or cellular phone.
Japanese and overseas institutional investors can vote by using ICJ's electronic voting platform. However, pre-registration is required for the use of the platform.

Participation in Electronic Voting Platform

The Company posts convocation notices and its English translation on ICJ's electronic voting platform. Japanese and overseas institutional investors who have pre-registered for the use of the platform can directly access the contents of the convocation notices for deliberation, thus enhancing their convenience.

Providing Convocation Notice in English

As explained above, the Company posts English translations of convocation notices on the website. In addition, English translations of convocation notices are also placed on the electronic voting platform.

Governance

Compliance

Basic Concept

Promoting compliance, including corporate ethics and internal corporate rules

Compliance as Konica Minolta understands it is not simply obeying the laws of Japan and other countries, but also includes adherence to corporate ethics and internal corporate rules in consideration of the expectations of society; it is given top priority in all corporate activities. The Konica Minolta Group Charter of Corporate Behavior was created with this understanding. This charter, which is fundamental to Group governance, gives the principles that guide compliance for the entire Group. Moreover, in an effort to ensure thorough compliance, the Konica Minolta Group Guidance on the Charter of Corporate Behavior, which shows specific expected behaviors, was published in 2011 as a reference for employees of all Group companies worldwide to consult when implementing the Charter.
Konica Minolta is also building a system to help executive officers and employees of each Group company to practice compliance in their daily activities, while striving to foster a shared sense of value and create a corporate culture that fosters the compliance demanded by society.
Konica Minolta will continue to practice compliance on a global, group-wide scale, while taking into consideration differences in laws, cultures and customs found in various countries and regions.



Scope of Compliance at Konica Minolta

- Konica Minolta Group Charter of Corporate Behavior
- Konica Minolta Group Charter of Corporate Behavior(PDF:325KB, in ten languages)
- Konica Minolta Group Guidance for Charter of Corporate Behavior(PDF:445KB)

Compliance Promotion System

- Group Compliance Promotion System
- Global Group Support System
- Planning Compliance Promotion and Verifying Progress
- Internal Hotline Systems(Helpline)

Compliance Promotion Activities

- Disseminating the Group Charter of Corporate Behavior
  - Submitting Written Compliance Pledge by Officers and Employees
  - Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan
  - Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region
- Compliance Education

Putting Compliance into Practice

- Practicing Compliance Based on the Charter of Corporate Behavior
- Anti-Corruption Initiatives
- Compliance with Antitrust Laws
- Export Control for International Peace and Security
- Tax Policy
- Advertising Activities

Compliance

Compliance Promotion System

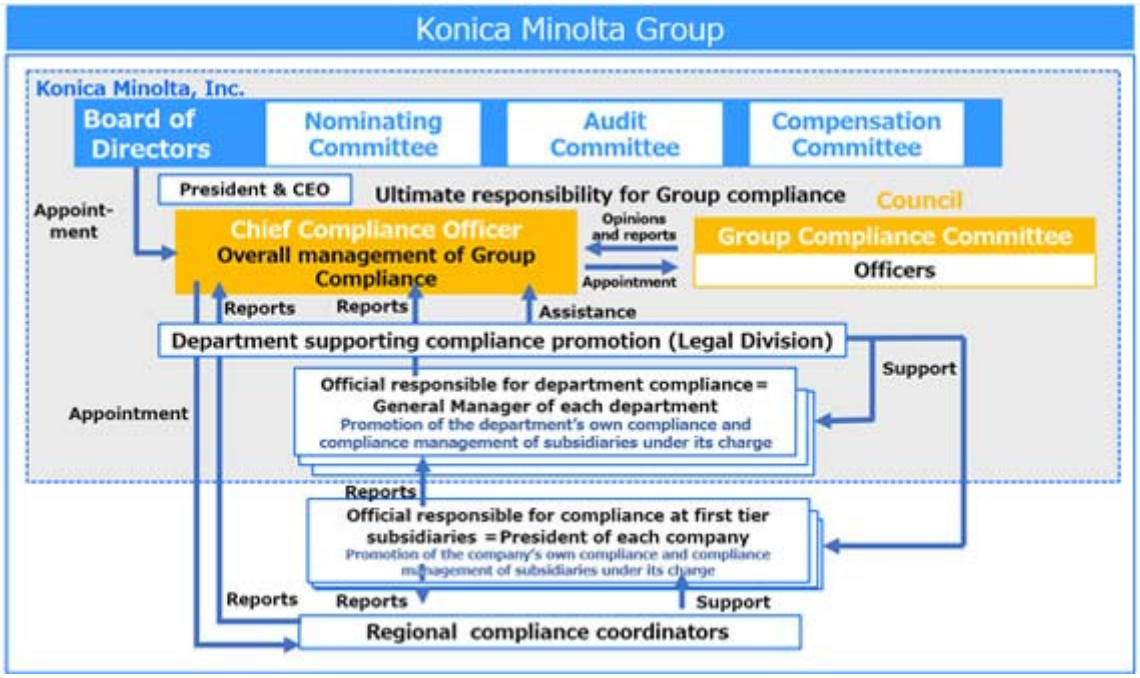
Group Compliance Promotion System | Global Group Support System
Planning Compliance Promotion and Verifying Progress | Internal Hotline Systems (Helpline)

Group Compliance Promotion System

Building a system to promote consistent compliance Group-wide

At Konica Minolta, the Chief Compliance Officer, a person appointed by the Board of Directors, determines important matters for the promotion of the Group's compliance and is responsible for promoting and overseeing compliance activities such as anti-corruption measures and personal information protection. The Chief Compliance Officer reports directly to the President and CEO of Konica Minolta, Inc., who has ultimate responsibility for Group compliance. To fulfill that responsibility, the Chief Compliance Officer convenes the Group Compliance Committee, which is composed of officers responsible for compliance from Business Units and Corporate Divisions in charge of Group-wide functions.

To promote compliance in each department at Konica Minolta, Inc., the General Manager of each department serves as the official responsible for compliance; at subsidiaries inside and outside Japan, the president of each subsidiary serves as the official responsible for promoting compliance at each company. The Chief Compliance Officer reports regularly to the Audit Committee regarding the progress of compliance activities and important compliance issues in the Group.



Note: An executive officer or a corporate vice president plays the role of Chief Compliance Officer.
Group Compliance Promotion System

Global Group Support System

Strengthening the coordination of Group compliance

The Legal Division at Konica Minolta, Inc. drafts plans to address important matters and measures regarding the promotion of the Group's compliance, serving as a Group compliance support office assisting the Chief Compliance Officer. The Legal Division also assists each department and subsidiary with its activities, directly and indirectly, and provides support for group-wide information management.
The Chief Compliance Officer also appoints regional compliance coordinators in Europe, North America, China, and Southeast Asia, tasking them with implementing activities to promote compliance, considering the circumstances of each region.
In fiscal 2020, the Group compliance support office and regional compliance coordinators worked together to help newly acquired companies inside and outside Japan as well as small Group companies to adopt compliance measures, seeking to instill compliance throughout the entire Konica Minolta Group.

Planning Compliance Promotion and Verifying Progress

All departments at Konica Minolta, Inc. and all of its Group companies are required to carry out compliance according to a group compliance promotion plan and report their progress.

Konica Minolta identifies material issues by looking at trends in social expectations and the results of compliance risk assessments, and prepares a medium-term compliance promotion plan. Furthermore, based on the medium-term plan, a group compliance promotion plan is prepared for each fiscal year, and each department and group company is required to implement measures accordingly. In fiscal 2020, each department, including subsidiaries under their management, formulated their own plans and implemented measures that take into consideration compliance risks in their respective business domains.
The officials responsible for compliance in each department at Konica Minolta, Inc., and at each group company inside Japan are required to submit monthly reports on the progress of their measures, as well as any compliance issues in that department or company, to the Chief Compliance Officer. The officials responsible for compliance at each Group company outside Japan must do likewise on a quarterly basis. When a compliance issue arises which may cause a violation against Konica Minolta Group Charter of Corporate Behavior, it must be reported to the Chief Compliance Officer immediately.
Based on these reports submitted to the Chief Compliance Officer, the Group compliance support office and regional compliance coordinators cooperate as needed to conduct activities Group-wide. Any remaining issues are reflected in the plan for the following year.
The Corporate Audit Division, which reports directly to the President & CEO, conducts internal audits of Konica Minolta, Inc. and its worldwide subsidiaries. The audits also look at compliance, and detailed checks are made to ensure that measures are being implemented according to the annual plans of target group companies, and to confirm that the system to ensure thorough compliance is functioning properly. When an issue is identified, a corrective plan is prepared and implemented with the assistance of the Group compliance support office and the relevant regional compliance coordinator.
Progress is then verified through follow-up audits.
There were no significant violations involving bribe, fraud, embezzlement, or any other area of the Konica Minolta Group Charter of Corporate Behavior which warrant disclosure in fiscal 2020.

Internal Hotline Systems (Helpline)

Building and improving hotlines at each Group company

In the Konica Minolta Group in Japan, the Group-wide helpline is available so that employees can use it to seek consultation and directly contact the general manager of the Legal Division, the persons in charge of helpline, or an outside lawyer via various channels such as telephone and email, when they become aware of any conduct that poses a risk of non-compliance.
This external helpline was expanded to include outside suppliers in Japan beginning in November 2020.
Konica Minolta was recognized as appropriately setting up and running an internal helpline system, and in fiscal 2019 its designation as one of the registered businesses for declaration of conformity with the whistleblowing compliance management system certification (declaration of conformity registration system) under the jurisdiction of the Japan's Consumer Affairs Agency was renewed.

Konica Minolta has also established internal hotlines outside Japan. Konica Minolta Business Solutions U.S.A., Inc., an office equipment and solutions sales company in the U.S., has a Whistleblower's Hotline, which has served as an internal reporting system for its employees in North America, including its subsidiaries in Canada and Mexico. In Europe, the Integrity Hotline has served as a 24-hour, multi-lingual reporting system for all Group employees in Europe. Furthermore, the Group expanded its internal hotline systems. In China, an internal hotline system using an outside lawyer as a receiver of reports was established for all Group companies in China (excluding companies in Hong Kong). Konica Minolta Business Solutions Asia Pte. Ltd. in Singapore established internal hotlines for Group companies in Southeast Asia. In addition, measures to raise awareness of internal hotline systems were taken again at subsidiaries in and outside Japan, in order to increase their accessibility.
These hotlines can be contacted and consulted anonymously. In addition, the whistleblowers do not suffer any negative repercussions for having contacted or consulted the hotlines. Each report made is examined fairly, equitably and with integrity to determine the need for an investigation. The whistleblower is notified of the response, and the information received through this internal report is only shared with those involved in the investigation and managed so that the whistleblower does not suffer any disadvantages.
The content of a hotline report in each case is kept confidential and investigated in detail. In the event of a compliance issue, the main department for the hotline system works in cooperation with the relevant departments to correct the problem and prevent any recurrence. The Chief Compliance Officer reports information on the records of the internal hotline systems to the Audit Committee regularly.
In fiscal 2020, there were 14 reports to the internal hotlines in Japan and 44 reports to the overseas hotlines. Eight of these reports in Japan and 21 of these overseas were regarding human rights issues (power harassment/sexual harassment/discrimination/improper treatment).
There were no significant incidents reported from these internal hotlines that warrant disclosure either inside or outside Japan in fiscal 2020.

Compliance

Compliance Promotion Activities

Disseminating the Group Charter of Corporate Behavior
- Having Officers and Employees Submit a Written Compliance Acknowledgement
- Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan
- Guidance for the Charter of Corporate Behavior and Compliance Manual

Compliance Education

Disseminating the Group Charter of Corporate Behavior

Making the Konica Minolta Group Charter of Corporate Behavior Handbook available via intranet in ten languages

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior, and all directors and employees of group companies in different countries and regions are required to follow it. To make sure all the employees around the world can correctly understand the Charter and put it into practice, a PDF version of the Charter in ten different languages (Japanese, English, Chinese, German, French, Spanish, Portuguese, Italian, Russian, and Korean) has been made available on the Group's intranet.



Konica Minolta Group Charter of Corporate Behavior

Konica Minolta Group Charter of Corporate Behavior

Konica Minolta Group Charter of Corporate Behavior(PDF:325KB, in ten languages)

Having Officers and Employees Submit a Written Compliance Acknowledgement

Konica Minolta has implemented a measure whereby officers and employees of Group companies submit a written acknowledgement that they will give top priority to compliance in their conduct, with an understanding of the Konica Minolta Group Charter of Corporate Behavior, the Compliance Promotion Declaration by the presidents of subsidiaries, and the significance of using and how to use the internal helpline systems. Since 2008, Konica Minolta has required the officers and managers of Group companies in Japan to submit a written compliance acknowledgement. In 2017, that requirement was expanded to include the officers and employees of all Group companies worldwide. In this way, the Group confirms annually that its people will behave with propriety and social responsibility and that they will understand and thoroughly adhere to compliance requirements.

As of March 31,2021 , a compliance acknowledgement had been received from 100% of the officers and employees of all Group companies worldwide, demonstrating a high level of compliance awareness within the Group.

Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan

Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan Newly appointed presidents of subsidiaries in and outside Japan prepared a declaration based on the Compliance Promotion Declaration made by the president and CEO of Konica Minolta, Inc. in April 2017.　The companies use every opportunity to promote awareness of this document among employees of subsidiaries.

Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region

In April 2011, the company published the Konica Minolta Group Guidance for the Charter of Corporate Behavior for all Group companies worldwide, as a reference for individual employees when implementing the Charter.
The Guidance states practices employees should follow, based on a common understanding of the items in the Charter. It also contains specific requirements concerning human rights and anti-corruption measures, which are stated as the principles of the United Nations Global Compact, joined by Konica Minolta in 2008.
Employees worldwide are required to follow their own Group company compliance manuals and codes of conduct, which are aligned with the social ethics and laws of their respective countries, using the Guidance as a base. In 2016, the Compliance Manual (in Japanese), which clearly explains all items in the Guidance and provides specific examples, was revised to ensure alignment with Japan's current laws and social ethics. It was distributed to all employees in Japan, including at subsidiaries, in an easy-to-read pamphlet. In fiscal 2017, the company also revised the China-specific version of the Compliance Manual (in Chinese and Japanese) to comply with the country's latest laws and regulations and evolving social ethics. The manual was distributed to all employees in China. Other subsidiaries post codes of conduct and compliance manuals produced based on the Konica Minolta Group Charter of Corporate Behavior to their intranets to disseminate their contents.

Konica Minolta Group Guidance for Charter of Corporate Behavior(PDF:445KB)

Compliance Training

Conducting a broad range of compliance training in and outside Japan

Konica Minolta, Inc. provides its employees at each level with various training programs on compliance. Programs are conducted every year for new hires, mid-career employees, mid-level employees, new managers, and new executives. Various trainings on laws and regulations are held annually for employees of all Group companies in Japan. In fiscal 2020, trainings were held on the Corrupt Practices Act, the Antimonopoly Act, the Subcontract Act, the Act on the Protection of Personal Information, the EU's General Data Protection Regulation (GDPR), and security export control. Training to prevent workplace harassment was also provided. Each business division and Group company in Japan also conducts compliance training with characteristics suited to their respective business environments. The Healthcare Business Division, for example, conducts annual training on corruption prevention and transparency guidelines.
At Group companies outside Japan, the regional compliance coordinators formulate an annual training plan and conduct their own training based on each country's laws. Group companies in North America and Europe provide business ethics training to all employees through e-learning every year. In China, seminars on corruption prevention and accounting fraud are held for managers of all subsidiaries.
In fiscal 2020, the company continued to provide compliance training for the newly appointed presidents of Group companies. Through these training programs, Konica Minolta ensures that top managers of subsidiaries constantly improve their sense of ethics and promote compliance. Tailor-made (interactive) refresher training also has been held for presidents of Group companies who have been in their position for at least three years. The aim was to further promote compliance.

Since fiscal 2017, the Group has provided executive compliance training for executive managers in Japan, North America, ASEAN and China, and this is being progressively expanded to sites worldwide.

Compliance

Putting Compliance into Practice

- Practicing Compliance Based on the Charter of Corporate Behavior
- Compliance with Antitrust Laws
- Tax Policy
- Anti-Corruption Initiatives
- Export Control for International Peace and Security
- Advertising Activities

Practicing Compliance Based on the Charter of Corporate Behavior

Based on the Konica Minolta Group Charter of Corporate Behavior, the company conducts a comprehensive risk assessment every six months to identify compliance-related risks such as corruption (bribery, improper payoffs, conflicts of interest, etc.), antitrust law violations (private monopoly, unfair trade practices, unfair restraint of trade, etc.), and violations of the Act on the Protection of Personal Information. These risks are reported to the Risk Management Committee, and are then identified as important compliance issues. Then the issues identified are addressed as priorities.

- Konica Minolta Group Charter of Corporate Behavior

Anti-Corruption Initiatives

Implementing global anti-corruption measures focusing on areas with high corruption risk

Along with economic globalization, the need for anti-corruption measures has increased, and relevant regulations are being strengthened not only within Japan, but also for international commercial transactions. The guidelines for preventing corruption are set forth under Section 2, “Fair and Transparent Corporate Activities,” in the Konica Minolta Group Guidance for the Charter of Corporate Behavior. They include a prohibition on extorting gifts and entertainment, a prohibition on soliciting or accepting bribes, and a ban on any contact with organized criminal elements.
Every year, the Konica Minolta Group prioritizes compliance with antitrust laws and preventing corruption in its annually renewed compliance promotion plan, considering the expectations of society, the degree of impact on the company and society and the possibility of occurrence. In fiscal 2020, the Group used a worldwide compliance promotion system to continue to educate its personnel on these two priority issues, in line with the relevant laws, business environments, and customary practices. The compliance issues, risks, and progress of education in each region are reported to the Chief Compliance Officer via monthly or quarterly compliance reports. In fiscal 2018, the anti-corruption guidelines for personnel in Japan were revised in response to changes in public expectations, and efforts were made to ensure that the new guidelines are thoroughly understood. Starting in fiscal 2019, guidelines were rolled out for personnel in other countries and regions as well, in accordance with their respective laws and cultures, ensuring worldwide coverage.
As part of the company's comprehensive anti-corruption efforts, since fiscal 2019 standards and rules have been in operation concerning the provision of gifts and entertainment to clients. They have been prepared by referring to the country rankings in the annual Corruption Perceptions Index (CPI) reported by Transparency International (TI), and are applicable to Konica Minolta organizations operating in countries where the risk of corruption is high. Systems for accounting monitoring and checking have also been established and deployed at each subsidiary, and reports are sent every quarter to the compliance department.
There were no incidents regarding bribery or corruption in fiscal 2020.

Compliance with Antitrust Laws

Formulating antitrust law policy and undertaking education in accordance with the laws and business environment in each region

Konica Minolta recognizes that when violations of an antitrust law occur, the impact on companies, the economy and society is extremely serious. Section 2, "Fair and Transparent Corporate Activities," in the Konica Minolta Group Guidance for the Charter of Corporate Behavior stipulates requirements for compliance with antitrust laws in relevant countries and regions, and for fairness and transparency in transactions between companies. Antitrust law measures have again been designated as a Konica Minolta group-wide priority in the Group's fiscal 2020 compliance promotion plan. The Group compliance support office and the regional compliance coordinators have taken the lead in providing education to relevant employees at Konica Minolta, Inc. and its subsidiaries worldwide, in line with the laws and business environment in each region.
This initiative will be continued in the future. Monthly and quarterly reports on the progress of compliance promotion are regularly submitted to the Chief Compliance Officer, including the status of education on antitrust law measures, as well as antitrust law issues and risks.
In fiscal 2020, there were no incidents related to antitrust laws.

Export Control for International Peace and Security

Practicing strict export control to maintain international peace and security

Today there is heightened concern over the proliferation of weapons of mass destruction and terrorist attacks. Accordingly, as a member of the international community, the government of Japan participates in international treaties and regimes such as the Nuclear Nonproliferation Treaty and the Wassenaar Arrangement and has reflected their rules to be observed in Japan's Foreign Exchange and Foreign Trade Control Law. This law regulates the trade not only of weapons, but also of goods and technology that could be used to produce weapons. It specifies that companies are required: (1) to determine whether or not it is an advanced technology or goods that could be used for weaponry as listed under international agreements (technical classification); and (2) to check the users and the intended use for any risk of its being used for the development or manufacture of weapons of mass destruction (transaction screening).

Konica Minolta has established an Export Control Code for Security Purposes and created an export control system in group companies in Japan, and it carries out strict technical classification of products and transaction screening to ensure adherence to the Foreign Exchange and Foreign Trade Control Law. In addition, Konica Minolta systematically provides security export control training to employees and conducts internal audits on security export control operations.

Tax Policy

Konica Minolta has established a group-wide tax policy.

The Konica Minolta Group Tax Policy has been established in order to contribute to the development of local communities by ensuring that we properly fulfill the duty to pay taxes related to our business operations.

Konica Minolta Group Tax Policy (204KB)

Advertising Activities

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior as its global standard for the disclosure of useful and reliable information.
In its advertising, Konica Minolta gives first priority to compliance with the relevant laws and industrial regulations in each region of the world. Beyond the basic laws, the company endeavors to conduct fair and proper advertising, taking into account the voluntary restrictions and advertising standards that apply in each of its business fields, as well as respecting public morality and the viewpoints of stakeholders.
For example, laws and standards that the company observes in Japan include regulations governing advertisements such as the Act against Unjustifiable Premiums and Misleading Representations, the Standards for the Representation of Copiers and Multi-Function Printers of the Japan Business Machine and Information System Industries Association, the Code of Ethical Practice of the Japan Advertisers Association, and screening standards for various media.
In fiscal 2020, there were no infractions of the Act against Unjustifiable Premiums and Misleading Representations.

Governance

Information Security

Basic Policy Promoting Information Security Protecting Personal Information

Basic Policy

Information security is the most important issues for any company that wants to effectively utilize all the types of information in its possession. Konica Minolta treats information as a valuable asset, and is working to ensure information security. It does this by practicing proper information management to address risks such as loss, leakage, or destruction of data, while carrying out continual improvements.

Konica Minolta Information Security Policy

Promoting Information Security

Based on the leadership of the President and CEO as well as the officer in charge of the IT planning and management organization, Konica Minolta has established a Group-wide information security management system and is promoting a higher level of IT security and continual improvements at Group companies worldwide. In fiscal 2020, information security activities were reported to the Audit Committee.
In order to ensure the security (confidentiality, integrity, and availability) of controlled information, including not only information handled using information technology, but also information on paper and information about services and personnel, all Group companies in Japan have continuously maintained ISO 27001 certification, which is the international standard for information security management, since fiscal 2009. In addition, once a year risk assessments of information security are conducted and a risk response plan is formulated. Meetings of information security promoters, with a representative from each business in attendance, are held every quarter. At these meetings, progress on risk response plans and actions taken — particularly incident summaries — are reported to the Information Security Control Officer and instructions for necessary responses are issued. In this way, the PDCA cycle is followed.
Furthermore, measures to prevent unauthorized use and information leakage are implemented through the enactment and operation of rules relating to the management of confidential information and the establishment of systems for restricting and monitoring access to confidential information and its removal off-site. Also, education on the protection of personal information and information security is given at least once a year to all officers and employees, including non-regular employees, of Group companies in Japan.
Outside Japan as well, Group companies work to obtain ISO 27001 certification. Also, all Group companies outside Japan are required to provide all employees with education on information security at least once a year.
Especially with respect to cyber-attacks, that have increased in recent years, by following the Cybersecurity Management Guidelines formulated by Japan's Ministry of Economy, Trade and Industry, our management team is aware of the importance of cyber security risk countermeasures and implements global security measures for IT, including establishing a Konica Minolta Computer Security Incident Response Team named KM-CSIRT, that responds to incidents throughout the Group.
Finally, Konica Minolta is putting in place IT security controls, which are a part of the IT controls required under the Financial Instruments and Exchange Act (Japanese Sarbanes-Oxley Act) while ensuring compatibility within the Group.

Protecting Personal Information

Konica Minolta takes full precautions to protect the personal information of customers.
Konica Minolta has established the Global Personal Data Protection Policy and regulations for protection of the personal data of the Konica Minolta Group, which address the EU's General Data Protection Regulation (GDPR). In accordance with this policy and rules, the Group has established a worldwide system for protecting personal information and properly manages the personal information in its possession. Employees are also kept up-to-date on the policy and rules through e-Learning and other methods of training.
Moreover, a third party conducts an audit in line with the screening items for ISO/IEC 27001, the international standard for information security management. This confirms that laws, regulations and other norms are observed in line with the policy.
In the event of information leakage, including leakage of personal information held by Konica Minolta, is confirmed or likely has occurred, the information security management system will report it to the Personal Information Protection Officer. The Officer will immediately check the facts and degree of impact and submit the report to the Personal Information Protection Commission in Japan and other appropriate authorities in the respective countries.
In fiscal 2020, a minor leak of personal data occurred at a site outside Japan. Appropriate response measures were taken using an incident system already in place, and IT security was tightened to prevent a recurrence.

Information Security

Konica Minolta Information Security Policy

Guided by our management philosophy of "The Creation of New Value," we at the Konica Minolta Group are committed to providing products and services that contribute to the development of society.

We are dedicated to maintaining information security (confidentiality, integrity, and availability), which is one of the most important issues related to business activities. Given this commitment, our basic approach to information security is to continuously make improvements by measuring and assessing risks associated with important information assets, and applying effective measures to mitigate those risks.

"Management Based On Facts"

1. Direction of Information Security Initiatives

We will strive to continually provide products and services and develop sound businesses, while recognizing our obligation to protect information assets handled in the course of business activities.

2. Compliance with Laws and Other Requirements

We will comply with the legal requirements of Japan and other countries related to information security, as well as social norms, internal company standards, and contractual security obligations. On this basis, we will properly accommodate agreements made by the international community.

3. Establishment of Information Security Management System

We will establish an information security management system in order to appropriately grasp business risks and changes in the risk environment and to establish and maintain response strategies. We will work to maintain, further develop, and revise the system by establishing objectives for information security.

4. Risk Response

As a manufacturer we will deal with a broad range of risks related to activities from development and production to sales and service. For risk assessment, we will establish criteria to assess the relative importance of each information asset and stringently manage our assets based on these assessments.

5. Protection from Threats

We will take appropriate measures in order to protect information assets from threats such as accidents, hindrances, or improper activity that would prevent the assets from being properly utilized, and in order to prevent information assets from being lost, damaged, altered, or divulged.

6. Information Security Education and Training

We will provide the necessary education and training to all employees and will carry out business while recognizing our societal responsibility to use and manage information assets appropriately.

7. Continuous Improvement

We will strive to continuously make improvements by reviewing this information security policy and our management measures on a regular basis, and as necessary, within the framework of our information security management system.

8. Active Disclosure

We will communicate risks to stakeholders and be accountable to them. This policy will be disclosed to all employees and outside parties.

April 1, 2014
Konica Minolta, Inc.
President and CEO



Shoei Yamana

Evaluation by External Parties

Evaluation by External Parties | Archive

Evaluations by International ESG Rating Agencies

Konica Minolta Given the Highest Evaluation by CDP and Included on the Climate A List 2020

Konica Minolta, Inc. has been awarded a global leadership position on the Climate A List by CDP, an international not-for-profit organization engaged in activities to realize a sustainable economy. (December 2020)
Konica Minolta, Inc. has also been certified as the Supplier Engagement Leader. by CDP. (February 2021).

- News Release (Climate A List 2020)
- Topics(Supplier Engagement Leader)

Konica Minolta Awarded as the Silver Class of the S&P Global Sustainability Awards 2021

Konica Minolta, Inc. has been awarded as the Silver Class of the S&P Global Sustainability Awards 2021. (February, 2021)

- Topics

Konica Minolta Listed among 2021 Global 100 Most Sustainable Corporations in the World

Konica Minolta, Inc. has been listed among the “2021 Global 100 Most Sustainable Corporations in the World” for third consecutive year by Canada-based Corporate Knights.(January, 2021)

- News Release

Inclusion in Prominent Investment Indices

Konica Minolta, Inc. is currently included in the following ESG indexes.

■Dow Jones Sustainability Index Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	Konica Minolta has been included in the World Index of the Dow Jones Sustainability Indices each year since 2012, and also in the Asia Pacific Index each year since 2009, which is run by S&P Dow Jones Indices in the U.S. and RobecoSAM in Switzerland. (November, 2020)
■FTSE4Good Index FTSE4Good ■FTSE Blossom Japan Index FTSE Blossom Japan	Konica Minolta has been included in the FTSE4Good Index consecutively since 2003, and the FTSE Blossom Japan Index since its establishment in 2017. The both indexes are created by FTSE Russell. (July, 2021) › News Release FTSE4Good Index Series
■MSCI Japan ESG Select Leaders Index 2021 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX ■MSCI Japan Empowering Women Index 2021 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)	Konica Minolta has been included in the MSCI Japan ESG Select Leaders Index, and the MSCI Japan Empowering Women Index since those establishment in 2017 (July, 2021) › News Release MSCI ESG Research
■EcoVadis CSR Rating PLATINUM Top 1% 2021 ecovadis Sustainability Rating	Konica Minolta, Inc. has been awarded a Platinum Level Recognition Medal in the EcoVadis sustainability ratings issued by EcoVadis of France.(March, 2021) › Topics

■Prime Status by ISS-oekom

Since 2011, Konica Minolta has been awarded Prime Status by the Germany-based ISS-oekom (formerly oekom research AG), as one of the leading global companies for corporate social responsibility (CSR) within the industry segment of Electronic Devices & Appliances. (April, 2021)

ISS-oekom

* THE INCLUSION OF Konica Minolta, Inc. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HERIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Konica Minolta, Inc. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Awards for activities for Sustainability

2021 Health & Productivity Stock Selection program

As part of the 2021 Health & Productivity Stock Selection program promoted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, Konica Minolta, Inc. was selected as an outstanding company. (March, 2021)

News Release

Konica Minolta Wins the Second ESG Finance Awards Japan: Minister of the Environment Award

Konica Minolta, Inc. has won the Silver Award in the Environmentally Sustainable Company Category of the second ESG Finance Awards Japan (Minister of the Environment Award) organized by the Ministry of the Environment, Government of Japan. (February, 2021)

News Release

Hall of Famer in the Environmental Communication Awards

Konica Minolta, Inc. has been recognized as a Hall of Famer in the Environmental Communication Awards organized by the Ministry of the Environment, Government of Japan and the Global Environmental Forum. (February 2021)

Topics

Gomez IR Site Ranking 2020

Konica Minolta was selected as an Outstanding Company: Gold Prize in the Gomez IR Site Ranking by Morningstar, which evaluates the user friendliness and fullness of information of IR websites. (December, 2020)

Topics

Internet IR Excellence Award

Konica Minolta won an Internet IR Excellence Award from Daiwa Investor Relations Co. Ltd. (December, 2020)

Nikko IR"Annual survey of all Japanese listed companies' websites

Konica Minolta won the highest-level AAA rating in the annual survey of all Japanese listed companies' websites in FY2020 conducted by Nikko Investor Relations Co., Ltd. (December, 2020)

Konica Minolta Selected Under the DX Stock 2020 Program

Konica Minolta, Inc. has been selected under the Digital Transformation Stock Selection (DX Stock) 2020 program which selects companies that make strategic use of IT. (August, 2020)

News Release

The Grand Prix Award at the Nikkei SDGs Management Grand Prix

Konica Minolta, Inc. won the Grand Prix award at the first Nikkei SDGs Management Survey conducted by Nikkei Inc.(December, 2019)

News release

The 22nd Nikkei Environmental Management Survey

Konica Minolta, Inc. was ranked first place in the overall manufacturing sector at the 22nd Environmental Management Survey by Nikkei Inc.（May, 2019）

Topics

Evaluation of CSR by External Parties

Evaluation of CSR by External Parties | Archive

Awards for Corporate Governance and IR Activities

Corporate Activity Award (Japan)

Konica Minolta's efforts in establishing objective and specific standards of independence for outside directors, and its publishing written disclosure of selection criteria in order to appoint highly independent outside directors, were recognized with the fiscal 2010 Corporate Activity Award from the Tokyo Stock Exchange. (February, 2011)

Award for Environment

The 19th Nikkei Environmental Management Survey

Konica Minolta, Inc. was ranked first place for two consecutive years in the overall manufacturing sector at the 19th Environmental Management Survey conducted by Nikkei Inc. (January, 2016)

News Release

Environment Minister's Award for Global Warming Prevention Activity



Konica Minolta, Inc., and its production subsidiaries have been recognized by the Ministry of the Environment, Government of Japan, with a “2013 Environment Minister's Award for Global Warming Prevention Activity (Implementation of Countermeasures).” (December, 2013)

News Release

Green Apple Award 2013 (The United Kingdom)



Konica Minolta Business Solutions (UK) Ltd., won the Green Apple Award from the Green Organisation in recognition of its recycling activity of used packaging materials. (November, 2013)

Eco Mark Award 2012

Konica Minolta Business Technologies, Inc., won an “Eco Mark Award 2012” Bronze Prize from the Japan Environmental Association in January 2013.

News Release

The Eco Mark Program

Hong Kong Green Awards 2012

Konica Minolta Business Solutions (HK) Ltd., a sales company in Hong Kong, won a Green Management Bronze Award (Corporate) in the Hong Kong Green Awards 2012 organized by the Hong Kong Green Council.

Green Apple Award 2011

Konica Minolta Business Solutions (UK) Ltd., has won the prestigious Green Apple Award in recognition of its innovative environmental project, "OPS Green Audit Process," an original program that conducts a comprehensive analysis of a customer's document workflow, including its environmental impact. The Green Apple Awards are organized by the Green Organisation, an independent, non-profit environmental group dedicated to promoting environmental conservation. (November, 2011)

› News Release

Evergreen Award

Konica Minolta Business Solutions U.S.A. was awarded the 2009 Evergreen Award in the Technologies and Electronics category by the U.S. General Services Administration (GSA), an important government agency. The Evergreen Award, which was established in 1998, is given to companies that proactively engage in environmentally friendly corporate activities. The award was given in recognition of Konica Minolta's environmental activities, such as providing energy-saving products, promoting zero-waste activities, and recycling toner cartridges. (March, 2010)

Sustainable Building Special Award

Konica Minolta Opto, Inc., completed the construction of a new building at the Osakasayama Site in Osaka, Japan. It won the second annual Osaka Sustainable Building Special Award for fiscal 2008, which is awarded by the Osaka prefectural government. (April, 2008)

Energy Saving Award

› The bizhub C650/C550 color MFPs were awarded the Prize of the Director General of Japan's Agency of Natural Resources and Energy as part of the fiscal 2007 Energy Saving Awards. (January 2008)

1st Responsible Care Award

Konica Minolta Holdings, Inc., received the 1st Responsible Care Award sponsored by the Japan Chemical Industry Association and the Japan Responsible Care Council. (May 2007)

Other Awards

Good Career Company Awards 2018 Presented by Japan's Minister of Health, Labour and Welfare Prize

Konica Minolta, Inc. won the Grand Prize in the Good Career Company Awards 2018 —Japan's Minister of Health, Labour and Welfare Prize, and was recognized as a company that can serve as a model for other companies with regard to supporting employees' self-directed career formation.

NIKKEI Smart Work Awards 2018

NIKKEI Smart Work Awards 2018 Grand Prize

Konica Minolta won the Grand Prize in NIKKEI Smart Work Awards 2018 (January 2018)

› News Release

2016 Health & Productivity Stock Selection program

As part of the 2016 Health & Productivity Stock Selection program promoted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, Konica Minolta, Inc. was selected as an outstanding company. (January, 2016)

The 10th Quality Management Level Research

Konica Minolta, Inc. was ranked first place in the tenth Quality Management Level Research by the Union of Japanese Scientists and Engineers. (November, 2018)

News Release

The 8th Quality Management Level Research

Konica Minolta, Inc. was ranked first place in the eighth Quality Management Level Research by the Union of Japanese Scientists and Engineers. (November, 2014)

News Release

iF Product Design Award 2013

Konica Minolta's color MFP (multi-functional peripheral) bizhub C554 series won a German iF Product Design Award 2013 in February 2013.

iF - International Forum Design Hannover

Telework Promotion Awards

Konica Minolta received a Telework Promotion Award presented by the Japan Telework Association. (January, 2011)

Kurumin certification for efforts to foster the next-generation

Konica Minolta Business Technologies, Inc., and the Konica Minolta Technology Center, Inc., obtained *Kurumin* certification from the Japanese Ministry of Health, Labour and Welfare for efforts in helping to foster the next generation. (May 2007)

Good Design Award (Universal Design)

Konica Minolta's bizhub C650/C550/C451 and bizhub C353/C253/C203 color MFPs, as well as the next-generation multi-unit REGIUS Unitea clinical system, received Japan's Good Design Award in fiscal 2007. (October 2007)

Recognition for CSR activities at Konica Minolta group companies in China

■Magnolia Award

The former CEO of Konica Minolta (China) Investment Ltd., a Chinese management company, received the Magnolia Award from the Shanghai government, and he was recognized as an honorary citizen of the city. (October 2009)

■China Award for Outstanding Business Credibility

Konica Minolta (China) Investment Ltd., a Chinese management company, received the 2008 China Award for Outstanding Business Credibility from the China Enterprise Confederation/China Enterprise Directors Association (CEC/CEDA). This award is given to companies that are highly regarded in Chinese society for their aspirational management philosophy and outstanding management system, as well as their reliable business activities and proactive social responsibility. (February 2009)

■Dalian Hope Process Contribution Award

Konica Minolta Opto (Dalian) Co., Ltd., a production company in China, has been recognized for its contributions to the Hope Process, a program to help Chinese children attend school. It received the Dalian Hope Process Contribution Award from the Dalian Committee of the Communist Youth League, the Dalian Youth Development Foundation, and the Dalian Hope Process Office. (March 2008)

■Company with Reliable Labor Guarantees

Konica Minolta Business Technologies (Wuxi) Co., Ltd., a production company in China, has received recognition for its efforts to develop good labor-management relations and for respecting employees. The company has been recognized as a Jiangsu Model Company with Harmonious Labor Relations by the Jiangsu Harmonized Labor Relations Tripartite Committee. It has also been named a Wuxi Leading Company with Harmonious Labor Relations by the Wuxi Leading Group for Building Companies with Harmonious Labor Relations, and has been called a Company with Reliable Labor Guarantees by the Wuxi Municipal Bureau of Labor and Social Security. (December 2007)

■Magnolia Award

The CEO of Konica Minolta (China) Investment Ltd., a Chinese management company, received the Magnolia Award from the Shanghai government. (September 2007)

Evaluation of CSR by External Parties | Archive

Stakeholder Engagement

Basic Concept

Konica Minolta believes that dialogue with diverse stakeholders including customers, employees, the local and global communities, business partners, shareholders and investors is essential to create both social and business value.
Therefore, each division in charge engages in daily dialogue, and the company also proactively creates opportunities for communication, including at the executive level, while disclosing information using various communication tools to help people understand Konica Minolta's approach.
The opinions acquired from conversations with stakeholders are reviewed and urgent concerns are reported to management, facilitating improvements in management, products and services.



Stakeholder Engagement Activities

Stakeholders	Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
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	● Increasing customer satisfaction by providing top-tier quality and reliability from the customer's perspective	● Improving product and service quality based on results of customer satisfaction surveys ● Solving customers' issues
Employees Konica Minolta employs 43,961 people worldwide. Of those, 25.1% are in Japan, 25.1% are in Europe, 21.0% are in the U.S., and 28.8% are in China and elsewhere in Asia and other locations. (Figures are based on total regular employees of consolidated companies, as of March 31, 2020.)	● 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	● Enhancing human capital—the source of value creation—based on health management ● Enhancing human capital so that individuals thrive by fostering a culture that increases productivity, creativity, and job satisfaction	● Establishing environments that spark innovation to create value ● Implementing various human resources development programs ● Improving lifestyle habits by presenting future disease risk for each individual
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	● Communicating with local communities and disclosing corporate information in a timely and fair manner ● Existing in harmony with local communities ● Developing the next generation of employees	● Enhancing information disclosed in a timely manner via international publications and websites ● Planning activities that contribute to local communities
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	● Co-creation of shared value by business partners, customers, and Konica Minolta ● CSR in the supply chain	● Strengthening relationships by sharing information with business partners
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	● Sustainable growth and increasing corporate value through constructive dialogue	● Increasing management quality through constructive dialogue with shareholders and investors

› Communication with Shareholders and Investors

Participation in Initiative

Global

Endorsement of the United Nations Global Compact

In December 2008, Konica Minolta signed the United Nations Global Compact. The Global Compact identifies ten universal principles on human rights, labor, the environment, and anti-corruption, and requires companies around the world to support and abide by these principles.

- The Ten Principles of the UN Global Compact
- The United Nations Global Compact Website
- UN Global Compact Content Index

Response to Task Force on Climate-related Financial Disclosures (TCFD)

Konica Minolta believes that accurately assessing the risks and opportunities related to climate in its business operations and actively disclosing information to investors and a wide range of other stakeholders is essential for a company capable of sustainable growth. In light of this, Konica Minolta agreed to support the final report "Recommendations of the Task Force on Climate-related Financial Disclosures" of the Task Force on Climate-related Financial Disclosures (TCFD), established by the G20 Financial Stability Board (FSB).
The Group discloses its climate change initiatives using the TCFD framework, and holds dialogues with investors and other stakeholders at TCFD Consortium Roundtables.

Participation in RE100, Which Aims to Run Businesses with 100% Renewable Energy

Konica Minolta joined RE100, a global leadership initiative that brings together businesses committed to sourcing 100% renewable energy for their operations.

Konica Minolta aims to procure 100% of the power used in its own business activities from renewable energy sources by 2050. By doing so, Konica Minolta will accelerate its efforts to achieve Eco Vision 2050 while also helping to reduce global CO_2 emissions by expanding the use of renewable energy. As a medium-term step toward achievement of its long-term goal, Konica Minolta set a target of sourcing renewable energy for 30% of its energy use by 2030. The Group will start reviewing its power procurement contracts one by one at production sites and sales sites, starting with countries and regions where renewable energy power is relatively widespread, and switch over to renewable energy, beginning with those sites where it is possible. For fiscal 2022, Konica Minolta set a target of using renewable energy for 10% or more of its energy.
Going forward, Konica Minolta will continue to look for the most suitable methods for each region worldwide and will step up efforts to expand the procurement of renewable power.

For more details:

- Participation in RE100, Which Aims to Run Businesses with 100% Renewable Energy on Saving Energy and Preventing Global Warming in Production Operations, Green Factories (Production Initiatives)
- Adoption of Renewable Energy on Reducing Environmental Impact in Sales Activities, Green Marketing

CO_2 Reduction Target Approved by the SBT Initiative

Konica Minolta backcasted from Eco Vision 2050 to set a medium-term goal for the year 2030, to reduce CO_2 emissions throughout the product lifecycle by 60% from fiscal 2005 levels.
The goal was approved by the international SBT Initiative* as a target with a scientific basis.

* SBT Initiative: Jointly established in 2015 by CDP (formerly the Carbon Disclosure Project), the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). The SBT Initiative's aim is to promote the achievement of science-based targets (SBTs) for greenhouse gas emissions reduction, in order to keep the increase in global average temperature to well below 2°C above pre-industrial levels.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Responsible Business Alliance (RBA)

Responsible Business Alliance
Formerly the Electronic Industry Citizenship Coalition
Advancing Sustainability Globally

Konica Minolta joined the RBA in October 2013 and has been acting as a member to strengthen its CSR procurement in the supply chain.

The RBA, which is made up of more than 150 companies, including the world's leading electronics manufacturers and their major suppliers, works to improve worker rights (human rights and working conditions), ethics, health, and safety in the supply chain.

- Konica Minolta Joins "Electronic Industry Citizenship Coalition"
- RBA

Responsible Minerals Initiative：RMI

Konica Minolta promotes programs on responsible mineral procurement in cooperation with external organizations.

Konica Minolta is a member of RMI, which leads global initiatives on responsible mineral procurement. RMI's Responsible Minerals Reporting Template is adopted worldwide. RMI also operates a program that certifies which smelters or refiners are conflict-free, and it operates other activities designed to promote a responsible supply chain for mineral procurement.
In Japan, Konica Minolta participates in JEITA's Responsible Minerals Trade Working Group. This working group promotes programs on responsible mineral procurement among IT and electronics companies in Japan.

RESPONSIBLE MINERALS INITIATIVE

Publication of advocacy articles

Konica Minolta shares information on its cutting-edge environmental initiatives, such as its climate change response, with the world at summits and important international conferences.

Past advocacy articles

- June 2016, G7 in Schloss Elmau, Germany
- November 2015, COP21 in Paris, France
- May 2016, G7 in Ise-Shima, Japan
- November 2016, COP22 in Marrakesh, Morocco
- May 2017, G7 in Taormina, Italy

Japan

Participation in Japan Climate Initiative to Achieve Paris Agreement

The Japan Climate Initiative (JCI) is a platform in which companies, local governments, NGOs, and other organizations participate with the aim of achieving a decarbonized society. Konica Minolta joined as an initial member when the JCI was established in July 2018. At JCI's Japan Climate Action Summit 2019, Group Sustainability Officer Takenori Takahashi participated in a panel discussion, speaking as a person on the frontlines of corporate efforts to achieve a carbon-free society. He described how Konica Minolta is helping to build a decarbonized society as part of its goal of achieving “Carbon Minus” status worldwide. He explained that the Group is working with business partners and customers to reduce CO_2 emissions for society by an amount greater than the company’s total Scope 1, 2 and 3 emissions as a whole.
In 2021, Konica Minolta presented a message through JCI asking the Japanese government to commit to the ambitious 2030 targets sought by the Paris Agreement.

<JCI message>

- The Japanese government to raise its renewable energy share to 40-50% in its 2030 electricity mix
- JCI Comment on Japan’s new GHG target by 2030

As one of a diverse group of non-state actors, Konica Minolta promises to put itself at the forefront of global endeavors to achieve the decarbonized society sought by the Paris Agreement.

JAPAN CLIMATE INITIATIVE





Participating in the “Challenge Zero” Initiative of Japan Business Federation (Nippon Keidanren)

Konica Minolta endorses Nippon Keidanren's Declaration on “Challenge Zero.”* The Group participates by sharing specific information on how it is innovating to meet ambitious goals that will contibute to a carbon-free Japan. By actively striving to develop net-zero emissions technology and generating an upward spiral of environmental protection and business growth, the Group aims to help achieve Keidanren's "Society 5.0 for SDGs" initiative, which aims to solve social issues through innovation.

* Challenge Zero (Challenge Net Zero Carbon Innovation):
A new initiative launched in June 2020 by the Japan Business Federation (Keidanren), in collaboration with the Japanese government. It aims to proactively publicize and support innovative action taken by companies and organizations to help build the decarbonized society which is the long-term goal of the Paris Agreement (the international framework on climate change).

Challenge Zero website

Achieving Net-Zero Plastic-Related CO_2 Emissions in Multi-functional peripherals with Material Technologies That Use Biomass-Derived and Waste Resources

Konica Minolta aims to achieve net-zero plastic-related CO_2 emissions from its Multi-functional peripherals (MFPs) by developing even more advanced technologies for recycling waste materials as high-performance materials. The use of biomass-derived materials and waste materials to create high-performance materials for MFPs and other devices generally faces an uphill climb: performance is typically lower and ensuring consistent product quality is more difficult than when using virgin materials made from petroleum. The company's technologies make it possible to utilize biomass-derived materials instead of the petroleum-based materials typically used in MFPs and consumables such as toner. Konica Minolta is developing new types of plastics that solve these problems, leveraging its years of experience with original material and molding technologies, and combining material development, material selection and processing technology.
Practical appication of these technologies will go beyond the MFPs Konica Minolta sells. The company will also provide them via its Environmental Digital Platform, sharing them with various companies, expanding the circle of cooperation globally, and dramatically increasing the effect.

Challenge Zero

Challenge Zero" is a new initiative established in June 2020 by the Japan Business Federation (Keidanren) in collaboration with the Japanese government. It aims to proactively publicize and support innovative action taken by companies and organizations to help build the "decarbonized society" which is the long-term goal of the Paris Agreement (the international framework on climate change).

Participation in Japan Partnership for Circular Economy (J4CE)

In April 2021, Konica Minolta joined the Japan Partnership for Circular Economy (J4CE),* which was established by the Ministry of the Environment, Ministry of Economy, Trade and Industry and the Japan Business Federation. Konica Minolta is pursuing open innovation that transcends corporate and industrial boundaries, and fostering social implementation of a circular economy by publicly declaring its commitment to ambitious challenges that will bring society closer to a cyclical economy.

* Japan for Circular Economy (J4CE) is a platform for a decarbonized, decentralized society and circular economy established in March 2021 in a collaboration between the Ministry of the Environment, Ministry of the Economy, Trade and Industry and the Japan Business Federation.

ESG Data

This section collects and reports on a variety of sustainability-related data published on our website and past corporate reports. Environmental (E), Social (S) and Governance (G) data, which is summarized over time for easy comparison, is provided in Excel format.

- Environmental Data
- Social Data
- Governance Data

Important data is assured by KPMG AZSA Sustainability Co., Ltd. For more information on third-party assurance, please click here.

環境データ2021 Environmental Data 2021

2021年11月5日更新 Updated November 5, 2021

事業活動にともなう環境負荷の全体像 Overall View of Environmental Impacts Resulting from Business Activities

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
INPUT								
調達 Procurement								
資源 Resources	石油由来資源投入量 Petroleum-based resources	千t kt	48.2	49.1	49.5	52.4	50.8	39.0
	非石油由来資源投入量 Non-petroleum-based resources	千t kt	61.3	62.4	65.9	70.7	67.4	49.8
生産・研究開発 Production/ Research and Development								
エネルギー Energy	電力★ Electricity★	百万kWh Million kWh	388	376	315	309	300	283
	うち再生可能エネルギー由来電力 Of which, renewable electricity	百万kWh Million kWh				4.7	14.3	19.7
	うち購入量 Of which, amount of purchased	百万kWh Million kWh				2.1	12.2	16.0
	化石燃料★ Fossil fuels★	TJ	2,349	2,258	2,464	2,426	2,380	2,323
水 Water	取水量★ Total water withdrawal★	千m^3 Thousand m^3	3,543	3,542	3,346	3,496	3,184	2,889
	循環水使用量 Water recycled/reused	千m^3 Thousand m^3	43.1	12.1	14.2	16.0	45.5	46.1
資源 Resources	内部リサイクル量 Amount of recycled internally	千t kt	4.6	4.8	5.2	5.8	5.6	6.1
物流 Distribution								
エネルギー Energy	化石燃料★ Fossil fuels★	TJ	377.1	444.6	390.2	364.5	476.9	312.4
資源 Resources	包装材料使用量 Packaging materials usage	千t kt	23.8	27.8	26.1	26.0	24.3	23.4
販売・サービス※1 Sales and service[1]								
エネルギー Energy	電力★ Electricity★	百万kWh Million kWh	68.1	72.1	77.2	87.5	79.7	69.0
	うち再生可能エネルギー由来電力 Of which, renewable electricity	百万kWh Million kWh					6.0	8.1
	うち購入量 Of which, amount of purchased	百万kWh Million kWh					5.3	7.4
	化石燃料<オフィス>★ Fossil fuels (offices)★	TJ	66.2	83.2	76.5	61.1	83.8	78.7
	化石燃料<車両>★ Fossil fuels (vehicles)★	TJ	710.2	690.8	739.0	697.3	667.6	426.1
使用 Usage								
エネルギー Energy	電力★ Electricity★	百万kWh Million kWh	514.5	467.5	438.0	420.9	393.6	392.9
回収 Recovery								
資源 Resources	製品回収量 Product recovery	千t kt	16.1	15.2	16.8	17.9	14.2	13.6
OUTPUT								
調達 Procurement								
大気 Atmosphere	CO_2排出量★ CO_2 emissions★	千t-CO_2 / kt-CO_2	403.6	395.2	416.8	437.0	415.8	295.0
生産・研究開発 Production/ Research and Development								
大気 Atmosphere	CO_2排出量★ CO_2 emissions★	千t-CO_2 / kt-CO_2	306.9	298.2	281.8	272.6	257.3	241.9
	SOx	t	0	0	0	0	0	0
	NOx	t	79.7	52.7	71.1	77.2	98.9	56.8
	ばいじん Dust and soot	t	1.7	0.6	0.5	0.4	0.4	0.6
排水 Discharged water	排水量 Total water discharged	千m^3 Thousand m^3	3,082	3,096	2,710	2,922	2,857	2,546
	COD	t	1.1	0.09	0.6	0.6	0.1	0.2
	リン Phosphorous	t	0.6	0.02	0.02	0.1	0.01	0.01
	窒素 Nitrogen	t	3.2	1.6	1.8	2.8	0.7	1.7
廃棄物 Waste	総排出物量 Total waste	千t kt	20.1	19.6	20.1	22.6	19.9	19.1
	内部減量化量 Waste reduced internally	千t kt		0.4	0.6	0.4	0	0
	外部排出物量★ Waste discharged externally★	千t kt	15.5	14.5	14.4	16.3	14.2	13.1
	再資源化量 Amount recycled	千t kt	15.2	19.0	19.3	21.9	19.7	18.9
	最終処分量 Final disposal	t	46.2	70.8	128.8	57.0	6.3	10.0
化学物質 Chemical substances	VOC(揮発性有機化合物)大気排出量★ Atmospheric emissions of VOCs★	t	224	199	197	197	215	158
物流 Distribution								
大気 Atmosphere	CO_2排出量★ CO_2 emissions★	千t-CO_2 / kt-CO_2	27.3	32.1	28.3	26.4	34.4	22.6
販売・サービス※1 Sales and service[1]								
大気 Atmosphere	CO_2排出量<オフィス>★ CO_2 emissions (offices)★	千t-CO_2 / kt-CO_2	36.7	39.0	41.7	46.8	41.6	35.5
	CO_2排出量<車両>★ CO_2 emissions (vehicles)★	千t-CO_2 / kt-CO_2	48.0	46.7	50.0	47.2	45.2	28.8
廃棄物 Waste	外部排出物量 Waste discharged externally	千t kt	3.2	3.3	3.6	3.7	3.4	3.4
使用 Usage								
大気 Atmosphere	CO_2排出量★ CO_2 emissions★	千t-CO_2 / kt-CO_2	258.3	234.7	219.9	211.3	197.6	197.2
回収 Recovery								
資源(製品回収) Resources (product recovery)	製品回収再資源化量 Product recovered and recycled	千t kt	16.0	15.0	16.6	17.7	14.1	13.4

※1 算定対象範囲：全世界の連結対象の全販売会社 /
Note 1. Boundary: All consolidated sales companies worldwide

CDPによる評価 Evaluation by CDP

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
気候変動 Climate change		A	A	A-	A-	A
サプライヤーエンゲージメント Supplier engagement				A	A-	A

エネルギー・CO_2 Energy/CO_2

サプライチェーンCO_2排出量（単位：t-CO_2） CO_2 Emissions in the Supply Chain (unit: t-CO_2)

		概要 Overview	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
サプライチェーンCO_2排出量 総計 Total CO_2 emissions in the supply chain			1,421,835	1,342,630	1,339,459	1,391,055	1,320,950	1,130,727
スコープ 1 Scope 1		生産・研究開発 Production / R&D	116,525	111,899	122,120	120,324	118,166	115,270
		販売・サービス Sales and service	50,835	50,297	53,146	49,511	48,680	32,109
スコープ 2 Scope 2		生産・研究開発 Production / R&D	190,370	186,253	159,647	152,319	139,090	126,604
		販売・サービス Sales and service	33,928	35,412	38,527	44,423	38,110	32,286
スコープ 3 ※ Scope 3 *	カテゴリー 1 Category 1	購入した物品、サービス Purchased goods and services	403,562	395,235	416,845	437,036	415,783	295,044
	カテゴリー 2 Category 2	資本財 Capital goods	128,356	95,023	94,428	128,100	123,952	140,788
	カテゴリー 3 Category 3	燃料およびエネルギー関連活動 Fuel- and energy-related activities	7,381	11,196	12,227	12,062	10,355	10,355
	カテゴリー 4 Category 4	輸送・流通（上流） Upstream transportation and distribution	43,916	48,430	46,716	45,350	53,067	41,317
	カテゴリー 5 Category 5	事業から発生する廃棄物 Waste generated in operations	19,786	13,651	13,982	26,276	15,306	16,183
	カテゴリー 6 Category 6	出張 Business travel	27,312	23,187	23,022	24,153	22,090	4,853
	カテゴリー 7 Category 7	従業員の通勤 Employee commuting	13,931	13,003	12,133	11,798	11,629	5,322
	カテゴリー 8 Category 8	リース資産（上流） Upstream leased assets	423	776	776	624	497	497
	カテゴリー 9 Category 9	輸送・流通（下流） Downstream transportation and distribution	14,086	15,418	13,825	13,532	16,894	12,373
	カテゴリー 10 Category 10	販売した製品の加工 Processing of sold products	44,216	37,483	41,237	55,665	55,110	50,455
	カテゴリー 11 Category 11	販売した製品の使用 Use of sold products	258,259	234,705	219,868	211,282	197,599	197,213
	カテゴリー 12 Category 12	販売した製品の廃棄 End-of-life treatment of sold products	64,507	62,999	63,771	55,722	52,310	48,066
	カテゴリー 13 Category 13	リース資産（下流） Downstream leased assets	-	3,861	3,790	0	0	0
	カテゴリー 14 Category 14	フランチャイズ Franchises	1,095	1,045	956	553	594	457
	カテゴリー 15 Category 15	投資 Investments	3,346	2,756	2,443	2,326	1,718	1,534

※スコープ３におけるCO2排出量　算定方法
*Method of Calculation in Each Category of Scope 3 Emissions

エネルギー使用量★ Energy Use★

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
エネルギー使用量総計 Total energy use	TJ	6,144	5,941	5,546	5,431	5,298	5,059
日本　Japan	TJ	5,322	5,060	4,658	4,616	4,512	4,332
アジア（日本を除く）　Asia (excluding Japan)	TJ	779	831	836	764	734	681
北米・欧州　North America/Europe	TJ	43	50	53	51	52	45

エネルギー使用量（原単位推移） Energy use （per unit of sales）

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
原単位 Per unit of sales	TJ/億円 TJ/100 million yen	0.60	0.62	0.54	0.51	0.53	0.59

使用エネルギー内訳 Energy Use by Type

	FY2015		FY2016		FY2017		FY2018		FY2019		FY2020	
	エネルギー投入量 Energy input (TJ)	エネルギー投入量 Energy input (%)	エネルギー投入量 Energy input (TJ)	エネルギー投入量 Energy input (%)	エネルギー投入量 Energy input (TJ)	エネルギー投入量 Energy input (%)	エネルギー投入量 Energy input (TJ)	エネルギー投入量 Energy input (%)	エネルギー投入量 Energy input (TJ)	エネルギー投入量 Energy input (%)	エネルギー投入量 Energy input (TJ)	エネルギー投入量 Energy input (%)
使用エネルギー総計　Total energy used	6,144	100%	5,941	100%	5,546	100%	5,431	100%	5,298	100%	5,059	100%
購入電力 Purchased electricity	3,795	61.8%	3,683	62.0%	3,082	55.6%	3,005	55.3%	2,918	55.1%	2,736	54.1%
都市ガス Utility gas	2,175	35.4%	2,071	34.9%	2,272	41.0%	2,202	40.5%	2,158	40.7%	2,137	42.2%
LNG	123	2.0%	135	2.3%	138	2.5%	158	2.9%	161	3.0%	130	2.6%
その他 Others	50	0.8%	51	0.9%	55	1.0%	65	1.2%	60	1.1%	56	1.1%

再生可能エネルギーの利用状況 Status of Renewable Energy Use

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
再生可能エネルギー由来電力使用量総計 Total electricity derived from renewable energy sources	百万kWh GWh	1.1	1.1	1.6	4.7	20.3	27.8
発電量 Generated volume	百万kWh GWh	1.1	1.1	1.6	2.6	2.8	4.3
購入量 Purchased volume	百万kWh GWh	0	0	0	2.1	17.5	23.4
電力使用量（コジェネ発電量含まず） Electricity use (not including cogeneration)	百万kWh GWh	455.7	448.2	392.3	396.4	380.0	352.3
コジェネ発電量 Generated volume from cogeneration	百万kWh GWh	9.1	13.5	30.7	71.3	72.2	69.0
電力使用量（コジェネ発電量含む） Electricity use (including cogeneration)	百万kWh GWh	464.8	461.7	423.0	467.7	452.2	421.3
再生可能エネルギー利用率 ※ Percentage of renewable energy use	%	0.2%	0.2%	0.3%	1.1%	5.3%	6.5%

※ 2015-2019年度は、コニカミノルタグループ全体の電力使用量（コジェネ発電量含まず）に占める再生可能エネルギー由来電力の比率。2020年度からは、コニカミノルタグループ全体の電力使用量に占める再生可能エネルギー由来電力の比率
* Ratio of electricity derived from renewable energy sources to the entire Konica Minolta Group's electricity use (not including cogeneration) for FY2015-FY2019; ratio of electricity derived from renewable energy sources to the entire Konica Minolta Group's electricity use from FY2020

製品ライフサイクルCO_2排出量★ Product Lifecycle CO_2 Emissions★

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
製品ライフサイクルCO_2排出量総計 Total Product lifecycle CO_2 emissions	千t-CO_2 Thousand t-CO_2	1,081	1,046	1,038	1,041	992	821
調達 Procurement stage	千t-CO_2 Thousand t-CO_2	404	395	417	437	416	295
生産 Production	千t-CO_2 Thousand t-CO_2	307	298	282	273	257	242
物流 Distribution	千t-CO_2 Thousand t-CO_2	27	32	28	26	34	23
販売・サービス（オフィス、車両） Sales and service(offices and vehicles)	千t-CO_2 Thousand t-CO_2	85	86	92	94	87	64
製品使用 Product use	千t-CO_2 Thousand t-CO_2	258	235	220	211	198	197

生産段階でのCO_2排出量★ CO_2 Emissions at the Production Stage★

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
生産段階でのCO_2排出量総計 CO_2 emissions at the production stage	千t-CO_2 Thousand t-CO_2	307	298	282	273	257	242
日本 Japan	千t-CO_2 Thousand t-CO_2	246	234	218	216	212	203
アジア（日本を除く） Asia (excluding Japan)	千t-CO_2 Thousand t-CO_2	59	62	62	54	44	37
北米・欧州 North America/Europe	千t-CO_2 Thousand t-CO_2	1	2	2	2	2	2

生産段階でのCO_2排出量（原単位推移） CO_2 Emissions at the Production Stage（per unit of sales）

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
原単位 Per unit of sales	t-CO_2/億円 t-CO_2/100 million yen	30	31	27	26	26	28

資源 Resources

資源投入 Input of Resources

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
石油由来資源 投入量 Petroleum-based resources input	千t Thousand tons	48.2	49.1	49.5	52.4	50.8	39.0
非石油由来資源 投入量 Nonpetroleum-based resources input	千t Thousand tons	61.3	62.4	65.9	70.7	67.4	49.8
内部リサイクル量 Internal recycling	千t Thousand tons	4.6	4.8	5.2	5.8	5.6	6.1
包装材料使用量 Packaging materials used	千t Thousand tons	23.8	27.8	26.1	26.0	24.3	23.4

廃棄物 Waste

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
総排出物量総計 Total waste	t	20,139	19,603	20,077	22,585	19,851	19,121
日本 Japan	t	14,337	14,084	15,008	17,758	15,779	16,093
アジア（日本を除く） Asia (excluding Japan)	t	5,330	4,976	4,411	4,138	3,319	2,559
北米・欧州 North America/Europe	t	472	543	658	690	754	469
外部排出物量総計★ Waste discharged externally★	t	15,499	14,497	14,360	16,346	14,225	13,066
日本 Japan	t	9,839	9,088	9,418	11,618	10,231	10,107
アジア（日本を除く） Asia (excluding Japan)	t	5,188	4,866	4,284	4,039	3,241	2,490
北米・欧州 North America/Europe	t	472	543	658	690	754	469
外部排出物量（原単位推移） Waste discharged externally (per unit of sales)	t/億円 t/100 million yen	1.5	1.5	1.4	1.5	1.4	1.5
再資源化量（内部リサイクル量+外部リサイクル量）総計 Total amount of recycled resources (internally and externally recycled)	t	19,821	18,967	19,279	21,864	19,692	18,882
日本 Japan	t	14,063	13,583	14,207	17,018	15,548	15,790
アジア（日本を除く） Asia (excluding Japan)	t	5,286	4,854	4,409	4,156	3,390	2,623
北米・欧州 North America/Europe	t	472	529	662	690	754	470
最終処分量（埋立量）※ 総計 Total amount of final disposal (landfill waste)*	t	46	71	129	57	6	10
日本 Japan	t	6	7	3	3	3	7
アジア（日本を除く） Asia (excluding Japan)	t	41	64	126	54	3	3
北米・欧州 North America/Europe	t	0	0	0	0	0	0
再資源化率 Percentage recycled or reused	%	98.4%	98.6%	98.8%	98.8%	99.2%	98.8%
最終処分率 Percentage of final disposal	%	0.2%	0.4%	0.6%	0.3%	0.03%	0.05%

※直接埋立量と中間処理残渣埋立量の合計です。
*The figures are the sum of direct landfill and landfill of residual after intermediate treatment.

製品回収・リサイクル Product Recovery and Recycling

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
製品回収量（全世界） Poduct recovery volume (worldwide)	千t Thousand tons	16.1	15.2	16.8	17.9	14.2	13.6
製品回収再資源化量（全世界） Recycling volume for recovered products (worldwide)	千t Thousand tons	16.0	15.0	16.6	17.7	14.1	13.4

水 Water

取水量 ★ Water Withdrawal★

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
取水量総計 Total water withdrawal	千m^3 Thousand m^3	3,543	3,542	3,346	3,496	3,184	2,889
日本 Japan	千m^3 Thousand m^3	3,067	3,010	2,846	2,989	2,701	2,459
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	474	530	497	503	481	429
北米・欧州 North America/Europe	千m^3 Thousand m^3	2	2	2	3	2	2

注 土壌・地下水対策用の揚水量を含みます。
Note: The figures include water used for soil and groundwater remediation.

取水源別の取水量 Water Withdrawal by Source

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
上水 Potable Water	千m^3 Thousand m^3	1,324	1,333	1,398	1,407	1,280	1,176
地下水（再生可能） Ground Water (Renewable)	千m^3 Thousand m^3	2,218	2,209	1,947	2,089	1,904	1,714

注 2016年度から、工業用水も上水として計上しています。
Note: Industrial water is included in potable water from FY2016.

取水量（原単位推移） Total Water Withdrawal (per unit of sales)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
原単位 Per unit of sales	千m^3/億円 Thousand m^3/100 million yen	0.34	0.37	0.32	0.33	0.32	0.33

循環水使用量 Recycled Water Usage

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
循環水使用量総計 Total recycled water usage	千m^3 Thousand m^3	43.1	12.1	14.2	16.0	45.5	46.1
日本 Japan	千m^3 Thousand m^3	43.1	12.1	14.2	16.0	45.5	46.1
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	0.0	0.0	0.0	0.0	0.0	0.0
北米・欧州 North America/Europe	千m^3 Thousand m^3	0.0	0.0	0.0	0.0	0.0	0.0

排水量 Water Discharged

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
排水量総計 Total water discharged	千m^3 Thousand m^3	3,082	3,096	2,829	3,066	2,857	2,546
日本 Japan	千m^3 Thousand m^3	2,643	2,597	2,365	2,607	2,389	2,127
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	438	496	462	455	466	417
北米・欧州 North America/Europe	千m^3 Thousand m^3	2	2	3	3	2	2

排水先別の排水量 Water Discharge by Destination

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
公共流域（淡水の地表水） Public water area (fresh surface water)	千m^3 Thousand m^3	1,288	1,234	1,049	1,130	1,064	1,004
下水 Sewage	千m^3 Thousand m^3	1,794	1,862	1,780	1,936	1,793	1,542

排水負荷量 Drainage Load

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
COD負荷量（公共水域）総計 Total COD load (to public waters)	t	0.12	0.09	0.57	0.22	0.11	0.16
日本 Japan	t	0.12	0.09	0.57	0.22	0.11	0.16
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00
リン排出量（公共水域）総計 Total phosphorus discharge (to public waters)	t	0.03	0.02	0.02	0.03	0.01	0.01
日本 Japan	t	0.03	0.02	0.02	0.03	0.01	0.01
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00
窒素排出量（公共水域）総計 Total nitrogen discharge (to public waters)	t	1.68	1.58	1.76	2.17	0.70	1.73
日本 Japan	t	1.68	1.58	1.76	2.17	0.70	1.73
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00

大気排出・化学物質 Atmospheric Emissions and Chemical Substances

大気排出 Atmospheric Emissions

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
SO_X排出量総計 Total SO_X emissions	t	0.00	0.00	0.00	0.00	0.00	0.00
日本 Japan	t	0.00	0.00	0.00	0.00	0.00	0.00
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00
NO_X排出量総計 Total NO_X emissions	t	53.2	52.1	90.1	77.2	98.9	56.8
日本 Japan	t	53.2	52.1	90.1	77.2	98.9	56.8
アジア（日本を除く） Asia (excluding Japan)	t	0.0	0.0	0.0	0.0	0.0	0.0
北米・欧州 North America/Europe	t	0.0	0.0	0.0	0.0	0.0	0.0
ばいじん排出量総計 Total soot and dust emissions	t	0.86	0.53	0.52	0.41	0.41	0.58
日本 Japan	t	0.86	0.53	0.52	0.41	0.41	0.58
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00
PRTR対象物質の大気排出量 Atmospheric emissions of PRTR substances	t	80.7	71.5	69.5	85.3	87.8	66.2
VOC大気排出量（環境影響度指数） Atmospheric emissions of VOC (Environmental impact index)	ポイント Points	762	689	694	684	831	625
VOC大気排出量（環境影響度指数 原単位推移） Atmospheric emissions of VOC (Environmental impact index per unit of sales)	ポイント/億円 Points/ 100 million yen	0.074	0.072	0.067	0.065	0.083	0.072

PRTR対象物質　Substances Controlled by Pollution Release and Transfer Register (PRTR) System

FY2020PRTR対象物質（単位：t）　Substances controlled by Pollution Release and Transfer Register (PRTR) system fiscal 2020 (Unit: t)

PRTR法政令番号 PRTR Law identification number	化学物質名 Name of chemical substance	排出量 Amount discharged			外部移動量 Amount transferred externally		リサイクル Recycled
		大気 To air	公共水域 To water	土壌 To soil	廃棄物※ Waste*	下水道 Sewage	
7	アクリル酸ノルマルーブチル n-Butyl acrylate	1.1	0	0	4.1	0	0
13	アセトニトリル Acetonitrile	0.8	0	0	5.1	0	0
81	キノリン Ferric chloride	0	0	0	4.5	0	0
181	ジクロロベンゼン Dichlorobenzene	0	0	0	1.5	0	0
186	ジクロロメタン(別名：塩化メチレン) Dichloromethane (also known as methylene dichloride)	50.6	0	0	495.9	0	1.5
232	N,N-ジメチルホルムアミド(DMF) N,N-Dimethylformamide	0	0	0	382.8	0	0
240	スチレン Styrene	4.8	0	0	12.2	0	0
275	ドデシル硫酸ナトリウム Sodium dodecyl sulfate	0	0	0	0	0.9	0
277	トリエチルアミン Triethylamine	0	0	0	0	0	0
300	トルエン Toluene	8.3	0	0	318.1	0	0
392	ノルマル-ヘキサン（n-ヘキサン） n-Hexane	0	0	0	2.2	0	0
395	ペルオキソ二硫酸の水溶性塩 Water-soluble salts of peroxodisulfuric acid	0	0	0	1.5	0	0
412	マンガン及びその化合物（Mnに換算） Manganese and its compounds (Mn equivalent)	0	0	0	0	0	0
415	メタクリル酸 Methacrylic acid	0.4	0	0	1.2	0	0
420	メタクリル酸メチル Methyl methacrylate	0	0	0	0	0	0
438	メチルナフタレン Methylnaphthalene	0	0	0	0	0	0
455	モルホリン Morpholine	0	0	0	51.2	0	0

注　集計範囲は日本国内のコニカミノルタグループ生産拠点
* Boundary of data: Charts cover Konica Minolta Group production sites in Japan.

※　PRTR（環境汚染物質排出・移動登録）制度の定義に従い、再資源化していても有価売却でない場合は廃棄物として集計しました。
*In accordance with PRTR system definitions, even if materials were recycled later, they were counted here as waste if they were not sold at a profit.

拠点別環境データ　Environmental Data by Site

コニカミノルタ（株）国内拠点別環境データ（2020年度）　Sites of Konica Minolta, Inc. in Japan (FY2020)

拠点名（所在地） Site name (location)	主要業務内容 Main business contents	CO_2排出量 CO_2 emissions ($t\text{-}CO_2$)	外部排出物量 Waste discharged externally (t)	最終処分量 Final disposal (t)	取水量 Water withdrawal (m^3)	地下水 Ground water (m^3)	上水道 Potable water (m^3)	排水量 Water discharged (m^3)	VOC大気排出量 Atmospheric emissions of VOC (t)	PRTR対象物質大気排出量 Atmospheric emissions of PRTR substances (t)
東京サイト日野 Tokyo Site Hino （東京都日野市） (Hino, Tokyo)	ヘルスケア・印刷用機器材料、周辺機器などの開発・製造・販売 Development, manufacturing and sales of healthcare and printing equipment materials and peripherals	15,938	408	0.8	386,147	386,147	-	366,633	*1	0
東京サイト八王子 Tokyo Site Hachioji （東京都八王子市） (Hachioji, Tokyo)	情報機器、光学デバイス、ヘルスケア製品などの開発・販売 Development and sales of office equipment, optical devices, and healthcare products	14,795	495	0	86,631	76,339	10,292	86,632	*1	0
甲府サイト Kofu Site （山梨県中央市） (Chuo, Yamanashi Prefecture)	照明用部材の製造、ディスプレイ材料用プラスチックフィルムの製造 Manufacturing of parts for illumination, and plastic film for display materials	5,409	98	0	74,307	60,724	13,583	52,982	*1	0
瑞穂サイト Mizuho Site （愛知県豊川市） (Toyokawa, Aichi Prefecture)	情報機器関連の開発・生産管理 Development and Manufacturing management of office equipment-related products	4,185	325	0	14,843	-	14,843	14,109	*1	0
三河サイト Mikawa Site （愛知県豊川市） (Toyokawa, Aichi Prefecture)	情報機器関連の開発 Development of office equipment-related products	406	61	0	2,631	-	2,631	2,631	*1	0
豊川サイト Toyokawa Site （愛知県豊川市） (Toyokawa, Aichi Prefecture)	情報機器関連の生産管理、プラネタリウムの開発・製造 Manufacturing management of office equipment-related products, and development and manufacturing of planetariums	303	5	0	3,511	-	3,511	3,511	*1	0
大阪狭山サイト Osakasayama Site （大阪府大阪狭山市） (Osakasayama, Osaka Prefecture)	光学デバイスの開発・製造 Development and manufacturing of optical products	5,205	37	2.2	73,284	35,311	37,973	48,686	*1	0
堺サイト Sakai Site （大阪府堺市） (Sakai, Osaka Prefecture)	産業用計測機器等の開発、製造、販売 Development, manufacturing and sales of measuring instruments for industrial applications	1,553	76	0	22,660	15,137	7,523	22,660	*1	0

伊丹サイト Itami Site （兵庫県伊丹市） (Itami, Hyogo Prefecture)	情報機器のソフトウェア開発 Office equipment software development	438	166	0	4,678	1,348	3,330	3,020	*1	0
高槻サイト Takatsuki Site （大阪府高槻市） (Takatsuki, Osaka Prefecture)	情報機器関連、産業光学システムの開発 Development of office equipment-related products and optical systems for industrial use	1,990	30	0	15,282	-	15,282	14,900	*1	0
神戸・西神・神戸第2サイト Kobe Site, Seishin Site and Kobe Second Site （兵庫県神戸市） (Kobe, Hyogo Prefecture)	ディスプレイ材料用プラスチックフィルムの開発、製造、販売 Development, manufacturing and sales of plastic film for display materials	122,149	2,449	0	698,410	266,351	432,059	441,619	56.1	48.1
熊本事業所 Kumamoto Office （熊本県玉名郡） (Tamana, Kumamoto Prefecture)	産業用インクジェットヘッドの製造 Manufacturing of ink jet heads for industrial use	2,349	139	0	20,532	20,532	-	19,505	*1	0

注　国内拠点のPRTR対象物質大気排出量算出において、取扱量が1トン以下の物質は集計対象外です。
Note: The amount of substances subject to the PRTR Law released to the atmosphere from sites in Japan do not need to be calculated if the quantity handled is no more than 1 ton

*1　算定対象外、または、算定基準で定める基準値以下
*1 Outside the scope of calculation or under the threshold defined in Standards for Calculation

関係会社　国内生産拠点別環境データ（2020年度）　Environmental Data of Affiliate Production Sites in Japan (FY2020)

拠点名・社名（所在地） Site name or Company name (location)	主要製品 Items produced	CO_2排出量 CO_2 emissions (t-CO_2)	外部排出物量 Waste discharged externally （t）	最終処分量 Final disposal （t）	取水量 Water withdrawal (m^3)	地下水 Ground water (m^3)	上水道 Potable water (m^3)	排水量 Water discharged (m^3)	VOC大気排出量 Atmospheric emissions of VOC （t）	PRTR対象物質大気排出量 Atmospheric emissions of PRTR substances （t）
（株）コニカミノルタサプライズ本社・本社工場 Konica Minolta Supplies Manufacturing Co., Ltd. Head Office and Head Office Factory （山梨県甲府市） (Kofu, Yamanashi Prefecture)	複合機・プリンター・印刷用機器用消耗品 Consumables for MFPs, laser printers and printing equipment	10,172	338	3.6	262,735	247,712	15,022	262,735	36.9	13.5
（株）コニカミノルタサプライズ 辰野工場 Konica Minolta Supplies Manufacturing Co., Ltd., Tatsuno Factory （長野県上伊那郡辰野町） (Tatsuno-machi, Nagano Prefecture)	複合機・プリンター・印刷用機器用消耗品 Consumables for MFPs, printers, and printing equipment	7,033	1,022	0.1	333,742	332,478	1,264	333,742		
コニカミノルタメカトロニクス（株）本社 Konica Minolta Mechatronics Co., Ltd. Head Office （愛知県豊川市八幡町） (Yawata-cho, Toyokawa, Aichi Prefecture)	複合機・プリンター用消耗品・機構部品 Consumables and mechanism elements for MFPs and printers	18	-	-	-	-	-	-	*2	0
コニカミノルタメカトロニクス（株）小田渕事業所 Konica Minolta Mechatronics Co., Ltd., Odabuchi Head Office （愛知県豊川市小田渕町） (Odabuchi, Toyokawa, Aichi Prefecture)	複合機・プリンター用消耗品・機構部品 Consumables and mechanism elements for MFPs and printers	807	257	0	3,304	-	3,304	3,304	*2	0
コニカミノルタメカトロニクス（株）笛吹事業所 Konica Minolta Mechatronics Co., Ltd., Fuefuki Plant （山梨県笛吹市） Fuefuki, Yamanashi Prefecture	光学デバイス、インクジェットヘッド Optical devices and inkjet printheads	3,958	693	0.5	144,263	144,263	-	143,713	*2	0
コニカミノルタメカトロニクス（株）植田事業所 Konica Minolta Mechatronics Co., Ltd., Ueta Plant (Toyohashi, Aichi Prefecture) （愛知県豊橋市） (Toyohashi, Aichi Prefecture)	複合機・プリンター用消耗品用部材 Parts for consumables for MFPs and laser printers	1,311	368	0	127,674	127,196	479	127,674	*2	0
コニカミノルタメカトロニクス（株）都留事業所 Konica Minolta Mechatronics Co., Ltd., Tsuru Plant （山梨県都留市） (Tsuru, Yamanashi Prefecture)	複合機・プリンター用電装基板 Electrical plates for MFPs and printers	835	40	0	6,609	-	6,609	6,609	*2	0

コニカミノルタテクノプロダクト（株）本社 Konica Minolta Technoproducts Co., Ltd., Head Office （埼玉県狭山市） (Sayama, Saitama Prefecture)	ヘルスケア用画像機材 Healthcare imaging equipment	2,042	72	0	7,525	-	7,525	7,525	*2	0
コニカミノルタケミカル（株） Konica Minolta Chemical Co., Ltd. （静岡県袋井市） (Fukuroi, Shizuoka Prefecture)	化学品 Chemicals	2,521	3,028	0	169,883	-	169,883	164,816	21.6	4.6

注　国内拠点のPRTR対象物質大気排出量算出において、取扱量が1トン以下の物質は集計対象外です。
Note: The amount of substances subject to the PRTR Law released to the atmosphere from sites in Japan do not need to be calculated if the quantity handled is no more than 1 ton

*2 算定基準で定める基準値以下
*2 Under the threshold defined in Standards for Calculation

関係会社　海外生産拠点別環境データ（2020年度）　Environmental Data of Affiliate Production Sites Outside Japan (FY2020)

拠点名・社名（所在地） Site name or Company name (location)	主要製品 Items produced	CO_2排出量 CO_2 emissions (t-CO_2)	外部排出物量 Waste discharged externally (t)	最終処分量 Final disposal (t)	取水量 Water withdrawal (m^3)	地下水 Ground water (m^3)	上水道 Potable water (m^3)	排水量 Water discharged (m^3)	VOC大気排出量 Atmospheric emissions of VOC (t)
Konica Minolta Business Technologies (Wuxi) Co., Ltd. （中国 江蘇省無錫市） (Wuxi, Jiangsu Province, China)	複合機、プリンターおよび消耗品 MFPs, printing equipment and consumables	0	590	0	56,870	-	56,870	56,870	*2
Konica Minolta Business Technologies (Dongguan) Co., Ltd. （中国 広東省東莞市） (Dongguan, Guangdong Province, China)	複合機、プリンターおよび消耗品 MFPs, printing equipment and consumables	14	613	0	101,114	-	101,114	101,114	*2
Konica Minolta Supplies Manufacturing U.S.A.,Inc. （米国 ニューヨーク州） (New York, USA)	複合機・プリンター用消耗品 Consumables for MFPs and laser printers	1,084	233	0	1,131	-	1,131	1,131	*2
Konica Minolta Supplies Manufacturing France S.A.S. （フランス ロレーヌ地域圏） (Lorraine region, France)	複合機・プリンター用消耗品 Consumables for MFPs and laser printers	514	237	0	671	-	671	671	*2
Konica Minolta Business Technologies (Malaysia) Sdn. Bhd. （マレーシア マラッカ州） (Malacca, Malaysia)	複合機、プリンターおよび消耗品 Consumables for MFPs and printing equipment	11,355	1,086	0	191,471	-	191,471	191,471	*2
Konica Minolta (Xiamen) Medical Products Co., Ltd. （中国 福建省廈門市） (Xiamen, Fujian Province, China)	ヘルスケア製品 Healthcare imaging equipment	147	95	0	490	-	490	149	*2
Konica Minolta Opto (Dalian) Co., Ltd. （中国 遼寧省大連市） (Dalian, Liaoning Province, China)	光学デバイス Optical Devices	23,018	94	3	70,120	-	70,120	59,602	44.9
Konica Minolta Optical Products (Shanghai) Co., Ltd. （中国 上海市） (Shanghai, China)	光学デバイス Optical Devices	2,324	12	0.04	8,619	-	8,619	7,757	*2

注　海外拠点は、PRTR制度の対象外です。
Note: Sites outside Japan are not controlled by Japan's PRTR System.
*2　算定基準で定める基準値以下
*2 Under the threshold defined in Standards for Calculation

環境データ算定基準
Standards for Calculating Environmental Data

★ CSRレポートやウェブサイトに記載された数値に対して第三者保証を受けています。
★ The figures shown on the CSR report and the website have been assured by a third party.

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

環境会計 Environmental Accounting

百万円 Million yen

環境保全活動の分類 Types of Environmental Conservation Activities	主な取り組み内容 Major Initiatives	FY2015			FY2016			FY2017			FY2018			FY2019			FY2020		
		投資額 Investment	費用額 Expenditures	経済効果 Economic Benefits	投資額 Investment	費用額 Expenditures	経済効果 Economic Benefits	投資額 Investment	費用額 Expenditures	経済効果 Economic Benefits	投資額 Investment	費用額 Expenditures	経済効果 Economic Benefits	投資額 Investment	費用額 Expenditures	経済効果 Economic Benefits	投資額 Investment	費用額 Expenditures	経済効果 Economic Benefits
1.事業エリア内コスト Business area cost		622	3,367	20,093	1,528	3,325	19,375	581	3,418	19,958	788	3,446	20,613	762	3,352	21,395	866	3,216	19,531
1) 公害防止 Pollution prevention cost	排水処理施設の維持・保全、VOC大気放出低減、化学物質管理 Implemented wastewater treatment facilities maintenance, reduced atmospheric emission of VOCs, and carried out chemicals management	73	1,328	0	62	1,361	0	93	1,367	0	126	1,378	0	122	1,341	0	138	1,286	0
2) 温暖化防止 Preventing global warming cost	省エネ推進 Promoted energy conservation	365	720	2,420	1,457	745	3,534	372	752	3,361	504	758	3,362	488	737	3,410	554	708	2,885
3) 資源循環 Resource circulation cost	溶剤回収 Recovered solvents	185	1,319	17,672	9	1,219	15,841	116	1,299	16,598	158	1,309	17,251	152	1,274	17,985	173	1,222	16,646
2.上・下流コスト Upstream / downstream costs	製品回収・リサイクル Collected and recycled products	0	2,002	3,044	0	1,921	3,157	0	1,966	3,810	0	1,988	3,659	0	1,916	3,010	0	1,762	3,039
3.管理活動コスト Administration cost	環境ISO維持・推進 Implemented environmental management systems	3	1,295	0	0	1,326	0	0	1,257	0	0	1,194	0	0	1,134	0	0	1,078	0
4.研究開発コスト R&D cost	省エネ製品・有害物質フリー製品の開発 Developed energy-saving products and products containing no hazardous substances	334	7,266	0	233	6,573	0	232	7,258	0	317	7,504	0	307	6,679	0	348	5,049	0
5.社会活動コスト Social activity cost	自然環境保全活動 Implemented environmental conservation activities	0	101	0	0	35	0	0	11	0	0	3	0	0	2	0	0	1	0
6.環境損傷コスト Environmental remediation cost	土壌汚染の修復・保全 Restored contaminated soil	13	70	0	6	767	0	0	61	0	13	166	0	10	49	0	0	30	0
7.その他コスト Other costs		0	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
合計 Total		973	14,146	23,136	1,767	13,947	22,533	813	13,971	23,769	1,118	14,301	24,273	1,079	13,132	24,405	1,214	11,135	22,570

※FY2017の経済効果は、算定範囲を他年度とそろえて算出しなおしたため、環境報告書2018に記載した数字とは異なります。
*The economic benefits for FY2017 have been recalculated by aligning the scope of calculation with other fiscal years, and therefore differ from the figures shown in the Environmental Report 2018.

環境保全効果 Environmental Conservation Benefits

ライフステージ Stage	効果項目 Type of benefit	単位 Unit	効果 Benefits					
			FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
生産 Production	水使用量の削減※1 Water use reduced[1]	t	25,014	25,247	54,887	111,834	125,505	131,068
	電力使用量の削減※1 Electricity reduced[1]	MWh	123,050	127,336	188,210	194,428	203,034	220,071
	都市ガス使用量の削減※1 Natural gas reduced[1]	千m3 Thousand m3	11,335	13,397	13,649	15,265	16,294	16,782
	重油使用量の削減※1 Heavy oil reduced[1]	kl	98	98	98	0	0	0
	削減対象化学物質の削減※1 Emissions of target chemical substances reduced[1]	t	12	16	16	16	16	16
	資源投入量の削減※1 Resource input reduced[1]	t	133,160	100,779	10,335	105,326	107,184	100,669
	廃棄物の外部リサイクル・リユース※2 External recycling and reuse of waste[2]	t	13,532	12,965	13,074	14,189	12,922	11,975
販売 Sales	容器包装の削減※1 Packaging reduced[1]	t	247	544	7	38	419	930
	使用済み製品からのリサイクル・リユース※2 Recycling and reuse of materials from used products[2]	t	16,102	15,092	16,618	17,739	14,117	13,447
使用 Usage	CO2排出量の削減※3 CO_2 emissions reduced[3]	t	6,607	5,146	10,891	15,005	14,824	34,993

※1 各活動を実施しなかったと仮定した場合の推定使用量から、実績使用量を差し引いて算定しています。
Note 1. Calculated by subtracting the actual consumption amount from the consumption amount estimated for cases in which the environmental conservation activity was not implemented.

※2 活動によるリサイクル・リユース量を環境保全効果として算定しています。
Note 2. The environmental conservation benefits are calculated as the volume recycled and reused.

※3 当年度の主要な新製品について、その製品の従来機の使用による想定CO_2排出量から、新製品の使用による想定CO_2排出量を差し引いて算定しています。
Note 3. CO_2 emissions are calculated for major new products that were shipped in this fiscal year by subtracting the estimated CO_2 emissions associated with the new products in use from the estimated CO_2 emissions associated with the conventional products in use.

お客様使用時の効果 Impact of End User Usage

ライフステージ Stage	効果項目 Type of benefit		効果 Benefits					
		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
使用 Usage	消費電力削減量※1 Electricity consumption reduced[1]	MWh	15,619	12,165	21,695	29,890	29,530	69,707
	消費電力削減額※2 Electricity bills reduced[2]	百万円 Million yen	225	175	312	430	425	1,004

※1 各年度に出荷した主要な新製品について、その製品の従来機の使用による想定消費電力量から、新製品の使用による想定消費電力量を差し引いて算定しています。
Note 1. Electricity consumption reduced is calculated for major new products that were shipped each fiscal year by subtracting the estimated energy consumption of the new products in use from the estimated energy consumption of the conventional products in use.

※2 上記消費電力削減量に、日本国内生産拠点の電力料金の平均単価を乗じて算定しています。
Note 2. Calculated by multiplying the average electrical power unit price over the Group's production sites in Japan by the amount of electricity consumption reduced.

社会データ2021　Social Data 2021

2021年11月5日更新、Updated November 5, 2021

集計期間は各年度3月31日時点。異なる場合は各表に記載。

Aggregation period is as of March 31 of each fiscal year or indicated in each table if otherwise.

従業員の構成　Employee Composition

雇用の種類別 Employee Composition by Employment Status	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
コニカミノルタ（株）　Konica Minolta, Inc.	人 persons	8,350	7,611	7,156	7,099	6,963	6,749
正規従業員★ 注1　Regular employees[1]★	人 persons	6,198	5,770	5,282	5,207	5,102	4,910
非正規従業員 注2　Non-regular employees[2]	人 persons	2,152	1,841	1,874	1,892	1,861	1,839
国内グループ会社　Group companies in Japan	人 persons	7,584	7,045	7,032	8,582	8,245	7,802
正規従業員★ 注1　Regular employees[1]★	人 persons	5,766	6,102	6,009	6,071	5,944	5,896
非正規従業員 注2　Non-regular employees[2]	人 persons	1,818	943	1,023	2,511	2,301	1,906
海外グループ会社　Group companies outside Japan	人 persons	33,516	34,050	34,432	35,688	36,176	32,932
正規従業員★ 注1　Regular employees[1]★	人 persons	31,368	32,107	32,008	33,082	32,915	30,173
非正規従業員 注2　Non-regular employees[2]	人 persons	2,148	1,943	2,424	2,606	3,261	2,759
コニカミノルタグループ（全世界）　Konica Minolta Group (worldwide)	人 persons	49,450	48,706	48,620	51,369	51,384	47,483
正規従業員★ 注1　Regular employees[1]★	人 persons	43,332	43,979	43,299	44,360	43,961	40,979
従業員の男女人数★ Number of Employees, by Gender★ — 男性　Men	人 persons	30,499	31,044	30,551	30,926	30,560	28,366
従業員の男女人数★ Number of Employees, by Gender★ — 女性　Women	人 persons	12,833	12,761	12,548	13,176	13,142	12,358
従業員の男女人数★ Number of Employees, by Gender★ — 不明※　Gender not reported*	人 persons	-	174	200	258	259	255
域別従業員数 Employees by Region — 日本　Japan	人 persons	11,964	11,872	11,291	11,278	11,046	10,806
域別従業員数 Employees by Region — 欧州　Europe	人 persons	9,824	10,568	10,706	11,275	11,020	10,216
域別従業員数 Employees by Region — 米国　US	人 persons	8,848	8,519	9,266	9,270	9,227	8,170
域別従業員数 Employees by Region — アジア（日本を除く）その他　Asia (not including Japan) and other	人 persons	12,696	13,020	12,036	12,537	12,668	11,787
非正規従業員 注2　Non-regular employees*2	人 persons	6,118	4,727	5,321	7,009	7,423	6,504

★ CSRレポートやウェブサイトに記載された数値に対して2018年度の実績値から第三者保証を受けています。

★The figures shown on the CSR report and the website have been assured by a third party based on actual figures since FY2018.

注1 正規従業員：他社への出向者を除き、他社からの受け入れ出向者を含む

Note 1. Regular employees: Includes employees seconded from other companies, except for those re-seconded to other companies

注2　非正規従業員：業務請負、派遣社員、臨時社員

Note 2. Non-regular employees: Contract or temporary employees

※ 一部に男女別に集計していない事業所があります

* Some offices do not count men and women separately.

従業員の採用　Number of Newly Hired Employees

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
コニカミノルタ(株)　新規雇用者数 注　Konica Minolta, Inc.	人 persons			176	186	180	66
男性　Men	人 persons			128	138	136	50
女性　Women	人 persons			48	48	44	16
不明※　Gender not reported*	人 persons			-	-	-	-
採用人数に占めるキャリア人財の比率　Percentage of mid-career hires	%			45%	53%	40%	41%
新入社員に占める外国籍従業員の比率　Percentage of non-Japanese employees among newly hired employees	%	8%	15%	14%	19%	10%	5%
コニカミノルタグループ（全世界）†　Konica Minolta Group (worldwide)†							
新規雇用者数合計 Total number of new employee hires	人 persons			6,218	7,648	7,950	2,003
内部候補者によって補充された比率　Percentage of open positions filled by internal candidates (internal hires)	%			73%	79%	46%	62%
海外現地法人現地採用比率　Percentage of local hires at subsidiaries outside Japan — 社長　President	%	61%	60%	63%	65%	65%	65%
海外現地法人現地採用比率　Percentage of local hires at subsidiaries outside Japan — 幹部社員 Senior staff	%	53%	53%	55%	52%	54%	51%

注：集計範囲はコニカミノルタ（株）の正規従業員 /

Note: Figures are for regular employees of Konica Minolta, Inc.

※一部に男女別に集計していない事業所があります

* Some offices do not count men and women separately.

† コニカミノルタ(株)、国内子会社 15社および海外子会社 31社における正規従業員（非執行取締役および業務請負、派遣社員、臨時社員などの非正規従業員は含まない）。集計範囲は連結グループのうち人数ベースで2015年度は89%以上、2016年度、2017年度は93%以上、2018年度、2019年度は92%、2020年度は89%以上をカバーする。(以下、同じ。)

† Regular employees of Konica Minolta Co., Ltd., 15 group companies in Japan and 31 group companies outside of Japan. (It does not include non-executive directors and non-regular employees such as business contractors, dispatched employees, and temporary employees.) The scope of the survey covers at least 89% of the consolidated group in terms of the number of employees for FY2015, 93% for FY2016 and FY2017, 92% for FY2018 and FY2019, and 89% for FY2020. (The same applies hereinafter.)

女性社員の活躍状況　Promotion of Women

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
コニカミノルタ(株) 注　Konica Minolta Inc.*							
女性従業員　Percentage of women in total work force	%						18.9%
女性管理職　Percentage of all management positions, including junior, middle and top management, held by women	%	3.4%	4.4%	5.5%	6.2%	6.9%	7.3%
女性初級管理職※1　Percentage of junior management positions[1] held by women	%						12.8%
女性役員　Percentage of top management positions held by women	%						4.1%
コニカミノルタグループ（全世界）†　Konica Minolta Group (worldwide)†							
女性従業員　Percentage of women in total work force	%	29.6%	29.0%	29.0%	29.7%	29.9%	31.1%
女性管理職　Percentage of all management positions, including junior, middle and top management, held by women	%	15.3%	16.4%	18.9%	18.6%	18.3%	19.8%
女性初級管理職※1　Percentage of junior management positions[1] held by women	%						21.4%
女性役員　Percentage of top management positions held by women	%						15.0%
売上を生み出す部門の女性比率（%）　Percentage of management positions in revenue-generating functions held by women	%						19.0%
STEM関連業務に携わる女性比率（%）※2　Percentage of STEM-related positions[2] held by women	%						19.3%

注 集計範囲にグループ会社への出向者を含む。集計時期は各年度明け4月1日時点

* The scope of the data includes employees seconded to group companies. Figures are calculated as of April 1 of each fiscal year.

※1 女性初級管理職：会社のマネジメントの階層の中で一番下位の管理職

Note 1. Junior management positions: The lowest level of management in the company's hierarchy of management

※2/Note 2. STEM: Science, Technology, Engineering and Mathematics

報酬 ◆† Average Remuneration ◆†

			単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
役員※1 Executive level[1]	ベース給+ボーナス等他の現金インセンティブ BS+Other cash incentives	男性 Men	千円 thousand JPY						18,057
		女性 Women							18,779
	ベース給 Base Salary (BS)	男性 Men	千円 thousand JPY						14,350
		女性 Women							15,491
管理職※2 Management level[2]	ベース給+ボーナス等他の現金インセンティブ BS+Other cash incentives	男性 Men	千円 thousand JPY						8,494
		女性 Women							7,692
	ベース給 Base Salary (BS)	男性 Men	千円 thousand JPY						7,029
		女性 Women							6,738
非管理職※3 Non-management level[3]	ベース給 Base Salary (BS)	男性 Men	千円 thousand JPY						3,974
		女性 Women							3,628

◆ 第三者保証を受けています。
◆ The figures have been assured by a third party.
注 日本円へは2021年3月31日の為替レートにて換算
* The amounts are converted to Japanese yen at the exchange rate on March 31, 2021.
※1 2020年度中に支払われた報酬、ボーナス、株式報酬。株式については2020年12月10日～2021年１月22日の平均株価で金額換算しています。
Note 1. Annual base salary, bonus and other incentives such as stock-based compensation in FY2020. Stock are converted to value based on the average stock price between December 10, 2020 and January 22, 2021.
※2 2020年度中に支払われた基本給、ボーナス
Note 2. Annual base salary and other cash incentives such as bonus in FY2020.
※3 2020年度中に支払われた基本給。
Note 3. Annual base salary in FY2020.

人種別比率（米国のみ） Race/Ethnicity (USA employees only)

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
アジア系 Asian	管理職比率 Percentage of all management positions held by Asian people	%						8.5%
	全体比率 Percentage of Asian people in total work force	%						8.4%
アフリカ系 Black or African	管理職比率 Percentage of all management positions held by Black or African people	%						3.9%
	全体比率 Percentage of Black or African people in total work force	%						7.2%
ヒスパニック系 Hispanic or Latino	管理職比率 Percentage of all management positions held by Hispanic or Latino people	%						8.6%
	全体比率 Percentage of Hispanic or Latino people in total work force	%						7.1%
白人系 White	管理職比率 Percentage of all management positions held by white people	%						75.0%
	全体比率 Percentage of white people in total work force	%						69.3%
不明 Others (not reported)	管理職比率 Percentage of all management positions held by others	%						5.5%
	全体比率 Percentage of others in total work force	%						6.4%

障がい者雇用率 Percentage of Employees with Disabilities

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY21
コニカミノルタ (株) ★ 注1 Konica Minolta, Inc.[1] ★	%	2.02%	2.03%	2.19%	2.28%	2.32%	2.39%	2.55%
コニカミノルタグループ（全世界）† Konica Minolta Group (worldwide)†	%						1.1%	-

★ CSRレポートやウェブサイトに記載された数値に対して、2019年度の実績値から第三者保証を受けています。
★ The figures shown on the CSR report and the website have been assured by a third party since FY2019.
注1 2015年度から2018年度の集計範囲はコニカミノルタ（株）、コニカミノルタウイズユー（株）、コニカミノルタジャパン（株）、キンコーズ・ジャパン（株）、コニカミノルタメカトロニクス（株）。2019 年度からはコニカミノルタ情報システム（株）、コニカミノルタプラネタリウム（株）、コニカミノルタビジネスアソシエイツ（株）を新たに追加。各年度6月1日時点。
Note 1. Coverage: From FY2015 to FY2018, Konica Minolta, Inc., Konica Minolta With You, Inc., Konica Minolta Japan, Inc., Kinko's Japan Co., Ltd. and Konica Minolta Mechatronics Co., Ltd. From FY2019, Konica Minolta Information System Co., Ltd., Konica Minolta Planetarium Co., Ltd., Konica Minolta Business Associates Co., Ltd. are added. Figures are as of June 1 of each fiscal year.

再雇用者数 Number of Rehired Retirees

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
定年退職者数※ Number of retirees*	人 persons	168	166	175	161	193	170
うち、再雇用者数 Number of rehired among retirees	人 persons	98	103	104	116	150	132
再雇用者比率 Percentage of rehiring	%	58%	62%	59%	72%	78%	78%

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.
※ 定年度退職者数＝定年度退職者＋再雇用者数
* Retirees＝retired employees＋rehired employees

組合組織率 Percentage of Unionization

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
コニカミノルタグループ（全世界）† Konica Minolta Group (worldwide)†	%	86%	85%	85%	87%	84%	88%

注：集計範囲は非管理職の正規従業員 /
Note: Figures are for non-managerial regular employees.

従業員の定着状況 Retention Status of Employees

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
自己都合退職率 Voluntary employee turnover rate	%	0.7%	0.9%	1.1%	2.0%	3.1%	2.7%
退職率 Total employee turnover rate	%	-	-	6.8%	2.5%	3.3%	2.9%
新入社員3年度未満離職率 ※ Percentage of new employees leaving within three years*	%	6.3%	8.8%	11.6%	10.1%	8.9%	14.6%

注 集計範囲はコニカミノルタ(株)の正規従業員
Note: Figures are for regular employees of Konica Minolta Inc.
※ 3年度未満離職率は、各年度度明け4月1日時点における、3年度前新入社員の離職率
* Figures are for regular employees of Konica Minolta Inc. The percentage of new employees leaving within three years is defined as the percentage of employees who leave their job within three years of joining the company (as of April 1 each year).

ワーク・ライフ・バランスに関する指標 Indicators Related to Work-Life Balance

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
有給休暇取得率 Percentage of paid leave taken	%	57.5%	60.5%	60.9%	60.0%	75.0%	51.7%
一人当たり年間所定外労働時間 Annual overtime hours worked per employee	時間 hours	58	52	45	46	53	49
一人当たり年間総実労働時間 Annual total hours worked per employee	時間 hours	1,787	1,763	1,756	1,776	1,754	1,764

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

主な両立支援制度の利用状況 Work-Life Balance Support Program Use

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
母性健康管理休暇 Maternal health management leave	男性 Men	人 persons	-	-	-	-	-	-
	女性 Women	人 persons	4	2	6	4	6	1
出産休暇 Maternity leave	男性 Men	人 persons	-	-	-	-	-	-
	女性 Women	人 persons	32	19	31	26	23	13
配偶者出産休暇 Spousal maternity leave	男性 Men	人 persons	144	108	122	104	108	94
	女性 Women	人 persons	-	-	-	-	-	-
育児休職 Parental leave	男性 Men	人 persons	14	14	27	35	35	58
	女性 Women	人 persons	53	42	46	45	55	43
育児短時間勤務 Shorter working hours for childcare	男性 Men	人 persons	3	2	3	3	5	4
	女性 Women	人 persons	158	132	117	91	82	65
育児在宅勤務 Work-at-home during child-rearing	男性 Men	人 persons	3	4	4	4	4	- ※*
	女性 Women	人 persons	20	27	30	24	24	- ※*
介護休職 Nursing care leave	男性 Men	人 persons	1	2	1	1	0	1
	女性 Women	人 persons	0	0	0	0	0	1
介護短時間勤務 / Shorter working hours for nursing care	男性 Men	人 persons	0	0	0	0	0	0
	女性 Women	人 persons	0	1	2	1	3	1

注：対象はコニカミノルタ（株）の正規従業員 /
Note: Figures are for regular employees of Konica Minolta, Inc.
※在宅勤務が全従業員に定着したため集計していません。
* The figure is not calculated since telecommuting has become common among all employees.

育児休職復職率 Percentage of Employees who Return to Work after Childcare Leave

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
復職率 Work resumption rate	%	100%	100%	100%	100%	100%	100%

注: 対象はコニカミノルタ（株）の正規従業員 /
Note: Figures are for regular employees of Konica Minolta, Inc.

人財育成教育研修実施状況 Training & Development Inputs

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
コニカミノルタ(株) Konica Minolta, Inc.	のべ受講者数(年間) Total persons attended (annual)	人 persons					約9,600 Approx. 9,600	約8,600 Approx. 8,600
	のべ受講時間(年間) Total hours attended (annual)	時間 hours					約83,000 Approx. 83,000	約64,000 Approx. 64,000
	従業員一人当たりの年間平均研修時間 Average hours of training per year per employee	時間 hours					約16 Approx. 16	約13 Approx. 13
コニカミノルタグループ(全世界)† Konica Minolta Group (worldwide)†	従業員一人当たりの年間平均教育研修時間 Average hours per FTE of training and development	時間 hours						16.7
	従業員一人当たりの年間平均教育研修費用 Average amount spent per FTE on training and development	千円 thousand JPY						22

ICT人財スキル認定者数 Number of Certified ICT Personnel

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
データサイエンティスト※1 Data Scientist[1]	人 persons				254	71	154
コニカミノルタ プロダクトオーナー※2 Konica Minolta Product Owners[2]	人 persons				168	129	47
ITアーキテクト※3 IT Architects[3]	人 persons					9	12

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.
※1 データサイエンティスト：各種データから意思決定やワークフローの課題を抽出し、解決策を構築する人財
Note 1. Data Scientist: Personnel who can identify decision-making and workflow issues by reviewing various types of data and then establish solutions
※2 コニカミノルタ プロダクトオーナー：ビジネスとソフトウェア技術の両方に精通し、ソフトウェア開発への投資対効果を最大化する人財
Note 2. Konica Minolta Product Owner: Personnel well versed in both business and software technology who can maximize return on investment in software development
※3 ITアーキテクト：ITサービスを顧客へ提供するためのプロセスやアーキテクチャの実現を担う人財
Note 3. IT Architect: Personnel who are responsible for realizing the processes and architecture for providing IT services to customers

従業員の健康管理への対応 Promoting Health Management

		単位 Unit	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
最も健康リスクの高い従業員数(2013年度を100とした場合の指数) Employees with the highest health risks (Indexed with FY2013 as 100)		-	100	59	29	41	26	17	16	24	-
従業員一人当たりの入院費(2013年度を100とした場合の指数) Hospitalization expenses per employee (Indexed with FY2013 as 100)	コニカミノルタグループ Konica Minolta Group	-	100	91	99	91	107	99	108	96	-
	健保連平均 Average for the National Federation of Health Insurance Association	-	100	96	112	113	116	120	136	129	-
特定保健指導該当者における初回面談実施率 Initial interview implementation rate with those eligible for specific health guidance		%				39.5%			75.6%	64.4%	-
特定保健指導該当者における面談完了率 Interview completion rate with those eligible for specific health guidance		%				30.3%			71.5%	※1 *1 55.7%	-

メンタル不調によるのべ休務日数（年間）※2 Total days of leave taken due to mental health problems (annual) *2	日 days		12,251	9,580	11,775	9,139	7,019	8,258	9,295	-
メンタル不調による休務者割合 ※2 Percentage of employees taking leave due to mental health problems*2	%		0.64%	0.60%	0.59%	0.57%	0.42%	0.38%	0.57%	0.48%
月次超過時間が80時間以上の従業員数 Number of employees who logged 80 or more hours of monthly overtime	人 persons			557	449	304	253	219	243	-
喫煙率 Trend in smoking rate	%		29.5%	28.5%	27.9%	27.0%	26.1%	24.8%	22.2%	-
構内喫煙所数（屋内） Number of smoking areas on the premises (indoor)	箇所 sites		114	78	35	11	2	2	0	-
構内喫煙所数（屋外） Number of smoking areas on the premises (outdoor)	箇所 sites		30	32	42	44	44	44	0	-
従業員一人当たりのプレゼンティーイズム※3損失額（1ヵ月平均） Loss due to presenteeism*3 per employee (monthly average)	円 JPY				68,398	61,115	64,803	45,976	67,015	-

注 集計範囲はコニカミノルタ国内グループ全従業員
Note: Figures are for all employees of the Konica Minolta Group in Japan

※1 2021年8月現在集計中のデータ
*1 The Data being compiled as of August 2021

※2 集計期間は各年度4月1日時点
*2 Figures are calculated as of April 1 of each fiscal year.

※3 プレゼンティーイズム：何らかの健康問題によって、業務の能率が落ちている状況
*3 Presenteeism: a status in which work efficiency declines due to some health problem

各種がん検診受診率 Cancer Screening Uptake Rate

	単位 Unit	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
肺 Lungs	%							99.1%	99.3%
胃 Stomach	%							95.8%	87.9%
大腸 Large intestine	%							94.1%	94.4%
前立腺 Prostate	%							97.6%	99.0%
乳 Breasts	%	46.5%	55.1%	63.8%	64.9%	63.9%	66.3%	66.0%	60.5%
子宮頸 Uterine cervix	%	19.8%	18.2%	21.0%	42.9%	38.5%	41.4%	40.9%	36.4%

注 集計範囲はコニカミノルタ国内グループ全従業員
Note: Figures are for all employees of the Konica Minolta Group in Japan

労働災害発生状況 Occupational Accidents

			単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
就業中の死亡事故発生件数 Number of fatal accidents during work	グループ正規従業員注1 Group regular employees[1]		件 case	0	0	0	0	0	0
	グループ派遣社員 Employees dispatched from an agency		件 case	0	0	0	0	0	0
	業請従業員注2 Staff contracted from other companies[2]		件 case	0	0	0	0	0	0
休業災害発生状況 Accidents causing absence from work	国内拠点 注3 / At sites in Japan[3]	休業者数 Number of employees taking leave from work	人 persons	6	4	7	8	7	8
		休業度数率 Rate of lost-worktime injuries	※1 *	0.23	0.13	0.22	0.25	0.23	0.27
		休業日数 Number of days of absence	日 days	14	44	237	59	195	254
		休業強度率 Severity rate of accidents causing absence from work	※2 **	0.0004	0.0012	0.0062	0.0015	0.0052	0.0071
	海外拠点 注4 / At sites outside Japan[4]	休業者数 Number of employees taking leave from work	人 persons	12	6	5	5	6	1
		休業度数率 Rate of lost-worktime injuries	※1 *	0.44	0.21	0.20	0.20	0.23	0.04
		休業日数 Number of days of absence	日 days	340	52	98	86	73	2
		休業強度率 Severity rate of accidents causing absence from work	※2 **	0.0103	0.0015	0.0032	0.0029	0.0023	0.0001

注1 国内拠点と海外生産拠点の正規従業員と派遣社員
Note 1. Regular employees and temporary employees at sites in Japan and production sites outside Japan
注2 生産拠点の業請従業員
Note 2. Contract workers at production sites in Japan
注3 集計範囲は国内のコニカミノルタグループの従業員と派遣社員
Note 3. Boundary: Employees of Konica Minolta Group Japan, including those dispatched from an agency
注4 集計範囲は中国のグループ会社およびマレーシアの生産会社の従業員と派遣社員
Note 4. Boundary: Figures are for employees and temporary staff of Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency.
※1 度数率：在籍労働者ののべ実労働時間数100万時間当たりの休業者数
*Rate of lost-worktime injuries: The number of persons absent from work per one million total actual working hours for current employees
※2 強度率：在籍労働者ののべ実労働時間数1000時間当たりののべ労働損失日数
** Accident severity rate: The total number of days absent from work per 1,000 total actual working hours for current employees

製品事故発生状況 Product-related Accidents

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
製品の重大事故発生件数 ※1 Number of serious product-related accidents[1]	件 case	0	0	0	0	0	0
製品の重大セキュリティ事故発生件数 ※2 Number of serious security incidents in products and services[2]	件 case	0	0	0	0	0	0

注: 集計対象：すべてのコニカミノルタ製品
Scope: All Konica Minolta products

※1 重大事故：製品使用者の生命、身体に重大な被害を及ぼした場合、製品以外の財産に重大な被害を及ぼした場合を対象とします。
Note 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 重大セキュリティ事故：製品セキュリティに関し、製品使用者のビジネスに深刻かつ重大な影響を及ぼした場合を対象とします。
Note 2. Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user's business

お客様満足度調査によるNPS(※)スコア推移（情報機器事業）
NPS* Score from Customer Satisfaction Surveys (Business Technologies Business)

	単位 Unit	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
NPS増加点（2014年比) NPS score increase（compared to FY2014）	-	0	3	6	9	6	8	11

注 調査対象は直販の顧客企業
Survey subjects: Corporate customers to which Konica Minolta sells directly

※ Net Promoter Score®（NPS®）：企業や製品、サービスを他者に推奨する割合を測定した指標
*Net Promoter Score®（NPS®）: an indicator that measures the percentage of customers who recommend the company and its products and services to others.

Net Promoter Score®およびNPS®は、ベイン・アンド・カンパニー、フレッド・ライクヘルド、サトメトリックス・システムズの登録商標です。 Net Promoter Score® and NPS® are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

CSR調達への取り組み Implementing CSR Procurement

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
お取引先へのCSRの要請割合 Percentage of suppliers requested to carry out CSR activities		%			100%	-	-	-
CSR診断数 Number of CSR assessments	グループ生産拠点 Group production sites	件 case			3	18	2	4
	重要なお取引先 Important suppliers	件 case			50	15	41	40
CSR監査数 Number of CSR audits	特に重要なグループ生産拠点 Particularly important group production sites	件 case			2	0※	0	0
	特に重要なお取引先 Particularly important supplier	件 case			1	0	1	1

※ 特に重要なグループ生産会社2拠点の指摘事項改善確認を実施 Confirmation of improvement of issues pointed out at 2 important group production sites

コニカミノルタグループ調達金額 Konica Minolta Group Procurement Amount

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	2020年度
調達金額 Total value of the Group's procurement	億円 100 million JPY		5,200	5,500	5,700	5,300	4,600

調達地域比率（調達金額ベース） Procurement amount, by region (Based on monetary amount of procurement)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	2020年度
日本 Japan	%		33%	34%	35%	36%	37%
中国 China	%		32%	29%	27%	26%	22%
ASEAN	%		13%	14%	11%	11%	13%
米国 US	%		11%	12%	13%	14%	15%
欧州 Europe	%		11%	11%	14%	14%	13%

調達分類比率（調達金額ベース） Procurement classification analysis (Based on monetary amount of procurement)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	2020年度
物品 Goods	%				73%	73%	75%
サービス Services	%				27%	27%	25%

紛争鉱物調査に関する対応 Addressing the Issue of Conflict Minerals

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	2020年度
お取引先からの回答回収率 Response rate from suppliers regarding the conflict minerals survey	%	95%	97%	99%	98%	95%	98%
お客様からの紛争鉱物調査要請への対応率 Response rate from customers to survey requests	%	100%	100%	100%	100%	100%	100%
RMAP適合製錬／精製業者(数) ※1 The number of RMAP-compliant smelters or refiners[1]	社数 companies	210	244	252	252	232	235
RMIが認識している製錬／精製業者(数) ※2 The number of smelters or refiners recognized by RMI[2]	社数 companies	303	311	313	312	296	318

注：オフィス事業、プロフェッショナルプリント事業における紛争鉱物調査結果
*Results of Office Business and Professional Print Business Conflict Minerals Survey

※1/Note 1. RMAP: Responsible Minerals Assurance Process

※2/Note 2. RMI: Responsible Minerals Initiative

社会貢献活動実績 Social Contribution Achievements

		単位 Unit	2015年度	2016年度	2017年度	2018年度	2019年度	2020年度
社会貢献活動の内訳 Social Contribution Achievements Breakdown	金銭的支援 Cash contributions	万円 10 thousand JPY					13,600	12,200
	人的支援 Time (employee volunteering)	万円相当 10 thousand JPY equivalent					20,200	10,600
	物品支援 In-kind giving						9,100	47,200
社会貢献活動の内訳（目的別） Social Contribution Achievements Breakdown (by purpose)	慈善寄付 Charitable donations	%						7
	宣伝活動 Public relations initiatives	%						81
	地域への投資 Community investments	%						12

ガバナンスデータ2021　Governance Data 2021

2021年7月9日更新
Updated July 9, 2021

取締役会の出席率　Attendance Rates for the Board of Directors

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
開催回数 Number of meetings	取締役会 Board of Directors		13	14	12	12	12
	指名委員会 Nominating Committee		7	10	7	6	7
	監査委員会 Audit Committee		13	13	13	13	13
	報酬委員会 Compensation Committee		8	8	6	7	9
	計 Total		41	45	38	38	41
全取締役の出席率（%） Attendance rates for all directors (%)	取締役会 Board of Directors		99	99	100	100	99
	指名委員会 Nominating Committee		97	100	100	100	97
	監査委員会 Audit Committee		100	100	99	100	100
	報酬委員会 Compensation Committee		100	98	100	100	100
	計 Total		99	99	99	100	99
社外取締役の出席率（%） Attendance rates for outside directors (%)	取締役会 Board of Directors		100	98	100	100	100
	指名委員会 Nominating Committee		100	100	100	100	100
	監査委員会 Audit Committee		100	100	98	100	100
	報酬委員会 Compensation Committee		100	96	100	100	100
	計 Total		100	99	99	100	100

取締役、執行役ごとの報酬等の額　Amount of Compensation Paid to Directors and Executive Officers

			合計（百万円） Total (million yen)	固定報酬 Total base salary		業績連動報酬 Performance-linked compensation		株式報酬 Stock bonus		株式報酬型ストック・オプション Stock compensation-type stock options	
				人員（名） Persons	金額（百万円） Amount (million yen)	人員（名） Persons	金額（百万円） Amount (million yen)	人員（名） Persons	金額（百万円） Amount (million yen)	人員（名） Persons	金額（百万円） Amount (million yen)
FY2020 ※1	取締役 Directors	社外 Outside	64	6	64	-	-	-	-	-	-
		社内 Inside	188	3	124	-	-	3	64	-	-
		計 Total	253	9	188	-	-	3	64	-	-
	執行役 Executive officers		724	22	465	22	121	22	137	-	-
FY2019 ※2	取締役 Directors	社外 Outside	63	6	63	-	-	-	-	-	-
		社内 Inside	159	4	127	-	-	4	31	-	-
		計 Total	222	10	190	-	-	4	31	-	-
	執行役 Executive officers		615	24	525	24	55	24	34	-	-

注1
※1 上記人数には、2020年6月30日開催の第116回定時株主総会開催日に退任した社外取締役1名および同年5月31日付で退任した執行役1名を含んでいます。2021年3月31日現在、社外取締役は5名、社内取締役（執行役非兼務）は3名、執行役は23名。 / The numbers above include one outside director who stepped down as of the date of the 116th Shareholders' Meeting held on June 30, 2020 and one executive officer who retired on May 31, 2020. As of March 31, 2021, the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 23 executive officers.
※2 上記人数には、2019年6月18日開催の第115回定時株主総会開催日に退任した社外取締役並びに社内取締役の各1名を含んでいます。2020年3月31日現在、社外取締役は5名、社内取締役（執行役非兼務）は3名、執行役は24名。 / The numbers above include one outside director and one inside director who stepped down as of the date of the 115th Shareholders' Meeting held on June 18, 2019. At the end of the period (March 31, 2020), the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 24 executive officers.

注2
※1 社内取締役は、上記の3名のほかに４名（執行役兼務）いますが、その者の報酬等は執行役に含めて記載しています。 / In addition to the three inside directors shown above, the company has another four inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.
※2 社内取締役は、上記の4名のほかに4名（執行役兼務）いますが、その者の報酬等は執行役に含めて記載しています。また、第115回定時株主総会開催日に執行役を退任し、取締役に就任した1名については、執行役分と取締役分をそれぞれ分けて人員並びに報酬額を記載しています。 / In addition to the four inside directors shown above, the company has another four inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers. Also, with respect to the one person who stepped down from an executive officer position and became a director as of the date of the 115th Shareholders' Meeting, this person's presence and compensation as an executive officer and director are split and included in the respective categories.

注3 業績連動報酬については、当事業年度において費用計上すべき額を記載しています。 / Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated.

注4 株式報酬については、取締役（社外取締役を除く）及び執行役に対して付与されるポイントの見込み数に応じた将来の当社株式交付等の報酬見込額を算定し、当事業年度において費用計上すべき額を記載しています。 / Regarding the stock-based compensation, the amounts shown are those to be recorded as expenses in the fiscal year concerned, based on calculation of the expected amount of compensation including future granting of the company's shares, in accordance with the expected number of points granted to Directors (excluding outside directors) and executive officers.

報酬等の総額が１億円以上である者の報酬等の総額
Total Compensation for Those Individuals with a Total Compensation of 100 million Yen or More

(百万円 million yen)

	役職・氏名 Position / Name	会社区分 Company type	合計 Total	固定報酬 Total base salary	業績連動報酬※2 Performance-linked compensation[2]	株式報酬※3 Stock bonus[3]	株式報酬型ストック・オプション Stock compensation-type stock options
FY2020	取締役　代表執行役社長兼CEO 山名　昌衛　Shoei Yamana President & CEO	提出会社 Submitting company	100	60	13	27	-
	執行役 Richard K. Taylor ※1 Executive Officer Richard K. Taylor[1]	連結子会社 Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	169	93	75	-	-
FY2019	執行役 Richard K. Taylor ※1 Executive Officer Richard K. Taylor[1]	連結子会社 Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	147	91	56	-	-

※1. 執行役Richard K. Taylorは、連結子会社Konica Minolta Business Solutions U.S.A., Inc.のCEO（2021年３月31日付退任）。
Note 1. Executive Officer Richard K. Taylor is the CEO of the consolidated subsidiary, Konica Minolta Business Solutions U.S.A., Inc. (Resigned on March 31, 2021)

※2. 業績連動報酬については、当事業年度において費用計上すべき額を記載。
Note 2. Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated.

※3. 「役員報酬について」に記載の取締役及び執行役が受ける個人別の報酬決定に関する方針第6条に基づき、執行役Richard K.Taylorは株式報酬制度の対象外。
Note 3. Based on Article 6 of the policy for determining the individual compensation entitlement of directors and executive officers described in "Compensation for Directors and Executive Officers" above, executive officer Richard K. Taylor is not covered by the stock compensation plan.

コンプライアンス Compliance

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
コンプライアンス推進活動 Activities to Promote Compliance						
グループ行動憲章に関する教育受講率※1 Participation rate in education on the Group Charter of Corporate Behavior[1]				99.9%	100%	100%
コンプライアンス最優先確認書の提出率※1 Submission rate of written compliance acknowledgement[1]				99.9%	100%	100%
内部通報合計（件） Total number of reports to the internal hotlines					79	58
日本 Japan					32	14
人権関連※2 Human rights issues[2]					19	8
公表を必要とする重要問題 Significant incidents that warrant disclosure					0	0
海外 Overseas					47	44
人権関連※2 Human rights issues[2]					24	21
公表を必要とする重要問題 Significant incidents that warrant disclosure					0	0
コンプライアンス問題の発生件数(件) Number of incidents of compliance issues						
詐欺、横領 Fraud, embezzlement	0	0	0	0	0	0
贈賄、腐敗行為 Bribe, corruption	1	0	0	0	0	0
独占禁止法、下請法 Antitrust law violations	0	0	0	0	0	0
景品表示法違反件数 Number of infractions of the Act against Unjustifiable Premiums and Misleading Representations					0	0
個人情報漏洩※3 Personal information leakage[3]	0	0	0	0	0	0
その他 Others	0	0	0	0	0	0
政治献金(円) Political contributions (JPY)				0	0	0

※1. 2016年度までは、国内グループ会社の役員・管理職対象。2017年度以降は、全世界グループ会社の役員・従業員対象。
Note 1. Until FY2016, it covered the officers and managers of Group companies in Japan. From FY2017, it covers officers and employees of all Group companies.

※2. 人権関連：パワハラ／セクハラ／差別／不適切な扱い
Note 2. Human rights issues (power harassment/sexual harassment/discrimination/improper treatment)

※3. 顧客の個人情報漏洩に関する規制機関・第三者機関等からの具現化した不服申し立て
Note 3. The number of substantiated complaints concerning customer privacy from regulatory bodies, third-parties, etc.)

政治献金やその他の支出 Political Contributions and Other Expenditures (百万円 million yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
ロビー活動 Lobbying, interest representation or similar	0	0	0	0	0	0
政治活動・政治団体への支出 Local, regional or national political campaigns / organizations / candidates	0	0	0	0	0	0
業界団体などへの支出 Trade associations or tax-exempt groups (ex. Think tanks)	56.2	58.3	54.0	56.9	61.7	64.7
その他 (投票法案又は国民投票に関連する支出) Other (ex. Spending related to ballot measures or referendums)	0	0	0	0	0	0

2020年度の主な支出先 Major Recipients of Contributions in FY2020

団体名 Name of the organization	団体の概要 Outline of the organization
一般社団法人 ビジネス機械・情報システム産業協会 Japan Business Machine and Information System Industries Association	一般社団法人 ビジネス機械・情報システム産業協会(JBMIA)は、ビジネス機械とそれに付随する情報システム産業の発展に貢献する団体です。 The Japan Business Machine and Information System Industries Association (JBMIA) is an organization that supports the development of the business equipment and ancillary information system industry.
一般社団法人 日本経済団体連合会 Japan Business Federation	経団連は、日本の代表的な企業1,444社、製造業やサービス業等の主要な業種別全国団体109団体、地方別経済団体47団体などから構成されています（2020年4月1日現在）。 The Japan Business Federation is made up 1,444 of Japan's most representative companies, 109 national organizations representing key industries such as the manufacturing and service industries, and 47 economic organizations representing specific regions, among others (as of April 1, 2020).
一般社団法人 電子情報技術産業協会 Japan Electronics and Information Technology Industries Association	一般社団法人電子情報技術産業協会（JEITA）はIT・エレクトロニクス分野において日本を代表する業界団体として、当業界と日本経済の発展に重要な役割を担っている団体です。 As an industry organization representing Japan in the IT and electronics sector, the Japan Electronics and Information Technology Industries Association (JEITA) plays an important role in developing this industry and the Japanese economy.
一般社団法人 グローバル・コンパクト・ネットワーク・ジャパン United Nations Global Compact Network Japan	国連グローバル・コンパクト（UNGC）は、各企業・団体が責任ある創造的なリーダーシップを発揮することによって、社会の良き一員として行動し、持続可能な成長を実現するための世界的な枠組み作りに参加する自発的な取り組みです。世界各国のローカルネットワークは、持続可能な発展を目指すプラットフォームとして活動しています。グローバル・コンパクト・ネットワーク・ジャパン（GCNJ）は、2003年12月に日本におけるローカルネットワークとして発足しました。 The United Nations Global Compact (UNGC) is a voluntary initiative in which companies and organizations act as good citizens by exercising responsible and creative leadership and participate in developing global frameworks to achieve a sustainable society. Local networks around the world function as platforms that aim for sustainable development. The Global Compact Network Japan (GCNJ) was established as a local network in Japan in December 2003.
The Responsible Business Alliance	大手電子機器企業のグループによって2004年に設立された責任ある企業同盟（RBA）は、以前は電子産業市民連合（EICC）であり、権利と健康の支援に取り組む電子機器、小売、自動車、玩具の企業で構成される非営利団体です。 The Responsible Business Alliance (RBA) was established in 2004 by a group of major electronic equipment companies, and was previously known as the Electronic Industry Citizenship Coalition (EICC). This non-profit organization is made up of electronic parts, retail, auto and toy companies involved in supporting rights and health.
bitkom	Bitkomは。1999年に設立され、IT、ソフトウェア、通信、製造業などを中心に2700社の企業が参加しており、その内訳はグローバル企業、1000社以上の中小企業、500社以上のスタートアップです。 bitkom was established in 1999, and has 2,700 participating companies, particularly IT, software, telecommunications and manufacturers. These include global companies, more than 1,000 small- and medium-sized companies and over 500 start-ups.
I&P europe	I&P Europe - Imaging and Printing Associationは、画像・印刷業界の製品メーカーや技術プロバイダーが参加するヨーロッパの団体です。 I&P Europe - Imaging and Printing Association is a European association of product manufacturers and technology providers for the imaging and printing industry.
RE100(日本語) RE100(English)	RE100は、The Climate GroupとCDPによって運営される企業の自然エネルギー100%を推進する国際ビジネスイニシアティブです。企業による自然エネルギー100%宣言を可視化するとともに、自然エネの普及・促進を求めるもので、世界の影響力のある大企業が参加しています。 RE100 is an international business initiative administered by The Climate Group and CDP that supports companies making the transition to 100% renewable energy. As well as making companies' pledges to use 100% renewable energy visible, it seeks to spread and promote natural energy. Major companies with a global reach participate.
気候変動イニシアティブ Climate Change Initiative	気候変動対策に積極的に取り組む企業や自治体、団体、NGOなど、国家政府以外の多様な主体のゆるやかなネットワークです。 The Climate Change Initiative is a loose network of diverse entities other than national governments, including companies, local governments, organizations and NGOs that are actively involved in addressing climate change.

List of Policies

Policies and regulations on sustainability are listed here. Please refer to the correct page of the activity report for information on initiatives based on these policies.

- Konica Minolta Group Charter of Corporate Behavior
  - Konica Minolta Group Charter of Corporate Behavior (PDF:325KB, in ten languages)
  - Konica Minolta Group Guidance for Charter of Corporate Behavior （710KB）

- Basic Policy on Corporate Governance
- Disclosure Policy
- Konica Minolta Group Tax Policy

- Konica Minolta Group Health Declaration
- Konica Minolta Group Human Rights Policy
- Konica Minolta Group Basic Policy on the Use of Artificial Intelligence
- Konica Minolta Group Information Security Policy
- Konica Minolta Group Global Personal Data Protection Policy
- Konica Minolta Environmental Policy
- Konica Minolta Quality Policy
- Konica Minolta Procurement Policy
  - Konica Minolta Supply Chain Code of Conduct
  - Konica Minolta Responsible Minerals Policy
- Konica Minolta Basic Policy on Corporate Citizenship

- Policy for Fulfilling Stewardship Responsibilities

Use of Artificial Intelligence

Basic Policy

Konica Minolta's management vision is "Imaging to the People," and the company has been striving toward the goals of "supporting people to achieve their own purpose" and "realization of a sustainable society." To achieve this vision, the company has been actively using AI in the development of products and services, as well as in its corporate activities, including R&D, manufacturing and sales. However, the inappropriate use of AI can cause various problems, including privacy or human rights violations.

Against this backdrop, Konica Minolta established the AI Policy to share an understanding of the appropriate use of AI throughout the group and unite all its members in actively using AI to contribute to creating a better, human-centric society, to fulfill its responsibility as a global company.

- Konica Minolta Group Basic Policy on the Use of Artificial Intelligence

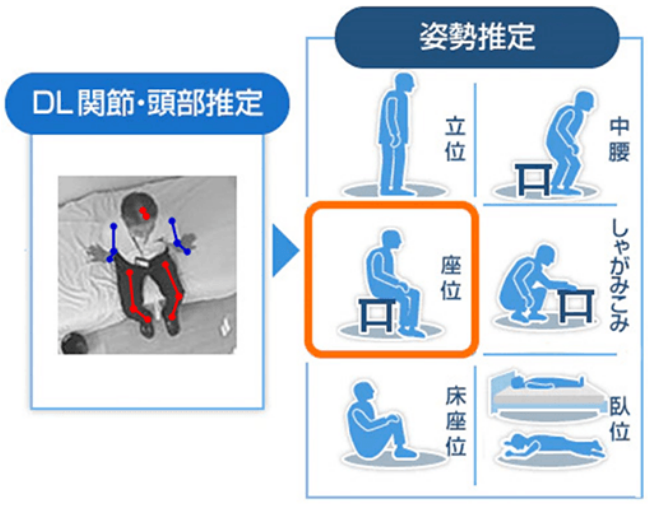
Konica Minolta's AI-Based Innovations

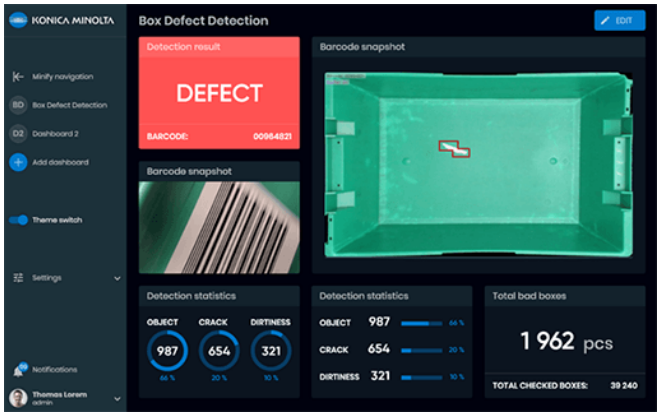
1. Imaging IoT that combines IoT and AI with optical devices and image sensing technologies

Leveraging its proven track record of developing information and medical devices capable of high-speed image processing, coupled with its strengths as a manufacturer, Konica Minolta incorporates low-power-consumption, high-speed AI functions on the edge side (e.g., embedded devices and on-premises servers). In the field of human behavior analysis, the company has achieved both high-precision image recognition and high-speed processing capabilities that enable humans to be detected in static images, as well as estimation of 2D human pose. Also, in the field of visual quality inspection, the company provides various solutions to resolve customers' problem by finding defects in static images. These capabilities are used in the following solutions.

HitomeQ Care Support service for care facilities

A sensor mounted on the ceiling detects a resident's movements such as waking up, getting out of bed, falling from the bed, and stumbling, and sends a notification along with footage to the smartphones of care staff.



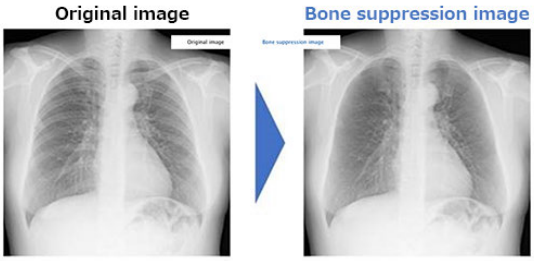
Go Insight shopper behavior analysis service	
A camera mounted on the ceiling of a store collects data on shoppers' behavior at the shelf, including their attributes, items they pick up, and how long they stay at the shelf, to gain customer insights.	
Box Defect Detection solution	
The solution locates all defects and anomalies of the delivery boxes running on a production line, identifies their size and severity and issues commands to the separator on the production line to send the defective box to the washer or out of the line instantly.	

In this way, Konica Minolta encourages the use of AI for creating diverse values and realizing a society where people can pursue motivation and satisfaction in life. The company is also committed to the appropriate use of AI by focusing on safety to avoid the potential negative impacts of AI on society and people.

2. Konica Minolta's R&D and product development using AI

Konica Minolta has introduced a data science approach to boost efficiency and innovation in the process of developing materials and functional chemicals, which conventionally requires much experimentation and trial production. In the development of high-polymer composite materials, the company has adopted the methodology of Materials Informatics. This requires the minimum amount of experimental data only, which is effectively combined with the structures and functions of chemicals using AI to drastically reduce the development period.

Konica Minolta also utilizes deep learning and other machine learning technologies for the development of various image recognition solutions. For example, the company has developed a solution to help doctors read chest X-rays by having AI analyze its proprietary database, recognize the clavicles and ribs, and then make these bones less obvious on radiographs.



Machine learning such as deep learning requires an enormous amount of sample data. Konica Minolta takes all possible measures to avoid improper use and leakage of personal information in handling these data sets. The company is also aware of the risk of some bias in its data sets and the consequences of machine learning, and is committed to preventing any discrimination from arising in society.

3. Digital employees, Ieyasu and Litera

Two digital employees are working at Konica Minolta. One of them is named RPA Ieyasu, which performs automated tasks using the Robotic Process Automation (RPA) system for human employees. Like human employees, RPA Ieyasu has its own employee ID and other system ID cards, and works in several locations. The other is a chatbot named Litera, which uses a service from Microsoft. Litera answers questions from members of the Konica Minolta Group in Japan about IT services 24/7. In order to promote digital manufacturing, the company assigns data scientists to its factories to effectively use AI in the production processes.

Everyone at Konica Minolta has opportunities to use AI. For this reason, the company strives to share the issues and values that underlie its AI Policy with all its members and encourage the appropriate use of AI, with a view to fostering human resources who can improve society, as well as AI specialists.

Policy for Fulfilling Stewardship Responsibilities

Basic policy Correspondence to each principle of “Japan’s Stewardship Code"

Basic policy

At Konica Minolta, Inc., our long-term management vision is "Imaging to the People". We aim to be a company vital to global society by satisfying our customers' needs to "see" and a robust and innovative company that continues to evolve and contribute to the sustainable growth of people's lives and society.

We, Konica Minolta, Inc., adopt a contract-type defined-benefit corporate pension, and we hereby announce that we accept Japan's Stewardship Code as the asset owner of the corporate pension and will fulfill the stewardship responsibilities to the best of our abilities, and request investment managers to fulfill their stewardship responsibilities as well.

Correspondence to each principle of “Japan’s Stewardship Code"

Principle 1.
Institutional investors should have a clear policy on how they fulfill their stewardship responsibilities and publicly disclose it.

We, as the asset owner of the corporate pension, request investment managers to accept the principles of the "responsible institutional investor", Japan's Stewardship Code and engage in effective stewardship activities that take into consideration sustainability in compliance with its investment strategy (mid-to-long term sustainability including ESG factors) and are designed to contribute to mid-to-long term increase of corporate value of investee companies. We will monitor whether investment managers are having constructive 'purposeful dialogue' with investee companies.

Principle 2.
Institutional investors should have a clear policy on how they manage conflicts of interest in fulfilling their stewardship responsibilities and publicly disclose it.

We request investment managers to establish and publicly disclose a clear policy on how they manage conflicts of interest in fulfilling their stewardship responsibilities and form a governance structure to prevent conflicts of interest.
We will manage this properly by choosing investment managers from a wholistic approach, considering not only investment return results but also investment policy, operational structure, and compliance, and entrusting judgement of exercising voting rights solely to investment managers, eliminating any room for our intervention.

Principle 3.
Institutional investors should monitor investee companies so that they can appropriately fulfill their stewardship responsibilities with an orientation towards the sustainable growth of the companies.

We request investment managers to monitor investee companies to appropriately fulfill their stewardship responsibilities with an orientation towards the sustainable growth of companies.

Principle 4.
Institutional investors should seek to arrive at an understanding in common with investee companies and work to solve problems through constructive engagement with investee companies.

We request investment managers to seek to arrive at an understanding in common with investee companies and work to solve problems through constructive 'purposeful dialogue' in order to enhance their mid-to-long term value and capital efficiency and promote their sustainable growth.

Principle 5.
Institutional investors should have a clear policy on voting and disclosure of voting activity. The policy on voting should not be comprised only of a mechanical checklist: it should be designed to contribute to the sustainable growth of investee companies.

We request investment managers to establish a clear policy on voting and disclosure of voting activity records, and to design such policy to contribute to the sustainable growth of investee companies. We also request them to disclose voting records for each investee company and on each individual agenda item basis based on this policy.

Principle 6.
Institutional investors in principle should report periodically on how they fulfill their stewardship responsibilities, including their voting responsibilities, to their clients and beneficiaries.

Since we outsource the management of corporate pension assets to investment managers and are in a position to fulfill stewardship responsibilities through investment managers of the contractors, we request investment managers to report the implementation status and we will report the results to the beneficiaries of the corporate pension at least once a year.

Principle 7.
To contribute positively to the sustainable growth of investee companies, institutional investors should develop skills and resources needed to appropriately engage with the companies and to make proper judgments in fulfilling their stewardship activities based on in-depth knowledge of the investee companies and their business environment and consideration of sustainability consistent with their investment management strategies.

Since we outsource the management of corporate pension assets to investment managers, we request investment managers to develop the appropriate skills to fulfill their stewardship responsibilities.
In addition, we will endeavor to develop the ability to evaluate the stewardship activities of investment managers.

Principle 8.
Service providers for institutional investors should endeavor to contribute to the enhancement of the functions of the entire investment chain by appropriately providing services for institutional investors to fulfill their stewardship responsibilities.

We request our service providers for institutional investors to identify specific circumstances that may give rise to conflicts of interest, put in place a clear policy of how to manage them effectively, develop structures for conflicts of interest management, and disclose such measures.

External Assurance

Konica Minolta engaged KPMG AZSA Sustainability Co., Ltd. to provide assurance on whether its data on the average remuneration by gender and job position noted on Konica Minolta's website have been measured, gathered, and disclosed in accordance with the criteria set by the Group. Indicators that have been assured by KPMG AZSA Sustainability Co., Ltd. are marked with ◆.

In addition, Konica Minolta engaged KPMG AZSA Sustainability Co., Ltd. to provide assurance on whether its data on CO_2 emissions from procurement, research & development, production, product distribution, sales and service, and product usage; energy use; waste discharged externally from manufacturing; atmospheric emissions of volatile organic compounds (VOCs); water consumption; the number of regular employees (by gender); and the percentage of employees with disabilities have been measured, gathered, and disclosed in accordance with the criteria set by the Group. Indicators that have been assured by KPMG AZSA Sustainability Co., Ltd. are marked with ★.

KPMG

Independent Assurance Report

To the President and CEO, Representative Executive Officer of Konica Minolta, Inc.

We were engaged by Konica Minolta, Inc. (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with ◆ or ★ (the "Indicators") for the period from April 1, 2020 to March 31, 2021 (except for the 'Percentage of Employees with Disabilities', which is as of June 1, 2021) included in its Konica Minolta, Inc. Sustainability Report 2021 (the "Report") for the fiscal year ended March 31, 2021.

The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Making inquiries and reviewing materials including documented evidence of one of the Company's domestic facilities selected on the basis of a risk analysis, as alternative procedures to a site visit.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

Our Independence and Quality Control

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

KPMG AZSA Sustainability Co., Ltd.

KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
December 2, 2021

Comment from the Assurance Provider

Shutaro Takakura, KPMG AZSA Sustainability Co., Ltd.

In the Medium-Term Sustainability Plan 2022, which started in fiscal 2020, five material issues are listed, and targets for fiscal 2022 are shown for each theme/indicator included in each material issue.
With regard to environmental aspects, new targets for fiscal 2022 were set for the material issues under “Addressing climate change” and “Using limited resources effectively” including the reduction of CO_2 emission and waste discharge, not only at the Company’s production sites but also at suppliers and customers using the Company’s products/services. In fiscal 2020, the Company achieved their targets in many indicators, but failed in some indicators. As the targets for fiscal 2021 onward are demanding, it will be challenging to achieve the targets through conventional reduction activities only. We expect that the Corporate Sustainability Division will discuss with production sites and sales sites whether there is any potential for new reduction activities or measures in order to achieve the targets.
With regard to social aspects, targets for working styles were set for material issues under “Improving fulfillment in work and corporate dynamism” and “Supporting healthy, high-quality living”, and targets for reducing risks to stakeholders caused by the Company's activities were set under "Ensuring social safety and security". As the interest in workforce diversity increases, stakeholders will pay more attention to this matter. Therefore, just as the Company has added “average remuneration” to their assurance scope this year, we expect that the Company will disclose more broadly on improvements in quality of life for employees and customers, regardless of whether related targets have been set.

Guidelines Index

In setting goals for CSR activities, Konica Minolta refers international guidelines including the UN Global Compact and ISO26000. The CSR Report, which consists of the pamphlet and the web-based information, is in accordance with the Global Reporting Initiative Standards: Core Option..

GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

Universal Standards

GRI Standards		Requirements	References
GRI 102: General Disclosures	**1. Organizational profile**		
	102-1	a. Name of the organization.	Corporate Information > Company Overview
	102-2	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	Corporate Information > Business Units
	102-3	a. Location of the organization's headquarters.	Corporate Information > Company Overview
	102-4	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	Corporate Information > Company Overview Corporate Information > At a Glance Corporate Information > Company Overview Global Network
	102-5	a. Nature of ownership and legal form.	Corporate Information > Company Overview
	102-6	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.	Corporate Information > Business Units Stakeholder Engagement
	102-7	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.	Financial Results / Presentation Materials Company Brochure
	102-8	a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.	ESG Data (See Social Data)
	102-9	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.	Konica Minolta's Supply Chain Management Implementing CSR Procurement

GRI Standards		Requirements	References
	102-10	a. Significant changes to the organization's size, structure, ownership, or supply chain, including: i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions; ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.	-
	102-11	a. Whether and how the organization applies the Precautionary Principle or approach.	Environmental Management System Risk Management Management of Chemical Substances in Products Reduction of Chemical Substances Risks in Production
	102-12	a. A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	Basic Approach and Systems for Sustainability Management Implementing CSR Procurement Addressing the Issue of Conflict Minerals Participation in Initiative
	102-13	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	Basic Approach and Systems for Sustainability Management Implementing CSR Procurement Addressing the Issue of Conflict Minerals Participation in Initiative
	2.Strategy		
	102-14	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	Message from the President
	102-15	a. A description of key impacts, risks, and opportunities.	Message from the President Basic Approach and Systems for Sustainability Management Sustainability Strategy Medium-term Environmental Strategy Sustainability Strategy Material Issue:Improving Fulfillment in Work and Corporate Dynamism Material Issue:Supporting Healthy, High-Quality Living Material Issue:Ensuring Social Safety and Security Material Issue:Addressing Climate Change Material Issue:Using Limited Resources Effectively Medium-Term Business Plan Risk Management
	3.Ethics and integrity		
	102-16	a. A description of the organization's values, principles, standards, and norms of behavior.	Philosophy Basic Approach and Systems for Sustainability Management Compliance
	102-17	a. A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.	Compliance Promotion System

GRI Standards		Requirements	References
	4.Governance		
	102-18	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	Basic Approach and Systems for Sustainability Management Corporate Governance Environmental Management System Risk Management Konica Minolta's Supply Chain Management Quality Management
	102-19	a. Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	Basic Approach and Systems for Sustainability Management
	102-20	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body.	Basic Approach and Systems for Sustainability Management
	102-21	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	Basic Approach and Systems for Sustainability Management
	102-22	a. Composition of the highest governance body and its committees by: i. executive or non-executive; ii. independence; iii. tenure on the governance body; iv. number of each individual's other significant positions and commitments, and the nature of the commitments; v. gender; vi. membership of under-represented social groups; vii. competencies relating to economic, environmental, and social topics; viii. stakeholder representation.	Corporate Governance Corporate Governance Report
	102-23	a. Whether the chair of the highest governance body is also an executive officer in the organization. b. If the chair is also an executive officer, describe his or her function within the organization's management and the reasons for this arrangement.	Corporate Governance
	102-24	a. Nomination and selection processes for the highest governance body and its committees. b. Criteria used for nominating and selecting highest governance body members, including whether and how: i. stakeholders (including shareholders) are involved; ii. diversity is considered; iii. independence is considered; iv. expertise and experience relating to economic, environmental, and social topics are considered.	Corporate Governance Corporate Governance Report
	102-25	a. Processes for the highest governance body to ensure conflicts of interest are avoided and managed. b. Whether conflicts of interest are disclosed to stakeholders, including, as a minimum: i. Cross-board membership; ii. Cross-shareholding with suppliers and other stakeholders; iii. Existence of controlling shareholder; iv. Related party disclosures.	Corporate Governance
	102-26	a. Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social topics.	Basic Approach and Systems for Sustainability Management
	102-27	a. Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.	Corporate Governance Report

GRI Standards		Requirements	References
	102-28	a. Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Whether such evaluation is independent or not, and its frequency. c. Whether such evaluation is a self-assessment. d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	Corporate Governance Report
	102-29	a. Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities – including its role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process Sustainability Targets and Results Risk Management
	102-30	a. Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.	Risk Management
	102-31	a. Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.	Risk Management
	102-32	a. The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	Basic Approach and Systems for Sustainability Management
	102-33	a. Process for communicating critical concerns to the highest governance body.	Risk Management Compliance Promotion System
	102-34	a. Total number and nature of critical concerns that were communicated to the highest governance body. b. Mechanism(s) used to address and resolve critical concerns.	Risk Management Compliance Promotion System
	102-35	a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: i. Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares; ii. Sign-on bonuses or recruitment incentive payments; iii. Termination payments; iv. Clawbacks; v. Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.	Corporate Governance
	102-36	a. Process for determining remuneration. b. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. c. Any other relationships that the remuneration consultants have with the organization.	Corporate Governance
	102-37	a. How stakeholders' views are sought and taken into account regarding remuneration. b. If applicable, the results of votes on remuneration policies and proposals.	-
	102-38	a. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-
	102-39	a. Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-

GRI Standards	Requirements	References
5.Stakeholder engagement		
102-40	a. A list of stakeholder groups engaged by the organization.	Basic Approach and Systems for Sustainability Management Relationship between Konica Minolta and Stakeholders
102-41	a. Percentage of total employees covered by collective bargaining agreements.	Human Rights ESG Data(Social Data)
102-42	a. The basis for identifying and selecting stakeholders with whom to engage.	Relationship between Konica Minolta and Stakeholders
102-43	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Basic Approach and Systems for Sustainability Management Relationship between Konica Minolta and Stakeholders
102-44	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. how the organization has responded to those key topics and concerns, including through its reporting; ii. the stakeholder groups that raised each of the key topics and concerns.	Basic Approach and Systems for Sustainability Management Relationship between Konica Minolta and Stakeholders
6.Reporting practice		
102-45	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	Corporate Information > Company Overview > Global Network
102-46	a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	Basic Approach and Systems for Sustainability Management Sustainability Report Editorial Policy
102-47	a. A list of the material topics identified in the process for defining report content.	Sustainability Strategy
102-48	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.	-
102-49	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	Message from the Sustainability Officer Sustainability Strategy
102-50	a. Reporting period for the information provided.	Sustainability Report Editorial Policy
102-51	a. If applicable, the date of the most recent previous report.	Sustainability Report Editorial Policy
102-52	a. Reporting cycle.	Sustainability Report Editorial Policy
102-53	a. The contact point for questions regarding the report or its contents.	Sustainability Reporting Policy
102-54	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either: i. 'This report has been prepared in accordance with the GRI Standards: Core option'; ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.	Sustainability Reporting Policy
102-55	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.	Guidelines Index

GRI Standards		Requirements	References
	102-56	a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.	External Assurance

Topic-specific Standards

* Core requirements

Economic

GRI Standards		Requirements	Page Number/URL
	GRI 201: Economic Performance		
	201-1	a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	Financial Results / Presentation Materials
	201-2	a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including: i. a description of the risk or opportunity and its classification as either physical, regulatory, or other; ii. a description of the impact associated with the risk or opportunity; iii. the financial implications of the risk or opportunity before action is taken; iv. the methods used to manage the risk or opportunity; v. the costs of actions taken to manage the risk or opportunity.	Response to New Framework for Climate-related Financial Information Disclosure Sustainability Targets and Results ESG Data (See Environmental Data)
	201-3	a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. the basis on which that estimate has been arrived at; iii. when that estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.	Financial Results / Presentation Materials

GRI Standards		Requirements	Page Number/URL
	201-4	a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including: i. tax relief and tax credits; ii. subsidies; iii. investment grants, research and development grants, and other relevant types of grant; iv. awards; v. royalty holidays; vi. financial assistance from Export Credit Agencies (ECAs); vii. financial incentives; viii. other financial benefits received or receivable from any government for any operation. b. The information in 201-4-a by country. c. Whether, and the extent to which, any government is present in the shareholding structure.	-
	GRI 202: Market Presence		
	202-1	a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage. b. When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage. c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used. d. The definition used for 'significant locations of operation'.	Human Rights
	202-2	a. Percentage of senior management at significant locations of operation that are hired from the local community. b. The definition used for 'senior management'. c. The organization's geographical definition of 'local'. d. The definition used for 'significant locations of operation'.	ESG Data (See Social Data)
	GRI 203: Indirect Economic Impacts		
	203-1	a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements.	Contributing to Society
	203-2	a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	-
	GRI 204: Procurement Practices		
	204-1	a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.	-
	GRI 205: Anti-corruption		
	205-1	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	Putting Compliance into Practice

GRI Standards		Requirements	Page Number/URL
	205-2	a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations. d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	Putting Compliance into Practice ESG Data (See Governance Data)
	205-3	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	Putting Compliance into Practice
	GRI 206: Anti-competitive Behavior		
	206-1	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.b. Main outcomes of completed legal actions, including any decisions or judgments.	Putting Compliance into Practice

Environmental

GRI Standards		Requirements	Page Number/URL
	GRI 301: Materials		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Eco Vision 2050 Medium-term Environmental Strategy Sustainable Solutions (Product Initiatives) :Konica Minolta's Approach Sustainable Factory :Konica Minolta's Approach
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Konica Minolta Environmental Policy Eco Vision 2050 Environmental Management System Sustainable Solutions (Product Initiatives) :Konica Minolta's Approach Sustainable Factory :Konica Minolta's Approach Sustainable Solutions Certification System Sustainable Factory Certification System Resource Conservation and Recycling of Products Resource Conservation and Recycling in Production Operations

GRI Standards		Requirements	Page Number/URL
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environmental Management System Sustainable Solutions Certification System Sustainable Factory Certification System
	301-1	a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: i. non-renewable materials used; ii. renewable materials used.	ESG Data (See Environmental Data) Eco Leaf Environmental Label
	301-2	a. Percentage of recycled input materials used to manufacture the organization's primary products and services.	Eco Leaf Environmental Label
	301-3	a. Percentage of reclaimed products and their packaging materials for each product category. b. How the data for this disclosure have been collected.	Product Recycling Reduction of Use of Packaging Materials
	GRI 302: Energy		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Eco Vision 2050 Medium-term Environmental Strategy Sustainable Solutions (Product Initiatives) :Konica Minolta's Approach Sustainable Factory :Konica Minolta's Approach
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Konica Minolta Environmental Policy Eco Vision 2050 Environmental Management System Sustainable Solutions (Product Initiatives) :Konica Minolta's Approach Sustainable Factory :Konica Minolta's Approach Sustainable Solutions Certification System Sustainable Factory Certification System Saving Energy and Preventing Global Warming through Products Saving Energy and Preventing Global Warming in Production Operations Reducing CO_2 Emissions from Distribution
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Medium-term Environmental Strategy Environmental Management System Sustainable Solutions Certification System Sustainable Factory Certification System

GRI Standards		Requirements	Page Number/URL
	302-1	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	ESG Data (See Environmental Data)
	302-2	a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used.	ESG Data (See Environmental Data)
	302-3	a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both.	ESG Data (See Environmental Data)
	302-4	a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.	ESG Data (See Environmental Data)
	302-5	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.	ESG Data (See Environmental Data)
	GRI 303: Water and Effluents		
	303-1	a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff). b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used. c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. d. An explanation of the process for setting any water-related goals and targets that are part of the organization's management approach, and how they relate to public policy and the local context of each area with water stress.	Addressing Biodiversity in Production Activities

GRI Standards		Requirements	Page Number/URL
	303-2	a. A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including: i. how standards for facilities operating in locations with no local discharge requirements were determined; ii. any internally developed water quality standards or guidelines; iii. any sector-specific standards considered; iv. whether the profile of the receiving waterbody was considered.	Addressing Biodiversity in Production Activities
	303-3	a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	ESG Data (See Environmental Data) Standards for Calculating Environmental Data
	303-4	a. Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable. b. A breakdown of total water discharge to all areas in megaliters by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). c. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). d. Priority substances of concern for which discharges are treated, including: i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. the approach for setting discharge limits for priority substances of concern; iii. number of incidents of non-compliance with discharge limits. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	ESG Data (See Environmental Data)
	303-5	a. Total water consumption from all areas in megaliters. b. Total water consumption from all areas with water stress in megaliters. c. Change in water storage in megaliters, if water storage has been identified as having a significant water-related impact. d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.	-

GRI Standards	Requirements	Page Number/URL
GRI 304: Biodiversity		
304-1	a. For each operational site owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas, the following information: i. Geographic location; ii. Subsurface and underground land that may be owned, leased, or managed by the organization; iii. Position in relation to the protected area (in the area, adjacent to, or containing portions of the protected area) or the high biodiversity value area outside protected areas; iv. Type of operation (office, manufacturing or production, or extractive); v. Size of operational site in km2 (or another unit, if appropriate); vi. Biodiversity value characterized by the attribute of the protected area or area of high biodiversity value outside the protected area (terrestrial, freshwater, or maritime ecosystem); vii. Biodiversity value characterized by listing of protected status (such as IUCN Protected Area Management Categories, Ramsar Convention, national legislation).	-
304-2	a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level). b. Significant direct and indirect positive and negative impacts with reference to the following: i. Species affected; ii. Extent of areas impacted; iii. Duration of impacts; iv. Reversibility or irreversibility of the impacts.	-
304-3	a. Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals. b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures. c. Status of each area based on its condition at the close of the reporting period. d. Standards, methodologies, and assumptions used.	-
304-4	a. Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk: i. Critically endangered ii. Endangered iii. Vulnerable iv. Near threatened v. Least concern	Two endangered species have been found at our group sites, the Golden Orchid (Cephalanthera falcata) and the Japanese Lily (Lilium speciosum), both at Tokyo Site Hino. Both species are classified as Vulnerable (VU) on the 4th Version of the Japanese Red Lists maintained by Japan's Ministry of the Environment.
GRI 305: Emissions		
103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Eco Vision 2050 Medium-term Environmental Strategy Sustainable Solutions (Product Initiatives) :Konica Minolta's Approach Sustainable Factory :Konica Minolta's Approach

GRI Standards		Requirements	Page Number/URL
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Konica Minolta Environmental Policy Eco Vision 2050 Sustainability Targets and Results Environmental Management System Sustainable Solutions (Product Initiatives) :Konica Minolta's Approach Sustainable Factory :Konica Minolta's Approach Sustainable Solutions Certification System Sustainable Factory Certification System Saving Energy and Preventing Global Warming through Products Saving Energy and Preventing Global Warming in Production Operations Reducing CO_2 Emissions from Distribution
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Sustainability Targets and Results Environmental Management System Sustainable Solutions Certification System Sustainable Factory Certification System
	305-1	a. Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent. b. Gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 ESG Data (See Environmental Data) Standards for Calculating Environmental Data
	305-2	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent. c. If available, the gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 ESG Data (See Environmental Data) Standards for Calculating Environmental Data

GRI Standards		Requirements	Page Number/URL
	305-3	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO_2 equivalent. b. If available, the gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 ESG Data (See Environmental Data) Standards for Calculating Environmental Data
	305-4	a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	ESG Data (See Environmental Data)
	305-5	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO_2 equivalent. b. Gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.	Sustainable Solutions Certification System Sustainable Factory Certification System ESG Data (See Environmental Data) Standards for Calculating Environmental Data
	305-6	a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.	-
	305-7	a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOX ii. SOX iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used.	ESG Data (See Environmental Data) Standards for Calculating Environmental Data
	GRI 306: Effluents and Waste		
	306-1	a. Total volume of planned and unplanned water discharges by: i. destination; ii. quality of the water, including treatment method; iii. whether the water was reused by another organization. b. Standards, methodologies, and assumptions used.	ESG Data (See Environmental Data)

GRI Standards		Requirements	Page Number/URL
	306-2	a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) c. How the waste disposal method has been determined: i. Disposed of directly by the organization, or otherwise directly confirmed ii. Information provided by the waste disposal contractor iii. Organizational defaults of the waste disposal contractor	ESG Data (See Environmental Data)
	306-3	a. Total number and total volume of recorded significant spills. b. The following additional information for each spill that was reported in the organization's financial statements: i. Location of spill; ii. Volume of spill; iii. Material of spill, categorized by: oil spills (soil or water surfaces), fuel spills (soil or water surfaces), spills of wastes (soil or water surfaces), spills of chemicals (mostly soil or water surfaces), and other (to be specified by the organization). c. Impacts of significant spills.	Soil and Groundwater-Environmental Data
	306-4	a. Total weight for each of the following: i. Hazardous waste transported ii. Hazardous waste imported iii. Hazardous waste exported iv. Hazardous waste treated b. Percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used.	-
	306-5	a. Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on: i. the size of the water body and related habitat; ii. whether the water body and related habitat is designated as a nationally or internationally protected area; iii. the biodiversity value, such as total number of protected species.	Addressing Biodiversity in Production Activities
	GRI 307: Environmental Compliance		
	307-1	a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.	Environmental Management System

GRI Standards		Requirements	Page Number/URL
	GRI 308: Supplier Environmental Assessment		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Responsible Supply Chain Implementing CSR Procurement
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Konica Minolta's Supply Chain Management Implementing CSR Procurement
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Sustainability Targets and Results Konica Minolta's Supply Chain Management Implementing CSR Procurement
	308-1	a. Percentage of new suppliers that were screened using environmental criteria.	Implementing CSR Procurement
	308-2	a. Number of suppliers assessed for environmental impacts. b. Number of suppliers identified as having significant actual and potential negative environmental impacts. c. Significant actual and potential negative environmental impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	Implementing CSR Procurement

Social

GRI Standards		Requirements	Page Number/URL
	GRI 401: Employment		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Material Issue:Improving Fulfillment in Work and Corporate Dynamism Human Capital Ensuring Work-Life Balance
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Ensuring Work-Life Balance

GRI Standards		Requirements	Page Number/URL
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Sustainability Targets and Results
	401-1	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	ESG Data (See Social Data)
	401-2	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'.	Ensuring Work-Life Balance
	401-3	a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.	ESG Data (See Social Data)
	GRI 402: Labor/Management Relations		
	402-1	a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Human Rights
	GRI 403: Occupational Health and Safety		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Material Issue:Supporting Healthy, High-Quality Living Managing Occupational Safety and Health
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Managing Occupational Safety and Health

GRI Standards		Requirements	Page Number/URL
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Sustainability Targets and Results Managing Occupational Safety and Health
	403-1	a. A statement of whether an occupational health and safety management system has been implemented, including whether: i. the system has been implemented because of legal requirements and, if so, a list of the requirements; ii. the system has been implemented based on recognized risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines. b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.	Managing Occupational Safety and Health
	403-2	a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including: i. how the organization ensures the quality of these processes, including the competency of persons who carry them out; ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.	Managing Occupational Safety and Health ESG Data (See Social Data)
	403-3	a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.	Managing Occupational Safety and Health
	403-4	a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers. b. Where formal joint management–worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.	Managing Occupational Safety and Health
	403-5	a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	Managing Occupational Safety and Health
	403-6	a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.	Initiatives to Increase the Health of Employees

GRI Standards		Requirements	Page Number/URL
	403-7	a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services by its business relationships, and the related hazards and risks.	Implementing CSR Procurement
	403-8	a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines: i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Managing Occupational Safety and Health
	403-9	a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	ESG Data (See Social Data) Managing Occupational Safety and Health

GRI Standards		Requirements	Page Number/URL
	403-10	a. For all employees: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. c. The work-related hazards that pose a risk of ill health, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Initiatives to Increase the Health of Employees
	GRI 404: Training and Education		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Material Issue:Improving Fulfillment in Work and Corporate Dynamism Developing Human Capital
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Developing Human Capital
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Sustainability Targets and Results
	404-1	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	Developing Human Capital ESG Data (See Social Data)
	404-2	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Developing Human Capital
	404-3	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	-

GRI Standards	Requirements	Page Number/URL
GRI 405：Diversity and Equal Opportunity		
103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Material Issue:Improving Fulfillment in Work and Corporate Dynamism Diversity Supporting Women's Career Building Utilizing Employee Experiences Gained Outside the Company and Abroad
103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Diversity Supporting Women's Career Building Utilizing Employee Experiences Gained Outside the Company and Abroad
103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Sustainability Targets and Results Supporting Women's Career Building
405-1	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	Supporting Women's Career Building ESG Data (See Social Data)
405-2	a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. The definition used for 'significant locations of operation'.	ESG Data (See Social Data)
GRI 406: Non-discrimination		
406-1	a. Total number of incidents of discrimination during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	Compliance Promotion System
GRI 407: Freedom of Association and Collective Bargaining		
407-1	a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining	Human Rights

GRI Standards	Requirements	Page Number/URL
GRI 408: Child Labor		
408-1	a. Operations and suppliers considered to have significant risk for incidents of: i. child labor; ii. young workers exposed to hazardous work. b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor	Human Rights
GRI 409: Forced or Compulsory Labor		
409-1	a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.	Human Rights
GRI 410: Security Practices		
410-1	a. Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security. b. Whether training requirements also apply to third-party organizations providing security personnel.	-
GRI 411: Rights of Indigenous Peoples		
411-1	a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	-
GRI 412: Human Rights Assessment		
412-1	a. Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.	Implementing CSR Procurement Human Rights
412-2	a. Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations. b. Percentage of employees trained during the reporting period in human rights policies or procedures concerning aspects of human rights that are relevant to operations.	-
412-3	a. Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening. b. The definition used for 'significant investment agreements'.	-

GRI Standards	Requirements	Page Number/URL
GRI 413: Local Communities		
413-1	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.	-
413-2	a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.	-
GRI 414: Supplier Social Assessment		
103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Responsible Supply Chain Implementing CSR Procurement
103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Responsible Supply Chain > Konica Minolta's Approach Konica Minolta's Supply Chain Management Implementing CSR Procurement
103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Sustainability Targets and Results Konica Minolta's Supply Chain Management Implementing CSR Procurement
414-1	a. Percentage of new suppliers that were screened using social criteria.	Implementing CSR Procurement
414-2	a. Number of suppliers assessed for social impacts. b. Number of suppliers identified as having significant actual and potential negative social impacts. c. Significant actual and potential negative social impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why.	Implementing CSR Procurement

GRI Standards	Requirements	Page Number/URL
GRI 415: Public Policy		
415-1	a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary. b. If applicable, how the monetary value of in-kind contributions was estimated.	ESG Data (See Governance Data)
GRI 416: Customer Health and Safety		
103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Material Issue:Ensuring Social Safety and Security Customer Satisfaction and Product Safety Achieving Top-Tier Quality and Reliability
103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Sustainability Targets and Results Quality Management Achieving Top-Tier Quality and Reliability
103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Sustainability Targets and Results Quality Management
416-1	a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Achieving Top-Tier Quality and Reliability
416-2	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Achieving Top-Tier Quality and Reliability
GRI 417: Marketing and Labeling		
417-1	a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling: i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.	Sustainable Solution Certification System Provision of Product Environmental Information Management of Chemical Substances in Products Product Recycling Achieving Top-Tier Quality and Reliability Providing Useful Products to Meet Social Needs

GRI Standards		Requirements	Page Number/URL
	417-2	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Putting Compliance into Practice
	417-3	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Putting Compliance into Practice
	GRI 418: Customer Privacy		
	418-1	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by: i. complaints received from outside parties and substantiated by the organization; ii. complaints from regulatory bodies. b. Total number of identified leaks, thefts, or losses of customer data. c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.	Information Security
	GRI 419: Socioeconomic Compliance		
	419-1	a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient. c. The context against which significant fines and non-monetary sanctions were incurred.	Putting Compliance into Practice

Guidelines Index

In setting goals for CSR activities, Konica Minolta refers international guidelines including the UN Global Compact and ISO26000. The CSR Report, which consists of the pamphlet and the web-based information, is in accordance with the Global Reporting Initiative Standards: Core Option..

GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

ISO26000

Core subjects	issues	Website
Organizational governance	1. Organizational governance	Basic Approach and Systems for Sustainability Management
		Management and Governance Structure
Human rights	1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social, and cultural rights 8. Fundamental principles and rights at work	Implementing CSR Procurement
		Addressing the Issue of Conflict Minerals
		Human Rights
		Compliance Promotion System
Labour practices	1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplaces	Diversity
		Human Rights
		Promoting Reform of Corporate Culture and Communication
		Initiatives to Increase the Health of Employees
		Managing Occupational Safety and Health
		Developing Human Capital
The environment	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats	Environmental Management System
		Green Products (Product Initiatives)
		Green Factories (Procurement and Production Initiatives)
		Green Marketing
Fair operating practices	1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights	Compliance
		Responsible Supply Chain

Core subjects	issues	Website
Consumer issues	1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness	Information Disclosure
		Assuring Product Safety
		Increasing Customer Satisfaction
		Putting Compliance into Practice
Community involvement and development	1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment	Contributing to Society

Guidelines Index

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GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

Global Compact

Items	Principles	Website
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	Implementing CSR Procurement
		Addressing the Issue of Conflict Minerals
		Human Rights
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.	Implementing CSR Procurement
		Human Rights
		Diversity
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Environmental Management System
		Green Products (Product Initiatives)
		Green Factories (Procurement and Production Initiatives)
		Green Marketing
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Putting Compliance into Practice

Guidelines Index

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GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

HARDWARE

TOPIC	CODE	ACCOUNTING METRIC	Website
Product Security	TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Enhancing the Security of Products and Services For more information on MFP security features, click below. Providing Useful Products to Meet Social Needs • Security Functions for MFPs
Employee Diversity & Inclusion	TC-HW-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	ESG Data(Ref.Social Data) To learn about Konica Minolta's initiatives for diversity and inclusion, click below. Diversity
Product Lifecycle Management	TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Management of Chemical Substances in Products • Compliance with IEC 62474 For more information on chemical substance management, click below. Management of Chemical Substances in Products • Prior Check of Substances Contained in Products Reduction of Chemical Substances Risks in Production • Prior Risk Assessment of Chemical Substances Green Procurement System To check substances prohibited or controlled in Konica Minolta products, as outlined in the Green Procurement Guidelines, click below. > MSDS(SDS)・AIS Provision of Product Environmental Information • Environmental Labels

TOPIC	CODE	ACCOUNTING METRIC	Website
	TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Provision of Product Environmental Information • EPEAT (Electronic Product Environmental Assessment Tool) To read about how Konica Minolta incorporates environmentally friendly principles into product design, click below. Management of Chemical Substances in Products • Prior Check of Substances Contained in Products Resource Conservation and Recycling of Products • Upgraded Recycling That Increases the Value of Materials (Application of Recycled Materials) Resource Conservation and Recycling in Production Operations • Promoting Resource Conservation and Recycling at Production Sites Reducing CO_2 Emissions from Distribution • Reconsidering Distribution Routes and Consolidating Logistics Facilities • Milk Run Logistics (Common Collection of Cargos) Reduction of Use of Packaging Materials Saving Energy and Preventing Global Warming through Green Products • Energy Savings of Office Equipment
	TC-HW-410a.3	Percentage of eligible products, by revenue, meeting ENERGY STAR® criteria	Provision of Product Environmental Information
	TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	ESG Data (Ref.Environmental Data) For more information on product recycling initiatives, click below. Product Recycling
Supply Chain Management	TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Implementing CSR Procurement • CSR Assessments Using a Self-Assessment Questionnaire • CSR Audits
	TC-HW-430a.2	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	Implementing CSR Procurement • CSR Audits
Materials Sourcing	TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Addressing the Issue of Conflict Minerals • Framework for Initiatives Resource Conservation and Recycling of Products • Upgraded Recycling That Increases the Value of Materials (Application of Recycled Materials) Konica Minolta's Supply Chain Management • Supply Chain Management

Sustainability Reporting Policy

The Konica Minolta Sustainability Website (hereinafter, the "site") reports on specific initiatives to address material issues that Konica Minolta (hereinafter, the "company") is pursuing. The company also issues an annual Integrated Report that summarizes information of interest to investors and shareholders, as well as financial and non-financial information that is of great importance to Konica Minolta. The purpose of the site, however, is to provide even more detailed sustainability information.
In recent years, with the growing investor interest in non-financial corporate information, the company decided to disclose all of its sustainability information promptly and comprehensively on this website. It stopped publishing both its CSR Report and Environmental Report in 2020.
The online content is prepared based on various global guidelines and the information needs of stakeholders.
A PDF version of the Sustainability Website is posted on the Site about two months after the content is initially posted.

Report Boundary

Information on the site covers Konica Minolta, Inc. and its consolidated subsidiaries. When data is given on a specific subset of companies, the boundary is separately indicated.
Note: At this site, “Konica Minolta” refers to the Konica Minolta Group.

Reporting Period

In principle, the site covers activities undertaken from April 1, 2020 to March 31, 2021. Some sections may include information on earlier initiatives or more recent activities. At the site, “fiscal 2020” refers to the fiscal year that started April 1, 2020 and ended March 31, 2021.

Publication Date

September 2021 (Next report: scheduled for September 2022; previous report: December 2020)

Adherence to Global Guidelines

- Global Reporting Initiative (GRI) Standards
  The reporting on this site complies with the Core option of the GRI Standards.
- Sustainability Accounting Standards Board (SASB)
- United Nations Global Compact
- ISO 26000
- Environmental Reporting Guidelines 2018

For a comparison of the GRI Standards, SASB, United Nations Global Compact, and ISO26000, please see the Guideline Comparison Chart.

External Assurance

External Assurance has been performed by KPMG AZSA Sustainability Co., Ltd. for some of the company's environmental and social initiative data for fiscal 2020 (April 1, 2020 to March 31, 2021; except for the 'Percentage of Employees with Disabilities', which is as of June 1, 2021). Please refer to the external assurance statement for more information.

Related Information

Obtain other Konica Minolta publications from the Document Download page.
●Integrated Report ●Company Brochure ●Intellectual Property Report ●Corporate Governance Report
●IT Performance Report

For inquiries regarding the information on this site:

Corporate Sustainability Operations
Konica Minolta, Inc.

Contact

Disclaimer

In addition to facts about past or present circumstances, this site contains descriptions of the Group's current plans and projections for the future. These descriptions are based on information that is currently available and have been deemed reasonable based on the Group's current status. The Group's actual performance could differ from its predictions due to future changes in the business environment.