Konica Minolta, Inc. Sustainability Report 2025

Contents

(Website information as of October 2025)

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Sustainability



> 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

> 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.

Highly Relevant Material Issues

- Improving Fulfillment in Work and Corporate Dynamism
- Supporting Healthy, High-Quality Living
- Ensuring Social Safety and Security

> 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.

Highly Relevant Material Issues

- Addressing Climate Change
- Using Limited Resources Effectively

> Governance



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

> Evaluation by External Parties
> Stakeholder Engagement
> Participation in Initiatives
> ESG data
> List of Policies
> Report Archives
> Reporting Policy
> External Assurance
> Guidelines Index

Basic Approach and Systems for Sustainability Management

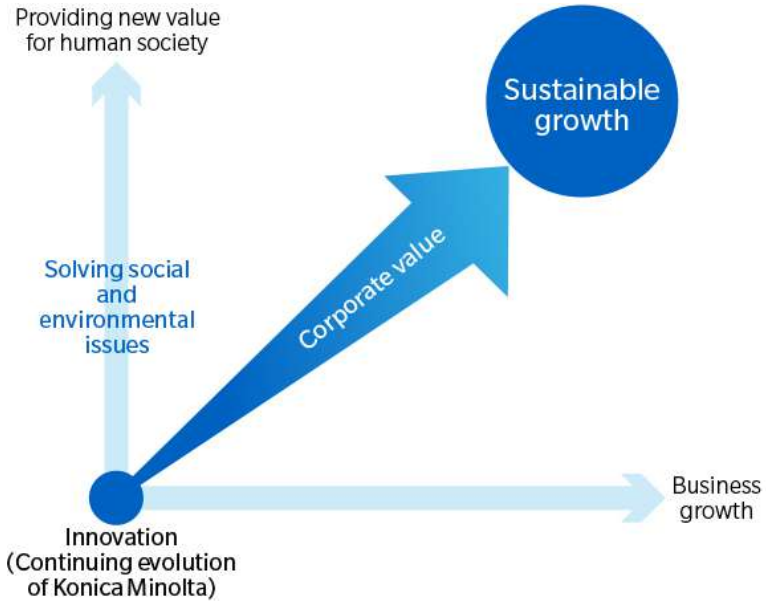
Basic Approach: Grow the Business by Providing New Value That Helps Build a Sustainable Society

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.



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

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

The Konica Minolta Group respects and follows widely adopted international social responsibility initiatives, including the Global Compact initiated by the United Nations.

Universal Declaration of Human Rights
United Nations Guiding Principles on Business and Human Rights
OECD Guidelines for Multinational Enterprises
ISO26000
Japan Business Federation (Nippon Keidanren) Charter of Corporate Behavior

Sustainability Management System

The President and CEO is tasked with the ultimate responsibility and authority for overall sustainability management and is also responsible for its effectiveness. The actual sustainability management activities for the entire Group are promoted by each Group executive for corporate sustainability, under the President. Just like other key management issues, discussions and decisions on key sustainability issues are made at official decision-making bodies such as the Management Council, with the aim of enhancing alignment with management and business strategies.

Each Group executive in charge creates a medium-term management plan for sustainability, which is consolidated into a Company-wide business plan, and approved by the Board of Directors after discussion and approval by the Management Council and other convening bodies as a management plan for the entire Group. In the process of formulating the medium-term management plan, each executive in charge of sustainability, led by the executive in charge of corporate planning, reviews material issues by conducting a rolling review of degree of risk change. After deliberation and approval by the Management Council and other convening bodies, the Board of Directors approves it.

Each executive in charge of sustainability establishes a Promotion Committee as necessary to review and promote the medium-term sustainability plan. For example, in the Group Environmental Promotion Committee, officers in charge of promotion appointed by the heads of the business and corporate divisions participate in deliberations on the medium-term and annual environmental plans, monitor quarterly progress, and examine environmental issues affecting the Group.

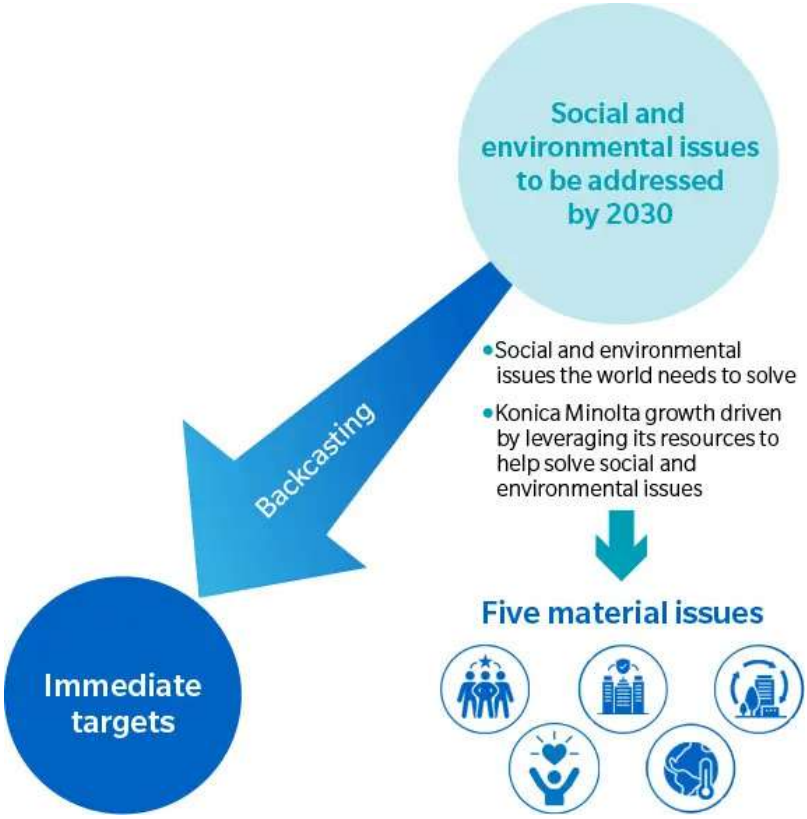
Since fiscal 2023, Konica Minolta has further strengthened sustainability initiatives as part of its overall management activities by linking key non-financial indicators such as the CO_2 emissions reduction indicator and employee engagement score to medium-term stock compensation.



Sustainability Strategy

Helping to Solve Social Issues through Businesses Focused on Five 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, increasing use of biotechnology, multipolarity in international relations, and a worsening climate crisis. Given the uncertain future the world faces, Konica Minolta re-examined its DNA to identify the social and environmental challenges it will endeavor to address by fiscal 2030. From these, Konica Minolta has backcasted to determine what it must do now.

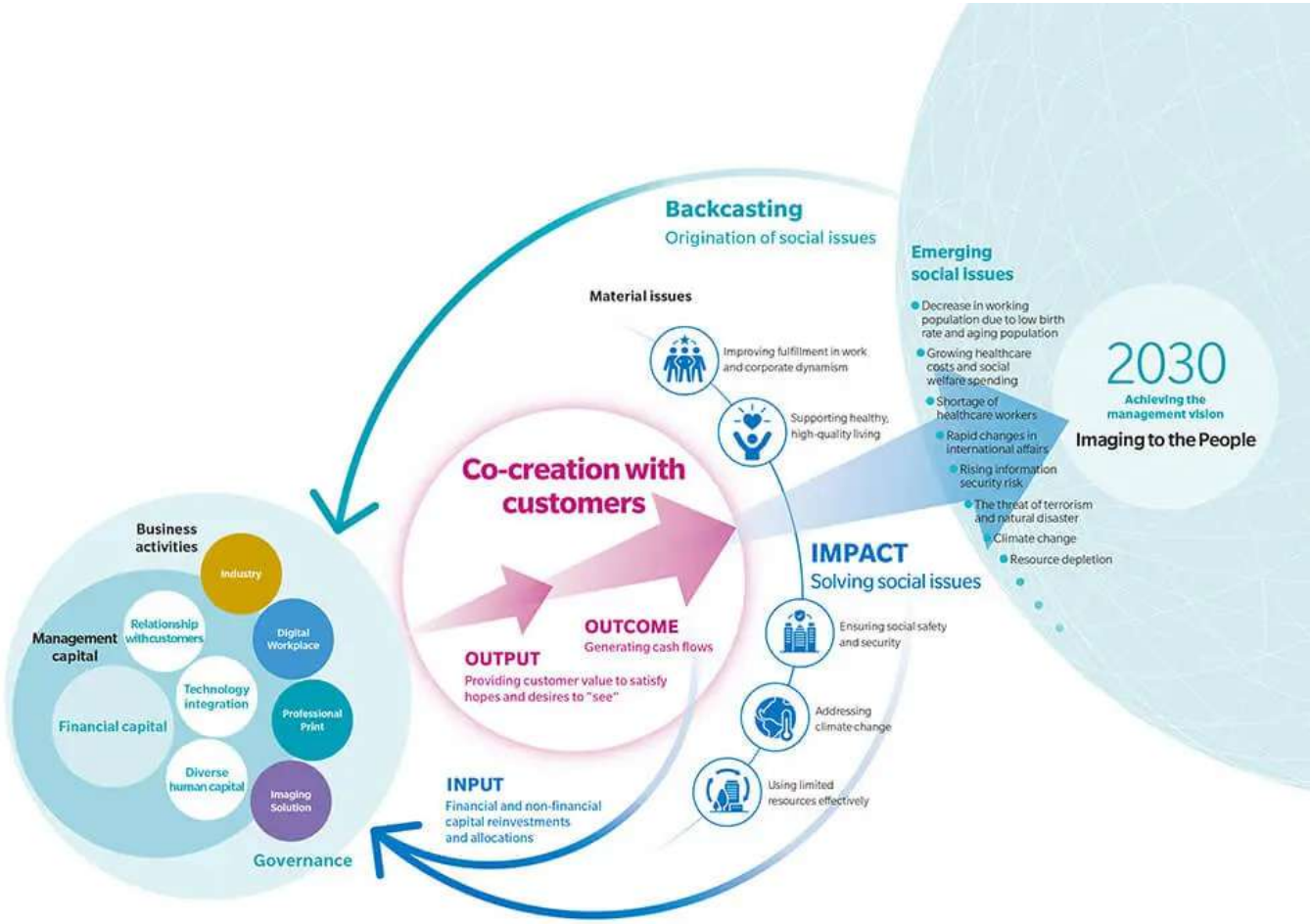


Konica Minolta has also defined its "Vision for 2030" for each of these material issues, showing the direction for creating mid- to long-term value.

Vision for 2030 and Five 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 of clients, society, and at 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.	
Using limited resources effectively	Promote the effective use of resources at Konica Minolta, while also helping corporate clients and suppliers to achieve effective use.	

Value Creation Process



Konica Minolta aims to achieve sustainable corporate growth by continuously repeating its value creation process. This process integrates the Group's intangible assets (customer relationships, technology integration, and diverse human capital). Konica Minolta also seeks to create customer value through co-creation with customers across its four business groups. This, in turn, generates cash flow, as economic value, and expands the impact of solving environmental and social issues.

Click below for details on the material issue identification process.

- Material Issue Evaluation and Identification Process

Sustainable Products that Create Customer Value and Social Value

Identifying products and solutions that solve social and environmental issues by material issues.

- Products that contribute to each material issue

Opportunities and Risks for Material Issues

Risk Management

Sustainability-related risks (such as climate change, information security, etc.) based on identified material issues are integrated with company-wide risks and managed by the Risk Management Committee.

Opportunities and Risks

The material issues and the related opportunities and risks are shown in the table below. Each of Konica Minolta's businesses works to create value with an awareness of material issues. For example, in the Industry Business, Konica Minolta is working to resolve the issue of passing on the skills of top workers by automating the inspection process, which relies on the skills of experienced workers at production sites, and to reduce the number of required workers, and contribute to greater quality of end products, and improve fulfillment in work and corporate dynamism. In the professional print business, the Company is helping to address climate change and use limited resources effectively by transforming its customers' supply chains to reduce transport, storage, disposal, and intermediate materials through production conducted with the right timing, quantities, and location. Furthermore, in the Imaging Solutions business, we contribute to "supporting healthy, high-quality living" by realizing early detection and diagnosis.

	Social and environmental issues (Assumptions for 2030)	Opportunities	Risks
Improving fulfillment in work and corporate dynamism	Bridging the digital divide and eliminating the labor shortage Opportunity gaps for employment and creation	Transforming workflow and supply chain to help customers improve productivity and shift to more creative work	Declining employee diversity, independence, and ability to innovate due to stagnant efforts to create workplaces that promote diversity
Supporting healthy, high-quality living	Lower sustainability of medical and nursing care Restricted medical care access Reduced social security spending	Contributing to early diagnosis, lower medical costs, and higher QOL through imaging and medical IT services	
Ensuring social safety and security	Risk of workplace accidents due to aging facilities, etc.	Ensuring the safety and security of businesses and society through image monitoring Ensuring customer product and service quality through advanced measurement and inspection	Damage to company or society due to serious accidents caused by products or services
Addressing climate change	Adaptation to changes associated with the transition to a carbon-neutral world Impact of climate change on society, the economy, and the ecosystem	Reducing the impact of energy and CO_2 on corporate clients and society by transforming the workflow and supply chain	Declining competitiveness due to delayed transition to sustainable energy Delay in shifting to a revenue model that is not dependent on print charges Supply chain disruptions due to abnormal weather
Using limited resources effectively	Adaptation to changes associated with the transition to a circular economy Impact of resource depletion on society, the economy, and the ecosystem	Reducing resource consumption and improving resource efficiency at corporate clients and in society by transforming the workflow and supply chain	Declining competitiveness due to delayed switching to sustainable raw materials Increasing material costs due to raw material shortages and supply instability

Impact Assessment on External Stakeholders

Material Issues	Impact on External Stakeholders	Output	Impact
Addressing Climate Change	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. Konica Minolta is promoting the reduction of CO_2 emissions by downsizing its products, incorporating energy-saving designs, and implementing energy conservation and renewable energy in production. We believe that these actions will lead to a reduction in the economic losses brought to society and the environment.	Scope 1,2,3 CO_2 reduction: 42,000 t (FY2024)	Social cost of reduced carbon*1: 1,200 million yen
Using Limited Resources Effectively	In order to make more effective use of finite resources, it is necessary not only to reduce the amount of resources wasted, but also to recover and recycle waste. Konica Minolta has developed a new technology to recycle disposable plastics such as milk bottles and PET bottles. The company is contributing to waste reduction by actively using recycled plastics for the housings and consumables of its MFPs. We believe this will help reduce waste disposal and management costs for society as a whole.	Amount of recycled plastic introduced: 4,000 t (FY2024)	Social cost of reduced waste*2: 180 million yen

Notes:

＊1 Social cost of carbon is calculated at 190 US dollars per ton of CO_2 based on the survey data from the "Report on the Social Cost of Greenhouse Gases" (U.S. EPA, 2022).

＊2 Social cost of waste is calculated at 46,000 yen per ton of waste based on the waste disposal fee of the Tokyo Metropolitan Government (Tokyo Twenty-three Wards Cleaning Partial Administrative Association).

Sustainability Strategy

Sustainability Targets and Results

Konica Minolta has set indicators in line with its material issues and uses them to manage progress.

Initiatives from FY2020 to FY2025

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.

Konica Minolta reports on the targets and action plans to create social and environmental value and economic value in line with these five material issues were also formulated.

Click image to jump to the page

List of Targets and Results

Sustainability Targets and Progress FY2020–FY2025

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

Improving Fulfillment in Work and Corporate Dynamism

Vision for 2030: Improving productivity at Konica Minolta, as well as among its customers and society, creating time for creativity, and developing environments where individuals can thrive

Themes	Indicators			FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
Increasing Customer Productivity and Making Time for Creativity																
Creating an organization that draws out potential talent so that individuals can thrive	Social and environmental value	GES score*1	Employee engagement score*3	GES design	GES design	6.4 (GES implementation Problem identification and goal setting)	GES implementation Problem identification and goal setting	6.6	10% score increase in GES compared to FY2021	6.8	–	6.8	–	7.7 (Industry average)	Top 25% in industry	–
			Equity*2 Note 1	–	–	7.1 (6.1)	–	7.4 (6.1)	–	7.6(6.6)	7.6(6.4)	7.6(6.7)	7.8(6.7)	8.0 (7.0) or more	–	△
			Freedom of opinion*4 Note 1	–	–	6.9 (6.5)	–	7.2 (6.6)	–	7.3(6.8)	7.5(6.9)	7.4(6.9)	7.7(7.2)	8.0 (7.5) or more	–	△
		Percentage of management positions held by women (%)*3		7.2	–	9.1	8	9.9	10% or more	10.7	11% or more	11.1	12% or more	13% or more	18% or more*6	△
		Percentage of women among new graduate recruits (%)*3		33	30% or more	35	30% or more	37	Maintain 30% or more	39	30% or more	34	30% or more	30% or more	–	○

Note: Target scope: Konica Minolta, Inc. However, the scope of targets of the GES score (*2) is the Konica Minolta Group (worldwide) and the data for Konica Minolta, Inc. in parentheses in Note 1.
*1 GES score: The average score of answers, on a scale of 0 to 10, to relevant questions in the Global Employee Survey
*2 Equity: "People from all backgrounds are treated fairly at my company."
*3 Time of compilation: As of April 1 of the following fiscal year.
*3 Engagement: Applicable question "How likely is it you would recommend Konica Minolta as a place to work?" [This has been corrected due to an error in the question description.This question has been used consistently since FY2021.]
*4 Freedom of opinion: "At work, my opinions are valued."
*6 Target value as of April 1, 2030.

List of Targets and Results

Sustainability Targets and Progress FY2020-FY2025

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

Improving Fulfillment in Work and Corporate Dynamism

Vision for 2030: Improving productivity at Konica Minolta, as well as among its customers and society, creating time for creativity, and developing environments where individuals can thrive

Themes	Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
Increasing Customer Productivity and Making Time for Creativity															
Creating an organization that draws out potential talent so that individuals can thrive	Social and environmental value	GES score*1 Employee engagement score*2	GES design	GES design	6.4 (GES implementation Problem identification and goal setting)	GES implementation Problem identification and goal setting	6.6	10% score increase in GES compared to FY2021	6.8	—	6.8	—	7.7 (Industry average)	Top 25% in industry	—
		Equity*3 Note 1	—	—	7.1 (6.1)	—	7.4 (6.1)	—	7.6(6.6)	7.6(6.4)	7.6(6.7)	7.8(6.7)	8.0 (7.0) or more	—	△
		Freedom of opinion*4 Note 1	—	—	6.9 (6.5)	—	7.2 (6.6)	—	7.3(6.8)	7.5(6.9)	7.4(6.9)	7.7(7.2)	8.0 (7.5) or more	—	△
		Percentage of management positions held by women (%)*5	7.2	—	9.1	8	9.9	10% or more	10.7	11% or more	11.1	12% or more	13% or more	18% or more*6	△
		Percentage of women among new graduate recruits (%)*5	23	30% or more	35	30% or more	37	Maintain 30% or more	39	30% or more	34	30% or more	30% or more	—	○

Note: Target scope: Konica Minolta, Inc. However, the scope of targets of the GES score (*2) is the Konica Minolta Group (worldwide) and the data for Konica Minolta, Inc. in parentheses in Note 1.
*1 GES score: The average score of answers, on a scale of 0 to 10, to relevant questions in the Global Employee Survey
*2 Engagement: Applicable question "How likely is it you would recommend Konica Minolta as a place to work?" (This has been corrected due to an error in the question description.This question has been used consistently since FY2021.)
*3 Equity: "People from all backgrounds are treated fairly at my company."
*4 Freedom of opinion: "At work, my opinions are valued."
*5 Time of compilation: As of April 1 of the following fiscal year.
*6 Target value as of April 1, 2030.

Supporting Healthy, High-Quality Living

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

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
Promoting Healthier and Higher-quality Lives at Customers																
Developing Safe and Comfortable Workplaces Where Employees Feel Motivated	Improving organizational health score	Social and environmental value	Percentage of workplaces where stress levels exceed the appropriate range*1	—	—	—	—	13.3%	—	5.3%	12.5%	5.9%	11.3%	9.3%	—	○
			Average score of the organizational health survey results (10-point scale)	—	—	—	—	6.1	—	6.3	6.4	6.4	6.9	7.7	—	△
	Employee health		Presenteeism: Percentage of employees with moderate or greater impaired work function due to health problems*2	—	—	—	—	18.2%	—	18.2%	17.1%	17.8%	16.1%	15.1%	—	△
			Absenteeism*3 : Average reduction*4 in the number of days of leave for the person on leave*5	—	—	—	—	—	—	2% increase	3% decrease	12% decrease	9% decrease	17% decrease	—	○

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

Ensuring Social Safety and Security

Vision for 2030: Enhancing safety and security in the workplaces and daily lives of customers and society, while minimizing risks associated with Konica Minolta's products and services

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
Providing Safety and Security in the Workplaces of Corporate Clients and in Society																
Minimizing Risks Related to the Safety and Security of Konica Minolta Products and Services	Eliminating chemical substances harmful to health	Social and environmental value	Number of serious accidents*1 caused by chemical substances	0	0	0	0	0	0	0	0	0	0	0	0	○
	Enhancing user safety for products and services		Number of serious product-related accidents*2	0	0	0	0	0	0	0	0	0	0	0	0	○
	Thoroughly preventing major information security accidents		Number of serious product security incidents*3	0	0	0	0	0	0	0	0	0	0	0	0	○

*1 Serious accident: A case that causes serious harm to the product user's life and/or body and cases that cause serious and significant impact on the business of the product user
*2 Serious product-related accidents refer to those accidents that cause serious harm to the product user's life and/or body and accidents that cause serious damage to assets other than the product.
*3 Serious security incidents refer to cases where product security has caused a serious and significant impact on the business of product users.

Addressing Climate Change

Vision for 2030: Reduce CO2 emissions by Konica Minolta. Enhance CO2 emissions reduction at corporate clients and suppliers.

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2050 Targets	FY2024 Target Achievement Status
Reducing Energy Use and CO $_2$ Emissions by Transforming Customer Processes		Social and environmental value	Contribution to CO_2 reduction outside the Konica Minolta product lifecycle*1 (Scope 4) (thousand tons)	578	590	585	700	624	640	631	630	682	690	800	1,000	2,060	△
		Economic value	Solution sales (billion yen)	50.8	56.0	56.4	66.0	75.5	71.0	83.6	89.0	88.6	97.0	100.0	—	—	△
Energy Use and CO $_2$ Emissions Reduction Related to Konica Minolta Sites, Business Partners, Products and Services	CO_2 emissions over the product lifecycle*2 (Scope 1, 2, 3)	Social and environmental value	Reduction of CO_2 emissions (thousand tons)	821	—	790	—	850	970	748*8	—	784	—	800	650	0 (net zero)	○
			Reduction rate (%) over FY2005	60	—	61	—	58	57	63	—	62	—	61	70	100	○
	CO_2 reduction at the Konica Minolta production sites*3	Social and environmental value	Reduction of CO_2 emissions through energy conservation (thousand tons)	4	4	12	10	18	18	11	6	22	17	21	—	—	○
		Economic value	Monetary equivalent of energy reduction (million yen)	79	89	270*8	210*8	450	350	410	280	720	630	800	—	—	○
		Social and environmental value	Amount of CO_2 reduced through procurement of renewable energy (thousand tons)	7	6	10	12	20	20	3	3	14	13*8	55	—	—	○
			Percentage of electricity derived from renewable energy (%)	6.5	—	8.3	—	12.3	10	14	—	20.7	—	—	50	100	—
	CO_2 reduction from the use/procurement of Konica Minolta products and services	Social and environmental value	Reduction of CO $_2$ emissions (thousand tons)	14	16	25	28	53	50	19	22	26	30	35	—	—	△
		Economic value	Green Products*4 sales (billon yen)	676.0	770.0	597.0	690.0	776.6	690.0	772.8	—	777.0	—	735.0	—	—	—
	Reduction of environmental impact at business partners using DX*5	Social and environmental value	Amount of contribution to CO_2 reduction*7 (thousand tons)	1.1	1.0	2.8	2.1	6.4	5.0	2.2	1.8	3.2	4.2	4.8	—	—	×
		Economic value	Monetary equivalent of energy reduction (million yen)	16	15	43	32	103	77	46	42	71	95	110	—	—	×
Using DX to Strengthen Customer Engagement		Economic value	Number of enhanced customer relations*6	285	320	303	—	338	408	424	372	359	371	—	—	—	△
			Number of times participating in business negotiations*6	212	160	153	—	230	181	372	257	211	258	—	—	—	△
			Sales contributions*7 (million yen)	692	700	892	—	989	1,000	1,100	1,100	915	1,100	1,300	—	—	△

Note: Targets and results have been revised retrospectively to FY2020 figures as the method of calculating the effects of measures was changed in FY2021.Targets for FY2024 and FY2025 have been revised based on FY2023 results.
*1 Contribution to CO_2 reduction: Volume of CO2 emissions reduced at customers, business partners and the broader society
*2 CO_2 emissions over the product lifecycle, from procurement, production, distribution, sales and service to use by the customer
*3 Cumulative reductions for each fiscal year from FY2020 to FY2022 and FY2023 to FY2025. The reduction effects of measures implemented from the first fiscal year of each period to the relevant fiscal year are summed up for each fiscal year.
*4 Green Products: Name changed from Sustainable Solution in FY2023. Promotes the solving of social and environmental issues by defining and certifying solutions that help to solve social and environmental issues and expand sales
*5 Number of enhanced customer relations: Number of business opportunities gained by providing customers with environment-related technologies and know-how.
*6 Number of times participating in business negotiations: Number of cases in which a quotation was submitted for proposed products among the enhanced customer relations.
*7 Sales contribution: Total amount of sales of products proposed at the above-mentioned business negotiations
*8 In the FY2023 and FY2024 disclosure, there was an error, which has been corrected.
*9 Targets for FY2025 have been revised based on FY2024 results.

Using Limited Resources Effectively

Vision for 2030: Promoting the efficient use of resources at Konica Minolta, while contributing to improved resource efficiency among its customers and suppliers

Themes		Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
Effective Use of Resources by Transforming Customer Business Processes		Social and environmental value	Contribution to reduction of natural resource*1 use outside Konica Minolta products (thousand tons)	320	330	320	350	340	350	360	360	383	380	400	500	○
		Economic value	Solution sales (billion yen)	53.0	58.0	59.9	71.0	79.3	78.0	83.6	89.0	88.6	97.0	100.0	—	△
Toward Zero Use of Natural Resources*1		Social and environmental value	Natural resource*1 use in Konica Minolta products (thousand tons)	—	—	—	—	104	—	91	—	104	—	108	95	○
			Reduction rate (%) over FY2019	—	—	—	—	20	—	32	—	23	—	19	30	○
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services	Reduction of environmental impact of Konica Minolta production sites*2	Social and environmental value	Reduction of waste discharge*3 (thousand tons)	0.6	0.5	1.3	1.0	1.7	1.7	1.6	0.2	2.1	1.6	1.7	—	○
		Economic value	Monetary equivalent of waste reductions (million yen)	130	110	260	200	470	300	610	—	760	650	670	—	○
	Reduction of environmental impact through the use of Konica Minolta products and services	Social and environmental value	Amount of resources saved and recycled (thousand tons)	12	14	12	14	12	15	13	13	13	14	14	—	△
			Of which, circulated resources (recycled and bio-materials) utilization rate (thousand tons)	—	—	—	—	—	—	10	10	10	11	11	—	△
		Economic value	Green Products*4 Sales (billion yen)	676.0	770.0	597.0	690.0	776.6	690.0	772.8	—	777.0	—	735.0	—	—

Note: Targets and results have been revised retrospectively to FY2020 figures as the method of calculating the effects of measures was changed in FY2021.Targets for FY2024 and FY2025 have been revised based on FY2023 results.
*1 Natural Resources :Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.
*2 Cumulative reductions for each fiscal year from FY2020 to FY2022 and FY2023 to FY2025. Total reduction amount for each fiscal year due to the measures implemented from the first fiscal year of each period to the relevant fiscal year.
*3 Targets set for activities to reduce and recycle waste from products that use plastic based on the Act on Promotion of Resource Circulation for Plastics enacted in Japan, which include the reduction of plastic waste at major sites in Japan.
*4 Green Products: Renamed from Sustainable Solutions in FY2023. The Company will define and certify solutions that contribute to solving social and environmental issues, leading to expansion of sales.
*5 The figures have been corrected due to errors found in the disclosures for FY2023 and FY2024.

Cross-cutting Activities Supporting Material Issues

Response to Social Trends in Regards to Supply Chain

Themes	Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
CSR procurement	Social and environmental value	Percentage of suppliers requested to carry out CSR measures*1	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	100%	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	–	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025) (100% implementation planned for FY2024)	81.9%	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025) (100% implementation planned for FY2024)	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025) (100% implementation planned for FY2024)	–	–
		Number of CSR assessments	Four Group manufacturing sites, 40 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	13 Group manufacturing sites, 30 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	Four Group manufacturing sites, 28 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	9 Group manufacturing sites, 30 major suppliers	CSR assessments carried out at all Group manufacturing sites and major supplier during the medium-term plan's period (FY2023-2025)	30 Group manufacturing sites, 131 major suppliers	Implementation of CSR assessments at Group production sites (30 sites) and major suppliers*5 In FY2024, the number of major suppliers was 143.	Implementation of CSR assessments at Group production sites (30 sites) and major suppliers	–	△
		CSR assessment implementation rate (cumulative)*2							31%	30%	91.6%	60%	100%	–	○
		Number of CSR third-party audits (RBA-VAP)	One supplier	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	Two Group manufacturing sites, one supplier	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	Audits carried out at three Group manufacturing sites, four suppliers	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	3 Group manufacturing sites, two suppliers	3 Group manufacturing sites, two suppliers	4 Group manufacturing sites, 3 suppliers	3 Group manufacturing sites, 4 suppliers	3 Group manufacturing sites, 3 suppliers	–	○*6
		Rate of CSR third-party audit implementation							100%	100%	100%	100%	100%	–	○
		Number of final product production sites*4 receiving RBA certification (Silver or higher)	0	0	0	3	7	7	8	8	8	8	8	–	○
	Economic value	Loss of sales opportunities	0	0	0	0	0	0	0	0	0	0	0	–	○
Practicing responsible minerals procurement	Social and environmental value	Percentage of suppliers returning conflict mineral surveys (%)	96	95% or higher	96	95% or higher	96	95% or higher	95	95% or higher	95%	95% or higher	95% or higher	–	○
		Percentage responding to requests for surveys from customers (%)	100% response	100% or higher	100% response	100% or higher	100% response	100% or higher	100% response	100% response	100% response	100% response	100% response	–	○

*1 Requests to suppliers were made for each of the two medium-term periods: FY2020-FY2022 and FY2023-FY2025
*2 Figures are cumulative for the medium-term plan (FY2023 to FY2025) and are calculated as the number of CSR assessments implemented divided by the number of sites planned for implementation (FY2023: Group production sites + major suppliers + 3; FY2024/FY2025: major suppliers + 3 only).
*3 The number of major suppliers is reviewed annually.
*4 Total number of manufacturing sites that have conducted third-party audits for new or continuing RBA certification and hold SILVER or higher RBA certification.
*5 The Company expands initiatives to improve supply chain risk management levels, changing to annual CSR assessments.
*6 Based on audit results, the target for the number of final product manufacturing sites holding RBA certification was achieved, and therefore marked as achieved (○).

Occupational Safety and Health

Themes	Indicators		FY2020 Results	FY2020 Targets	FY2021 Results	FY2021 Targets	FY2022 Results	FY2022 Targets	FY2023 Results	FY2023 Targets	FY2024 Results	FY2024 Targets	FY2025 Targets	FY2030 Targets	FY2024 Target Achievement Status
Preventing occupational accidents	Social and environmental value	Serious accidents *1	0	0	0	0	0	0	0	0	0	0	0	–	○
		Frequency rate of lost-worktime injuries*2	0.17	0.21	0.19	0.19	0.18	0.15	0.12	0.14	0.22	0.12	0.10 or less	0.10 or less	×

*1 Serious accidents:
(1) Death, disease requiring a long recovery period (or the possibility thereof), an injury resulting in a disability (or the possibility thereof), or a specific contagious disease
(2) An accident resulting in the death or injury of three or more workers during work at one point or the contraction of a disease (including accidents not accompanied by lost worktime)
*2 Frequency rate of lost-worktime injuries: The number of persons absent from work per one million total actual working hours for current employees

Sustainability Strategy

Material Issue Evaluation and Identification Process

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

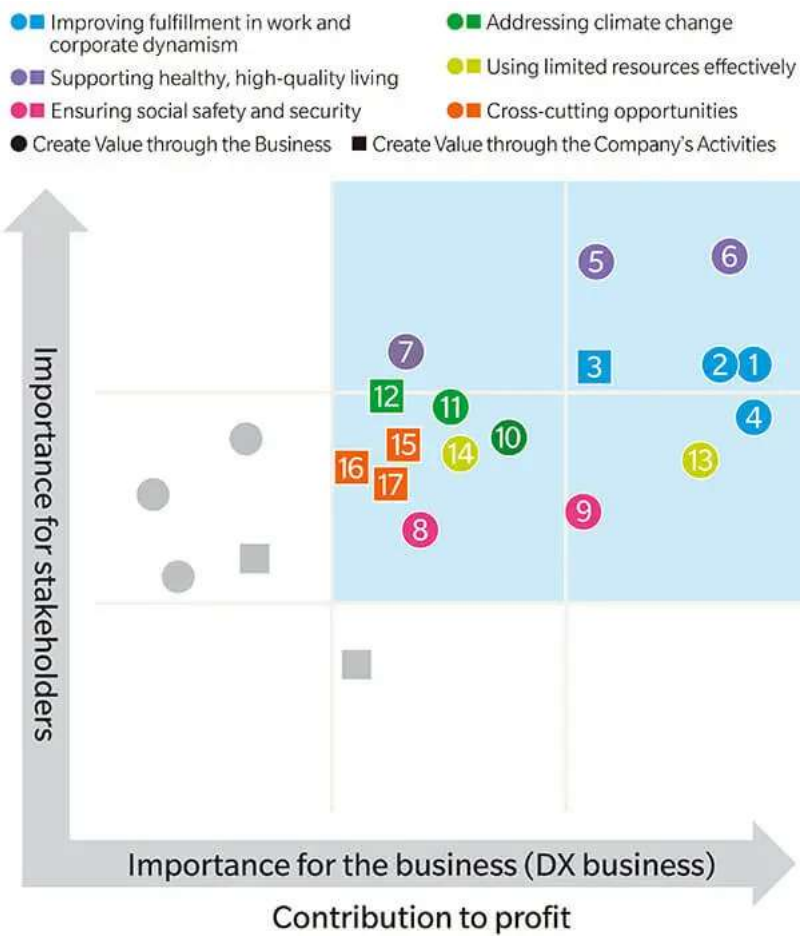
Evaluations, dialogues and requirements for Konica Minolta from stakeholders

- 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 Green 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 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 issues through their business activities.
In performing the materiality analysis, Konica Minolta evaluated and prioritized the issues based on two perspectives: 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】

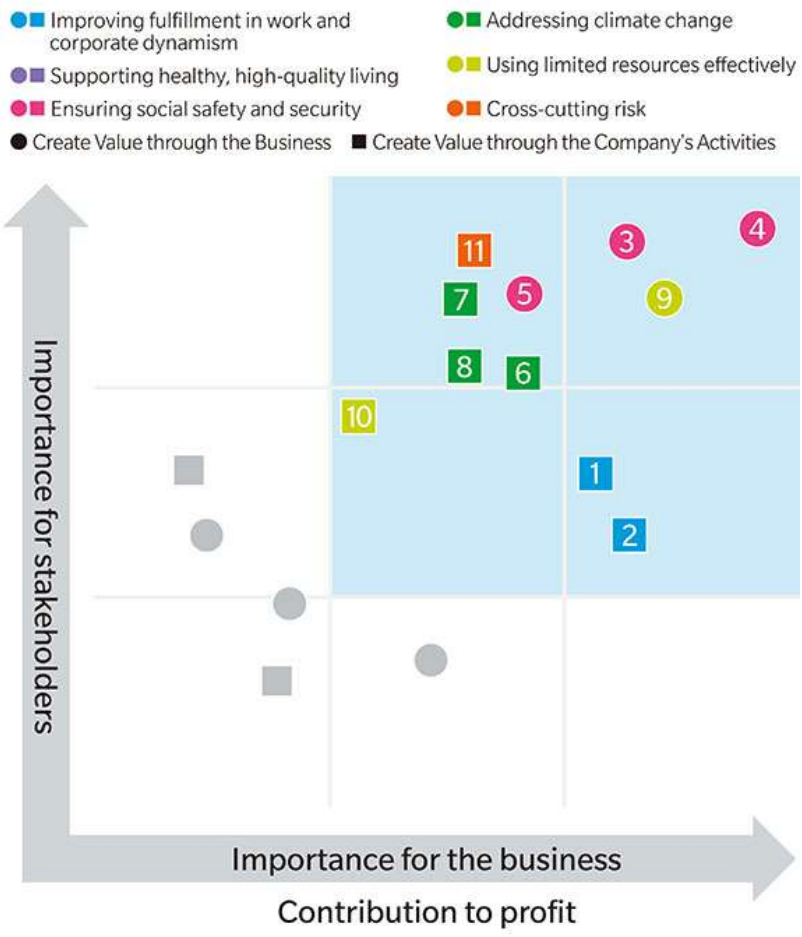


Improving fulfillment in work and corporate dynamism	1 Improving productivity of customer organizations and increasing time for creativity by providing work-style solutions using digital technology
	2 Improving productivity and enhancing workplace motivation in the supply chains of customer organizations 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 Improving healthcare accessibility in developing countries
Ensuring social safety and security	8 Improving safety and security at client sites and for society by providing products and services such as gas leak monitoring services
	9 Supporting the quality produced by corporate clients by offering products and services that facilitate high-tech measurement and inspection

Addressing climate change	10 Reducing energy consumption and CO_2 emissions of customers and society by providing manufacturing process solutions
	11 Promoting a paperless and ubiquitous computing society by providing solutions for work style reform
	12 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	13 Constructing efficient supply chains for client companies using on-demand production
	14 Reducing workflow and supply chain loss for client companies

Cross-cutting opportunities	15 Fostering a corporate culture that encourages role models for the generation of SDG innovation
	16 Improving ESG relations with investors
	17 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. Identification and Validation

Konica Minolta holds a meeting to promote the sustainability aspect of its Medium-term Business Plan. The meeting verifies the validity of the evaluation process and analysis results for these material issues and identifies which issues should be prioritized. The identified material issues are then deliberated by senior management and approved by the Board of Directors.
This material issue identification process is reviewed as necessary during the development of the Medium-term Business Plan to ensure the validity of the issues and plans.

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. For example, technologies such as AI, robotics and automation will increase productivity and alleviate labor shortages, but new jobs will be created that require more creative skills.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 and fulfillment in work through process and supply chain transformation based on the digitalization of manufacturing sites
- Eliminating labor shortages through automation, labor-saving solutions, and skill-less operations
- Improving productivity of customer organizations and increasing time for creativity by transforming work styles through DX

■ Internal action to create value
- Providing innovative services by realizing the full potential of human resources, who are the source of new value, and creating organizations where individuals thrive
- Improving productivity by enhancing education to reinforce human capital for DX and by applying DX in company processes through data utilization, and providing innovative DX services to customers

Risks

■ Affecting Konica Minolta
- Mismatches between employee skills and their work in the event of rapid changes in systems and environments and the rise of new technologies
- Declines in employee diversity, independence, and ability to innovate in the event that efforts to create workplaces that promote diversity stagnate

Vision for 2030 and Medium-Term Plan

Improving productivity at Konica Minolta, as well as among its customers and society, creating time for creativity, and developing environments where individuals can thrive

For metrics/targets and results over the years, please refer to the "Improving Fulfillment in Work and Corporate Dynamism" table in the Sustainability Goals and Results page's list of goals and results (PDF).

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 measurement and inspection worksite automation, on-demand production, imaging IoT, document management, and reducing the amount of time spent on basic tasks, Konica Minolta is helping customers improve their productivity and shift their focus to creative work. By combining imaging IoT and digital technologies, Konica Minolta can make the inefficiencies hidden in a customer's workflow visible. Moreover, the company can take a close look at the customer's workflow and provide services tailored to their specific business needs. With these capabilities, Konica Minolta will help customers increase productivity and make time for creativity, while also helping to minimize 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.

Businesses: Increasing Customer Productivity and Making Time for Creativity

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

› Using Digital Technology to Reduce the Environmental Impact of Commercial Printing

● Improving productivity at the printing sites with automatic quality optimization unit

› Solving social issues and printing site needs – Intelligent Quality Optimizer IQ-501

› Solving social issues and printing site needs – Trimmer Unit TU-510e

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

› Revolutionizing the Visual Inspection Process of Automobiles - Automatic Visual Inspection System

● Improving customer productivity and creativity through workstyle reform and decision support

● 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 thrive

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

› Attracting, Developing and Promoting the Active Participation of Human Resources

● Creating a corporate culture in which individuals can thrive

› Building Organization, Culture and DNA

● Promoting diversity & inclusion

› Promoting Women’s Workplace Participation

› Fostering a DEI-Based Organizational Culture

› Employment of People with Disabilities

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 Series

Related SDGs

Digital Inkjet Press AccurioJet KM-1 series

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 series produces high image quality and excellent color stability comparable to that of conventional offset printing and can handle a wide range of printing papers. In addition, 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 minimize waste. In addition, the KM-1e's HD mode options deliver unparalleled printing quality for a digital printer. It also helps to reduce environmental impact by supporting compatibility with an increasing number of applications, becoming more and more useful across customers' diverse operations. It 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-1e

Site for production print products

Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism

Revolutionizing the Visual Inspection Process of Automobiles - Automatic Visual Inspection System

Related SDGs



Automatic Visual Inspection System

Issues

Improvement and stabilization of automotive visual inspection quality, and labor saving

Konica Minolta's Solution

Tunnel-type automatic inspection technology automates the inspection of paint defects and the flush & gap of car bodies. AI data analysis enables detailed classification and analysis of defects as well as automatic correction.

The need for automation of automotive production lines is increasing due to protracted labor shortages. Notably, visual cosmetic inspection to check the paint and the flush & gap of car bodies still relies heavily on visual human inspection, so improving and stabilizing inspection accuracy and labor saving are significant issues.
The Konica Minolta Group has combined its traditional strength in color measurement and control of the car exterior with the automotive inspection technology of Eines Systems, a leading auto visual inspection company that joined the Group in 2019, to enable automatic quality inspection, root cause analysis of line defects, and automatic correction of paint defects. The tunnel-type paint defect inspection system and the flush & gap inspection system enable automated non-contact inspection in automotive production lines. The paint defect inspection system can even detect defects as small as the diameter of mechanical pencil lead. It can also classify and analyze paint defects in detail with the aid of AI data analysis.
In addition to improving inspection accuracy and efficiently allocating inspectors, the system reduces quality loss by tracing the results of defect analysis back to the cause of the defect and making improvements. It also utilizes the acquired defect data for traceability and factory DX, thereby contributing to the automation of not only visual inspection but also the entire factory.
Konica Minolta currently holds the top position of the global market for tunnel-type inspection systems for paint cosmetic inspection and flush & gap measurement and is working to further disseminate its system. Konica Minolta will also contribute to manufacturing lines for electric vehicles (EVs), which are expected to spread and evolve, with its wide variety of inspection know-how and technologies.



For more information about our solutions, click here.

Eines Systems website: Paint Quality Inspector

Technology > Automatic inspection technology for automotive production lines

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

Enhancing the QOL of the Elderly and their Caregivers through "the Digitized-Care Process®"

In recent years, Japan has faced social issues such as a shortage of caregiving personnel and increasing social security costs due to the rising number of individuals requiring long-term care.

In response, Konica Minolta is contributing to the improvement of quality of life (QOL) for both the elderly and their caregivers with "HitomeQ Care Support", which integrates its proprietary image sensing technology with the wisdom and experience from the caregiving field.

By utilizing near-infrared cameras and an AI-powered camera-type monitoring system installed on ceilings to detect movement, the behavior of residents in care facilities is analyzed. This technology shifts operations from traditional subjective evaluations based on the experience of seasoned staff to a digitized caregiving process® based on objective assessments derived from image sensing data. Consequently, this allows for evidence-based, individualized optimal care. For example, as a result of taking fact-based measures to prevent falls, we reduced the number of falls by approximately 80% at facilities where this service was introduced. In addition, operations became significantly more efficient by levelling the workload among staff. This enables our facilities to be managed with appropriate staffing, which contributes to both the improvement of care quality and the stabilization of facility operations. In fact, we have achieved a roughly 30% average improvement in the work efficiency of nursing care staff through more efficient information sharing and room visit procedures.

With the revision of nursing care fee system in April 2021, Japan's approach to caregiving has pivoted significantly towards scientifically based caregiving. By utilizing data obtained through HitomeQ, the precise condition of each elderly individual can be accurately understood, and appropriate rehabilitation can be provided. This aims to maintain and improve the Activities of Daily Living (ADL*) of the elderly, prevent the deterioration of their care levels, and contribute to the reduction of social security costs.

*ADL: Activities of Daily Living. This term refers to the extent to which a person can independently perform basic daily tasks, such as turning over, getting up, dressing, eating, urinating, defecating, bathing, moving around, and climbing stairs.



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 reach approximately 500,000 workers 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.

Opportunities for Konica Minolta to create value

Opportunities

■ Through Konica Minolta businesses
- Promoting disease prevention and early detection by providing high value-added medical services, and reducing medical expenses
- Advancing medical care and improving accessibility by enabling advanced medical treatment in a convenient manner
- Transforming caregiver workflow with imaging IoT and creating a labor pool

■ Internal action to create value
- Improving employee engagement and innovation capablity by developing safe and comfortable workplaces where employees feel motivated

Vision for 2030 and Medium-Term Plan

Promoting healthier and higher-quality lives at Konica Minolta, and among its customers and society, and enabling individuals to lead more enriched lives.

For metrics/targets and results over the years, please refer to the "Supporting Healthy, High-Quality Living" table in the Sustainability Goals and Results page's list of goals and results (PDF).

Konica Minolta's Approach

Konica Minolta will make the most of its proprietary Dynamic Digital Radiography (DDR) technologies, diagnostic ultrasound systems and genetic testing to improve healthcare access and help reduce social security costs. These technologies enable early detection of diseases and reduce the risk of severe illness, thereby contributing to lower healthcare spending. In addition, the company will expand access to nursing care by providing solutions that streamline care staff workflow.
The Company has Dynamic Digital Radiography (DDR) technology that can pinpoint the cause of diseases by using its proprietary image processing technology on images with “movement,” thereby improving diagnostic precision, quantifying motion, and visualizing. 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 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 Health and Productivity Management by fostering a health-first corporate culture.

*Health and Productivity Management is a registered trademark of the NPO Health and Productivity Management Association.

Businesses: Improving Patient Quality of Life While Reducing Healthcare Costs

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

  Image processing to make lesions easier to see/Diagnostic support services

  › Dynamic digital radiography and motion analysis technologies

- 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

  › Health & Productivity Management

  › Managing Occupational Safety and Health

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 total damage could reach 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
- Creating safe workplaces at client companies through process transformation based on digitalization of manufacturing sites
- Ensuring the quality of client companies products and services and reducing accidents in the market by enabling advanced measurement
- Increasing the safety and security of manufacturing sites and of society by visualizing potential dangers with imaging IoT

Risks

■ Affecting Konica Minolta
- Damage to client companies or society due to a serious accident caused by a product or service
- A major security incident related to a product or service that leads to an information leak or privacy infringement

Vision for 2030 and Medium-Term Plan

Enhancing safety and security in the workplaces and daily lives of customers and society, while minimizing risks associated with Konica Minolta's products and services

For metrics/targets and results over the years, please refer to the "Ensuring Social Safety and Security" table in the Sustainability Goals and Results page's list of goals and results (PDF).

Konica Minolta's Approach

Konica Minolta will contribute to creating a safe and secure society, and provide solutions that help create secure environments in manufacturing sites, offices, and IT systems. Specifically, the company will work to provide solutions that make risks visible in workplaces using imaging IoT technology and to achieve 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

- Monitoring in safety and security domains such as quality inspection
  - Revolutionizing the visual inspection process of automobiles - Automatic Visual Inspection System
  - Supporting quality and hygiene management at manufacturing sites - FORXAI Mirror
- Monitoring in safety and security domains for people and facilities
  - Supporting occupational safety at manufacturing sites - ADDSAFE
- Providing solutions that help to improve customers' information security
  - Information security technology

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
  - Framework for Eliminating Chemical Substance Risks
- Thoroughly preventing major information security accidents
  - Enhancing the Security of Products and Services
  - information security

Material Issues

Material Issue 4: Addressing Climate Change

Background

Social and Environmental Issue Outlook for 2030

Under the Paris Agreement, the entire world could transition to a low-carbon society at an accelerated and ambitious pace. However, there are concerns that the necessary changes will not happen fast enough, leading to harsh impacts from climate change. If and when a 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. Conversely, if dire climate change predictions materialize, rising sea levels will submerge coastlines and damage biodiversity. There will also likely be frequent severe weather events, such as typhoons and hurricanes, which could have a significant impact on both industries 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.

Climate-related Financial Information Disclosure（TCFD）

› Governance › Strategy › Risk Management › Metrics and Targets

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
- Achieving significant reductions in CO_2 emissions and costs 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
- Acceleration of paperless practices due to rising energy prices and raw material shortages
- Supply chain disruptions due to abnormal weather

	Social/Environmental Impact	Major Stakeholders
Positive	• Mitigating natural disasters through climate change countermeasures in business operations • Reducing environmental impact by transforming customers' manufacturing processes and workstyles • Reducing CO_2 emissions by streamlining logistics and reducing product size	• Global environment • Local and global communities • Customers • Business partners
Negative	• Increasing GHG emissions through business operations	• Global environment

Vision for 2030 and Medium-Term Plan

Reducing CO_2 emissions at Konica Minolta, while expanding CO_2 reductions among its customers and suppliers

For metrics/targets and results over the years, please refer to the "Addressing Climate Change" table in the Sustainability Goals and Results page's list of goals and results (PDF).

Click here to see metrics and targets related to the Task Force on Climate-related Financial Disclosures (TCFD)

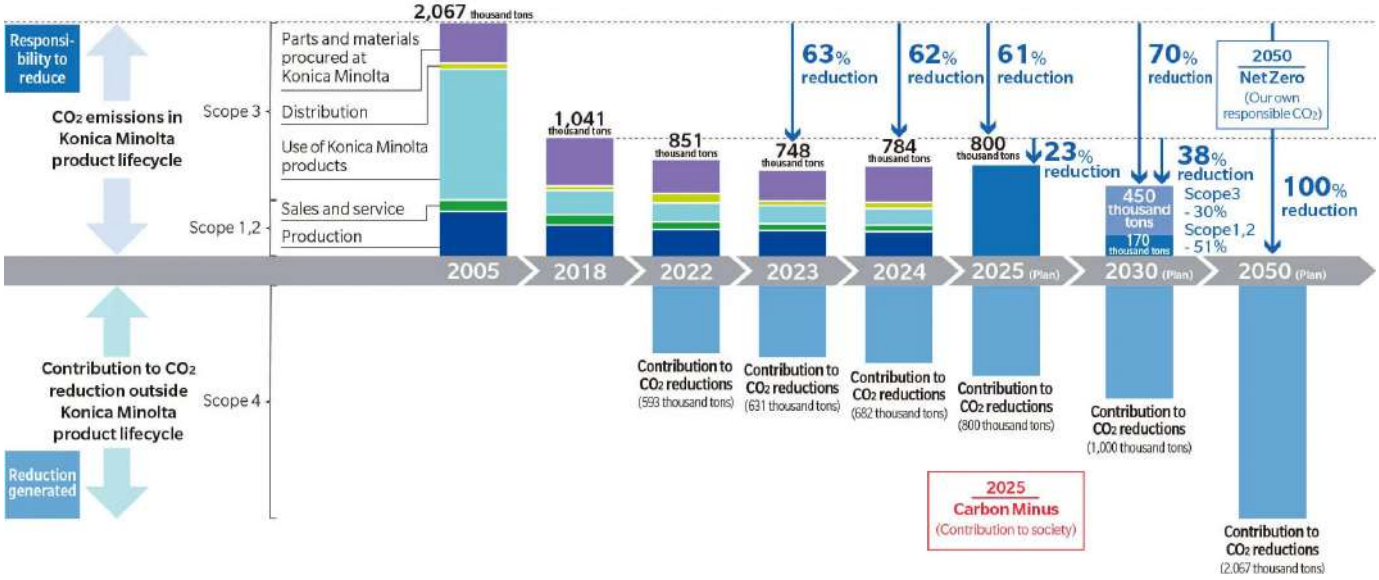
Konica Minolta's Approach

With the formulation of its Medium-Term Business Plan 2025, Konica Minolta has declared it will achieve Carbon Minus status by 2025, five years earlier than its previous target of 2030.

As its business shifts from products to services through DX, Konica Minolta will shift its Carbon Minus initiatives to activities that actively leverage DX. Konica Minolta will help transform the conventional business model of mass production and disposal by supporting clients with on-demand production, imaging IoT technologies, and other innovations, 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 by dramatically expanding its contribution to the reduction of environmental impact while improving financial performance. This will be done by utilizing digital technology by promoting its Carbon Neutral Partner Activities that provide business partners with Konica Minolta environmental expertise, and by promoting the Environmental Digital Platform launched in June 2020.
Recently, as an "investment in technology for growth areas," the Company has been working on "bio-manufacturing," which is being researched worldwide as the next generation of manufacturing. Konica Minolta established the "Bio-Process Technology Collaboration Research Laboratory" in partnership with the National Institute of Advanced Industrial Science and Technology, aiming to achieve net zero using raw materials derived from non-fossil resources by leveraging sensing technology and AI.

*Carbon Minus: A state where the amount of CO_2 reduction contributed outside the Company's defined scope of responsibility (Scope 1, 2, and 3) is greater than the CO_2 emissions within that scope.



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

- Contributing to Resource Circulation and Climate Action through Sensing Technology
  - Hyperspectral imaging contributing to resource circulation
- Energy Conservation in MFPs and Digital Printers
  - Improved energy efficiency of MFPs
- 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
  - Energy Conservation and Greenhouse Gas Prevention with Products — UV Inkjet Digital Printing Machine That Helps
- Streamlining gas leak inspection work and compliance activities related to global warming prevention regulations
  - Visualizing greenhouse gases to support climate change mitigation — Gas Monitoring Solutions
- Collaborating with customers globally through the Environmental Digital Platform, a DX-based ecosystem
  - Supporting Customers to Solve Their Environmental Issues
- Achieving net zero through “bio-manufacturing” that supports the shift away from fossil resources
  - Established the “Konica Minolta–AIST Bio-Process Technology Collaboration Research Laboratory” to develop next-generation production management systems for bio-manufacturing (News Release)

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
  - Green Factory Certification System
  - Decarbonization in Production Operations
- Reducing environmental impact and costs at business partners using DX
  - Carbon Neutral Partner Activities
- Reducing the environmental impact of products
  - Green Products 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 resources of two Earths would be required by 2030. In order to make more effective use of limited resources, companies need not only to recover and recycle waste, but also to minimize resource waste.
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. There is also a growing need to adapt to a circular economy 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 lean, waste-free supply chains for client companies through 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

	Social/Environmental Impact	Major Stakeholders
Positive	• Reducing resource consumption and disposal costs through efficient resource utilization • Helping customers use resources more efficiently by providing solutions that transform their production processes	• Global environment • Local and global communities • Business partners
Negative	• Increased social and environmental impact due to resource use and waste discharge	• Global environment • Local and global communities

Vision for 2030 and Medium-Term Plan

Promoting the efficient use of resources at Konica Minolta, while contributing to improved resource efficiency among its customers and suppliers

For metrics/targets and results over the years, please refer to the "Using Limited Resources Effectively" table in the Sustainability Goals and Results page's list of goals and results (PDF).

Konica Minolta's Approach

In 2023, Konica Minolta set a new vision for the materiality “Using limited resources effectively” and added it as one of the items in Eco Vision 2050.

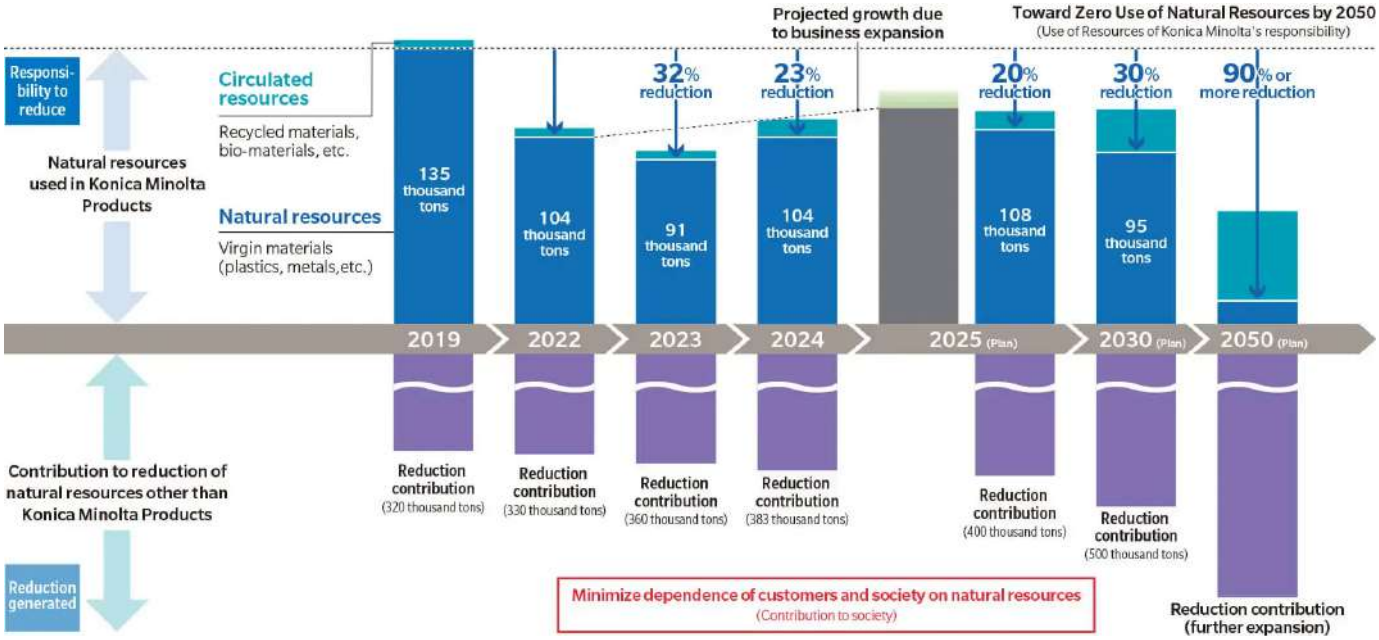
The Company aims to achieve zero dependence on natural resources* to zero by 2050 by reducing overall resource consumption and expanding the use of recycled materials.

To reduce the use of the natural resources in products used by customers and society beyond its own offering, Konica Minolta will help transform work-styles and manufacturing processes that make effective use of the resources of customers and society through on-demand production and imaging IoT using the solutions it provides.

For example, in the field of commercial printing, the company is facilitating 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 achieving resource conservation and waste reduction.

Konica Minolta is also working to improve the functionality of recycled plastics to help create a circular economy. Through "up-cycle recycling" that adds high functionality, the Company is expanding its use not only to its own multi-function devices, but also to external electronic products. Going forward, it will accelerate collaboration with more companies, including customers and business partners, to further reduce environmental impact and promote the creation of a circular model linked to its business model.

*Natural resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable 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

› Promoting the use of industrial inkjet in the solder resist coating process for printed circuit board production.

● Contributing to resource recycling through sensing technology

› Identification of plastic materials for recycling – hyperspectral imaging

● Utilizing recycled plastics that contribute to a circular economy.

› Matelier, an environmentally-friendly plastic

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

● Reducing environmental impact and costs at Konica Minolta sites

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

● Reducing supplier environmental impact and costs using DX

- Carbon Neutral Partner Activities

● Creating circular models linked to business models

- Products and solutions that contribute to the effective use of resources.
- Collection and recycling of used products



Konica Minolta 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

- Konica Minolta Environmental Policy
- Environmental Management Concept
- Eco Vision 2050

System

- Environmental Management System

Strategy

- Identifying Environmental Material Issues
- Climate-related Financial Information Disclosure (TCFD)
- Participation in Initiative
- Nature-related Financial Disclosures (TNFD)

Konica Minolta's Environmental Activities

- Overview of Environmental Activities
- Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System)
- Production Activities to Solve Environmental Issues (Green Factory Certification System)
- Decarbonization of Suppliers (Carbon Neutral Partner Activities)
- Sales Activities to Solve Environmental Issues (Green Marketing Activities)
- Connecting for Environmental Management Issues (Environmental Digital Platform)

Addressing Climate Change

- Basic Concept
- Introducing Renewable Energy at Company Sites
- Promoting Decarbonization in Production
- Promoting Decarbonization in Distribution
- Plan and Results
- Promoting Decarbonization with Products and Solutions
- Achieving Decarbonization in Sales Activities
- Adapting to Climate Change

Building a Recycling-Oriented Society

- Basic Concept
- Recovery and Recycling of Used Products
- Resource Conservation and Recycling in Production Operations
- Plan and Results
- Products and Solutions that Contribute to Effective Resource Use
- Reduction of Use of Packaging Materials

Ensuring Product and Chemical Substance Safety

- Basic Concept
- Green Procurement System
- Systems for Eliminating Chemical Substance Risks
- Management of Chemical Substances in Products

Biodiversity and Water Resources

- Basic Concept
- Contributing to Biodiversity through Products
- Consideration of Biodiversity/Water Resources in Production Activities
- Forest Preservation and Restoration Activities

Environmental Data

- Overall View of Environmental Impacts
- Soil and Groundwater
- CO_2 Emissions Across the Entire Supply Chain
- ESG Data

- Environmental Labels and Certifications
- SDS (MSDS)

Policy

Konica Minolta Environmental Policy

Konica Minolta Environmental Policy | Environmental Management Concept | Eco Vision 2050

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior as a set of principles that embody the Konica Minolta Philosophy, which includes Our Philosophy and our management vision. This charter was approved by the Board of Directors in April 2022. It consists of eight principles of conduct and related policies. One of these principles, "3. Addressing Environmental Issues," outlines the Konica Minolta Group's environmental principles and the policy designed to implement these principles.

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 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 ongoing 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, the 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 manufacturer.

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 a 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, safety, and the environment. At the same time, we will continuously suppress the use of chemicals and reduce discharge volumes 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 society. 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, 2022



Toshimitsu Taiko
President and CEO
Konica Minolta, Inc.

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 societal issues, including environmental problems. Based on our environmental policy, Konica Minolta will continue to reduce environmental impact across the entire product lifecycle, from product development through procurement, manufacturing, distribution, sales, customer service, and recycling, under the philosophy of "The Creation of New Value."
The product lifecycle encompasses not only processes within the Company but also those involving its suppliers, manufacturing subcontractors, outsourcing partners, and customers. Additionally, business activities include expansion through mergers and acquisitions as well as entry into new projects.
We will also contribute to the realization of a sustainable society by providing our employees with the necessary educational opportunities so that each and every employee can create environmental and social value as well as economic value through their business activities.

Konica Minolta Environmental Policy | Environmental Management Concept | Eco Vision 2050

Policy

Environmental Management Concept

Konica Minolta Environmental Policy | Environmental Management Concept | Eco Vision 2050

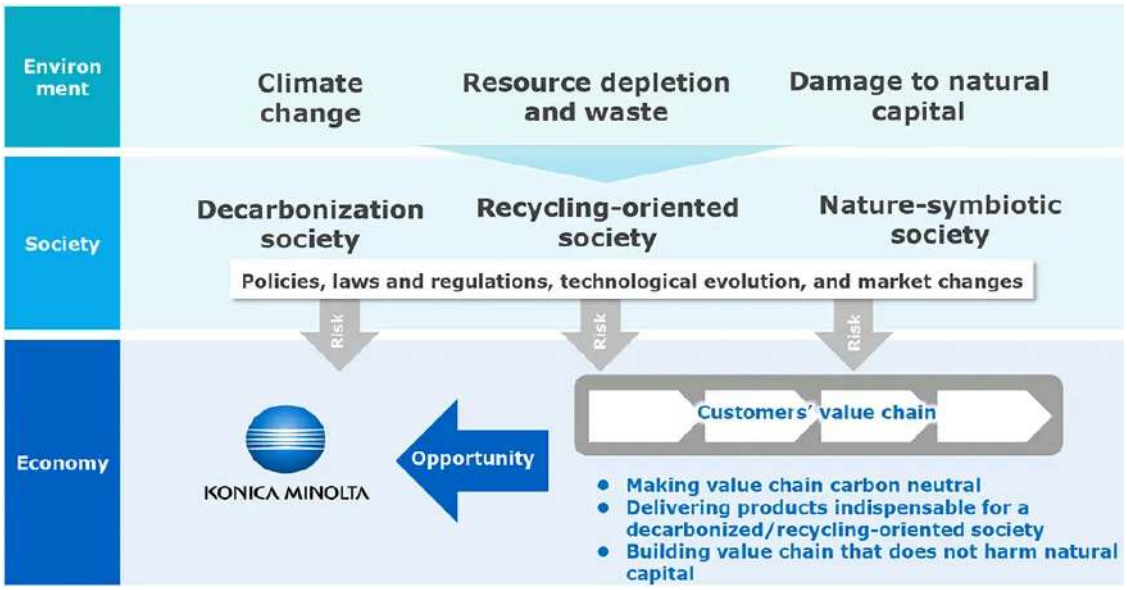
Opportunity from Changes in Society

As various environmental issues, such as climate change, resource depletion, and degradation of natural capital, become more serious, society is rapidly changing toward the building of a "decarbonized society," "circular economy," and "society in harmony with nature," accompanied by the strengthening of various policies and regulations, technological evolution, and market changes.

These changes pose a risk of losing business opportunities for Konica Minolta. However, they also represent significant risks for our customers and their supply chains, providing solutions that help address environmental issues in our customers' value chains can instead create opportunities for Konica Minolta.

Konica Minolta's environmental management is built on the concept of "growing businesses and creating new businesses by solving environmental issues," and aims to become a company needed by society by contributing to the resolution of global environmental issues, including climate change, while also achieving company growth.

Konica Minolta's Approach to Environmental Management



Expanding Environmental Contributions and Growing Business through Co-creation with Stakeholders

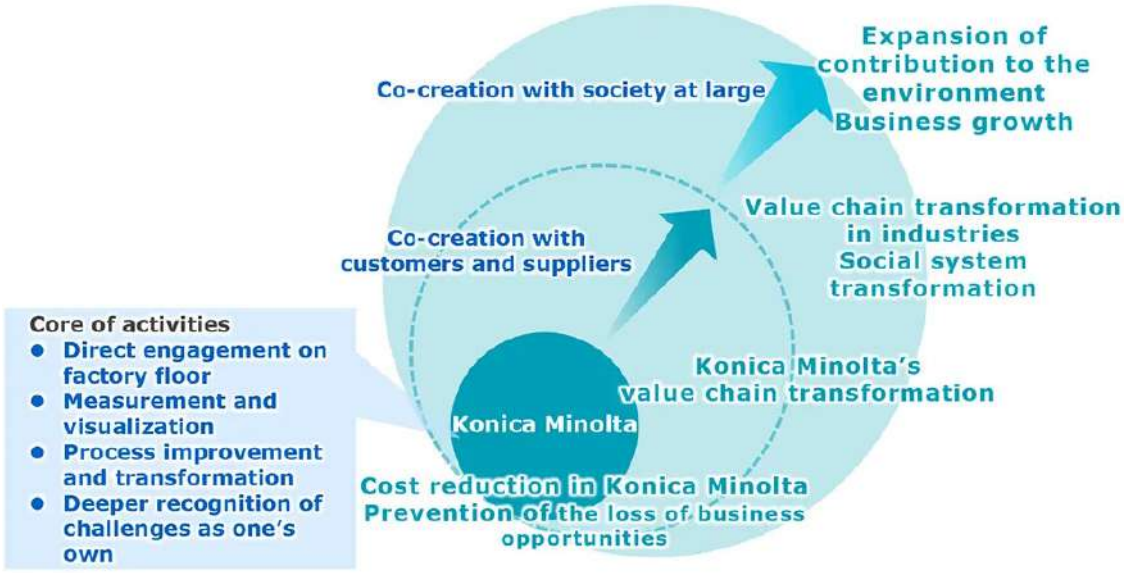
Konica Minolta has assets in the form of knowledge and technologies cultivated through efforts to reduce its own environmental impact, such as on-site engagement in manufacturing, measurement and visualization, and improvement and transformation of production processes. By leveraging this know-how and collaborating with stakeholders in our value chain, especially business partners and customers, we aim to take active role in reducing CO_2 emissions across society and to grow our businesses together.

As for collaboration with business partners, we have carried out Carbon Neutral Partner activities for over 10 years, working together to reduce CO_2 emissions. We provide solutions to our customers that contribute to reducing their environmental impact. In addition, since 2020, we have operated an Environmental Digital Platform to support inter-company collaboration and co-creation for environmental management.

By continuing to co-create with a wider range of stakeholders in society, we aim to drive transformations in industrial value chains and social systems, achieve substantial reductions in environmental impact that could not be accomplished by our company alone, and contribute to the growth of our business.

- Carbon Neutral Partner Activities
- Environmental Digital Platform

Konica Minolta's Value Creation and Its Expansion



Policy

Eco Vision 2050

Konica Minolta Environmental Policy | Environmental Management Concept | Eco Vision 2050

Long-Term Environmental Target Eco Vision 2050

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.

Eco Vision 2050

1-1. Reduce CO_2 emissions throughout the product lifecycle by 61% by 2025, compared to fiscal 2005 levels and help to reduce more than 800 thousand tons of CO_2 emissions outside the Konica Minolta product lifecycle, thereby achieving Carbon Minus*1 status

1-2. Reduce CO_2 emissions throughout the product lifecycle to **net zero by 2050**

2-1. Reduce the use of **natural resources*2 in our products by 90% or more by 2050**

2-2. Contribute more to reducing use of natural resources through products other than our own

3. Work to promote restoration and preservation of biodiversity

*1 Carbon Minus: A state in which the Company's contribution to CO_2 reduction in customer and supply chain operations (Scope 4) exceeds its total emissions across product lifecycles (Scopes 1, 2, and 3).

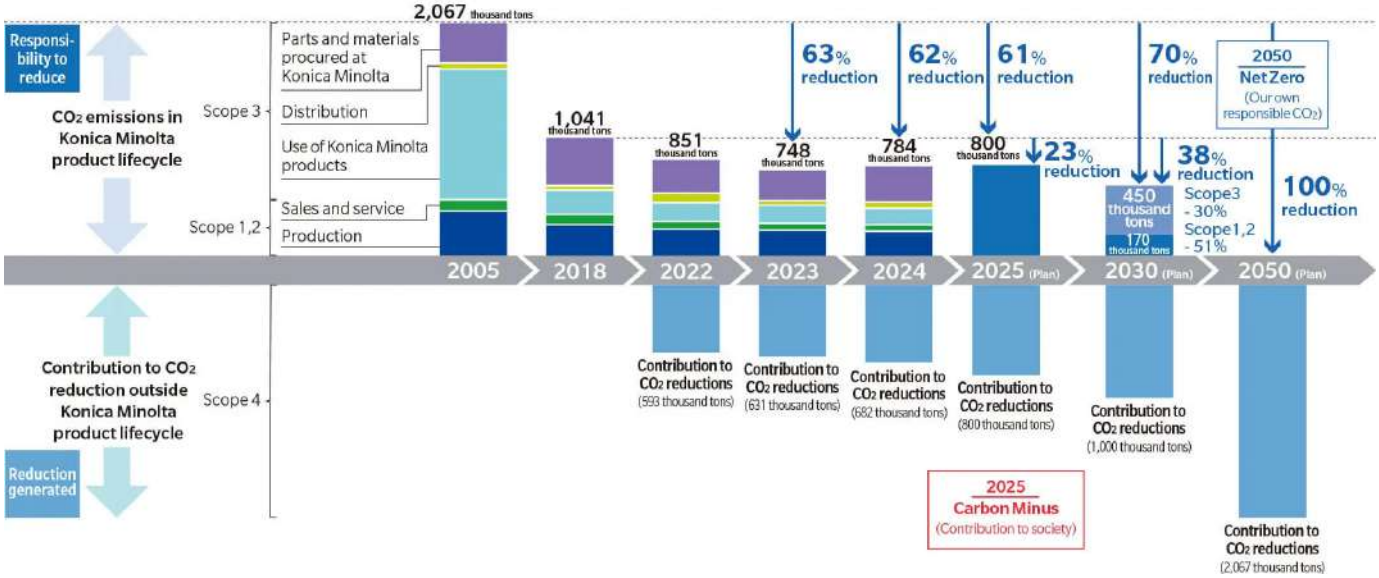
*2 Natural resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.

Addressing Climate Change

In Eco Vision 2050, its long-term environmental vision, Konica Minolta addresses one of the material issues, “addressing climate change,” from a long-term perspective. Konica Minolta established Eco Vision 2050 early in 2009 and has since promoted reductions in CO_2 emissions across the entire product lifecycle (Scopes 1, 2, and 3). In May 2023, the Board of Directors approved revisions to Eco Vision 2050 and designated "addressing climate change" as one of the Company’s material issues. The Company therefore set goals to achieve net-zero product lifecycle CO_2 emissions (Scopes 1, 2, and 3) by 2050 and to reach "carbon minus" status by 2025.

Net-zero refers to reducing greenhouse gas emissions to effectively zero. Based on the definition established by the SBTi, Konica Minolta will align its business with the goals of a decarbonized society.

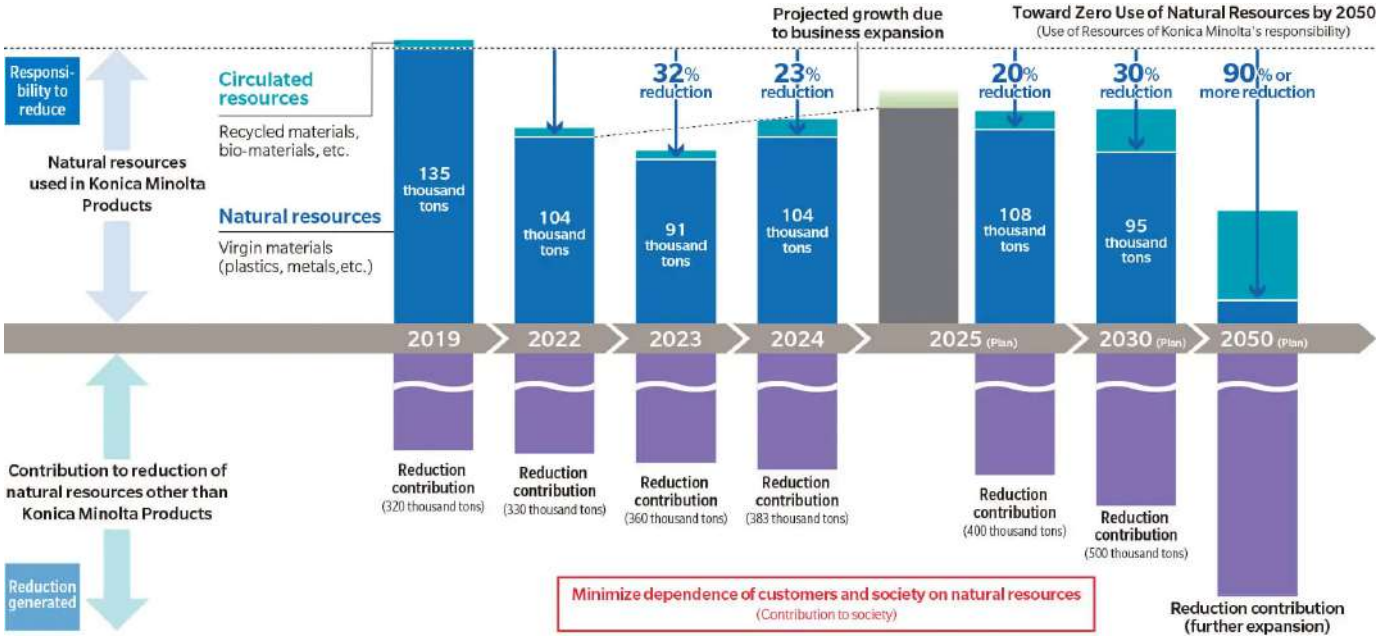
To achieve net-zero CO_2 emissions throughout the product lifecycle by 2050, the Company is actively adopting renewable energy and strategically advancing innovations in production processes and energy conversion to reduce energy-derived CO_2 emissions (Scope 1) from fossil fuel use.
Regarding CO_2 reduction contributions outside the product lifecycle (Scope 4), the Company will expand its impact through its Professional Print and Industry businesses. It also aims to generate additional contributions through new businesses such as recycled plastics, perovskite solar cells, and biomanufacturing. By creating and increasing positive impacts for customers and society, Konica Minolta seeks to enhance the competitiveness of its business.



Using Limited Resources Effectively

In May 2023, Konica Minolta designated “Using Limited Resources Effectively” as one of its material issues, and set quantitative targets for 2050 in its long-term environmental vision, Eco Vision 2050. To achieve a business model that does not rely on natural resources* classified as depletable resources, the Company established the vision of "aiming for zero use of natural resources."
Specifically, Konica Minolta will not only reduce the amount of resources used in its products, but also proactively shift to circulated resources, including recycled materials and biomaterials, with the aim of reducing the use of natural resources by at least 90% by 2050.
At the same time, the Company will maximize the contribution to reducing the use of natural resources by customers and their supply chains through its business activities. In the provision of our products and services, we seek to transform our business model to one that does not depend on depletable resources, and to increase corporate value by synchronizing non-financial value with financial value through our business activities.

* Natural resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.



Konica Minolta Environmental Policy | Environmental Management Concept | Eco Vision 2050

System

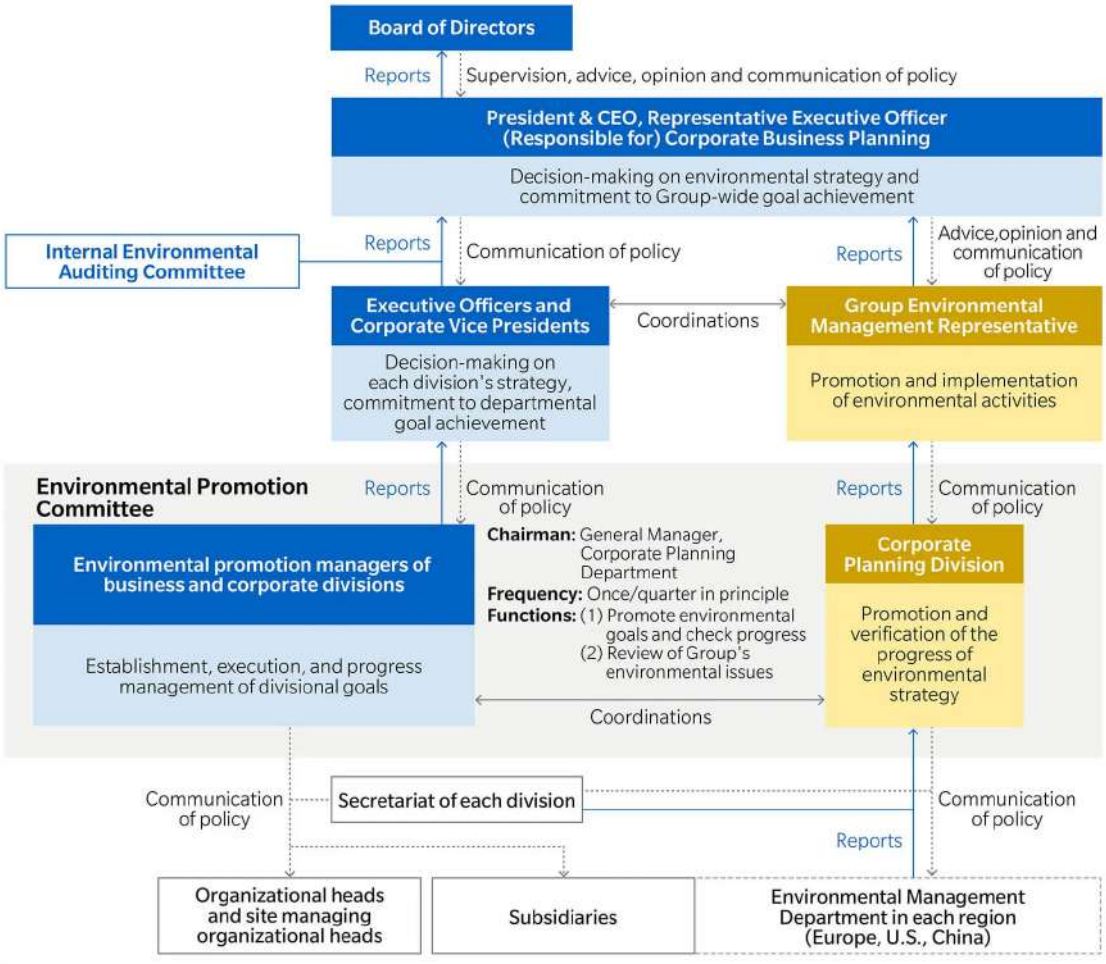
Environmental Management System

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 Environmental Officer to lead and promote environmental management and handle environmental measures. The Group Environmental Officer formulates a medium-term environmental plan, which is then approved by the Board of Directors as a corporate management plan. In addition, the Group Environmental Officer reports monthly to the President and the Audit Committee, established by the Board of Directors, on the progress made in environmental management. The Audit Committee continuously monitors and verifies the overall execution status of environmental management, primarily led by the President and CEO.
Discussions and decisions regarding important environmental issues occur at management councils and other meetings attended by the President and CEO, executive officers, and corporate vice presidents. This aims to improve the linkage with management and business strategies, treating environmental issues similarly to other critical management challenges.

Konica Minolta has also established the Environmental Promotion Committee as an organization to deliberate and promote medium-term environmental plans for the entire group. The Head of Corporate Planning Division this committee. Environmental promotion managers, appointed as heads of business and corporate divisions, participate in deliberating medium-term and annual environmental plans, quarterly progress, and environmental issues facing the Group.



Environmental Audits

At Konica Minolta, the Internal Environmental Auditing Committee 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, Konica Minolta operates its management system based on ISO 14001 and has established a basic policy requiring all group production sites worldwide to obtain ISO 14001 certification.
Konica Minolta is engaged in Green Products, 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, integrating environmental efforts into core business activities. This approach is consistent with ISO 14001:2015.

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 verifies 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

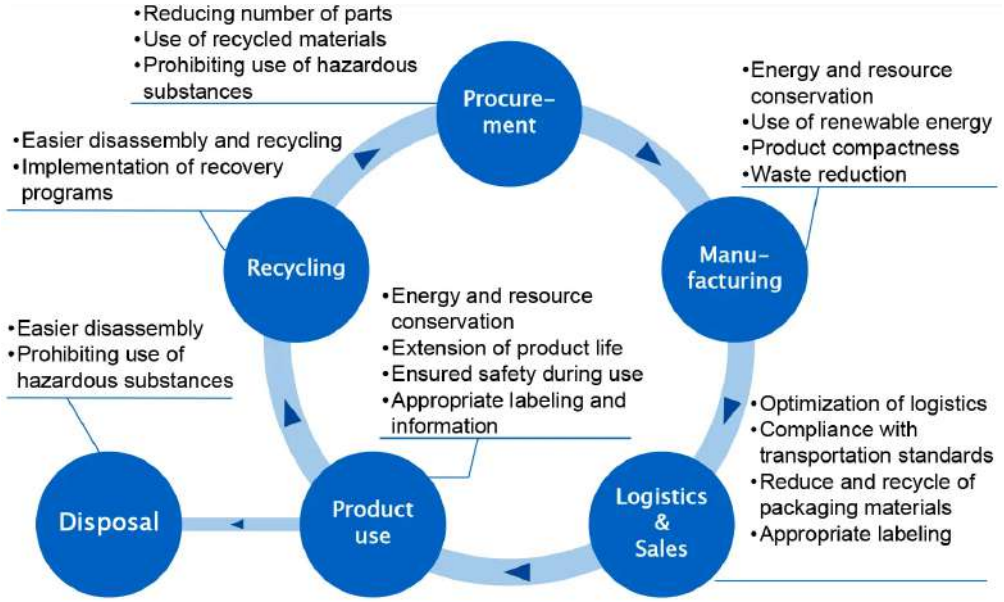
As global environmental problems, including climate change and resource and energy issues, become more widespread and severe, extending to encompass entire regions, and indeed, the entire planet, government policies and regulations at the regional and national levels around the world are being reconsidered 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 2024, Konica Minolta continued to conduct status checks of all Group companies and found no serious violations of environment-related laws and regulations.

Product Assessment System

Konica Minolta ensures compliance with laws and regulations and strives to minimize its environmental impact by conducting equipment assessments when it installs, moves, or disposes of equipment, and product assessments when it develops or changes products.

Product assessment

When developing a new product, the Konica Minolta Group identifies the impact the product would have on the environment throughout its lifecycle, from its manufacture and distribution to its use and disposal, while setting evaluation criteria and carrying out assessments.
The Group sets targets in line with its own evaluation criteria for environmental impact, and carries out product assessments as part of its product commercialization flow. Only products whose status is checked and that have cleared the targets are sent to market. This rigorous process has ensured that Konica Minolta complies with the most recent environmental laws, properly manages hazardous chemical substances, improves the environmental performance of its products, and complies with various countries' environmental labeling schemes.



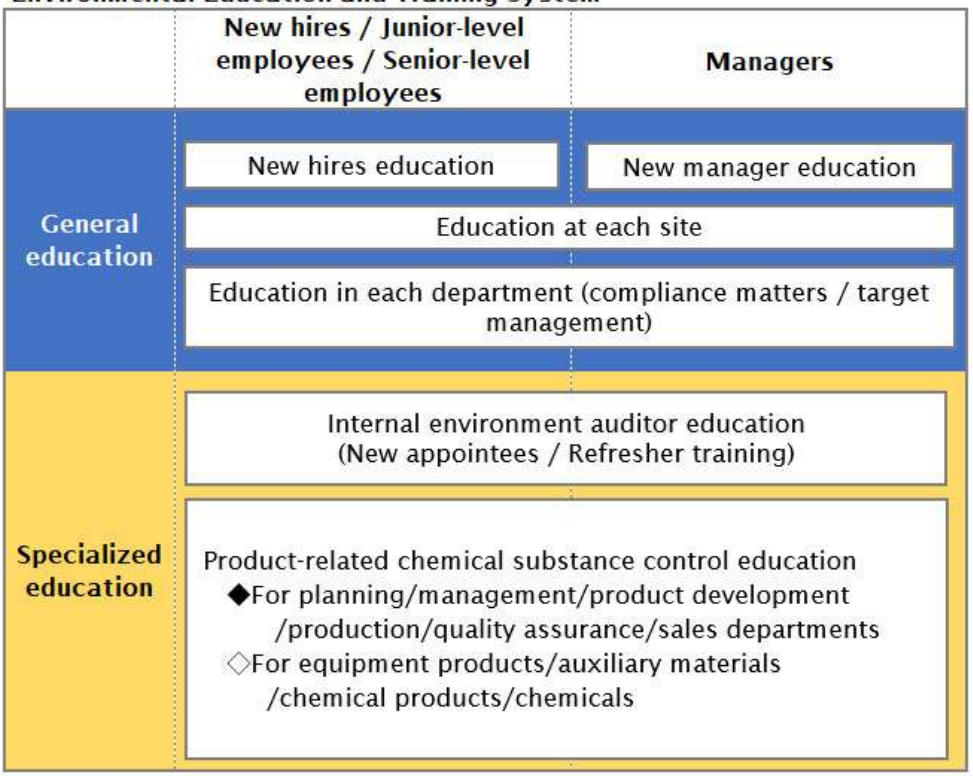
Emergency Response

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. These rules have been thoroughly communicated to executive officers and its Group companies. In line with these reporting rules, the executive responsible for risk 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 training them. The training 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 officer responsible for environment 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



Strategy

Identifying Environmental Material Issues

Identifying Environmental Material Issues | Climate-related Financial Information Disclosure (TCFD)
Nature-related Financial Disclosures (TNFD)

Environmental Targets of the Medium-Term Environmental Plan 2025

Environmental Material Issue Evaluation and Identification Process

Companies must address a wide range of environmental issues, such as climate change, resource depletion, plastic pollution, water, and biodiversity. In light of 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 to help solve them while also achieving business goals. Konica Minolta has identified five material issues from the perspective of sustainability and has analyzed them in more detail — "addressing climate change," "using limited resources effectively," and "ensuring social safety and security (safety of chemical substances)" — to set specific measures.

To identify its material issues, the Group first compiled a comprehensive list of environmental issues by incorporating international guidelines, as well as various stakeholder requirements. It then identified key issues based on their importance to stakeholders and their relevance to the business. To determine the importance of each issue to the business, impacts were quantitatively evaluated using five levels. Risk analysis was used to calculate the potential profit loss if a certain risk materialized, as well as the potential profit gain 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 Environmental Officer, who chairs the Group Environmental Promotion Committee, verified this evaluation process and the resulting material environmental issues before identifying those that should be prioritized.

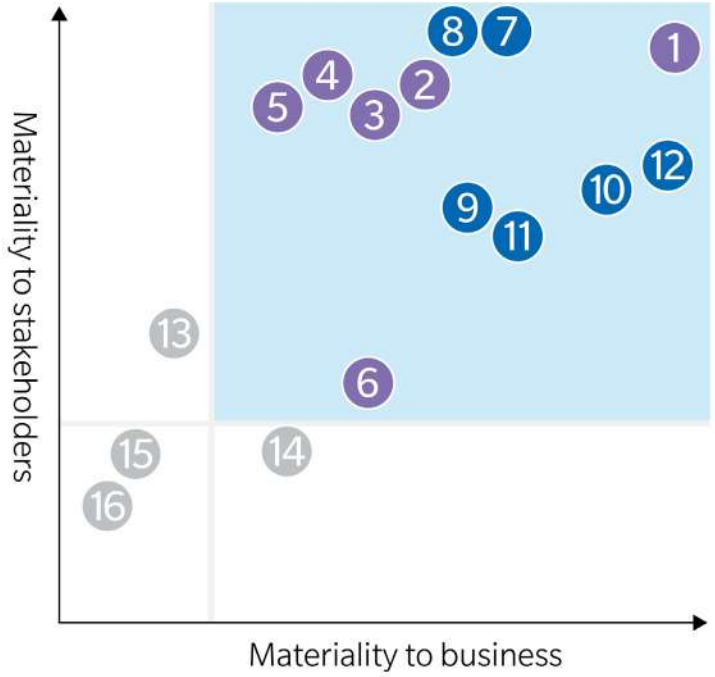
Process for Identifying Material Issues



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.

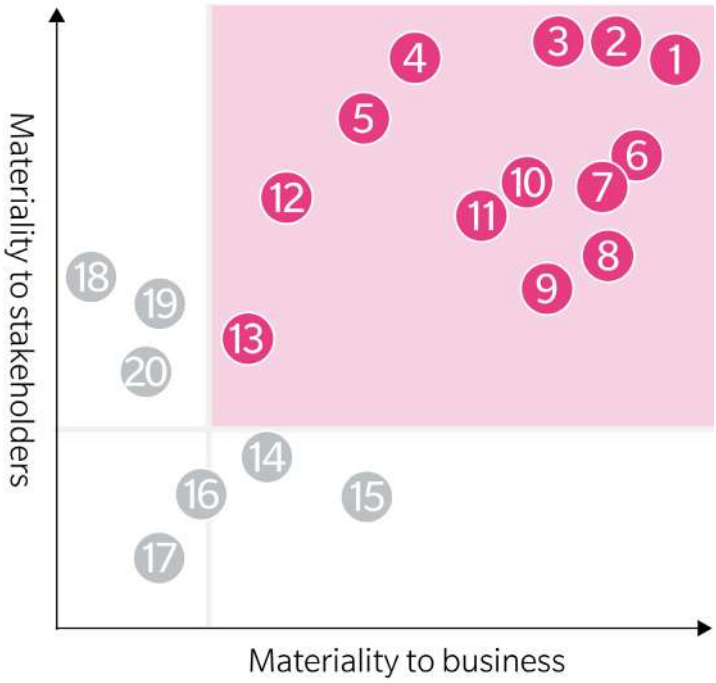
【Opportunities for Each Material Issue】



* Items marked in purple are reduction beyond scope of Konica Minolta responsibility and items marked in blue are reduction for which Konica Minolta is responsible.

	Materiality Items (Opportunity)
1	Digital solutions that transform the supply chains of the printing and apparel industries
2	Transform customer manufacturing processes with inkjet technology
3	Sensing technology that contributes to the sorting and recycling of used plastics
4	Ecosystem that helps companies solve environmental issues and create new innovations
5	Promote energy reduction and renewable energy with suppliers
6	Expand business through gas monitoring to prevent GHG leaks
7	Early introduction of renewable energy
8	Reduce costs through energy reduction
9	Develop new markets and strengthen competitiveness through recovery and effective utilization of Konica Minolta products
10	Provide materials, parts, and product services with a low carbon footprint
11	Utilize renewable and circulated resources
12	Reduce energy and paper consumption through work style reforms in offices and other locations
13	Gain stakeholder support through biodiversity initiatives
14	Contribute to water infrastructure, help to counter obsolescence, and support monitoring
15	Create technologies that contribute to use of renewable energy and new energy
16	Create technologies that contribute to ecosystem recovery

【Risks for Each Material Issue】

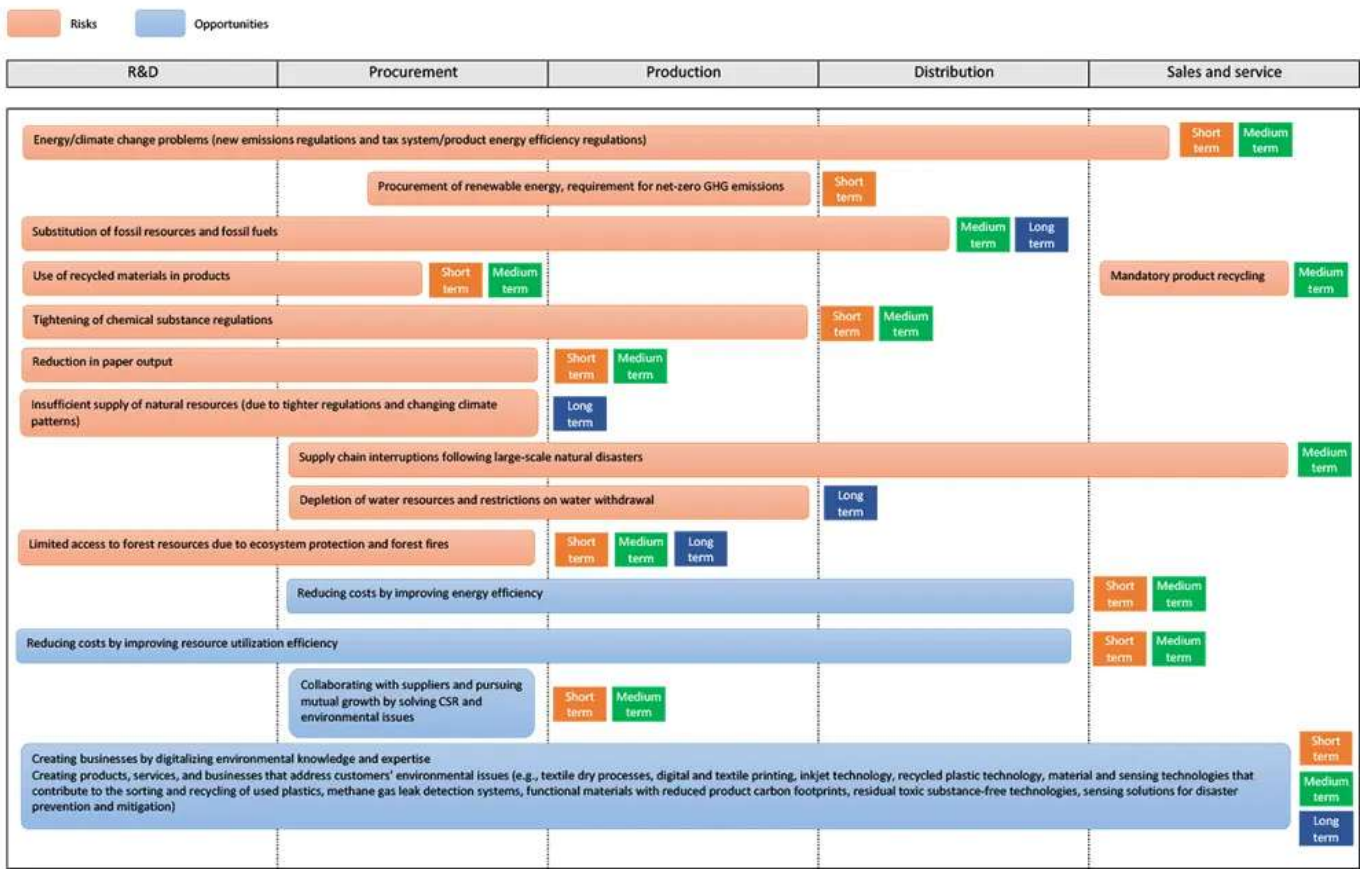


	Materiality Items (Risks)
1	Ban on substances that contaminate ecosystems and damage the health of people (response to stricter regulation on chemical substances)
2	Rising manufacturing costs due to new emissions regulations, tax policies, rising energy prices, and fossil fuel substitution
3	Delay in introduction of renewable energy
4	Inadequate progress toward the 1.5˚C and net zero targets
5	Delayed introduction of internal carbon pricing and linked officer compensation
6	Delayed provision and disclosure of carbon footprint and footprint reduction
7	Declining competitiveness due to unsustainable resource use, insufficient supply of natural resources, and restricted access to forest resources
8	Supply chain interruptions due to large-scale natural disasters
9	Inadequate progress in decarbonizing Konica Minolta components and improving product energy efficiency
10	Delay in supporting products and components for the circular economy
11	Delay in supporting containers and packaging for the circular economy
12	Decline in stakeholder assessment due to lack of support for non-financial disclosure
13	Costs incurred for measures to prevent soil contamination
14	Depletion of resources (precious metals)
15	Delays or stoppages in procurement and production due to depletion of water resources and water risks
16	Virtual water becoming a cost factor
17	Impact of ecosystem destruction due to manufacturing and use of raw materials
18	Air pollution
19	Water contamination
20	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 issues need to be specifically addressed by the responsible departments within each business segment, 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.

Important Environmental Issues for Product Life Cycles



Target Setting Process

Click here for information on the target-setting process

- Environmental Management System

Targets and Results

Click here for information on targets and results

- Sustainability Targets and Results

Strategy

Climate-related Financial Information Disclosure (TCFD): Governance

Identifying Environmental Material Issues | Climate-related Financial Information Disclosure (TCFD) | Nature-related Financial Disclosures (TNFD)

Governance | Strategy | Risk Management | Metrics and Targets

Organizational Governance of Climate-related Risks and Opportunities

Konica Minolta positions its efforts to address climate change as one of the key areas managed under its sustainability management. Decisions regarding the setting or modification of key targets are made with the approval of the Board of Directors.

Year	Approval Items for the Board of Directors
2008	Long-term environmental target (Eco Vision 2050): Reduce CO_2 emissions across the entire lifecycle of Konica Minolta's products by 80% compared to fiscal 2005 levels by 2050.
2017	Carbon Minus Target: Contribute more to CO_2 emission reductions in society and for customers than the emissions directly associated with our own products and operations, primarily through collaboration with our business partners and customers.
2020	Approval of Five Material Issues (including "Addressing Climate Change")
2023	Moved up the target year for achieving Carbon Minus to 2025, and set a new goal of achieving net-zero greenhouse gas emissions by 2050.
2024	The Compensation Committee selected "CO_2 emission reductions through initiatives" as one of the evaluation indicators for medium-term stock-based compensation.

At Konica Minolta, the President and CEO has ultimate responsibility for environmental management and provides overall direction, while the Group Environmental Officer is responsible for implementing the Board-approved medium-term plan and reports on its progress monthly.

For more details on our governance of environmental issues, including climate change, please see the Environmental Management System.

- For more details on our governance structure, please see here:
  (Corporate Governance System > Governance Structure)
- For more details on the evaluation and identification process for material issues, please see here:
  (Sustainability > Material Issue Evaluation and Identification Process)

Identifying Environmental Material Issues | Climate-related Financial Information Disclosure (TCFD) | Nature-related Financial Disclosures (TNFD)

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Impact of Climate-related Risks and Opportunities on the Organization's Business, Strategy, and Financial Performance
Climate Transition Plan
Implementation and Results of Climate-Related Scenario Analysis
Konica Minolta's Climate-Related Risks and Opportunities

Impact of Climate-related Risks and Opportunities on the Organization's Business, Strategy, and Financial Performance

To address climate change risks, Konica Minolta has set the achievement of net-zero greenhouse gas (GHG) emissions across its entire value chain by 2050 as one of its five material issues. To achieve this long-term goal, Konica Minolta recognizes climate-related risks as business risks and integrates them into its medium-term business plans, environmental targets, and annual plans, covering everything from product planning and development to production, procurement, and sales.

Konica Minolta also aims to achieve “Carbon Minus” (making a greater contribution to reducing CO_2 emissions in society than its own emissions) by fiscal year 2025, viewing this as a driver of business growth. By integrating its core technologies and enhancing them with AI to enable workflow and supply chain transformations, the company is responding to the decarbonization needs of customers and society. This approach promotes the growth of businesses that play an essential role in the world.

Enhancing corporate value through such environmental initiatives is central to Konica Minolta’s growth strategy.

Climate Transition Plan

Konica Minolta has established "Science-based Targets (SBT)" aligned with the Paris Agreement and the 1.5˚C target, and is developing phased transition plan across short-, medium-, and long-term horizons.

● Medium- to Long-Term Initiatives

As activities that anticipate the transformation of industrial structures, Konica Minolta is exploring innovative means to move away from fossil fuel dependence, such as introducing CO_2-free fuels like hydrogen, ammonia, and methanation, and utilizing Carbon Capture and Storage (CCS) technology. Within the inter-company co-creation framework hosted by Konica Minolta (Environmental Digital Platform), various companies are gathering with a medium- to long-term perspective, actively engaging in technological development. Working groups share technological trends, roadmaps, challenges, and know-how, and discuss concrete measures.

For business opportunities, Konica Minolta is making prior investments in technology development themes for sustainable growth and accelerating innovation through promotion of digital transformation. For example, by leveraging the strengths of Konica Minolta's AI-enhanced sensing technology, the company is developing biomaterial manufacturing technology that synthesizes raw materials from non-fossil resources using microorganisms. Additionally, growth opportunities such as perovskite solar cells and recycled plastic technology are being pursued as company-wide reinforcement themes to establish a foundation for growth.

● **Short- to Medium-Term Initiatives**

Business Activities

<Green Products Activities>

Konica Minolta promotes and implements "Green Products Activities" to create environmental value by considering products that contribute to environmental impact reduction from the product planning stage. By expanding areas such as the industrial printing business, Konica Minolta significantly reduces CO_2 emissions at customer sites, supporting customers in decarbonization efforts and promoting the realization of circular economy. Through on-demand production digital solutions that transform supply chains in the printing and apparel industries, functional materials with reduced product carbon footprints, and material and sensing technologies that contribute to improved separability and recyclability of used plastics, Konica Minolta transforms business models of mass production and mass disposal, contributing to the productivity improvement of customer companies.

<Green Factory Activities>

As a manufacturer, Konica Minolta promotes and implements "Green Factory Activities" to reduce the environmental impact of manufacturing. This includes introducing renewable energy at manufacturing sites and improving energy productivity in product manufacturing processes and equipment.

<Green Marketing Activities>

Konica Minolta conducts "Green Marketing Activities" to reduce environmental impact through the use of renewable energy at sales bases in various countries and regions, while also creating sales opportunities for its solutions by addressing customers' environmental management challenges.

These activities through our businesses are defined as key management indicators in the medium-term environmental plan: "CO_2 emission reductions across the Konica Minolta product lifecycle achieved through company initiatives," "contribution to CO_2 reduction outside the Konica Minolta product lifecycle," "reduction in the use of natural resources* within Konica Minolta products," and "contributions to the reduction in the use of natural resources* outside Konica Minolta products." They are promoted as core activities of the management strategy.

* Natural Resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally regarded as depletable resources.

Company-wide Activities

<Internal Carbon Pricing>

In a management strategy centered on the industrial business, there is a possibility that Scope 1 and 2 emissions may increase. Therefore, Konica Minolta is implementing measures to control CO_2 emissions by utilizing internal carbon pricing.

<Carbon Neutral Partner Activities>

Konica Minolta promotes and implements "Carbon Neutral Partner Activities" aimed at decarbonization together with suppliers. The company provides its expertise in energy saving and renewable energy introduction cultivated at its own sites to suppliers of materials, promoting carbon neutrality for the entire partner ecosystem, including suppliers, by supporting renewable energy goal setting and implementation.

<Environmental Digital Platform>

Recognizing that one company alone has limitations in addressing climate change, Konica Minolta established and operates the "Environmental Digital Platform," where companies across industries and sizes collaborate to co-create new environmental value. Through workshops, navigation maps, and technology/service matching, it accelerates highly effective initiatives.

Resilience and Business Strategy

Konica Minolta evaluates the financial impact of transition risks (policy and legal, technology, market, reputation) and physical risks (chronic and acute) by assuming a 1.5˚C scenario and a warming scenario exceeding 2˚C, using scientific scenarios such as IPCC RCP2.6/8.5 and IEA NZE2050. Based on these analyses, policies are formulated and reflected in business strategies at the Environmental Promotion Conference.

- For Konica Minolta's Long-Term Environmental Vision "Eco Vision 2050," please see here: (Environment > Policy> Eco Vision 2050).
- For Konica Minolta's adaptation to climate change, please see here: (Environment > Addressing Climate Change> Adapting to Climate Change).

Implementation and Results of Climate-Related Scenario Analysis

Konica Minolta has identified business risks that could adversely affect the performance of the Group in 2030, and business opportunities that can be created by proactively addressing the challenges of climate change, assuming the following two scenarios: one in which the temperature increase is kept below 2°C (equivalent to 1.5°C) and a low-carbon global society is achieved, and one in which the temperature increase exceeds 2°C and the predicted physical effects of climate change materialize.

Scenario analysis is conducted through the following process:

- Identification of target business areas for climate change scenario analysis.
- Identification of important climate-related risks and opportunities.
- Review of existing scientific scenarios related to climate change.
- Clarification of risks, opportunities, and anticipated financial impacts for each scenario.
- Consideration of future response policies and strategies.

The climate-related financial impacts identified as a result of the scenario analysis are reported and deliberated at the Environmental Promotion Conference, which consists of business and corporate divisions of the Konica Minolta Group. The Group Environmental Officer, appointed by the Representative Executive Officer and President, instructs and deploys the future response policies, strategies, and measures.

● If the average global temperature increase is kept below 2°C (equivalent to 1.5°C) and a low-carbon global society is achieved:

Addressing the Risks of Climate Change

Impact on Konica Minolta		Target Segment	Classification	Financial Impact	Timeline	Handling
procurement and manufacturing costs	Stakeholder demand for renewable energy procurement and net-zero greenhouse gas (GHG) emissions	Digital Workplace Business, Industry Business	Market evaluation	Medium	Short-term	Introduce renewable-energy-derived electricity at production, R&D, and sales sites
	Replacing fossil resources and fuels in production	Industry Business	Policies/Laws	Medium	Medium to long-term	Examine the introduction of CO_2-free fuels, implement ICP, and optimize the procurement strategy
	Response to new emissions regulations and laws	Digital Workplace Business, Professional Printing Business, Industry Business, Imaging Solutions Business	Policies/Laws	Strong	Short to medium term	Develop energy-saving production technology
Increase in product development costs	Response to the market and new regulations on product energy efficiency	Digital Workplace Business, Professional Printing Business	Policies/Laws Market	Medium	Short-term	Product energy-saving design in keeping with new environmental labeling standards, compliant with public procurement and bidding requirements
Decrease in sales due to changes in demand for products and services	Decrease in office demand due to acceleration toward a paperless society	Digital Workplace Business, Professional Printing Business	Market	Strong	Short to medium term	Transition to a revenue model not dependent on print charges

The Opportunities of Climate Change

Impact on Konica Minolta		Target Segment	Classification	Financial effect	Timeline
Higher sales due to change in demand for products and services	Digital solutions that transform the printing industry supply chain	Professional Printing Business	Products/ Services	Strong	Short- to medium - term
	Functional materials with lower product carbon footprints	Industry Business	Products/ Services	Medium	Short- to medium - term
	Digital solutions that transform the apparel industry supply chain	Professional Printing Business	Products/ Services	Minimal	Short -term
	Materials technology and sensing technology that help improve the separability and recycling rate of used plastics	Industry Business	Products/ Services	Minimal	Medium - term
	Transformation of the production process with inkjet technology	Industry Business	Products/ Services	Minimal	Short- to medium - term
	Gas leak inspection systems that can contribute to the early detection of methane leaks and the reduction of emissions	Imaging Solutions Business	Products/ Services	Minimal	Medium - term

● If the average global temperature increase exceeds 2˚C and the predicted physical effects of climate change materialize:

Addressing the "Risks" of Climate Change

Impact on Konica Minolta		Target Segment	Classification	Financial impact	timeline	Handling
Lower revenue due to a reduction in production capacity	Insufficient or interrupted supply of natural resources due to changes in climate patterns	Industry Business	Chronic physical	Strong	Long-term	Product design and development not dependent on particular natural resources
	Supply chain interruptions following large-scale natural disasters	Digital Workplace Business, Professional Printing Business	Acute physical	Strong	Medium-term	Establish business continuity management (BCM), decentralize production and supply of consumables by region
	Depletion of water resources and restrictions on water intake	Digital Workplace Business, Professional Printing Business, Industry Business	Chronic physical	Minimal	Long-term	Water risk assessment and reduction of water consumption at production and procurement sites
Decrease in sales due to changes in demand for products and services	Limited access to forest resources due to abnormal climate and forest fires	Digital Workplace Business, Professional Printing Business	Chronic physical	Strong	Long-term	Transition to a revenue model not dependent on print charges

The Opportunities of Climate Change

Impact on Konica Minolta		Target Segment	Classification	Financial effect	Timeline
Increase in sales due to changes in demand for products and services	Imageing solutions that contribute to disaster prevention and the mitigation of abnormal climate and natural disasters	Imaging Solutions Business	Products/ Services	Minimal	Medium-term
	Healthcare solutions utilizing diagnostic imaging at disaster medical sites	Imaging Solutions Business	Products/ Services	Minimal	Medium-term

<Assumptions for Scenario Analysis>

- ・Scientific scenarios used: IPCC RCP2.6/8.5, IEA NZE 2050, CPS
- Risk and opportunity classification: Transition risks (policy/legal, technology, market, reputation), Physical risks (acute physical, chronic physical), Opportunities (resource efficiency, energy, products/services, market, resilience)
- Definition and evaluation criteria of "Financial impact": "Strong" - additional cost or profit reduction of 1 billion yen or more; "Medium" - additional cost or profit reduction of 100 million to less than 1 billion yen; "Minimal" - additional cost or profit reduction of less than 100 million yen.
- Definition and evaluation criteria of "Financial effect": "Strong" - profit creation of 10 billion yen or more; "Medium" - profit creation of 1 billion to less than 10 billion yen; "Minimal" - profit creation of less than 1 billion yen.
- Definition and evaluation criteria of "Timeline": "Long-term" - 10 years or more; "Medium-term" - 3 to less than 10 years; "Short-term" - 1 to less than 3 years

Konica Minolta's Climate-Related Risks and Opportunities

Risks Opportunities

	Impact on procurement / Impact on direct operations	Impact on product and service demand
If the average global temperature increase is kept below 2°C (equivalent to 1.5°C) and a low-carbon global society is achieved	**Higher procurement and manufacturing costs** ● Stakeholder demand for renewable energy procurement and net-zero GHG emissions — Short-term ● Replacing fossil resources and fuels in production — Long-term, Medium-term ● Response to emissions regulations and laws — Medium-term, Short-term	**Increase in product development costs** ● Response to the market and new regulations on product energy efficiency — Short-term **Lower sales** ● Decrease in office demand due to acceleration toward a paperless society — Medium-term, Short-term **Higher sales** ● Digital solutions that transform the printing industry supply chain — Medium-term, Short-term ● Functional materials with lower product carbon footprints — Medium-term, Short-term ● Digital solutions that transform the apparel industry supply chain — Short-term ● Material and sensing technologies that helps improve the separability and recycling rate of used plastics — Medium-term ● Transformation of the production process with inkjet technology — Medium-term, Short-term ● Gas leak inspection systems that can contribute to the early detection of methane leaks and the reduction of emissions — Medium-term
If the average global temperature increase exceeds 2°C and the predicted physical effects of climate change materialize	**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	**Lower sales** ● Limited access to forest resources due to abnormal climate and forest fires — Long-term **Higher sales** ● Sensing solutions that contribute to disaster prevention and the mitigation of abnormal climate and natural disasters — Medium-term ● Healthcare solutions utilizing diagnostic imaging at disaster medical sites — Medium-term

Strategy

Climate-related Financial Information Disclosure (TCFD): Risk Management

Identifying Environmental Material Issues | Climate-related Financial Information Disclosure (TCFD) | Nature-related Financial Disclosures (TNFD)

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Process Used to Identify, Assess and Manage Climate-Related Risks

Konica Minolta carries out risk management so as to maximize returns while minimizing negative impacts and assesses risks from a medium- and long-term perspective. Environmental risks, including climate change are assessed and managed from a medium- and long-term perspective by assessing the impact and uncertainty of climate change risks under two scenarios: "If the average global temperature increase is kept below 2℃ (equivalent to 1.5℃) and a low-carbon society is achieved" and "If the average global temperature increase exceeds 2℃ and the predicted physical effects of climate change materialize." In addition, we have positioned this environmental risk as a management risk for the whole Group and the Risk Management Committee manages that risk.

The Group Environment Promotion Committee discusses plans and measures on the response to climate change at its quarterly environmental meetings and also reassesses the extent of changes to risks twice a year. The Group Environmental Officers report to the president on progress made with the plan every month. Important environmental issues are also reported by the Group Environmental Officers to the Management Council, Risk Management Committee meetings, and other meeting bodies. 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. The following frameworks were used for classifying risk. Policy and law, technology, markets, and reputation were used for transition risk. Acute physical and chronic physical were used for physical risk.

Please refer to "Risk Management" for more details on risk management systems and processes.
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.

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Strategy

Climate-related Financial Information Disclosure (TCFD): Metrics and Targets

Identifying Environmental Material Issues | Climate-related Financial Information Disclosure (TCFD) | Nature-related Financial Disclosures (TNFD)

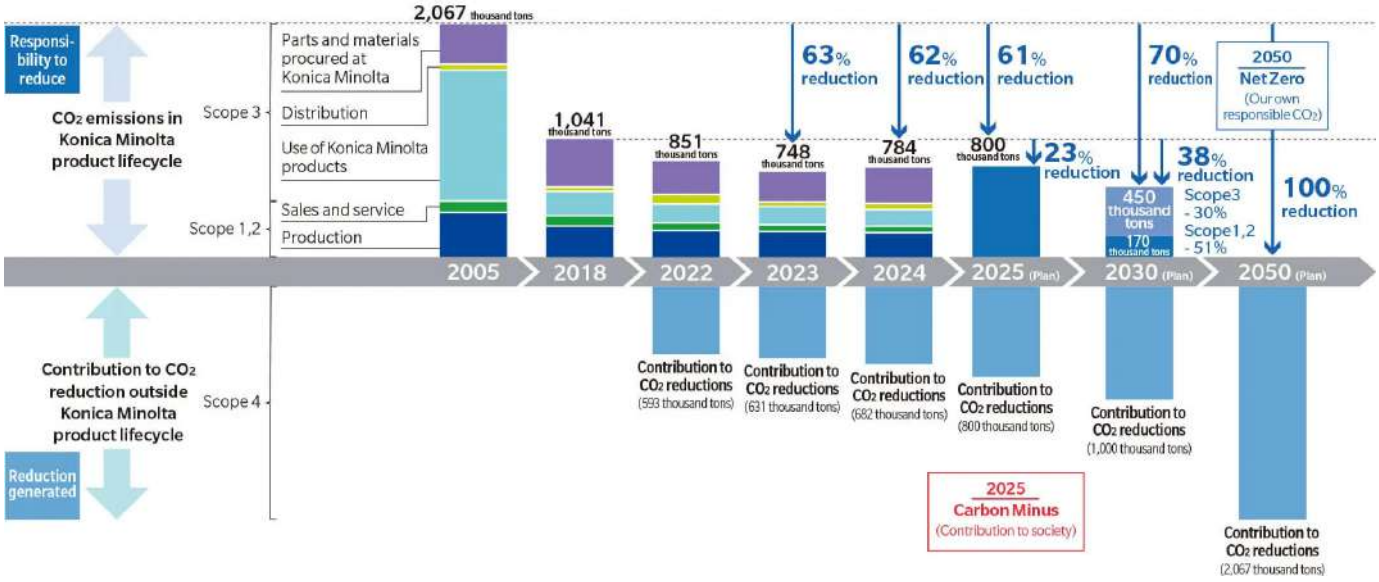
Governance | Strategy | Risk Management | Metrics and Targets

Metrics and Targets Used to Assess and Manage Climate-related Risks and Opportunities

Konica Minolta seeks to achieve Carbon Minus status by actively helping to reduce global CO_2 emissions in cooperation with its stakeholders, especially suppliers and customers. The Group defines Carbon Minus status as a state in which the amount of CO_2 reduction contributed outside its scope of responsibility exceeds the CO_2 emissions within its scope of responsibility (Scope 1, 2, and 3 emissions). Konica Minolta has also set a "net-zero" target for CO_2 emissions within its scope of responsibility to achieve the Paris Agreement. The Group aims to fulfill its corporate social responsibility, support stakeholders in their social responsibility efforts, and grow together.

Note:
・Scope 1: Direct emissions from the company, such as those from the use of fuel.
・Scope 2: Indirect emissions resulting from the use of electricity, heat, and steam supplied by other companies.
・Scope 3: Emissions related to the company's business activities within the value chain, including raw material procurement, logistics, and product use.
・Scope 4: This refers to CO_2 emission reduction contributions achieved by our solutions at societal and customer sites, outside of Scopes 1, 2, and 3. The Company quantifies these contributions based on its unique definitions.

Carbon Minus and Net Zero Targets

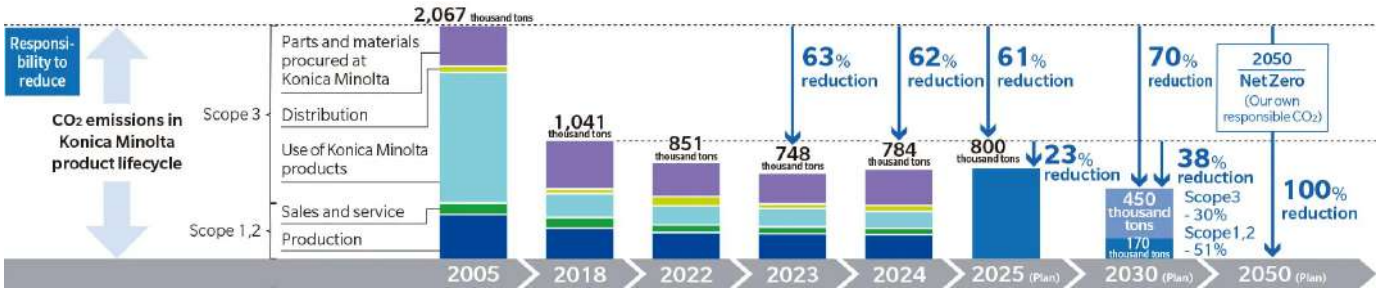


(For more information on targets and results, please refer to Sustainability Targets and Results)
For detailed data, please refer to the Environmental Data on the ESG Data page.

1. Greenhouse Gas Emissions (Scope 1, 2, and 3 Emissions)

Konica Minolta uses product lifecycle CO_2 emissions, as a metric for managing climate change risks and has established reduction targets accordingly. Product lifecycle CO_2 emissions include all Scope 1 and 2 emissions (generated during the production, sales, and service stages) and the main components of Scope 3 emissions (from procurement, distribution, and product use stages).
In the short term, Konica Minolta aims to reduce emissions by 61% (800 thousand tons) compared to fiscal 2005 levels by 2025, and in the medium term, by 70% (620 thousand tons) by 2030. In fiscal 2024, CO2 emissions were approximately 784 thousand tons (148 thousand tons from Scope 1, and 123 thousand tons from Scope 2, and 513 thousand tons from major Scope 3 categories), achieving a 62% reduction.
In the long term, Konica Minolta has set a goal to achieve net-zero greenhouse gas emissions across its entire value chain by 2050.
The Company obtains third-party assurance annually for various non-financial performance indicators, including CO_2 emissions (Scope 1, Scope 2, and some Scope 3 emissions), through its Environmental and Social Data report to ensure the validity of the data. The third-party assurance for fiscal year 2024 data is currently underway.

CO_2 Emissions in the Product Llifecycle (Scopes 1, 2, and 3)



(Unit: thousand tons-CO_2)

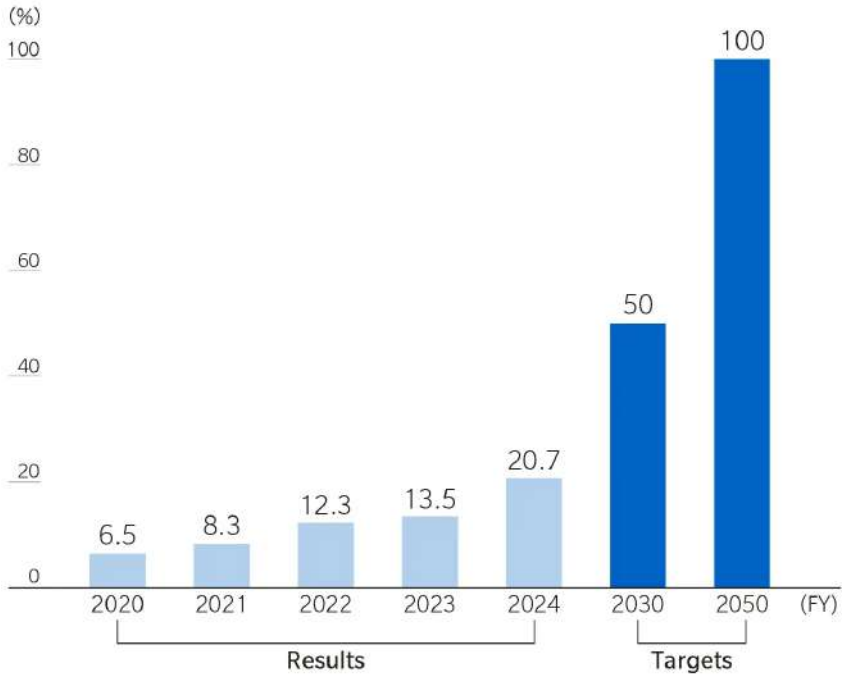
	Results						Targets	
	FY 2005 (Base year)	FY 2018	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2030
Product lifecycle CO_2 emissions	2,067	1,041	790	851	748	784	800	620
Scope 1 (Production, sales and service)	254	170	159	151	148	148	-	170
Scope 2 (Production, sales and service)	220	197	164	151	139	123		
Scope 3 (Procurement, distribution, product)	1,592	675	467	548	462	513	-	450
Category 1 (Purchased goods and services)	397	437	247	296	272	314		
Category 4 (Upstream transportation and distribution, of which, distribution of products)	58	26	41	83	28	53		
Category 11 (Use of sold products)	1,137	211	179	169	162	147		

Note: Figures may not add up due to rounding.

2. Transition Risk

Konica Minolta has adopted the ratio of electricity derived from renewable energy, as a key metric for managing transition risks. The Company has set a target of sourcing 100% of the electricity used in its business operations from renewable energy by 2050. In the medium term, it aims to increase this ratio to more than 50% by 2030.
In the Business Technologies Business, which accounts for approximately 80% of the Konica Minolta Group's total revenue, Konica Minolta views stakeholder expectations regarding renewable energy procurement as a business risk. The Company has positioned this issue as a priority and is advancing initiatives accordingly. It has achieved and continues to maintain 100% renewable energy use at all overseas production sites for multifunctional peripherals (MFPs).
In fiscal 2024, the ratio of electricity derived from renewable energy rose to approximately 20%, driven by the full-scale use of renewable energy at our production and R&D sites in Japan.

Ratio of electricity derived from renewable energy



3. Physical Risk

The Business Technologies Business, the Group's core business, delivers products to customers in 150 countries around the world. To prevent disruptions in product supply to customers caused by supply chain disruptions due to large-scale natural disasters, Konica Minolta tracks raw material supply routes back to crude materials. For raw materials with a high risk of unstable supply, the Company is working to secure multiple suppliers and to consider alternative materials.
In addition, to prepare for such a disaster risk, the Group is working to ensure a highly resilient supply chain structure that can supply products at the place of consumption by developing multiple Konica Minolta sites in Japan, Europe, and North America to produce and supply parts for consumables in the Professional Print Business and the Office Business, as well as printing toner.

4. Climate-related Opportunity

Konica Minolta has adopted both economic and environmental value as metrics for managing climate-related opportunities and has set corresponding targets. These values are created through providing of the Company's products and solutions to stakeholders.
For economic value, the Company uses two indicators: sales of Green Products that contribute to addressing climate change, and the ratio of Green Product sales to total revenue.

(For details on Green Products, please see here: ▸ the Green Products Certification System)

For environmental value, the Company uses two metrics: "CO_2 reduction during product usage" (reductions in Scope 3 emissions through energy-saving design and development of Konica Minolta products), and "contributions to CO_2 reduction outside the Konica Minolta product lifecycle" (contribution to reductions in Scope 4 emissions through solutions that transform customers' production processes).

In fiscal 2024, to increase CO_2 reduction contributions, Konica Minolta expanded sales of digital printers in the Professional Print Business that improve productivity by transforming work processes from analog to digital printing.

Management Metrics		Results		Targets	
		FY2023	FY2024	FY2024	FY2025
Economic value	Green Products Sales (billion yen)	773	777	-	735
	Percentage of green product sales (%)	67	69	-	70
Environmental value	CO_2 emissions during product Use (thousand tons)	73	133	146	190
	Contribution to CO_2 reduction outside the Konica Minolta product lifecycle (thousand tons)	631	682	690	800

5. Capital Deployment

Konica Minolta has identified “addressing climate change” as one of the five material issues to be tackled under its long-term management vision. The Company is allocating capital to business activities that contribute to enhancing corporate value and realizing a low carbon society over the medium to long term.
In fiscal 2024, R&D expenses for projects that contribute to addressing climate change (such as CO_2 reduction efforts) totaled 30.7 billion yen, accounting for approximately 51% of the Konica Minolta Group’s total R&D expenses.

6. Internal Carbon Pricing

Konica Minolta has introduced an internal carbon price (ICP) to facilitate decision-making on low-carbon investments and promote the implementation of effective energy efficiency measures. The cost, required actions, and timeframes to reduce one ton of CO_2 emissions vary between Scope 1 (direct emissions from fuel use) and Scope 2 (indirect emissions from electricity use). To ensure more effective ICP operation, the Group assesses the distinct characteristics of reductions in Scope 1 and Scope 2 and applies different carbon prices accordingly.
Carbon prices are set with reference to the regulatory frameworks and market trends in each country. The Company may revise these prices in light of changing circumstances.

7. Remuneration

In order to increase incentives to achieve the goals of the Medium-term Business Plan and to promote ownership of the Company's shares, Konica Minolta has introduced the CO_2 emission reductions through measures as one of its non-financial performance metrics used to evaluate performance-linked, medium-term stock remuneration.
Executive remuneration for the President and CEO and other Executive Officers will be determined in the range of 0% to 200% after the completion of the Medium-term Business Plan, depending on the degree of achievement of the targets, and will be delivered in the form of Company stock.

* The metric was initially set as “CO_2 emissions reduction rate.” However, taking into account the impact of production and sales volumes the Compensation Committee resolved on April 23, 2024, to revise the metric to “CO_2 emissions reductions through measures.”

› Click here for more information on remuneration (Governance Structure and Operations > Compensation for Directors and Executive Officers)
› Click here for more information on Green Products (Sustainability > Environmental Activities > Konica Minolta’s Environmental Activities：Green Products Certification System)
› Click here for more information on Green Factory (Sustainability > Environmental Activities > Konica Minolta’s Environmental Activities：Green Factory Certification System)
› Click here for more information on Green Marketing (Sustainability > Environmental Activities > Konica Minolta’s Environmental Activities：Green Marketing Activities)

Strategy

Nature-related Financial Disclosures (TNFD)

Identifying Environmental Material Issues | Climate-related Financial Information Disclosure (TCFD)
Nature-related Financial Disclosures (TNFD)

Basic Concept

To clarify the Company's stance on its dependency on and impact on natural capital in its business, its assessment, and its commitment to addressing opportunities and risks, Konica Minolta has endorsed the principles and the recommendations of the Task Force on Nature-related Financial Disclosures (TNFD). In 2024, Konica Minolta registered as a TNFD Early Adopter company and joined the TNFD Forum. The Company assesses its dependency on natural capital, evaluates its impact, and discloses this information in accordance with the TNFD framework.

[Governance] Organizational Governance of Nature-related Risks and Opportunities

At Konica Minolta, the President holds ultimate responsibility and authority for all environmental management, including biodiversity conservation, and ensures its effectiveness. Appointed by the President, the Group Environmental Officer promotes environmental management, including biodiversity conservation, develops the Medium-term Environmental Plan, and periodically reports the plan's progress to the Executive Committee and the Board of Directors, where it is discussed as a management priority.

Date	Items Approved by the Board of Directors
2008	Long-term Environmental Targets (Eco Vision 2050): "Work to restore and conserve biodiversity"
2020	Five Materialities (including "Effective Use of Limited Resources")
2023	"Reduce the use of global resources in our products by 90% or more by 2050 toward achieving zero use of global resources" and "Expand its contribution to reducing the use of global resources in products other than our own"

Additionally, Konica Minolta considers the impacts of stakeholders that must be taken into account when assessing and managing nature-related dependencies, impacts, risks, and opportunities, in line with its Human Rights Policy and human rights due diligence. For more information on Konica Minolta's Human Rights Policy and human rights due diligence, please refer to the "Human Rights" page on the Company's website.

[Strategy] Impact of Nature-Related Risks and Opportunities on the Organization's Business, Strategy, and Finances

Konica Minolta has set quantitative targets for 2050 in its long-term environmental vision, Eco Vision 2050, for "Effective Use of Limited Resources," one of its materialities. The Company will reduce the use of natural resources in its own products by 90% or more and expandits contribution to reducing the use of natural resources in products other than its own, aiming for zero use of natural resources (note). Konica Minolta seeks to transform its manufacturing to be less dependent on natural resources andenhance corporate value by aligning non-financial value with financial value through its business activities.

In creating its medium-term action plan, Konica Minolta references the TNFD recommendations announced in 2023 to evaluate the dependency on and impact on natural resources and biodiversity in its business. The Company extracts issues from the perspective of the nine global core indicators proposed by the TNFD to assess the dependency on and impact on nature in its business activities identifies risks and opportunities.

(Note) Natural resources: Resources that require new extraction, such as crude oil and mineral resources and are generally synonymous with depletable resources.

TNFD Core Indicators			Impact on Konica Minolta	
Natural change factors		Nine core indicators	Risk	Opportunity
Dependence	Land/freshwater/ ocean-use change	1. Total spatialland footprint	—	—
		2. Extent of land/ freshwater/ocean-use change	—	—
	Resource use/ replenishment	3. Water withdrawal and consumption from areas of water scarcity	Supply chain: Reduced supply from high water stressed areas (Southeast Asia) due to water withdrawal restrictions	Textile dry process: Waterless dyeing systems in high water stressed areas (India, Turkey, Italy)
		4. Quantity of high-risk natural commodities sourced from land/, ocean/, freshwater	Natural resources: Inadequate supply of high-risk natural resources due to stricter regulations Paper: Reduction in paper use and output opportunities due to restricted access to forest resources	—
Impact	Pollution/ pollution removal	5. Pollutants released to soil	—	Toxic substance-free technology: Provide technology free of residual toxic substances
		6. Wastewater discharged	—	Digital printing/ Textiles, Inkjet technology: Wastewater reduction technology in regions with severe water pollution (South Asia)
		7. Waste generation and disposal	End-of-life products: Mandatory recycling of products due to measures promoting a circular economy. Plastics: Demand for the use of recycled resources in products due to measures promoting a circular economy	Recycled plastic technology: Increased demand for recycling technology, material technology, and sensing technology due to measures promoting a circular economy.
		8. Plastic pollution	—	—
		9. Non-GHG air pollutants	—	—

<Implementation and Results of Natural Scenario Analysis>

Looking ahead to 2030, Konica Minolta has identified business risks that could affect its performance by 2030, as well as business opportunities that could be created by taking proactive measures to address these challenges. The Company has identified the relevant segments, categories, timeframes, and responses for potential risk manifestations or opportunities under two scenarios: one where nature is protected and restored through strengthened policies, and another where nature continues to deteriorate under current trends. These responses have been established with the mitigation hierarchy approach in mind.

The scenario analysis framework involves identifying the business areas subject to natural scenario analysis, determining significant nature-related risks and opportunities, examining nature-related scenarios, and formulating policies, and strategies for future responses. The analysis includes identifying, assessing, and prioritizing risks and opportunities, taking into account nature-related dependencies and impacts. This scope covers not only the Company's direct operations related to the global environment, such as biodiversity, climate change, and limited resources, but also adjacent areas of operation, as well as the upstream and downstream supply chain.

● **When nature is protected and restored through stronger policies**

Response to Nature-related Risks

Impact on Konica Minolta		Natural change factors	Target segment	Classification	Timeline	Handling
Increase in procurement and manufacturing costs	Demand for use of recycled plastic resources in products due to measures promoting a circular economy, etc.	Impact	Digital Workplace Business / Professional Print Business / Industry Business	Policy / Technology	Short to medium term	[Minimization] Products that meet the new environmental label standards, circular economy design, and public procurement and bidding requirements
Increase in product development costs	Mandatory recycling of end-of-life products	Impact	Digital Workplace Business / Professional Print Business	Policy	Medium-term	[Minimization] Products that meet the new environmental label standards, circular economy design, and public procurement and bidding requirements
Decrease in sales due to changes in demand for products and services	Limited access to forest resources due to forest ecosystem protection	Dependence	Digital Workplace Business / Professional Print Business	Policy / Market	Short to medium term	[Avoidance] Convert business to a revenue model that does not depend on print charges.

Nature-related Opportunities

Impact on Konica Minolta		Drivers of change in nature	Target segment	Classification	Timeline
Business performance opportunities	Digital solutions to transform the printing industry supply chain	Impact	Professional Print Business	Products / Services	Short to medium term
	Digital solutions to transform the apparel industry supply chain (South Asia)	Impact	Professional Print Business	Products / Services	Short term
	Transform customer workflows by converting production lines to inkjet and reducing water and solvents	Impact	Industry Business	Products / Services	Short to medium term
	Increasing demand for waterless dyeing systems in water-stressed regions (India, Turkey, Italy)	Dependence	Professional Print Business	Products / Services	Short to medium term
Opportunities for sustainability performance	Increasing demand for plastic recycling technology, material technology, and sensing technology due to promotion measures promoting a circular economy	Impact	Digital Workplace Business / Professional Print Business / Industry Business	Sustainable use of natural resources	Medium-term
	Technology free of residual toxic substances	Impact	Industry Business	Protection, restoration, and regeneration of ecosystems	Long term

● When nature continues to deteriorate with the continuation of existing policies

Response to Nature-related Risks

Dependence and impact on Konica Minolta		Drivers of change in nature	Target segment	Classification	Timeline	Handling
Lower profits due to a reduction in production capacity	Insufficient or interrupted supply of natural resources due to changes in climate patterns	Dependence	Industry Business	Chronic physical	Long term	[Avoidance] Product design and development not dependent on particular natural resources
	Reduced production at production and procurement sites due to water resource depletion and water withdrawal restrictions (Southeast Asia)	Dependence	Digital Workplace Business / Professional Print Business / Industry Business	Chronic physical	Long term	[Minimization] Water risk assessment and water consumption reduction at production and procurement sites
Decrease in sales due to changes in demand for products and services	Limited access to forest resources due to abnormal climate and forest fires	Dependence	Digital Workplace Business / Professional Print Business	Chronic physical	Long term	[Avoidance] Shift to a revenue model that does not depend on print charges

Nature-related Opportunities
None

Classification of Risks and Opportunities

Transition risks	Policy, market, technology, reputational, liability
Physical risks	Acute physical, chronic physical
Systemic risks	Ecosystem stability, financial stability
Business performance opportunities	Markets, capital flows and capital procurement, products/ services, resource efficiency, reputational capital
Opportunities for sustainability performance	Sustainable use of natural resources, ecosystem protection, restoration, and regeneration

Definition and Evaluation Criteria for Timeline

Long term	10 years or more
Medium term	3 to 10 years
Short term	1 to 3 years

Drivers of Change in Nature

Dependence	Total spatial footprint, extent of land/freshwater/ocean-use change, water withdrawal and consumption from water-stressed areas, quantity of high-risk natural resources sourced from land/ocean/freshwater
Impact	Pollutants released to soil, wastewater discharged, waste generation and disposal, plastic pollution, non-GHG air pollutants

[Risk and Impact Management] Process Used to Identify, Assess, and Manage Nature-Related Risks and Impacts

Konica Minolta has positioned environmental risks, including forest ecosystems and biodiversity, as one of the key management risks for the entire Group, overseen by the Risk Management Committee. For businesses that depend on specific natural resources, the Company assesses and identifies production and procurement risks in its medium-term business plan and addresses them accordingly. The [Strategy] section outlines the process of identifying, assessing, and prioritizing nature-related dependencies, impacts, risks, and opportunities.

[Indicators and Targets] Indicators and Targets Used to Assess and Manage Nature-Related Risks and Opportunities

Under Eco Vision 2050, Konica Minolta's long-term environmental vision, the Company has set ambitious targets: “achieving zero use of natural resources by reducing natural resource use in our products by 90% or more by 2050,” “maximizing our contribution to reducing the use of natural resources in products other than our own,” and “working to restore and conserve biodiversity.” These goals are supported by management indicators in the Medium-term Environmental Plan 2025, which are linked to the Medium-term Business Plan (2023-2025) as milestones towards achieving the long-term targets. The Company has set targets to reduce the use of natural resources in its own products by 20% compared to fiscal 2019 and to create a 400,000-ton reduction in resource use for customers and society in products other than its own by the end of fiscal 2025. The Company formulates annual plans, checks progress quarterly, and considers additional measures as needed.

Additionally, for environmental compliance with laws, regulations, and ordinances in each country and region, Konica Minolta has set management indicators for wastewater volume, waste, and non-GHG air pollutants, and regularly monitors them.

For measurement control indicators for each product life cycle, please refer to the "Environmental Data" on the "ESG Data Page" section on the Konica Minolta website.

Konica Minolta's Environmental Activities

Overview of Environmental Activities

Overview of Environmental Activities | Green Products Certification System
Green Factory Certification System | Carbon Neutral Partner Activities | Green Marketing Activities
Environmental Digital Platform

Overview of Konica Minolta's Environmental Activities

Green Activities for Resolving Environmental Issues

Konica Minolta used backcasting to identify its vision for 2030, and then defined the actions it should take in the short and medium term. The Group is now carrying out environmental activities to help resolve social and environmental issues across its value chains.

The first, Green Products Activities, are focused on creating solutions to resolve social and environmental issues at the planning and development stages. The second, Green Factory Activities and Carbon Neutral Partner Activities, both help to reduce environmental impact at the manufacturing and procurement stages. The third, Green Marketing Activities, which includes Konica Minolta's Environmental Digital Platform, help to strengthen relationships with customers and resolve environmental management issues at the sales and service stages.

The Konica Minolta Medium-term Environmental Plan 2025 sets targets and specifies action plans for creating social, environmental, and economic value through each of these activities, and the company is pursuing these efforts accordingly.



Overview of Environmental Activities | Green Products Certification System | Green Factory Certification System
Carbon Neutral Partner Activities | Green Marketing Activities | Environmental Digital Platform

Konica Minolta's Environmental Activities

Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System)

Overview of Environmental Activities | Green Products Certification System
Green Factory Certification System | Carbon Neutral Partner Activities | Green Marketing Activities
Environmental Digital Platform

Background and Issues

Given growing concern about environmental and social challenges such as climate change and economic disparity, people's values are shifting from pursuing material wealth to helping to improve the quality of society. By understanding the evolving values of society and contributing solutions, Konica Minolta recognizes the importance of providing 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 broadly promoting their value. By taking initiatives like these, which also contribute to the achievement of the Sustainable Development Goals (SDGs), Konica Minolta strives to help build a sustainable society, earn social confidence, and achieve sustainable growth along with the broader society as a company of choice.
As one key measure to achieve this vision, Konica Minolta has been implementing its Green Products Certification System since 2011. By defining solutions that help to resolve social and environmental issues, certifying products and services, and using this process to grow sales, the Group is helping to resolve social and environmental issues from an SDG perspective.

Key Measures and KPIs

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

(Unit: thousand tons)

KPI	Result					Target	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
CO_2 emissions reduced through the procurement and use of Konica Minolta products (Scope 3)*1	14	25*3	53*3	19	26	30	35
Amount of resources conserved and recycled resources utilized in Konica Minolta products	12	12*3	12	13	13	14	14
Contribution to the reduction of CO_2 reduction contributions outside the Konica Minolta product lifecycle through the use of Konica Minolta products (Scope 4)	578	585*3	624	630	682	690	800
Contribution to the reduction in the use of natural resources*2 outside the Konica Minolta products	320	320	340	360	383	390	430

Note:
Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021. Targets for fiscal 2024 and fiscal 2025 have been revised based on fiscal 2023 results.
*1 figures represent the cumulative reduction effects for each mid-term plan period from fiscal 2020 to fiscal 2022 and fiscal 2023 to fiscal 2025. The reduction effects of measures implemented from the first year of each period to the relevant fiscal year are summed for each fiscal year.
*2 Natural Resources：Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.
*3 The figures for fiscal 2021 and fiscal 2022 were incorrect and have been corrected.

Overview of the Certification System

Under the Green Products Certification System, Konica Minolta has designated certification criteria for environmental issues for which it seeks a solution. It sets criteria for each of the business and product characteristics and assesses the products that meet these standards with a three-step ranking.
For the certification process, Konica Minolta has developed the Green Products Certification Standards, which define in detail aspects such as the decarbonization of products and the sustainability of raw materials. These standards ensure fairness and consistency for certified products, while fostering perspectives that enhance the environmental value of products, with a focus on decarbonization and raw material sustainability.
These certification standards were reviewed and updated to align with the Medium-Term Business Plan 2025. The updated certification system (shown in the figure) promotes the creation of products that further contribute to solving social issues.

Green Products Certification System



Products that Contribute to Material Issues

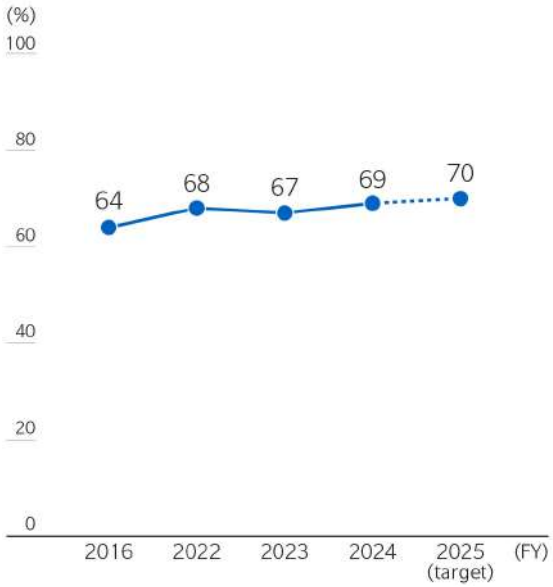
In addition to solving environmental issues, Konica Minolta is creating products and solutions that contribute to solving social issues in each business area, based on the five material issues identified.

	Industry Business	Digital Workplace Business	Professional Printing Business	Imaging Solutions Business
Improving Fulfillment in Work and Corporate Dynamism	・Automatic appearance measurement/inspection ・Hyperspectral imaging contributing to resource circulation	・Office solutions enabling location-independent work styles	・IQ-601/Production printers enabling automation and skill-less operation ・Textile printers	・Nursing care solutions that reduce the workload of doctors and nurses
Supporting Healthy, High-Quality Living				・Early disease detection using digital X-ray systems and diagnostic ultrasound systems
Ensuring Social Safety and Security	・Work automation to reduce accidents	・Ensuring information security starting from MFPs		・ADDSAFE and fire prevention solutions for early detection of accidents and occupational risks
Addressing Climate Change	・Hyperspectral imaging contributing to resource circulation	・Improved energy efficiency of MFPs	・CO_2 reduction in customer printing processes through Production printers/ Textile printers	
Using Limited Resources Effectively	・Hyperspectral imaging contributing to resource circulation ・Reducing losses in inspection processes using colorimeters and luminance meters ・Ultra-thin TAC film ・Miniaturization of IJ (inkjet) components	・Downsizing of MFPs, use of recycled materials in housings, and refurbishment	・Reduction of printing plates and waste paper with production printers ・Textile printers	・Gas monitoring solutions for early detection of methane leaks

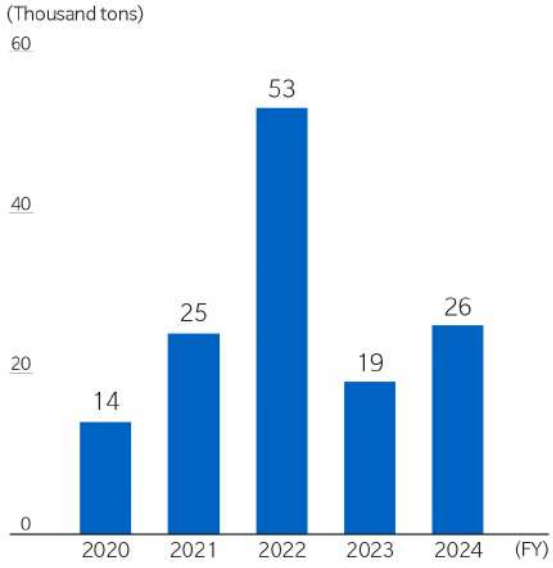
Fiscal 2024 Activity Results

Sales of products certified as Green Products that contribute to solving environmental issues under the new certification system, including those carried over from the Green Products Certification System that has been ongoing since fiscal 2011, totaled 777 billion yen, accounting for 69% of the Group's total sales in fiscal 2024.
In addition, improvements in the environmental performance of these products have resulted in a CO_2 emissions reduction of 26 thousand tons through product procurement and use and the amount of resources saved and recycled was 13 thousand tons.
Konica Minolta will continue to expand products and services that help to solve environmental issues.

Sales of Green Products

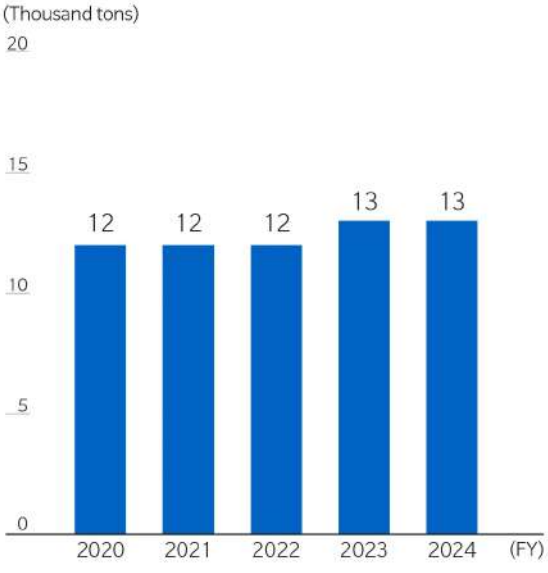


CO^2 Emissions Reduced through the Use and Procurement of Konica Minolta Products and Services



* The figures represent the cumulative reduction effects for each mid-term plan period from fiscal 2020 to fiscal 2022 and fiscal 2023 to fiscal 2025. The reduction effects of measures implemented from the first year of each period to the relevant fiscal year are summed for each fiscal year.

Amount of Resources Conserved and Recycled Resources Used in Konica Minolta Products



Konica Minolta's Environmental Activities

Production Activities to Solve Environmental Issues (Green Factory Certification System)

Overview of Environmental Activities | Green Products Certification System
Green Factory Certification System | Carbon Neutral Partner Activities | Green Marketing Activities
Environmental Digital Platform

Background and Issues

As environmental problems become increasingly serious, society requires greater energy efficiency, the use of renewable energy, and more efficient use of limited resources. Reducing environmental impact in the production process, especially in the manufacturing industry, has a significant effect on reducing the impact of society as a whole, and therefore, achieving substantial reductions is considered important.

Vision

Konica Minolta streamlines production processes, develops and improves production technologies, and takes steps to reduce its environmental impact while cutting costs.
Konica Minolta carries out Green Factory activities at its manufacturing sites, and also implements highly effective reduction measures, such as energy conservation activities, effective use and recycling of resources, and the introduction of renewable energy.

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

(Unit: thousand tons)

KPI	Results					Targets	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Reduction of CO_2 emissions at Konica Minolta production sites through energy-saving activities	4	12	18	8*	18	17	21
CO_2 reduction through the introduction of renewable energy	7	10	20	3	14	13*	55
Reduction of waste discharge at Konica Minolta production sites	0.6	1.3	1.7	1.6	2.1	1.6	1.7

Note:
The figures represent the cumulative reduction effects during each mid-term plan period from FY2020 to FY2022 and FY2023 to FY2025. The reduction effects of measures implemented from the first year of each period to the relevant fiscal year are summed for each fiscal year. Targets for FY2024 and FY2025 have been revised based on FY2023 results.
* Figures for FY2024 were revised due to errors found in the disclosure.

Initiatives in Production

Konica Minolta has long promoted green-factory activities at its in-house production sites to simultaneously reduce its environmental impact and lower costs. The Company is implementing a Green Factory Certification System, which requires that production sites meet two standards: environmental impact reduction standards to evaluate energy and resource conservation measures, and guideline standards to evaluate the quality of activities.
The certification system targets sites that have a large impact on Konica Minolta's total environmental load (energy consumption and external emissions). It also targets business units, production sites, or development sites where reducing environmental impact (such as lowering the carbon footprint) can be a competitive indicator in a business environment or based on customer requests.

To meet the guideline standards, it is necessary to fulfill all 12 items that reflect growing social and environmental expectations. These include building systems for environmental activities and training, identifying and implementing measures for energy and resource conservation and renewable energy use, and managing water resources.
By promoting initiatives to meet two standards at its production sites, the Company aims to enhance its contribution to the global environment and accelerate efforts to address social issues.

Green Factory Certification Standards

		Material-based production sites	Assembly based production sites
Environmental Impact reduction Environmental impact reduction standards to be achieved by Konica Minolta production sites	CO_2emissions	3% reduction annually through energy conservation (9% over 3 years)	2% reduction annually through energy conservation activities (6% over 3 years)
	Ratio of electricity from renewable energy sources	Set for each site (e.g., 100% achievement, 20% introduction)	
	Waste discharge	2% reduction annually (6% over 3 years)*	2% reduction annually (6% over 3 years)*
Guideline Standards for environmental management initiatives to be pursued by Konica Minolta production sites	Guideline compliance status	Complying with guidelines on items such as: • Building a system for environmental activities and implementing environmental education • Responding to climate change (energy conservation, initiatives for renewable energy) • Studying technology for introducing renewable energy • Resource circulation (identification of initiatives that contribute to the 3Rs, final disposal rate) • Water resource management	

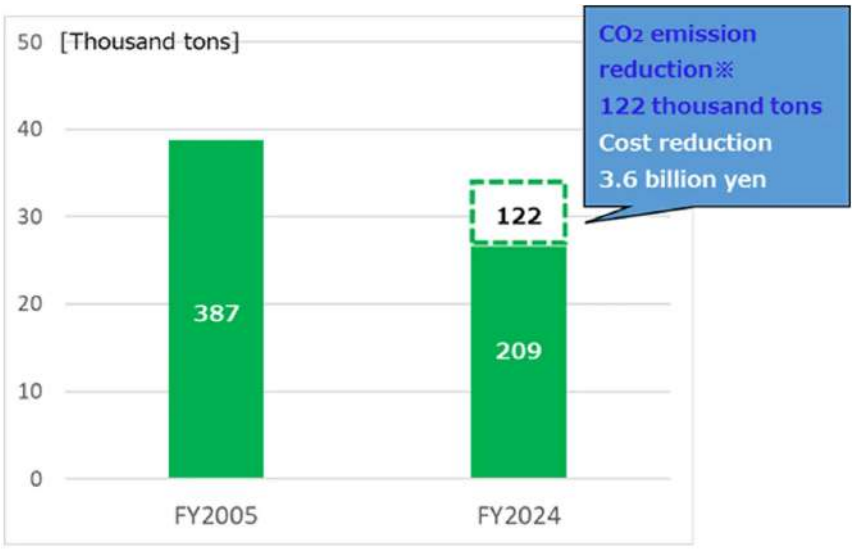
Note:
This applies to major production sites that have a large environmental impact on Konica Minolta and are deemed a priority in the medium-term business plan.
* This target includes efforts to reduce plastic waste at major sites in Japan, in line with activities to curb and recycle industrial waste from plastic products, based on the Act on Promotion of Resource Circulation for Plastics enacted in Japan.

Results of Activities to Date

Since the 2000s, Konica Minolta has actively promoted Green Factory initiatives, implementing a wide range of measures to reduce CO_2 emissions and waste output, while simultaneously achieving cost reductions.

The cumulative reductions achieved through initiatives implemented since the launch of Green Factory activities in fiscal 2005 are as follows.

CO_2 Emissions Reduction Effect during Production*



* Reduction in emissions from the estimated amount if no measures are taken.

For details on specific reduction initiatives, please refer to the following:
Addressing Climate Change > Promoting Decarbonization in Production

Waste Reduction Effect during Production*



* Reduction in emissions from the estimated amount if no measures are taken.

For details on specific reduction initiatives, please refer to the following:
Building a Recycling-Oriented Society > Resource Conservation and Recycling in Production Operations

Konica Minolta's Environmental Activities

Decarbonization of Suppliers (Carbon Neutral Partner Activities)

Overview of Environmental Activities | Green Products Certification System | Green Factory Certification System | Carbon Neutral Partner Activities | Green Marketing Activities | Environmental Digital Platform

Background and Issues

As more effective use of energy and resources is demanded throughout society, there is a limit to what one company alone can do to reduce its environmental impact. Global corporations are being asked to expand the scope of their activities to include suppliers who provide parts and materials, and to increase their contribution to the global environment throughout the supply chain.

Vision

Konica Minolta seeks to share the environmental technologies and know-how it has developed, work in partnership with its suppliers to reduce their environmental impact, and contribute significantly to the environment throughout the supply chain.

Konica Minolta's Carbon Neutral Partner Activities provide suppliers with the energy-saving and renewable energy know-how that the Company has developed at its own worksites. This is expected to help reduce their environmental impact and lower costs, thereby making Konica Minolta a company chosen by customers for meeting the growing demand for carbon neutrality.

Key Measures and KPIs

Dramatic reduction of environmental impact in the supply chain through the use of DX

(Unit: thousand tons)

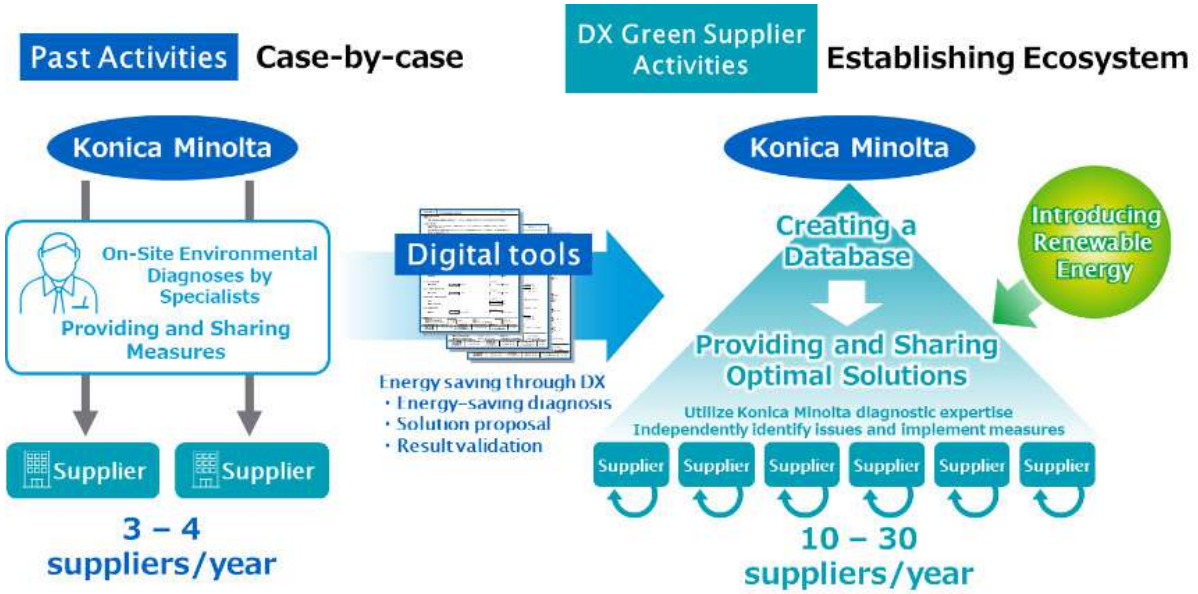
KPI	Results					Targets	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Reduction of CO_2 emissions at suppliers	1.1	2.8	6.4	2.2	3.2	4.2	4.8

Note:
1. The figures represent the cumulative reduction effects for each mid-term plan period from FY2020 to FY2022 and FY2023 to FY2025. The reduction effects of measures implemented from the first year of each period to the relevant fiscal year are summed for each fiscal year.
2. Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.
3. Targets for FY2024 and FY2025 have been revised based on FY2023 results.

Overview of the Activities

Konica Minolta provides its suppliers with the environmental technologies and expertise it has cultivated through its own environmental impact reduction activities at its production sites, such as Green Factory Activities, thereby promoting initiatives that enable suppliers to reduce environmental impact and cut costs at the same time. In the past, Konica Minolta implemented "Green Supplier Activities," in which specialists visited supplier sites to conduct environmental assessments and propose improvements based on cost reduction effects and return on investment. However, to significantly expand the number of participating companies, the Company developed an energy conservation assessment tool that digitalizes experts' know-how, thereby establishing an innovative new program that does not require on-site visits.

In fiscal 2021, Konica Minolta launched Carbon Neutral Partner Activities, building on its existing Green Supplier Activities and incorporating the growing social movement toward carbon neutrality. The Company also established the Carbon Neutral Partner Certification System, which certifies suppliers based on not only energy conservation (CO_2 emissions reduction) but also targets for introducing renewable energy. By providing support for the introduction of renewable energy, Konica Minolta promotes the carbon neutrality of its suppliers, with the aim of enhancing the social value of both its suppliers and itself in society.



Carbon Neutral Partner Certification System

The system uses two management metrics (1) energy conservation (reduction of CO_2 emissions) and (2) introduction of renewable energy and sets two activity levels. Believing it is important to consider introducing renewable energy only after making sufficient progress in energy conservation, the Company requires all participating suppliers to achieve the Level 1 energy conservation standard within three years of starting activities.

Activity levels	Metrics	Target (within three years of starting activities)
Level 1	CO_2emission reduction rate	6%
Level 2	CO_2emission reduction rate	6%
	Rate of electricity derived from renewable energy sources	100% of electricity usage

Fiscal 2024 Activity Results

Konica Minolta has promoted its activities to share with its suppliers the environmental technologies and know-how cultivated through its own environmental impact reduction activities, including Green Factory Activities, at its production sites. By fiscal 2024, the Company had provided this knowledge to 50 suppliers.
In fiscal 2024, Konica Minolta confirmed that eight participating suppliers had achieved their set targets and certified them as Carbon Neutral Partners. On the other hand, several other active suppliers fell short of planned reduction targets due to a review of the activity framework and other factors.





SumiRiko Chemical and Plastic Products (Thailand) Ltd held an achievement confirmation meeting. (February 2025).

That Support Konica Minolta's Supply Chain Environmental Impact Reduction Activities (including Green Supplier Activities) and Have Achieved Their 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
Jul. 2021	Shenzhen EVA Precision Technology Group Limited Yihe Plastic and Electronic Products (Shenzhen) Co., Ltd..	FY2018
Jul. 2021	Allied Precision Technologies (M) Sdn. Bhd.	FY2018
Jul. 2021	Pacestar Industries (Melaka) Sdn. Bhd.	FY2018
Mar. 2022	Shanghai Xintonglian Packaging Co., Ltd. (Wuxi Plant)	FY2019
Mar. 2022	Dongguan Zhongxing Electronics Co. Ltd.	FY2019
Mar. 2022	Yihe Precision Industry (Suzhou) Co Ltd.	FY2019
Mar. 2022	Sun Mansfield Manufacturing (Dongguan) Co., Ltd.	FY2019
Mar. 2022	Mansfield (Suzhou) Manufacturing Co., Ltd.	FY2019
Mar. 2022	Sun Mansfield Manufacturing(Dongguan) Co., Ltd.	FY2019
Mar. 2022	Mansfield（Suzhou）Manufacturing Co., Ltd.	FY2019
Oct. 2023	Yokoi Co., Ltd.	FY2021
Dec. 2023	Kishiro Vietnam Co., Ltd.	FY2021
Dec. 2023	Wuxi Maxim Precision Mould & Plastic Co., Ltd.	FY2021
Dec. 2023	Nidec Motor (Dongguan) Corporation	FY2021
Dec. 2024	Dongguan Fu Wei Electronic Co., Ltd.	FY2021
Dec. 2024	Teco Image Systems (Dongguan) Co.,Ltd.	FY2021
Dec. 2024	Minebea Electronics Motor (Zhuhai) Co.,Ltd.	FY2021
Feb. 2025	SumiRiko Chemical and Plastic Products (Thailand) Ltd.	FY2021
Apr. 2025	Cal-Comp Precision (Thailand) Limited.	FY2021
Feb. 2024	Dongguan Sunrise Elc Technology Co.,Ltd.	FY2022
Nov. 2024	Settsu Plastics Industry Co., Ltd.	FY2022
Apr. 2025	One other company	FY2022

Voice of a Supplier | SumiRiko Chemical and Plastic Products (Thailand) Ltd.

As environmental conservation has gained importance globally, striving for carbon neutrality has become essential for business continuity. My company had been making progress in its own activities but was struggling to make further progress when Konica Minolta invited us to participate in the Carbon Neutral Partner Activities. Based on our energy usage and Konica Minolta's case studies and know-how, we used various items provided by Konica Minolta to investigate whether any energy was being wasted. This helped us establish a cycle of calculating the effects of measures, implementing improvement activities with advice from Konica Minolta, and producing results, which accelerated our progress toward achieving carbon neutrality.
Some proposed measures remain unimplemented despite the proposals, and we will continue to promote environmental activities to contribute to a sustainable society while aiming for sustainable corporate growth.



Naoaki Sasakihara
Environmental Management Representative
SumiRiko Chemical and Plastic Products (Thailand) Ltd.

Voice of a Supplier | Minebea Electronics Motor (Zhuhai) Co., Ltd.

The guidance and support we received for our Carbon Neutral Partner Activities brought about a change in our members' environmental awareness, and we were able to learn a great deal about activity methods. We wish to express our gratitude once again.
Taking part in the Carbon Neutral Partner Activities was an opportunity for our company to realize anew that not only do we show consideration for the environment, but doing so also brings great benefits to our company.
This aligns with our management philosophy of contributing to a sustainable, eco-friendly, and prosperous society by making products "better, faster, in greater quantities, more affordable, and smarter."
We believe that our mission as a manufacturing company is to always pursue efficient production with fewer resources, as this will help contribute to a prosperous and eco-friendly society. We are committed to continuing to promote management activities that apply the knowledge gained from this initiative.



Noboru Ito
General Manager
Minebea Electronics Motor (Zhuhai) Co., Ltd.

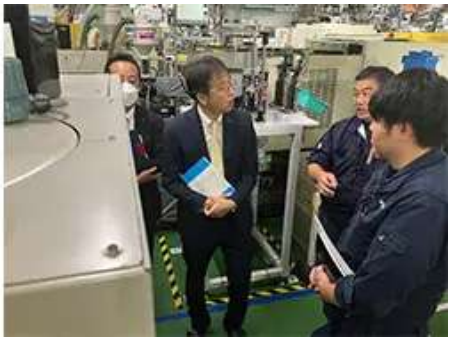
Voice of a Supplier | Yokoi Co., Ltd.

Our company has been steadily working to achieve carbon neutrality since around 2011. However, there were limits to what we could do on our own, and we were looking for the next step toward a sustainable society. It was at this time that Konica Minolta proposed a joint initiative, which became a major turning point for our company. Through our collaboration with Konica Minolta, we were able to gain unprecedented knowledge and expertise, and our activities advanced significantly in both quality and quantity.
Our company deeply appreciates Konica Minolta's sincere approach of working together to solve problems from the same perspective, which is a rare and valuable quality. Through this experience, we have reaffirmed our responsibility as a "member of a sustainable society" and will continue to fulfill that responsibility.



Shinichi Yokoi
President and CEO
Yokoi Co., Ltd.



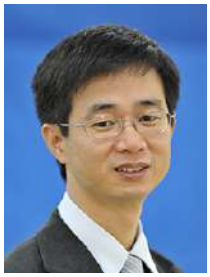


Photos from the achievement confirmation meeting (October 2023).

Voice of a Supplier | Shenzhen EVA Precision Technology Group Limited Yihe Plastic and Electronic Products (Shenzhen) Co., Ltd

We have only one Earth. Environmental protection and improvement is one of the most important social responsibilities for all companies, and at Yihe, we are making every effort to protect and improve the environment. Konica Minolta has provided us with a great deal of support in this regard.
In particular, we are deeply grateful to Konica Minolta for their onsite guidance and support in our Green Supplier Activities, which have provided us with much learning and growth.
We will continue our efforts to become a world-class leader in environmental protection and contribute to the reduction of global environmental impacts by continuing our efforts to mitigate global warming, support a recycling-oriented society, and reduce the risk of chemical substances.

There is an old Chinese proverb which states, "The road of practice is long, far, and endless, but I will continue to seek the truth despite twists and turns along the way." This expresses the truth about reducing environmental impact as well — it is a long road to a distant destination, but I will continue to act with the belief that things will surely get better along the way as each one of us takes action.



Hu Xiaofeng
Vice President
Yihe Electronics Group, Yihe Holdings

Voice of a Supplier | Allied Precision Technologies (M) Sdn. Bhd.

With global climate change, the impact on our environment and natural resources has increased. We must renew our production processes and establish environmentally-friendly operations in our manufacturing field. We are grateful to Konica Minolta for inviting us to participate in the Green Supplier Activity program since 2018. Through this program, Konica Minolta has taught us the best practices in using fewer material resources reducing and recycling materials, saving energy resources, and moderating emissions from our manufacturing processes. With Konica Minolta's guidance, we have introduced various green activities to our manufacturing processes. This has enabled us to achieve greater cost savings and effectively reduce CO_2 emissions from our operations. Moving forward, Allied will continue to practice environmental conservation and strengthen our business strategies as a Green Manufacturer.



Angeline Tan
Managing Director
Allied Precision Technologies (M) Sdn. Bhd



Allied Precision Technologies (M) Sdn. Bhd Achieved Green Supplier Activity Targets

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

Our basic environmental philosophy is to minimize the impact on the environment of all 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 learned ways to create energy conservation effects and the perspectives behind them, which have led to concrete results. Moreover, these activities help us achieve our targets for the entire factory, not just the environmental team, raising awareness and fostering initiatives company-wide. I believe that continuing these activities is of utmost importance, and we will continue to conserve energy and resources, prevent pollution, and develop products and conduct 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 guidance. Through the Green Supplier activities, we have been able to raise awareness about the environment, including reducing energy loss, waste, and CO_2 emissions. Not only have we benefited from the tangible effects, but we have also gained many insights. Moving forward, we plan to share and further develop the experiences and knowledge we have gained 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 initiatives since our inception days. Our program continued internally and later expanded to include involvement with external parties such as the local council, schools, and the public. The program included city beautification, clean-up activities, and school beautification.
Recent years have shown an increasing negative impact on the environment from plastic products. However, as a plastic injection molding manufacturer, we remain positive in our position as a diversified supplier serving various industries.
The Green Supplier Activity by Konica Minolta has provided us with the opportunity to enhance our program to a higher level. This program will support us in achieving our goals, which are aligned with our environmental policy aimed at contributing to environmentally sustainable development.
We have shared best practices and gained additional knowledge from the Konica Minolta team, and we appreciate the exposure to new ideas and methodologies introduced for waste elimination. We look forward to 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. Achieved Green Supplier Activity Targets

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 challenges of evolving 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 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 made several proposals 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
President
Szepak Precision (Wuxi) Co., Ltd.

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

In our daily lives, we receive much information about various phenomena caused by global warming such as rising temperatures, rising sea levels and extreme weather that threaten the lives of human beings and allliving things on Earth.
Konica Minolta introduced the Green Supplier Activity 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. 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 activities 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.

Overview of Environmental Activities | Green Products Certification System | Green Factory Certification System
Carbon Neutral Partner Activities | Green Marketing Activities | Environmental Digital Platform

Konica Minolta's Environmental Activities

Sales Activities to Solve Environmental Issues (Green Marketing Activities)

Overview of Environmental Activities | Green Products Certification System
Green Factory Certification System | Carbon Neutral Partner Activities | Green Marketing Activities
Environmental Digital Platform

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

Konica Minolta contributes to sales by using DX to strengthen engagement with customers and help solve their issues.

By providing the outstanding environmental technologies and expertise that have been tested and proven within its own operations, Konica Minolta helps to solve its customers' environmental issues while also deepening engagement to create new business opportunities. Through efforts to solve customers' environmental issues, the Company also improves performance on KPIs, enhanced customer relations (through the acquisition of project information), participating in business negotiations (by submitting quotations), and sales contributions (through contract acquisition), thereby driving sales growth
Furthermore, the Company expands these business activities through the provision of its Environmental Digital Platform (Environmental DPF), which enables the following:

1) Supporting the transformation of customers' business processes to reduce energy consumption and CO_2 emissions
2) Strengthening engagement with customers to contribute to increased sales of Konica Minolta products
3) Visualizing the amount of CO_2 reductions achieved through Environmental Digital Platform solutions and realized by customers and their supply chains, and exploring the inclusion of these reductions as Scope 4 contributions to overall CO_2 reduction efforts

Using DX to Strengthen Customer Engagement

KPI	Results					Targets	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Number of enhanced customer relations*1	285	303	338	424	359	371	371*4
Number of times participating in business negotiations*2	212	153	230	372	211	258	258*4
Sales contributions*3 (million yen)	692	892	989	1100	915	1100	1100*4

*1 Number of enhanced customer relations: Number of business opportunities gained by providing customers with environment-related technologies and know-how.

*2 Number of times participating in business negotiations: Number of cases in which a quotation was submitted for proposed products among the enhanced customer relations.

*3 Sales contributions: Total amount of sales of products proposed at the above-mentioned business negotiations

*4 Targets for FY2025 have been revised based on FY2024 results.

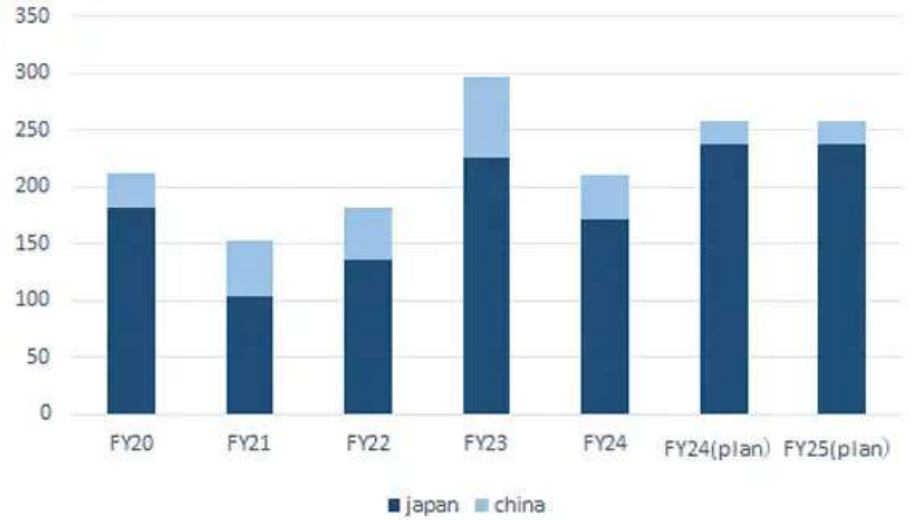
Overview of Activities

The solutions provided by Konica Minolta include not only products and services, but also environmental expertise that is useful to customers. Through Green 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 2024 Activity Results

Konica Minolta provided environmental seminars and lectures to an audience of 700 people from 607 companies to introduce Konica Minolta's approach to environmental management, including practical examples. With direct visits difficult due to COVID-19, Konica Minolta conducted environmental opinion exchange meetings with 102 companies through web conferences to hear about customers' environmental issues and present practical examples of Konica Minolta's environmental initiatives. This activity, which started in 2014, has provided environmental technologies and know-how to more than 2,200 customers. Until fiscal 2023, this enhanced engagement led to an increase in participation in business negotiations with potential opportunities, but in fiscal 2024, the number of new customer relations and business negotiations decreased due to fewer opportunities to acquire new customer contacts, and the sales contribution amount did not meet the target. In fiscal 2025, Konica Minolta aims to achieve its goals by increasing new customers and leading them to participate in business negotiations through collaboration with the customer attraction activities of the Environmental DPF.

Business negotiation participation



Helping to Reduce Environmental Impact to Solve the Environmental Issues of Customers

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 sets 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.

Overview of Environmental Activities | Green Products Certification System | Green Factory Certification System | Carbon Neutral Partner Activities | **Green Marketing Activities** | Environmental Digital Platform

Konica Minolta's Environmental Activities

Connecting for Environmental Management Issues (Environmental Digital Platform)

Overview of Environmental Activities | Green Products Certification System
Green Factory Certification System | Carbon Neutral Partner Activities | Green Marketing Activities
Environmental Digital Platform

Background and Issues

The increasing severity of global environmental problems demands more sophisticated and diverse environmental responses from companies, including climate action, information disclosure, and legal compliance. In this context, companies must implement company-wide initiatives with limited resources, involving not only environmental departments but also business divisions and supply chain partners.

Vision

Staff members who are serious about environmental issues face various challenges daily. "How should we map out a roadmap to net-zero?" "What's the best way to collaborate with our suppliers?" "Is our current approach truly sufficient to meet new European regulations?" "How do we evaluate and approve unprecedented proposals?" These are difficult questions to solve within a single organization. However, when looking beyond internal boundaries, one finds many others tackling similar issues through trial and error.
This is why cross-company collaboration is key to accelerating and streamlining environmental solutions.
The Environmental Digital Platform provides a space where practitioners can share their insights and experiences, supporting corporate initiatives and ultimately contributing to the resolution of environmental issues across society.

Key Measures and KPIs

The Environmental Digital Platform will focus on the following initiatives for member companies:

- Creating and expanding opportunities for environmental professionals to interact and exchange opinions with their peers at other companies on the environmental issues they face.
- Providing actionable insights to support decision-making in environmental management.

Through these efforts, Konica Minolta aims to enhance each company's environmental responsiveness, improve the speed and quality of problem-solving, and elevate the industry as a whole through inter-company knowledge sharing—ultimately contributing to the overall sustainability of society.

Overview of the Activities

The Environmental Digital Platform provides opportunities for gathering environmental information and interacting with other members. A key feature of the platform is that it goes beyond passive information sharing. It encourages **active participation, enabling members to efficiently access real-world examples and connect with practitioners who have tackled similar challenges firsthand.**
The insights gained through interaction with other companies are often the key to identifying the next course of action in addressing environmental issues.
Regular working groups cover topics commonly faced by many companies, such as information disclosure, regulatory trends, carbon neutrality, and the circular economy. These sessions include case sharing, Q&A, and lively discussions. The platform also supports decision-making in environmental management by helping members understand their position relative to others through anonymous surveys.

Additionally, the platform can **facilitate meetings between companies facing similar challenges, offering a forum for exchanging ideas and information.**

By connecting efficiently to the right people and information, these interactions provide valuable insights that **strongly drive the acceleration of environmental management.**

Activities

Opportunities for Customer Interaction (Symposium)

In December 2024, an Environmental Digital Platform Symposium was held, with 89 participants from 44 companies. All participating companies delivered two-minute speeches introducing their use cases and challenges related to the Environmental Digital Platform. This provided an opportunity for deeper communication among participating companies on "the characteristics of their environmental activities," "current challenges," and "messages to other participating companies."

Many comments were received, such as "We found a company to benchmark for environmental management," "Practical examples for strengthening supplier collaboration regarding Scope 3 were helpful," and "We were able to network with other companies, leading to business opportunities." A social gathering allowed participants to exchange business cards and deepen their relationships to solve problems through cross-company collaboration.




Each company gave a two-minute speech (left), and cross-company exchange took place at the social gathering (right).

Opportunities for Customer Interaction (Factory Tours)

As part of the Circular Economy Working Group of the Environmental Digital Platform, a factory tour was conducted at Green Cycle Systems Corporation, an affiliate of Mitsubishi Electric Corporation, with their cooperation. Eighteen environmental planning and promotion staff from nine companies participated in the visit, where they observed the plastic recycling process for home appliances.

The tour deepened participants' understanding of material recycling processes for home appliance plastics and prompted discussions on key points for utilizing such recycling. Companies shared their challenges and practical knowledge regarding the use of recycled plastics and gained valuable insights for their initiatives. This tour also contributed to enhanced use of information and faster problem-solving within each company.


Discussion on plastic recycling examples


Plastic recycling process tour

Voice of a Customer | Azbil Corporation

The Azbil Group aims to realize people's "safety, comfort, and fulfillment" through human-centered automation while contributing to the global environment. We promote three core businesses globally: Building Automation, Advanced Automation, and Life Automation. Through these businesses, we strive to deliver value unique to the Azbil Group in various settings, including offices, production sites, and everyday life, in collaboration with our customers.



Azbil Corporation

We had been interested in Konica Minolta's environmental management and were informed of the concept of the Environmental Digital Platform (DPF) even before its official launch through our communications with them. As environmental information is constantly evolving, we recognized the limitations of working alone and were seeking opportunities to network with a diverse range of companies. This led us to join the platform from its inception. To address a top-priority issue regarding supplier engagement in Scope 3 Category 1, we took the initiative to host a discussion with volunteers from companies facing similar challenges. With Konica Minolta's support in selecting participants and setting the discussion themes, we were able to facilitate efficient and meaningful conversations. This experience also allowed us to build valuable connections with other companies, which has proven to be highly beneficial.

Ayako Nagayama,
Sustainability Promotion Department,
Azbil Corporation

Addressing Climate Change

Basic Concept

Basic Concept | Plan and Results | Introducing Renewable Energy at Company Sites
Promoting Decarbonization with Products and Solutions | Promoting Decarbonization in Production
Achieving Decarbonization in Sales Activities | Promoting Decarbonization in Distribution
Adapting to Climate Change

Basic Concept

In recent years, global warming shown by rising average temperatures as well as natural disasters due to abnormal weather including droughts, heat waves, and heavy rains have become more frequent worldwide. Climate change is one of the world's most serious social issues and is exerting various harmful effects on the lives and economic activities of everyone. The world is rapidly and ambitiously transitioning to a low-carbon model under the Paris Agreement, which was agreed among the member countries of the United Nations Framework Convention on Climate Change.
Konica Minolta's environmental management fundamental strategy is to sustain and grow our business by identifying both the opportunities and risks arising from changing market needs driven by social transformation. We aim to accelerate decarbonization, broaden our ties with stakeholders, and achieve shared business growth by working together with customers and business partners to promote both decarbonization and cost reduction, while also supporting stakeholders in fulfilling their social responsibilities.

Based on these principles, we are committed to achieving our long-term environmental vision, "Eco Vision 2050."
For more details, please refer to the following link:

- Eco Vision 2050

Basic Concept | Plan and Results | Introducing Renewable Energy at Company Sites
Promoting Decarbonization with Products and Solutions | Promoting Decarbonization in Production
Achieving Decarbonization in Sales Activities | Promoting Decarbonization in Distribution
Adapting to Climate Change

Addressing Climate Change

Plan and Results

Basic Concept | Plan and Results | Introducing Renewable Energy at Company Sites
Promoting Decarbonization with Products and Solutions | Promoting Decarbonization in Production
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Adapting to Climate Change

Plan

Konica Minolta assesses its efforts of addressing climate change by setting quantitative targets for the short, medium, and long term, and these targets consider both social and environmental value, along with economic value. Working to achieve the Company's Eco Vision 2050 targets and Carbon Minus goal, each division sets reduction targets and draws up plans for each fiscal year in the medium-term plan, and proactively takes steps to achieve them.
Konica Minolta has set a target of reducing CO_2 emissions throughout the lifecycle of its products by 61% compared to fiscal 2005 by fiscal 2025, while at the same time generating 800 thousand tons of CO_2 emission reductions that benefit its customers, suppliers, and the broader society. The goal is to achieve Carbon Minus status by fiscal 2025 through these initiatives.

Vision for 2030 and Medium-Term Plan

Vision for 2030: Reduce CO_2 emissions by Konica Minolta, enhance CO_2 emissions reduction at corporate clients and suppliers

Related SDGs:

Themes		Indicators	Results					Targets	
			FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Reducing energy use and CO_2 emissions by transforming customer processes (Amount of contribution to Scope 4 reductions)		**Social and environmental value** Contribution to CO_2 reduction*1 outside the Konica Minolta product lifecycle (Scope 4) (thousand tons)	578	585	624	631*3	682	690	800
		Economic value Solution sales (billion yen)	51	56	76	84	89	97	100
Energy use and CO_2 emissions reduction related to Konica Minolta sites, business partners, products and services (Scope 1, 2, and 3 reductions)	Total Scope 1, 2, and 3 Emissions Reductions*2	**Social and environmental value** Reduction of CO_2 emissions (thousand tons)	27	47	91	33	62	60	110
	CO_2 reduction at the Konica Minolta production sites*2 (Scope 1 and 2 reductions)	**Social and environmental value** Reduction of CO_2 emissions through energy conservation (thousand tons)	4	12	18	11	22	17	21
		Economic value Monetary equivalent of energy reduction (million yen)	79	270	450	410	720	630	800
		Social and environmental value Amount of CO_2 reduced through procurement of renewable energy (thousand tons)	7	10	20	3	14	13*3	55

Themes		Indicators	Results					Targets	
			FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Energy use and CO_2 emissions reduction related to Konica Minolta sites, business partners, products and services (Scope 1, 2, and 3 reductions)	CO_2 reduction from the use/ procurement of Konica Minolta products and service (Scope 3 reductions: product use and procurement)	**Social and environmental value** Reduction of CO_2 emissions from Konica Minolta product use and procurement (thousand tons)	14	25	53	19	26	30	35
		Economic value Green Products sales (billion yen)	676	597	777	773	777	-	735
Energy use and CO_2 emissions reduction at business partners	Reduction of environmental impact at business partners using DX[*2] (Carbon Neutral Partner activities)	**Social and environmental value** Reduction of CO_2 emissions[*1] (thousand tons)	1.1	2.8	6.4	2.2	3.2	4.2	4.8
		Economic value Monetary equivalent of energy reduction (million yen)	16	43	103	46	71	95	110

Note:
Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.Targets for fiscal 2024 and fiscal 2025 have been revised based on fiscal 2023 results.
*1 Contribution to CO_2 reduction: Volume of CO_2 emissions reduced at customers, business partners, and the broader society
*2 Cumulative reductions for each medium-term business plan period from fiscal 2020 to fiscal 2022 and fiscal 2023 to fiscal 2025. The reduction effects of measures implemented from the first fiscal year of each period to the relevant fiscal year are summed up for each fiscal year.
*3 The figures have been corrected due to errors found in the disclosures for fiscal 2024.

Results

Progress of the Medium-Term Plan for Fiscal 2024

■ Reducing Energy Use and CO_2 Emissions by Transforming Customer Processes (Contribution to Scope 4 Reductions)

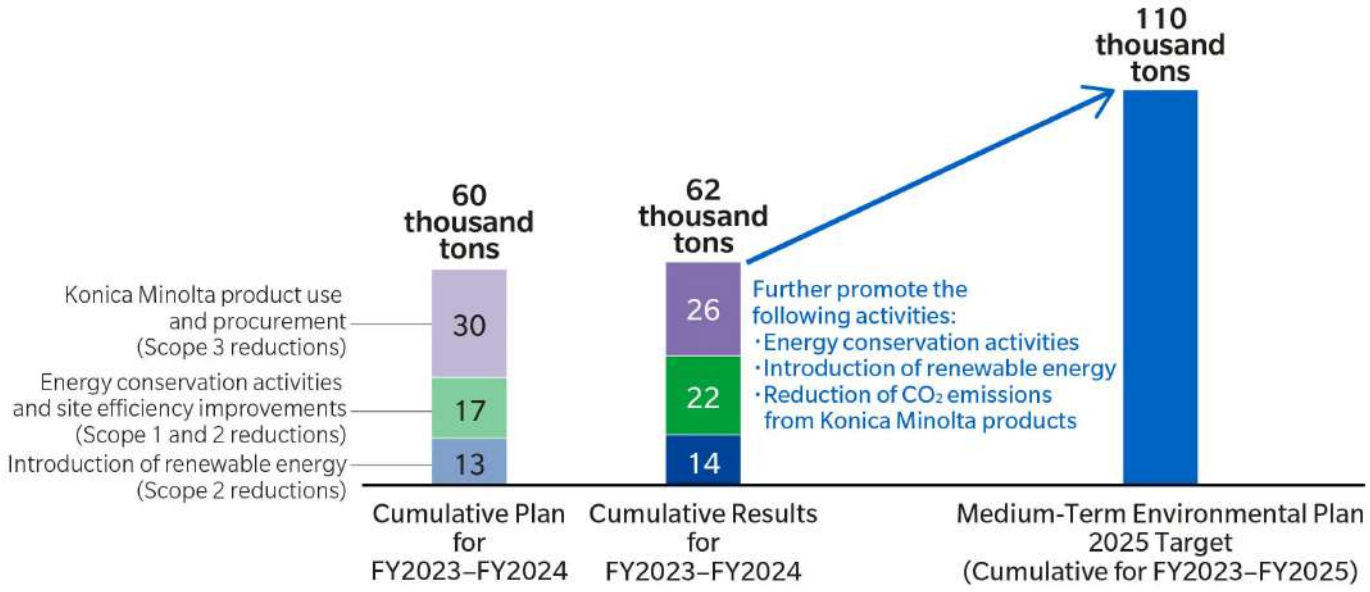
As for reducing energy use and CO_2 emissions by transforming customer's business processes (amount of contribution to Scope 4 CO_2 Reduction), the effects and sales results in the market for Konica Minolta's main commercial and industrial printing machines progressed as planned, and the CO_2 reduction effect was mostly in line with the plan.

■ Progress of Plans for Reducing Energy Use and CO_2 Emissions at Konica Minolta Sites, Products, and Services (Scope 1, 2, and 3 Reductions)

Regarding the reduction of the environmental impact at our production sites, which corresponds to Scope 1 and 2 reductions, our energy conservation activities at major production sites progressed ahead of schedule and exceeded our targets. The benefits of procuring renewable energy are manifesting as planned.
However, in reducing the environmental impact of product life cycles, which corresponds to Scope 3 reductions, the number of products we sold that had energy conservation effects during use, as well as compactness and resource-saving features fell short of the plan, and the reduction effect was not achieved. We will continue to expand these effects by releasing products with even better environmental performance in fiscal 2025 and beyond.
In reducing the environmental impact of suppliers using DX, an activity conducted with the Company's suppliers, a total of eight suppliers achieved their targets, thanks to the Company's support with its energy conservation technology and the suppliers' own efforts. However, due to a review of the activity framework during the fiscal year, the total reduction amount fell short of the plan.

The Company has defined the CO_2 reduction amount from initiatives to reduce its own product life cycle CO_2 emissions (Scopes 1, 2, and 3), particularly those within the Company's responsibility, as a key management indicator. It has also set this as a non-financial indicator for the performance-linked medium-term stock compensation for its executives. The Company has achieved the target set for fiscal 2024 and will continue to promote and execute the targets set in the medium-term business plan for fiscal 2025.

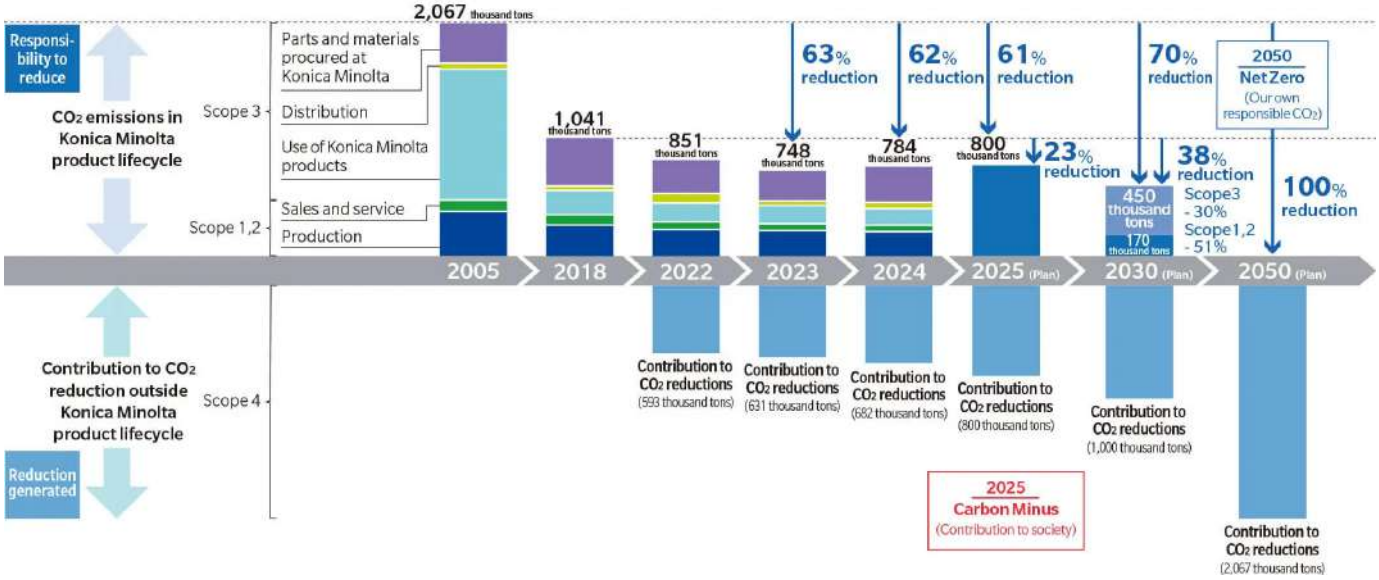
(For details on compensation, please refer to the "Governance Structure and Operation > About Executive Compensation" section.)



Plans and Progress for Reducing Energy Use and CO_2 Emissions at Konica Minolta Sites, Products, and Services (Scope 1, 2, and 3 Reductions)

■ Progress toward "Carbon Minus"

The Company's CO_2 emissions in its product lifecycle for fiscal 2024 were 784 thousand tons, a 62% reduction compared to fiscal 2005, reflecting the effects of its reduction efforts. The contribution to CO_2 reduction outside of its product lifecycle was 682 thousand tons, bringing the Company one step closer to achieving "Carbon Minus."



(For details on targets and results, please refer to the "Sustainability Targets and Results" section.)
For detailed data, please refer to the "Environmental Data" on the "ESG Data Page."

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Introducing Renewable Energy at Company Sites

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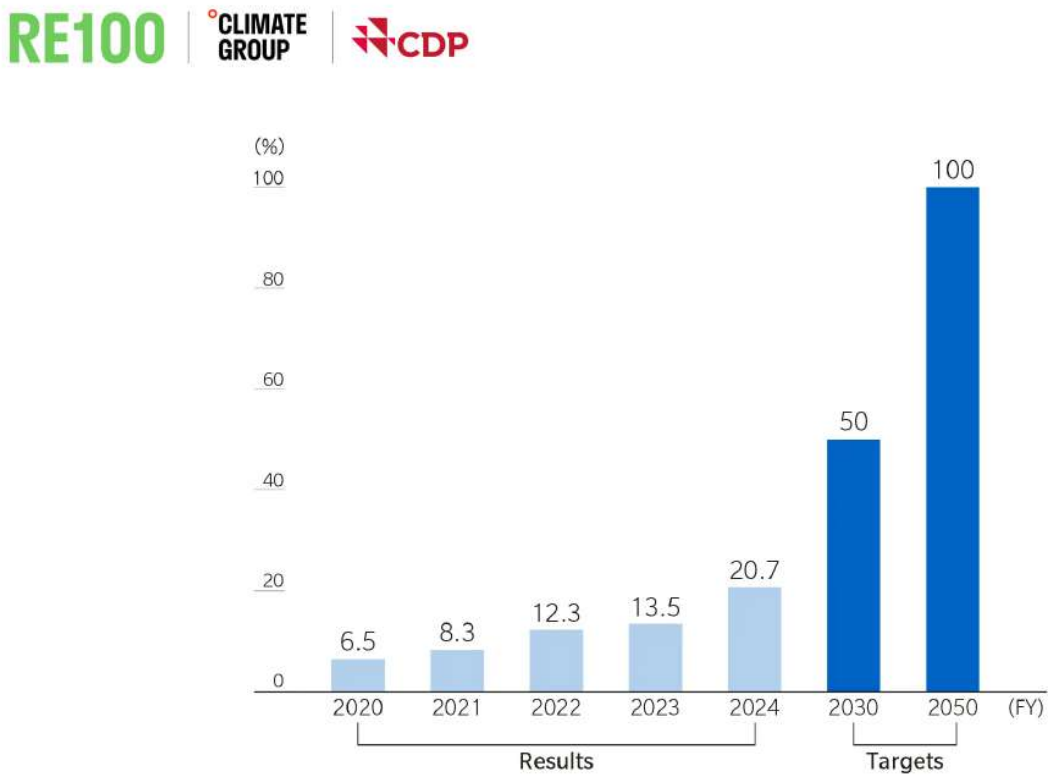
It is thought that the greatest cause of global warming is the increase in greenhouse gas emissions due to human activity since the Industrial Revolution. The key to curbing climate change and building a decarbonized society is to reduce fossil fuel dependency while maximizing the use of renewable energy that emits no greenhouse gases.

Participation in RE100, a Global Initiative Aiming for 100% Renewable Energy in Business Operations

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 electricity derived from renewable energy (hereafter referred to as "renewable electricity") for 50% of its electricity use by 2030. The Group has started reviewing its power procurement contracts one-by-one at production sites and sales sites and is switching over sites to renewable electricity where it is possible. In fiscal 2024, the ratio of electricity derived from renewable energy* increased to 20.7%.

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

Ratio of Electricity Derived from Renewable Energy



Expanding Use of Renewable Energy at Production and R&D Sites

Konica Minolta Business Technologies (Malaysia), the Company's MFP production site in Malaysia, achieved 100% renewable energy in March 2023.
In Japan, Konica Minolta Mechatronics, the Company's digital printing system production site, achieved 100% renewable energy in fiscal 2024. A photovoltaic system installed at its headquarters in Toyokawa City, Aichi Prefecture, supplies approximately 13% of its electricity consumption. Additionally, by procuring and applying tracked non-fossil fuel certificates for the electricity used at its five sites, including the headquarters factory, the Company achieved operations powered entirely by renewable energy.
As a result of these initiatives, all of the Konica Minolta Group's production sites for MFPs and digital printing systems (excluding toner production sites) are now powered entirely by renewable energy.



Konica Minolta Mechatronics headquarters in Toyokawa City and roof-mounted solar panels



Konica Minolta Business Technologies (Malaysia) and roof-mounted solar panels



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

Expanding Use of Renewable Energy at Sales Sites

In addition to its production and R&D sites, Konica Minolta is proactively introducing renewable energy at its numerous sales sites around the world. Konica Minolta will continue to meet the expectations of customers and society for renewable energy.

Renewable Energy Initiatives

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.
In Europe, sales companies in eleven European countries including Germany, France, the UK, Spain, and Portugal had switched to renewable energy by fiscal 2023.
Going forward, Konica Minolta will continue to accelerate the switch to renewable energy.



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)

Building a Long-Term Procurement Scheme for Environmental Value through a Virtual PPA

In February 2025, Konica Minolta entered into a virtual PPA agreement with Tokyu Land Corporation and Riene Co., Ltd. In this PPA, Riene, acting as an aggregator, extracts environmental value (non-FIT non-fossil certificates) from the electricity generated at the Riene Logiport Nagoya Solar Power Plant, which was developed and is owned by Tokyu Land Corporation. Konica Minolta will then purchase this environmental value from Tokyu Land Corporation at a fixed price for 20 years. The power plant has been in operation since April 2025.
This is Konica Minolta's first introduction of a virtual PPA. The environmental value from this PPA is expected to be applied to the electricity consumption of domestic sites that Konica Minolta operates and manages.

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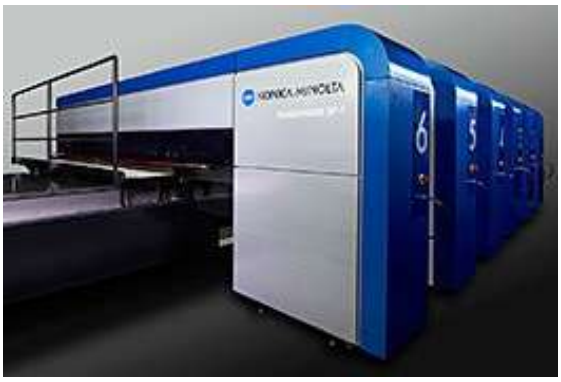
Promoting Decarbonization with Products and Solutions

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Reducing Energy Consumption by Helping Customers Transform Their Processes

Textile Printer Reducing Electricity Usage through On-demand Production

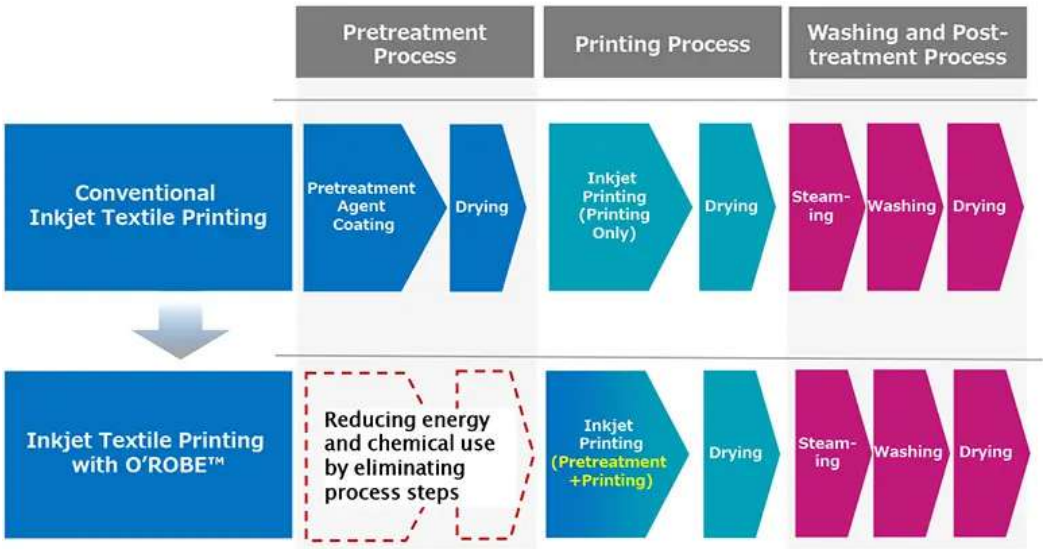
The inkjet textile printer does not require the plate making and colored size mixing that is needed with conventional screen-printing. It also contributes to the reduction of energy usage, resources usage, and waste, since it enables on-demand production that uses only the amount of ink and material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



Inkjet textile printer, Nassenger SP-1

In-Line Pretreatment Ink for Reactive Dyes Shortens Inkjet Printing Process and Reduces Energy Usage

Pretreatment is necessary to coat the fabric with a special chemical to prevent reactive dye ink from bleeding into the fabric fibers, to ensure bright and vivid colors, and to make the colors resistant to washing. The chemicals used must be disposed of properly, and the associated equipment and costs are a burden on the textile industry. By filling inkjet textile printers with the in-line pretreatment ink "O'ROBE," it is possible to accurately apply the necessary amount of pretreatment ink to the specific areas of the fabric to be dyed, simultaneously with the reactive dye ink. This eliminates the need for the post-coating drying process that was required in conventional pretreatment, significantly reducing the use of energy such as electricity and gas. Additionally, the amount of pretreatment chemicals used is significantly reduced, which greatly contributes to lowering the environmental impact.



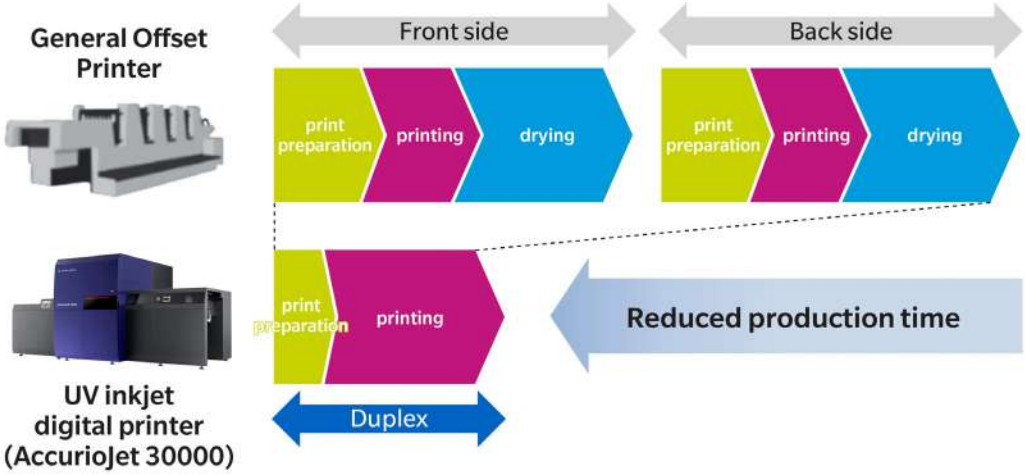
Changes in the Production Process Using the In-line Pretreatment Ink "O'ROBE"

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

The AccurioJet 30000 UV inkjet digital printer employs Konica Minolta's unique Dot Freeze Technology to enable automatic duplex printing even on various media, including plastics, which was difficult with previous inkjet printers, thereby reducing power consumption. Unlike general offset printers, a digital printer does not require the creation of a printing plate, which saves printing time. The adoption of Dot Freeze Technology improves color reproducibility and stability, eliminating the need for color matching between multiple devices even when used simultaneously, and significantly reducing printing preparation time. The Japan Federation of Printing Industries recognized the Company's environmentally conscious manufacturing with a three-star rating in its green printing certification system.



UV inkjet digital printer, AccurioJet 30000



Comparison of production time between an offset printer and the AccurioJet Series UV inkjet digital printer

Contributing to Energy Conservation in the Label Printing Process

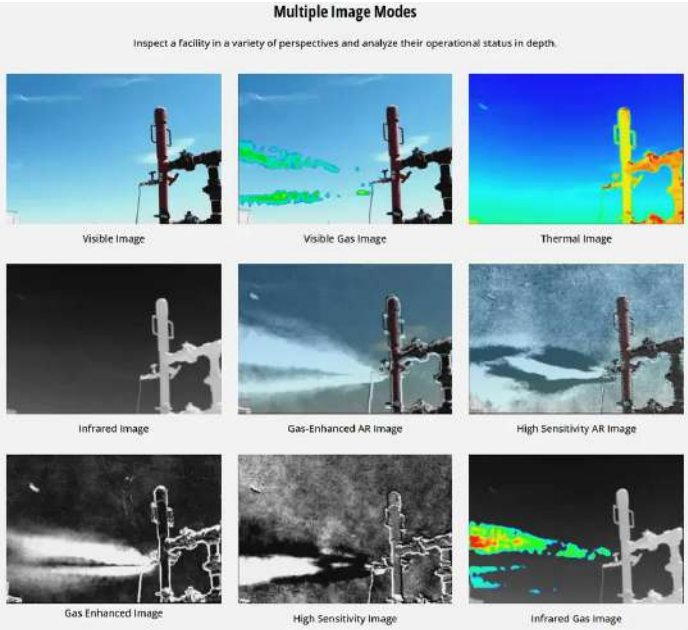
Konica Minolta's label printers offer a printing process that employs electrophotographic technology, providing high-definition and stable print quality comparable to offset printing.
In traditional offset printing, each color of UV ink often requires a dedicated plate and a high-power consumption UV lamp to cure the UV ink, which was standard practice. Konica Minolta employs electrophotographic technology to print color images in a single pass, making it unnecessary to cure and color match each color of UV ink.
At the same time, since no plates are required, it helps reduce the energy used in customers' manufacturing processes and contributes to effective resource use.



Label Printer
AccurioLabel 400

Using Imaging Technology to Prevent Leaks of GHGs

Konica Minolta's "Gas Monitoring Solution" applies its core technologies of lens design and image processing to successfully visualize the presence and quantity of hydrocarbon gas with a high global warming potential. The system can quickly and easily identify leak locations and measure leak quantities, even in environments where it is difficult to use conventional gas detectors, such as in strong winds, at heights, or in high-temperature facilities.
The Company provides its "Gas Monitoring Solution" to support ongoing global initiatives by oil and gas operators to reduce methane emissions, thereby helping to curb the climate impact of high-GWP gas leaks.

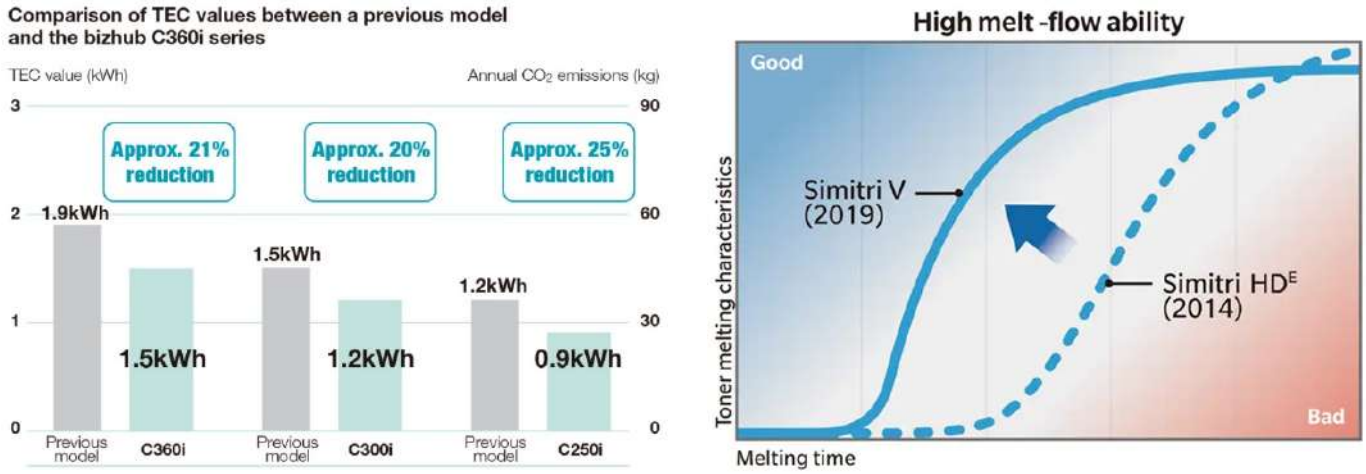


Nine Imaging Modes Selectable According to Weather and Surrounding Conditions

Energy Conservation in MFPs and Digital Printers

Reduction of Power Consumption During Product Use

Multifunction printers require heating to fix toner to paper, and this process accounts for over 60% of their total power consumption. Konica Minolta independently developed "Simitri V toner," which fixes at a lower temperature, succeeding in lowering the fixing temperature by approximately 15°C compared to previous models. Additionally, by developing a system to efficiently fix the Simitri V toner for the bizhub C360i series, released in 2019, the Company reduced the standard weekly power consumption (TEC value) by approximately 20% to 26% compared to the previous model. The successor bizhub C361i series, released in 2024, also achieves a low TEC value equal to or lower than that of its predecessor.



Comparison of Melting Characteristics between Simitri V Toner and Conventional Toner

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Promoting Energy Savings at Production Sites

Konica Minolta regards the reduction of total energy consumption across the Group as an effective means of achieving net-zero CO2 emissions. At production and R&D sites, which account for a significant share of the Group's emissions, energy efficiency is being improved and various measures are implemented to cut CO2 emissions.

Optimization of Energy Use

Konica Minolta promotes the optimization of energy use at its production and R&D sites by leveraging its accumulated expertise in energy management and plant operations, particularly in identifying and eliminating inefficiencies. This is further supported by the application of know-how from Material Flow Cost Accounting (MFCA). The company undertakes efforts not only to quantify energy consumption and energy-saving effects, but also to share and deploy successful energy-saving measures horizontally across its sites.
Beyond site-level initiatives, Konica Minolta has established a framework in which employees with specialized knowledge in energy management and operational efficiency assess local conditions across the Group and formulate targeted strategies for reducing energy consumption. These initiatives are systematically implemented and advanced throughout the organization.



Diagnosing Energy Use through On-Site Assessments

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
Optimize 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

Examples of Initiatives

TOPIC | Introducing the State-of-the-Art Energy-Saving Equipment (Konica Minolta Mechatronics, Inc.)

Konica Minolta Mechatronics headquarters (Digital Manufacturing Center MIKAWA) , which began full-scale operations in June 2021, has installed the latest high-efficiency equipment, including a large temperature difference air conditioning system, two separate chillers, direct expansion coil-type total heat exchangers, and LED lighting. Compared with conventional facilities, this installed system reduces CO_2 emissions by more than 400 metric tons per year. A photovoltaic power generation system has been installed on the rooftop, and the electricity generated is consumed in-house, contributing to the realization of a decarbonized society.



Chiller that improves energy efficiency by dividing the system into two temperature zones for different applications

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., 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 off 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.



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

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.

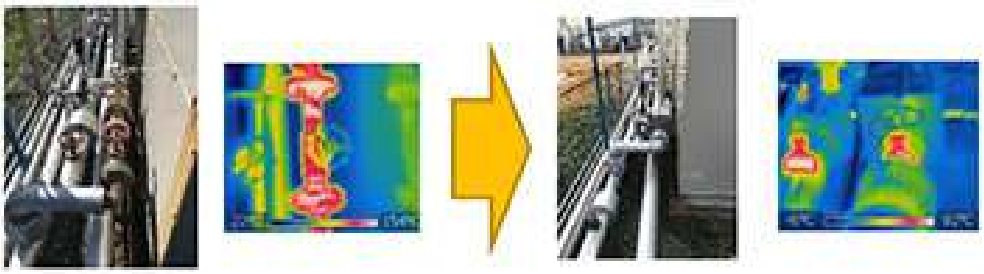
Pursuing Energy Savings with High-Efficiency Air Conditioning Systems and Other Energy-Saving Measures (Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.)

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 valves. Thermography is used to measure surface temperature and identify areas of high heat dissipation. This allowed pipes to be efficiently insulated, reducing heat dissipation loss.



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 and streamline product manufacturing processes. The operation of this system is positioned as the core of the energy saving and CO_2 emissions reduction plan.

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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Achieving Decarbonization in Sales Activities

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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, idling time, and fuel efficiency. The data is used not only for safe driving guidance but also to visualize idling time for each vehicle to promote eco-driving initiatives to lower fuel costs and reduce the environmental impact of company vehicle use. In addition, the Company is actively introducing vehicles with start stop systems to promote eco-driving.

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.

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.



Carbon Offsetting Service

Carbon Offsetting for Office and Production Printing

Konica Minolta Japan, Inc. has started a new service in which it calculates the amount of CO_2 emitted during the product life cycle of an installed digital printer (AccurioPress), and provides J-credits equivalent to the amount of CO_2 required for carbon offsetting, so that customers can use products with virtually zero CO_2 emissions. This service will help clients reduce greenhouse gas emissions and create business opportunities by widely appealing to companies that require environmentally friendly printed materials.

Basic Concept | Plan and Results | Introducing Renewable Energy at Company Sites | Promoting Decarbonization with Products and Solutions | Promoting Decarbonization in Production | **Achieving Decarbonization in Sales Activities** | Promoting Decarbonization in Distribution | Adapting to Climate Change

Addressing Climate Change

Promoting Decarbonization in Distribution

Basic Concept | Plan and Results | Introducing Renewable Energy at Company Sites
Promoting Decarbonization with Products and Solutions | Promoting Decarbonization in Production
Achieving Decarbonization in Sales Activities | Promoting Decarbonization in Distribution
Adapting to Climate Change

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

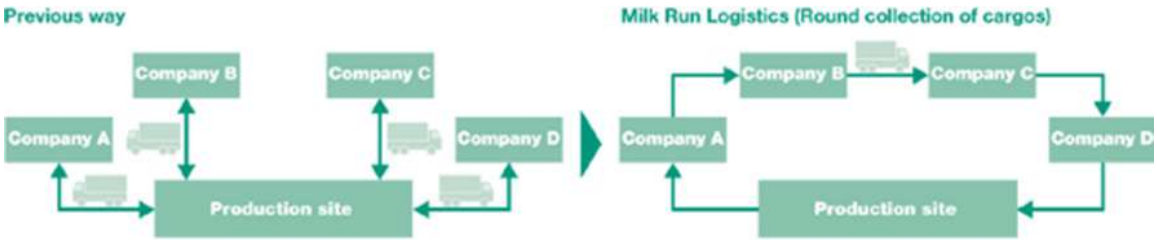
Konica Minolta is restructuring its logistics facilities both in Japan and outside of Japan for reducing CO_2 emissions from its distribution processes.
Konica Minolta is progressively streamlining logistics by optimizing distribution routes for products and service parts shipped from office equipment 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.
Moreover, with the proactive utilization of a lead logistics provider (LLP) for distribution in Japan, Konica Minolta reorganized distribution sites, revised routes, and utilized sharing with other companies, thereby strategically improving logistics efficiency and reducing CO_2 emissions from distribution activities.

Milk Run Logistics

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 Dongguan and Shenzhen in South China, as well as in Kuala Lumpur and Johor Bahru in Malaysia. 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

In Japan, Konica Minolta joined as one of nine manufacturers participating in the Joint Arterial Logistics Delivery of the Japan Business Machine and Information System Industries Association (JBMIA) and began preliminary implementation of the Last One Mile Joint Delivery in the northern Hokkaido region in November 2021.

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 operated by 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

Addressing Climate Change

Adapting to Climate Change

Basic Concept | Plan and Results | Introducing Renewable Energy at Company Sites
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Adapting to Climate Change

Adapting to Climate Change

When combating climate change, the most important and necessary actions are mitigation measures to reduce the greenhouse gas emissions that are causing the crisis. However, it takes a long time for the effects of mitigation to appear. Due to the accumulation of past greenhouse gas emissions in the atmosphere, climate change risks such as abnormal weather, heatwaves, heavy rainfall, and sea-level rise are becoming apparent.

To minimize these impacts, Konica Minolta is implementing adaptation measures essential for realizing a sustainable society by reducing the vulnerability of society, the economy, and natural ecosystems, and through disaster preparedness, infrastructure development, and agricultural reforms.

Upstream (Suppliers)

Diversification of Procurement Sources

To ensure uninterrupted product supply to customers in the event of supply chain disruptions caused by large-scale natural disasters, Konica Minolta traces and identifies supply routes back to raw materials for critical, irreplaceable parts and raw materials. The Company takes proactive steps to mitigate such risks by securing multiple procurement sources and considering alternative materials.

For more details on our initiatives, please see here: Responsible Supply Chain Policy and Structure

Operations (Production / R&D)

Water Risk Assessment and Measures

Konica Minolta pays attention to water resource availability as a chronic physical risk posed by climate change. The Company has introduced Aqueduct, a comprehensive risk assessment method, at its group sites and major supplier sites worldwide to evaluate and identify locations with high water risk, and implement the necessary measures.

For more details on our initiatives, please see here: Consideration of Biodiversity/Water Resources in Production Activities

Business Continuity Management

The Konica Minolta Group has established a business continuity plan (BCP) that covers the entire Group and its global supply chain, serving as a concrete emergency action plan. The aim is to ensure that even if a site is damaged by a large-scale natural disaster, important operations will continue without interruption; if disrupted, they can be resumed in the shortest possible time. We have also created an initial response system to collect information on the situation immediately after a disaster. This covers our mainstay digital workplace business, as well as our healthcare business, which makes equipment that will be in high demand in the event of a disaster. The initial response system is also used to determine whether the BCP needs to be activated.

For more details on our initiatives, please see here: Risk Management

Downstream (Customers)

Digital Workplace Business

Regionally Distributed Production and Supply of Toner and Consumable Components

If climate-related disasters such as wind and flood damage become more severe and frequent, procurement and logistics in affected areas could be disrupted, potentially preventing the maintenance of product supply. As a preparedness measure against such climate disaster risks, Konica Minolta's Digital Workplace Business and Professional Printing Business operate their own production sites for consumable parts and printing toner production and filling in Japan, Europe, and North America, striving to ensure a highly resilient supply chain system capable of supplying products in consuming regions.

Imaging Solutions Business

AeroDR Mobile Solution for Medical Relief in Disaster Zones

In areas where natural disasters have occurred, it is often necessary to carry out medical relief activities without electricity or fuel. Konica Minolta's AeroDR Mobile Solution is an X-ray imaging system that continues to operate after the power supply is cut. It is highly portable and suitable for outdoor use. It allows X-ray images to be viewed on the spot and can be charged during transport.

Social Contribution Activities

Provision of “Spring of Relief” Water Resources as Disaster Preparedness

In the case of a major natural disaster, Konica Minolta, Inc. has established a system at its office in Hino, Tokyo, for accessing well water using its own power generation equipment. Additionally, this emergency water source is available to a nearby hospital designated for disaster relief as part of local disaster preparedness efforts.

For more details on our initiatives, please see here: Contributing to Society: Disaster Recovery and Volunteerism > Provision of “Spring of Relief” Water Resources as Disaster Preparedness

Participation in Efforts to Support Disaster-Affected Areas

After the Great East Japan Earthquake in 2011, Konica Minolta dispatched about 100 employees to the affected areas and participated in reconstruction support activities. Since 2013, we have participated in a project to regenerate protective coastal forests in the disaster zones. Aiming to preserve coastal ecosystems, we have participated in activities to restore their disaster prevention and mitigation functions.

Building a Recycling-Oriented Society

Basic Concept

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
Products and Solutions that Contribute to Effective Resource Use
Resource Conservation and Recycling in Production Operations | Reduction of Use of Packaging Materials

Basic Concept

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. In addition, there is a need to promote the transition to a circular economy by developing material technologies that facilitate recycling and by building better networks for recovering used resources.

Konica Minolta added its newly established long-term vision for "Using Limited Resources Effectively" in May 2023 to Eco Vision 2050 and will accelerate its initiatives.
See below for details.

- Eco Vision 2050

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
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Building a Recycling-Oriented Society

Plan and Results

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
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Plan

In its medium-term plan through 2025, Konica Minolta has set KPIs for the following: “emissions reduced by transforming customer business processes with Konica Minolta solutions,” “emissions reduced from Konica Minolta’s manufacturing processes,” and “resources effectively used in Konica Minolta products and services.” The Company is working to achieve these targets.
For improving resource efficiency for customers, Konica Minolta expects to reduce the use of printing plates, test prints, and other materials by promoting the transition from analog to digital printing in the industrial printing industry.
At its own production sites, Konica Minolta expects to reduce waste by improving productivity and reducing the use of auxiliary materials. The Company also aims to increase the amount of resources effectively used in its products by promoting use of compact, lightweight designs, and recycled materials.

Vision for 2030 and Medium-Term Plan 2025

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	Results					Targets	
			FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Effective Use of Resources by Transforming Customer Business Processes (Contribution to Reduced Use of Natural Resources in Society)		**Social and environmental value** Contribution to reduction of natural resource*1 use outside Konica Minolta products (thousand tons)	320	320	340	360	383	380	400
		Economic value Solution sales (billion yen)	53.0	59.9	79.3	83.6	88.6	97.0	100.0
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services (Reduction in Konica Minolta’s Use of Natural Resources)	Reduction of environmental impact of Konica Minolta production sites*1	**Social and environmental value** Reduction of waste discharge (thousand tons)*2	0.6	1.3	1.7	1.6	2.1	1.6	1.7
		Economic value Monetary equivalent of waste reductions (million yen)	130	260	470	610	760	650	670

Themes		Indicators	Results					Targets	
			FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services (Reduction in Konica Minolta's Use of Natural Resources)	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	12	13	13	14	14
		Of which, circulated resources (recycled and bio-materials) utilization rate (thousand tons)	-	-	-	10	10	11	11
		Economic value Green Products*3 Sales (billion yen)	676	597	777	773	777	-	735

Note:
Targets and results have been revised retrospectively to FY2020 figures as the method of calculating the effects of measures was changed in FY2021. Targets for FY2024 and FY2025 have been revised based on FY2023 results.
*1 Cumulative reductions for each fiscal year from FY2020 to FY2022 and FY2023 to FY2025. Total reduction amount for each fiscal year due to the measures implemented from the first fiscal year of each period to the relevant fiscal year.
*2 Targets set for activities to reduce and recycle waste from products that use plastic based on the Act on Promotion of Resource Circulation for Plastics enacted in Japan, which include the reduction of plastic waste at major sites in Japan.
*3 Green Products: Renamed from Sustainable Solutions in FY2023. The Company will define and certify solutions that contribute to solving social and environmental issues, leading to expansion of sales.

Results

In fiscal 2024, regarding the Effective Use of Resources by Transforming Customer Business Processes, the introduction of our mainstay commercial and industrial printing presses to our customers resulted in the effective use of resources as planned. For emissions reduced from Konica Minolta's manufacturing processes, measures such as improving the product yield rate during production were more effective than initially planned, resulting in significant early achievement of the targets. Regarding resources effectively used in Konica Minolta products and services, the sales volume of products that incorporate recycled resources contributing to resource conservation fell short of the target, and the overall plan was not achieved. In fiscal 2025, we aim to achieve the plan through further expansion of sales of such products.

Basic Concept | **Plan and Results** | Recovery and Recycling of Used Products | Products and Solutions that Contribute to Effective Resource Use | Resource Conservation and Recycling in Production Operations | Reduction of Use of Packaging Materials

Building a Recycling-Oriented Society

Recovery and Recycling of Used Products

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
Products and Solutions that Contribute to Effective Resource Use
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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.

In the Recovery and Recycling of Used Products, we promote compliance with principles such as the Basel Convention and prohibit the export of electronic waste from OECD member countries to non-OECD member countries.

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 have obtained 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 verifies that they have appropriate waste management systems and adhere to all relevant regulations in their regions. Recycling processes are regularly evaluated through progress reports and on-site inspections. 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 six designated contractors. The collected products are taken apart by hand, rather than crushed mechanically, enabling a higher 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.




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 under the "Wide-area Certification System" for industrial waste treatment authorized by Japan's Ministry of the Environment. 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 adapted to the legal and regulatory conditions in each country. 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 countries in Asia such as China and India.
In China, customers can either bring used products to a recycling center designated by Konica Minolta or arrange collection through a method specified by Konica Minolta.

For detailed data on product recovery and recycling, please refer to the "Resources" sheet in the environmental data section of the ESG Data

Recovery and Recycling of Used Toner Cartridges

Konica Minolta offers the Clean Planet Program, a recycling program for used toner cartridges for laser printers and MFPs, in over 20 countries, including Europe, the U.S., and Japan (in Europe, programs have started in Belgium, the Netherlands, and Norway, and there are plans for gradual expansion). In Australia, Konica Minolta also offers its own recovery and recycling programs.
In some countries, Konica Minolta provides a system that allows customers to return toner cartridges by mail. When using the specified method, customers can do so free of charge.

Collected toner cartridges are recycled using the latest technology in collaboration with Close the Loop, a leading recycling company, in order to maximize recovery of reusable raw materials. The cartridges are not incinerated or disposed of in landfills.

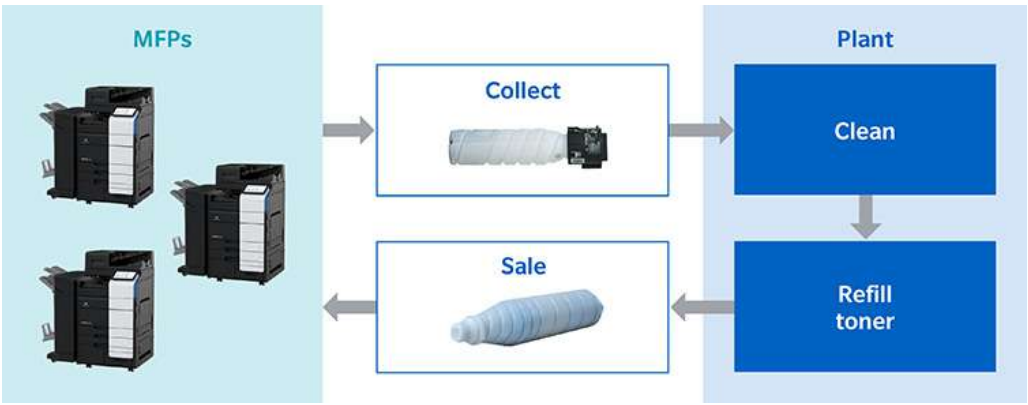
- To Japan's Used Cartridge Collection Program
- To the Clean Planet Program in the U.S.
- To the Clean Planet Program in Canada
- To the Clean Planet Program in Europe



Areas Where the Toner Cartridge Recovery and Recycling Program Is Implemented

Reuse of used toner bottles (toner refill)

Konica Minolta has been implementing a program in which used toner bottles are collected and recycled. In order to make further contributions to the circular economy that society demands, the Company developed a system to supply refilled used toner bottles in 2021, and launched sales in Europe. In this way, Konica Minolta has been not only reducing the use of plastic, but also contributing to reductions in the energy used to mold toner bottles.



■Toner Refilling Process Flow

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). Under this initiative, participating companies, including Konica Minolta, transport collected or traded-in products—whether their own or other companies'—to shared collection centers when selling or replacing equipment. These products are then returned to the respective manufacturers for proper disposal and recycling, thereby promoting resource recovery across the industry. There are 35 collection sites and nine exchange centers for collected machines from Hokkaido to Okinawa, providing nationwide coverage across 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

Supporting Customer-Side Recycling through Improved Deinkability (Removal of Toner from Printed Paper)

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.

Refurbishment Business for Used MFPs through Employment of People with Disabilities

Konica Minolta With You, Inc., a special subsidiary of the Konica Minolta Group, operates a refurbishment business for used MFPs in Japan. Office MFPs that have been used and collected from the market are repaired, have parts replaced, adjusted, and cleaned at Konica Minolta With You, Inc. After thorough maintenance to ensure reliable operation, these devices are sold as refurbished products.
Compared to manufacturing new products that require additional resource input, refurbished products help reduce CO_2 emissions by approximately 30%.

Click here for further details. Employment of People with Disabilities at Konica Minolta With You, Inc.





Building a Recycling-Oriented Society

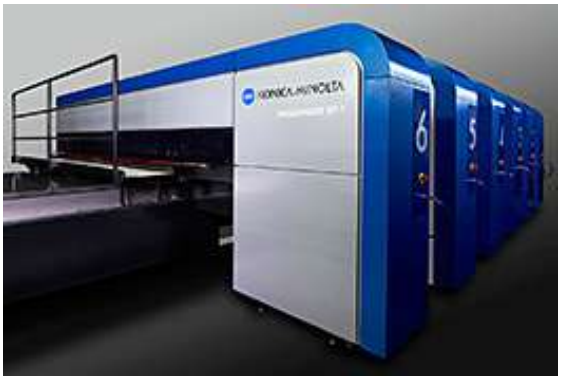
Products and Solutions that Contribute to Effective Resource Use

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
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Resource Savings through Process Transformation at Customers

Inkjet Textile Printer Reducing Use of Water Resources

The inkjet textile printer does not require plate making or colored paste preparation that is needed with conventional screen-printing. It also contributes to the reduction of resource 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 significantly reduces environmental impact, with a 97% reduction in sizing usage, and a 62% reduction in water use.

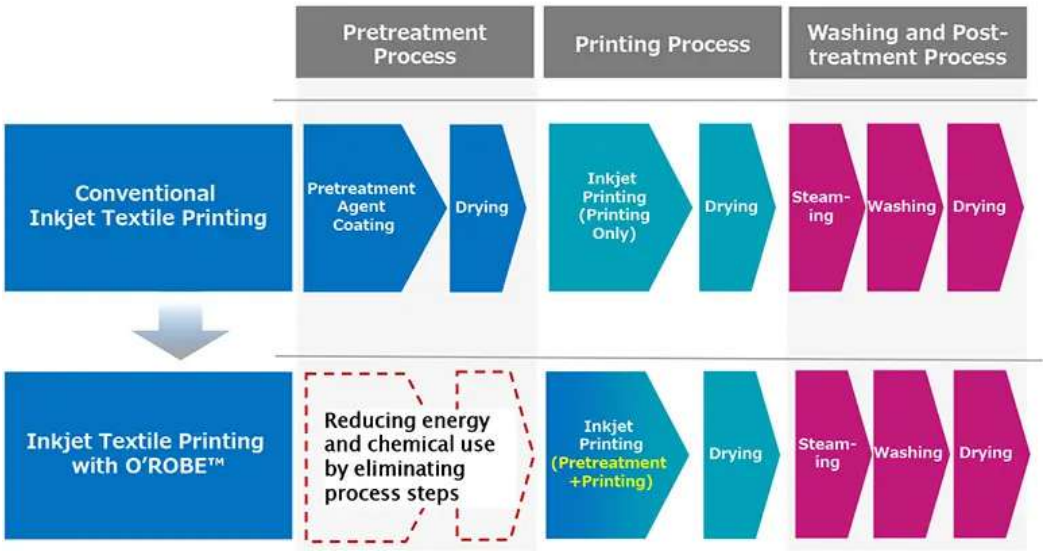


Nassenger SP-1 inkjet textile printer

In-line Pre-treatment Ink for Reactive Dyes That Streamlines the Inkjet Textile Printing Process and Reduces Chemical Usage

To ensure that reactive dye ink used in inkjet textile printing produces vivid, wash-resistant colors without bleeding into fabric fibers, a chemical pre-treatment is required to coat the fabric surface. These chemicals must be properly treated when disposed of, and the necessary equipment and associated costs place a significant burden on the textile industry.

When an inkjet textile printer is loaded with the in-line pre-treatment ink “O'ROBE,” the ink can be applied precisely—only in the necessary amount and only to the areas to be dyed—simultaneously with the reactive dye ink. This approach significantly reduces the use of pre-treatment chemicals.



Changes in the Production Process with the Use of the In-line Pre-treatment Ink "O'ROBE"

Inkjet Press That Saves Resources During Printing

UV Inkjet Digital Press

Rising environmental awareness is driving demands for the field of commercial and publishing 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 and marketing strategies targeting individual consumers, such as personalized labeling with names, are gaining traction.
Konica Minolta's digital inkjet printer AccurioJet series 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 intuitive user interface that requires no specialized skills.



UV inkjet digital printer, AccurioJet 30000

Contributing to Resource Recycling through Sensing Technology

Konica Minolta's hyperspectral imaging, a sensing technology for multi-wavelength spectroscopic measurement of the visible to infrared light range, enables non-destructive identification of chemical substances. The technology can automate the identification of plastic materials for recycling and the inspection of foreign substances in food and pharmaceuticals, thereby helping to solve environmental problems and promote more efficient use of resources.
The appropriate sorting of each material is important when recycling plastic products. Each plastic material has its own unique reflective properties, and the SPECIM FX-17 hyperspectral camera enables the identification of PET, PP, PVC, HDPE, PS, etc. at the raw material level. The SPECIM FX-50, which is photosensitive in the long wavelength part of the infrared region, can be used to accurately sort even black plastic materials, which had been difficult until now.

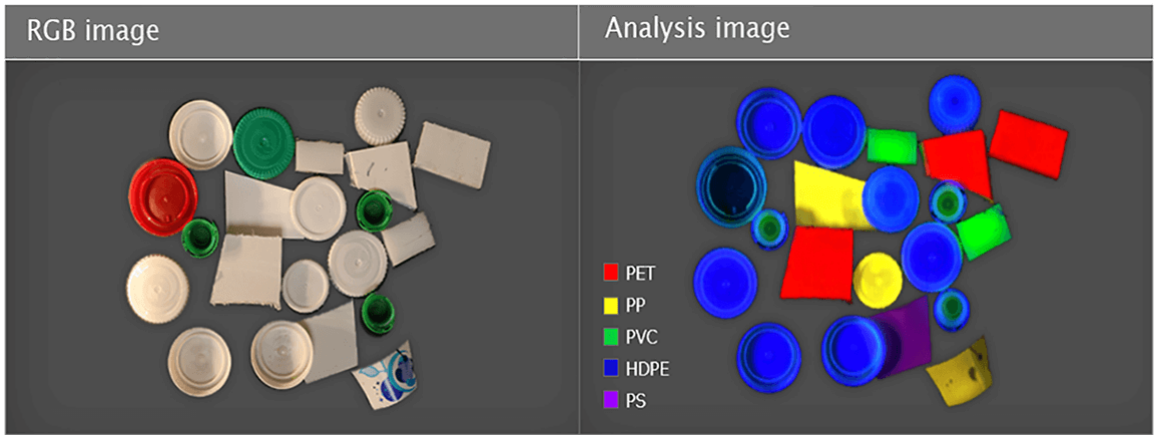


Image taken with Konica Minolta's hyperspectral camera

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, and is 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 ease of use without the need for advanced skills 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.



Digital Printing System
AccurioPress C7100

Longer Product Life for Office Equipment

The process unit required for electrophotographic image formation in MFPs has a limited lifespan and must be replaced when necessary. Konica Minolta extended the lifespan of drum units, one of the shortest-life components in MFPs, by 20% in the bizhub C360i series, which incorporates a mechanism to predict the unit's remaining lifespan. This allows the customer to replace the unit at the optimal time to prevent image defects.

Adaptation to the Circular Economy

Sales Expansion of Refurbished (Used Equipment Reconditioned) Model

Konica Minolta is implementing initiatives in Europe, Australia, and Japan to collect used multi-function devices and refurbish them for reuse by customers.
The collected multi-function devices are cleaned, checked for operation, and have their data erased, firmware updated, and in accordance with Konica Minolta's specified standards for operation and safety. Parts are replaced with genuine Konica Minolta parts as needed. Multi-function devices that pass the final check are affixed with a "bizhub refreshed" label as proof that they meet the performance and quality standards for reliable use.



bizhub Refreshed label

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. It has further advanced its chemical processing technology. 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 35% for total resin content by weight in the MFP main body.
In the successor model, the bizhub C361i series launched in 2024, Konica Minolta has maintained or exceeded the same level of recycled material usage.

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



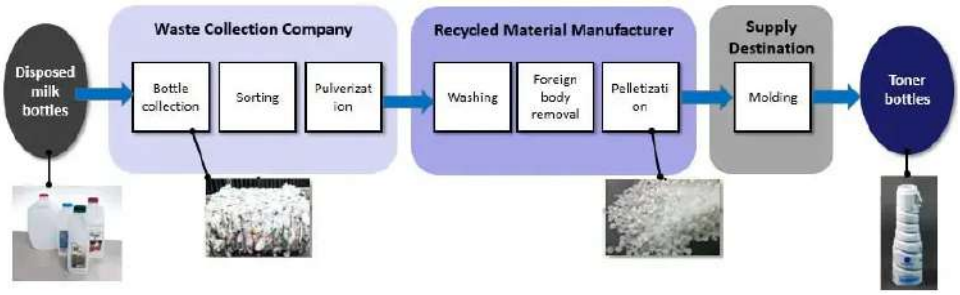
Bizhub C360i series using recycled PC/PET

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 milk odor and microscopic contaminants that could compromise 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

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 develop thinner TAC film, which protects polarizers in liquid crystal displays. This not only reduces the weight of IT products such as laptops and smartphones, it also reduces the materials used, thereby contributing to resource conservation.

* TAC: Abbreviation for the substance triacetylcellulose.



TAC film

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
Products and Solutions that Contribute to Effective Resource Use
Resource Conservation and Recycling in Production Operations | Reduction of Use of Packaging Materials

Building a Recycling-Oriented Society

Resource Conservation and Recycling in Production Operations

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
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Promoting Resource Conservation and Recycling at Production Sites

Konica Minolta considers the input of resources in production processes and the output of emissions as significant environmental impacts. Reducing and effectively utilizing these resources helps lower the environmental burden and reduce costs, and is therefore promoted in close alignment with business activities.

Efforts include developing site-specific measures for efficient resource use, quantifying their effectiveness using waste management data and Material Flow Cost Accounting (MFCA), and applying successful practices across different sites.

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, with parts suppliers, and between countries
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

At its production sites, Konica Minolta makes an active effort to promote the 3Rs (reduce, reuse, and recycle) for resin scrap generated at production sites in the molding processes for plastic parts. At Konica Minolta Business Technologies (Dongguan) Co., Ltd. in China, the site has reduced its use of plastic raw material by developing and installing molding dies that do not generate excess scrap.
Material input has been reduced by implementing hot runners in molding dies, minimizing runner sizes, and pulverizing and reusing runner scrap. Any remaining resin waste is effectively repurposed as material for items such as parts racks used in factories and parts boxes used for shipments 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. For parts procured overseas, interior materials of parts are returned to overseas suppliers for reuse and the same steel pallets used for overseas shipment from Japan are used for parts shipped to Japan from overseas, thereby reducing packaging materials both in Japan and overseas and reducing emissions.
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.
The Company has also switched from using wooden pallets to sheet pallets for shipping unit parts to its business partners, thereby reducing the input of raw materials.

Reducing Waste Liquid Discharge

The Group is actively working to reduce waste liquid generated in its production processes. At Konica Minolta Chemical Co., Ltd., which produces chemical products in Japan, waste liquid is concentrated using its own distillation facility. These efforts contribute to reducing the volume of waste liquid discharged.

Lowering Defect Rates Using Production Data

Konica Minolta is striving to improve its product quality by reducing defect rates by utilizing various data gathered from production facilities. Konica Minolta Mechatronics Co., Ltd. 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.

Building a Recycling-Oriented Society

Reduction of Use of Packaging Materials

Basic Concept | Plan and Results | Recovery and Recycling of Used Products
Products and Solutions that Contribute to Effective Resource Use
Resource Conservation and Recycling in Production Operations | Reduction of Use of Packaging Materials

Konica Minolta is actively working to reduce the environmental impact of packaging materials through improved design and recycling.

Major Initiatives

Reduction of Use of Packaging Materials

In order to substantially reduce the use of packaging materials for its office multi-function peripherals (MFPs) and production printing machines, Konica Minolta is developing new buffer materials, as well as optimizing technologies for conventional buffer materials and expanding their use.

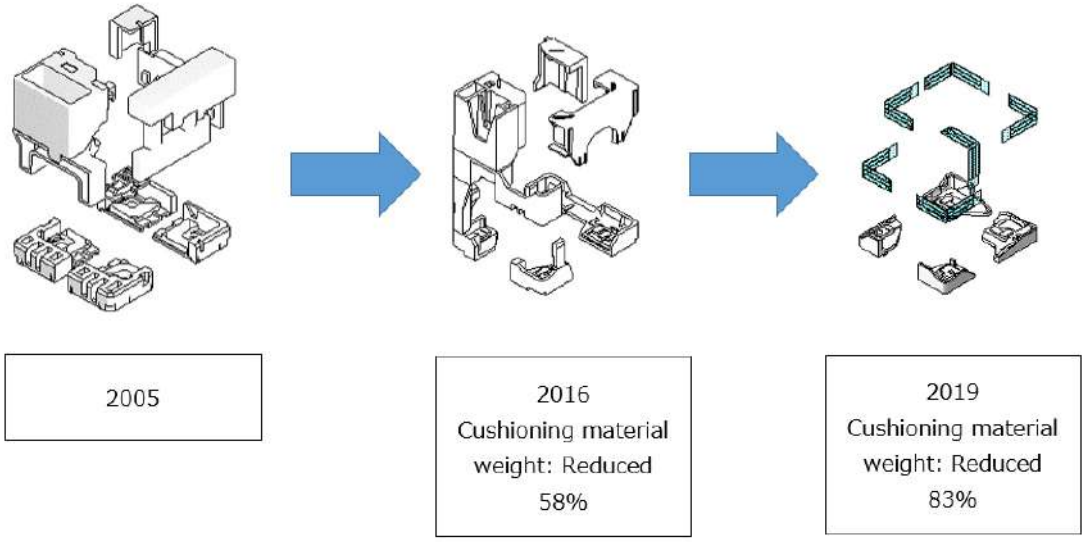
In 2019, Konica Minolta developed a new air cushioning material* that converts the various impact energies produced during transport into heat energy and succeeded in increasing the cushioning efficiency. Compared to conventional packaging, packaging that includes this cushioning material uses 83% less 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).

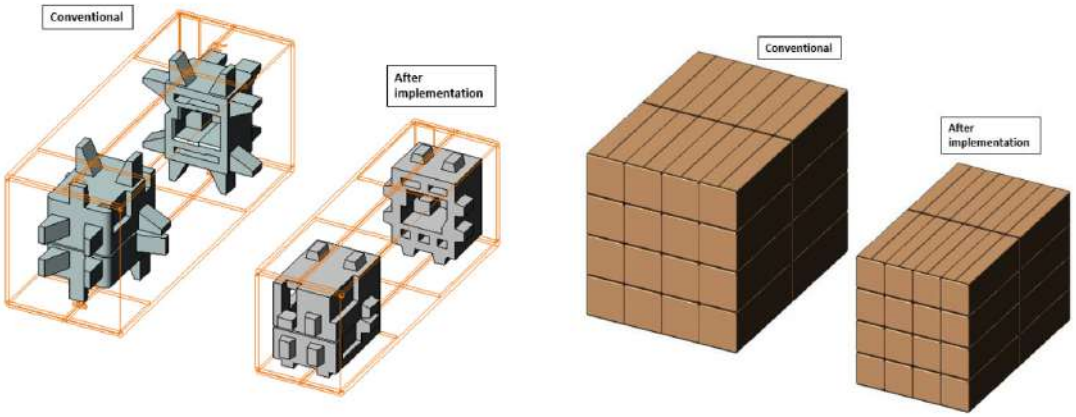
In order to expand the effects, in addition to increasing the types of office MFPs covered by these initiatives, the company also expanded it to peripheral equipment and consumables.

*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.

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

Ensuring Product and Chemical Substance Safety

Basic Concept

Basic Concept | Systems for Eliminating Chemical Substance Risks | Green Procurement System | Management of Chemical Substances in Products

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.

Basic Concept | Systems for Eliminating Chemical Substance Risks | Green Procurement System | Management of Chemical Substances in Products

Ensuring Product and Chemical Substance Safety

Systems for Eliminating Chemical Substance Risks

Basic Concept | Systems for Eliminating Chemical Substance Risks | Green Procurement System
Management of Chemical Substances in Products

Prior Risk Assessment of Chemical Substances

Using its unique system to achieve the appropriate management of chemicals

Risk assessment of candidate materials

Konica Minolta has established a 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.

- Konica Minolta Chemicals List of Prohibited and Restricted Substances

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.

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 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.

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

See Environmental Data in ESG Data for more information

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

At sites where soil or groundwater contamination has been discovered, Konica Minolta is carrying out purification of contamination and taking measures to prevent contaminants from affecting the surrounding area and from leaking outside the premises.
We continuously conduct regular groundwater monitoring and report both the results of our purification efforts and the progress of monitoring results to the local government for their confirmation.

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. It had confirmed that there are no health risks for exposure to residual asbestos. Going forward, it will continue to systematically remove the asbestos.

Dealing with PCBs

Konica Minolta ensures the proper storage and management of PCB waste at all domestic sites and affiliated companies in Japan to prevent leakage. It also reports the storage status to the government as required by law and continues to carry out planned disposal.

Ensuring Product and Chemical Substance Safety

Green Procurement System

Basic Concept | Systems for Eliminating Chemical Substance Risks | Green Procurement System | Management of Chemical Substances in Products

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

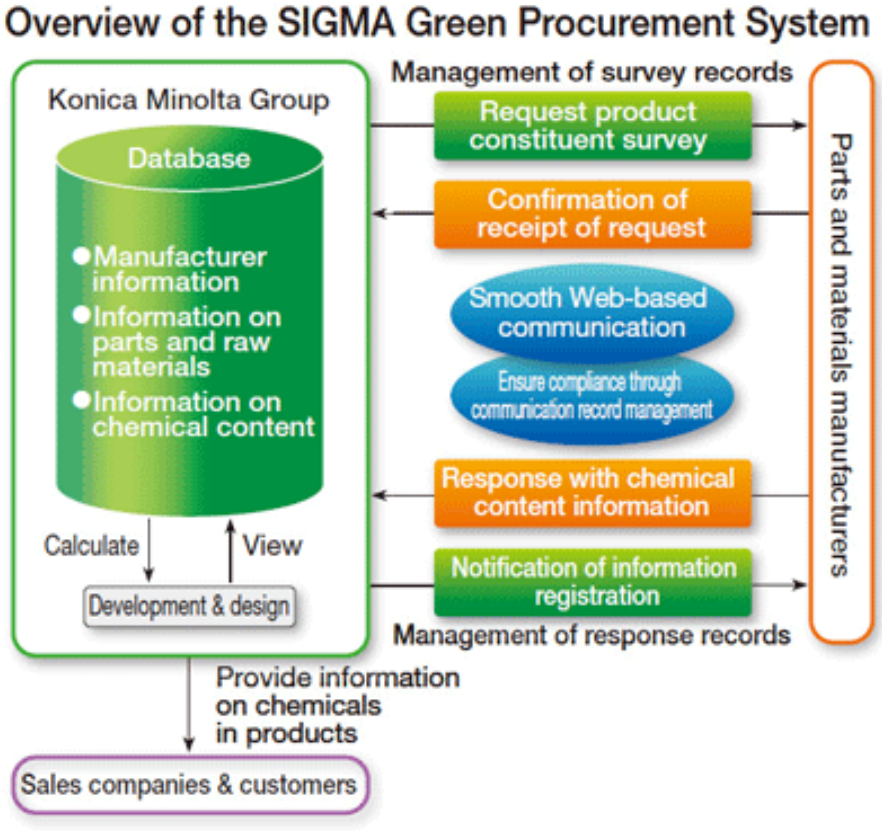
Green Procurement System

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 provides information on trends in environmental laws and regulations (revision of the Green Procurement Guidelines) to 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)
- Checking for prohibited substances and 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 built strong partnerships through the Environmental Collaboration initiative to strengthen suppliers' environmental management.
This is an initiative to help suppliers develop independent environmental management.
In addition to guidance on chemical substance management and document management including of measurement results and material information,
Konica Minolta also provides education to suppliers' employees and certifies those who pass as internal evaluators for suppliers.
We also perform QC environmental diagnosis for new business sites and provide guidance based on the results.

Basic Concept | Systems for Eliminating Chemical Substance Risks | **Green Procurement System** | Management of Chemical Substances in Products

Ensuring Product and Chemical Substance Safety

Management of Chemical Substances in Products

Basic Concept | Systems for Eliminating Chemical Substance Risks | Green Procurement System
Management of Chemical Substances in Products

Management of Chemical Substances 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 (2019) to restricted substances and the expiry of exemptions. Konica Minolta has already complied with the changes and will continue to grasp the trend of upcoming 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), Konica Minolta has establisihed standards for prohibited and monitored substances used in its equipment products, and fulfills its compliance obligations with regard to the regulations of each country. Though IEC 62474 contains many substances that are not regulated by law, Konica Minolta is systematically working to eliminate these.

Response to Toxic Substances Control Act (TSCA)

Up until now, the TSCA* in the United States governed chemical products, but, starting in 2021, it will also be applied in stages to chemical substances included in articles (equipment, molded products, etc.), in addition to chemical products. Konica Minolta systematically complies with this regulation.

* The Toxic Substances Control Act (TSCA) is a US law intended to control the harmful chemical substances under the jurisdiction of the Environmental Protection Agency (EPA) and prevent risks to people's health and the environment.

Basic Concept | Systems for Eliminating Chemical Substance Risks | Green Procurement System | **Management of Chemical Substances in Products**

Biodiversity and Water Resources

Basic Concept

Basic Concept | Consideration of Biodiversity/Water Resources in Production Activities
Contributing to Biodiversity through Products | Forest Preservation and Restoration Activities

Basic Concept

Konica Minolta supports the realization of a “nature positive” and “zero deforestation” society as sought by the international community. The Company identifies biodiversity risks and promotes efforts to reduce the impact of its business activities on biodiversity in collaboration with a wide range of external stakeholders, including suppliers, business partners, and customers. These efforts are advanced through the provision of products and solutions.

The Konica Minolta Group Charter of Corporate Behavior, approved by the Board of Directors, outlines the principles of action that embody the Konica Minolta Philosophy, including the Company’s management vision. The Charter expresses Konica Minolta’s fundamental stance on contributing to the conservation of biodiversity by reducing its impact on ecosystems. Konica Minolta conducts its business activities with careful consideration of their impact on ecosystems, and in cases where significant impact on important ecosystems is anticipated, the Company seeks to avoid, minimize, and restore such effects.

Recognizing biodiversity conservation as a critical management issue, Konica Minolta actively applies biodiversity assessment approaches in reference to international guidelines and tools. It identifies business activities worldwide that both depend on and affect ecosystems, and evaluates the benefits derived from ecosystems (inputs) and the impact on ecosystems (outputs) across each stage of the product life cycle to identify key issues that require attention.

The Company acknowledges that its own operations, particularly in design and manufacturing, involve a high degree of dependence on and impact on ecosystem services. Accordingly, Konica Minolta has established specific goals, standards, and initiatives tailored to its internal operations. Going forward, the Company will deepen its understanding of the relationship between business activities and biodiversity and will strengthen its initiatives, including the adoption of new assessment methodologies.

● **Reference Frameworks for Biodiversity Assessment**

Organization / Institution	Guidelines / Tools
Taskforce on Nature-related Financial Disclosures (TNFD)	Final Recommendations
United Nations	Millennium Ecosystem Assessment
World Resources Institute (WRI)	Corporate Ecosystem Services Review Aqueduct Water Risk Atlas
Ministry of the Environment, Japan	Guidelines for Private Sector Engagement in Biodiversity Invasive Alien Species Act Act on Conservation of Endangered Species of Wild Fauna and Flora
Japan Business Initiative for Biodiversity (JBIB)	Relationship Map between Companies and Biodiversity
Ramsar Convention	Ramsar Sites
Keidanren Committee on Nature Conservation	Keidanren Declaration of Biodiversity and Action Guidelines

For more details on our biodiversity-related initiatives, please refer to our disclosure under the Taskforce on Nature-related Financial Disclosures (TNFD).

Basic Concept | Consideration of Biodiversity/Water Resources in Production Activities
Contributing to Biodiversity through Products | Forest Preservation and Restoration Activities

Biodiversity and Water Resources

Consideration of Biodiversity/Water Resources in Production Activities

Basic Concept | Consideration of Biodiversity/Water Resources in Production Activities | Contributing to Biodiversity through Products | Forest Preservation and Restoration Activities

Consideration of Biodiversity at Production Sites

Initiatives Leveraging Guidelines and Global Assessment Tools

Konica Minolta promotes its biodiversity initiatives through its Green Factory Certification System, which comprehensively evaluates the environmental activities of its production sites.

At sites with high water usage, the Green Factory guidelines require management and reduction of water withdrawal. Furthermore, when rare or endangered plant species are discovered on factory premises, the Company takes appropriate action by installing signage and fences to ensure proper protection and management.

Konica Minolta has introduced AQUEDUCT,* a comprehensive water risk assessment tool developed by the World Resources Institute (WRI), to evaluate water-related risks at production and R&D sites as well as with key suppliers. This analysis confirmed that none of its sites fall under the “extremely high” risk category, with only one site classified as “high risk,” accounting for less than 1% of the Group’s total revenue. Additionally, the Company has verified that it does not operate any facilities in areas designated as Ramsar Wetlands of International Importance.

* AQUEDUCT: A global water risk evaluation platform utilizing geographic information systems (GIS), developed and maintained by the World Resources Institute.



Golden orchid (Cephalanthera falcata) under protection at the Tokyo Site Hino.

Efforts to Reduce Water Resources Use

Konica Minolta monitors and manages the volume of water use at each site and sets reduction targets for total water consumption to advance initiatives aimed at reducing usage. Environmental experts work together with staff at each site to analyze and simulate the effects of reduction measures. These efforts also serve as on-site coaching and training programs to foster awareness of environmental improvement, through the identification and implementation of water-saving measures. At production sites, key measures include recycling of wastewater (such as process drain water), introduction of automatic cleaning systems, and use of rainwater for cooling purposes. At non-production sites, efforts include installing water-saving faucet valves and managing and repairing water distribution piping to make effective use of water resources. At sites that use groundwater, measures are taken to reduce consumption, such as stopping the supply of cooling water during periods of production suspension.

Efforts in Wastewater Management

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.

In the 2010s, at sites where factory effluent was discharged into rivers, the Group implemented WET* assessments using bioassays. In cooperation with the National Institute for Environmental Studies of Japan, tests were conducted using aquatic organisms such as algae, crustaceans, and fish, and confirmed that no adverse effects, including growth inhibition, inhibition of reproduction, or reduced hatching and post-hatching survival rates, were observed in the test organisms. Currently, the Group has confirmed that there have been no major changes in its operations since the time of the evaluation. Going forward, Konica Minolta will continue to consider re-evaluations and new evaluations in line with business changes.

* WET (Whole Effluent Toxicity): A method that evaluates the toxic impact of wastewater on aquatic life through biological responses, rather than analyzing individual chemical substances.

Consideration of Biodiversity in Procurement

Konica Minolta clearly states in its Procurement Policy that the Group will take the lead in efforts to minimize its impact on ecosystems. It has also established the Konica Minolta Supply Chain Code of Conduct and, based on its CSR Procurement Program, requests that business partners cooperate in minimizing negative impacts on natural resources.

In addition, through its Carbon Neutral Partner Activities, Konica Minolta promotes the consideration and implementation of measures to reduce water use by sharing its environmental technologies and expertise with suppliers.

Furthermore, Kinko's Japan Co., Ltd., a sales subsidiary in Japan, has acquired FSC® Chain of Custody (CoC) certification, which certifies the proper management of FSC®(Forest Stewardship Council) processing and distribution processes. The Company offers printed materials bearing the FSC® certification mark through on-demand printing.

Basic Concept | Consideration of Biodiversity/Water Resources in Production Activities | Contributing to Biodiversity through Products | Forest Preservation and Restoration Activities

Biodiversity and Water Resources

Contributing to Biodiversity through Products

Basic Concept | Consideration of Biodiversity/Water Resources in Production Activities
Contributing to Biodiversity through Products | Forest Preservation and Restoration Activities

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 to surrounding biodiversity by avoiding the effects of over-fertilization on the ecosystem, including the soil and groundwater.


Chlorophyll meter, SPAD-502Plus

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

Digital Inkjet Dyeing System Advancing Water Management in the Apparel Industry

Konica Minolta's inkjet dyeing technology contributes to solving environmental issues faced by the apparel industry by enabling pigment-based dry inkjet dyeing that generates no wastewater. Traditional dyeing processes require large amounts of water for steaming and washing. However, by integrating expertise in interface-control, resin design and optical design technologies developed through film and toner production, Konica Minolta has succeeded in achieving vibrant colors and a soft texture even with pigment inks. This has led to the establishment of on-demand digital production that eliminates the need for pre- and post-treatment processes, supporting sustainable apparel manufacturing.

- Inkjet dyeing technology that achieves dry printing without wastewater
- Eco-friendly ink for apparel printing that preserves fabric functionality and texture
- Products and Solutions that Contribute to Effective Resource Use
- Recovery and Recycling of Used Products

Biodiversity and Water Resources

Forest Preservation and Restoration Activities

Basic Concept | Consideration of Biodiversity/Water Resources in Production Activities
Contributing to Biodiversity through Products | Forest Preservation and Restoration Activities

Forest Preservation and Restoration Activities

Basic Concept

Konica Minolta supports the international community's goal of creating a "Nature Positive" and "Zero Deforestation" society. It will actively promote efforts to monitor biodiversity risks and reduce the impact of its business activities on biodiversity in collaboration with various stakeholders.
Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior, outlining principles that embody its management philosophy and vision, with the approval of the Board of Directors. The Charter details Konica Minolta's fundamental approach to reducing its impact on the ecosystem to protect and preserve biodiversity. Additionally, in its long-term environmental vision, Eco Vision 2050, Konica Minolta commits to "work for the restoration and preservation of biodiversity."
In accordance with the TNFD, Konica Minolta will perform natural scenario analyses to gain a deeper understanding of the relationship between its business activities and biodiversity. The Company will fully consider its impact on ecosystems and, when it expects a significant impact on vital ecosystems, take steps to minimize its impact and restore these ecosystems. In taking these initiatives, the Company will promote the preservation of biodiversity not only through its business, but also in collaboration with a wide range of external stakeholders, including its suppliers, business partners, and customers through the product solutions it provides.

Forest Preservation and Restoration Activities

Konica Minolta is engaged in activities worldwide that contribute to forest preservation and reforestation, as well as the protection and restoration of ecosystems.

For more information on these initiatives, click here.
Contributing to Society › Environmental Actions in the Society

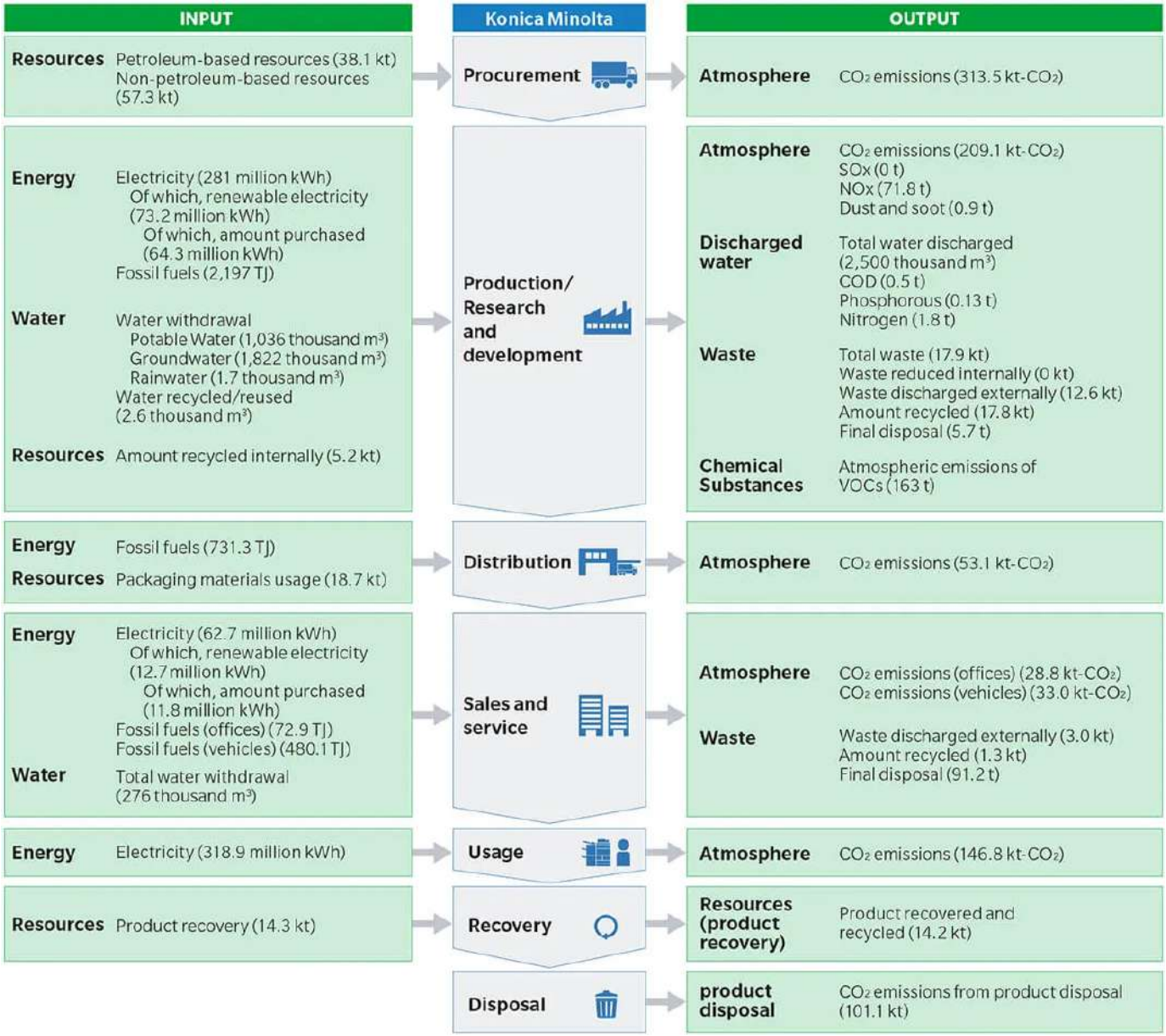
Environmental Data

Overall View of Environmental Impacts

Overall View of Environmental Impacts | CO2 Emissions Across the Entire Supply Chain | Soil and Groundwater

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 2024)



See Environmental Data in ESG Data for more information and calculation standards.

Environmental Data

CO_2 Emissions Across the Entire Supply Chain

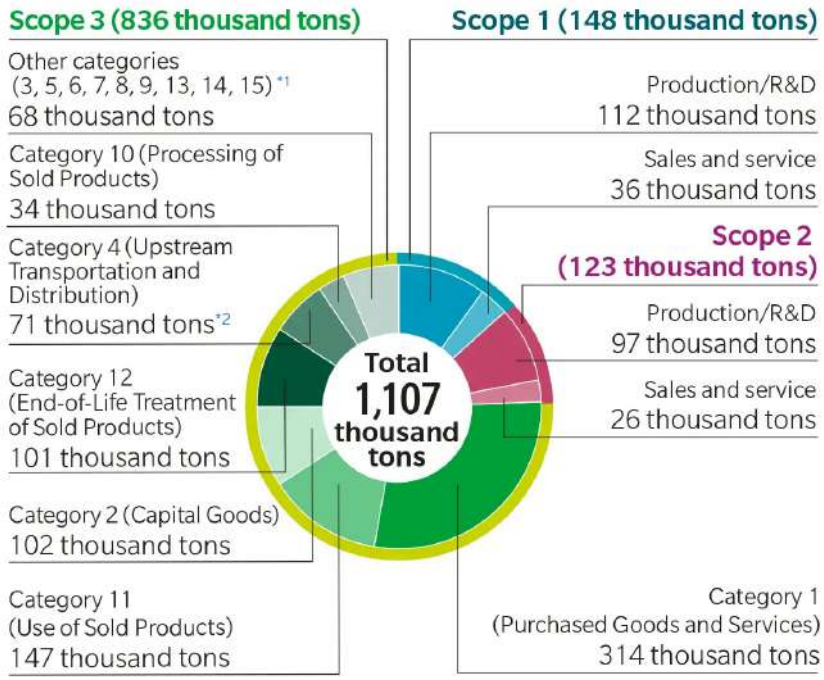
Overall View of Environmental Impacts | CO_2 Emissions Across the Entire Supply Chain | Soil and Groundwater

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 2024, the calculation showed that CO_2 emissions throughout the supply chain were approximately 1,107 thousand tons, which represents an increase of approximately 5% from fiscal 2023. 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 271 thousand tons, or approximately 24% of all emissions. In contrast, indirect emissions associated with Konica Minolta's activities (Scope 3) amounted to approximately 836 thousand tons, accounting for around 76% of the total. The Company identified previously uncalculated emissions in the "purchased goods and services" category, which constitutes the largest portion of Scope 3 emissions across the entire supply chain. Since calculation for this category is expected to continue, these emissions have been newly included in the FY2024 results. For "use of sold products," which has the next highest emissions, the Company is working on power consumption of the products themselves and developing 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: International standard for calculating and reporting greenhouse gas (GHG) emissions

CO_2 Emissions Across the Entire Supply Chain (FY2024)



*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_2 emissions attributed to product distribution: 53 thousand tons

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

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. (Electricity) Calculated by multiplying the amount of electricity purchased by source, by the CO_2 emission factor related to fuel procurement for that source. The energy mix 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, and within China and Malaysia. 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.
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.

Category	Overview	Method of Calculation
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* of each model and a CO_2 emission factor (For Japan, the national average emission factor is published by the Ministry of the Environment. For countries outside Japan, the value is the 2022 World "Total" value of "CO_2 emissions per kWh of electricity only" from IEA Emissions Factors 2024). 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	Calculated for buildings and equipment leased from Konica Minolta to third parties, by multiplying the actual value of annual energy consumption of leased equipment by the CO_2 emission coefficients.
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 and from its equity-method affiliates. 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 Ver 2.0) value set by the International Energy Star Program, and for equipment for healthcare system it is estimated based on each product's specifications.

Overall View of Environmental Impacts | **CO_2 Emissions Across the Entire Supply Chain** | Soil and Groundwater

Environmental Data

Soil and Groundwater

Overall View of Environmental Impacts | CO2 Emissions Across the Entire Supply Chain
Soil and Groundwater

Surveys and Measures Taken on Soil and Groundwater Contamination

Efforts regarding soil and groundwater contamination

At sites where soil or groundwater contamination has been identified, Konica Minolta carries out purification of contamination sources and implements measures to prevent the contaminants from affecting surrounding areas and leaking outside the site. We continue to periodically monitor groundwater and report our purification and observation results to the government for confirmation.

Summary of Contaminated Soil or Groundwater at Operation Sites

Operation Site	Monitored Substance	Progress in Fiscal 2024
Sakai Site (Sakai, Osaka)	PCE*1, TCE*2, c-DCE*3, Boron, Lead, Arsenic, Cadmium	The Company has continued to periodically monitor groundwater and, together with the purification of contamination sources, has confirmed that there is no offsite discharge.
Osaka Sayama Site (Osaka Sayama, Osaka)	PCE, TCE, c-DCE	The Company has continued to periodically monitor groundwater and, together with the purification of contamination sources, has confirmed that there is no offsite discharge.
Mikawa Site, Western Zone (Toyokawa, Aichi Prefecture)	TCE	The Company has continued to periodically monitor groundwater and has confirmed that there is no offsite discharge.
Kofu Site (Chuo, Yamanashi Prefecture)	Fluorine	The Company has continued to periodically monitor groundwater and has confirmed that there is no offsite discharge.
Konica Minolta IJ Product Co., Ltd. Head Office (Fuefuki, Yamanashi Prefecture)	PCE, TCE, c-DCE	The Company has continued to periodically monitor groundwater and, together with the purification of contaminated sources, has confirmed that there is no offsite discharge.
Konica Minolta Mechatronics Co., Ltd. Ueta Plant (Toyohashi, Aichi Prefecture)	TCE, c-DCE, Hexavalent Chromium	The Company has continued to periodically monitor groundwater and has confirmed that there is no offsite discharge.
Konica Minolta Supplies Manufacturing Co., Ltd. Head Office (Kofu, Yamanashi Prefecture)	PCE, TCE, c-DCE	The Company has continued to periodically monitor groundwater and has confirmed that there is no offsite discharge.

*1 PCE: tetrachloroethylene (perchloroethylene)

*2 TCE: trichloroethylene

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

Environmental Labels and Certifications

Environmental Labels | Products Registered in the Green Purchasing Network | Green Printing Certification
Recyclable Printing Materials | Commitment to ISCC PLUS Certification

Environmental Labels

Konica Minolta actively discloses environmental information about products through environmental labels.

Type I Environmental Labels

Type I environmental labeling 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 has been the ecolabel of the German Federal Government. It is an independent and credible label that sets stringent standards for environmentally friendly products and services. 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 imaging equipment that was implemented in 1995 through an agreement between the Japanese and U.S. governments.
For the percentage of sales from models that have obtained International Energy Star Program certification, please refer to the "Environmental Data > Ext.Evaluation & Label" on this page.

■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.

■EPEAT (Electronic Product Environmental Assessment Tool)

This is an environmental assessment system established with the objective of encouraging the market development and sale of environmentally preferable products. The Global Electronics Council (GEC) runs and registers certifications. The program began in 2006 with labels for computers, and expanded to include imaging equipment in 2013. Products are assessed on a total of 59 criteria that address the product's life cycle, including not only the reduction and ban of harmful substances and energy conservation, but also recycling services. Products are registered with an assessment of gold, silver or bronze.

In October 2017, Konica Minolta expanded the scope of its certifications beyond the US and acquired Canada's EPEAT certification.

For the percentage of sales from models that have obtained EPEAT certification, please refer to the "Environmental Data > Ext.Evaluation & Label" on this page.

Information on EPEAT

■China Environmental Labeling

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 standards 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 EcoLogo certification.

■Organic Textile Standard (GOTS)

In the past, there were many systems certifying textiles as organic. An international working group was formed to develop these into an integrated international standard, and this resulted in the establishment of the Organic Textile Standard (GOTS) in 2005. GOTS also sets safety standards for the ink used in textile products, and in fiscal 2014, Konica Minolta applied for registration of reactive dye ink as an ink that meets these standards, becoming the first Japanese manufacturer to be registered with GOTS.

■ZDHC MRSL

Certification by ZDHC,[*1] which consists mainly of major apparel companies in Europe and the United States, is designed to ensure the proper management of chemical substances in the manufacture of textile and footwear products and requires compliance with the MRSL.[*2] Konica Minolta has obtained this certification for reactive dye and disperse dye inks used in textiles (textile products).

*1 ZDHC: Zero Discharge of Hazardous Chemicals

*2 MRSL: Manufacturing Restricted Substance List

■Bluesign®

This certification, issued by Bluesign Technologies headquartered in Switzerland, was created in response to calls for environmentally friendly textile products, and requires that materials be free of hazardous substances and that emissions of hazardous components into water, soil, and air be minimized during the material's production. Konica Minolta has obtained this certification for reactive dye inks for textiles (textile products).

■ECO PASSPORT by OEKO-TEX®

This is one of the certifications issued by the Oeko-Tex® Association, which certifies that dyes and pigments contain no hazardous components. Konica Minolta has obtained this certification for disperse dye inks for textiles (textile products).

■Global Recycled Standard (GRS)

This is one of the certifications issued by The Textile Exchange, a global non-profit organization founded in 2002 to create leaders in the textiles/materials industry. This certification is intended to promote the use of recycled materials and requires restrictions on hazardous chemical use. Konica Minolta has obtained this certification for disperse dye inks for textiles (textile products).

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 Green Products Certification System

Konica Minolta adopted its Green Products Certification System in fiscal 2011 and has been using it ever since 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. Konica Minolta has reviewed the indicators to be evaluated to stay in step with social change, and will continue to assess products' environmental value and their effect in reducing the environmental impact, while also recognizing the contributions that its solutions make in resolving environmental and social issues.

Green Products 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.

■SuMPO EPD

Konica Minolta also obtains SuMPO EPD (formerly Eco Leaf Environmental Label) certification, a Type III environmental label compliant with ISO 14025, for its information equipment products.

- List of Konica Minolta's Eco Leaf Certified Products
- Eco Leaf Environmental Label

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 Purchasing Network Registered Products (Japanese only)

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.

Certified Konica Minolta Products are shown on the List of Certified Green Printing Materials and Equipment Products.

- Green Printing Certification System (Japanese only)

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.

Certified Konica Minolta products are shown under Recyclable Dry Toner in the Select from Material Brands section.

- ecyclable Printing Materials Database (Japanese only)

Commitment to ISCC PLUS*1 Certification

Konica Minolta has identified “effective use of limited resources” as a material issue and is working toward eliminating the use of earth resources*2 in its business operations. As part of these efforts, the Company has adopted a policy of actively utilizing ISCC PLUS Certification, administered by ISCC System GmbH (Germany), and is currently preparing for certification (as of March 2025).
Konica Minolta declares its commitment to complying with all ISCC PLUS requirements, in accordance with the latest ISCC regulations.
Updates on certification progress and results will be published on this website and other appropriate channels.

*1 ISCC (International Sustainability and Carbon Certification) PLUS: ISCC is an international certification system for sustainability and carbon. Under this scheme, ISCC PLUS is a certification program that ensures the management and verification of raw materials and products, primarily bio-based and recycled materials that are distributed globally across supply chains.

https://www.iscc-system.org/certification/iscc-certification-schemes/iscc-plus/

*2 Natural Resources:
Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.



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
- Attracting, Developing and Promoting the Active Participation of Human Resources
- Human Resources Systems and Operations
- Building Organization, Culture and DNA
- Managing Occupational Safety and Health
- Health & Productivity Management
- Labor Practices

Human Capital: Diversity

- Basic Concept and Vision of DEI
- Promoting Women's Workplace Participation
- Employment of People with Disabilities
- Fostering a DEI-Based Organizational Culture

Responsible Supply Chain

- Policy and Structure
- CSR Procurement Initiatives
- Practicing Responsible Minerals Procurement

Human Rights

Customer Satisfaction and Product Safety

- Basic Concept and Management System
- Konica Minolta Quality Policy
- Achieving Top-Tier Quality and Reliability
- Enhancing the Security of Products and Services
- Creating New Quality Value

Use of Artificial Intelligence

Contributing to Society

- Basic Concept
- Health, Medicine, and Sports
- Environmental Actions in the Society
- Scholarship, Research, and Education
- Disaster Recovery and Volunteerism

> ESG data

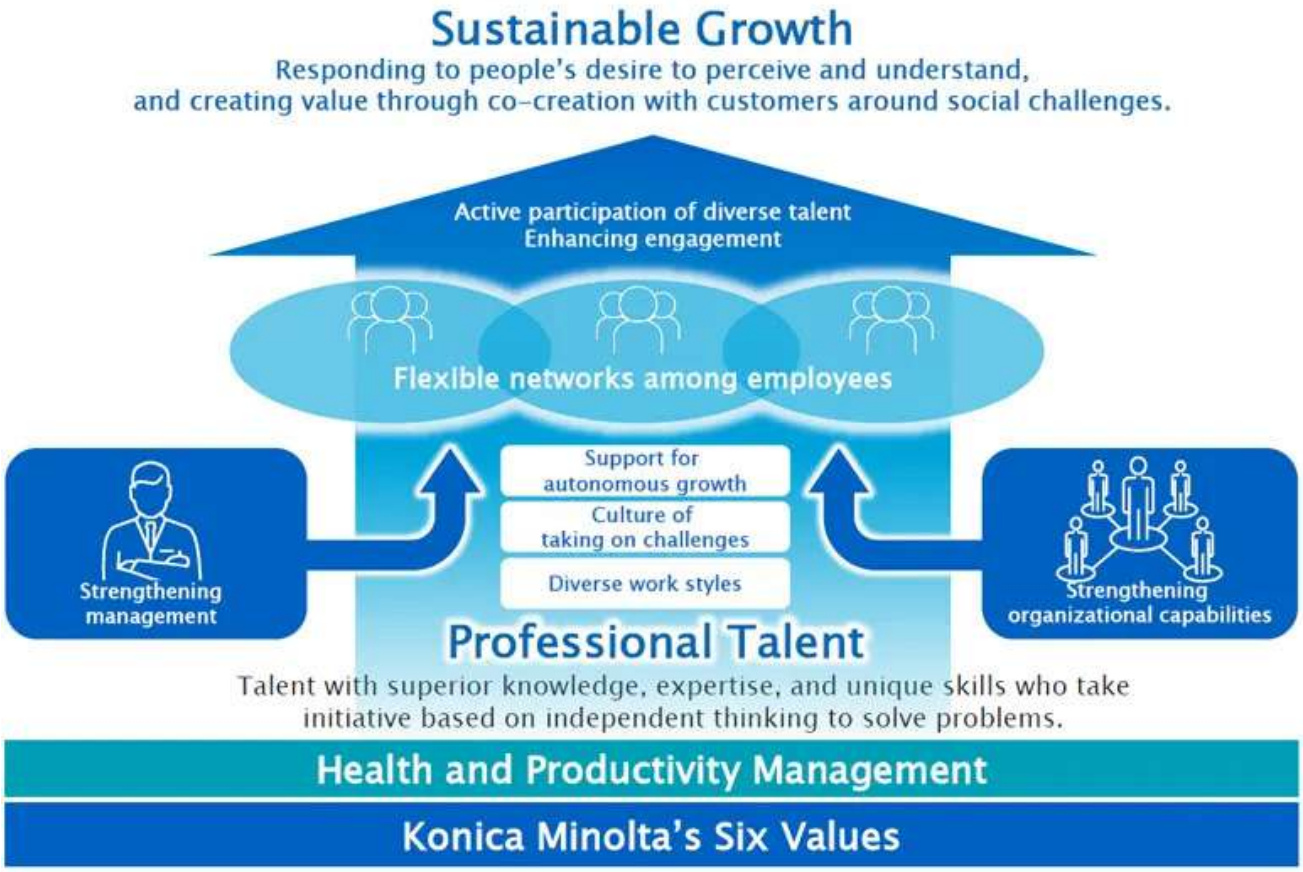
Human Capital

Basic Concept

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
Human Resources Systems and Operations | Building Organization, Culture and DNA
Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

The Evolution to Professional Talent

With the accelerating spread of digital transformation (DX) globally, Konica Minolta has been transforming its business from a product-oriented approach to a service-oriented approach that leverages images and data, seeking to continue growing as a company that is needed by society.
We believe that the most important asset to firmly establish this is the Company's talent. In other words, what Konica Minolta looked for in talent in the past was the ability and skill to effectively utilize the assets of its product-oriented business, such as its production facilities. On the other hand, to develop a service-oriented business that leverages the power of digital technology, each employee must possess superior knowledge, expertise, and unique skills, understand individual customer issues, and act and think independently to solve problems in an environment without precedent; in other words, it requires professional talent.



For professional talent to perform at their very best as a group, it is necessary to both foster an organizational climate and culture to enable it, and to build systems and operations that elicit the strengths of each individual. We can maximize the performance of the organization by attracting, developing, and gaining the active participation of diverse talent based on these initiatives.



Key Indicator for Maximizing Talent

Konica Minolta is implementing various initiatives to maximize the development and utilization of professional talent, which is responsible for the Company's sustainable growth. To measure the effectiveness of these efforts, the Company conducts an annual global survey called "Your Voice" to score employee engagement. The following goal has been set:

Engagement

Goal: The engagement score* will reach the top 25% in the industry by fiscal 2030.

	Results				Goals	
	2021	2022	2023	2024	2025	2030
Engagement score	6.4	6.6	6.8	6.8	7.7 (Industry average)	Top 25% in industry

* Your Voice (Global Employee Survey: responses on a 0-10 scale) refers to the average score for the question: "How likely are you to recommend working at Konica Minolta to someone outside the Company?" (There was a misstatement in the wording of the question disclosed in FY2022 and FY2023, which has since been corrected. The same question has been used for evaluation since fiscal 2021.)

The survey helps identify engagement levels and their drivers, allowing each workplace to focus on key areas and apply insights to the next round of initiatives.

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources | Human Resources Systems and Operations | Building Organization, Culture and DNA | Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

Human Capital

Attracting, Developing and Promoting the Active Participation of Human Resources

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
Human Resources Systems and Operations | Building Organization, Culture and DNA
Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

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Konica Minolta's Approach
Strengthen Pipeline of Next-Generation Leadership Candidates
Providing Challenging Opportunities for Next-Generation Leaders Globally
Accelerate the Reskilling and Upskilling of Human Resources, and Place them in the Right Job

Konica Minolta's Approach

Background and Issues

To attract, develop, and promote the active participation of professional talent, we have established the following issues and are taking measures to address them.

- Pipeline of next-generation leadership candidates
- Accelerate the Reskilling and Upskilling of Human Resources, and Place them in the Right Job

Vision

While focusing on attracting, developing, and promoting the active participation of human resources in each region, we have implemented a process of visualization and development of talented human resources who will be the driving force for the entire Konica Minolta Group. We will pursue maximum benefits with balanced investment in human resources that will contribute to accelerating selection and concentration and achieving sustainable business growth in the future.

Key Measures

- Strengthen pipeline of next-generation leadership candidates
- Increase the quantity and speed of human resources supply to accelerate business selection and concentration.

Strengthen Pipeline of Next-Generation Leadership Candidates

Developing Future Business Leaders

The Company systematically deploys and develops next-generation leaders capable of steering the business. In terms of company management, we have visualized human resources since fiscal 2020, and established a forum for CEOs and top management to confirm and discuss one-on-one the direction of development. Through these discussions, we clarify organizational issues such as whether there is a candidate for the next top management position or whether we should wait another three to five years for such a candidate. The CEO and top management then assume the role of identifying successor candidates and assign them tasks for further growth, and then check their growth over the next year.
This cycle facilitates the planned development of approximately 150 individuals.
In addition to this, in fiscal 2024, the Company established a Talent Committee specifically to identify and develop future presidential candidates. This committee, chaired by the President and comprising executive officers responsible for business, technology, and corporate functions, serves as a forum for top management to share talent insights and deliberate on planned assignments and educational programs for development. In fiscal 2024, the committee met four times and selected individuals targeted for leadership in the 2030s. Moving into fiscal 2025, the Company is actively implementing cross-business assignments and providing external educational opportunities tailored to each individual's areas for improvement.



Developing Global Business Leaders

Effectively utilizing the Company's international talent, which makes up three-quarters of the approximately 40,000 Konica Minolta Group employees, is a high-priority challenge. To accelerate this, the Company is collaborating with IMD, a Swiss business school with a strong track record in DX, to develop global business leaders.
Konica Minolta identifies high-potential talent across the entire Group. Selected individuals receive development programs, coaching from top executives, and personalized development plans before being assigned to actual cross-border roles.

For example, the Company brought high-potential talent from Europe to its Japan headquarters to join the mid-term management strategy development team. These individuals made visible contributions by incorporating on-the-ground perspectives into the plan and ensuring consistency with overseas sales company initiatives. Other successes of this program include strategic talent rotations between the US and Australia.

The Company continues to strengthen the development of the talent selected through this program to ensure they become integral to its global management team.



Providing Challenging Opportunities for Next-Generation Leaders Globally

The Company is strategically strengthening its management talent pipeline with the "GLOW Program," which aims to discover diverse talent across its global operations to shape its future.
This program involves a six-month short-term overseas assignment. Relaunched in fiscal 2022, its scope now extends beyond Japanese employees to include overseas Group employees, enabling assignments not only from Japan to other countries, but also from overseas to Japan, and even between different overseas locations.
A unique feature of this program is that it is not company-driven; rather, participants are expected to define and initiate their own missions. Specifically, prospective candidates are responsible for negotiating their acceptance with the host location and independently define their mission, expected contributions, and assignment plan. By seizing the opportunity to challenge themselves and collaborating with local teams to achieve their goals, participants can refine their existing skills to be effective globally. This process fosters diversity and a global perspective in the assigned talent, aiming for the sustainable development of true global talent capable of competing worldwide.
Since May 2023, the Company has dispatched three cohorts, totaling 31 individuals, including 10 overseas employees. Those assigned have worked diligently to achieve short-term results on-site, demonstrating their ability to quickly integrate and secure cooperation. Host locations have highly praised the contributions of these assigned employees, leading to positive outcomes in both resolving business challenges and developing talent.
The third cohort is currently on assignment, having begun in April 2025, and selections for the fourth cohort are now underway. The Company intends to continue this rigorous yet highly rewarding program.

GLOW
START THRIVING GLOBALLY!

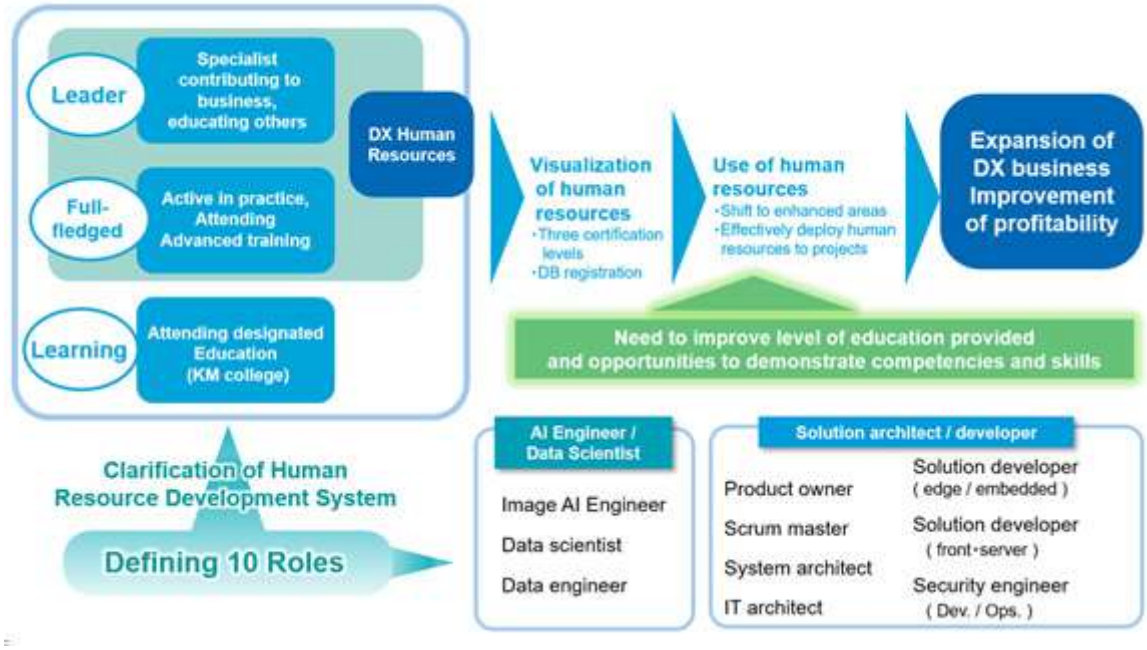
Accelerate the Reskilling and Upskilling of Human Resources, and Place them in the Right Job

Develop and Utilize DX Specialized Technical Talent

To accelerate the selection and concentration of businesses and continue being a company that is needed by greater society, we recognize that it will become increasingly important for us to leverage the core technologies in our possession to the fullest, and strengthen DX specialized technical talent who can further evolve upon those technologies.

Over time, we have focused on the development of "imaging IoT technology" that combines the core technologies that we have continued to refine for years together with the latest IoT and AI technology. From fiscal 2014, we have been tackling new business creation, and have therefore promoted the development and acquisition of human resources.
Building on these initiatives, the Company is defining the roles essential for DX (Digital Transformation) promotion and clarifying the corresponding development framework. It also visualizes the number and skill levels of individuals in each role, laying the groundwork for effective talent deployment and development.
As a result of these efforts, the Company has certified over 1,000 individuals as DX specialized technical talent, surpassing its goal. These professionals are now being assigned to departments where data utilization is a high priority, directly translating their skills into practical workplace applications.

Human Resources to Expand DX Business



Human Resource Allocation

In order to support the growth of professional human resources and execute a human resources strategy to transform the business portfolio, Konica Minolta, Inc. updated its skill-building system and introduced a talent management system in 2022. Registering the skills and experience of each person in the human resources database will enable Konica Minolta to track the location and skills of its personnel throughout the Company. This will allow it to predict human resource shortages several years in advance and quickly review and implement strategic placements, such as reallocating personnel to areas where they are needed.

Internal Job Posting System

Konica Minolta, Inc. has introduced the Internal Job Posting System that allows employees to take on the voluntary transfer to a new position as a mechanism to complement company-led personnel assignments. The aim of this system is to create human resources who actively take on new challenges in their own career development and to foster a corporate culture that respects the can-do spirit.

Talent Development System

At Konica Minolta, Inc., the Company builds its educational framework around four core pillars, primarily based on On-the-Job Development (OJD), to maximize its effectiveness. These pillars include: Selective Education, which identifies specific talent such as future presidential candidates or high-potential individuals expected to excel globally and invests in their development; Level-Based Education, which targets new hires, employees at promotion stages, or those in leadership roles; Career Development Support, encompassing initiatives like mindset shifts and mentor training aimed at fostering female leaders; and Re/Up Skilling, which supports individuals in pursuing their own learning goals with self-development support of up to ¥1.5 million per year and, which can be used for MBA programs or degree acquisition, a variety of internal educational programs. By combining these educational investments with diverse systems—like challenge evaluations, internal talent recruitment, and allowing side jobs—the Company strives to maximize individual capabilities. Simultaneously, it works to cultivate an organizational culture that fully harnesses these talents.
In fiscal 2024, approximately 16,500 employees participated in training, totaling about 46,500 hours of instruction.

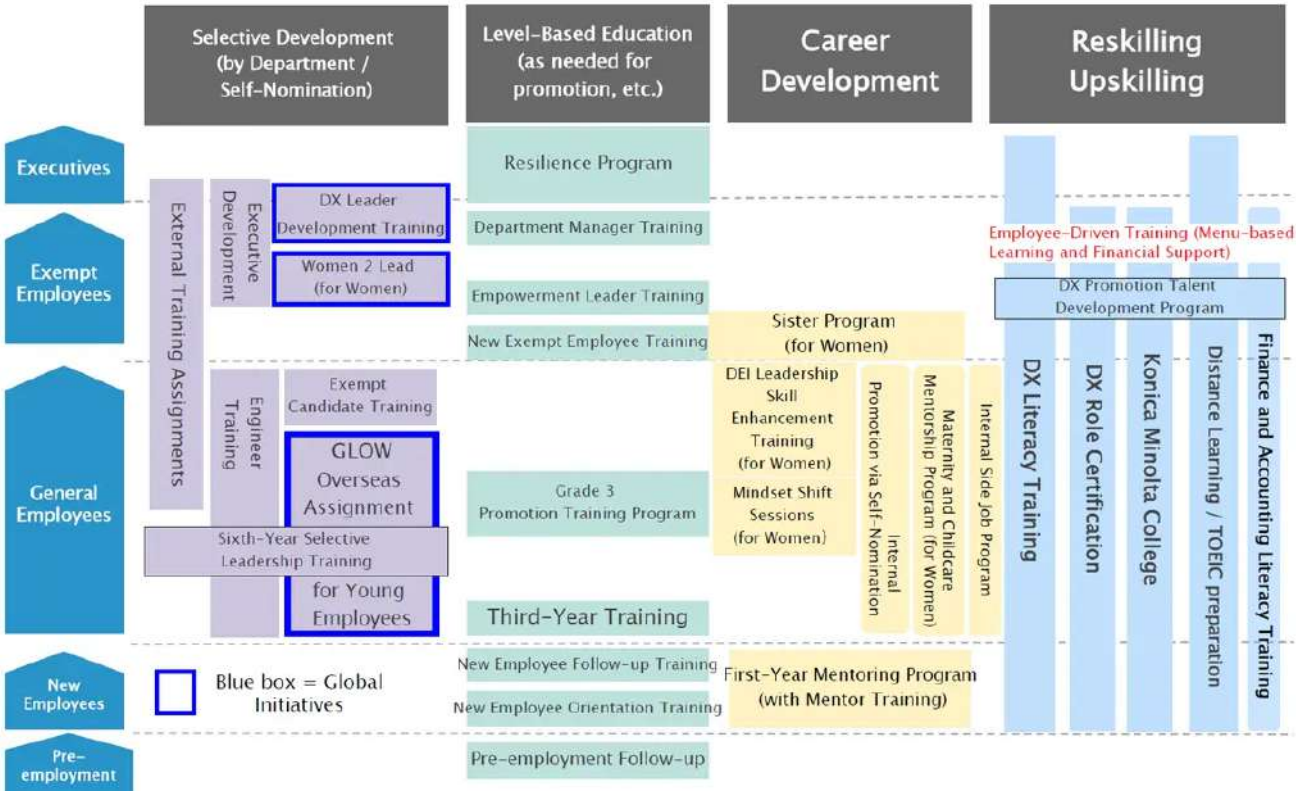
* OJD: Acronym for On-the-Job Development (skill development through work). It is a variant of OJT (On-the-Job Training) that involves skill development while sharing challenges under the guidance of a supervisor.

Status of Talent Development Education and Training

	Results					
	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Total number of participants (people)	Approx. 9,600	Approx. 8,600	Approx. 8,600	Approx. 10,100	Approx. 16,500	Approx. 16,500
Total time of attendance (hours)	Approx. 83,000	Approx. 64,000	Approx. 59,000	Approx. 83,000	Approx. 60,000	Approx. 46,500
Average annual hours of training per employee (hours)	Approx. 16	Approx. 13	Approx. 13	Approx. 18	Approx. 14	Approx. 11

Notes： The target includes regular employees of Konica Minolta, Inc.

See the 'Social Data' section of the ESG Data for details.



Initiatives for Developing New Employees and Young Employees

Konica Minolta has established a structured development framework that enables New Employees and Young Employees to accelerate their growth as "professional talent." The objective is to help them reach a state where they can proactively think and act toward realizing their desired future selves.
As key milestones, the first year focuses on building a foundation for independence, the second year emphasizes strengthening autonomy through practical experience, and the third year deepens role awareness and self-understanding to encourage further challenges and growth. Training programs and systems are designed to align with these stages. The following are examples of specific training initiatives:

1. Group-Wide Induction Training for New Hires
This program is designed to prepare New Employees to transition confidently into their assigned organizations as professional talent. It fosters awareness and essential skills as working professionals, builds understanding of the company and its businesses, and cultivates a shared identity as Konica Minolta employees.
Beyond knowledge acquisition, the program incorporates output-based sessions that encourage practical application, enabling participants to experience personal growth and build habits of learning from experience. This foundation supports proactive behavior and continuous learning under the guidance of supervisors and mentors after assignment.

2. Follow-Up Training in the Second Half of Year One
In the latter half of the first year, as employees shift from "New Employees" to "independent employees," follow-up training is conducted to instill a mindset of ownership for entering the second year. Participants review their learning experiences from the first year and reflect on their work attitudes and personal values, establishing a foundation for career autonomy and growth toward their desired future selves.

3. Third-Year Training
This program aims to foster individuals who can proactively think and act toward realizing their aspirations. Participants deepen their understanding of personal strengths, development areas, and roles within the organization, clarify their envisioned future selves, and develop concrete action plans for achieving them.
Through this process, employees refine their personal axis, shift their mindset toward self-directed growth, and are encouraged to pursue new challenges.

After this foundation is established, employees utilize the Career Development Support (CDS) system, which facilitates continuous dialogue with supervisors to support medium- and long-term career development. Through these initiatives, employees adapt quickly to the workplace, take ownership of their career development, and contribute to enhancing organizational vitality.

Basic Concept | **Attracting, Developing and Promoting the Active Participation of Human Resources** | Human Resources Systems and Operations | Building Organization, Culture and DNA | Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

Human Capital

Human Resources Systems and Operations

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
Human Resources Systems and Operations | Building Organization, Culture and DNA
Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

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Konica Minolta's Approach
Double-Track System for Management Positions
Assessment and Compensation System Encourages Career Autonomy and Taking on Challenges
Expanding Systems to Support Diverse Work Styles and Increase Productivity

Konica Minolta's Approach

Background and Issues

The role of management has expanded significantly to increase engagement and maximize the output of the group's professional human resources. In other words, human resource development, which involves meeting each individual and helping them to advance their career, as well as organizational development are both required to enhance the quality of relationships among human resources. Furthermore, when looking at each individual, with the increasing orientation toward specialization, it is becoming increasingly difficult to treat career paths as one track of "aiming to reach the pinnacle of management." To address these issues, we will contribute to the sustainable growth of the Company by introducing a system that is most suitable to Konica Minolta, instead of following in the footsteps of other companies. In addition, we will promote workstyle reforms so that each employee can maximize their potential.

Vision

Clearly perceiving the direction in which our organization and personnel should be heading, we encourage each individual to change their behavior and thinking through a system that enables the acquisition, development, and retention of human resources.

Key Measures

- Promote double-track system to support career aspirations
- Strengthen Empowerment Leaders

Double-Track System for Management Positions

To make the most of professional human resources, it is increasingly important to maximize the power of human resources and the organization in the workplace. In order to respond to the diverse careers of human resources, Konica Minolta, Inc. and its main sales subsidiary Konica Minolta Japan, Inc. are radically rethinking the management system based on conventional "workplace management" and have initiated efforts to strengthen it.

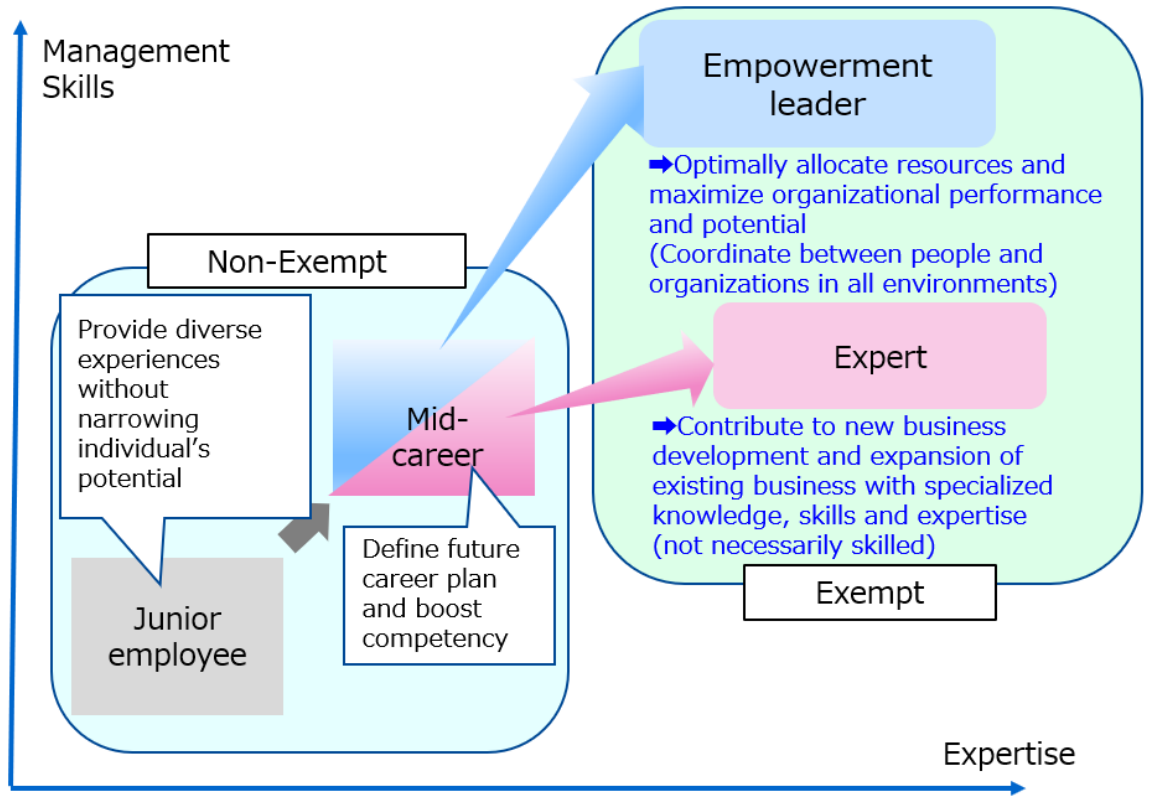
Introduction of Double-Track Personnel System

In order to clarify that the role that we expect future leaders to play is that of leaders of a group of professional human resources, from April 2022, we have decided to abolish the “management position” classification and name which connotes workplace management, and to revise the definition of “management position” to make the existing single-track management system a double-track system. There are three reasons for this change.

(1) Strengthen leaders who energize human resources and organizations, commit to results, and elevate their ability to execute
(2) Develop and retain experts who create innovation and lead with their expertise
(3) Support the diverse career aspirations of employees

The new definition divides the required leadership into two categories as follows. The first is the organizational leaders who energize human resources and the organization and elevate their ability to execute. We call these individuals "Empowerment Leaders" in the expectation that they will maximize the individual potential of human resources. The other is human resources who create innovation beyond existing boundaries and lead with their expertise. We call these individuals "Experts" in the expectation that they will increase their own expertise and contribute to the business by leveraging their expertise. We have decided to call these "Empowerment Leaders" and "Experts" collectively "Exempt.”
Along with this change in definition, we have defined the required behaviors as "do you have a vision and can you chart your own course," "do you have the ability to produce results," "can you draw on diverse strengths," and "do you continue to develop yourself," and have made these the basis for evaluation.
In addition, the Company checks whether required behaviors are being met through semi-annual multi-faceted evaluations, enabling employees to continuously update their behavior. For experts, the Company has also revamped its compensation system, offering executive officer-level remuneration to high-achieving experts, which significantly contributes to attracting highly skilled external professionals.

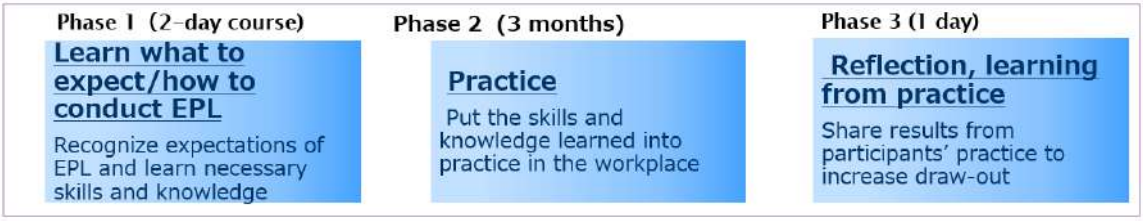
Conceptual Diagram of the Double-Track Career



Strengthen Empowerment Leaders

To maximize the power of the organization and team, the Empowerment Leader must be a "driver of change" who communicates in their own words the direction that the business should take to members with a wide range of experiences, expertise, and values, and leads them to new answers that they would not have thought of before through frank discussions. At the same time, the empowerment leader is also required to discuss the career aspirations of each and every team member and determine what they need to do to get closer to their career goals and to support them.
This is no easy task; Empowerment Leaders are in a sense “human resources with professional expertise" who empower people and organizations and require a high level of talent empowerment capabilities instead of workplace or human resource management.
For Empowerment Leaders, Konica Minolta systematically and continuously implements management skill enhancement programs, including coaching, team building, and communication skills, for all employees in positions equivalent to department managers who lead on-site organizations and teams. In addition to these efforts, in fiscal 2025, the Company plans to implement programs aimed at strengthening both the mindset and behavior of employees at the general manager level, who are central to achieving a V-shaped recovery and medium-to-long-term profit growth. (FY22-23: 300 people, FY24: 60 newly appointed line managers at the third organizational layer) In addition, looking at the multifaceted biannual assessments conducted by supervisors, subordinates, and peers, we confirmed that the average improvement of participants in the program in fiscal 2022 and 2023 was about 10% in all requirements compared to those who did not take the program.

Key Actions in Each Phase of the Empowerment Leader Development Program



Assessment and Compensation System Encourages Career Autonomy and Taking on Challenges

Assessment and Compensation System

To create an organization that continues to provide customers with new value, Konica Minolta, Inc. expects each employee to possess superior knowledge, expertise, and unique skills befitting a true professional, and to act and think independently to solve problems. In order to accelerate employee development, the Company has revised its personnel assessment and compensation system for general employees, introducing a system that highly evaluates talented personnel who act in accordance with the Konica Minolta Philosophy and take on the challenge of pursuing ambitious goals without fear of failure. It also includes a system to evaluate employees who take on challenges, regardless of the outcome.
It is worth noting that, since the merger, we have excluded seniority and instead fairly evaluate skills and results (such as the achievement of thematic goals and contributions to the organization), reflecting these in promotions, salary increases, and bonuses. Compensation resulting from promotions and salary increases is linked not only to the most recent salary but also to retirement benefits,* which are increased accordingly. This approach serves as an incentive for long-term improvement in ability and contribution to business performance. (*Retirement benefits are paid based on accumulated points at the time of retirement, accumulated each year based on an evaluation of job performance.)
In addition, to achieve the career vision of each individual, we regularly provide important opportunities for employees to review and reflect on their own career history. They discuss their skill development challenges and career development goals (direction and plan for skill development) with their superiors through their work. Supervisors also support the achievement of these goals by considering job and role assignments, providing feedback through daily work, and fostering interactive development through dialogue."

Expanding Systems to Support Diverse Work Styles and Increase Productivity

Various Systems to Support Diverse Work Styles and Increase Productivity

Konica Minolta enhances both productivity and engagement by expanding its systems to include flexibility in time and location, combined with support for life events.
The Company offers various work style options, such as flextime, discretionary labor, reduced working hours, and remote work, creating an environment where employees can proactively design their work styles with well-defined time management.
Konica Minolta also focuses on promoting work-life management, including support for balancing childcare and nursing care with work.
These systems have yielded results such as eliminating the gender gap in average years of service and achieving a male childcare leave acquisition rate of 77.3% in fiscal 2024, realizing “highly productive work styles” where diverse talent can demonstrate their expertise regardless of their life stage.

For more information on these initiatives, please see: Promoting work-life balance

Human Capital

Building Organization, Culture and DNA

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- Konica Minolta's Approach
- Resonance with Management Vision and Six Values
- Implementation of Global Employee Survey and Continuous Improvement Activities in Each Region
- Integration of Management Team: Implementation of Resilience Program

Konica Minolta's Approach

Background and Issues

To foster an organizational climate and culture where professional human resources are able to demonstrate high performance and actively participate, we have established two issues and are implementing measures.
1. Engagement Improvement
2. Ability to Integrate Management Team to Overcome Adversity

Vision

When all Group employees share the Konica Minolta vision and tackle their jobs with a sense of purpose and take on challenges (engagement), they are contributing to customers, which then leads to sustainable growth for Konica Minolta. To pursue these kinds of reforms in the organization, the Group 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 thrive. To that end, we recognize that top management needs to take the lead in building a team that takes initiative and can withstand adversity.

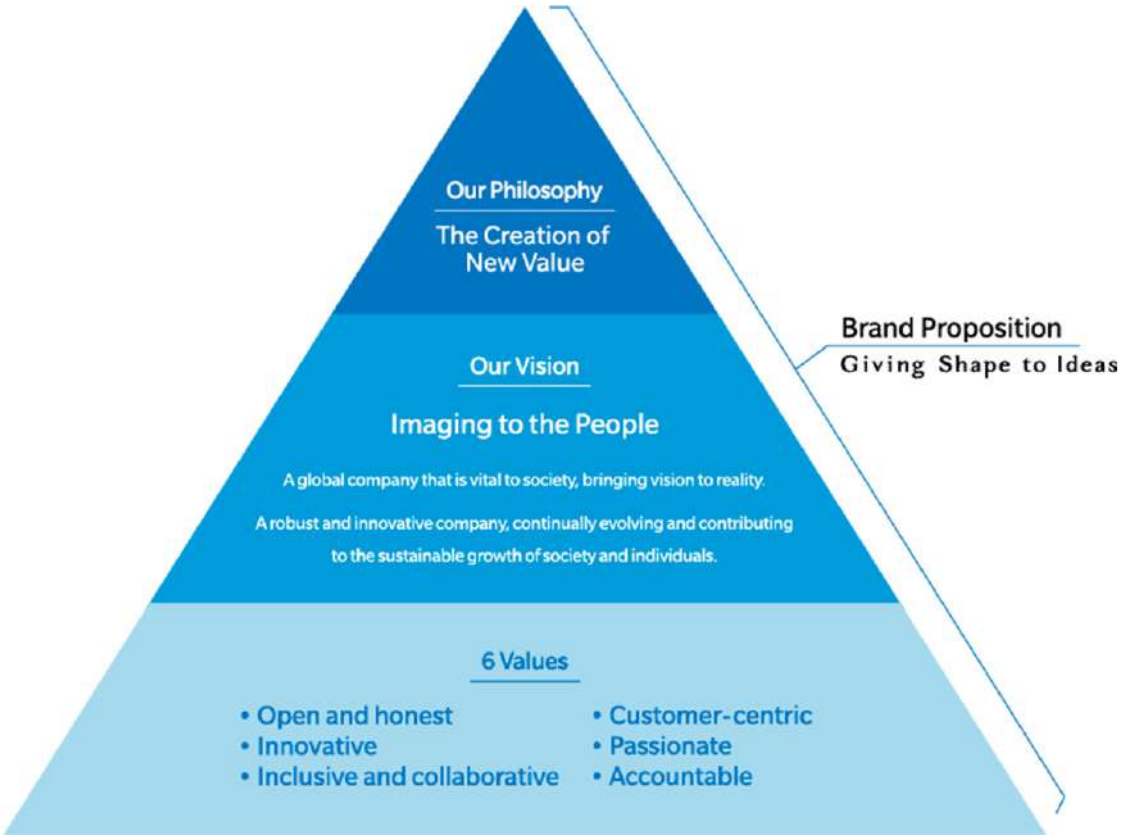
Key Measures

Konica Minolta conducts the “Your Voice” Global Employee Survey (GES) to assess its organizational culture via employee engagement scores. These scores measure whether engagement, the long-term vision, and strategy are personalized, whether individuals are thriving and whether the environment their growth.

Resonance with Management Vision and Six Values

Philosophy

Responding to people's hopes and desires to "see", Konica Minolta has always created new value. "Imaging to the People", our long-term management vision statement for 2030 expresses Konica Minolta's ideals and its position in society as an imaging technology company, both our heritage and strength. We have brought together this statement, Our Philosophy that has remained unchanged since the launch of Konica Minolta in 2003, our 6 Values that guide our corporate culture as a wellspring of value creation, and our Brand Proposition that is a promise to customers, to create the Konica Minolta Philosophy.



Practicing the Six Values

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.

RETHINK Communications

RETHINK was established as the behavioral slogan to encourage each individual employee to take action to live up to the Konica Minolta Philosophy. As each Konica Minolta Group employee "rethinks," they help to accelerate the achievement of the long-term management vision and medium-term management plan. 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, Konica Minolta singles out cases worthy of commendation and seeks to share the same values Group-wide. This award system evaluates employees' proactive efforts to create new value—such as customer value creation, business process transformation, and enhancement of intangible assets. By learning from best practices and applying their insights across the organization, the program encourages continuous improvement and innovation in daily operations.
Konica Minolta, Inc. reflects these principles in its human resources system so that employees always consider the 6 Values in their actions.
The Group is transforming its corporate culture to foster employee practice of the 6 Values.



Video of Award Announcement and Dialogue Session with Award Winners

Interactive Communication

Konica Minolta focuses on interactive communication, so that management and employees can put their heads together to think about the growth of Konica Minolta and implement it through dialogue. In the internal financial results briefing "CEO LIVE!" held quarterly, the president and executives directly explain business performance and policies to all employees. Early-career employees are responsible for planning and preparing materials, making the content easy for general employees to understand. In the Q&A session, many questions are submitted in real-time each time, and the president and executives answer them on the spot in order of interest.
After the event, videos are posted on the internal portal site for wide dissemination, and surveys are conducted to reflect employee feedback in future planning and operations, striving to improve content. Furthermore, answers to questions that could not be addressed during "CEO LIVE!" are also posted on the internal portal site at a later date. Generative AI is also being utilized in preparing answers to improve efficiency. This content is distributed globally in English and Chinese.
In addition, after "CEO LIVE!", "offline meetings" are also held as opportunities for small groups to discuss with the president and executives, deepening communication by directly listening to employee voices and discussing their thoughts on business performance and company policies.

Implementation of the Global Employer Survey and Continuous Improvement Activities in Each Region

To foster an organizational climate and workplace environment that encourages employees to experience "job fulfillment and to take on challenges (engagement)," we conduct the “Your Voice” Global Employee Survey (GES) of employees worldwide to visualize the current status of each organization and plan and steadily implement actions for improvement by measuring engagement. These efforts will improve the competitiveness of the entire Group.

Global Employee Survey

	Results				Targets	
	FY2021	FY2022	FY2023	FY2024	FY2025	FY2030
Engagement score*	6.4	6.6	6.8	6.8	7.7 (Industry benchmark average)	Industry benchmark top 25%
Response rate	90.8%	85%	91%	91%	-	-

* Engagement score: Average score of responses to the question “How likely is it you would recommend Konica Minolta as a place to work?” in the Your Voice on a scale of 0 to 10. The question was incorrectly stated in the disclosures for fiscal 2022 and fiscal 2023 and has since been corrected. This question has been used consistently since fiscal 2021.

Specifically, through surveys, Konica Minolta recognizes the distance between management and employees as an issue, and the president himself visits various domestic and international locations to engage in direct dialogue with employees. Each business division, company, and workplace also continues to implement a cycle of improvement actions through dialogue based on survey results, and the engagement score for fiscal 2024 was maintained at the previous fiscal level despite the ongoing review of its business structure. In fiscal 2025, the Company will create a "Dialogue Handbook" based on good practices derived from on-site experience and, based on the results of the "Your Voice" survey, will deploy a "framework" to steadily implement the three steps of "sharing results," "dialogue with members," and "executing actions."

Through these initiatives, the Company aims to raise its engagement score to the industry average by fiscal 2025 and to the top 25% of the industry by fiscal 2030. Furthermore, the engagement score is incorporated into the executive compensation scheme and is considered one of Konica Minolta's important management indicators, with the entire Group working together.

Integration of Management Team: Implementation of Resilience Program

Resilience Program

To achieve organizational transformation and a return to growth, Konica Minolta believes that this transformation must start from the top. To this end, the Company has introduced a "Resilience Program" for its officers and officer candidates, including the president, to help them become professional human resources and a professional management team.
The "Resilience Program" is a year-long program that teaches and instills the essential elements for individuals and organizations to achieve peak performance from medical, neuroscientific, and psychological perspectives.
Specifically, it is divided into four perspectives: physical, emotional, intellectual, and spiritual. For example, it not only focuses on exercise, nutrition, and sleep to enhance brain performance but also aims to cultivate "humanity" to integrate oneself and the organization with a high and broad perspective, even in difficult and complex situations. By the management team itself transforming, the Company believes that its effects will spread to the next generation and the entire Company, forming the foundation for Konica Minolta to transform into a team of professional talent.
The program has transformed the behavior and values of the participating executives and has also promoted inter-organizational collaboration and synergy in operations. One result of the program was an increase in the engagement score, which is one of the performance targets for executives.



Human Capital

Managing Occupational Safety and Health

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
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Konica Minolta's Approach | Occupational Safety and Health Management System
Preventing Accidents During Working Hours | Providing Safety Training | Strengthening Safety Management

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

KPI	Results					Targets		
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	FY 2030
Serious accidents*1	0	0	0	0	0	0	0	0

Note:*
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)

Improvement of the Frequency 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 Fiscal 2022
(By backcasting from a goal of 0.1 or less by 2030, a new plan was prepared and a revised target value was set.)
FY2023-2025: Reduce to 0.10 or less by 2025

KPI	Benchmark by FY2022	Results					Targets	
	Average in FY2017-2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Frequencyrate of lost-worktime injuries*	0.23	0.17	0.19	0.18	0.12	0.22	0.12	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

See also Social Data in ESG Data for information on previous years.

Occupational Safety and Health Management System

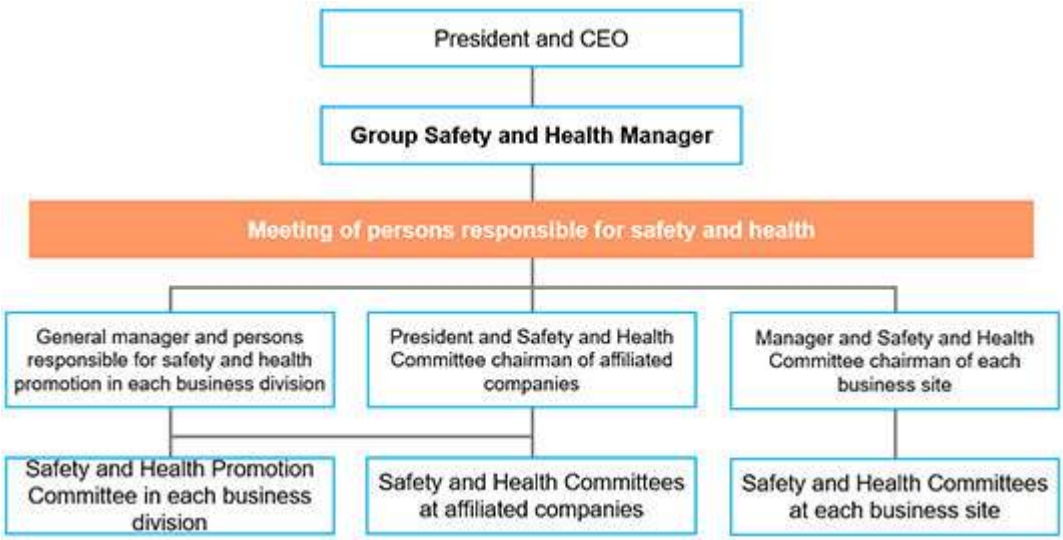
The Konica Minolta Group has established the Board of Director-approved Konica Minolta Group Charter of Corporate Behavior to embody the Konica Minolta Philosophy, which consists of Our Philosophy and management vision. The Group is promoting occupational health and safety initiatives and activities based on the Konica Minolta Occupational Safety and Healthcare Policy, which is linked to the Charter.

The Occupational Safety and Health Management Regulations, established in accordance with this Konica Minolta Occupational Safety and Healthcare Policy, 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 on-site contractors (including subcontractors and commissioned service providers working within Group premises.

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 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 Group Safety and Health Manager 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 Konica Minolta Inc. and the Group companies in Japan has 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 or as representatives of the workers, and they participate in activities and discussions together with the Company's committee members. 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. The Company has also set up a contact point that serves as a Safety Suggestion Box for receiving queries by direct email to the manager and the person in charge of safety management. When a query is received via the Safety Suggestion Box, we confirm with the inquiring party about conducting an investigation and sharing information about their query, and the results of and response to the query, and limit the sharing of information so that it poses no disadvantage to the inquiring party. 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. Of the entire group worldwide, four companies have acquired external certification, representing 15% of the total number of employees (as of March 31, 2025).
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.).

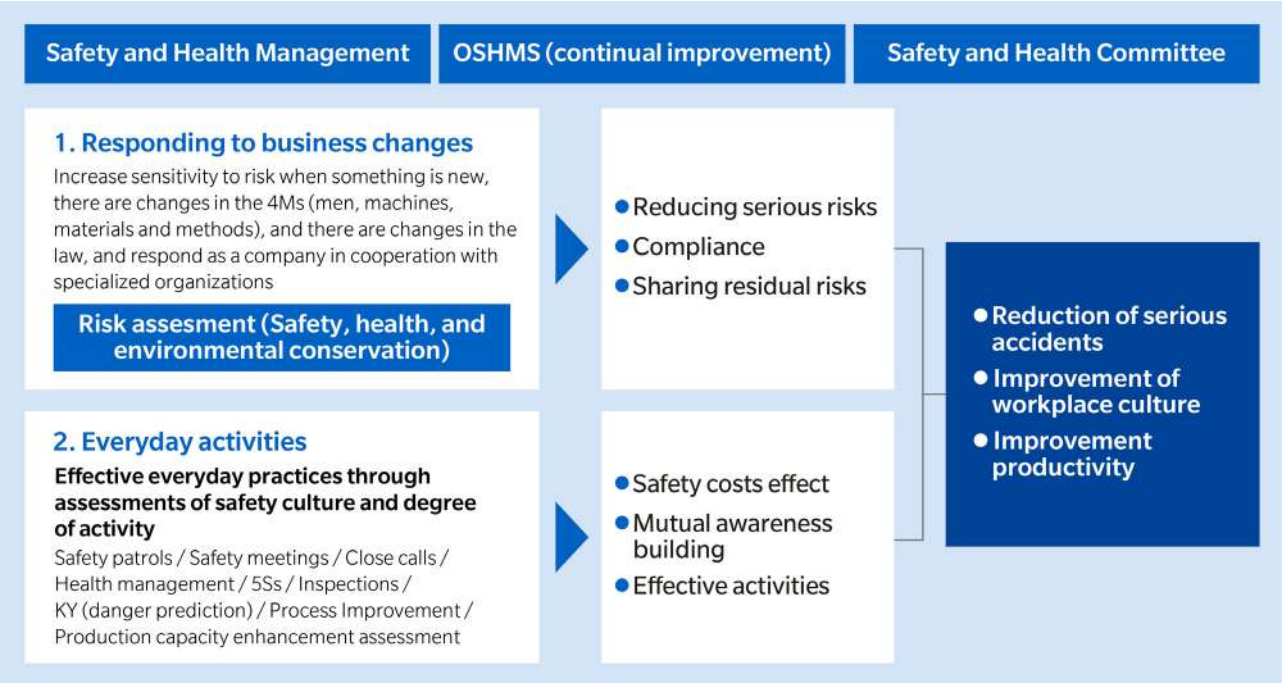
Externally Certified Health and Safety Management Systems in the Konica Minolta Group

Company	Date	Valid through	Standard
Konica Minolta Business Technologies (Dongguan) Co., Ltd.	Aug. 13, 2020	Nov. 27, 2027	ISO45001:2018
Konica Minolta Opto (Dalian) Co., Ltd.	Dec. 8, 2020	Dec. 7, 2026	ISO45001:2018 GB/T45001-2020
Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.	Jan. 16, 2015	Jan. 15, 2027	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 (FY2023–2025), the Group will implement a variety of measures to prevent accidents from occurring during working hours, with the goal of reducing the frequency rate of lost-worktime injuries to 0.10 or less by 2025. 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 risk assessment to deal with business changes and daily activities such as safety inspections and sharing information about near-miss incidents.



Konica Minolta's Safety and Health Initiatives

All workplace accidents within the Konica Minolta Group must be reported and recorded in the accident database system within 24 hours, and the information is then shared internally.

In fiscal 2024, there were no serious accidents.*1 However, there were 10 accidents causing absence from work. The frequency rate of lost-worktime injuries*2 was 0.32 in Japan and 0.06 outside Japan, for a total of 0.22. The severity rate of accidents causing absence from work*3 was 0.0034 in Japan and 0.0029 outside Japan, for a total of 0.0032.

Konica Minolta has maintained a lost-time injury frequency rate below the average for similar industries. According to the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents the average lost-time injury frequency rate for domestic manufacturing in fiscal 2024 was 1.30, while for the electrical machinery and equipment manufacturing industry, it was 0.67. Despite this, the Company did not meet its internal safety target (KPI).

The primary reason for not achieving the target was an increase in fall-related accidents among employees aged 50 and over, and a rise in their severity of these injuries. In response, Konica Minolta will enhance safety awareness through age-specific safety training and simple physical fitness tests.

The Konica Minolta Group conducts risk assessments when making changes to facilities, chemical substances, personnel, or procedures and through these assessments it has identified priority risks with a high risk of serious consequences such as fires or explosions caused by flammable substances, dust, or electrical accidents, and being caught or entangled in the moving parts of machinery or equipment. Konica Minolta takes measures to prevent workplace accidents based on an action plan, and as a result, of the ten accidents causing absence from work in fiscal 2024.

*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 Severity 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

See also Social Data in ESG Data for information on previous years.

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, the Company provides necessary training including the development of chemical substance managers and supervisors responsible for ensuring the proper use of protective equipment. It also conducts hazardous materials safety training based on the Fire Service Act, as well as training on high-pressure gas safety and machinery and equipment safety. In addition, safety training is also given for especially high-risk work, covering topics such as the prevention of fires, explosions, and forklift accidents.

Safety Mindset 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 take personal responsibility for their own safety, and the Company continues to provide this training. In fiscal 2024, this “refresh” course was given in a monthly e-learning format to around 9,200 employees of Konica Minolta, Inc. and Group companies in Japan as well as expatriate staff, with 95% of employees completing the course.

Overseas production companies share information on accidents that have occurred in the Group using materials that have been translated into English and Chinese. 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.

Hazard Simulation Education

To proactively prevent accidents, the Company has implemented hazard experience training since fiscal 2014. This program uses equipment that simulates the dangers of being caught or pinched by rotating and movable machinery allowing employees to experience the fear of such accidents. Initially rolled out in overseas production sites, it expanded to domestic sites in fiscal 2017 and was implemented across all domestic production sites by fiscal 2018. In fiscal 2019, in addition to continuing this training, the Company launched a virtual reality (VR) experience training program for hazard simulation. Since fiscal 2021, this program has also been extended to production factories in China and Malaysia, following its introduction in Japan.

Strengthening Safety Management

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

Accidents Involving Explosions at Konica Minolta Supplies, Inc.

On July 6 and August 12, 2021, dust explosions occurred at the Tatsuno Plant of a Group company, Konica Minolta Supplies. Although no employees were injured nor any other casualties reported, the accidents caused inconvenience to the many people concerned, including impacts on local community safety and on product supply. As a result of an investigation that included objective advice from a third-party organization, it was determined that the dust explosion was most likely caused by static electricity generated in the secondary drying process in the toner production process. A risk assessment was conducted by experts, including at the company's Kofu Plant, which uses a similar process, and production was resumed after switching to a new production process.

Strengthening Risk Assessment (Reviewing System and Structure)

Since fiscal 2016, the Group has developed and continued a company-wide system to conduct risk assessments when new equipment, chemical substances, personnel or procedures are introduced or when 4M changes are made. These are conducted from a comprehensive perspective, including employee safety and health, fire and explosion accidents, and environmental impact.
However, since the two explosions mentioned above occurred, the Group analyzed the situations, down to the root causes. As a result, the Group concluded that it was necessary to eliminate omissions in the identification of risks and their variables, and that strengthening risk assessment was the key to achieving this. In order to prevent major fires and explosions from ever occurring again within the Group, as a specific action, we substantially revised the Occupational Safety and Health Management Regulations in fiscal 2022 based on the opinions of experts inside and outside the Group. In the revision, we set for the system, responsibility, and authority for risk assessment such as that it be conducted by the relevant business division or affiliate. In addition, we established detailed risk assessment regulations to define the rules and procedures for conducting risk assessments. In fiscal 2022, business divisions and affiliates played a leading role in promoting risk assessments in line with the rules and procedures.
Furthermore, we conduct ongoing systematic risk assessments not only when new equipment has been installed or when 4M changes are made, but also for existing equipment and operations.

Safety Management Using Unsafety Marks

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 indicate 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.
The Group as a whole has managed its safety performance based on targets set under the new three-year plan, achieving a score of 164 points in fiscal 2024, 8% lower than the previous year’s score of 178 points.

Creating a Culture of Safety

For employees to feel fulfillment in their work and demonstrate creativity and originality, it is important that we create a workplace where employees can work without accidents and in safety. To achieve such an environment, the Konica Minolta Group believes that it must build a culture where “safety takes priority over everything else” and it will pursue the following three initiatives to build a culture of safety during the medium-term business plan starting in fiscal 2023.

1. Strengthen professional safety: Steadily reduce accident risks stemming from workplace hazards and dangers through enhanced risk assessment
2. Promote universal safety: Provide a multifaceted education to prevent accidents that could occur anywhere in life, such as falls.
3. Promote group safety activities: Support and audit the safety of domestic and overseas subsidiaries and affiliates.

Since fiscal 2023, we have designated July 6, the date of the first accident, as Safety Day in order to keep the memory of the explosion that occurred at the Tatsuno Plant of Konica Minolta Supplies Manufacturing Co., Ltd. alive and to promote accident prevention efforts. On Safety Day, members of senior management visit production sites in Japan to check the workplace environment, accident risks, and safety initiatives with those who work onsite, and think together about how to create a safe workplace. Through these efforts, together with employees, we will build a culture where safety takes priority over everything else under the slogan of “Safety First,” create a workplace where employees can work safely without accidents and strive to be a company that prides itself on safety.

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources | Human Resources Systems and Operations | Building Organization, Culture and DNA | **Managing Occupational Safety and Health** | Health & Productivity Management | Labor Practices

Human Capital

Health & Productivity Management

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
Human Resources Systems and Operations | Building Organization, Culture and DNA
Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

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- 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
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Konica Minolta's Approach

Background and Issues

Employee motivation, engagement, and leadership are based on the physical and mental health of employees. Konica Minolta believes that improving the “quality of health” improves the "quality of work" and the "quality of products and services" and increases the added value of the Company.
Konica Minolta recognizes that promoting the physical and mental health of employees and improving organizational health score to improve productivity and performance is an important management issue.

Vision

Konica Minolta promotes health & Productivity management by fostering a “health-first” corporate culture based on the recognition that employee health is the foundation of everything it does. We view our employees as an important management asset, and seek to increase corporate productivity and dynamism and achieve sustainable growth as a company by improving the physical and mental health of individual employees.In addition, we measured the ratio of positive responses about the Company, management, and superiors based on the theory that “the amount of perceived organizational support for health (=POS-H: Received Organizational Support-Health) by employees positively correlates with performance.” We are making improvements toward the goals we have set.

Employees’ Perceived Organizational Support-Health (=POS-H: Perceived Organizational Support-Health)

Issue	Percentage of Positive Responses			
	Results			Targets
	FY2022	FY2023	FY2024	FY2025
Provides sufficient opportunities and programs for healthy living	81.8%	84.5%	85.3%	83.6%
Views employee health as an important management goal	84.2%	86.3%	85.9%	87.5%
Supports a healthy lifestyle	75.8%	79.4%	81.0%	82.8%

Note: In the disclosure for fiscal 2023, there was an error in the results for fiscal 2022, so they have been corrected.

Key Measures and KPIs

Initiatives During the Medium-Term Business Plan (FY2023-FY2025)

We seek to achieve our vision by quantifying and promoting improvements in organizational health and reducing presenteeism and absenteeism (*) to improve corporate productivity and dynamism.

KPI
Organizational Health Score

	Results			Targets	
	FY2022	FY2023	FY2024	FY2024	FY2025
Percentage of workplaces where stress levels exceed the appropriate range*	13.3%	5.3%	5.9%	11.3%	9.3%
Average score of the organizational health survey results (10-point scale)	6.1	6.3	6.4	6.9	7.7

* Workplaces with stress levels that exceed the appropriate range: Workplaces with a total health risk of 120 or higher in stress check (A total health risk of 100 is the national average)

Presenteeism*

	Results			Targets	
	FY2022	FY2023	FY2024	FY2024	FY2025
Percentage of employees with moderate or greater impaired work function due to health problems	18.2%	18.2%	17.8%	16.1%	15.1%

* Presenteeism: A condition in which an employee is present at work, but their performance is declining due to some physical disorder. It is evaluated using the Work Functioning Impairment Scale (WFun), a survey developed at the University of Occupational and Environmental Health, Japan to measure the degree of impaired work function due to health problems. In Japan, a score of 21 or higher on this survey is said to indicate moderate or greater impaired work function.

Absenteeism*1

	Results			Targets	
	FY2022	FY2023	FY2024	FY2024	FY2025
Average reduction*2 in the number of days of leave for the person on leave*3	-	2% increase	12% decrease	9% decrease	17% decrease

Notes:
*1 Absenteeism: Condition of not being able to come to work due to illness or poor health.
*2 Percentage of reduction from FY2022 results
*3 Person on leave: Employee on leave of absence (unscheduled absence or leave of absence). The average number of days of leave of absence does not include fixed days off, paid vacations, and absence due to work-related injury.

Promoting Effective Management by Cultivating a Health-First Culture

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 & Productivity 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 on important issues in cooperation with the Leader of the Health Promotion Group of Human Resources Department, the Executive Director of the Health Insurance Society, and other management personnel, with the General Manager of the Human Resource Department concurrently serving as Chairperson of the Health Insurance Society, and the HR Health Promotion Leader concurrently serving as Executive Director of the Health Insurance Society.
Furthermore, the Company is promoting health management based on productivity-related indicators in collaboration with outside consortiums and research institutions such as Collabo-Health.

Konica Minolta Group Health Declaration (PDF) (311KB)



Konica Minolta Group Health Declaration

"Creating a work environment filled with vigor and enthusiasm"

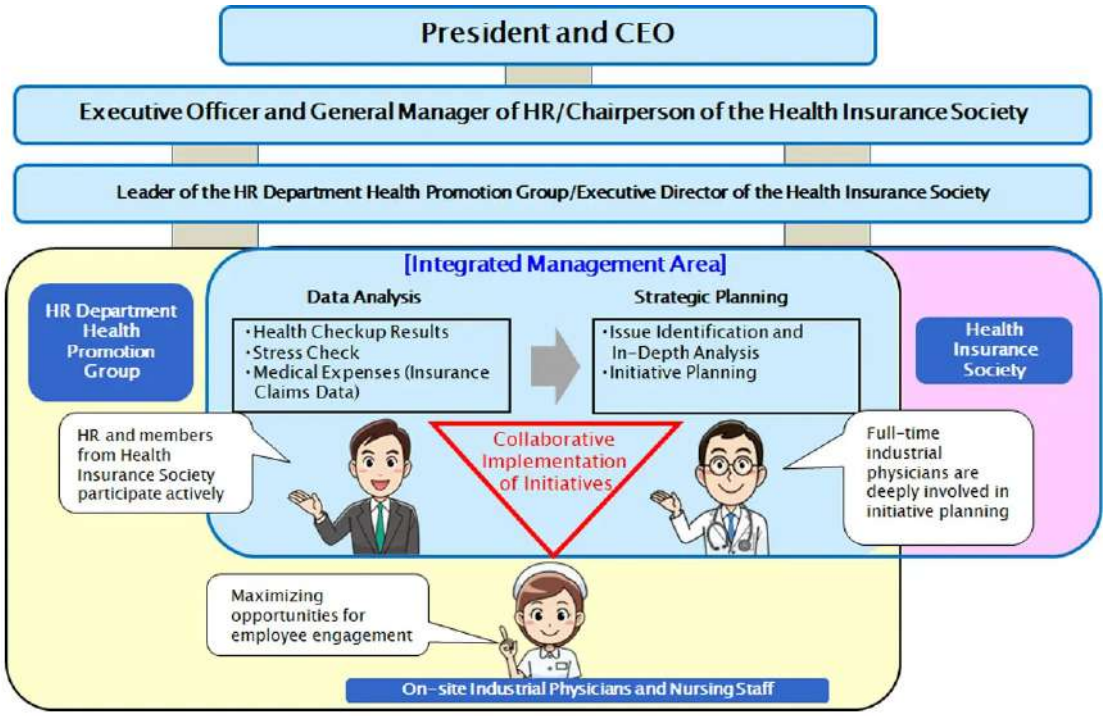
Konica Minolta Group declares that we will contribute to the development of a healthy society by promoting healthy management practices through our corporate culture, which is characterized by the statement "health is first priority". We understand that our employees' health is the key to everything.

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

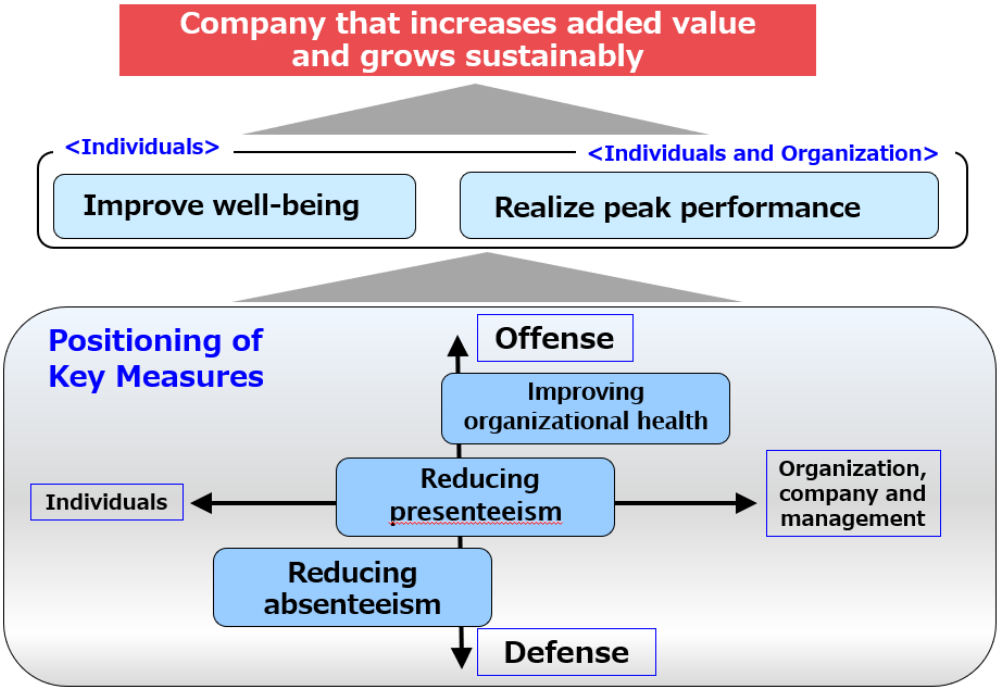
We hope that our employees realize that health is the key component for each individual and family, and for our company; and we expect them to take independent action to improve the maintenance of their health and to proactively engage in our "health is first priority" culture.

April 2022
Toshimitsu Taiko
Director, President & CEO, Representative Executive Officer
Konica Minolta, Inc.

Organizational (Collaborative Health) Structure for Promoting Health & Productivity Management



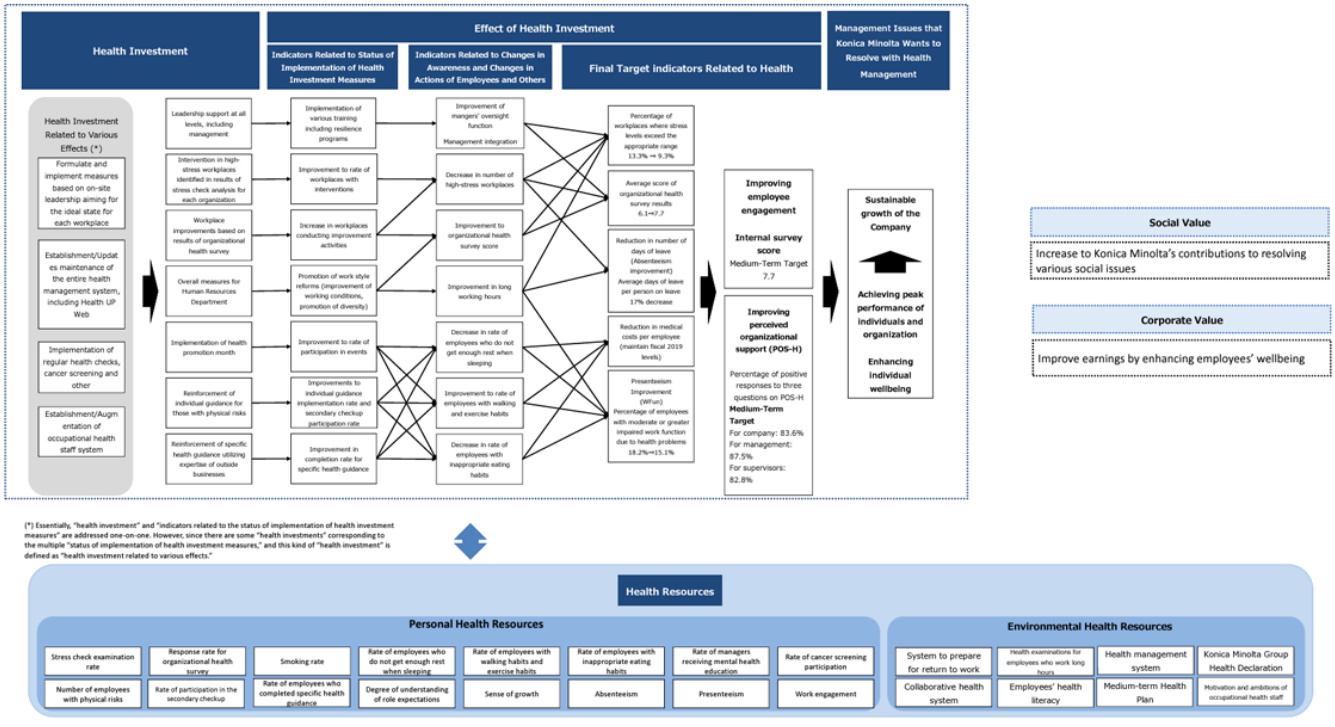
In order to achieve the principles of the Health Declaration, Konica Minolta has formulated and implemented a medium-term health plan since 2014 linked to the Company's medium-term business plan.
Since fiscal 2023, we have adopted "Well-Being 2025" with the aim of raising individual and organizational productivity and achieving sustainable corporate growth by improving organizational health and reducing presenteeism and absenteeism.



Based on the concept of health investment management accounting, Konica Minolta created a strategy map that systematically organizes how the measures implemented to enhance health (health investment) have affected improvements to employees' health and productivity, and how they led to resolutions to management issues. Konica Minolta is addressing health & Productivity management while linking it to corporate strategies.

Strategy Map for Health Investment Management Accounting

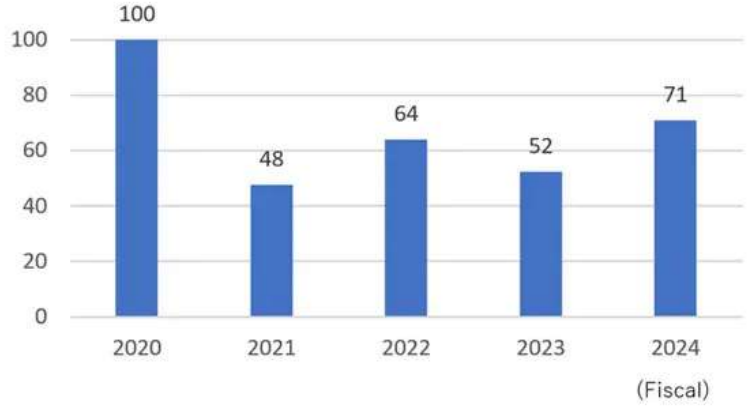
Strategy Map for Health Investment Management Accounting



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. In particular, the number of high-risk employees decreased to approximately 70% of the 2020 level in fiscal 2024, the first year of the previous health medium-term plan, thanks to strengthened efforts by occupational health staff, including health guidance and medical checkup recommendations. In fiscal 2023, hospitalization costs per employee increased by 33% compared to fiscal 2013, whereas the national average (as reported by the National Federation of Health Insurance Societies) rose by 45%, indicating the effectiveness of the company's efforts to prevent the progression of serious illness.

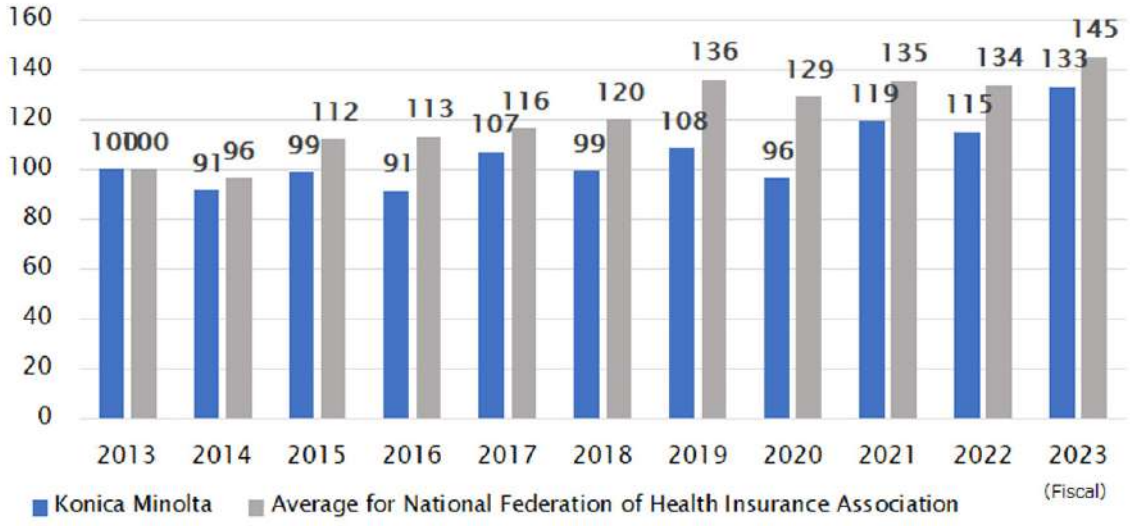
Employees with the Highest Health Risks
(Indexed with FY2020 as 100)



Status of Response to Employees with the Highest Health Risks

	FY2020	FY2021	FY2022	FY2023	FY2024
Rate of response by occupational health staff	100%	100%	100%	100%	100%
Rate of checkups at medical facilities	92%	95%	93%	100%	100%

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



The regular health checkup attendance rate continued to be maintained at 100% in fiscal 2023. Additionally, the rate of employees with the highest health risks undergoing follow-up health checkups has remained at 100% in recent years. Konica Minolta is working to improve the health checkup rate through education and events to improve health literacy, as well as strengthening its system and encouraging consultation by occupational health staff in coordination with workplace managers. The rate of cancer screening aimed at early detection and prompt treatment of cancer is shown below.

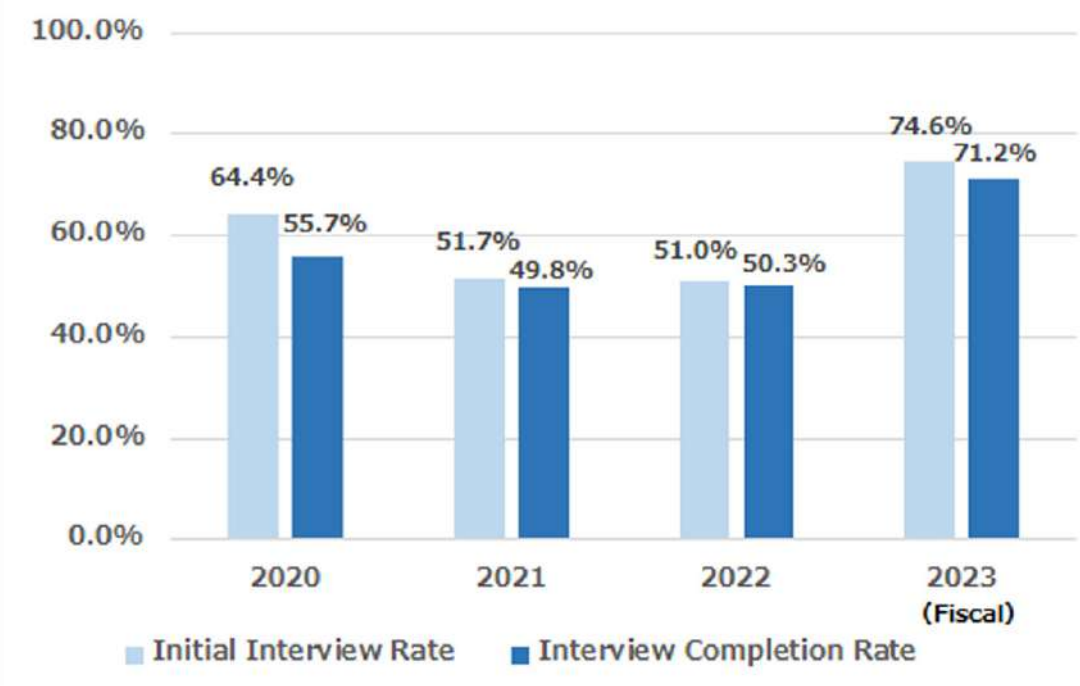
Cancer Screening Uptake Rate in the Past Four Years

Area examined	FY2020	FY2021	FY2022	FY2023	FY2024
Lungs	99.3%	99.0%	99.3%	99.1%	98.8%
Stomach*	87.9%	90.5%	93.3%	30.7%	31.3%
Large intestine	94.4%	94.9%	94.8%	94.8%	95.1%
Prostate	99.0%	99.1%	99.2%	99.0%	98.8%
Breasts	60.5%	67.8%	69.8%	70.9%	70.4%
Uterine cervix	36.4%	43.8%	47.4%	49.4%	48.8%

Note: Figures are for all employees of the Konica Minolta Group in Japan
* Stomach cancer screening: The method of examination has changed since fiscal 2023. (Until fiscal 2022, the ABC exam was performed as part of the health checkup. Since fiscal 2023, the data has been compiled based on an optional endoscopic exam at an outside medical institution with the cost covered by the Health Insurance Association.)

Konica Minolta works with the Health Insurance Association to conduct specified health checkups and provides specific health guidance based on the results for the prevention of lifestyle-related diseases. From fiscal 2023, by introducing group interviews, both the initial interview rate and the interview completion rate have significantly improved.

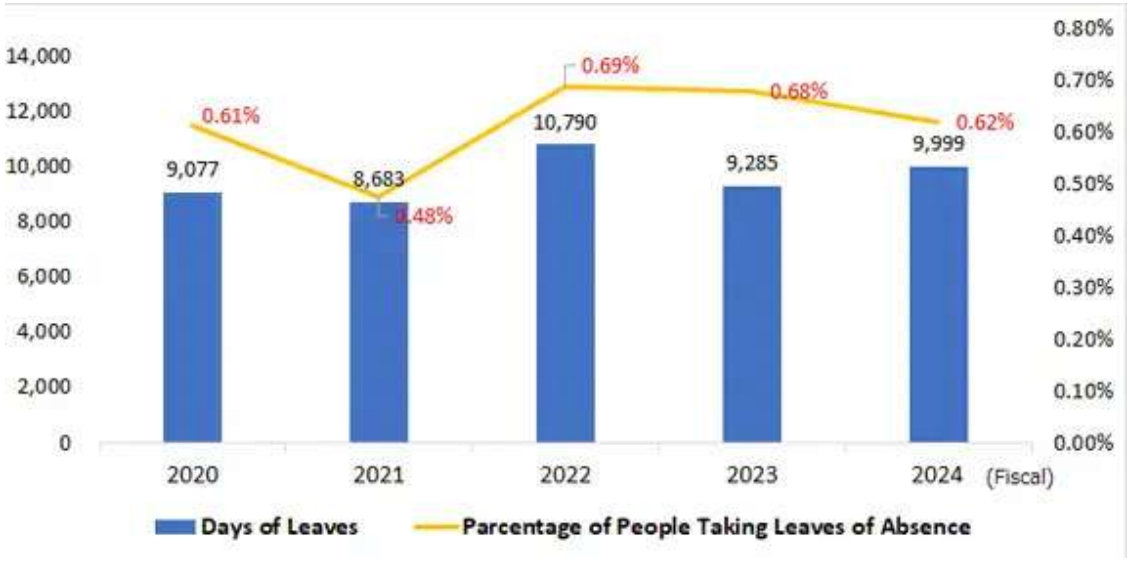
The Initial Interview Rate and Interview Completion Rate in Specific Health Guidance



In terms of mental health, Konica Minolta conducts stress checks for all employees twice a year, with over 90% participation each time (91% in fiscal 2024). The Company utilizes stress check results for self-care and provides feedback on analysis results, stratified into four levels of workplace stress, to each organizational head through group analysis. For workplaces with the highest stress levels, industrial health staff provide support to develop and implement improvement measures, resulting in a continuous decrease over the past five years, with no high-stress workplaces remaining in fiscal 2024. Furthermore, toward the important theme of "improving organizational health" in the medium-term health plan, the Company is focusing on "improving organizational vitality" in addition to "reducing organizational stress levels". As a result of detailed analysis of the characteristics of healthy workplaces in group analysis, it became clear that "supervisor leadership, opportunities for growth, and a culture of recognition were common traits." were common characteristics. The Company widely shares these analysis results with all managers on its internal portal site as good examples with specific cases.

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, the number of days of absence due to mental health problems for Konica Minolta employees in fiscal 2024 decreased by 7.3% compared to fiscal 2022, the final fiscal of the previous medium-term health plan. Additionally, as a KPI for absenteeism, a reduction rate based on the average number of absence days per absent employee in fiscal 2022 was set, and in fiscal 2024, the Company achieved a 12% decrease against a target of 9%, thereby meeting its goal. The Company will continue various initiatives in fiscal 2025 to further reduce mental health-related absence days.

Percentage of People Taking Leaves of Absence at the Beginning of the Fiscal Year Due to Mental Health Problems (as of April 1) and Total Number of Days of Leave During Each Fiscal Year



Note: In the fiscal 2021 disclosure, there was an error in the “number of days of leave of absence,” for fiscal 2020, which has been corrected.

Measures to Address Overwork

To prevent health problems caused by overwork, Konica Minolta is taking measures to curb long working hours.
The Konica Minolta Group provides health checkups by industrial physicians to employees who have logged more than 80 hours of overtime work in a single month, or who have logged 60 or more hours of monthly overtime work three months in a row, or to employees who have logged 45 or more hours of overtime and have requested the checkup. These checkups prevent health problems caused by overwork and maximize performance.
As a result of these countermeasures, the Company has been able to curb employee overwork and create a healthy and comfortable workplace that supports good work-life balance. In fiscal 2024, the Company revised its attendance management system and health checkup reservation system to facilitate smoother health checkups for employees working long hours.
Employees’ work conditions, such as the average number of years of continuous employment, total actual working hours and percentage of employees taking paid vacations, are shown below.

Employees’ Work Conditions

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Average number of years of continuous employment	21.1 years	20.9 years	21.5 years	21.1 years	20.7 years	20.3 years
Total actual working hours (monthly average)*1	157 hours	161 hours	169 hours	169 hours	167 hours	165 hours
Overtime working hours (monthly average)*1	13 hours	20 hours	26 hours	26 hours	25 hours	22 hours
Percentage of paid leave taken*2	75.0%	51.7%	56.4%	67.3%	70.1%	66.1%
Voluntary employee turnover rate	3.1%	2.7%	3.1%	3.6%	3.6%	4.6%

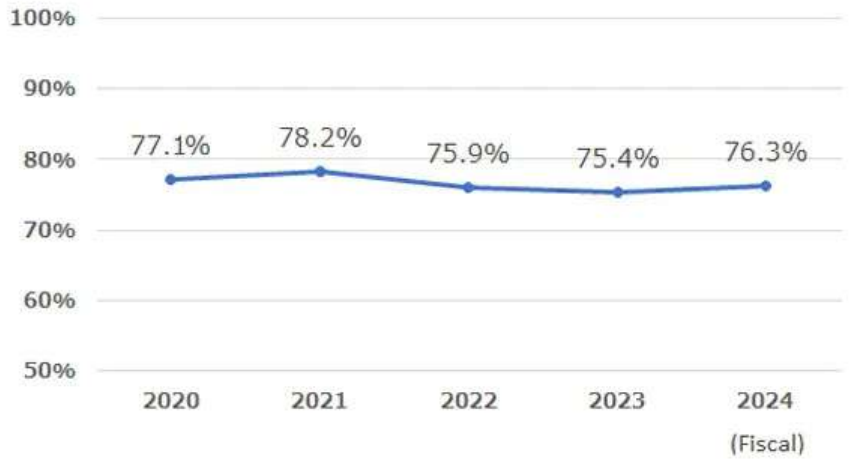
Note: Figures are for employees of Konica Minolta, Inc.
*1. For discretionary workers, excess working hours were calculated based on actual working hours rather than deemed working hours.
*2. In the fiscal 2023 disclosure, there was an error in the “Percentage of paid leave taken” for fiscal 2022, which has been corrected.

Promoting Health through Visualization of the Level of Employees' Health

Konica Minolta implements support activities through various health promotion events (totaling more than 10 per year) and aims to raise health awareness by visualizing four basic lifestyle habits (exercise, sleep, diet, and smoking) as indicators of employee health.

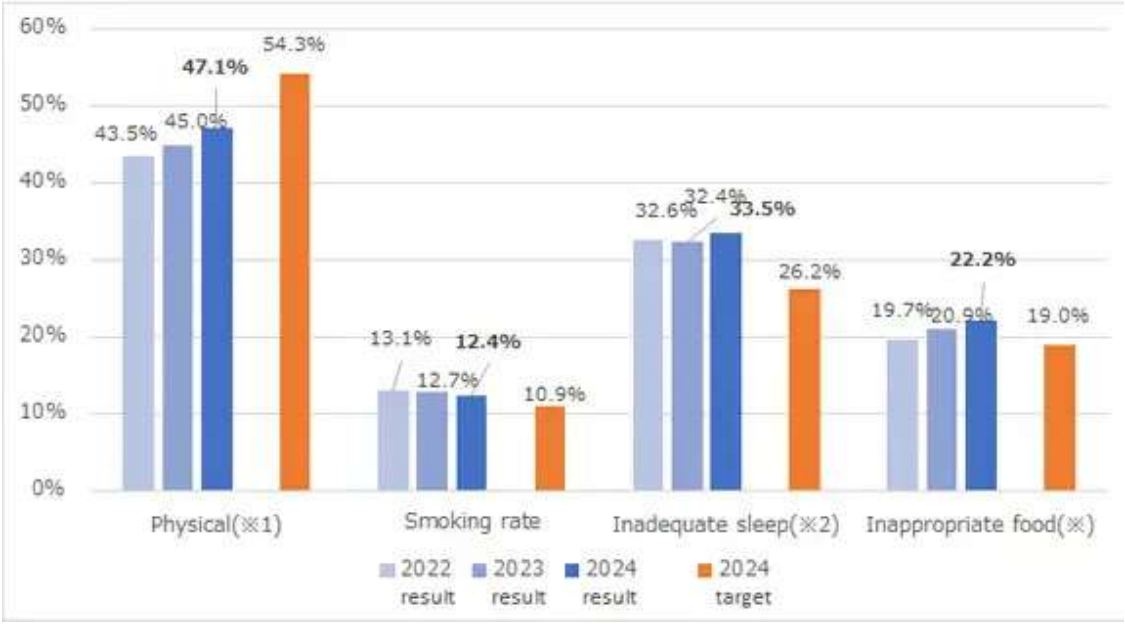
Specifically, in Japan, the Group holds walking events in which teams compete against each other in order to instill exercise and walking habits among employees, as well as exercise workshops with outside instructors. It has also introduced Asken, an application and website to improve eating habits and raise awareness. Our walking event that we hold every year always has more than 50% participation by our employees. In fiscal 2024, events focused on gut health, nutritional balance, skipping breakfast, and calorie intake improvement were held at various locations in collaboration with companies such as Yakult Honsha and the corporate version of Asken, with over 2,000 participants.
As a result, the percentage of employees with high health awareness who are "already working to improve lifestyle habits (or intend to start doing so in the future)" has improved from the previous fiscal and remains at a high level.
Regarding employee lifestyle habits, with the return to pre-pandemic work styles, improvements were seen in exercise and smoking, but challenges remained in sleep and diet. In fiscal 2025, the Company will continue to implement measures such as food education events for improving dietary habits and seminars for improving sleep, and will continue to make progress.

Percentage of Employees with a High Awareness of Lifestyle Improvement



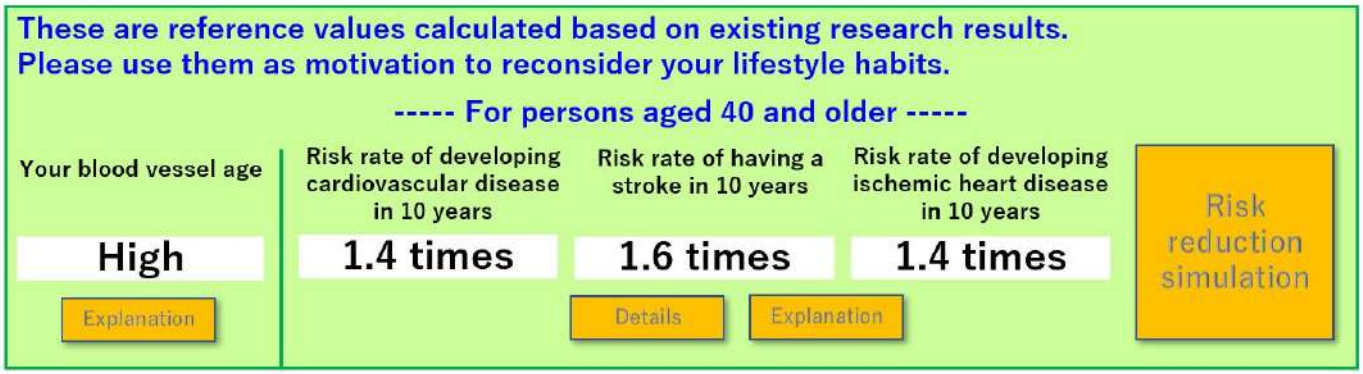
Note: Figures are for employees of Konica Minolta, Inc.

Lifestyle Habits of Employees



Note: Figures are for employees of Konica Minolta, Inc.
*1. Percentage of employees who have a habit of "exercising for 30 minutes or more two or more times per week" or "walking for one hour or more every day" (the higher the better)
*2. Percentage of employees who feel they are not getting enough sleep
*3. The percentage of employees for which three or more of the following apply (the lower the better): "I do not consider nutritional balance," "I eat fast," "I eat dinner two hours before I go to sleep," "I snack," and "I skip breakfast."

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.



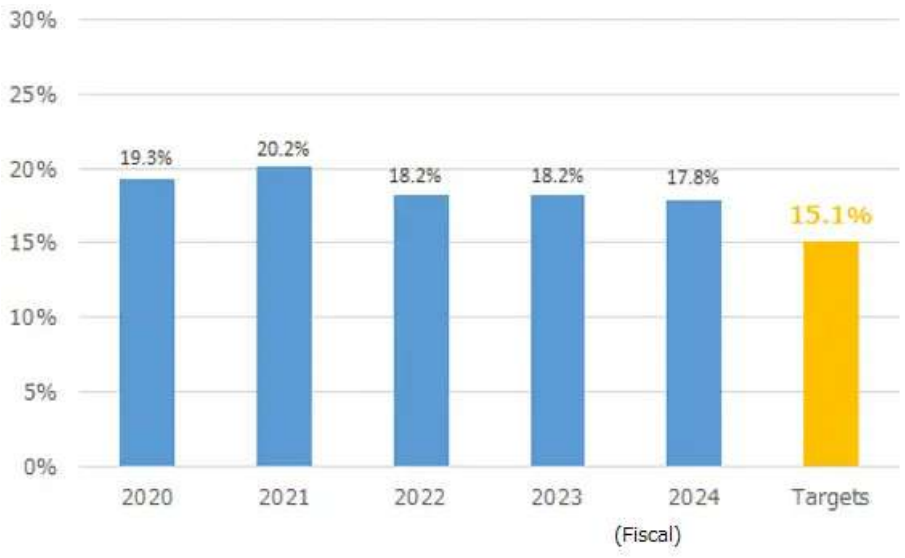
Example presentation of future disease risk on the website

Moreover, as a measure against passive smoking, in the past, Konica Minolta has gradually cut back on indoor smoking areas, moved indoor smoking areas outside and held 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, collaborating closely with labor unions to prevent secondhand smoke and further reduce the smoking rate.

These measures have been successful, and the smoking rate has been decreasing year by year.

Based on an analysis of survey results to determine the main causes behind presenteeism, we have taken measures to improve neck and shoulder pain, lower back pain, eyestrain, and other physical impairments.
To verify its business effect, we intensively implemented an improvement program leveraging ICT (investment: 9.975 million yen) for a three-month period. As a result, the program alleviated symptoms, improved exercise habits, and reduced mental risks, which was equivalent, in monetary terms, to a 17.5 million yen contribution to profits, justifying the continuation of the program (annual investment: 6 million yen).
Furthermore, a survey conducted using WFun, a method for measuring the degree of work function impairment due to health problems, found that the percentage of individuals with moderate or severe work function impairment was 17.8% in fiscal 2024. Verification of the improvement effect among participants in the neck/shoulder stiffness and back pain improvement program showed that the percentage of individuals with moderate or severe work function impairment decreased from 19% to 15%, and including maintenance and improvement, an effect was confirmed in 78% of participants. On the other hand, as mentioned above, due to the impact of sleep issues resulting from the return to previous work styles, the target value was not achieved. In fiscal 2025, the Company will promote measures to improve WFun from various angles, including sleep seminars, walking events, food education events for solving sleep issues, and the promotion of neck/shoulder stiffness and back pain improvement programs.

Percentage of Employees with Moderate or Higher Impaired Work Functioning

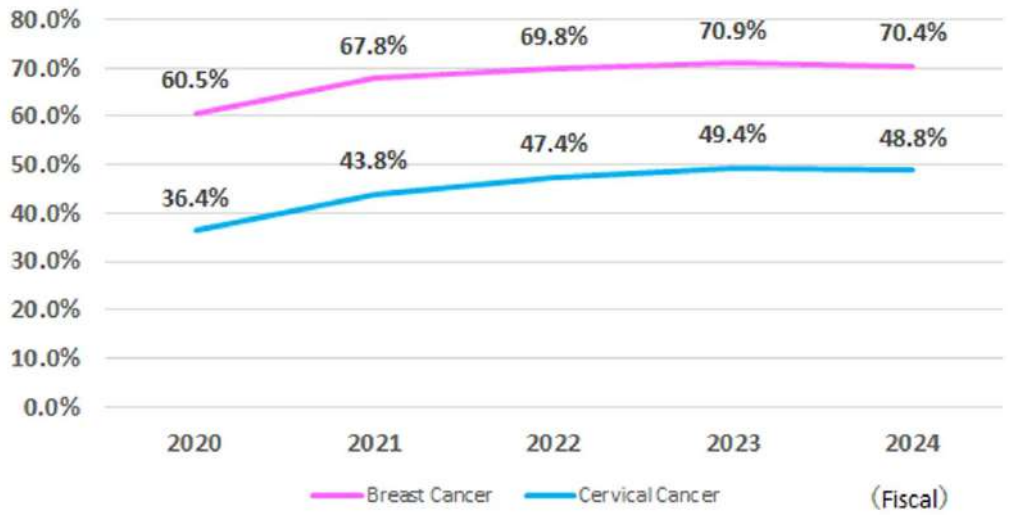


Supporting Women's Health

In terms of promoting women's advancement and enhancing health support, Konica Minolta is striving to improve the cancer screening rate with the aim of early detection and response to gynecological cancer. In addition to subsidies from the health insurance association for medical exams, the Konica Minolta Group in Japan has been improving the screening environment and preventing infection by introducing screening vehicles on its premises and increasing the number of its affiliated medical institutions. As a result, the breast and cervical cancer screening uptake rate in the Group has increased over the medium-term.

Since fiscal 2023, efforts have been made from the perspective of employee convenience, such as increasing the number of locations where regular health checkups and cancer screenings can be received simultaneously, and the examination rate remains high. The Company will continue these efforts to strongly support the promotion of women's health.

Screening Rates for Breast Cancer and Cervical Cancer



Note: Percentage of all employees of Konica Minolta Group companies in Japan receiving screening

In fiscal 2021, Konica Minolta began the trial introduction of FEMTECH[*1] as a program to address women's health issues. Female employees face health issues specific to women at each stage of their lives that could lead to declining performance and hinder their career development. Recognizing the health issues of women employees as organizational and company issues, we held a lecture providing knowledge of women's bodies given by an expert prior to introducing the program to "properly learn correct knowledge" to ensure physical and mental health and create a comfortable work environment. We took this as an opportunity to deepen understanding in the workplace by encouraging male employees to participate as well.
When we verified the "change in work performance" of female employees before and after the introduction of the measures at the end of 6 months, we found a 23.5-point improvement in the menstrual program and a 6.2-point improvement in the menopausal program. In addition, the "change in the number of days in a month affected by menstrual and menopausal problems" showed an improvement of 2.1 days in the menstrual program and 3.6 days in the menopausal program. This has led to a decrease in the percentage of those with moderate to severe symptoms among program users (73.3% to 50.0% in the menstrual program and 33.3% to 5.9% in the menopausal program). The verified data, suggests a positive impact on work productivity as well.

Outcomes of the menstrual program

Improved Menstrual Presenteeism

Performance score when performance in absence of menstrual disorders is set at 100%

Improved 23.5 pt

Before program participation (n=15) Average 54.0%

6 months after program participation (n=4) Average 77.5%

Reduced Number of Days Affected by Menstruation

Reduced 2.1 days

Before program participation (n=15) Average 3.1 days

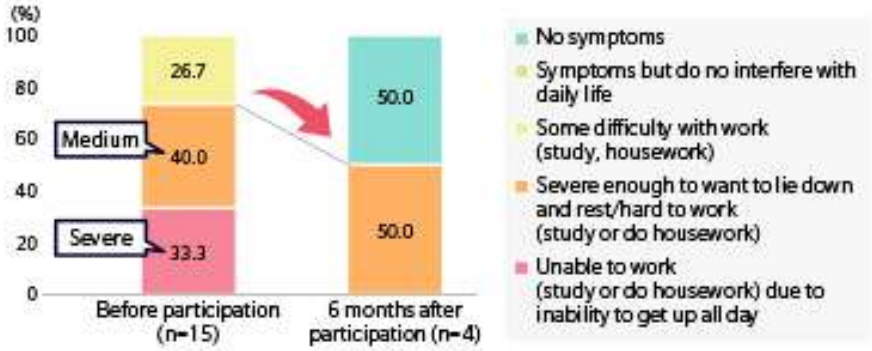
6 months after program participation (n=4) Average 1.0 days

Impact of Menstruation on Daily Life

Percentage who say impact is so severe they need to rest or cannot get up all day

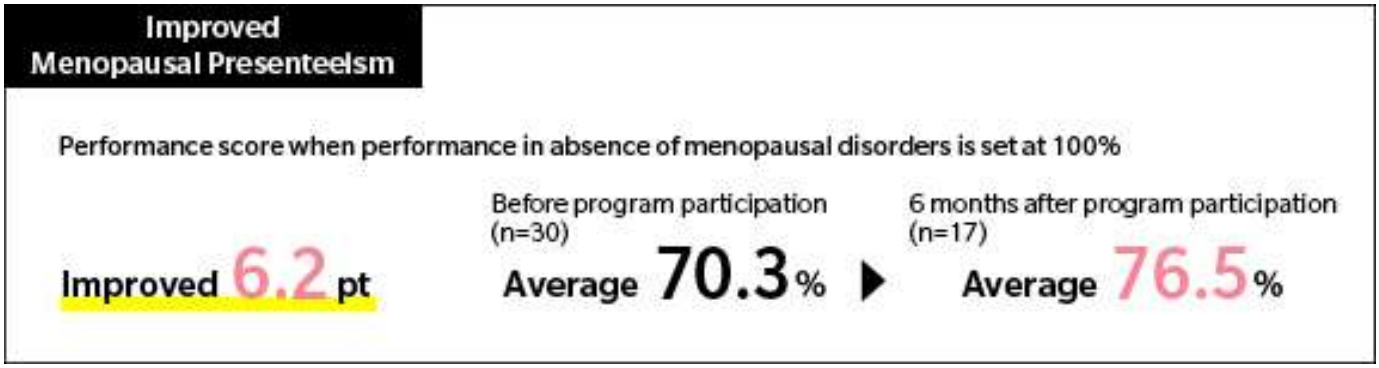
Before participation 73.3%

6 months after participation 50.0%

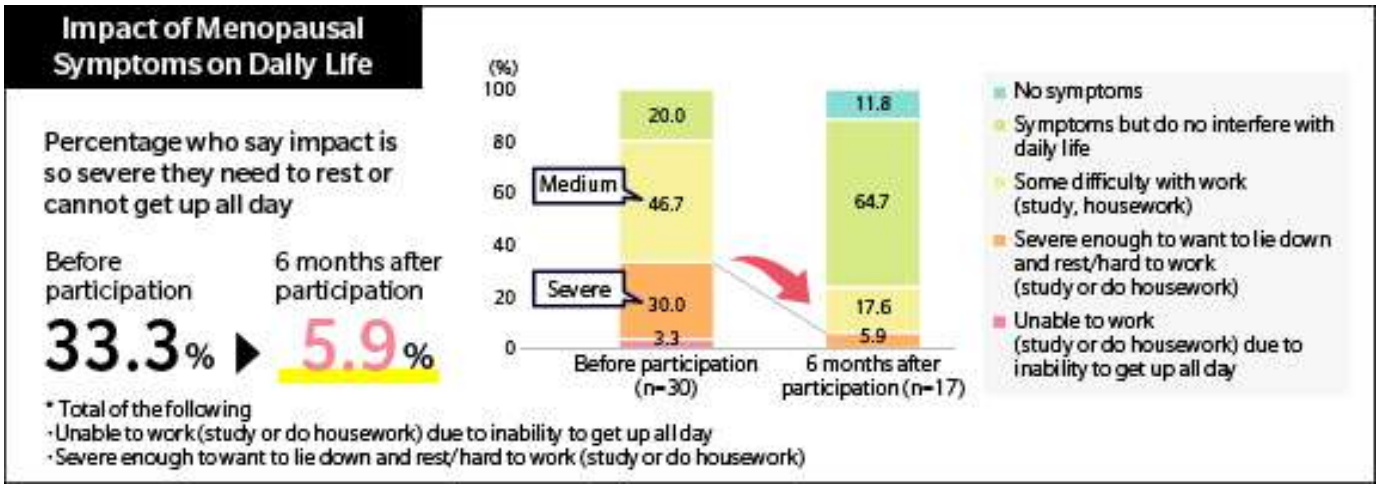


* Total of the following
・Unable to work (study or do housework) due to inability to get up all day
・Severe enough to want to lie down and rest/hard to work (study or do housework)

Outcomes of the menopausal program







*1 FEMTECH: A neologism formed by combining the words "female" and "technology" that refers to services and products that use technology to solve health issues faced by women.

Evaluation by External Parties

Selected as a Certified Health & Productivity Management Outstanding Organization (White 500 Company)

Based on the Konica Minolta Group Health Declaration, a philosophy that promotes health & productivity management by fostering a culture committed to "health-first," Konica Minolta recognizes that "employee health is the foundation of everything we do," and promotes collaborative health to maximize the resources of the company and health insurance association. Konica Minolta has been recognized for its “health & productivity management” initiatives that consider and strategically implement employee health & productivity management from a managerial perspective. Konica Minolta has been continuously chosen as a certified Health & Productivity Management Outstanding Organization (White 500 Company) by Japan’s Ministry of Economy, Trade and Industry (METI) from 2017 through 2025. In addition, Konica Minolta has been chosen seven times since 2015 as a “Health & Productivity Stock Selection," a joint initiative of the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange.
Two Group companies were selected as Certified Health & Productivity Management Outstanding Organizations (White 500 Companies) in fiscal year 2024.
In the area of human resource recruitment, Konica Minolta has been actively hiring mid-career professionals to secure industry-ready talent, rather than relying solely on the traditional mass hiring of new graduates. By effectively publicizing that Konica Minolta is a company that prioritizes health and productivity management, through various media outlets and third-party evaluations and by strengthening recruitment activities overall, the Company was able to secure the necessary mid-career hires in fiscal 2024. Konica Minolta has also received high praise in new graduate recruitment as "a company that values employee health."
Furthermore, managers in Konica Minolta’s Health Promotion Division listened to the issues of many client companies and are giving advice based on the measures that the Company is implementing and the results of an examination of their effectiveness. Helping companies resolve issues at their request in a support role as they address health & productivity management is expanding interaction with client companies.



Note: Health and Productivity Management is a registered trademark of Nonprofit Organization Kenkokeiei.

Human Capital

Labor Practices

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
Human Resources Systems and Operations | Building Organization, Culture and DNA
Managing Occupational Safety and Health | Health & Productivity Management | Labor Practices

Basic Approach

Konica Minolta's management vision is to "help people live prosperous lives" and to "build a sustainable society". To achieve this, the Company operates on the premise that "human rights are inherent rights of all human beings and one of their universal values." For its employees, Konica Minolta recognizes that "employee health is the foundation of everything" and aims to achieve a high level of both work-life balance and job satisfaction.

Key Initiatives

・Ensuring Fair Treatment
Konica Minolta not only complies with minimum wage laws in the countries and regions where it operates but also strives to ensure appropriate wage levels that enable employees to be motivated in their work.

・Establishing an Appropriate Working Environment
Konica Minolta aims to create a workplace environment where employees can work with vitality and peace of mind, focusing on the following three areas:

1. Prevention of Overwork
   To prevent overwork, Konica Minolta thoroughly manages working hours appropriately and implements measures such as conducting health checkups by industrial physicians for employees who have worked a certain amount of overtime. In addition, Konica Minolta strives to create a supportive working environment that considers work-life balance.

   › For more details on these initiatives, please see "Measures to Address Overwork"

   › For more details on these initiatives, please see "Promoting Work-Life Management".

2. Ensuring Occupational Safety and Health
   Konica Minolta engages in activities to improve workplace safety, thoroughly manages hygiene, and places emphasis on education to prevent occupational accidents.

   › For more details on these initiatives, please see "Managing Occupational Safety and Health"

3. Prevention of Harassment
   Konica Minolta clarifies its policy on harassment prevention, provides education, and has established and operates a system and response process to take prompt and appropriate action in the event of harassment.

   Harassment Response Process

・Building Constructive Labor-Management Relations
Konica Minolta respects employees' freedom of association and right to collective bargaining, and strives to build constructive labor-management relations. Konica Minolta, Inc. has a labor agreement with its labor union and holds management council meetings quarterly, attended by the president, to share management status and engage in discussions with the labor union. Other Konica Minolta Group companies in Japan also have labor unions or employee associations representing their workers, and they aim to improve job satisfaction and work-life balance by incorporating employee feedback into management.

Human Capital: Diversity

Basic Concept and Vision of DEI

Basic Concept and Vision of DEI | Promoting Women's Workplace Participation
Employment of People with Disabilities | Fostering a DEI-Based Organizational Culture

Click to jump to the corresponding section in this page

Background and Issues | Basic Concept | Vision | Key Measures and KPIs | Promotion System

Background and Issues

We believe that the diversity of our talent is the source of new and innovative ideas and that we can create solutions that balance our support people to achieve their own purpose with the realization of a sustainable society as stated in our management vision.

We have been working for years to improve equity and inclusiveness for social minorities and to foster an organizational culture that enables each and every member to maximize their different strengths and to live up to their potential. Since the management integration of Konica and Minolta in 2003, we have accelerated these efforts.

In order to realize our vision and achieve sustainable growth recognized by society, Konica Minolta needs to strengthen the promotion of Diversity, Equity, and Inclusion (DEI) as One Global Konica Minolta Group.

Basic Concept

We welcome, appreciate, and value what makes each employee unique and seek to nurture individual capabilities and aspirations to solve new challenges together.
Konica Minolta fosters a culture that enables individuals to thrive, stimulates creativity, problem-solving, and innovation, which in turn facilitates our collective intelligence.

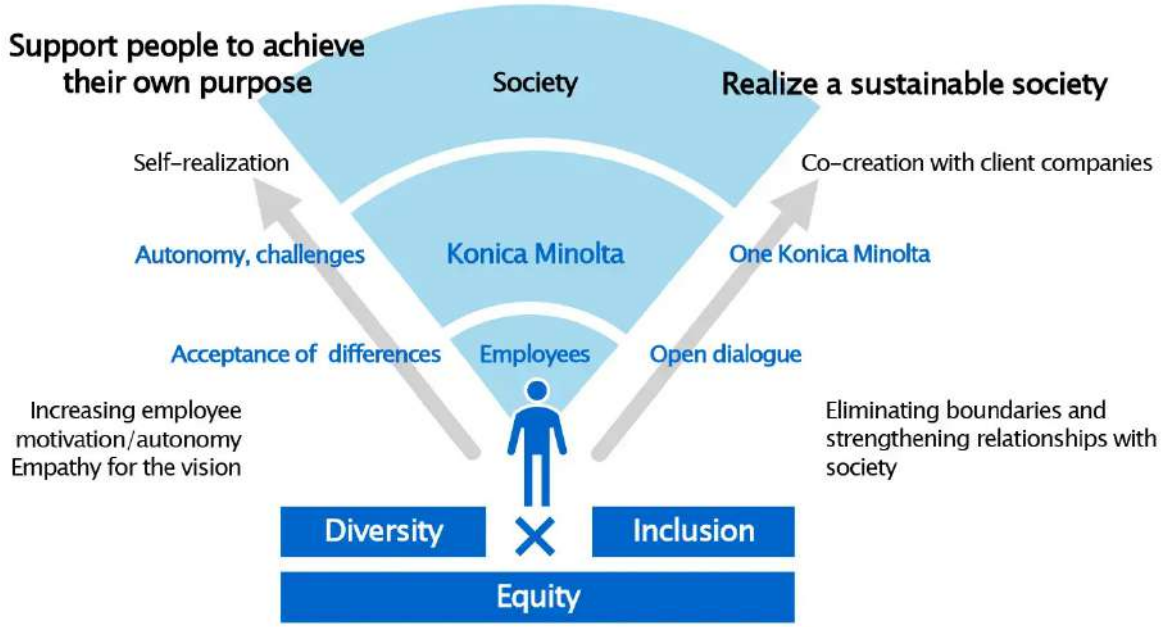
Konica Minolta Group Diversity Management Commitment

Responding to the dramatic changes in the business climate surrounding us, we expect "The Creation of New Value" to draw out and incorporate perspectives and ideas that go beyond the scope of past approaches. To put into practice "7. Talent Development and Fostering of an Organizational Culture" in 2023, as part of our commitment to fostering talent development and an organizational culture outlined in the Konica Minolta Group Charter of Corporate Behavior, we disseminated the Konica Minolta Group Diversity Management Commitment, which is our basic approach for promoting DEI within the Company, both internally and externally.

Konica Minolta promotes Diversity(individual thriving), Equity(fair opportunities), and Inclusion(facilitating collective intelligence) to drive co-creation efforts based on recognizing and understanding the diversity of all stakeholders, thereby continuously creating and offering new value that contributes to the growth of our customers' businesses. Together with our corporate clients, we strive to help build a prosperous, sustainable society where everyone can pursue their own purpose and happiness.

Based on the Diversity Management Commitment, Konica Minolta will clearly define its vision in terms of DEI, establish a promotion system, and systematically implement measures.

Diversity, Equity and Inclusion Goals for achieving our long-term vision



Vision

Diversity (Individual thriving)	Vision for 2030: Ensure diversity in all decision-making forums. Concept: • Diversity of talent, differences in experience, knowledge, skills, thoughts, and values bring varied perspectives and innovative ideas to the organization • Diversity in gender, age, nationality, race and ethnicity, sexual orientation and gender identity, and disability generates more experiences and different thoughts and values
Equity (Fair opportunities)	Vision for 2030: Minimize barriers and disadvantages that impede performance. Concept: • Providing fair opportunities to perform will maximize each employee's potential. • Provide tools and resources tailored to each individual's situation and remove organizational barriers so that everyone has the opportunity to succeed
Inclusion (Facilitating collective intelligence)	Vision for 2030: A company where everyone speaks out, exchanges opinions, and creates innovative ideas. Concept: • An organizational culture that welcomes individual differences, provides psychological safety, and permits full participation in the decision-making process will generate positive challenges and healthy conflict

Key Measures and KPIs

In December 2022, we formulated priority measures to be implemented from fiscal 2023 to 2025 and set KPIs based on the Konica Minolta Group Diversity Management Commitment.

Key Measures

	Diversity: Individual Thriving	Equity: Fair Opportunities	Inclusion: Facilitating Collective Intelligence
Konica Minolta Group	• Formulate and implement independent DEI promotion plans at major companies to meet societal demands and achieve our desired organizational culture. • Provide learning opportunities to promote DEI throughout the Group and strengthen awareness-raising activities		
Konica Minolta, Inc.	• Formulate and implement an independent DEI promotion plan for each organization to achieve the desired organizational culture. • Implement empowerment leader training		
	• Proactively recruit women. • Formulate and implement individual development plans and training for women leader candidates	• Support the building of optimal career visions for diverse human resources	• Provide learning opportunities to promote DEI in accordance with Japanese culture and characteristics

KPI

Diversiting: Individual Thrive

Percentage of Women in Management

	Results				Targets		
	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025	FY2030
Konica Minolta Group	19.8%	20.3%	21.1%	19.2%	22% or more	23% or more	26% or more
Konica Minolta, Inc.	9.1%	9.9%	10.7%	11.1%	12% or more	13% or more	18% or more

Konica Minolta Group: As of each fiscal year-end, is aggregated for Konica Minolta, Inc., domestic consolidated subsidiaries, and approximately 50 major overseas consolidated subsidiaries with 200 or more employees. The scope covers 87% of the consolidated group by headcount in fiscal 2021, over 88% in fiscal 2022, and over 86% in fiscal 2023, and over 85% in fiscal 2024.

*Konica Minolta, Inc.: Regular employees as of April 1 following each fiscal year
*Note that fiscal 2030 is as of April 1, 2030.

Equity: Fair Opportunities

Global Employee Survey Item “Equity”

	Results				Targets	
	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Konica Minolta Group	7.1	7.4	7.6	7.6	7.8	8.0 or more
Konica Minolta, Inc.	6.1	6.1	6.6	6.7	6.7	7.0 or more

*Average score of answers to the following question on a scale of 0 to 10
Equity: “People from all backgrounds are treated fairly at my company.”
*As FY2023 to FY2025 policy, target values are set based on the same industry benchmarks as the FY2021 survey

Inclusion: Facilitating Collective Intelligence

Global Employee Survey Item “Freedom of Opinion”

	Results				Targets	
	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Konica Minolta Group	6.9	7.2	7.3	7.4	7.7	8.0 or more
Konica Minolta, Inc.	6.5	6.6	6.8	6.9	7.2	7.5 or more

*Average score of answers to the following question on a scale of 0 to 10
Freedom of Opinion: “At work, my opinions are valued.”
*As FY2023 to FY2025 policy, target values are set based on the same industry benchmarks as the FY2021 survey

Initiatives for FY2024

The following are measures we are continuously and proactively taking ahead of schedule to achieve our KPI targets.

Diversity (Individual Thriving)	• Promoting women’s advancement • Promoting employment of people with disabilities
Equity (Fair Opportunities)	• Fostering a DEI-Based organizational culture ・Formulate and implement a DEI promotion plan that leads to business growth. ・Provide learning opportunities for each employee ・Activities to embrace diversity (strengthen awareness-raising activities)
Inclusion (Facilitating collective Intelligence)	

Promotion System

This system is overseen by the executive officer responsible for diversity enhancement, who is appointed by Konica Minolta’s global group president and CEO. The promotion of DEI across the Konica Minolta Group as one entity is led by Diversity, Equity and Inclusion Office, established at Konica Minolta, Inc., and is driven by a vertical approach in which Executive Officers and Corporate Vice Presidents responsible for each business and function implement measures to achieve their respective targets, together with a horizontal support structure in which DEI promotion departments at major group companies assist other Group companies. Through these efforts, the Konica Minolta Group will work together to accelerate the progress of DEI.

Implement measures to achieve targets under the responsibility of Executive Officers and Corporate Vice Presidents

Executive Officers and Corporate Vice Presidents are responsible for realizing the vision for 2030, setting targets and formulating measures through the end of FY2025 for their respective businesses and functions. These actions will be promoted as one of the management strategies of each business and function.

DEI Office of Konica Minolta, Inc. and key geographical companies will support local Group companies

The DEI Offices established at the main companies of the Konica Minolta Group will support the promotion of DEI at Group companies based on their specialized knowledge and experience in order to realize our DEI goals.

Human Capital: Diversity

Promoting Women's Workplace Participation

Basic Concept and Vision of DEI | Promoting Women's Workplace Participation | Employment of People with Disabilities | Fostering a DEI-Based Organizational Culture

Click to jump to the corresponding section in this page

Konica Minolta's Approach | Supporting Career Development for Women | Promoting Work-Life Management | Achieving Gender Equality: Promoting Fulfillment in Work and Creating a Comfortable Workplace | Networking and Educational Activities | Group Company Initiatives

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 views the diversity of its human resources as a source of novel and innovative ideas and solutions. In this sense, diversity is the key to achieving a balance between 'supporting people to achieve their own purpose' and 'realizing a sustainable society,' as stated in its management vision. We believe that promoting the advancement of women will also foster the advancement of all social minorities, and we seek to further expand the arenas in which women can actively participate in the workforce.

Key Measures and KPIs

- Proactively recruit women
- Formulate and implement individual development plans and training for women leader candidates

Konica Minolta Group

KPI	Results					Targets		
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025	FY2030
Percentage of management positions held by women	19.8%	19.5%	20.3%	21.1%	19.2%	22% or more	23% or more	26% or more

* Konica Minolta Group: As of each fiscal year-end. Data are aggregated for Konica Minolta, Inc., its consolidated subsidiaries in Japan, and approximately 50 major consolidated subsidiaries overseas with 200 or more employees. The scope covers 87% of the consolidated group by number of employees in fiscal 2021, over 88% in fiscal 2022, over 86% in fiscal 2023, and over 85% in fiscal 2024.

Konica Minolta, Inc.

KPI	Results					Targets		
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025	FY2030
Percentage of management positions held by women*1	7.2%	9.1%	9.9%	10.7%	11.1%	12% or more	13% or more	18% or more
Percentage of women among new graduate recruits*2	23%	35%	37%	39%	34%	Maintain 30% or more	Maintain 30% or more	—
(Reference) Percentage of women among new technical graduate recruits	-	33%	36%	32%	35%	—	—	—

*1 Percentage of management positions held by women: Regular employees as of April 1 following the end of each fiscal year. FY2030 is as of April 1, 2030.
*2 Percentage of women among new graduate recruits: Regular employees of Konica Minolta, Inc. who are hired within each fiscal year and join the company as new graduates in April of the following year or later.

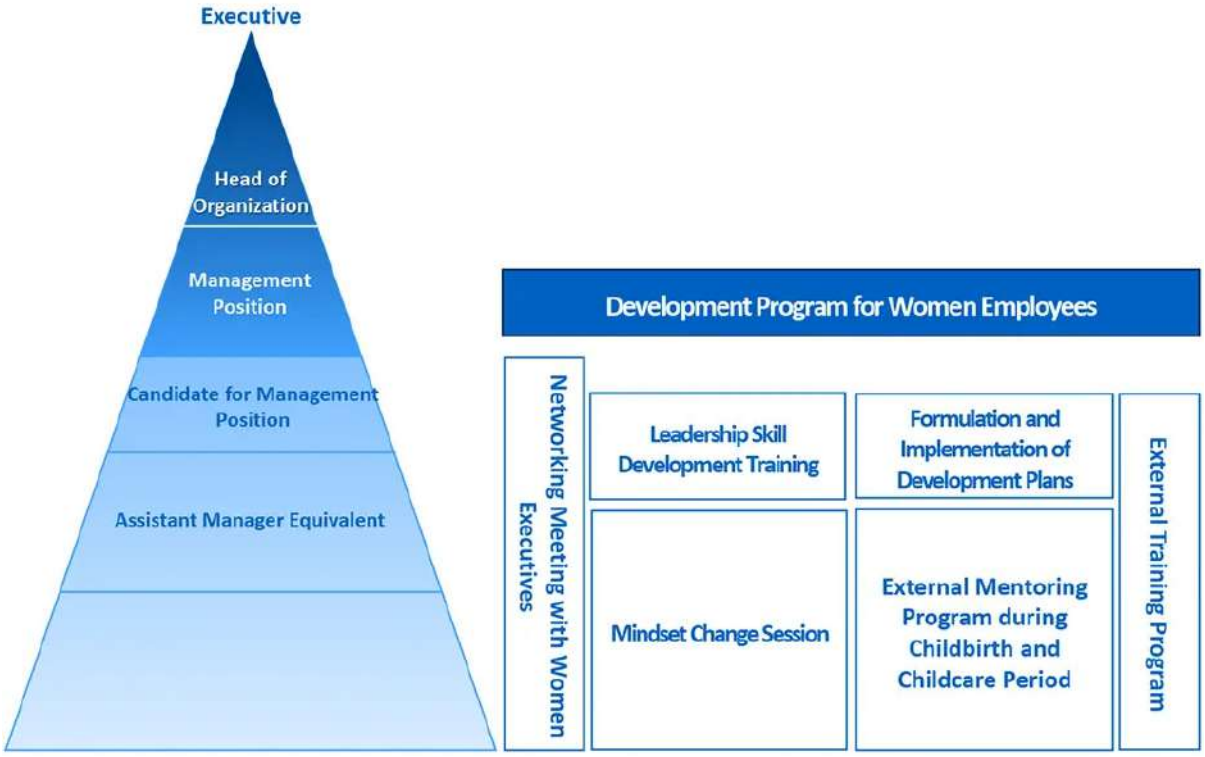
Supporting Career Development for Women

Konica Minolta, Inc. 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 (exempt positions) held by women since fiscal 2010 as one of its indicators. Since fiscal 2017, we have positioned DEI as a management strategy and the head of each business division has been directly involved in individual development plans with a strong commitment to developing women leaders, focusing on enhancing the pipeline of women in leadership positions. In addition to these initiatives, Konica Minolta identifies women with high potential and systematically nurtures them so that they can exercise influence in the upper levels of management.

Strengthening the Development of Candidates for Management Positions

To reinforce the pipeline of women leaders, since fiscal 2021, we have provided leadership skill development training to women who are close to being appointed to management positions. The training seeks to systematically develop their skills and leadership abilities to facilitate their promotion to this level.
By taking inventory of past experiences and identifying any shortcomings in experience and skill, we systematically assign duties and develop the competencies needed for career growth, including promotions to this level and above. We also conduct training for women employees to address their need for additional experience and skills and equip them to better shape their own careers.
In fiscal 2024, the Company trained 19 women employees. To reinforce the pipeline of women employees, including young, high-potential talent, the Company also held “mindset change sessions” where women employees could discuss their careers and work styles (held in each region, with a total of 57 participants). Furthermore, the Company established a development program for women employees. In fiscal 2024, it began holding networking meetings with women executives, providing opportunities for women employees during childbirth and childcare periods to interact with external mentors, and sending women employees to external training programs to build their own leadership style.

Development Programs for Women Employees Implemented at Konica Minolta in Fiscal 2024



As a result of these initiatives, the percentage of women in management positions reached 11.1% in fiscal 2024, falling short of the 12% target but increasing steadily and consistently every year. The main reason for not achieving the target is the low percentage of women employees in the layer just below management positions. To address this issue from a medium- to long-term perspective, the Company has been strengthening its recruitment efforts. It has continuously met the target of 30% or more women in new graduate hiring since fiscal 2021. In fiscal 2024, the Company also established a structured mechanism for strengthening its pipeline. The Company will continue to focus on systematic training for young employees to achieve its goals.

In fiscal 2018, the first woman executive officer was appointed at Konica Minolta, Inc., and as of June 2025, the number of outside directors increased from one to two, bringing the percentage of women directors to 22%. Also, with two women executive officers and two women corporate vice presidents, the percentage of women in executive positions (directors, executive officers, corporate vice presidents, and technical fellows) increased to 17%, a 3-point increase from the previous year.

Number and Percentage of Women in Management Positions at Konica Minolta, Inc. (as of April of each year)



Promoting Work-Life Management

The development of Konica Minolta's work-life balance support program began in the 1990s to prevent woman employees from leaving their jobs due to childbirth or childcare. We are now also promoting male employees' participation in childcare and improving support for balancing work and nursing care, as well as changing systems and creating an environment that can flexibly adapt to the differing circumstances of each employee. As a result, the gap in the average number of years of continuous service between men and women at Konica Minolta, Inc. has been eliminated, and we have created an environment where everyone can balance work and life.

Furthermore, we provide a wide range of opportunities for women employees, along with their colleagues and supervisors to gain accurate knowledge and learn coping strategies for conditions such as premenstrual and menopausal symptoms, which are particular to the life stages of women, so that they can work in a safe and secure environment.

Click here for further details. Women's Health Support

Support for Man and Woman Employees Balancing Childcare and Career Goals

Since its introduction in 1992, the childcare leave system at Konica Minolta, Inc. has steadily taken root, achieving a 100% take-up rate among women employees, with the rate of employees returning to work also maintaining a high level of over 95%.
In response to the concern about daycare waiting lists, employees with infants are able to take childcare leave until the child reaches the age of 2 years and 3 months, ensuring 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 a salary assistance during any childcare leave period that exceeds the term of childcare leave benefit payment.
Some Group companies have installed lactation rooms to support women employees in returning to work and continuing their careers with peace of mind after giving birth, and this measure is gradually being expanded.
In addition to the childcare leave system, which allows parents to take leave until the child reaches the age of two years and three months, male employees can also take paid paternal leave for up to five days within one month before or after their spouse's expected delivery date ("spousal maternity leave").
As a result of strengthening awareness-raising activities for eligible employees and their supervisors and creating and distributing childcare leave handbooks that explain the system and procedures, the paternal leave utilization rate by eligible men reached 77.3% in fiscal 2024.

Childcare Leave Utilization Rate and Average Number of Days Taken by Male Employees

	FY2021	FY2022	FY2023	FY2024
Rate of taking childcare leave	43.4%	64.8%	75.2%	77.3%
Average number of days taken	47.4	70.9	72.7	83.8

* The target is regular employees of Konica Minolta, Inc.
* Method of calculating rate of taking childcare leave: The number of employees taking childcare leave (including those continuing from the previous year) divided by the number of employees whose spouses gave birth.

Please refer to the 'Social Data' section of the ESG Data for detailed information.

In addition, after returning to work from childcare leave and until the child graduates from elementary school, employees of any gender can choose from a variety of work options including part-time working hours, working from home, and remote work regardless of gender. This allows them to continue building their careers according to their family circumstances and their own approach. Furthermore, regardless of whether employees are in the child-rearing period or not, the Company has introduced systems such as flexible working hours and hourly leave, enabling them to choose a flexible work style.

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. Employees are eligible to receive subsidies for some of the fees for nursery school and daycare center use through the "Cafeteria Plan System." Furthermore, in fiscal 2008, the Company 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.

* Accumulated paid leave: A leave system that enables employees to accumulate unused annual paid leave, which can be used with pay under certain conditions. (A maximum of 40 days of leave can be accumulated.)

Konica Minolta's Work-Life Balance Support Systems for Childbirth and Childcare (Excerpt)

*Various conditions of use apply.

Purpose/ Timing	System Name	Overview/Target
Pre-Pregnancy (Infertility Treatment)	Accumulated Paid Leave (Infertility Treatment)	Available for inpatient treatment, therapy, or outpatient care related to infertility for the employee and their spouse.
	Infertility Treatment Expense Subsidy (Cafeteria Plan)	Subsidizes costs related to infertility treatment, such as consultation fees and medication.
Pregnancy Period	Childcare Training Subsidy (Cafeteria Plan)	Subsidizes the cost of seminars and schools related to childbirth and childcare.
Childbirth Period	Maternity Leave	Available up to 6 weeks before childbirth (14 weeks for multiple pregnancies) and up to 8 weeks after childbirth. In addition to the maternity allowance (from the health insurance union), a company-provided maternity leave allowance is given to ensure that the total compensation during maternity leave is equivalent to 80% of the standard wage.
	Paternal Leave	Male employees can take up to 5 days within a month for their spouse's childbirth.
	Next-Generation Fostering Allowance	Provided until March 31 after the child turns 18, regardless of the number of children. Fixed allowance provided until March 31 after the child turns 6.
	Childcare Leave	Available until 3 months after the child's second birthday. Employment insurance benefits provided until the child turns 2. After the child turns 2, mutual aid benefits equivalent to childcare leave benefits are provided. Additionally, up to 40 days of accumulated paid leave can be used.
Childcare Period (After Return to Work)	Shorter Working Hours for Childcare	Available until the end of March after the child finishes sixth grade.
	Accumulated Paid Leave (Family Care)	For care related to family members' illness, including inpatient treatment, therapy, or outpatient care.
	Accumulated Paid Leave (Class Closure)	For school class closures, grade closures, or temporary school closures until the child finishes sixth grade.
	Childcare Fee Subsidy (Cafeteria Plan)	Subsidizes fees for daycare centers, nursery schools, certified children's centers, and after-school care.
	Home Help Subsidy (Cafeteria Plan)	Subsidizes home help services and babysitters.
	Work-at-home during Child-rearing	Available for employees with children until the start of middle school, as recognized by the Company.
	Remote Work	Available for employees recognized by the company for improved productivity, results, and creativity through remote work.

Support for Balancing Work and Caregiving

Konica Minolta conducted an employee survey on caregiving in 2017 and found that 9% of employees 40 years old and over provided some kind of caregiving at the time of the survey, and that 30% of employees could provide caregiving within five years. Based on this employee survey and interviews with employees who actually provide caregiving, the Company revised its system and worked to raise employee awareness. The system was revised to enable employees to take annual paid leave in hourly units. Furthermore, to eliminate employees' concerns about caregiving, the Company provides employees with clear information on what they should know in advance to avoid having to leave work to care for a family member, as well as details on various caregiving-related systems.

In fiscal 2024, the Company also compiled and disseminated a list of information—including system details and application procedures—to employees currently facing caregiving responsibilities, as well as those turning 40 during the fiscal year, to help them balance work and caregiving.

Konica Minolta's Work-Life Balance Support Systems for Elder Care (Excerpt)

*Various conditions of use apply.

Category	System Name	Overview/Target
Leave and Absence Systems	Temporal Nursing Care Leave	Available for 5 days per year (calendar year) per family member requiring care.
	Nursing Care Leave	For family members requiring constant care or care system development, generally up to 1 year. Nursing care leave benefits are provided by employment insurance with a maximum of 93 days and up to 3 times.
	Regular Nursing Care Leave	Combined with caregiving leave, up to 5 years for each case, with 1 day (or half-day) per specified day of the week.
Work Systems	Shorter Working Hours for Nursing Care	Combined with caregiving leave, up to 5 years per case, with up to 2 hours per day, adjustable in minute increments from start and end times.
	Home-based Work for Nursing Care	Available for those with caregiving reasons recognized by the Company.
	Remote Work	Available for employees recognized by the company for improved productivity, results, and creativity through remote work.
Expense Support	Nursing Care Supplies Purchase Subsidy (Cafeteria Plan)	Subsidizes the purchase and rental costs of caregiving supplies.
	Nursing Care Assistance System (Mutual Aid)	Assists with costs for the care of dependent or cohabitating parents aged 65 and over who are bedridden or have dementia.

Please refer to the 'Social Data' section of the ESG Data for details on the use of childcare and caregiving programs.

Achieving Gender Equality: Promoting Fulfillment in Work and Creating a Comfortable Workplace

Because Konica Minolta, Inc. attaches importance to demonstrated capabilities and results, personal allowances other than the "next generation fostering allowance" have been combined in the base salary, and the disparity between men and women employees has been systematically eliminated. However, the disadvantages between men and women caused by the division of labor by gender roles has not been fully eliminated. The Company considers the wage disparity between men and women, which is caused by multiple factors, as one indicator, and seeks for true gender equality through support for women's career development, promotion of work-life management for men and women, and other means, as described above.

Wage Disparity Between Men and Women Employees

	FY2022	FY2023	FY2024
Regular employees of Konica Minolta, Inc.	73.9%	76.5%	77.5%

* Calculated based on the provisions of Japan's Act on Promotion of Women's Participation and Advancement in the Workplace

Networking and Awareness-Raising Activities

Creating a Network for Mutual Assistance

Konica Minolta promotes networking beyond organizational boundaries. Voluntary initiatives, such as in-house childcare communities and career workshops, also help promote the active participation of women.

Employees' Resource Group "himawari"

At Konica Minolta, Inc., 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, in 2020, Konica Minolta established the Network for Women in STEM. This network allows women to connect with a wide group of colleagues, including those with similar concerns, and thosee who have overcome these concerns, and those who can provide different perspectives. Male employees 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.
Nowadays, it is becoming common to change one's job, such as from a technical job to a planning or marketing job, or from a planning or management job to a systems-related job. Therefore, in fiscal 2023, we changed the name of our activities to "Himawari" (meaning "sunflower" in Japanese), as our activities are not limited to women engineers. The new name reflects our aim to create a dignified image of a sunflower standing alone and facing the sun. Leveraging past experience, we also initiated activities outside the company, such as supporting career education for junior high and high school students.

Programs linked to International Women's Day

Since March 2018, Konica Minolta has held programs each year linked to International Women's Day, March 8.

List of Initiatives through Fiscal 2023

Date Held	Theme	No. of Participants
2018	Connect	Approx. 300 (held in Japan)
2019	Respect–Understand and acknowledge each other's differences	Approx. 1,000 (held in Japan)
2021	RETHINK EMPOWERMENT	Approx. 650 (held in global)
2022	BREAK THE BIAS	Approx. 350 (held in each region)
2023	EMBRACE EQUITY Overseas title: "Women's Power to Change the Global Economy" Japanese title: "How to Turn Differences into Strengths"	Approx. 480 (held globally) Approx. 200 (held in Japan)
2024	INSPIRE INCLUSION Global: "Creating a workplace where everyone can thrive" Japan: "Job satisfaction and challenges"	Approx. 450 participants (held globally) Approx. 300 participants (held in Japan)

March 2025 - ACCELERATE ACTION

To celebrate the fifth global program to mark International Women's Day, a panel discussion was held on "What is Important for Career Development," where three employees from Konica Minolta Group companies at different career stages shared reflections on their careers. Approximately 310 people from 32 countries participated.
In Japan, the program featured a guest speaker's lecture on "Women's Empowerment," followed by a panel discussion with Konica Minolta's women executives and male leaders on the theme "Let's Enjoy Taking On Challenges." Approximately 210 people attended.



Group Company Initiatives

Developing Global Women Leaders

Konica Minolta, Inc. rolled out the “Women 2 Lead” program in fiscal 2023 to select and develop the next generation women leaders who are playing active roles in the region or the country, with a view to ensuring diversity and further strengthening equity in decision-making. In fiscal 2024, the Company selected 11 candidates for next-generation women leaders from various backgrounds from Group companies as the inaugural class. The participants were assessed in collaboration with top class executive development institutions in Europe and obtained the mental attitude and knowledge of a leader. The Company is also preparing for the third cohort in fiscal 2025, and is working to build an alumni network to foster ongoing mutual learning.

Initiatives at Konica Minolta Japan, Inc.

Konica Minolta Japan, Inc. established the Diversity Promotion Office in fiscal 2018 and launched full-scale initiatives. Since then, every year the company has sent women employees to external training programs to support their career development.
In fiscal 2022, the Diversity Promotion Office held discussions with division heads about DEI promotion, and first promoted the understanding of human resources with the aim of developing young employees and women employees in the workforce. In fiscal 2023, the Company assessed the current situation and identified and organized challenges to accelerate the growth of young and women employees, and designed a growth support program that was launched in fiscal 2024, with 15 men and 9 women participating. Additional measures will be considered and implemented to achieve KPIs.

KPI	Results				Targets	
	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Percentage of management positions held by women	5.8%	6.4%	6.7%	7.4%	10%	11%

* Regular employees of Konica Minolta Japan, Inc. as of the April 1 following the end of each fiscal year

Formulate and Implement Action Plan based on Japan’s Act on Promotion of Women's Participation and Advancement in the Workplace

In Japan, we have formulated an action plan based on the Act on Promotion of Women’s Participation and Advancement in the Workplace to encourage more women to take on leadership positions and broaden their participation, and we are pursuing initiatives to achieve this goal.

Group companies that have formulated action plans and disclosed information:
Konica Minolta, Inc.
Konica Minolta Japan, Inc.
Konica Minolta Mechatronics Co., Ltd.
Kinko’s Japan Co., Ltd.
Konica Minolta Supplies Manufacturing Co., Ltd.
Konica Minolta Planetarium Co., Ltd.
Konica Minolta With You, Inc.
Konica Minolta Information System Co., Ltd.
Konica Minolta Business Associates Co., Ltd.
Konica Minolta Techno Products Co., Ltd.
Konica Minolta IJ Product Co., Ltd.

Konica Minolta, Inc. - 5th Phase of Action Plan for Fiscal 2024-2025

(a) Plan duration	April 1, 2024 to March 31, 2026
(b) Numerical targets	・13% or more women in management (exempt) positions ・75% or more of annual paid leave taken
(c) Description of Initiative	1. Selective training of manager candidates 2. Early promotion through enhanced training of young employees 3. Promote systematic use of paid leave
(d) Timing of initiatives	Implemented as needed

Percentage of Management Positions Held by Women at Konica Minolta and Its Consolidated Subsidiaries in Japan (End of Fiscal Year)

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of management positions held by women	5.5%	6.2%	7.6%	8.0%	8.8%	9.3%

External Evaluation

Konica Minolta and its Group companies in Japan have been recognized by Japan's Minister of Health, Labour and Welfare with Kurumin Mark Certification as companies that provide support to employees rearing children, and with "Eruboshi" Mark Certification as companies with outstanding records of promoting the advancement of women in the workplace.

Konica Minolta, Inc.



Konica Minolta Japan, Inc.



Konica Minolta Information System Co., Ltd.



Human Capital: Diversity

Employment of People with Disabilities

Basic Concept and Vision of DEI | Promoting Women's Workplace Participation
Employment of People with Disabilities | Fostering a DEI-Based Organizational Culture

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 people with disabilities through employment.
The "With You" in the company name expresses the intention that the company is not just doing something for people with disabilities but rather that it works with them and grows with them. Through this subsidiary, Konica Minolta is pursuing independence and growth as business people and mainstreaming for people with disabilities.
In order for employees to feel pride and satisfaction through their work, Konica Minolta With You, Inc. enables its new employees 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 including printing business cards and Konica Minolta product manuals, digitizing documents, and data entry, serving customers at a cafe and shop on site, collecting and distributing mail within the company, and cleaning meeting rooms and reception rooms. They also engage in operations in collaboration with Group sales companies and other companies, such as cleaning and maintenance of the MFPs used by customers and outsourcing of accounting work for other companies.
Konica Minolta With You, Inc. has evolved from a company that provides support services to Group employees to a company that makes a significant contribution to Konica Minolta's main business, and it is advancing DEI for the entire Group by providing value to customers and accelerating employee satisfaction and growth.

In addition, Konica Minolta With You, Inc. was recognized as a Monisu Certified Company in March 2023. The Monisu Certification (a certification system for small- and medium-sized enterprises (SMEs) with excellent records of employment of people with disabilities) is a system under which the Minister of Health, Labor and Welfare certifies SMEs that have excellent records of promoting and stabilizing the employment of people with disabilities.

In 2024, the Company was certified as a Support and Consultation Service Provider for the Employment of Persons with Disabilities, and plans to assist businesses that want to hire people with disabilities but have concerns.

See Social Data in ESG Data page for the percentage of employees with disabilities



Certification Mark for SMEs with Excellent Records of Employment of People with Disabilities
Nickname: Monisu



Printing business cards and product manuals



Customer service at a cafe on site



Cleaning and servicing Konica Minolta multi-function printers

Basic Concept and Vision of DEI | Promoting Women's Workplace Participation
Employment of People with Disabilities | Fostering a DEI-Based Organizational Culture

Human Capital: Diversity

Fostering a DEI-Based Organizational Culture

Basic Concept and Vision of DEI | Promoting Women's Workplace Participation
Employment of People with Disabilities | Fostering a DEI-Based Organizational Culture

Click to jump to the corresponding section of the page.

Konica Minolta's Approach | Formulate and Implement DEI Promotion Plans That Drive Business Growth
Providing Learning Opportunities for Employees | Activities that Welcome Differences (strengthen awareness-raising activities)

Konica Minolta's Approach

Background and Issues

To make diversity of talent a source for innovation, it is vital that we embrace diverse talent in terms of nationality, race, gender, age, expertise, and other factors, and that we also turn each employee's differences into strengths and work effectively as a team. To that end, we need to eliminate biases that interfere with employees exercising their abilities and create a psychologically safe corporate culture where everyone can speak frankly.

Vision

To continue to create solutions to social issues, we respect differences and embrace diverse values to improve employee job satisfaction. We seek to foster a corporate culture that enables employees to exchange their differing ideas in a constructive way and to take on challenges while helping each other out.

Key Measures and KPIs

- Formulate and implement independent DEI promotion plans at Konica Minolta, Inc., and major Group companies in response to societal demands and to build the desired organizational culture
- Provide learning opportunities and strengthen awareness-raising activities to promote DEI throughout the Group

Global Employee Survey

		Results				Targets	
		FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Equity	Konica Minolta Group	7.1	7.4	7.6	7.6	7.8	8.0 or more
	Konica Minolta, Inc.	6.1	6.1	6.6	6.7	6.7	7.0 or more
Freedom of opinion	Konica Minolta Group	6.9	7.2	7.3	7.4	7.7	8.0 or more
	Konica Minolta, Inc.	6.5	6.6	6.8	6.9	7.2	7.5 or more

*Average score of answers to the following questions on a scale of 0 to 10
Equity: "People from all backgrounds are treated fairly at my company."
Freedom of opinion: "At work, my opinions are valued"
As FY2023 to FY2025 policy, targets were set based on the same industry benchmarks as the FY2021 survey.

Formulate and Implement DEI Promotion Plans That Drive Business Growth

Konica Minolta, Inc. and its major Group companies have continued their activities in fiscal 2024 in accordance with the DEI promotion plans that were formulated from fiscal 2022 to 2023 and tailored to the characteristics of each company (27 companies in 24 countries).

As a result, although the Company did not achieve its goals, it was able to maintain and improve the employee engagement survey items set as KPIs, even while implementing a global structural reform involving difficult decisions as a management strategy.

To achieve its vision for 2030, it is crucial for each company and business to implement the necessary initiatives. Moving forward, each organization will address its strengths and challenges, and the Konica Minolta Group will work together to persistently promote DEI.

Providing Learning Opportunities for Employees

Initiatives at Konica Minolta, Inc.

Konica Minolta, Inc. has been working in parallel to promote understanding among management and employees about the nature of DEI promotion since fiscal 2016. We are also working to foster a corporate culture that encourages each employee to accept each other's differences and positively take on challenges.

2017-2019	Lectures for Management
2017-2018	Diversity Workshops for Department Managers and above
2019-2021	Workshops for leaders on improving the psychological safety of organizations
2021	E-learning for all employees on Unconscious Bias

Create an Environment Where Diversity in Sexual Orientation and Gender Identity is Accepted

Konica Minolta, Inc. is working to create an environment where diversity in sexual orientation and gender identity is accepted. In fiscal 2018, the Company set up a consultation service for those with concerns related to sexual orientation or gender identity, as well as an e-learning program for all employees posted on the Company’s portal site. Furthermore, it is upgrading its facilities and equipment to ensure they are readily available for everyone’s use.

Unified Efforts of the Konica Minolta Group

In fiscal 2022, we launched a new DEI learning program that makes DEI more accessible to each employee and enables them to continue learning. We developed the learning program with DEI promotion managers from Group companies, who brought their knowledge and experience to help organize and systematize the topics needed to create action-oriented training. We designed the learning to help employees efficiently gain DEI-related skills essential for working at the Konica Minolta Group and for self-improvement.
We distributed an English version of the basic program throughout the Konica Minolta Group and are also translating it for China, Vietnam, and other countries. In Japan, we created original content with videos to help improve psychological safety and eliminate unconscious bias. Both the videos and the Japanese version of the basic DEI learning program are mandatory courses, and more than 10,000 employees across all Group companies in Japan have already completed them. Currently, we are promoting this course to those who have not yet taken it, especially new employees.



Activities that Welcome Differences (strengthen awareness-raising activities)

Unified Awareness-Raising Activities at the Konica Minolta Group

Since fiscal 2017, Konica Minolta has worked to promote an understanding of DEI among Group company employees in Japan by regularly sharing interviews with executives and role models, and examples of the positive in-house promotion of DEI via its internal portal site, and by implementing Company-wide programs. Since 2021, DEI promotion staff from Europe, the United States, and Japan have gathered to plan and hold global programs three times a year to promote unified activities across the Konica Minolta Group, including overseas. At the same time as the global programs, the Company also holds programs for Japan to encourage more employees to participate in DEI promotion.
The programs in March are held on themes related to International Women's Day, and in June on themes aligned with Pride Month. The theme for November is different each time.
*June is recognized around the world as “Pride Month” to promote awareness of LGBTQ+ rights, and numerous events are held in various locations.

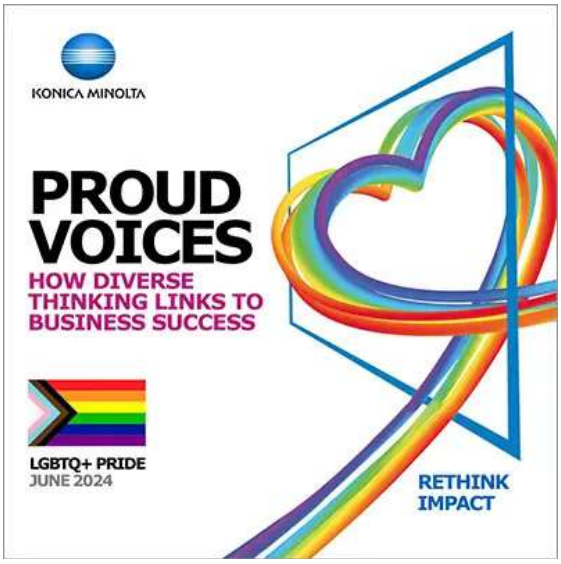
Click here for programs linked to International Women’s Day

Previous DEI Global Programs

Month Held	Theme	No. of Participants
June 2021	RETHINK EMPOWERMENT Unlock the Power of Diversity with Authenticity and Allyship	Approx. 550 (held globally) Approx. 100 (held in Japan)
November 2021	RETHINK OUR WORKPLACE WITH YOUR VOICE (employee engagement theme)	Approx. 800 (held globally) Approx. 180 (held in Japan)
June 2022	RETHINK EMPOWERMENT Promoting Awareness, Inclusion, and Allyship	Approx. 340 (held globally) Approx. 150 (held in Japan)
November 2022	TALKING ABOUT RACE: Why It Still Matters in the Workplace (race theme)	Approx. 250 (held globally)
June 2023	PROUD VOICES: Fostering Belonging in the Workplace	Approx. 320 participants (held globally) Approx. 170 participants (held in Japan)
November 2023	DISABILITY INCLUSION: Opening the world of work for everyone (disability theme)	Approx. 320 participants (held globally) Approx. 340 participants (held in Japan)

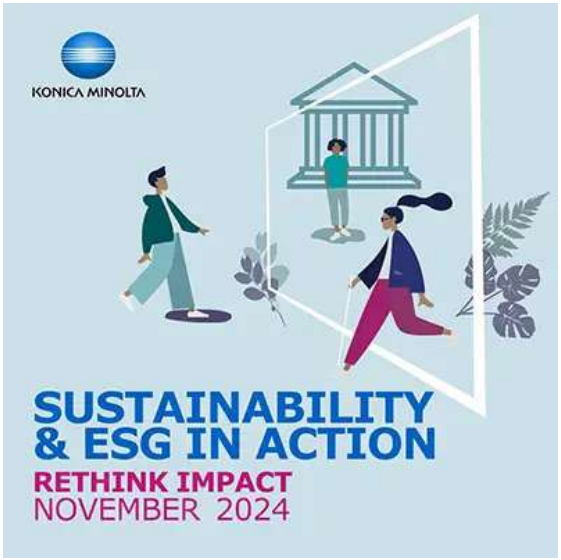
June 2024
Global: PROUD VOICES: How Diverse Thinking Links to Business Success

Based on the theme "PROUD VOICES: How Diverse Thinking Links to Business Success," the Company learned about why diverse perspectives are necessary for business and what is important for each employee, the Company, and its organizations through the experiences of guest speakers. Approximately 270 people from 17 countries participated.



November 2024
Global: Sustainability/ESG in Action
Japan: Building the strongest team through teamwork!

Globally, the Company held a panel discussion titled "Sustainability/ESG in Action" with guests from inside and outside the Company, which began with an opening speech by the CEO. Approximately 310 people from 35 countries participated and learned about the importance of sustainability management and ESG for society and Konica Minolta.
In Japan, on the theme of "Building the strongest team through teamwork," a lecture and panel discussion were held with guest speakers and two executive officers to learn about what is important for diverse human resources to work effectively as a team. The hybrid event, held both in-person and online, was attended by approximately 440 people. The Company also held a workshop to experience team-building that leverages individual differences.



Networking Activities in Each Region

Konica Minolta welcomes differences, including those of race, gender, nationality, age, disability, sexual orientation/gender identity, religion, and ethnicity, among each and every employee. Therefore, the Company actively pursues activities that foster mutual understanding of these differences. For example, Konica Minolta supports individual employees in taking action through regional "supporter" activities to promote diversity that more closely reflects actual workplace conditions and through cross-cultural exchanges organized by Muslim employees.

LGBTQ+ Network "Vibrant"

“Vibrant” is an employee resource group started in the U.K. in October 2020 that operates under the three basic principles of “wellbeing,” “education,” and “networking.” At its Christmas Social, an online event held at the end of 2021, participants deepened their understanding of LGBTQ+ issues and gained an awareness of the importance of mutual understanding, eliciting feedback from a participant who said, “It has created a safe work environment." The global DEI program in June 2021 was a catalyst for expanding activities to other regions, and the Company is active in promoting exchanges with Europe.

Various Barrier Removal Activities

Prism, an employee resource group focused on neurodiversity and launched in the U.K. in 2023, seeks to foster an inclusive corporate culture, promote innovation through diverse viewpoints, improve employee well-being and engagement, and help acquire and retain talent. When Prism was launched, a “Let's Talk” session was held to raise awareness of the network among employees and promote dialogue. Prism will continue its activities that contribute to inclusive hiring, raise awareness, and further develop partnerships.

Click here for Employing People with Disabilities in Japan

Responsible Supply Chain

Policy and Structure

Policy and Structure | CSR Procurement Initiatives | Practicing Responsible Minerals Procurement

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 earn the trust of society worldwide, Konica Minolta promotes responsible procurement (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 committed to responsible mineral procurement, seeking to prevent violations of human rights in conflict areas from which mineral resources used in products are sourced.

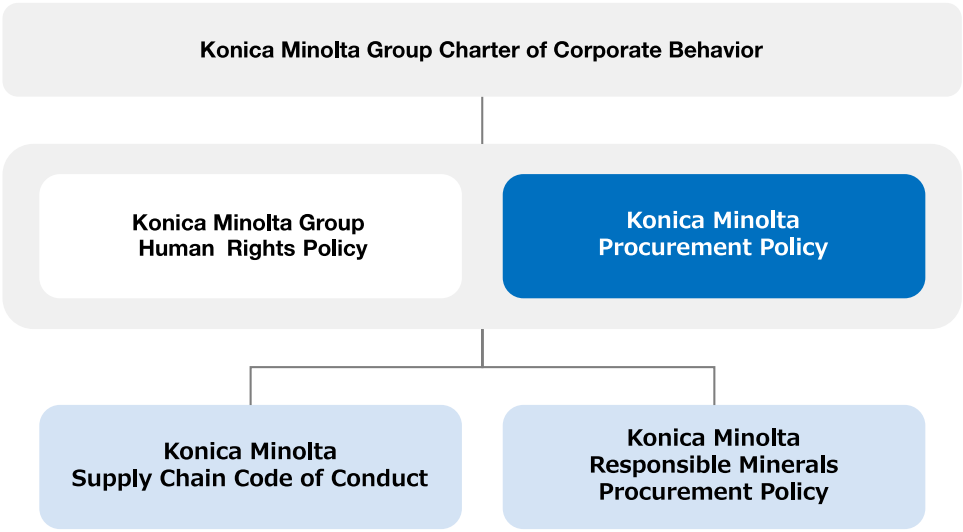
* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Basic Policy

Konica Minolta aims to contribute to building a sustainable society that takes social issues such as human rights into consideration. To achieve this goal, the Company is working together with its business partners along the entire supply chain to help solve these social issues. Through such initiatives, both Konica Minolta and its business partners enhance their corporate value, and by providing products that customers can purchase with confidence, the Company can 'create shared value'.

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior as its guiding principle for business activities. This charter identifies respect for human rights and responsible procurement as important elements. Based on this principle, the Company has formulated the Konica Minolta Group Human Rights Policy and the Konica Minolta Procurement Policy.
The Konica Minolta Procurement Policy promotes fair and proper procurement activities. It establishes openness, fairness, global reach, compliance, and ecology as fundamental stances, while clearly defining requirements for business partners.
Building on this policy, the Group adopted the RBA* Code of Conduct as the Konica Minolta Supply Chain Code of Conduct when it joined the RBA in fiscal 2013. With this code, Konica Minolta requires compliance from suppliers in its supply chain to help create a sustainable society by ensuring continuous improvement in various areas. These areas include labor rights (such as forced labor, child labor, and freedom of association), health and safety (including emergency preparedness, occupational accidents, and occupational health), the environment (covering energy use, impacts of climate change such as CO_2 and greenhouse gas emissions, water use, pollution, waste, and resource use), and ethics (such as intellectual property, privacy, and anti-corruption). 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.

* RBA (Responsible Business Alliance): A non-profit organization that promotes responsible business practices in global supply chains, primarily in the electronics industry.



- Konica Minolta Group Charter of Corporate Behavior (English)
- Konica Minolta Group Human Rights Policy (English)

Konica Minolta Procurement Policy

- Konica Minolta Procurement Policy (Japanese)
- Konica Minolta Procurement Policy (English)
- Konica Minolta Procurement Policy (Chinese)

Konica Minolta Supply Chain Code of Conduct

- Konica Minolta Supply Chain Code of Conduct (Japanese)
- Konica Minolta Supply Chain Code of Conduct (English)
- Konica Minolta Supply Chain Code of Conduct (Chinese)

For versions in languages other than Japanese, English, or Chinese, please refer to the RBA Code of Conduct.

- RBA Code of Conduct (Available on the RBA website (English))

Konica Minolta Responsible Minerals Procurement Policy

- Konica Minolta Responsible Minerals Procurement Policy (Japanese)
- Konica Minolta Responsible Minerals Procurement Policy (English)
- Konica Minolta Responsible Minerals Procurement Policy (Chinese)

Structure for Promoting CSR Procurement

Establishing a Structure for Promoting CSR Procurement Throughout the Supply Chain

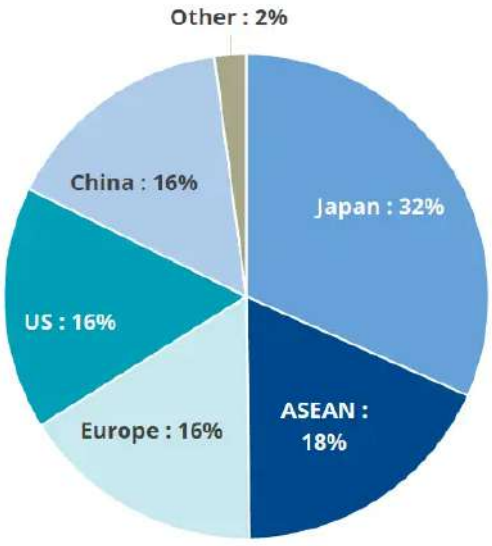
To fulfill its social responsibility within the supply chain, Konica Minolta has established a company-wide system under the Risk Management Committee, overseen by the executive in charge of risk management, to promote CSR procurement activities. The Company advances company-wide activities, primarily led by the Corporate Planning, Legal, and Production Planning Divisions. It also appoints CSR procurement promotion managers for each business area, who appropriately manage their respective supply chain risks.
The Company has established a system where the Risk Management Committee meets twice a year to receive reports on and deliberate supply chain risks identified through these activities.

Supply Chain Management

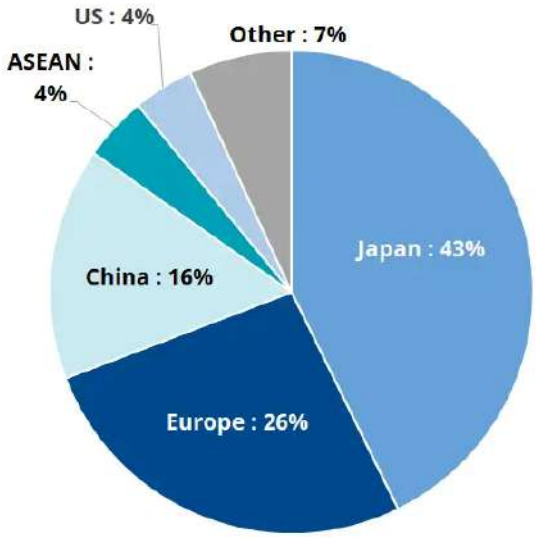
Konica Minolta will fulfill its social responsibility through CSR procurement aligned with its procurement strategy.

As a global company, Konica Minolta operates in about 50 countries around the world. The total value of the Group's procurement is approximately 590 billion yen, and it has approximately 2,400 suppliers. By region, Japan accounts for 32%, ASEAN for 18%, Europe for 16%, the United States for 16%, China for 16% and other regions for 2%.
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. Konica Minolta 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. On the other hand, considering the recent tightening of environmental regulations in various countries, requests to take human rights risks into account, and the risk of supply chain disruptions caused by natural disasters and infectious diseases, the Group is working to avoid risks by tracing supply routes of irreplaceable critical parts and raw materials back to the raw materials, securing multiple suppliers, and considering alternative materials.
Regarding indirect materials procurement, efficient procurement is pursued through a combination of items to procure at sites in each country and procurement optimized worldwide through global contracts. The management department is strategically reducing costs for goods and services other than production materials.
In Konica Minolta's primary field, the Business Technologies Business, service-related costs account for a large proportion of the total cost due to work required for equipment maintenance after the sale.

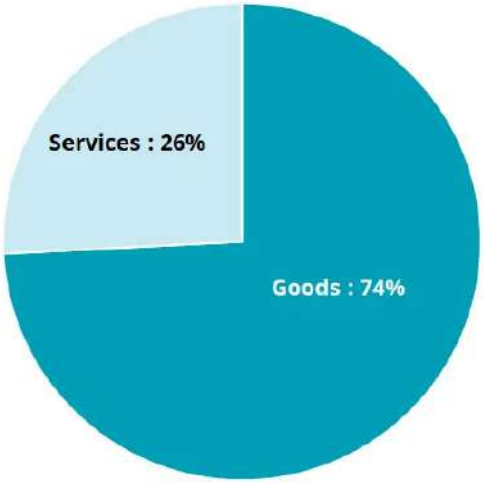
Fiscal 2024 Regional Procurement Analysis
(Based on monetary amount)



Fiscal 2024 Regional Procurement Analysis
(Based on number of suppliers procuring materials directly)



Fiscal 2024 Procurement Classification Analysis
(Based on monetary amount)



Policy and Structure | CSR Procurement Initiatives | Practicing Responsible Minerals Procurement

Responsible Supply Chain

CSR Procurement Initiatives

Policy and Structure | CSR Procurement Initiatives | Practicing Responsible Minerals Procurement

Click to jump to the corresponding section in this page

CSR Procurement Promotion Program | Framework for Initiatives | Supplier Support

CSR Procurement Promotion Program

Konica Minolta is engaged in a program to promote CSR procurement by calling for CSR activities, CSR assessments, and audits, as well as improvement support.

Konica Minolta has developed a four-step CSR procurement promotion program to address issues of labor (human rights), safety and health, environment, and ethics in the supply chain.
STEP 1: We request that suppliers comply with the Procurement Policy and the Supply Chain Code of Conduct. For upstream suppliers, we ask our direct suppliers to make this request on our behalf.
STEP 2: We identify “major suppliers” by considering transaction volume and risk perspectives. For these major suppliers, we conduct CSR questionnaire-based risk assessments. If a supplier is judged to be high risk, we provide corrective support and continuous follow-up so that improvements can be made voluntarily. If voluntary improvement is still difficult, or if there is a risk of serious human rights violations, we designate the supplier as a “prioritized supplier.”
STEP 3: For these prioritized suppliers identified in STEP 2, we conduct CSR audits.
STEP 4: For issues identified through CSR assessments or CSR audits, Konica Minolta provides support for improvements.
Ultimately, Konica Minolta aims for suppliers to independently carry out their own CSR procurement activities through this program.
Please note that if there are no prospects for improvement despite providing support, Konica Minolta may decide to terminate business with the supplier.

Konica Minolta Supply Chain Code of Conduct



Konica Minolta’s CSR Procurement Promotion Program

Ranking of CSR Assessment Results

Overall Evaluation	Score	Explanation
Low risk	80-100	Almost completely satisfies social demands
Medium risk	60-<80	Some issues need to be improved, but can be improved voluntarily
High risk	0-<60	Issues need to be improved, and immediate improvement is required along with an improvement plan.

(Defined with reference to the RBA SAQ risk classification)

Framework for Initiatives

STEP 1 - CSR Activity Request

Konica Minolta has formulated the Konica Minolta Procurement Policy, the Konica Minolta Supply Chain Code of Conduct, and the Konica Minolta Responsible Minerals Procurement Policy to ensure that suppliers understand and promote the CSR procurement policies and standards required by the Company. All first-tier suppliers are requested to comply with these policies and to confirm their agreement in writing. In addition, Konica Minolta asks its direct business partners to request compliance from their upstream suppliers.
The frequency of confirmation is as follows: for new business partners, at the start of business; and for existing suppliers, upon revision of the policies or at least once every three years. Since the Konica Minolta Supply Chain Code of Conduct was revised in fiscal 2024, agreement confirmations have been conducted sequentially. As of the end of fiscal 2024 (March 31, 2025), the agreement rate was 81.9%.
Previously, supply chain management at acquired companies had been left to those companies themselves. However, beginning in fiscal 2024, this has been newly integrated into the CSR procurement promotion activities of the entire Konica Minolta Group. This temporarily lowered the agreement rate, but the Company plans to complete agreement confirmations with all first-tier suppliers by the end of fiscal 2026.

Targets and Results

KPI	Results					Targets	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Percentage of suppliers requested to take CSR measures*	-	100%	-	-	81.9%	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-2025) (100% implementation planned for FY2024)	

* Requests to suppliers were made for each of the two medium-term periods: FY2020-FY2022 and FY2023-FY2025.

STEP 2 - CSR Assessments Using a Self-Assessment Questionnaire

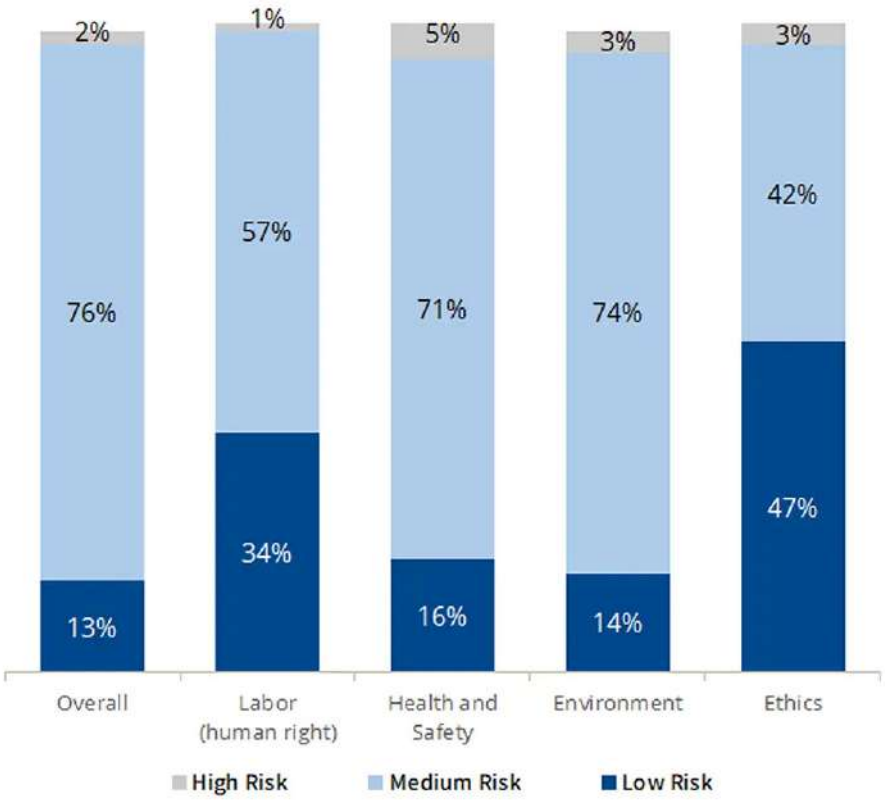
To evaluate the level of implementation of the Konica Minolta Supply Chain Code of Conduct, Konica Minolta has been conducting CSR assessments using the RBA Self-Assessment Questionnaire (SAQ) for "major suppliers" selected based on both business continuity factors—such as transaction volume (top 80% of Group procurement value), handling of critical parts, and substitutability—and risk factors such as country/region-specific, sector-specific, product-specific, corporate governance, social, and environmental risks.

The CSR assessment evaluates site initiatives to address social issues such as labor (human rights) protection, health and safety, ethics, as well as environmental issues such as minimizing environmental impact. Results are classified into three ranks: Low Risk, Medium Risk, and High Risk. For suppliers rated High Risk, Konica Minolta provides corrective support and continuous follow-up to encourage voluntary improvement. If voluntary improvement is still difficult, or if there is a risk of serious human rights violations, such suppliers are designated as "prioritized suppliers" and subject to CSR audits in STEP 3.

In fiscal 2024, Konica Minolta requested CSR assessments from 143 major suppliers (119 first-tier suppliers and 24 second-tier suppliers). The implementation rate was 91.6% (131 out of 143). Starting in fiscal 2024, in order to improve supply chain risk management levels, Konica Minolta expanded the selection criteria for major suppliers and changed the frequency of implementation from once every three years to annually, resulting in a significant increase in the number of assessments conducted. From fiscal 2025 onward, the Company aims to achieve a 100% implementation rate and further enhance the level of initiatives.

Among the 143 companies assessed, three suppliers were rated High Risk, and improvement support through on-site visits was provided for all of them (details are provided in STEP 3). Overall trends indicated lower scores in the areas of health and safety and the environment. Specifically, in health and safety, lower scores were related to emergency preparedness training and establishment of management systems; in the environment, lower scores were related to resource usage, waste, and GHG reduction programs. Suppliers with lower scores have been asked to make voluntary improvements.

Results of fiscal 2024 CSR Assessment for Suppliers (percentages for rank on overall and specific components)



Targets and Results

KPI	Results					Targets	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Number of CSR assessments	4 Group manufacturing sites, 40 suppliers	13 Group manufacturing sites, 30 suppliers	4 Group manufacturing sites, 28 suppliers	9 Group manufacturing sites, 30 major suppliers	30 Group manufacturing sites, 131 major suppliers	Implementation of CSR assessments at Group production sites (30 sites) and major suppliers*1 In fiscal 2024, the number of major suppliers is 143.	Implementation of CSR assessments at Group production sites (30 sites) and major suppliers*1
CSR assessment implementation rate (cumulative)*2	-	-	-	31%	91.6%	60%	100%
Number of major suppliers*3	-	-	-	103	143	-	-

*1 The Company expands initiatives to improve supply chain risk management levels, changing to annual CSR assessments.
*2 Figures are cumulative for the medium-term plan (FY2023 - FY2025) and are calculated as the number of CSR assessments implemented divided by the number of sites planned for implementation (FY2023: Group production sites + major suppliers; FY2024/FY2025: major suppliers only).
*3 The number of major suppliers is reviewed annually.

Konica Minolta is also working to ensure that indirect material suppliers, critical partners essential to its business operations, understand the RBA's requirements. In fiscal 2024, we identified on-site contractors and temporary staffing agencies at major manufacturing sites as important indirect material suppliers and conducted self-assessment questionnaires. The risk assessment results showed a 100% implementation rate, and none of the indirect material suppliers were rated “high risk.”

Type of indirect material supplier		No. of companies assessed for risk	Result
On-site contractors	Cafeteria	4	All low risk
	Security	3	All low risk
	Maintenance	3	All low risk
	Cleaning	3	All low risk
	Other (logistics, waste disposal, etc.)	2	All low risk
Temporary staffing/Contracting		11	All low risk
Logistics/Warehouse operators		5	All low risk
Total		31	All low risk

STEP 3 - CSR Audits

Suppliers identified as "prioritized suppliers" in STEP 2 are subject to CSR audits. These consist of the Konica Minolta CSR Audit*1 conducted by Konica Minolta employees, and the RBA VAP Audit*2 conducted by RBA-certified third-party auditing organizations.

Notes:
*1 Konica Minolta CSR Audit: An audit conducted by Konica Minolta employees using RBA auditing standards.
*2 RBA Validated Audit Program (VAP) Audit: An audit conducted by an RBA-accredited third-party organization to verify compliance with the RBA Code of Conduct. Depending on the level of conformity, Platinum, Gold, or Silver certification ranks are awarded. The RBA VAP is recognized as one of the most trusted third-party CSR audits globally.

In fiscal 2024, three suppliers were identified as high risk in STEP 2, and Konica Minolta proposed improvement measures and has been working with them on corrective actions. Specific issues identified included the formulation of CSR policies and codes of conduct, personal retention of official identification documents, provision of documents in workers' native languages, and training for emergency preparedness. Progress is confirmed through on-site visits, where Konica Minolta works together with suppliers to support their voluntary improvements.

Among high-risk direct-material suppliers, the percentage of sites that underwent RBA VAP audits or equivalent audits: 100%.

In addition, regardless of CSR assessment results, some suppliers involved in the Digital Workplace and Professional Print businesses are required to undergo RBA VAP audits and obtain certification in response to social demands, customer requests, and bid requirements. Konica Minolta supports these suppliers in their improvement efforts based on its audit experience. In fiscal 2024, three supplier sites underwent RBA VAP audits and successfully obtained certification.

Among first-tier direct-material suppliers, the percentage of sites that underwent RBA VAP audits or equivalent audits: 0.3%.

Targets and Results

KPI	Results					Targets	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Number of CSR third-party audits (RBA-VAP)	One supplier	Two Group manufacturing sites, one supplier	3 Group manufacturing sites, 4 suppliers	3 Group manufacturing sites, 2 suppliers	4 Group manufacturing sites, 3 suppliers	3 Group manufacturing sites, 4 suppliers	3 Group manufacturing sites, 3 suppliers
Rate of CSR third-party audit implementation	-	-	-	100%	100%	100%	100%

STEP 4 - Supplier Support

To mitigate supply chain risks, Konica Minolta provides capacity building for internal stakeholders and suppliers from two perspectives: addressing actual negative impacts and addressing potential negative impacts.
For actual negative impacts, Konica Minolta identifies issues from CSR self-assessments, CSR audits, and findings from external organizations, and provides specific proposals for corrective actions to encourage improvements.

For potential negative impacts, Konica Minolta shares information on customer and societal expectations regarding respect for human rights, social demands for CSR procurement, legal and regulatory trends, and the content of the RBA Code of Conduct. By helping suppliers understand their relevance to business, we support them in recognizing these issues as their own and in taking proactive action.
As an example, for Dongguan Konka Mould Plastic Co., Ltd. in China, which underwent a CSR audit, we provided training for internal auditors to help the company establish a system that enables it to conduct its own internal audits and work toward continuous improvement. In addition, for MFP contract manufacturer plants that underwent VAP audits, we shared Konica Minolta's own improvement examples and supported their corrective actions.

Procurement Collaboration System

Promoting procurement collaboration to increase customer satisfaction

In the Digital Workplace and Professional Print businesses, Konica Minolta promotes the 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 2024, Konica Minolta went directly to the manufacturing sites of 51 suppliers in and outside Japan and conducted on-site assessments, working with suppliers to strengthen the chemical substances management system. In addition, the Company confirms 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 2024, Konica Minolta conducted approximately 80 internal assessments.

Holding Suppliers' Meetings

Konica Minolta holds annual suppliers' meetings as part of its procurement collaboration system. Previously, these meeting were held in person, but since fiscal 2019, we have changed over to an online format due to COVID-19's impact and they are now mainly held for suppliers in Japan, China, and ASEAN.
In fiscal 2024, a total of 257 suppliers (447 people) participated, representing a majority of our suppliers. At the meeting, Konica Minolta's procurement policy was explained, requests were made for cooperation in CSR procurement, procurement results and plans were reported, and goals and challenges were shared.

Additionally, 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.

Policy and Structure | CSR Procurement Initiatives | Practicing Responsible Minerals Procurement

Responsible Supply Chain

Practicing Responsible Minerals Procurement

Click to jump to the corresponding section in this page

Background of Initiatives | Framework for Initiatives | Minerals Procurement Survey
Cooperation with External Organizations

Background of Initiatives

Konica Minolta is working to address responsible minerals procurement 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 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*1 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 the Regulation. Corporate organizations also pursue initiatives for Responsible Minerals procurement, including the Responsible Minerals Initiative (RMI)*2, 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)*3.

*1 Conflict minerals: Cassiterite (tin), coltan (columbite-tantalite), gold, wolframite (tungsten), or their derivatives; also known as 3TG.

*2 Responsible Minerals Initiative (RMI): An international organization that supports responsible corporate practices in minerals procurement from conflict-affected and high-risk areas.

*3 Japan Electronics and Information Technology Industries Association (JEITA): An industry association in Japan's IT and electronics sector with about 400 companies and organizations.

Framework for Initiatives

Konica Minolta carries out initiatives for responsible minerals procurement 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. The Company works to ensure that all suppliers of direct materials are made aware of this policy and requires, in its basic transaction contracts, that business partners engage in responsible minerals initiatives.

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, the grievance platform developed by RMI is used.

- Konica Minolta Responsible Minerals Policy Statement
- The Minerals Grievance Platform

Step 2: Identify and Assess Risk in the Supply Chain

Using the Conflict Minerals Reporting Template (CMRT), Extended Minerals Reporting Template (EMRT) issued by RMI, Konica Minolta implements surveys on minerals of necessity for the high functionality of Konica Minolta products (3TG, cobalt and mica). The survey confirms the content of 3TG, cobalt and mica surveys the country of origin, identifies the smelters or refiners in the company's supply chain, and confirms their due diligence. For risk assessment, Konica Minolta utilizes the Responsible Minerals Assurance Process (RMAP), RMI's conflict-free audit program. 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 supplier, and by each product. These results are reported to the 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 provides information on the RMAP status of the smelters or refiners used by all suppliers of direct materials and requests that they switch to smelters or refiners certified under RMAP. Konica Minolta conveys any customer concerns to suppliers using smelters or refiners when 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 active as a member of RMI. In addition, through JEITA activities, smelters or refiners are encouraged to participate in RMAP.

Step 5: Report Annually on Supply Chain Due Diligence

Konica Minolta's Responsible Minerals initiatives are disclosed every year on this website.

Minerals Procurement Survey

Survey Results

All Business

Konica Minolta collected responses to the Conflict Minerals Survey using CMRT from approximately 70% of the highest-priority suppliers of direct materials across all businesses. Based on an evaluation using RMAP, Konica Minolta confirmed that approximately 89% of these suppliers are conflict-free.

Digital Workplace and Professional Print Businesses

Surveys were conducted with all suppliers of direct materials, and the response rates to the Conflict Minerals Survey using CMRT and the Cobalt and Mica Survey using EMRT conducted in fiscal 2024 were 95% and 94%, respectively.
When conducting these surveys, Konica Minolta asked our suppliers to help improve supply chain transparency by reducing the number of unknown responses about smelters or refiners information and to implement due diligence aimed at ensuring non-involvement in conflicts.
Due diligence conducted on responses to the 3TG, cobalt, and mica surveys identified 484 smelters or refiners, 281 RMAP certified smelters or refiners, and 20 Active smelters or refiners*. We also identified 148 countries or territories in the supply chain that are considered 3TG countries of origin (as of March 31, 2025).
No evidence of conflict involvement was found in any of the supply chains surveyed.

* Active smelters or refiners: Smelters or refiners that are under RMAP audit or have committed to undergo an audit.

Targets and Results

KPI	Results					Targets	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Percentage of suppliers returning conflict mineral surveys	98%	96%	96%	95%	95%	95% or more	95% or more

Smelter Due Diligence Results by Metal

	Identified Smelters or refiners	Smelters or refiners verified as conflict-free or in the audit process	Percentage
Gold	182	98	53%
Tantalum	47	42	89%
Tin	72	54	75%
Tungsten	57	37	64%
Total 3TG	358	231	64%
Cobalt	97	64	66%
Mica	30	7	23%

- List of smelters / refiners
- List of country of origin

Response to Customers' Request for Survey

In fiscal 2024, many customers in the Digital Workplace Business, Professional Print Business, Industry Business, and Imaging Solutions Business requested Responsible Minerals surveys. Konica Minolta appropriately responded to all such customers by submitting Responsible Minerals survey forms and taking other necessary actions. Inquiries about responsible minerals other than surveys were also responded to appropriately, based on survey results and the Company's own initiatives. In addition, Konica Minolta has been conducting surveys on cobalt since fiscal 2018, and on mica since fiscal 2021, and has appropriately responded to customers' for these surveys as well.

Targets and Results

KPI	Results					Targets	
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025
Percentage responding to requests for surveys from customers	100% response	100% response	100% response	100% response	100% response	100% response	100% response

Cooperation with External Organizations

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 participate in the Responsible Minerals Assurance Process (RMAP). In addition, the Company served as an instructor at the JEITA Conflict Minerals Survey Briefing, held by JEITA on June 14, 2019, and supported awareness-raising activities on responsible minerals regulations.

Human Rights

Click to jump to the corresponding section in this page

Basic Concept System Human Rights Due Diligence 1. Identifying and Assessing Adverse Human Rights Impacts
2. Implementing Appropriate Measures (Prevention and Mitigation of Negative Impacts)
3. Tracking and Evaluation of Effectiveness 4. Information Disclosure Remedy and Grievance Mechanism
Stakeholder Engagement

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.
The Konica Minolta Group Charter of Corporate Behavior establishes the principles of corporate behavior for Konica Minolta's business activities, and in April 2022, with the approval of the Board of Directors, added respect for human rights as one of its principles.

Konica Minolta Group Charter of Corporate Behavior

Furthermore, based on the Konica Minolta Group's corporate philosophy and management vision, the Konica Minolta Group Human Rights Policy establishes the Group's responsibilities and commitment to human rights. This policy was approved by the Management Council in September 2021.

Konica Minolta Group Human Rights Policy

In addition, the Konica Minolta Supply Chain Code of Conduct outlines specific actions that each Group company should take, and the Group also requests that its suppliers and partners act in accordance with the same standards. This Code is based on the latest version of the Code of Conduct of the Responsible Business Alliance (RBA), which Konica Minolta joined in 2013 to enhance the quality and transparency of CSR procurement.

Konica Minolta Supply Chain Code of Conduct

In its initiatives, Konica Minolta particularly supports and respects the latest versions of the following global principles and international norms:

- Universal Declaration of Human Rights
- International Covenants on Human Rights
- The International Labor Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- United Nations Guiding Principles on Business and Human Rights
- OECD Guidelines for Multinational Enterprises
- United Nations Global Compact
- ISO 26000
- RBA Code of Conduct

System

Konica Minolta's human rights initiatives are promoted under the Risk Management Committee, overseen by the executive responsible for risk management. The Corporate Planning Division, which handles sustainability, plays a central role in driving these efforts in collaboration with the Legal Department and the designated persons responsible in each business division. The status of human rights activities and significant risks are reported to and evaluated by the Risk Management Committee once every six months.

Management Process for Respect for Human Rights



Human Rights Due Diligence Process

In accordance with the UN Guiding Principles on Business and Human Rights, Konica Minolta is committed to respecting human rights by formulating a human rights policy, implementing human rights due diligence, and establishing a remediation and grievance mechanisms.

Human Rights Due Diligence

Konica Minolta has established a human rights due diligence mechanism and continuously works to identify potential and actual human rights risks that its business activities may pose to stakeholders, to consider and implement measures to prevent or mitigate adverse impacts, and to disclose progress on these efforts.

Konica Minolta's business activities, including new investments, follow-on investments, business expansion through M&A, and participation in new projects, incorporate human rights assessment criteria into investment decision-making processes.

1. Identifying and Assessing Adverse Human Rights Impacts (Impact Assessment)

Based on the list of "Key Types of Human Rights Risks Companies Should Consider," compiled by Japan's Ministry of Justice from major international rules, frameworks, and guidelines on human rights, Konica Minolta has identified stakeholders who are potentially or actually affected by its business activities and transactions, along with the human rights issues.

Identification of Human Rights Risk Items and Related Stakeholder

Human rights risks Examples of potential risks	Stakeholders			
	Workers		Stakeholders other than workers	
	Group employees	Employees of suppliers & contractors	Customers	Local communities/ Indigenous peoples
Wages and benefits Insufficient or unpaid wages, inability to secure a living wage, unequal pay for equal work and qualifications, etc.	✓	✓		
Excessive/Unfair labor Overtime work not legally mandated, continuous work, restriction on vacation taking, etc.	✓	✓		
Occupational health and safety Inadequate protection of damage to health due to workload, occurrence of occupational accidents, etc.	✓	✓		
Freedom of association Forced or non-participation in labor unions and collective bargaining	✓	✓		
Discrimination Discrimination based on gender, age, nationality, or employee status (regular/ irregular)	✓	✓		
Bribery/Corruption Bribery of public officials, provision of money or goods during customs clearance procedures	✓	✓		
Consumer safety and right to know Provision of products and services harmful to the mind, body, or health of consumers, product mislabeling, and violation of consumers' right to know	✓		✓	
Gender-related human rights issues Unequal treatment of men and women such as wage disparity, disadvantages to sexual minorities, discriminatory language in advertising, etc.	✓	✓	✓	
Harassment Abuse of power, sexual harassment, maternity/paternity harassment, nursing care harassment, etc.	✓	✓	✓	

Freedom of speech Suppression of opinions about corporate activities, suppression of employees' opinions about the company and working conditions	✓	✓	✓	
Intellectual property right Nonpayment of compensation for inventions, infringement of personal intellectual property rights, etc.	✓	✓	✓	
Forced labor Labor without worker consent, involvement in human trafficking, retention of identification documents	✓	✓		✓
Child/Youth labor Loss of children's opportunity to learn, lack of consideration for impact on growth and health and for young workers under 18, etc.	✓	✓		✓
Freedom to relocate residence Relocation of residence against one's will, eviction of residents due to business activities, forced job relocation, etc.	✓	✓		✓
Human rights issues related to ecosystem degradation, water stress, and climate change Environmental damage caused by business activities, ecosystem degradation and water stress, funding of projects that accelerate global warming, etc.	✓	✓		✓
Rights of foreign and migrant workers Discrimination against foreign and migrant workers, working conditions described in a specific language only, exploitation of recruitment commissions, etc.	✓	✓	✓	✓
Right of access to redress Insufficient recognition of the complaint process, limited access, etc.	✓	✓	✓	✓
Human rights issues related to technology and AI Discriminatory human rights issues arising from AI use, discriminatory use of own products	✓	✓	✓	✓
Right to privacy Inappropriate acquisition, storage, disclosure, or provision of personal or sensitive information to third parties	✓	✓	✓	✓

Assessment of Negative Impacts on Human Rights

We evaluated the potential and actual human rights violations across all stages of the product supply chain (development, procurement, production, sales, collection, recycling, and disposal), assessed their business impact and likelihood of occurrence, and, following consultation with senior management including the CEO, identified the human rights issues deemed to be of highest priority.

・Our evaluation of business impacts considers the societal and customer impact of violations, as well as the ease of remediation, drawing on human rights response guidelines and historical corporate violations.

・The likelihood of occurrence is determined using our RBA SAQ and audit results.

The assessment results are reviewed regularly, and the departments responsible for human resources, legal affairs, procurement, quality, and sustainability will work to prevent and mitigate negative impacts through setting goals and implementing measures.

High-Priority Human Rights Risks Identified as High Priority for Each Stakeholder Group

Stakeholder	Human rights risk items identified as high priority
Group employees	Excessive/Unfair labor, occupational health and safety, discrimination (women's advancement), gender-related human rights issues, forced labor, child/youth labor, right to privacy
Employees of our suppliers and contractors	Excessive/Unfair labor, occupational health and safety, discrimination, rights of foreign and migrant workers
Local Communities/Indigenous Peoples	Forced labor, child/youth labor
Customers	Right to privacy

2. Implementing Appropriate Measures (Prevention and Mitigation of Negative Impacts)Integrating and Acting upon the Findings
3. Tracking and Evaluation of Effectiveness

Konica Minolta implements appropriate measures and tracks their effectiveness for human rights risks identified as high priority.

Examples of the implementation of appropriate measures and tracking of effectiveness for human rights risk items identified as high priority

Stakeholder	Human Rights Risk Items Identified as High Priority	2. Implementing Appropriate Measures (Prevention/ Mitigation of Negative Impacts)	3. Tracking and Evaluation of Effectiveness
Group employees	Excessive/unfair labor (Details: Measures to Address Overwork)	・Overtime working hours are tracked through the attendance system	・Overtime working hours have been on a downward trend for the past three years
	Occupational Health and Safety (Details: Preventing Accidents During Working Hours)	・Risk assessments are conducted to respond to business changes ・Safety patrols and safety education are implemented	・The number of serious accidents remains at zero
	Discrimination (women's advancement) (Details: Promoting Women's Workplace Participation)	・Development of individual training plans for female leader candidates and training thereof ・Promotion of male employees' participation in childcare and enhancement of support for balancing work and caregiving	・The ratio of female managers is on an upward trend (decreased in FY2024 due to the impact of structural reforms)

Stakeholder	Human Rights Risk Items Identified as High Priority	2. Implementing Appropriate Measures (Prevention/ Mitigation of Negative Impacts)	3. Tracking and Evaluation of Effectiveness
Group employees	Gender-related human rights issues (Details: Basic Concept and Promotion System of Compliance)	· Sexual harassment prevention guidelines are established, and harassment prevention education is implemented · If an employee commits discrimination or harassment, corrective measures or disciplinary action are taken in accordance with the rules of employment	· Out of 35 human rights-related internal reports, including sexual harassment and discrimination, there were no serious cases requiring public disclosure were reported
	Forced labor	· Confirmation of alignment between international standards and disciplinary regulations	· Abolishment of wage reduction measures in disciplinary actions
	Child labor and youth labor	· Thorough age verification is conducted during hiring in each country	· No cases of child labor
	Right to privacy (Details: Promoting Information Security)	· Education on personal information protection and information security is conducted · A group-wide system (KM-CSIRT) is established to prepare for incidents	· Five incident reports to KM-CSIRT were handled appropriately with no impact on business
Employees of our suppliers and contractors	Excessive/unfair labor, occupational health and safety, discrimination, rights of foreign and migrant workers (Details: CSR Procurement Initiatives)	· Compliance with the Konica Minolta Supply Chain Code of Conduct (=RBA Code of Conduct) is requested · A self-assessment questionnaire (SAQ) is conducted to diagnose the level of implementation of the Konica Minolta Supply Chain Code of Conduct	· SAQs were conducted for 131 out of 143 important suppliers, identifying 3 high-risk suppliers, and corrective actions were completed as a result of on-site improvement support
Local Communities/ Indigenous Peoples	Forced labor, child labor and youth labor (Details: Practicing Responsible Minerals Procurement)	· Implementation of responsible mineral procurement	· In the Digital Workplace and Professional Print businesses, the percentage of 3TG smelters confirmed to be conflict-free or undergoing the audit process is 64% · Confirmed that toner, optical lenses, and some functional film products, which are among the main products, are conflict-free
Customers	Right to privacy (Details: Protecting personal information, Enhancing the Security of Products and Services)	· A personal information protection policy and regulations in compliance with GDPR have been formulated · Product security guidelines have been established, and the Group as a whole promotes secure development and operation processes for products and services	· The number of serious security incidents related to products remains at zero

RBA VAP Audit of Group Production Bases

Konica Minolta continuously undergoes third-party audits (RBA VAP Audits) to reduce human rights risks at its own production sites. As of April 1, 2025, the following three major sites hold certifications.

Site name	Country	Certification rank	Certification expiration date
Konica Minolta Business Technologies (DONGGUAN) Co., Ltd.	China	Platinum	January 10, 2026
Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.	Malaysia	Platinum	November 30, 2025
Konica Minolta Mechatronics Co.,Ltd. (Mikawa)	Japan	Platinum	October 9, 2026

Living Wages

Konica Minolta not only complies with minimum wage requirements in each country and region where it operates, but also strives to ensure appropriate wage levels that enable employees to maintain motivation in their work. In fiscal 2021, Konica Minolta investigated the actual status of living wage payments to employees.
A living wage consists of basic living expenses and taxes. The market basket method is generally used to estimate basic living expenses, though in some countries the Basic Needs Budget standard is applied. In addition, since regional differences within a single country must also be considered, Konica Minolta calculates living wages with reference to sources such as the Japanese Trade Union Confederation and the WageIndicator Foundation.
As a result, no significant issues were identified concerning the payment of living wages.

4.Information Disclosure

Konica Minolta regularly discloses its initiatives in a timely manner through its website and Integrated Report.

Integrated Report

Remedy and Grievance Mechanism

When an allegation of a human rights violation is made through the reporting system, Konica Minolta promptly conducts an investigation. If it is clearly determined that the company has caused or contributed to a negative impact on human rights, the company takes corrective actions through appropriate internal and external procedures.

Group Employees

Help Line within the Konica Minolta Group

Konica Minolta has established a Whistle-blowing System (Help Line) not only within the Group in Japan but also overseas. The Help Line is an anonymous reporting system, and whistleblowers are not subject to adverse treatment.
Each report made is examined fairly, equitably and with integrity to determine the need for an investigation.
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 all information on the records of the whistle-blowing systems to the Audit Committee regularly.
In fiscal 2024, of the Help Line cases reported that related to human rights (abuse of power /sexual harassment/discrimination/ inappropriate treatment), 11 were domestic and 24 were overseas.
Furthermore, there were no serious issues that required public disclosure.

For further information on these initiatives, please refer to: Basic Concept and Promotion System of Compliance > Whistle-blowing System (Help Line)

<Harassment Helpline>

Konica Minolta recognizes that ensuring a healthy and respectful workplace environment is a fundamental corporate responsibility. To prevent harassment and to respond promptly and appropriately should any incident occur, Konica Minolta has established the “Harassment Helpline.”
The Harassment Helpline strictly safeguards the privacy of individuals seeking consultation and maintains complete confidentiality regarding all matters discussed. Employees will not suffer any disadvantage or adverse treatment as a result of seeking consultation.
All consultations received are handled fairly and appropriately in accordance with the “Harassment Response Process.”

Harassment Response Process

Corrective Action Example

During the RBA VAP audit of Konica Minolta Mechatronics Co., Ltd. Headquarters in 2024, an evacuation exit that was not easily accessible was identified in part of the designated evacuation route in the event of a fire, and additional construction work for the evacuation exit was carried out. In addition, although there was a wage reduction penalty in the disciplinary section of the rules of employment, it was determined that this provision constituted unpaid wages, and the rules of employment were retroactively revised, including at Konica Minolta, Inc.



Emergency exit installed in case of power failure of automatic doors

Employees of Our Suppliers and Contractors

Help Line: Suppliers

Help Lines are open to suppliers in Japan, China, and Southeast Asia, and have also been made available to suppliers in Europe. In North America, the Help Line is open to all stakeholders, including suppliers.
There were no reports from suppliers in fiscal 2024.

For further information on these initiatives, please refer to: Basic Concept and Promotion System of Compliance > Whistle-blowing System (Help Line)

Corrective Action Example

Information was received from stakeholders regarding two suppliers in Malaysia and one production contractor in Thailand concerning the exploitation of recruitment fees from foreign workers and insufficient safety measures. Konica Minolta has requested the suppliers and production contractors to confirm the facts, implement corrective actions if the facts are confirmed, and have a third party verify the corrective actions. Corrective actions (e.g., refunds, provision of appropriate protective equipment) and third-party verification of the corrective actions are in progress.

Customers

Gathering Vulnerability Information

Konica Minolta has established KONICA MINOLTA PSIRT as a Companywide organization to manage information on the vulnerabilities of its products and services, and to pursue necessary measures. When KONICA MINOLTA PSIRT receives a vulnerability report from an outside stakeholder about Konica Minolta's products or services, it takes appropriate action in compliance with the international vulnerability handling process.

For further information on these initiatives, please refer to: Enhancing the Security of Products and Services > Gathering and Addressing Vulnerability Information

Stakeholder Engagement

Konica Minolta conducts dialogues with stakeholders to strengthen its human rights initiatives.

Group Employees

Labor-Management Management Council

Konica Minolta shows that it guarantees freedom of association and the right to collective bargaining through its participation in the United Nations Global Compact. Konica Minolta, Inc. has concluded a collective labor agreement, and regular meetings of the joint management council are held four times a year with the president’s attendance to provide an opportunity to explain the Company’s management situation to the labor union and give the labor union an opportunity to explain its policies to Company management. Many other Group companies also have their own labor unions and employee associations and have built good labor-management relations.

Employees of Our Suppliers and Contractors, Partners, and Others:

Supplier Meetings

Through supplier’s meetings and the procurement collaboration system, the Konica Minolta Procurement Policy is explained, procurement results and plans for the next fiscal year are reported, and targets and issues are shared. At the same time, the Group encourages its suppliers to further improve their quality, delivery, productivity, and environmental performance by commending suppliers for their outstanding achievements.

For further information on these initiatives, please refer to: Procurement Initiatives > Holding Suppliers’ Meetings

Customers

Customer Service Desk

Konica Minolta has established call centers and web-based consultation services around the world for each of its products and services. Not only does it swiftly respond to inquiries and information on product defects received at each contact point, but Konica Minolta is also consolidating this information to monitor quality status and customer requests. The Company has also established an AI Ethics Review Committee with outside experts to verify the appropriate use and application of AI technology.

For further information on these initiatives, please refer to: Use of Artificial Intelligence > AI Governance Structure

Customer Satisfaction and Product Safety

Basic Concept and Management System

Basic Concept and Management System | Konica Minolta Quality Policy
Achieving Top-Tier Quality and Reliability | Enhancing the Security of Products and Services
Creating New Quality Value

Click to jump to the corresponding section in this page

Basic Concept Quality Management System

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 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:

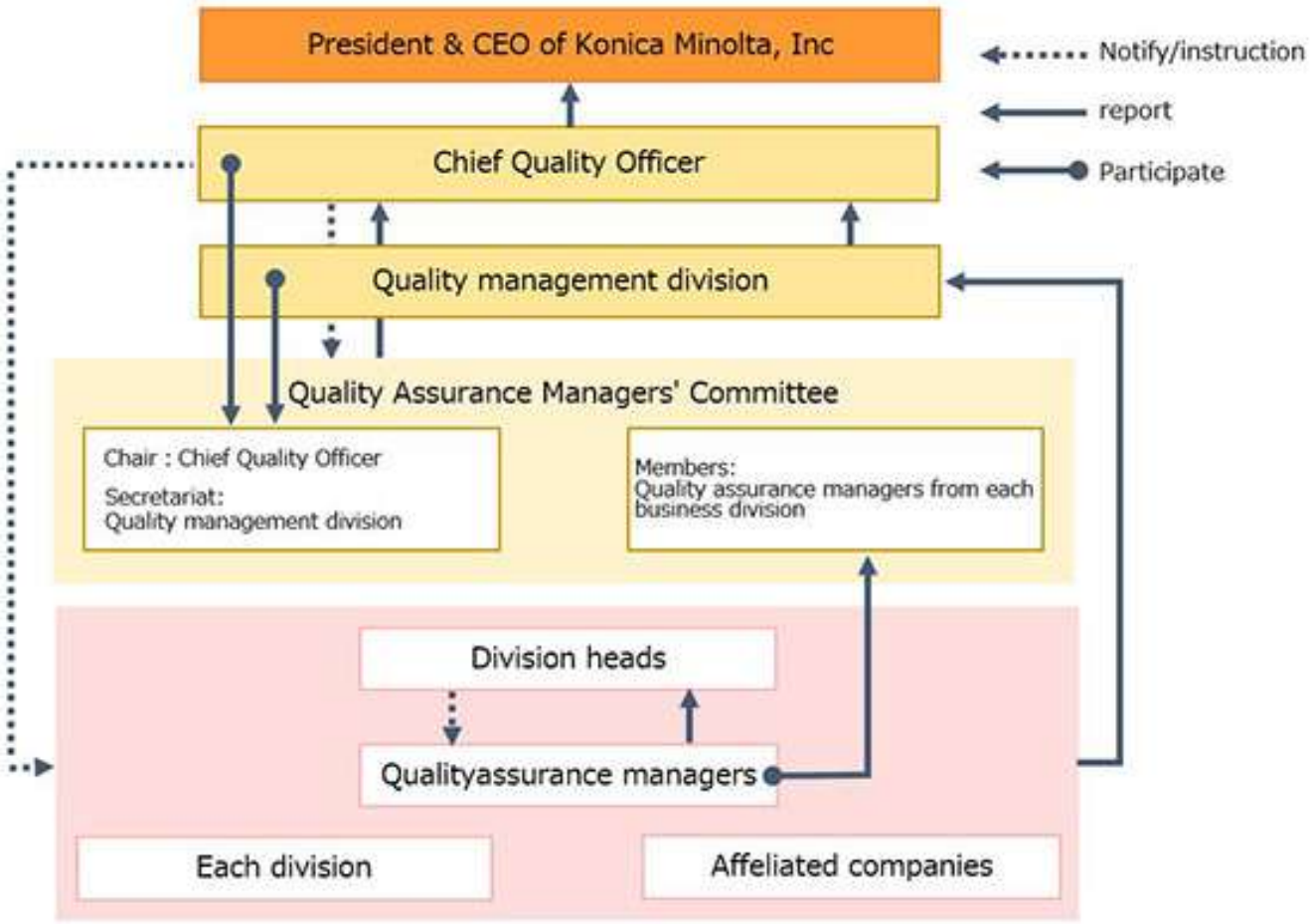
1. Achieving the industry's top level of Customer Satisfaction
2. Providing advanced products that satisfy customers' potential needs
3. Establishment and development of a global Quality System.
4. Quality Management in the total life cycle of products and services
5. Continued enhancement of our Quality 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.



Maintaining and Enhancing Organizational Capabilities through TQM (Total Quality Management)

Konica Minolta continuously enhances its organizational capabilities to realize its business strategies while delivering value to customers. At the core of these efforts is Total Quality Management (TQM), a company-wide approach that unites management, planning, design, manufacturing, logistics, and sales in a shared commitment to quality. Rather than limiting quality control to the performance of products and services. TQM is dedicated to maintaining and enhancing the organizational capabilities related to quality across the entire Group. By adopting this methodology, Konica Minolta strives to further improve customer satisfaction and achieve sustainable growth, even in an increasingly dynamic business environment.

To ensure alignment between corporate strategy and frontline execution, Konica Minolta practices what it calls "policy management," in which each employee understands top management's direction and applies it in their daily work, thereby ensuring reliable outcomes. The company also rigorously applies the PDCA (Plan-Do-Check-Act) cycle to enhance both the speed and quality of improvements toward achieving its goals.

Furthermore, Konica Minolta promotes a company-wide initiative known as "Process Improvement," a unique form of QC circle activity. This initiative extends beyond the manufacturing divisions to include administrative and indirect departments. Based on logical thinking, these improvement activities enhance operational efficiency, support human resource development, and energize the workplace. The initiative is also deployed at Group companies both in Japan and overseas, contributing to value creation globally.

In addition, to respond to the changing business environment, Konica Minolta has developed a practical and specialized quality education program. This program focuses on training personnel who support the quality of products and services and aims to strengthen their practical capabilities on the ground.

Through TQM, Konica Minolta aims to build a resilient organization with a high capacity for learning and adaptability, capable of thriving amid change. By continuously maintaining and enhancing organizational capabilities, the Company is committed to delivering greater value to society.

Basic Concept and Management System | Konica Minolta Quality Policy | Achieving Top-Tier Quality and Reliability | Enhancing the Security of Products and Services | Creating New Quality Value

Customer Satisfaction and Product Safety

Konica Minolta Quality Policy

Basic Concept and Management System | Konica Minolta Quality Policy
Achieving Top-Tier Quality and Reliability | Enhancing the Security of Products and Services
Creating New Quality Value

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, 2022



Toshimitsu Taiko
President and CEO
Konica Minolta, Inc.

Customer Satisfaction and Product Safety

Achieving Top-Tier Quality and Reliability

Basic Concept and Management System | Konica Minolta Quality Policy
Achieving Top-Tier Quality and Reliability | Enhancing the Security of Products and Services
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Konica Minolta's Approach | Improving the Quality Assurance System | Taking Steps to Ensure Safety
Taking Steps to Improve Quality

Konica Minolta's Approach

Background and Issues

Ensuring product and service 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 and services, 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	Results					Targets	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Number of serious product-related accidents*	0	0	0	0	0	0	0

* 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.

* Scope of aggregation: All Konica Minolta products

See Social Data in ESG Data page for the results of previous years

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 and service 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 Group Market Quality Management Rules in order to promptly deal with the issue and ensure thorough information disclosure.

Strengthening Quality Fraud Prevention Activities

With the recent rash of quality fraud cases at other companies, one of Konica Minolta's top priorities is to strengthen and expand its prevention efforts. To minimize the risk of quality fraud cases, in addition to conducting periodic diagnoses and audits based on the Quality Fraud Prevention Guidelines, which cover the entire Konica Minolta Group, including all production sites and development divisions, as well as those overseas, we are also educating and raising awareness to foster a mindset that quality fraud must never occur. Recognizing that the potential risk of quality fraud occurring does exist, in fiscal 2023, Konica Minolta has created a system which it operates to prevent the occurrence of quality fraud by introducing quality fraud awareness assessment, continuous corporate culture reforms, and automation of inspection processes and records.

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. We have also created refresher courses for those who wish to continue to acquire knowledge and stay aware of the latest developments and they can be repeatedly taken. 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.

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 holds an Annual Incident Report Conference to share information about product safety and product security incidents that occurred in the previous fiscal year. This conference serves as a platform to share case studies of product-related incidents in the market and initiatives for preventive measures across all. By doing so, the Company aims to enhance safety awareness, foster a culture of safety, and prevent accidents before they occur or from recurring throughout the Group.

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.

Verifying a Variety of Paper Types

In 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. In addition, a sensor in the printer automatically detects the type and weight of the paper being fed and selects the optimal settings from the on-board paper profiles, making operation simpler and skill-free.


Media Evaluation Center

Basic Concept and Management System | Konica Minolta Quality Policy | **Achieving Top-Tier Quality and Reliability** | Enhancing the Security of Products and Services | Creating New Quality Value

Customer Satisfaction and Product Safety

Enhancing the Security of Products and Services

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Konica Minolta's Approach | Promoting Secure Development and Operation Processes
Gathering and Addressing Vulnerability Information | Responding in the Event of a Product Security Incident

Konica Minolta's Approach

Background and Issues

In line with its vision “Imaging to the People,” 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 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 product security incidents

KPI	Results					Targets	
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2024	FY2025
Number of serious product security incidents*1	0	0	0	0	0	0	0

*1 Serious security incidents refer to those product security incidents that cause serious and significant harm to the products and services user’s business

Promoting Secure Development and Operation Processes

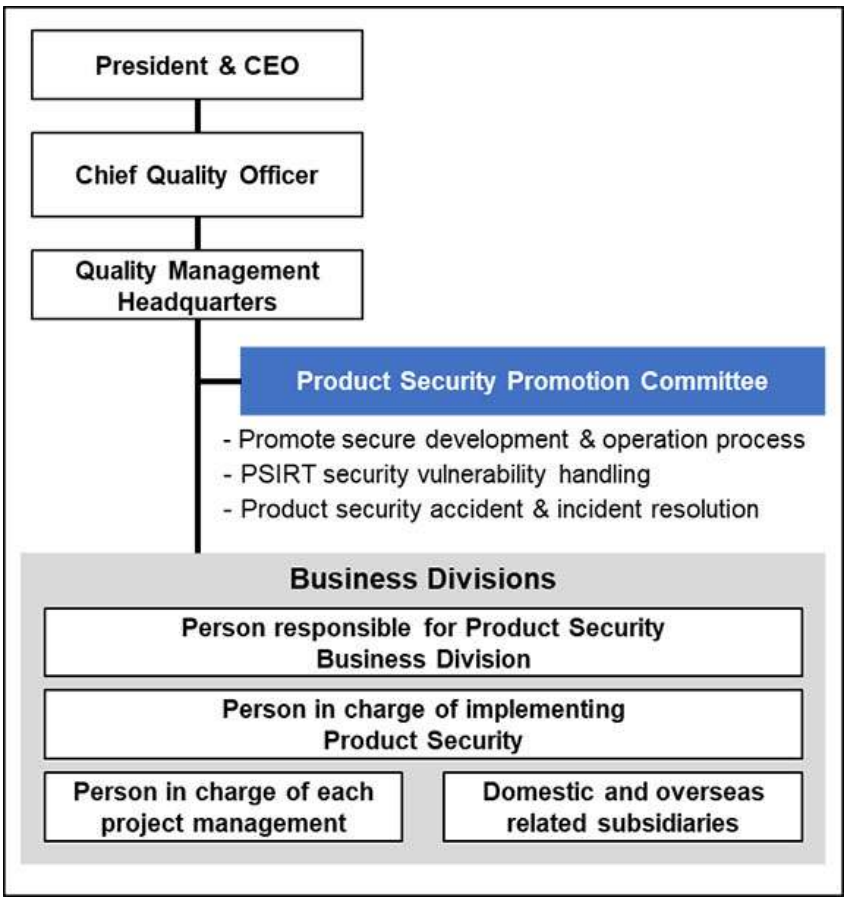
Konica Minolta is committed to developing and operating secure products and services.

Konica Minolta is globally committed to preventing serious product 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 the 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. The Product Security Guidelines are continuously updated in accordance with global trends, national regulations, and external standards. Development and operation in conformity with the Product Security Guidelines apply 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 Committee 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 the product security promotion activities to all of business divisions.

Threat 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 the improvement of professional skills related to product security in each department.

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. The company held programs new employee education, product security general education, and threat analysis workshops, executes product security education for all employees involved in products and services which are to be security considered. 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 30,000 new vulnerabilities (actual result in fiscal 2024) 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 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 CSIRT and PSIRT teams from various 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

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Konica Minolta's Approach | Strengthening Customer Relationships
Creating a Quality Assurance System in Service Business Areas in the IoT Era
Creating Customer Value through Design Thinking | Support Systems

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 the service business domain in particular, we need to stay close to our customers even after providing services by responding to their increasingly diverse and sophisticated needs and anticipating potential challenges. Consequently, Konica Minolta understands the importance of visiting customer sites in order to build trusting relationships, foster collaboration and co-create solutions to challenges with our customers.

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.
Konica Minolta will continue to incorporate design thinking to derive the value truly sought by customers and provide products and services from a more customer-focused perspective.

Key Measures

- Continue conducting satisfaction surveys and implementation of improvements based on these results

Strengthening Customer Relationships

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.

Specialized Organization Closely Connected to the Customer Created to Provide Customer Value

We have created a specialized organization to increase the speed of decision-making and implementation of mounting and build stronger relationships of trust with customers in areas such as industrial and textile printing, where requests for customization from customers are frequent. The specialized organization works closely with the development, quality assurance, customer service, and business divisions to communicate directly with customers, which enables it to quickly respond to special media, provide optimal customization of workflows and software, and make functional improvements that increase equipment reliability. These customer-focused efforts and requests have helped us to increase customer print volume and the number of new installations.

Co-creation with Customers through Agile Development

One of the post-printing processes is banding, where a paper band is wrapped around printed materials. Traditionally, customers had to perform this task manually, resulting in a high workload, increased risk of human error, and challenges in inventory management. In response, many customers strongly requested automation of the banding process. Recognizing the customers' strong desire to see automated banding implemented and demonstrated as soon as possible, Konica Minolta developed a hardware solution using an agile development approach. This hardware connects third-party banding machines with Konica Minolta's commercial printers. Remarkably, within just one week of receiving the request, we showcased a concept machine with automated banding functionality at an exhibition—an achievement that led directly to product adoption.
By modularizing the desired functions based on customer feedback and achieving overall product functionality through the combination of these modules, we enabled small-scale investment and rapid delivery. To rapidly validate value for clearly defined customer needs, we applied agile development not only to software but also to hardware, responding with speed and flexibility. Through iterative expansions and customer collaboration, we were able to turn these concepts into commercial products.
In this way, Konica Minolta is promoting and deploying agile initiatives company-wide to swiftly deliver value to customers.

Deep Engagement in Customers' Production Processes to Support DX in the Printing Business

To accelerate the digital transformation (DX) of the printing industry, Konica Minolta launched an initiative called "Workflow DX." This initiative involves deeply immersing ourselves in customers' production environments to identify and address the remaining analog steps in digital printing workflows. Through co-creation with customers, we support the digitalization of their production processes. We work closely with customers to understand both the direction of business transformation set by management and the challenges faced on the production floor. Together, we identify digital solutions that bridge this gap and propose practical approaches. There are three key points in our proposals for digitalizing production processes: (1) Can manual operations, such as number of physical touches, be reduced, allowing operators to shift time from repetitive tasks to more creative work? (2) Can work progress be visualized and the effects of improvements be measured? (3) Is the investment feasible? To realize these goals, our ICT specialists analyze how best to combine the customer's existing systems with Konica Minolta products, third-party solutions, and customized tools. Starting from co-creation, we aim to build a circular supply chain optimized for digital printing—enhancing the value of print, revitalizing the industry, and contributing to environmental impact reduction through supply chain reforms that include logistics.

Global Deployment of NPS® Surveys to Measure Customer Relationship Management in the Business Technologies Business

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 at the points of contact with the Company, 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. This process 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.

NPS® survey has expanded the number of countries in which it implements PDCA cycles. As of April 2025, the program has been deployed in 28 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, reaching 22 points in fiscal 2020. However, a significant drop in satisfaction related to product delivery and toner shipping caused a decline in NPS® to 11 points in fiscal 2021 and to 2 points in fiscal 2022. Konica Minolta takes these results seriously and has taken steps to address the issues by eliminating supply delays and implementing customer care programs.

As a result, NPS® improved to 13 points in fiscal 2024.

We will continue working to regain our customers' trust by pursuing customer care programs and other measures.

* Due to a global hardware shortage and toner supply delays caused by toner production accidents at Konica Minolta in fiscal 2021, which greatly inconvenienced customers

We also measure customer satisfaction in our Healthcare and Industry businesses and leverage the results to improve product and service quality to satisfy customers.

Creating a Quality Assurance System in Service Business Areas in the IoT Era

In service business areas, Konica Minolta 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 manage highly reliable quality.

Based on this shift, the Company is working to build a service commercialization process. This includes building and establishing quality standards suited to the features of products in this area as well as creating management guidelines. It also provides training on skills needed in the 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.



Creating Customer Value through Design Thinking

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 Design Center, and with cooperation from the business divisions, Konica Minolta is introducing design thinking and developing value-added services based on a customer perspective, rather than a manufacturer's perspective.
Design thinking is the process and mindset of defining issues based on empathy for the customer, generating ideas based on issues, and refining value.

Through the incorporation of design thinking, Konica Minolta is developing services from the customer's perspective in a wide range of business areas such as printing, healthcare and factory equipment maintenance. For example, the Company's factory equipment maintenance service involves visiting the customer sites, conducting interviews 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.

■Activities and Tools that Incorporate Design Thinking



Support Systems

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 standardized by creating a globally shared database of inquiries and the results of responses.

CR Master's 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 product. 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 enhance customer satisfaction globally.

Promoting the Adoption of Remote Maintenance

Konica Minolta iCare, the remote management service for MFPs provided by the Digital Workplace Business, ensures secure status sharing and aims to reduce downtime by preventing malfunctions and enabling quick responses when they occur. In addition to automatic fault reporting, it manages the status of parts and consumables, enabling automatic toner delivery and engineer visits for consumable replacement at the appropriate time. Over one million Konica Minolta iCare units are operating worldwide, and feedback on actual operating conditions is used to improve the accuracy of fault prediction daily. Konica Minolta iCare data incorporates a big data analysis environment, building analytical models through repeated machine learning, time-series forecasting, and verification. It offers various analytical models, such as optimizing toner replacement based on predicting print volume for each customer and analyzing call center call history, supporting customers with advanced data mining.

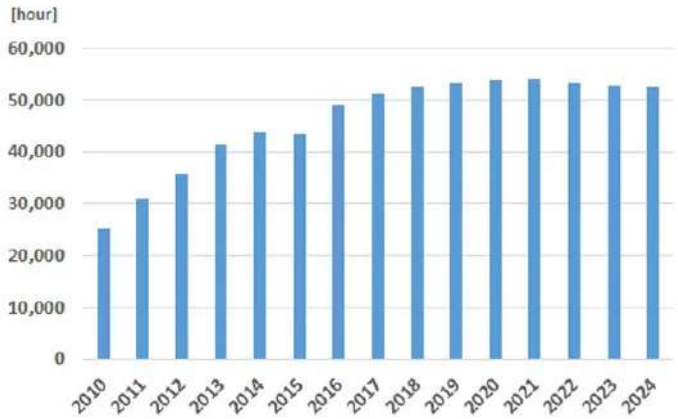
Products provided by the Healthcare Business are used in life-threatening medical settings, so there is a need for especially rapid responses to product failures and problems. Konica Minolta has established a call center that is operating around the clock, every day of the year, to eliminate interruptions 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 2024, 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, and we have maintained this level since 2018. The use of remote maintenance has also cut down on driving by engineers, thereby lowering gasoline consumption and CO_2 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.

Remote Maintenance System



Reduction in downtime



Introduction of Online Sales

To improve customer convenience, Konica Minolta has introduced online sales in its Business Technologies Business (Japan).

	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of online customers (%)	33	45	54	59	62
Percentage of online profit (%)	3.4	3.6	3.8	3.9	3.9

Use of Artificial Intelligence

Click to jump to the corresponding section in this page

Background and Issues | Basic Concept | Our Vision | AI Governance Structure
In-House Training and Awareness-raising Activities

Background and Issues

Konica Minolta's management vision is "Imaging to the People," and the Company has been striving toward two goals: "Support people to achieve their own purpose" and "Realize 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.

Introduction to AI-based Technologies

- Technologies of Konica Minolta
- FORXAI Platform for Image IoT

On the other hand, the inappropriate use of AI can cause various problems, including privacy or human rights violations.
The use of generative AI has spread rapidly in recent years. While it is expected to contribute to future economic growth and solve social problems, some concerns point to potential risks to human society, such as promoting human bias and making information unreliable.
Additionally, the need for laws, regulations, and guidelines to promote the spread of trustworthy AI is becoming increasingly important and is a subject of global discussion.

Basic Concept

We seek to achieve a better, human-centric society through appropriate and active AI use.

As a company that operates globally, we share a common Group-wide understanding of the appropriate use of AI, and we will work together to achieve a better, more human-centric society through its active use.
We instituted a basic policy in fiscal 2021 based on this underlying approach.

- Konica Minolta Group Basic Policy on the Use of Artificial Intelligence



Our Vision

Establish AI Governance Structure and Improve Employees' AI Literacy

To ensure that we use AI in accordance with the basic policy at Konica Minolta, we will establish an internal AI governance structure and conduct risk assessments in each department. We will also conduct risk assessments throughout the entire lifecycle, from the planning stage to the operational stage.
In addition, to improve all employees' AI use literacy, we will provide AI use training every year. We will also provide training tailored to a specified target, including those who conduct risk assessments and those in leadership positions. Moreover, we will hold lectures by internal and external experts for employees to keep them well-informed about the use of AI.

The above initiatives are already underway at Japan Group companies, and we will gradually expand them to Group companies in other regions and countries.
In addition, with social trends drastically changing, we will swiftly and flexibly transform our AI governance structure and processes based on our understanding of the latest external trends, such as Eu AI Act.

Collaboration with Customers, Partner Companies, and Research Institutions Including Universities

Through the exchange of information with customers, partner companies, and research institutions including universities, and active participation in related organizations, we will cooperate with stakeholders to help achieve a human-centric and sustainable world.
In addition, we will submit and present academic studies to widely communicate our efforts to the world, collect the latest information, and exchange views that will lead to further improvement.

AI Governance Structure

To ensure that we appropriately use AI throughout the Konica Minolta Group, we have established the Responsible AI Office, a cross-Company organization consisting of all divisions involved in the use of AI.
In cooperation with those appointed to be in charge of promoting AI use in each business division, the Responsible AI Office supports developers in conducting proper risk assessments at the product planning stage, and also provides training and awareness activities for all employees.

The AI Ethics Review Committee, which consists of the directors in charge of the divisions involved in AI use, internal AI technology experts, and external AI ethics experts, reviews the results of the risk assessments submitted by each division. The AI Ethics Review Committee meets every other month to review such matters and to share the latest information on social trends regarding AI use, which helps to improve our Companywide initiatives.



Furthermore, we are evaluating our own implementation of AI governance (AI governance maturity) with reference to the AI Guidelines for Business Ver. 1.0 established by Japan's Ministry of Economy, Trade and Industry, and we are working to continually improve our practices.

Risk Assessment

We have created our own in-house checklist for the use of AI with reference to various guidelines. When we use AI for new products or services, each division conducts a risk assessment at the product planning stage using this checklist, and the AI Ethics Review Committee reviews the results to reduce the risk of problems arising from the inappropriate use of AI.
Regarding the use of AI, Konica Minolta regularly monitors the occurrence of unanticipated risks and the effectiveness of risk countermeasures during risk assessments, confirming that no serious accidents have occurred. In the three years since the establishment of the AI Ethics Review Committee, approximately 160 cases have been reviewed. In fiscal 2024, the number of reviews has increased even further due to the expanded use of generative AI.
We regularly review and improve the checklist as we accumulate case studies with various teams including business divisions. In fiscal 2025, initiatives for process improvement have also launched, including categorizing cases by type based on the accumulated diverse examples and conducting assessments according to each type.
Following the passage of the EU AI Act, we have been collaborating with the Responsible AI Office, business divisions, and local subsidiaries to strategize our response. Our local subsidiaries have already taken action, primarily through their IT security, compliance, and legal departments.

In-House Training and Awareness-raising Activities

Since fiscal 2021, we have been working to improve the AI literacy of employees by providing in-house training for all Japan Group company employees to put our basic policy into action, in light of AI ethics-related issues emerging in society and our approach to them. To date, approximately 10,000 employees have taken the training.
In fiscal 2022, a lecture by external experts was held for employees to foster awareness regarding AI utilization. Furthermore, in fiscal 2024, Konica Minolta began disseminating information internationally via its internal global site to enhance AI literacy across the entire Group, including overseas subsidiaries.
Additionally, the rules for using generative AI, such as ChatGPT, were rolled out in Japan and internationally in fiscal 2023, and generative AI literacy training was conducted for all domestic employees in fiscal 2025. Similar training is planned for overseas locations. With this initiative, we aim to ensure that employees gain a proper understanding of the potential and risks of generative AI, and use it worldwide in a safe, ethical, and responsible manner.
In addition to continuing our training for all employees, we will also provide specialized training tailored to a targeted audience including risk assessment personnel to improve their skills.

Contributing to Society

Basic Concept

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism



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.” The Company clarified the direction of its medium and long-term value creation for solving social issues. By backcasting from its vision for 2030, it formulated the medium-term business plan, DX2022, and in fiscal 2023, it formulated a new medium-term business plan with fiscal 2025 as the final year. 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.



Konica Minolta's Social Contribution Achievements

In fiscal year 2024 (year ended March 2025), Konica Minolta provided financial and in-kind support worth approximately JPY 31 million in Japan.

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society | Scholarship, Research, and Education | Disaster recovery and volunteerism

Contributing to Society

Health, Medicine, and Sports

Konica Minolta contributes in various ways, such as supporting the digital transformation of nursing care facilities, assisting in the early detection of neonatal jaundice, and cooperating in Pink Ribbon activities for the early detection of breast cancer. It also promotes sports, for instance by sponsoring jogging classes led by the Konica Minolta Track and Field Club across Japan.

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Scholarship, Research, and Education | Disaster recovery and volunteerism

Helping to Solve Social Challenges Through the Digital Transformation of Nursing Care Facilities

Japan is entering a super-aged society. According to the Ministry of Health, Labour and Welfare, it is estimated that by 2040, Japan will face a shortage of 570,000 caregivers, while the cost of the nation's long-term care insurance system continues to rise.

To curb rising costs, the government of Japan has made a major shift toward “scientific nursing care,” which emphasizes care that supports independent living. However, many nursing care facilities in Japan have not yet fully embraced IT or developed sufficient IT literacy.

Since 2016, Konica Minolta has been commercializing Care Support Solutions, which use ICT to transform nursing care workflows. Under the brand name HitomeQ, the Company aims to create a world where all stakeholders shine with excitement by providing services that improve the quality of life for the elderly. Through its HitomeQ Care Support service*, the Company works with customers to help transform nursing care sites.

* HitomeQ Care Support is a service that uses proprietary image-sensing technology and behavior analysis sensors in conjunction with smartphones to improve care quality and operational efficiency. The service not only provides a system but also offers comprehensive support, including identifying issues through operational assessments, providing implementation assistance, helping to build an organization that can effectively use ICT, and continuing to support data-driven care operations after the system is installed.

To further support nursing care providers, Konica Minolta regularly holds free seminars to support the digital transformation of care 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. The Company began hosting its own seminars in fiscal 2018. With the introduction of webinars in fiscal 2020, participation increased significantly, and by the end of fiscal 2024, a cumulative total of over 7,100 people had attended.

Since 2019, Konica Minolta has also partnered with a vocational school for certified care workers to establish the Konica Minolta ICT Nursing Care Training Room and begun offering lectures on ICT nursing care. Konica Minolta employees also participate in these practical lectures.



Konica Minolta ICT Nursing Care Training Room

Support for Early Detection and Treatment of Jaundice (Kernicterus) in Newborns

Pathological jaundice (kernicterus) can cause brain abnormalities and cerebral palsy if the concentration of bilirubin, the substance that causes jaundice, exceeds a certain level in a newborn shortly after birth. In the past, it was one of the three leading causes of cerebral palsy in Japan, but its incidence has significantly decreased thanks to early detection and treatment systems using devices such as transcutaneous jaundice meter. However, due to a lack of expertise and resources, some regions around the world still lack effective early detection systems and cannot properly manage jaundice.

Cooperation in the Kernicterus Eradication Project to Reduce Neonatal Mortality (Myanmar)



Donation ceremony for a transcutaneous jaundice meter held at Yangon Children's Hospital on December 27, 2019

From 2017 to 2019, Konica Minolta cooperated in the Kernicterus Eradication Project in Myanmar. This project, commissioned by Japan's Ministry of Health, Labour and Welfare to the National Center for Global Health and Medicine, is an international initiative to promote medical technology. Konica Minolta supported the project by lending and maintaining jaundice meter and analyzing data.

In 1980, Konica Minolta developed the world's first transcutaneous jaundice meter, which helped eradicate kernicterus in Japan. Using this project as a model, the Company will continue to contribute to the spread of jaundice management in Asia.



Taking a baby's measurements using a JM-105 transcutaneous bilirubinometer

Providing Bilirubinometers for the UCSF Newborn Telemedicine Program (U.S.)

In 2020, as part of the UCSF Newborn Telemedicine Program, UCSF Benioff Children's Hospitals in the U.S. conducted a clinical trial of at-home jaundice monitoring by parents for newborns at high risk of jaundice complications during their first week of life. Konica Minolta supported this trial by providing 12 jaundice meter to collect and analyze data for practical use.

Early Detection of Breast Cancer



Konica Minolta's Pink Ribbon campaign symbol

Konica Minolta, Inc., supplies digital mammography systems and breast ultrasound diagnostic systems that are effective for the early detection of breast cancer. In connection with this business, the Company supports the Pink Ribbon campaign, which emphasizes the importance of early breast cancer detection.

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.
Beyond breast cancer, Konica Minolta also supports organizations related to various kinds of cancer across the world, including in Canada, the U.S., Australia, and Malaysia.

Social Contribution in Local Sports



Jogging class

In jogging classes, Konica Minolta conveys the joy of running and the running know-how cultivated by the Konica Minolta Track and Field Club over many years. These initiatives promote interaction among community members, from beginners to serious runners, and contributes to the promotion of sports through unique programs.

Contributing to Society

Environmental Actions in the Society

Konica Minolta focuses on reducing its environmental impact and protecting the environment. It undertakes these endeavors by supporting charities with its business activities and capabilities.

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society | Scholarship, Research, and Education | Disaster recovery and volunteerism

Konica Minolta's Environmental Strategy and Social Contribution

Japan



Open environmental conference organized 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.
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 Carbon Neutral Partner 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
- Eco Vision 2050
- Green Marketing activities
- Carbon Neutral Partner activities

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, and at one point, they were 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, their numbers have now increased to over 1,900. Since the sanctuary's establishment, Konica Minolta had long supported the crane protection activities through to fiscal year 2022.

* 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.

Beekeeping with the Aim of Biodiversity

France



Beekeeping on the roof

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.

Contributing to global reforestation with the Arbor Day Foundation

U.S.A.

Konica Minolta Business Solutions U.S.A. raises the sustainability awareness among its employees by offering the opportunity to participate in volunteer activities with non-profit organizations. For the past several years, it has supported the non-profit Mahwah Environmental Volunteers Organization (MEVO) through volunteering and donations.
Volunteers help plant and harvest crops while learning about the local environment, as well as sustainable gardening and agriculture. For the past several years, Konica Minolta has worked with the Arbor Day Foundation and has helped plant more than 20,000 trees in areas where forest fires have recently occurred.



New York/ New Jersey Trail Conference



Employees participating in Mahwah Environmental Volunteers Organization (MEVO)

Supporting Environmental Conservation Activities

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.

Partnership between KMBSF and ONF

France

Konica Minolta Business Solutions France (KMBSF) has developed a new partnership with ONF (Office National des forêts [national bureau of the forests]) in order to strengthen its support for France's ecosystems. ONF is one of France's major biodiversity actors.

Contributing to Society

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 assisting the career development of women in Europe.

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

Developing the IoT Talent of the Future

Japan



FY2021 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. From 2017 to 2021, 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 deepening the students' understanding of imaging IoT through hands-on activities.

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

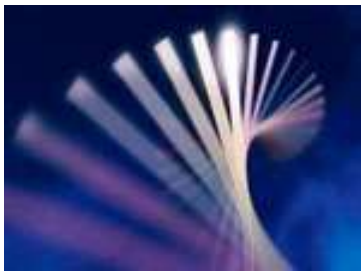
Konica Minolta sees education of the next generation as vital to the world's future. This is why the Group provides various kinds of educational support.
In Northern America, Konica Minolta Business Solutions USA has continuously participated in Books2BETTER, a program that donates books to children, 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



The Konica Minolta Science and Technology Foundation grew out of the Tachibana Hozenkai Foundation, which was established in 1966 through the last will and testament of the late Sennosuke Sugiura, one of the founders of Konica Corporation, the predecessor of Konica Minolta, Inc. Tachibana Hozenkai's purpose was to contribute to the advancement of science and culture by providing support for research in the field of photographic science.
Taking over the activities of Tachibana Hozenkai in 1993, and later established as a public interest incorporated foundation, the Konica Minolta Science and Technology Foundation provides assistance and support for science and technology research (with a particular focus on the fields of light and imaging) with the aim of advancing science and technology, developing the arts and sciences, and promoting cultural enrichment.
Konica Minolta supports this mission and helps the Foundation fulfill it through donations and other financial support to continue and expand its activities.

› Konica Minolta Science and Technology Foundation (link to Japanese site)

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.
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

Konica Minolta supports disaster relief efforts in Japan and around the world. It also makes donations to support people with disabilities through company funds.

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

Provision of "Spring of Relief" Water Resources as Disaster Preparedness — Japan



Signing ceremony for disaster cooperation agreement

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. In fiscal 2021, the Company expanded the area of coverage to include Hachioji City, Tokyo, and it continues contributing to the safety and security of the community by cooperating with medical institutions and waterworks departments.

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

Compliance

- Basic Concept and Promotion System of Compliance
- Compliance Promotion Activities
- Putting Compliance into Practice

Information Security

- Konica Minolta Information Security Policy

> 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 (312KB)

Corporate Governance Report (972KB)

Corporate Governance System

- Basic views with regard to governance system
  - Basic Views
  - Structure of Corporate Governance Systems
- 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

Corporate Governance

Corporate Governance System

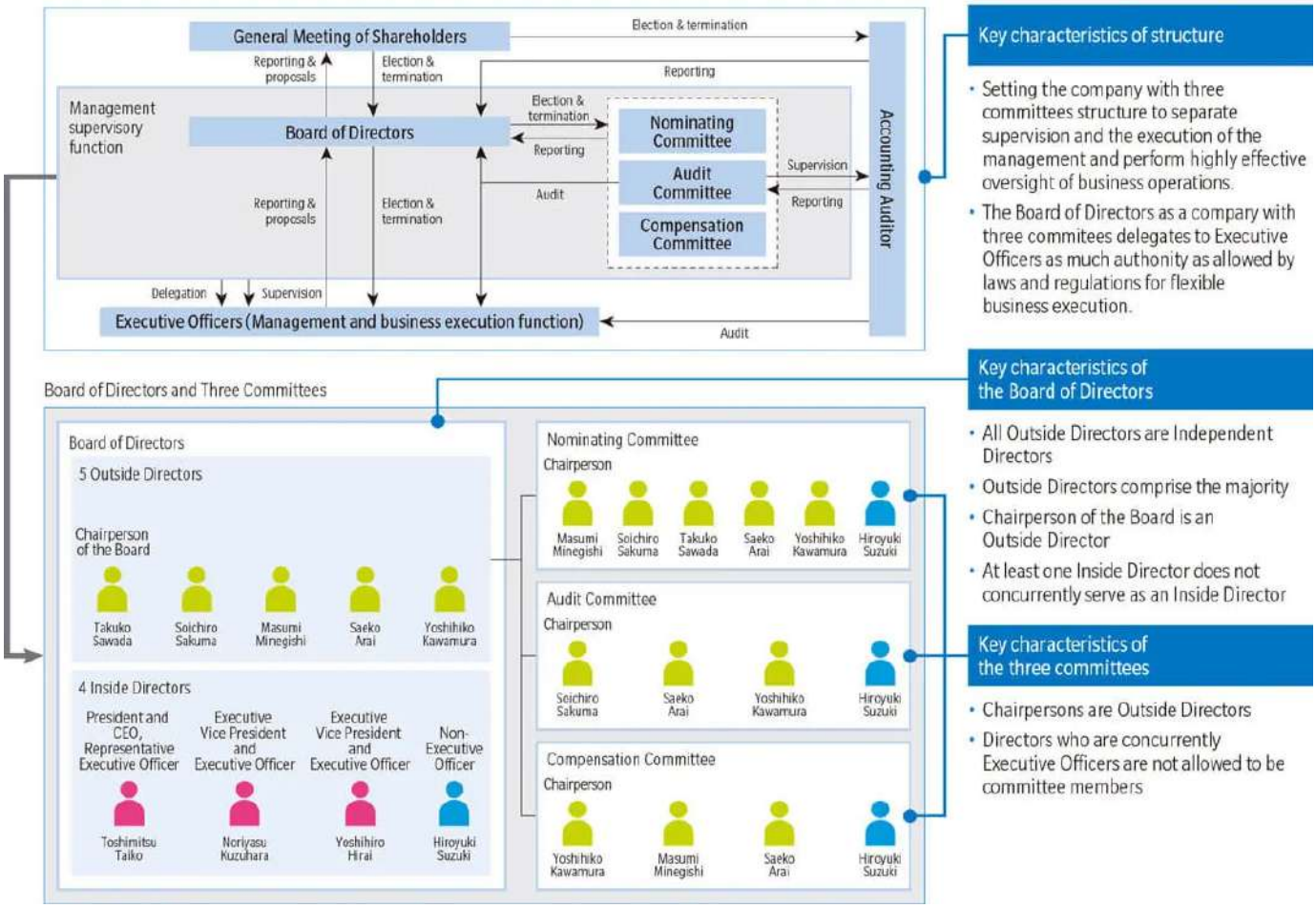
Basic views with regard to governance system

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, 2025）



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.
By significantly delegating authority from the Board of Directors to the executive officers, the Company seeks to accelerate decision-making in both management and business operations.

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
  - Activities of the Board of Directors and the three committees
  - Provision of Information and Support System for Outside Directors
  - Training of Directors
  - Evaluation of Board of Directors Effectiveness
- 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
  - Description in the Reference Materials for the General Shareholder Meeting
- Executive System and Appointment of Executive Officers
  - Executive System
  - Selection or Dismissals of Executive Officers
- Compensation for Directors and Executive Officers
  - Compensation Policy
  - Indicators for Performance-based Bonuses, Reasons for the Selection of These Indicators, and Method for Determining the Amount of Performance-based Bonuses
  - Activities of the Compensation Committee, etc.
  - Amount of Compensation Paid to Directors and Executive Officers
  - 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

In principle, the Board of Directors meets once a month. Prior to the meeting, the Chairperson of the Board and the President confirm the agenda items to be discussed and align their understanding of the agenda for the next three months to optimize the cycle of exercising supervision over business execution. In addition to distributing materials in advance, the secretariat or the executive officer and corporate vice president in charge explain important agenda items to outside directors individually beforehand. The Board of Directors takes questions and feedback from outside directors in advance, allowing it to focus on critical issues and hold high-quality discussions.
In executive sessions, information is exchanged and understanding is shared from an objective standpoint, creating a virtuous cycle that enhances the effectiveness of the Board of Directors. Additionally, we have set a time for informal and open discussions using a directors' roundtable meeting format, creating an environment where execution and supervision can candidly discuss issues interactively.

Attendance

The meeting results and attendance rates for the Board of Directors and the three committees at the end of fiscal 2024 are 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 (Chikatomo K.Hodo, Soichiro Sakuma, Akira Ichikawa, Masumi Minegishi and Takuko Sawada) was 100%.

Note: All members of the Board of Directors are required to attend more than 80% of the meetings. To achieve this attendance rate, the number of companies they can serve as directors (officers under Japan's Companies Act) is restricted to no more than three listed companies, in principle.

	Board of Directors	Nominating Committee	Audit Committee	Compensation Committee
Number of meetings	14	6	13	7
Attendance rates for all directors (%)	100	100	100	100
Attendance rates for outside directors (%)	100	100	100	100

Activities of the Board of Directors and the Three Committees in Fiscal 2024

1. Board of Directors
Fiscal 2024, the second year of the Medium-term Management Plan, was positioned as a year to drive structural reforms by resolutely carrying out business selection and concentration, in order to lay the foundation for growth from fiscal 2025 onward. In this context, the Board of Directors established key monitoring areas and provided oversight and advice.
The Board of Directors focused its discussions on several key matters, including the execution of global structural reforms, items related to business divestitures to accelerate business selection and concentration, and medium- to long-term growth strategies based on our core technologies. Prior to Board deliberations, informal Board discussions were held to clarify the priorities of the Board at an early stage of the executive decision-making process, thereby creating an environment where the Board could concentrate discussions on important issues. In conjunction with this, in setting the Board's agenda, efforts were made for efficient operation, such as implementing written resolutions and reports in a timely manner, and for agenda items aimed at information sharing, materials were distributed in advance so that only questions and answers were conducted on the day of the Board meeting.

2. Nominating Committee

In light of the review by Corporate Governance Committee of the composition of the Board of Directors and committees and the criteria for their appointment, we carefully discussed, exchanged ideas, and verified the responses.

(1) Review of the composition of Board of Directors by the Corporate Governance Committee

<Review Approach>

- The Board of Directors shall have an appropriate number and composition to achieve sustainable growth and increase corporate value, taking into account the Company's medium- and long-term business issues and strategies.

<Review Results>

- The total number of directors shall be nine, consisting of five independent outside directors and four internal directors.
- The selection of new outside director candidates will proceed after clarifying the desired qualifications and their priorities.
- The Chairperson of the Board shall be selected from among the independent outside directors.
- One of the internal directors shall be a director who does not concurrently serve as an executive officer and shall be a full-time audit committee member.
- Internal directors who concurrently serve as executive officers shall be selected taking into account the roles to be played on the Board of Directors based on management strategies and other factors.

(2) Based on the above, the Nominating Committee discussed and confirmed the following:

<Independent Outside Directors>

- As two of the current five independent outside directors will retire due to the tenure limits stipulated in the Nomination Committee regulations, the same number of new independent outside director candidates have been selected in accordance with the above-mentioned requirements and priorities. The remaining three will continue to serve as candidates for independent outside directors.
  While continuing the discussions that have been held from a medium- to long-term perspective, the aim is to further invigorate the Board of Directors by incorporating new opinions and perspectives.

<Candidates for Director>

- All nine Directors whose terms of office will expire shall continue to be candidates for Director. The Company considers it appropriate for the Board of Directors to continue discussions from a medium- to long-term perspective

<Chairperson of the Board>

- As one of the two independent outside directors retiring due to the tenure standards is the Chairperson of the Board of Directors, a new candidate for Chairperson of the Board of Directors has been selected in accordance with the selection process stipulated in the appendix to our company's Basic Policy on Corporate Governance. This is because the candidate meets the requirements stipulated in said process and is suitable for the role of leading discussions on the medium- to long-term growth strategy at the Board of Directors, based on technical knowledge in our company's business selection and focus, in addition to an experienced management perspective.

<Directors who do not concurrently serve as Executive Officers>

- Current Directors who do not concurrently serve as Executive Officers shall continue to be candidates as they have extensive experience with internal audits and are expected to increase the effectiveness of the Audit Committee as full-time members.

<Internal Directors who concurrently serve as Executive Officers>

- Current Directors who concurrently serve as Executive Officers shall continue to be candidates. In addition to the President, the committee will include the Executive Officer in charge of accounting and finance and the Executive Officer in charge of the Industry Business to ensure accountability in important management decisions and contribute to effective discussions.

  Note that when appointing Executive Officers, the Nominating Committee received reports on the selection process and reasons for selection, and reviewed them prior to the Board of Directors' resolution. Since the change of President in April 2022, we have consistently worked on the succession plan for the next President. We will continue to receive regular reports from the President on the Progress of the succession plan and provide supervision and advice.

3. Audit Committee

The Audit Committee audited the legality and propriety of management decision made by directors, executive officers and corporate vice presidents 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 and determined selections or dismissals of Accounting Auditors.

4. Compensation Committee
   In fiscal 2024, in order to appropriately evaluate the achievement status of strategic priority measures as an incentive in the individual evaluation for annual performance-based cash bonus, the Compensation Committee received explanations from the President & CEO regarding the key issues and progress of each executive officer's strategic priority measures at the beginning of the fiscal year (May) and midway through (November), and provided oversight and advice.

   Based on this, after the end of the fiscal year, at the Compensation Committee meeting held in May, the President & CEO proposed the target achievement status and evaluation plan (evaluated on a scale of 0% to 200%, with 100% as the standard) for each executive officer's strategic priority measures. As a result of deliberation, the amount of annual performance-linked monetary compensation for each executive officer was determined, together with the performance level and performance target attainment components.

   Furthermore, the committee discussed the ideal state of the executive compensation system that could serve as an incentive for achieving the goals of the next medium-term management plan, identifying it as a topic for future consideration.

   At the Compensation Committee meeting held on April 28, 2025, envisioning the management direction and strategy from fiscal 2026 onward, a resolution was passed to introduce TSR as an evaluation indicator for stock-based compensation. Concurrently, with the introduction of TSR, it was confirmed that the evaluation period for TSR would commence from fiscal 2025 in order to further strengthen the motivation of officers to improve stock prices starting from that fiscal year.

Provision of Information and Support System for Outside Directors

1. Provision of Information to Outside Directors
   The actions described in Training of Directors below are taken.
   Also, each outside director is provided with information including the market trend, IR, and crisis management.

2. Supporting System for Outside Directors
   The Audit Committee Office serves as the secretariat for the Audit Committee, while the Board of Directors Office serves as the secretariat for the Board of Directors, the Nominating Committee, and the Compensation Committee. Staff members of each office support the outside directors to ensure the proper functioning of the Board of Directors and its committees. The secretariat distributes materials to outside directors in advance and provides a briefing on the agenda up to three months ahead of meetings. Additionally, the secretariat, along with the executive officers or corporate vice presidents responsible for the agenda, explains key agenda items in advance. This setup creates an environment where the Board of Directors can focus on critical issues and operate efficiently and seamlessly. The secretariat also plans, proposes, and accompanies Board members on visits to worksites as part of its information-provision duties.

Training of Directors

In accordance with the director election standards, the Nominating Committee selects candidates who possess the qualities needed to be a director. The Company assesses whether new directors require training based on their individual's knowledge, experience, and other characteristics. If training is deemed necessary, the Company provides suitable opportunities for it.

1. For new independent outside directors, the Company provides information about the group's structure, business activities, finances, the medium-term business plan, its progress, and other relevant subjects. Additionally, the Company offers basic information about its businesses and corporate-level functions, as well as analyst reactions to financial results briefings.

2. For independent outside directors, the Company arranges visits to the development, manufacturing, sales, service, and other operations of each business unit. Executive officers, corporate vice presidents, and frontline employees provide the latest information about each business during these visits.

   Activities in fiscal 2024 are listed below:
   - Two outside directors participated in person at an internal technology presentation (Value Creation Forum) jointly held by the four business domains, received direct explanations from employees at each booth, and engaged in Q&A and opinion exchanges.
   - Two outside directors participated online in an internal presentation meeting (Process Improvement Executive Briefing).
   - Three outside directors visited Konica Minolta's Sakai Site and Osaka Sayama Site.
   - Two outside directors visited Konica Minolta Supplies and Konica Minolta's Kofu Site.
   - Three outside directors visited Konica Minolta Mechatronics.
   - Four outside directors visited Konica Minolta Japan.

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.

Evaluation of Board of Directors Effectiveness

In 2003, the Company transitioned to a company with committees (now a company with three committees). To assess whether the corporate governance system is functioning as intended, the Company began performing self-assessments of the Board of Directors' effectiveness in 2004. These self-assessments have been conducted annually since then to facilitate ongoing improvements.
Each year, past activities are reviewed, and self-assessments of the Board of Directors' and the three committees are carried out to ensure that the corporate governance system contributes to sustainable growth and improvements in medium- and long-term corporate value. Based on these assessments, issues that the Board of Directors needs to address in the upcoming fiscal year are identified, and measures to enhance effectiveness are planned. In fiscal 2022, an evaluation of the effectiveness of the Board of Directors was conducted by an external organization, based on the fact that it was a major turning point in the Company's corporate governance. In fiscal 2023, the Board of Directors took the lead in conducting the evaluation itself, taking into account newly recognized issues. In fiscal 2024, while confirming the responses to and the progress of improvements on the issues identified in the previous evaluation, the results will be reflected in the Board Chair's policy on the operation of the Board of Directors for fiscal 2025 and in the agendas of each committee, thereby linking the findings to specific improvement actions.In fiscal 2022, an evaluation of the Board of Directors' effectiveness was conducted by an external organization as it was a major turning point in our company's corporate governance. In fiscal 2023, the Board of Directors proactively conducted its own effectiveness evaluation, taking into account newly identified issues. In fiscal 2024, while confirming the response to and improvement status of issues identified from the previous evaluation, the evaluation results will be reflected in the Board Chairperson's operational policy for the Board of Directors for fiscal 2025 and in the agendas of each committee, leading to improvement actions.

For details on the effectiveness assessment of the Board of Directors, see pages 16 through 19 of the Corporate Governance Report.

Corporate Governance Report (972KB)

Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc.

Policy and Procedures for Appointing Director Candidates

Based on reviews concerning the composition, standards for selection, etc. of the Board of Directors and committees by the Corporate Governance Committee, the Nominating Committee raises its policy to upgrade its selections of Director candidates by performing yearly examinations from the standpoints of balance of knowledge, experience and capabilities, and diversity, and uses the following process to make selections.

<Board of Directors>

1) 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.

<Outside Director Candidates>

2) To select Outside Director candidates, after the Nominating Committee confirms the selection process, the members of this committee determine the knowledge, experience and capabilities that will be required of new Outside Directors in order to enable them to be a good match with Outside Directors to be reelected.
3) 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. To provide reference information, the Board of Directors Office distributes to Nominating Committee members etc. a candidate database, centered on "chairpersons" of global companies, that includes information about independence, age, concurrent positions and other characteristics of candidates.

4) The Nominating Committee takes into consideration the items listed below in order to narrow down the number of candidates, from the recommended individuals obtained through the preceding process in order to determine an order of priority.
   - Selection standards for Directors
   - Standard for independence of Outside Directors
   - Balance of knowledge, experience and capabilities required for Outside Directors and diversity (skill matrix)

5) The Chairperson of the Nominating Committee and, if necessary, a member appointed by the Chairperson, will interview the candidates in order of candidacy, and approach them about assuming the position of Outside Director.

<Inside Director Candidates>

6) Candidates for “Internal Directors” shall be discussed between the President and the Internal Nominating Committee on the basis of the following points; proposed candidates for Directors who shall not concurrently serve as Executive Officers, and proposed candidates for Directors who shall concurrently serve as Executive Officers, once the President has shared with the Internal Nominating Committee his/her concept for the executive structure for the next fiscal year.
   - 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 (skill matrix)

7) 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, the majority of the total number of directors shall be independent outside directors.
2) The Company considers five to six Outside Directors to be appropriate for ensuring both diversity of discussion and speed of decision-making.
3) 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.
4) To further enhance deliberations on important decisions from a management standpoint, in addition to the President, several executive officers in charge of principal duties will be appointed as directors.
5) 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.
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 establishes criteria for the re-election of directors, including considerations regarding the number of terms of office, age, and other factors. The maximum term of office for an outside director is eight years, with a basic term six years. However, upon a resolution by the Nominating Committee, however, the term of office may be extended once for an additional period of two years. The Nominating Committee shall confirm this extension during the fourth year of the director's term.

8) Potential director candidates must not be excluded on the basis of gender, nationality, country of origin, cultural background, race, ethnicity, or similar reason.

9) 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
   - Having some other significant conflict of interest with the Konica Minolta Group

(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." Moreover, potential director candidates must not be excluded on the basis of gender, nationality, country of origin, cultural background, race, ethnicity, or similar reason.

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) To ensure that the Board of Directors can provide useful oversight and advice regarding the Company's management issues, it must have members with diversity of knowledge, experience, and abilities, and this needs to be considered when reappointing eligible outside directors or selecting new candidates. Decisions should be made with a view to ensuring the Board's ideal skill matrix, including requirements for industries of origin, main management experience, and areas of specialty.

(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) 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 internal audit, business management and core business management.
This inside director also serves as the Nominating Committee member and Compensation Committee member.
2) They are held accountable for their execution and contribute to energetic and meaningful strategic 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 Materials for the General Meeting of Shareholders (The 121th Ordinary General Meeting of Shareholders)

1. Expertise and experience expected of candidates for Directors (skills matrix)

Director Skills Matrix



* "Global executive management experience" includes both actual experience at a global business and experience relating to overseas business operation.

Reasons for Selecting the Expertise and Experience Expected of Candidates for Director

Expected expertise and experience	Reasons for selection
Experience of top management in listed companies	To fulfill supervisory and advisory functions by leveraging experience and insight gained as a Chief Executive Officer, including engagement with shareholders and investors, in order to improve the quality of management strategy and overall corporate management.
Global management *"Global management" includes overseas business experience	To contribute to the oversight and advisory functions for global business expansion and group governance by leveraging an understanding of complex business environments, diverse cultures, and hands-on experience in international operations.
Manufacturing Industry: Industries related to our company's business	To fulfill supervisory and advisory functions based on knowledge and insight into trends, regulations, and challenges in the manufacturing sector or industries related to the Company's business, for the purpose of sustainable expansion and growth of our company's business.
Technology, R&D, manufacturing	To function in a supervisory and advisory capacity in providing high value-added products and services as a manufacturer, continuously providing differentiated value based on technology, and formulating and implementing production strategies.
Sales and marketing	To function in a supervisory and advisory capacity in formulating and implementing sales and marketing strategies in keeping with changes in the business environment and diversifying customer needs.
Finance and accounting, and understanding of Investor perspective	To function in a supervisory and advisory capacity in building a sound financial foundation, making strategic investments over the medium to long term, and achieving shareholder returns.
HR management	To function in a supervisory and advisory capacity in maximizing human capital and implementing corporate culture reforms for the sustainable growth of the Company.
Governance, internal control, legal affairs	To function in a supervisory and advisory capacity in ensuring the transparency, appropriateness, and effectiveness of management by complying with laws, regulations, and corporate ethics, and by establishing and operating offensive and defensive governance and internal controls.
Business transformation and new business development	To function in a supervisory and advisory capacity in transforming the Company itself and transforming our business by utilizing data and digital technology, and in accelerating new businesses development.

2. Reasons for Selecting the Candidates for Directors

Board Director and President
Toshimitsu Taiko

Mr. Toshimitsu Taiko has held key positions in the Company’s core Business Technologies domain, including CEO of the U.S. sales subsidiary, General Manager of various business headquarters, and Executive Officer overseeing the Business Technologies Business. He also served as Executive Officer in charge of Corporate Planning and Investor Relations, focusing on enhancing the corporate value of the Group.
To make a clean break from the past and return the Company to a growth trajectory through the selection and concentration of businesses, he launched the Medium-Term Management Plan in 2023, focusing on “strengthening business profitability,” “reinforcing the earnings base,” and “enhancing business management systems.” Under this plan, he drove the divestment of non-core businesses and advanced global structural reforms. His strong commitment to delivering on promises is a cornerstone of the Company’s growth and transformation. In fiscal 2025, under the policy of "Turn Around 2025," he is leading the entire organization with the goal of restoring the Company to a highly profitable enterprise.
The Company believes that Mr. Taiko will contribute effectively to important management decisions as Director, President, and CEO at the Board of Directors’ meetings and has therefore nominated him as a candidate for Director.

Outside Director
Soichiro Sakuma

At Nippon Steel Corporation and Nippon Steel & Sumitomo Metal Corporation (currently Nippon Steel Corporation), Mr. 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 and 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.
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 2023 activities are listed in “Primary activities of outside directors and a summary of the tasks performed on the expected roles” in the business report at the Company, he has been instrumental in the Board of Directors and its committees since his appointment as a director in June 2020. In fiscal year 2024, he has served in this capacity with sufficient time as described in the Business Report, "Primary Activities of Outside Directors and a Summary of the Tasks Performed in the Expected Roles."
Therefore, the Company expects that Mr. Sakuma can continue to contribute to the maintenance and upgrade of its corporate governance as before and has nominated him as a candidate for Director.

Outside Director
Masumi Minegishi

Mr. Minegishi has led the transformation of Recruit Holding Co., Ltd. into a global tech company though the expansion of the human resources business into the information business and digitalization and globalization. In addition to his wealth of management experience and broad insights as a top leader of companies with DNA related to the commercialization of IT services and business development capabilities, he has a high degree of independence from the Company.
Following his election as a Director in June 2022, Mr. Minegishi has performed well as a member of the Board of Directors and other committees.
In fiscal 2024, as stated in the business report under “Primary Activities of Outside Directors and a Summary of the Tasks Performed in the Expected Roles,” Mr. Minegishi has fulfilled his duties with appropriate time commitment.
Therefore, the Company expects that Mr. Minegishi can continue contributing to the maintenance and upgrade of its corporate governance as before and has nominated him as a candidate for Outside Director.

Outside Director
Takuko Sawada

Ms. Sawada has played a central role in promoting the previous and current medium-term business plan at Shionogi & Co., Ltd. and has also focused on establishing global functions and collaboration with industry, government, and academia in Japan and overseas. In addition to her extensive global experience and insight in R&D, management strategy formulation, new business development DX promotion, and more, she has a high degree of independence from the Company.
Following her election as a Director in June 2023, Ms. Sawada has performed well at the Company as a member of its Board of Directors and other committees.
In fiscal 2024, as described in the Business Report titled “Primary Activities of Outside Directors and a Summary of the Tasks Performed on the Expected Roles,” Ms. Sawada has devoted sufficient time and attention to fulfilling her responsibilities. She was selected as Chairperson of the Board of Directors for meeting the requirements stipulated in the Company’s Basic Policy on Corporate Governance, and for being well-qualified to lead discussions on medium- to long-term growth strategies, drawing on her technical expertise in the Company’s growth areas as well as her extensive managerial experience.
Therefore, the Company expects that Ms. Sawada can continue to contribute to the maintenance and upgrade of its corporate governance as before and has nominated her as a candidate for Outside Director.

Outside Director
Saeko Arai

Ms. Arai has specialized expertise in finance and accounting, and has served as a Chief Financial Officer (CFO) at global companies. She has also gained extensive experience as an auditor and director at multiple companies, and possesses deep knowledge of corporate governance and internal controls.
The Company expects that she will apply the insight and analytical skills cultivated through her experience to the formulation of medium- to long-term financial strategies for sustainable growth. As an executive with an international perspective, she is also expected to contribute to maintaining and enhancing our corporate governance. Accordingly, the Company has nominated her as a candidate for Outside Director.

Outside Director
Yoshihiko Kawamura

At Hitachi, Ltd., Mr. Kawamura demonstrated outstanding capabilities in formulating and executing financial strategies as Chief Financial Officer (CFO). At Mitsubishi Corporation, he gained valuable experience and built extensive networks across a wide range of industries, including the electronics sector.
Drawing on his background in driving the strategic selection and focus of globally diversified manufacturing businesses, he brings important perspectives on maximizing shareholder value while maintaining financial soundness and achieving sustainable growth. The Company expects that he will contribute to the maintenance and enhancement of our corporate governance, and has therefore nominated him as a candidate for Outside Director. Please refer to pages 55 and 56 of the business report for “Primary Activities of Outside Directors and a Summary of the Tasks Performed on the Expected Roles.
Please refer to the following for the “Primary Activities of Outside Directors and a Summary of the Tasks Performed on the Expected Roles” in the Business Report (pages 55 and 56):
https://www.konicaminolta.com/jp-ja/investors/event/pdf/meeting_121_inv.pdf

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. 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, he has focused on management oversight as an Inside Director not concurrently serving as an Executive Officer. In addition to the Audit Committee, he also properly fulfills his duties as an inside member of the Nominating and Compensation Committees.
Therefore, the Company believes that Mr. Suzuki can continue enhancing corporate value by securing the effective operation of its corporate governance and has nominated him as a candidate for Director.

Director
Noriyasu Kuzuhara

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.
Mr. Kuzuhara has achieved continuous business growth as the officer responsible for technology development and business in the Company’s core performance materials business, and as Division President of the Material & Component Business Headquarters.
During his tenure as Managing Executive Officer in charge of corporate planning, he aimed to transform the organization into one with high per-capita productivity based on efficiency improvements in all operations and human resource enhancement, leading the planning of global structural reform measures and delivering results.
Since fiscal 2024, leveraging his extensive knowledge of technology, research and development, and manufacturing, along with his experience in launching businesses, Mr. Kuzuhara has been striving to enhance our group's corporate value as the executive in charge of the Industry Business, a strengthened area, to accelerate the execution of its strategy.
The Company believes Mr. Kuzuhara can demonstrate accountability to the Board of Directors and participate in important management decisions. Therefore, the Company has nominated him as a candidate for Director.

Director
Yoshihiro Hirai

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.
Mr. Hirai has a high level of expertise and extensive experience in finance and accounting, as well as knowledge of financial strategy from a global perspective. As Managing Executive Officer, he is in charge of accounting, finance, and legal affairs, and serves as the chairperson of the Compliance Committee and the Risk Management Committee. From a corporate finance standpoint, he addresses business challenges and strengthens internal controls, striving to enhance our group's corporate value through the promotion of the medium-term management plan.
The Company believes Mr. Hirai can demonstrate accountability to the Board of Directors and participate in important management decisions. Therefore, the Company has nominated him as a candidate for Director.

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. 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 senior executive officers from among the executive officers, and establishes a division of duties among them. The executive officers, including the President, 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 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 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 entire 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 a report about the proposed duties of each executive officer.

5. The Nominating Committee considers observing the character of executive officer candidates to be 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, 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.

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 (Fiscal 2024)

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-based) 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-based) 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 "annual performance-based cash bonus" shall be determined based on the level of performance in the relevant fiscal year (consolidated operating profit), the degree of achievement of annual performance targets, and the progress of each Executive Officer in advancing strategically important policies. 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 (profit for the year, total asset turnover ratio and KMCC-ROIC*) associated with results of operations.
   * 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-based) 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-based) 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. Medium-term management targets shall consist of important consolidated financial indicators (ROE) taking into account medium-term management policy, as well as non-financial indicators (CO_2 emissions reduction by measures and employee engagement score).
   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 45:30:25 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-based) 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 (so-called “claw back clause”).
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.
   Furthermore, at the Compensation Committee meeting held on April 28, 2025, a resolution was passed to adopt Total Shareholder Return (TSR) as an evaluation metric for stock-based remuneration. In anticipation of the Company’s management direction and strategy from fiscal 2026 onward, following the current medium-term management plan, it was confirmed that the TSR evaluation period would begin in fiscal 2025, with the aim of further enhancing officers’ incentives to improve the Company’s stock price starting from that year.

Compensation System Diagram

<Directors: Inside Directors (not concurrently holding Executive Officer posts) >

Base Salary	Medium-term stock bonus (Non-performance-linked)	Long-term stock bonus

<Directors: Outside Directors>

Base Salary

<Executive Officers: President & CEO>

Base Salary 45%	Annual performance-based cash bonus 30%	Medium-term stock bonus (Performance-linked) 15%	Long-term stock bonus 10%

<Executive Officers: Other Executive Officers>

Base Salary 50%	Annual performance-based cash bonus 30%	Medium-term stock bonus (Performance-linked) 12%	Long-term stock bonus 8%

Directors: Inside Directors (not concurrently holding Executive Officer posts)
Base salary
Medium-term stock bonus (Non-performance-based)
Long-term stock bonus
Directors: Outside Directors
Executive Officers: President & CEO
Annual performance-based cash bonus
Medium-term stock bonus (Performance-based)
Executive Officers: Other Executive Officers

Indicators for Performance-based Bonuses, Reasons for the Selection of These Indicators, and Method for Determining the Amount of Performance-based Bonuses

1. Annual Performance-based Cash Bonus

(1) Overview (Items and Indicators)

<table>
<tr><th>Item</th><th>Portion according to performance level</th><th colspan="3">Portion according to attainment of performance targets</th><th>Portion according to personal appraisal</th></tr>
<tr><td rowspan="3">Assessment index and others</td><td>20%</td><td colspan="3">40%</td><td>40%</td></tr>
<tr><td rowspan="2">Operating profit</td><td>Profit for the year</td><td>Total Asset Turnover</td><td>KMCC-ROIC</td><td rowspan="2">Reflects progress of each executive officer’s key measures</td></tr>
<tr><td>40%</td><td>30%</td><td>30%</td></tr>
<tr><td>Linked with Group consolidated performance result level</td><td colspan="3">Linked with annual performance target attainment rate</td></tr>
</table>

Note: 1. Component ratios are theoretical values based on design.
2. KMCC-ROIC is the ROIC used to calculate the annual performance-based cash bonus for the relevant fiscal year and uses assets that can be individually managed and improved by each business unit as invested capital.

(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) The indicators for the portion according to attainment of performance targets are the amount of profit for the year, total asset turnover ratio, and KMCC-ROIC. These indicators attach strong significance to the Company’s sustainable growth and the enhancement of the medium- to long-term corporate value. Current profit, was selected in order to improve ROE by achieving a fundamental recovery in profitability and to secure funds for dividends, total asset turnover was chosen with the aim of reducing total assets and interest-bearing debt while ensuring cash allocation, while KMCC-ROIC was selected to increase the efficiency of invested capital.

3) The reason for this is that the “Individual Evaluation” uses indicators to assess the progress of each Executive Officer’s strategic priority policies and targets, employing perspectives and items that are different from those of the “Performance Level” and “Achievement of Performance Targets.” In particular, we ensure the timely and appropriate implementation of measures strategically necessary to improve our corporate value in the medium- to long-term, even if they do not appear in financial indicators or are accompanied by a temporary deterioration of financial indicators. For the portion according to personal appraisal, factors such as the progress of each executive officer’s key operational measures are used as indicators. Matters are evaluated from a different perspective than the performance results portion and the portion according to the attainment of performance targets.

(3) Method for determining compensation amount

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) The amount paid for the portion according to attainment of performance targets is calculated by multiplying the payment rate calculated from the annual performance target attainment rate (calculated based on the weighting of each indicator) by a set amount according to position. This is intended to leverage the combined power of all our Executive Officers toward the group’s optimal solution by applying the Group’s Executive Officers to its consolidated performance on a joint basis. The rate of the payment varies from 0% to 200%, depending on the attainment level of the target.

3) The “Individual Evaluation” is calculated by multiplying the standard amount for each position by the evaluation of the state of achievement of strategic priority policies for each Executive Officer, which is drafted by the President & CEO (the evaluation ranges from 0% to 200%, taking 100% as a base). In order to ensure objectivity and fairness in this evaluation, the Compensation Committee shall receive an explanation from the President & CEO at the beginning of each fiscal year of each Executive Officer’s strategic priorities and targets and confirm consistency with the annual management plan outline and medium-term business plan determined by the Board of Directors.

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-based)

(1) Overview (Items and Indicators)

Item	Medium-term stock bonus (performance-based)		
Assessment Index * All items are based on the Group	Group consolidated financial indicators	Non-financial indicators	
	ROE	The CO_2 emissions reduction rate	Employee engagement score
	80%	10%	10%
	Linked with attainment rate of medium-term business plan targets		

(2) Indicators and the reasons for the selection of these indicators

In order to achieve sustainable growth and increase corporate value over the medium- to long- term, we use ROE as a financial indicator, and our CO_2 emission reductions through measures and employee engagement score as non-financial indicators (all on a group-wide basis). ROE was selected to enhance profitability from an investor's perspective. The amount of CO_2 emissions reduction achieved through initiativesachieved through measures was selected to link environmental value to business growth while addressing the social issue of climate change, and the employee engagement score was selected to maximize performance by developing and acquiring human resources and strengthening organizational capabilities.

(3) Methods for determining the amount of compensation

1) The number of stock to be distributed is determined by multiplying the payment rate calculated from the target attainment rate in the final fiscal year of the medium-term business plan, reflected with the weighting of the indicator, by the number of points set for the position accumulated over the same period, with one point equaling one share that will be transferred as compensation.
The rate of the payment varies from 0% to 200%, depending on the attainment level of the target.

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 shall be the average stock price for the first three months of the medium-term business plan period.

4) The number of shares transferred listed above will be discussed and settled by the Compensation Committee.

Activities of the Compensation Committee, etc.

Month	Attendance	Main agenda items ◆: Resolution adopted ◇: Deliberated ○: Reported △: Other
April 2024	All 4 attended	◆ Revision of non-financial metric for medium-term stock compensation (performance-based): "CO2 Emissions Reduction Achieved through Measures" ◆ Partial revision of the Policy for Determining Compensation and internal rules for executive compensation ◇ Study of executive compensation system
May 2024	All 4 attended	◆ Annual performance-based monetary compensation for Executive Officers in FY2023 ◆ Stock compensation for Executive Officers in FY2023 ◆ Individual compensation amount (Base Annual Salary) for Executive Officers in FY2024 ◆ Partial revision of the Policy for Determining Compensation and internal rules for executive compensation ○ Strategic priority policies for Executive Officers in FY2024
June 2024	All 4 attended	◆ Selection of Committee Chair ◆ Compensation Committee's annual policy and plan for 2024 ◆ Compensation (standard annual salary) by individual executive since July 2024
July 2024	All 4 attended	◇ Study of executive compensation system ◆ Partial revision of the Policy for Determining Compensation ○ Direction regarding the number of shares to be acquired for stock-based compensation
November 2024	All 4 attended	◇ Study of executive compensation system
November 2024	All 4 attended	○ President's assessment of each executive officer's strategic priorities for the first half of FY2024

Month	Attendance	Main agenda items ◆: Resolution adopted ◇: Deliberated ○: Reported △: Other
March 2025	All 4 attended	◆ Individual compensation for executive officers in FY2025 (base annual salary) ◇ Study of outside director compensation system ◆ Number of additional shares to be acquired through trust-based stock compensation
April 2025	All 4 attended	◆ Introduction of TSR as an evaluation indicator for the FY2026 medium-term performance-based stock compensation plan
May 2025	All 4 attended	◆ Amount of annual performance-based cash bonuses for executive officers in FY2024 ◆ Stock compensation for executive officers in FY2024 ◆ Partial revision of executive compensation internal rules ○ Key strategic initiatives for executive officers in FY2025 ◇ Approach to designing the TSR evaluation scheme in the Compensation Committee's FY2025 annual plan

Amount of Compensation Paid to Directors and Executive Officers for the Year Ended March 2025

(Unit: 1 million yen)

		Total	Fixed compensation		Performance-based compensation		Stock bonus	
			Persons	Amount	Persons	Amount	Persons	Amount
Directors	Outside	90	5	90	-	-	-	-
	Inside	40	1	32	-	-	1	8
	Total	130	6	122	-	-	1	8
Executive Officers		611	13	336	13	133	13	141

Notes

1. As of March 31, 2025, there are five outside directors, one internal director (not concurrently serving as an executive officer), and 13 executive officers.
2. In addition to the one internal director mentioned above, there are three internal directors who also serve as executive officers, and their compensation is included in the compensation for executive officers.
3. Regarding the performance-based compensation, the amounts to be recorded as expenses for the fiscal year are stated. The calculation method is described in '1. Annual Performance-Based Monetary Compensation' and '(3) Method for Determining Compensation Amount.' The 'performance level component' and the 'performance target achievement component' are calculated based on estimated results as of the fiscal year-end and recorded as expenses. For the 'individual evaluation component,' the standard amount is recorded as an expense, while the actual payment is determined by the Compensation Committee based on the implementation status of each executive officer's strategic priority initiatives established at the beginning of the fiscal year.
4. Regarding stock-based compensation, the amounts recorded as expenses for the fiscal year are based on the estimated number of points to be granted to directors (excluding outside directors) and executive officers, and reflect the expected value of future share-based grants. These amounts also include the estimated value of medium-term performance-based stock compensation to be delivered in proportion to the achievement rate of the targets set in the medium-term business plan.

Persons whose total compensation was over 100 million yen or more in fiscal 2024 are as follows.

Position/Name	Company category	Total	Fixed compensation	Performance-based compensation (Note 2)	Stock bonus (Note 3)
Representative Director, President and CEO, Toshimitsu Oyuki	Submitting company	135	74	35	25

Notes

Regarding performance-based compensation, please see (Note 3) above, and for stock-based compensation, it is the same as ___ (Note 4) above.

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 Office, 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 four directors (who do not hold positions as executive officers), three 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, executive officers and, monitor and validate internal control systems, assess the adequacy of the accounting auditors, and determine the agenda of the general meeting of shareholders regarding the appointment and dismissal of 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 Office Systems and Role

The Company has set up the Corporate Audit Office to be responsible for the internal audit of the entire group and to perform internal audits of the Company and its subsidiaries as an organization under the direct control of the President. The Corporate Audit Office has established a dual reporting line and reports to the President and the Audit Committee, and the Chairperson of the Audit Committee reports the contents of the Audit Committee report to the Board of Directors accordingly. 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 business operations, their legal compliance, and the protection of assets. It also conducts follow-up audits to verify what improvements have been made in response to audit findings. Furthermore, we have established internal audit departments in major subsidiaries, and are strengthening the internal audit function of the group while coordinating with the Corporate Audit Office. Additionally, major subsidiaries have their own internal audit divisions that work closely with the Corporate Audit Division of Konica Minolta Inc. to 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 at the end of each fiscal year, 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 2025. 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 136 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, 2025).

Governance

Risk Management

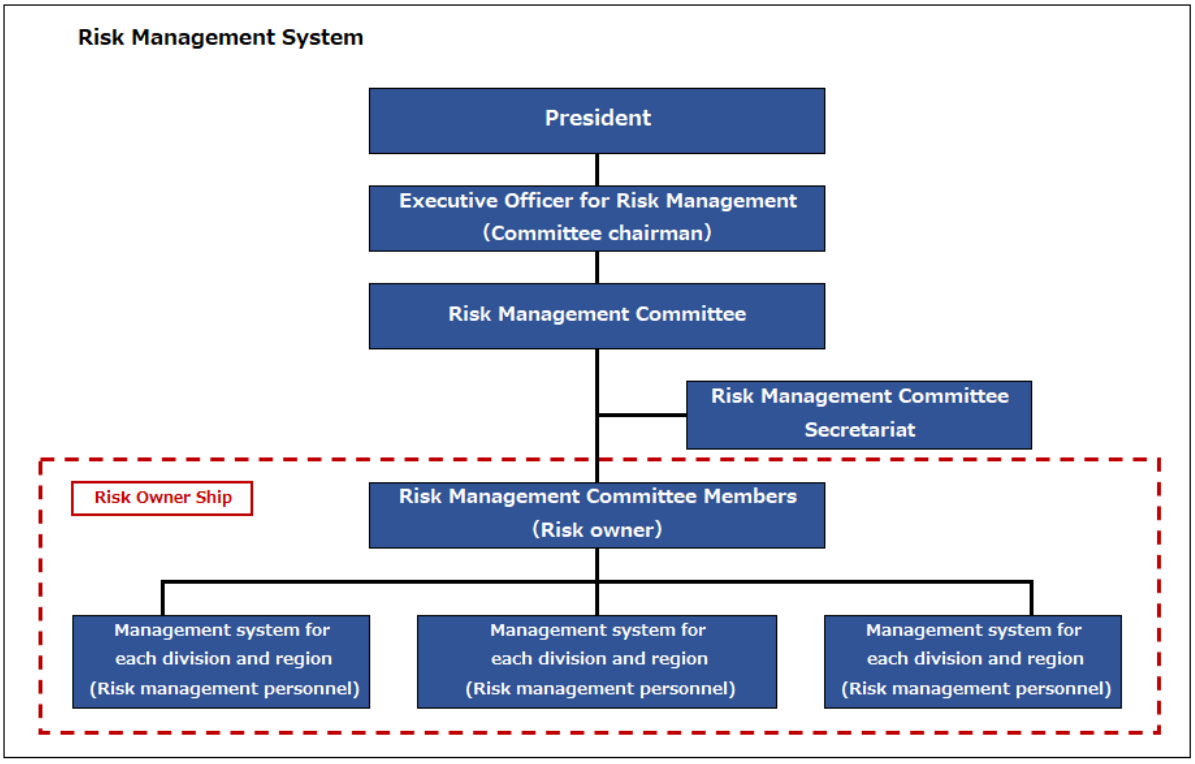
Basic Concept

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.

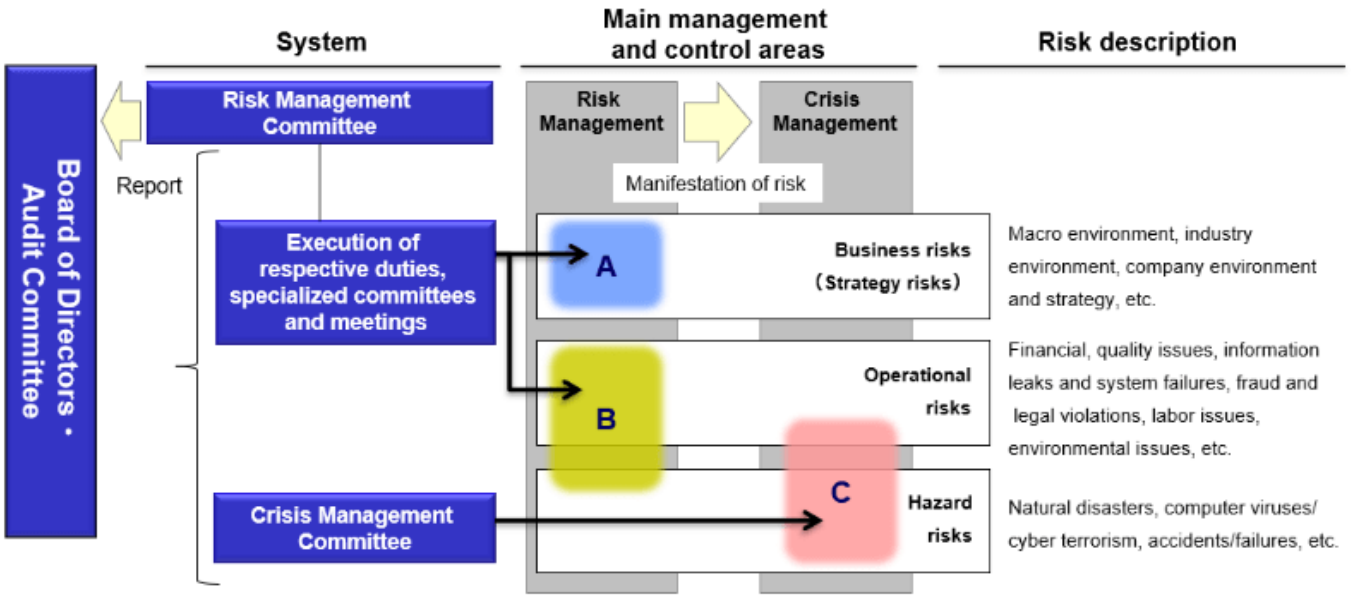
Risk Management System

Konica Minolta has established the Risk Management Committee to be responsible for managing diverse types of risks related to the Konica Minolta Group's business activities. Executive Officers and Corporate Vice Presidents appointed by the Board of Directors are responsible for establishing and operating the risk management system described below in accordance with the Risk Management Committee Rules.
Business and operational risks related to the Konica Minolta Group's business activities are managed by each executive officer and corporate vice president based on the division of duties and supported by the Risk Management Committee. The Risk Management Committee also identifies, evaluates, and reviews risks that are important to Group management, draws up countermeasures, and routinely checks on the management status.



The Risk Management Committee's discussions are routinely reported to the Audit Committee, reported to the Board of Directors as necessary, and reported monthly to the Board's members.
Konica Minolta defines a "crisis" as a situation wherein a risk that has a significant impact on corporate value materializes. When a crisis occurs, it is reported to the officer in charge as well as to the officer in charge of crisis management via their superiors, and the officer in charge and the officer responsible for crisis management report to the Representative Executive Officer. To respond quickly and appropriately to crises caused by various risks, Konica Minolta has set rules for reporting crises and has informed executive officers, corporate vice presidents, and the officers of Konica Minolta's subsidiaries of these rules. In accordance with these reporting rules, the officer in charge of crisis management provides centralized control of information on disasters, accidents, and other crises that have occurred around the world.

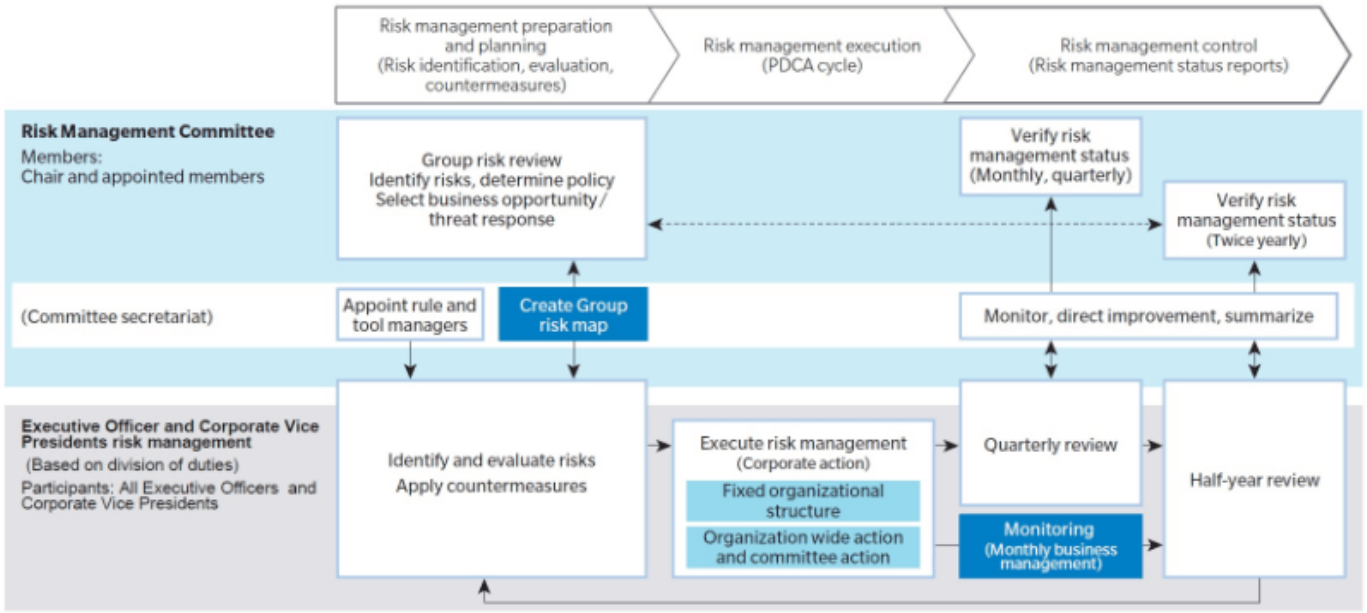
Risk Management System : Risk Management and Crisis Management

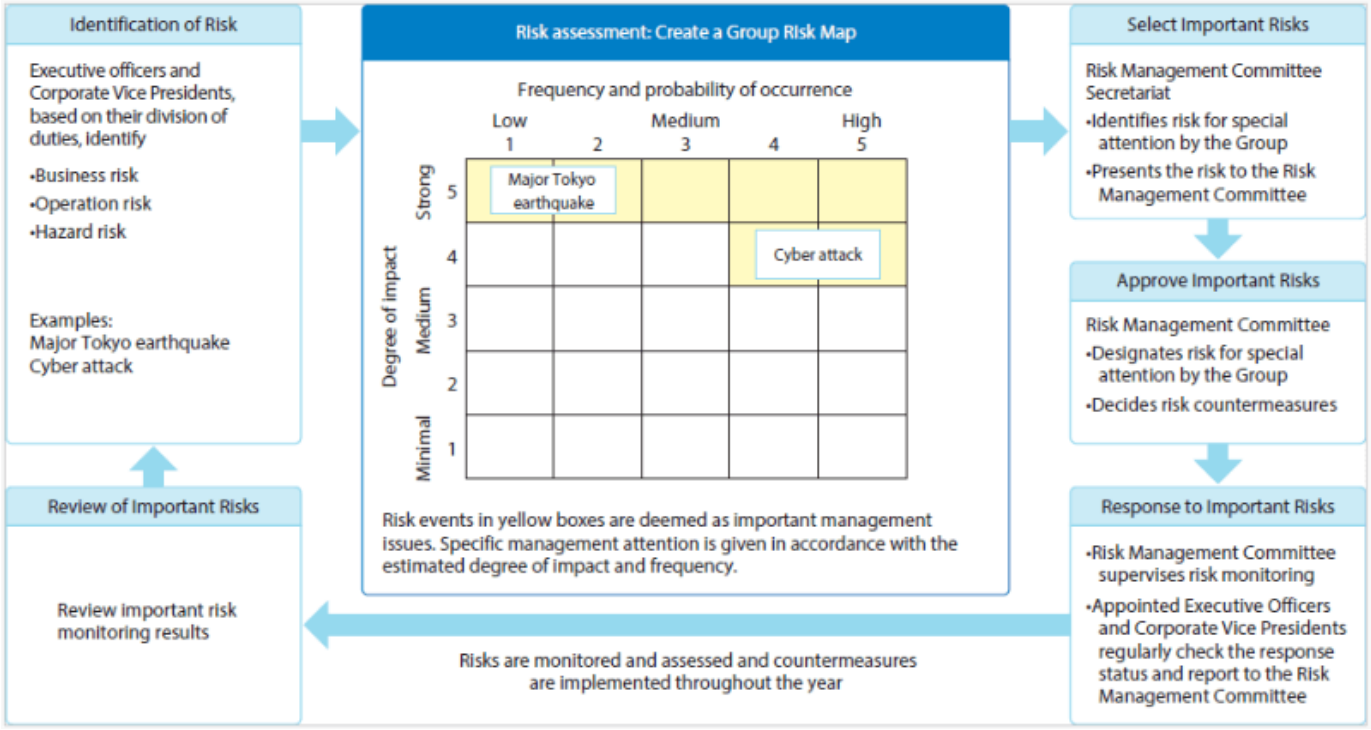


Risk Management Process

Konica Minolta's Risk Management Committee meets routinely twice a year and on an as-needed basis. The committee formulates countermeasures to risks identified in its business activities and also verifies and evaluates whether the risk management system is functioning effectively. During the fiscal year under review, the Committee met twice to routinely monitor sanctions and new laws and regulations applicable to regions and countries significantly impacting Konica Minolta's business, particularly with regard to risks that could have a significant impact on our global supply chain, such as the international logistics situation resulting from geopolitical risks, regulations related to the U.S.-China trade friction, and economic security and human rights issues.

Risk Management Process





Business and Other Risks

Described below are the major risks that could materially impact the financial position, business performance, and cash flow of the Konica Minolta Group. However, these risks are not all-encompassing and could be affected in the future by other unanticipated risks or risks currently considered immaterial.
Konica Minolta views risk as "uncertainty with the potential to impact the organization's profits or losses." Risk management encompasses not only the negative side of risk but also the positive side as an "opportunity." Therefore, it recognizes risk management as activities that mitigate potential negative impacts and pursue maximum returns from opportunities. In order to manage risk as a source of profits, we are taking measures that take into account our risk appetite, which places emphasis on the balance between negative and positive aspects.
Our approach to risk responses and opportunities is described below in the individual risk sections.
Forward-looking statements in this document are based on the judgment of the Konica Minolta Group using currently available information as of the end of the current fiscal year.
First, a diagram of each risk item plotted on a risk map is shown. The "probability of occurrence" is evaluated based on the frequency and probability of occurrence within three years, and the "impact" is evaluated based on its impact on operating income when it occurs.
For "probability of occurrence" and "degree of impact," risks assessed since the previous fiscal year ("previous period") are indicated by arrow marks in the "assessment" column, and the assessments for the previous and current periods are shown.
Additionally, risk appetites are managed under the division of duties of each executive officer and corporate vice president (risk owner).

Location of each risk item on the risk map

Degree of Impact ↑ / Probability of Occurrence →	Low	Medium	High
Large		2-1 Digital Workplace Business risks related to changes in the print environment 2-4 Shift to new products 3-2 Major earthquake, disaster, epidemic, etc. 3-5 Human resource availability	**1-1 Economic trends and market environment** **2-6 Procurement, production, etc.** **2-7 Global supply chain** **3-6 Information security**
Medium	2-8 Product liability and quality assurance	2-3 Changes due to technological development 2-5 Collaborations, company acquisitions 3-3 Environmental regulations, climate change	1-2 Forex fluctuations 2-2 National or regional regulations 3-1 Human rights
Small	3-4 Intellectual property rights		

Trends for Each Risk Item

* **Bolded text** indicates risk items for which there has been a change in the "probability of occurrence" or "degree of impact"

Category	Risk Item	Probability of Occurrence	Probable Time of Occurrence	Degree of Impact
Economy/ Environment	1-1 Economic trends and market environment	High	Within 1 year	Large
	1-2 Forex fluctuations	High	Within 1 year	Medium
Business activity	2-1 Digital Workplace Business risks related to changes in the print environment	High→ **Medium**	Within 3 year	Large
	2-2 National or regional regulations	High	Within 1 year	Medium
	2-3 Changes due to technological development	Medium	Within 3 years	Medium
	2-4 Shift to new products	Medium	Within 3 years	Large
	2-5 Collaborations, company acquisitions	Medium	Any time	Medium
	2-6 Procurement, production, etc.	Medium → **High**	Within 1 year	Medium → **Large**
	2-7 Global supply chain	High	Within 1 year	Large
	2-8 Product liability and quality assurance	Low	Any time	Medium
Other	**3-1 Human rights**	Medium → **High**	Any time	Medium
	3-2 Major earthquake, disaster, epidemic, etc.	Medium	Any time	Large
	3-3 Environmental regulations, climate change	Medium	Any time	Medium
	3-4 Intellectual property rights	Low	Any time	Small
	3-5 Human resource availability	Medium	Within 3 years	Large
	3-6 Information security	High	Any time	Large

For information on each risk, click on the links below.

Risk Information

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. 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 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 2021, training was carried out for a scenario involving the occurrence of a quake off the coast of Awaji Island, near Kobe, requiring a disaster control headquarters to be set up. Many headquarters employees participated remotely.
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 prompts employees to report on their safety and the safety of their family members in the event of an earthquake. 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.
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.

When the explosions occurred in July and August 2021 at Konica Minolta Supplies Manufacturing Tatsuno Factory, a Crisis Management Committee consisting of employees at the factory and Konica Minolta (headquarters and production departments) was formed to share information and determine countermeasures to be taken. The committee's work has initiated a neighborhood and public relations response, as well as measures to ensure safety and prevent recurrence.
With regard to the crisis in Ukraine that erupted in February 2022, a Crisis Management Committee consisting of representatives from Konica Minolta (headquarters and sales departments) and Ukraine was formed to share information and formulate a response to the crisis.



Group disaster preparedness training

Compliance

Basic Concept and Promotion System of Compliance

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities | Putting Compliance into Practice

Click to jump to the corresponding section in this page

Basic Concept | Group Compliance Promotion System | Global Group Support System
Planning Compliance Promotion and Verifying Progress | Whistle-blowing System (Help Line)

Basic Concept

Promoting compliance as the basis of its business activities

Konica Minolta believes that maintaining and increasing the trust of stakeholders, including customers, local and international communities, business partners, shareholders, and investors, is the basis of its business activities, and the practice of compliance is its underlying foundation. Compliance at Konica Minolta naturally involves complying with laws and regulations, but is also based on corporate ethics and company rules that define what the Company believe to be right.
The Konica Minolta Group has established the Konica Minolta Group Charter of Corporate Behavior, which sets forth the behavior required of all Konica Minolta Group companies and its personnel. The Group implements measures under a global promotion system to ensure that each employee acts in accordance with this Charter.



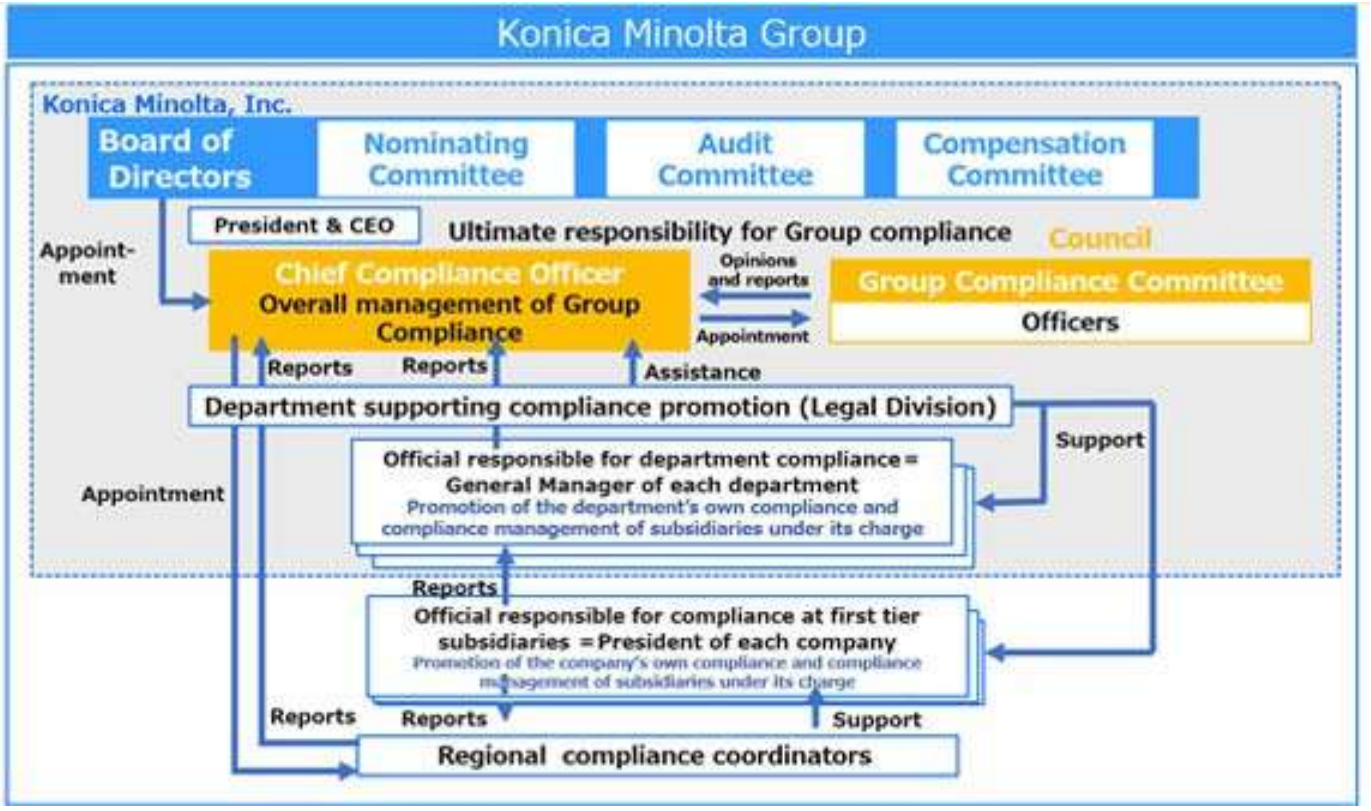
Scope of Compliance at Konica Minolta

Konica Minolta Group Charter of Corporate Behavior

Group Compliance Promotion System

Building a system to promote consistent compliance Group-wide

At Konica Minolta, the President and CEO has ultimate responsibility for Group compliance. 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 as well as certain C-suite executives.
To promote compliance in each department at Konica Minolta, Inc., the General Manager of each department serves as the officer responsible; at subsidiaries inside and outside Japan, the president of each subsidiary serves as the officer responsible at each company. The Chief Compliance Officer reports twice a year to the Audit Committee regarding progress on activities and important issues for 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 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 promotes group-wide compliance activities. 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 2024, 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 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 2024, each department, including subsidiaries under their management, formulated their own plans and implemented measures that took into consideration risks in their respective business domains.
The officers responsible for 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 officers responsible for compliance at each Group company outside Japan must do likewise on a quarterly basis. When a serious 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, 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 support office and the relevant regional compliance coordinator. Progress is then verified through follow-up audits.
Konica Minolta routinely reports on these compliance promotion activities (compliance system) to the auditing firm.
There were no significant compliance violations requiring public disclosure in fiscal 2024. The number of compliance incidents is noted in the “Governance Data” section of the ESG Data page.

Whistle-blowing System (Help Line)

Building and improving Whistle-blowing Systems at each Group company

Konica Minolta's Whistle-blowing System (Help Line)

In the Konica Minolta Group in Japan, the Group-wide Help Line 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 Help Line, 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. Furthermore, Konica Minolta's overseas Group companies in North America, Europe, China, Southeast Asia, and other regions accept the whistle-blowing hotlines for all Group companies in each region. Not only have we set up internal whistle-blowing hotlines within Group companies, but also external hotlines staffed by third parties such as outside lawyers and others. In Europe, the hotlines provide 24-hour multilingual support. In addition, all of the Konica Minolta Group Help Lines 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 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 all information on the records of the whistle-blowing systems to the Audit Committee regularly.
In fiscal 2024, there were 17 reports to the whistle-blowing hotlines in Japan and 54 reports to the overseas hotlines. There were no significant incidents reported that required disclosure.
In fiscal 2024, there were 11 of these reports in Japan and 24 of these overseas regarding human rights issues (abuse of power, sexual harassment, discrimination, and improper treatment).

Compliance

Compliance Promotion Activities

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities | Putting Compliance into Practice

Click to jump to the corresponding section in this page

Disseminating the Group Charter of Corporate Behavior | Compliance Training

Disseminating the Group Charter of Corporate Behavior

Making the Konica Minolta Group Charter of Corporate Behavior Handbook available via intranet

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior as principles for all officers and employees of the Group, even in different countries and regions. Furthermore, the Charter is posted on the Group's intranet in dozens of languages (Japanese, English, Chinese, German, French, Spanish, Portuguese, Italian, Russian, Korean, Thai, Vietnamese, Malaysian and others) so that all officers and employees of the Group can share an understanding the Charter and put it into practice.

Konica Minolta Group Charter of Corporate Behavior

Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan

Presidents of Group companies in Japan and overseas prepare a declaration based on the Compliance Promotion Declaration made by the president of Konica Minolta, Inc. The Group utilizes every opportunity to promote awareness of this document among its employees.

Having Officers and Employees Submit a Written Compliance Acknowledgement

Konica Minolta requires that 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 whistle-blowing system, "Help Line." To ensure this, Konica Minolta mandates that officers, managers, and employees of all Group companies worldwide submit a written compliance acknowledgement and reaffirm each year that they will behave with propriety and social responsibility, thoroughly understanding and adhering to compliance requirements.
As of March 31, 2025, compliance acknowledgements 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.

Creation of Code of Conduct and Compliance Manuals

The Konica Minolta Group has established the Konica Minolta Group Charter of Corporate Behavior and the Konica Minolta Group Guidance for the Charter of Corporate Behavior, which outline specific actions for putting the Charter into practice. When the president of each Group company deems it necessary, they seek to use these as a basis for creating manuals and codes of conduct that comply with the laws, regulations, and corporate ethics of each country. These materials are posted on the company intranet to ensure widespread awareness among employees.

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 all employees (including part-time and contractors) of all Group companies in Japan. In fiscal 2024, 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.
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.
Each year the company continues to provide compliance training for the newly appointed presidents and directors of Group companies. Through these training programs, Konica Minolta ensures that presidents and directors of subsidiaries constantly improve their sense of ethics and promote compliance. Interactive refresher training also has been held for presidents of Group companies who have been in their position for four years. The aim was to further promote compliance.

Basic Concept and Promotion System of Compliance | **Compliance Promotion Activities** | Putting Compliance into Practice

Compliance

Putting Compliance into Practice

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities
Putting Compliance into Practice

Click to jump to the corresponding section in this page

- 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, which sets out action guidelines to embody the Konica Minolta Philosophy, and the Konica Minolta Group Guidance for the Charter of Corporate Behavior, which describes how to put the Charter into practice, the company conducts a comprehensive risk assessment every six months to identify compliance-related risks such as corruption (bribery, improper payoffs, conflict 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.
In addition, the Group has introduced a system that highly evaluate talented personnel who act in accordance with the Konica Minolta Philosophy, and a system to evaluate employees who take on challenges and reflect that in compensation, regardless of the outcome. On the other hand, to promote the practice of compliance, the Group disciplines compliance violations in accordance with the employment regulations and internal rules of each company.

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 Business Activities” of the Konica Minolta Group Guidance for the Charter of Corporate Behavior. They include an anti-corruption policy, policies on contributions and political donations, political activities, sponsorships, and charity donations, a prohibition on insider trading, conflict of interest, and a response to antisocial forces.
In the Group Annual Compliance Plan, which is formulated every year considering the expectations of society, the degree of impact on the company and society and the possibility of occurrence, antitrust laws and anti-corruption measures were positioned as priority issues in fiscal 2024. Under the compliance promotion structure that has been established worldwide, the Group continued to provide education in line with the relevant laws, business environments, and customary practices of each country and region.
The compliance issues, risks, and progress of education in each region are reported to the Chief Compliance Officer via monthly or quarterly compliance reports.
Konica Minolta revises its anti-corruption guidelines in countries and regions in and outside Japan in response to changes in their respective laws, cultures, and social conditions, and ensures that all Group employees are fully aware of them.
As part of the company's comprehensive anti-corruption efforts, 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. Accounting monitoring and verification have been conducted 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 2024.

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 Business Activities" of the Konica Minolta Group Guidance for the Charter of Corporate Behavior stipulates the following. Complying with applicable laws, regulations, etc. related to prohibition of monopolization, fair competition, and fair trade in respective countries and regions in which it operates, 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 2025 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 2024, 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

Advertising Activities

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior and the Konica Minolta Group Guidance for the 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 (JBMIA) and screening standards for various media.

Information Security

Information Security | Konica Minolta Information Security Policy

Click to jump to the corresponding section in this page

Basic Policy | Promoting Information Security | Protecting Personal Information

Basic Policy

The use of information and IT is essential to corporate activities, and ensuring information security is one of the most important issues for any company that wants to effectively utilize all 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 continuous improvements.

Konica Minolta Information Security Policy

Promoting Information Security

Based on the leadership of the President and CEO as well as the officer responsible for IT planning who is appointed as the Chief IT Officer, Konica Minolta has established a Group-wide information security management system and is promoting a higher level of IT security and continuous improvements at Group companies worldwide.
In order to ensure the security (confidentiality, integrity, and availability) of controlled information, including not only data managed through IT systems but also information on paper and information about services and personnel, all Group companies in Japan have continuously maintained ISO/IEC27001 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 off-site removal. 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.

In response to increasingly sophisticated cyberattacks, Konica Minolta implements global IT security measures. With management recognizing the importance of cyber risk countermeasures based on the Cybersecurity Management Guidelines formulated by Japan's Ministry of Economy, Trade and Industry, the Company has established a Group-wide incident response system (KM-CSIRT*) and built a reporting and response process for incidents and vulnerability information.

In fiscal 2024, five incidents were reported to KM-CSIRT. These incidents were appropriately addressed by the established incident response system, resulting in no impact on business operations. Recurrence prevention measures were also implemented through IT security.

Concurrently, to ensure the continuity of IT services essential for business continuity, Konica Minolta has implemented IT Service Continuity Management (IT BCM) across its organizations. The company has also established guidelines for development of IT Service Continuity Plans (IT BCP) in each organization and conducts annual IT BCP assessments.
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.

* KM-CSIRT: Konica Minolta's Computer Security Incident Response Team

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 that information leakage, including leakage of personal information held by Konica Minolta, is confirmed or is likely to have 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.

A minor leakage of personal information occurred within the Group in fiscal 2024. We have implemented appropriate response measures through our incident response system and tightened IT security to prevent recurrence.

Information Security | Konica Minolta Information Security Policy

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, 2022



Toshimitsu Taiko
President and CEO
Konica Minolta, Inc.

Evaluation by External Parties

Evaluations by International ESG Rating Agencies

CDP



Konica Minolta, Inc. has been recognized as a Climate A List company by CDP, an international not-for-profit organization engaged in activities to realize a sustainable economy. The Company has previously earned the highest Climate A rating eight times. (February 2025)
Konica Minolta, Inc. has also been certified as the Supplier Engagement Leader by CDP. (July 2025).

- News Release (CDP Climate A List)
- Topics (Supplier Engagement Leader)



MSCI ESG Ratings



Konica Minolta, Inc. received an AA rating from MSCI ESG Ratings by U.S.-based MSCI, Inc. (February 2025).

THE USE BY KONICA MINOLTA, INC. OF ANY MSCI ESG RESEARCH LLC OR ITS AFFILIATES ("MSCI") DATA, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT, RECOMMENDATION, OR PROMOTION OF KONICA MINOLTA, INC. BY MSCI. MSCI SERVICES AND DATA ARE THE PROPERTY OF MSCI OR ITS INFORMATION PROVIDERS, AND ARE PROVIDED 'AS-IS' AND WITHOUT WARRANTY. MSCI NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI.

The Sustainability Yearbook - 2024 Rankings



Konica Minolta, Inc. (Konica Minolta) is pleased to announce that the Company was listed among the top 10% of companies in its industry in the Sustainability Yearbook 2024 by S&P Global, a leading provider of credit ratings headquartered in the U.S. This is the 14th consecutive year that Konica Minolta has been included in the Sustainability Yearbook. (February, 2025)

ISS ESG Corporate Rating

Konica Minolta has held Prime status as a leading company in the global electronics industry in the ISS ESG Corporate Rating by ISS ESG, the responsible investment arm of U.S.-based Institutional Shareholder Services Inc., since 2011. (May 2025)

ISS-ESG

Inclusion in Major ESG Indexes in Japan and Overseas

Konica Minolta, Inc. is currently included in the following ESG indexes.
The Company is included in all six ESG indices adopted by the Government Pension Investment Fund (GPIF).

News Release

FTSE Russell

Konica Minolta has been a constituent of FTSE Russell's FTSE4Good Index since 2003.
The Company has also been continuously included in the FTSE Blossom Japan Index since its inception in 2017 and in the FTSE Blossom Japan Sector Relative Index since its inception in 2021. (July 2025)

FTSE4Good Index Series

FTSE Blossom Index Series

■FTSE4Good Index Series

■FTSE Blossom Japan Index

■FTSE Blossom Japan Sector Relative Index

MSCI

Konica Minolta was selected as a constituent of the MSCI Selection Indexes by U.S.-based MSCI, Inc. (July 2025). The Company has also been continuously selected as a constituent of the MSCI Japan Empowering Women Index (WIN) since its inception in 2017, and of the MSCI Japan ESG Select Leaders Index since its inception in 2024. (July 2025)

MSCI ESG Research

■MSCI Selection Indexes

■MSCI Nihonkabu ESG Select Leaders Index

■MSCI Japan Empowering Women Index (WIN)

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S&P Global

Konica Minolta has been a constituent of the S&P/JPX Carbon Efficient Index by U.S.-based S&P Global since its inception in 2018. (July 2025)

Morningstar

Konica Minolta has been a constituent of the Morningstar® Japan ex-REIT Gender Diversity Tilt Index℠ by U.S.-based Morningstar, Inc. since its inception in 2023. (July 2025)

Morningstar, Inc., and/or one of its affiliated companies (individually and collectively, "Morningstar") has authorized Konica Minolta, Inc. to use the Morningstar® Japan ex-REIT Gender Diversity Tilt Logo ("Logo") to reflect the fact that, for the designated ranking year, Konica Minolta, Inc. ranks within the top group of companies comprising the Morningstar® Japan ex-REIT Gender Diversity Tilt Index℠ ("Index") on the issue of gender diversity in the workplace. Morningstar is making the Logo available for use by Konica Minolta, Inc. solely for informational purposes. Konica Minolta, Inc.'s use of the Logo should not be construed as an endorsement by Morningstar of Konica Minolta, Inc. or as a recommendation, offer or solicitation to purchase, sell or underwrite any security associated with Konica Minolta, Inc. The Index is designed to reflect gender diversity in the workplace in Japan, but Morningstar does not guarantee the accuracy, completeness or timeliness of the Index or any data included in it. Morningstar makes no express or implied warranties regarding the Index or the Logo, and expressly disclaims all warranties of merchantability or fitness for a particular purpose or use with respect to the Index, any data included in it or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or any of its third-party content providers have any liability for any damages (whether direct or indirect), arising from any party's use or reliance on the Index or the Logo, even if Morningstar is notified of the possibility of such damages. The Morningstar name, Index name and the Logo are the trademarks or service marks of Morningstar, Inc. Past performance is no guarantee of future results.

Sustainability-Related Awards

Konica Minolta Awarded 5 Stars in the Nikkei SDGs Management Survey

Konica Minolta, Inc. has received a 5-star rating in the Nikkei SDGs Management Survey conducted by Nikkei Inc. (December 2024). The Company has previously earned the highest 5-star rating four times and 4.5 stars twice.

Konica Minolta Won the Gold Award (2nd Place) in the Gomez IR Site Comprehensive Ranking

Konica Minolta, Inc. was awarded the Outstanding Company: Gold Prize - 2nd Place in the Gomez IR Site Ranking 2024, which evaluates the user-friendliness and comprehensiveness of IR websites. (December 2024)

Gomez IR Site Ranking (Japanese site)

The Company was awarded Outstanding Company in the Gomez ESG Site Ranking 2024. (September 2024)

Gomez ESG Site Rankings (Japanese site)

Daiwa IR Internet IR Excellence Award

Konica Minolta received an Excellence Award in the Internet IR category and another in the Sustainability category from Daiwa Investor Relations Co. Ltd. (December 2024)

Nikko IR Annual Survey of All Japanese Listed Companies' Websites

Konica Minolta was awarded the highest award for website quality in Nikko Investor Relations Co., Ltd.'s 2024 Annual Survey of All Listed Companies' Websites. (December 2024)

Konica Minolta Receives “Kurumin” and “Eruboshi” Certifications

Konica Minolta and its group companies in Japan have received the “Kurumin” certification from the Minister of Health, Labor and Welfare for companies that support childcare and the “Eruboshi” certification for companies with an excellent track record in promoting the advancement of women in the workplace.

Konica Minolta, Inc.



Konica Minolta Japan, Inc.



Konica Minolta Information Systems, Inc.



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

Customers Employees Local and global communities Business partners Shareholders and investors

Customers

Konica Minolta does business around the world. The major customers of Konica Minolta's main business operations are corporations, government agencies, and hospitals.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● 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 35,631 people worldwide. Of those, 25% are in Japan, 26% are in Europe, 17% are in the U.S., and 32% are in China and elsewhere in Asia and other locations. (Figures are based on total regular employees of consolidated companies, as of March , 2025.)

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● Interactive intranet ● Group journal ● Employee engagement survey ● Dialogue with labor unions ● Whistle-blowing System ● 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.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● 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.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● 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.

See Communication with Shareholders and Investors for basic concept and implementation status of the communication.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● 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

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 (FY2024)

Briefing of Medium-term Business Plan Update	One meeting
Financial Results Briefing	Every quarter
Conferences hosted by securities firm	Six meetings
Small meetings	Four meetings
President and CEO	Three meetings with a total of 61 participants
PP/IP Business	One meeting with 18 participants
IR Roadshows	Four times
Overseas	Three times
Domestic	One time
Sell-side visits	Eight visits
SR	18 times
Independent outside director	One time
Executive officer	17 times
Business briefing session	None
ESG briefing session	None
Individual meetings	A total of 210 meetings (145 companies)
Timely disclosures	18 times

▸ 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.

At the FY2024 financial results meeting and IR meeting of Medium-term Business Plan updates, in addition to an overview of our business, we carefully explained the progress of business selection and concentration, structural reforms, balance-sheet shrinking including working capital reduction, and cash flow improvemnt that our top management led and promoted to restore company-wide profitability. We also held a business briefing session to explain the businesses that will lead the Company in terms of profitability and growth rate for sustainable growth over the medium-to-long term. In addition, we have actively increased the number of online events held after the spread of COVID-19, and we now use both online and face-to-face methods to have more opportunities for individual dialogue with domestic and foreign institutional investors. While we held briefing sessions for individual investors and meetings on ESG-related topics in FY2023, they were postponed in FY2024 due to being in the midst of management reforms.

Internally, in addition to reporting the voices of analysts and investors to executives at management meetings, the President & CEO shares evaluations from the capital market with all employees after each quarter's financial results announcement and promote interactive communication.

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

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, in ”the Gomez IR Website Ranking” , the IR website has won the overall second place, with the gold status for the twelfth consecutive year. Subsequently, “the Nikko IR All Japanese Listed Companies' Website Ranking” recognized it with AAA Website for the thirteenth consecutive year. The IR website also has won the Exellence Award for the seventh consecutive year. Thus, the Konica Minolta IR website has continued to receive high praise from these major evaluation organizations.

In the Integrated Report 2024, Konica Minolta has 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.

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.

Participation in Initiatives

Click to jump to the corresponding section in this page

Toward the Realization of a World Where No One is Left Behind
Toward the Realization of the Paris Agreement
Toward the Building of a Responsible Supply Chain
Toward the Realization of a Circular Economy
Toward Biodiversity Conservation
Other

Toward the Realization of a World Where No One is Left Behind

Endorsement of the United Nations Global Compact

In December 2008, Konica Minolta signed the United Nations Global Compact and became a member of the UN Global Compact Network Japan. The Global Compact identifies ten universal principles in the four areas of human rights, labor, the environment, and anti-corruption, and requires companies around the world to continue their efforts to realize 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 has expressed its support for 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), and discloses its climate change initiatives in line with the TCFD framework. The Group has participated in the TCFD Consortium since its inception in 2019 and engages in dialogues with investors and financial institutions at TCFD Consortium Roundtables. The Group has been an original member of the TCFD Consortium since its inception in 2019.
However, TCFD completed its mission and was disbanded in October, 2023, and its activities were taken over by the International Sustainability Standards Board (ISSB).

Compliance with the Task Force on Nature-related Financial Disclosures (TNFD) Framework

To clarify its stance on the dependency and impact of its business on natural capital, the assessment thereof, and its commitment to addressing related opportunities and risks, Konica Minolta supports the principles and recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD). In fiscal 2024, the Company registered as a TNFD early adopter company and became a member of the TNFD Forum. It discloses its assessment of the dependency and impact of its business on natural capital in accordance with the TNFD framework.

- TNFD Forum website

Toward the Realization of the Paris Agreement

In participating in each initiative, Konica Minolta's Group Environmental Officer, appointed by the President and CEO, determines whether the initiative is consistent with the Company's environmental policy, climate change initiatives, and other factors, and whether alignment with the Paris Agreement can be ensured, reporting the results to the President and CEO.

Participation in the Japan Climate Initiative to Achieve Paris Agreement

Konica Minolta has participated in the Japan Climate Initiative (JCI), a platform for companies, local governments, and NGOs aiming to achieve a decarbonized society, since its establishment 2018. As a non-state actor, the Company is committed to staying at the forefront of the challenge to achieve a decarbonized society, as required by the Paris Agreement.
At the 2019 Japan Climate Action Summit, a senior executive from the Group took to the stage as a panelist at the forefront of corporate efforts toward a decarbonized society. He shared an of approach toward a decarbonized society was with the world.
In April 2024, Konica Minolta issued a message through JCI calling on the Japanese government to improve carbon pricing to achieve emissions reductions at international standards, and in November, the Company issued a message calling on the Japanese government to adopt ambitious 2035 targets consistent with the 1.5˚C target.

<JCI message>

- The Japanese government to raise its renewable energy share to 40-50% in its 2030 electricity mix
- To raise Japan's 2030 GHG reduction target (NDC) to 45% or more
- Now is the time to accelerate renewable energy deployment
- Carbon pricing proposals: Aiming to simultaneously achieve the 2030 GHG reduction target and strengthen international competitiveness
- Call for an ambitious 2035 target that is consistent with the 1.5˚C goal

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





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

Konica Minolta is a member of "RE100," a global leadership initiative for companies to cover 100% of the electricity they use in their own business activities with renewable energy, in order to achieve the goals of the Paris Agreement.
The Company aims to procure 100% of the electricity used in its business activities from renewable energy sources by 2050.
In 2024, an "RE100 Member Meeting" was held in Japan to discuss challenges and solutions for the spread of renewable electricity, and the Company participated as a member company.
Going forward, the Company will continue to explore optimal methods globally, taking into account the circumstances of each region, and will strengthen its efforts to expand the procurement and adoption of renewable electricity.

RE100 | CLIMATE GROUP | CDP

For more details:

- Introducing Renewable Energy at Company Sites

Activities Intended to Spread Renewable Electricity [RE-Users]

In 2023, Konica Minolta issued policy proposals through the Renewable Energy Institute regarding issues and solutions for spreading renewable electricity in Japan.

<Endorsement of the RE-Users policy proposal>

- Issues and Recommendations on Renewable Electricity Procurement

CO_2 Reduction Target Approved by the Science Based Targets (SBT) Initiative

Konica Minolta's CO_2 emission reduction targets have been approved as science-based targets by the Science Based Targets initiative (SBTi), a global initiative that promotes sustainable companies aligned with the Paris Agreement. In 2024, the Company's targets were confirmed to be consistent with the latest SBTi Corporate Net-Zero Standard, which aligns with a 1.5˚C emission pathway, and the Company completed updating its previous targets, which were SBT certified in 2017.

- Obtained Net Zero Goal Certification via the SBT Initiative

Participation in the Race to Zero Campaign

Konica Minolta is participating in the Race to Zero campaign launched on World Environment Day 2020 (June 5) by the United Nations Framework Convention on Climate Change (UNFCCC).
As a non-state actor, we aim to reduce greenhouse gas emissions to net zero by no later than 2050, and to halve them by 2030.

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 to achieve a decarbonized society by sharing specific information on how it is innovating to meet ambitious goals that will apply to a carbon-free Japan. By actively striving to develop net-zero emissions technology and fostering an upward spiral of environmental protection and business growth, the Group aims to contribute to achieving Keidanren's "Society 5.0 for SDGs" initiative, which aims to solve social issues through innovation.

Challenge Zero website

Addressing Inconsistencies in Industry Associations' Positions on Climate Change

Konica Minolta actively participates in industry associations and initiatives whose activities align with the Group's views and direction toward realizing the Paris Agreement and addressing the challenges of climate change. The activities of these associations and initiatives, including advocacy and campaign activities, are regularly reviewed to ensure alignment and coherence with Konica Minolta's climate change approach. If measures are found inadequate or substantial discrepancies arise, Konica Minolta will consider, including the possibility of withdrawing from the relevant organization or initiative.

Toward the Building of a Responsible Supply Chain

Responsible Business Alliance (RBA)

Konica Minolta joined the RBA in October 2013 and has been acting as a member to strengthen its CSR-oriented procurement practices in the supply chain.

The RBA, whose members include many of the world's leading electronics manufacturers and major suppliers, works collectively to improve workers' rights (human rights and working conditions), ethics, and 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 the RMI, which leads global initiatives for responsible mineral sourcing. the RMI has developed the globally adopted Responsible Minerals Reporting Template and promotes an audit program to assess and certify smelters and refiners as conflict-free, along with various other initiatives 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.

- RMI
- JEITA Responsible Minerals Trade Working Group

Toward the Realization of a Circular Economy

Participation in Japan Partnership for Circular Economy (J4CE)

In 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 Partnership for Circular Economy (J4CE)

Participation in "Circular Partners"

Konica Minolta joined Circular Partners in 2024. This public-private partnership was established by the Ministry of Economy, Trade and Industry to promote the "Growth-Oriented Resource Autonomous Economy Strategy." By sharing knowledge and successful case studies with other companies, local governments, and research institutions, and leveraging policy incentives, Konica Minolta aims to create new business opportunities.

Circular Partners (CPs)

Toward Biodiversity Conservation

Endorsement of the Initiative on Declaration of Biodiversity by Keidanren

Konica Minolta supports the Initiative on Declaration of Biodiversity by Keidanren, established by the Keidanren and Keidanren Committee on Nature Conservation. With the aim of realizing a sustainable society, the Company is promoting efforts to address the seven items that comprise the Keidanren Declaration for Biodiversity and Guideline (Revised Edition).

Keidanren Initiative for Biodiversity Conversation

Other

Participation in the Electrical and Electronics Industries' "Carbon Neutrality Action Plan"

Konica Minolta is participating in the Carbon Neutrality Action Plan, an industry-wide effort to combat global warming promoted by the Liaison Group of Japanese Electrical and Electronics Industries for Global Warming. Under Phase 2 of the Action Plan, an ambitious target has been set to reduce CO_2 emissions by about 46% from the fiscal 2013 level by 2030. As a member company, Konica Minolta is working to achieve this goal through various reduction activities as a member company.

Electrical and Electronics Industries' "Carbon Neutrality Action Plan"

Publication of Advocacy Statements

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 activities:

June 2015, 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

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2025 Environmental Data 2025

2025年10月31日更新 Updated October 31, 2025

★ 当該情報は各年度のCSRレポート、ウェブサイトまたは環境データ（PDF）において第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
★ This information has been third-party assured in each fiscal year's CSR report, website, or environmental data (PDF). For more details, please refer to each fiscal year's CSR report, website, or environmental data.

注：各データについての算定基準は、当該データが記載されている表の下に記載しています。
Note: Calculation standards for the figures are listed below the table containing the relevant data.

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.

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

集計期間：2024年4月1日から2025年3月31日まで Aggregation period: April 1, 2024 to March 31, 2025

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
INPUT												
調達 Procurement												
資源 Resources	石油由来資源投入量 Petroleum-based resources	千t Thousand t	48.2	49.1	49.5	52.4	50.8	39.0	34.5	39.3	32.5	38.1
資源 Resources	非石油由来資源投入量 Non-petroleum-based resources	千t Thousand t	61.3	62.4	65.9	70.7	67.4	49.8	41.9	49.5	48.0	57.3
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	294	296	284	281 ★
エネルギー Energy	うち再生可能エネルギー由来電力※1 Of which, renewable electricity[*1]	百万kWh Million kWh				4.7	14.3	19.7	23.4	42.1	45.2	73.2 ★
エネルギー Energy	うち購入量※1 Of which, amount of purchased[*1]	百万kWh Million kWh				2.1	12.2	16.0	19.3	37.8	36.5	64.3 ★
エネルギー Energy	化石燃料※2, ※3 Fossil fuels [*2,*3]	TJ	2,349	2,258	2,464	2,426	2,380	2,323	2,396	2,314	2,258	2,197 ★
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	2,686	2,937	2,844	2,860 ★
水 Water	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	45.6	24.2	9.2	2.6
資源 Resources	内部リサイクル量 Amount of recycled internally	千t Thousand t	4.6	4.8	5.2	5.8	5.6	6.1	6.7	5.0	5.6	5.2
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	572.4	1,160.6	390.2	731.3 ★
資源 Resources	包装材料使用量 Packaging materials usage	千t Thousand t	23.8	27.8	26.1	26.0	24.3	23.4	20.4	24.6	21.1	18.7
販売・サービス Sales and service												
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	77.2	67.9	62.9	62.7 ★
エネルギー Energy	うち再生可能エネルギー由来電力※1 Of which, renewable electricity[*1]	百万kWh Million kWh					6.0	8.1	13.3	11.2	11.1	12.7 ★
エネルギー Energy	うち購入量※1 Of which, amount of purchased[*1]	百万kWh Million kWh					5.3	7.4	12.7	10.3	10.1	11.8 ★
エネルギー Energy	化石燃料＜オフィス＞※2 Fossil fuels (offices)[*2]	TJ	66.2	83.2	76.5	61.1	83.8	78.7	69.8	66.6	73.9	72.9 ★
エネルギー Energy	化石燃料＜車両＞ Fossil fuels (vehicles)	TJ	710.2	690.8	739.0	697.3	667.6	426.1	489.6	502.6	482.8	480.1 ★
水 Water	取水量 Total water withdrawal	千m^3 Thousand m^3	296	302	327	337	308	312	294	294	311	276
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	357.2	336.8	322.9	318.9 ★
回収 Recovery												
資源 Resources	製品回収量 Product recovery	千t Thousand t	16.1	15.2	16.8	17.9	14.2	13.6	11.2	13.6	13.2	14.3
OUTPUT												
調達 Procurement												
大気 Atmosphere	CO_2排出量 CO_2 emissions	千t-CO_2 Thousand t-CO_2	403.6	395.2	416.8	437.0	415.8	295.0	247.1	296.4	271.5	313.5 ★
生産・研究開発 Production/ Research and Development												
大気 Atmosphere	CO_2排出量(スコープ2は独自基準※4) CO_2 emissions (Konica Minolta Standards[*4])	千t-CO_2 Thousand t-CO_2	306.9	298.2	281.8	272.6	257.3	241.9	252.2	235.4	224.0	209.1 ★
大気 Atmosphere	SOx	t	0	0	0	0	0	0	0	0	0	0
大気 Atmosphere	NOx	t	79.7	52.7	71.1	77.2	98.9	56.8	83.1	73.3	74.3	71.8
大気 Atmosphere	ばいじん Dust and soot	t	1.7	0.6	0.5	0.4	0.4	0.6	0.8	0.9	0.9	0.9
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	2,380	2,585	2,484	2,500
排水 Discharged water	COD	t	1.1	0.09	0.6	0.6	0.1	0.2	0.05	0.4	0.6	0.5
排水 Discharged water	リン Phosphorous	t	0.6	0.02	0.02	0.1	0.01	0.01	0	0.09	0.16	0.13
排水 Discharged water	窒素 Nitrogen	t	3.2	1.6	1.8	2.8	0.7	1.7	0.5	1.4	2.1	1.8
廃棄物 Waste	総排出物量 Total waste volume	千t Thousand t	20.1	19.6	20.1	22.6	19.9	19.1	21.0	19.8	19.2	17.9
廃棄物 Waste	内部減量化量 Waste reduced internally	千t Thousand t		0.4	0.6	0.4	0	0	0	0	0	0
廃棄物 Waste	外部排出物量※5 Waste discharged externally[*5]	千t Thousand t	15.5	14.5	14.4	16.3	14.2	13.1	14.3	14.8	13.4	12.6
廃棄物 Waste	再資源化量※6 Amount recycled[*6]	千t Thousand t	15.2	19.0	19.3	21.9	19.7	18.9	20.7	19.6	18.9	17.8
廃棄物 Waste	最終処分量※6 Final disposal[*6]	t	46.2	70.8	128.8	57.0	6.3	10.0	10.4	12.1	8.5	5.7
化学物質 Chemical substances	VOC(揮発性有機化合物)大気排出量※7 Atmospheric emissions of VOCs[*7]	t	229	218	212	210	230	174	192	173	157	163 ★
物流 Distribution												
大気 Atmosphere	CO_2排出量 CO_2 emissions	千t-CO_2 Thousand t-CO_2	27.3	32.1	28.3	26.4	34.4	22.6	40.9	82.6	28.1	53.1 ★
販売・サービス Sales and service												
大気 Atmosphere	CO_2排出量＜オフィス＞(スコープ2は独自基準※4) CO_2 emissions (offices, Konica Minolta Standards[*4])	千t-CO_2 Thousand t-CO_2	36.7	39.0	41.7	46.8	41.6	35.5	37.4	33.2	30.0	28.8 ★
大気 Atmosphere	CO_2排出量＜車両＞(スコープ2は独自基準※4) CO_2 emissions (vehicles, Konica Minolta Standards[*4])	千t-CO_2 Thousand t-CO_2	48.0	46.7	50.0	47.2	45.2	28.8	33.2	34.0	32.6	33.0 ★
廃棄物 Waste	外部排出物量 Waste discharged externally	千t Thousand t	3.2	3.3	3.6	3.7	3.4	3.4	3.2	3.2	3.4	3.0

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	179.3	169.1	162.1	146.8 ★
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 Thousand t	16.0	15.0	16.6	17.7	14.1	13.4	11.1	13.5	13.1	14.2

注：温室効果ガスの算定対象は地球温暖化対策推進法に規定されているように、すべての事業所の排出量の合計が、Green House Gasの種類ごとにCO2換算で3,000トンを超えるものとしています。
Note:As stipulated in the Act on Promotion of Global Warming Countermeasures, greenhouse gas emissions are calculated when the total emissions from all business locations exceed 3,000 tons of CO2 equivalent for each type of greenhouse gas.
注：温室効果ガス排出量の定量化は、活動量データの測定、及び排出係数の決定に関する不確実性並びに地球温暖化係数の決定に関する科学的不確実性にさらされています。
Note: GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

※1：再生可能エネルギー由来電力、再生可能電力購入量については2021年度から保証を受けています。
*1: Regarding renewable electricity, amount of purchaced renewable electricity, the figures have been assured by a third party respectively from FY2021 onwards.

※2：化石燃料には蒸気・温水・冷水を含みます。
*2: Fossil fuels include steam, hot water, and cold water.

※3：2022年度の開示において、FY2022の化石燃料使用量について誤りが発見されたため、数値を修正しました。
*3: In our disclosure for fiscal year 2022, an error was discovered in the amount of fossil fuel use for FY2022, so the figures have been revised.

※4：Scope1とScope2の合計値。Scope 2についてはコニカミノルタ独自の基準で算定しており、各拠点で購入したエネルギー使用量に、以下の係数を乗じて算出しています。
・電力：＜日本＞電気事業連合会が公表する2005年度全電源平均値、＜海外＞GHGプロトコルが公表する各国の2005年度CO2排出係数。再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定。
・熱：環境省/経済産業省が公表する熱供給事業者別排出係数を使用。拠点所在地の独自原単位がある場合は当該原単位を使用。
*4: The total value of Scope 1 and Scope 2. Scope 2 is calculated according to Konica Minolta standards. Calculated by multiplying the amount of energy purchased at each site by the following coefficient.
・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.
When calculating emissions from the use of electricity derived from renewable energy sources, the emission factor is set to zero.
・Heat:Emissions coefficients by heat supply company published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. If the location of the business has its own unit of measurement, that unit of measurement is used.
※5：外部排出物量については2022年度まで保証を受けています。
*5: Regarding waste discharged externally, the figures have been assured by a third party respectively to FY2022.

※6：再資源化量、最終処分量については2021年度と2022年度に保証を受けています。
*6: Regarding recycled resources and final disposal, the figures have been assured by a third party respectively on FY2021 and FY2022.

※7：VOC大気排出量の2015年度から2021年度において、過去の算定に誤りが発見されたため、数値を修正しました。
*7: Figures of Atmospheric emissions of VOCs for fiscal 2015-2021 have been corrected due to an error in tabulation.

環境データ2025 Environmental Data 2025

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★ This information has been third-party assured in each fiscal year's CSR report, website, or environmental data (PDF). For more details, please refer to each fiscal year's CSR report, website, or environmental data.

注：FY20XXとは、集計期間：20XX年4月1日から翌年3月31年までの期間を指します。
Note: FY20XX refers to the collection period from April 1, 20XX, to March 31 of the following year.

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.

エネルギー・CO_2 Energy/CO_2

サプライチェーンCO_2排出量 ※1 CO_2 Emissions in the Supply Chain *1
（単位 unit：t-CO_2）

		概要 Overview	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
サプライチェーンCO_2排出量 総計※2 Total CO_2 emissions in the supply chain *2			1,425,101	1,345,917	1,342,433	1,394,008	1,323,430	1,132,159	1,084,356	1,200,957	1,037,890	1,107,150
スコープ 1 Scope 1		**Scope 1 合計 Total Scope 1**	167,360	162,195	175,266	169,835	166,845	147,379	158,938	151,422	147,677	148,364 ★
		生産・研究開発 Production / R&D	116,525	111,899	122,120	120,324	118,166	115,270	122,918	114,899	112,182	112,386
		販売・サービス Sales and service	50,835	50,297	53,146	49,511	48,680	32,109	36,020	36,522	35,494	35,979
スコープ 2 (独自基準) Scope 2 (Konica Minolta Standards)		**Scope 2 (独自基準) 合計 Total Scope 2 (Konica Minolta Standards)**	224,298	221,665	198,174	196,742	177,200	158,890	163,846	151,128	138,908	122,578 ★
		生産・研究開発 Production / R&D	190,370	186,253	159,647	152,319	139,090	126,604	129,273	120,459	111,824	96,699
		販売・サービス Sales and service	33,928	35,412	38,527	44,423	38,110	32,286	34,573	30,669	27,084	25,879
スコープ 2 (ロケーション基準) ※3 Scope 2 (location based) *3		**Scope 2 (ロケーション基準) 合計 Total Scope 2 (location based)**	–	–	–	199,277	–	161,180	169,430	167,856	156,820	148,725 ★
		生産・研究開発 Production / R&D	–	–	–	162,487	–	135,011	139,770	141,653	132,551	125,099
		販売・サービス Sales and service	–	–	–	36,791	–	26,170	29,660	26,203	24,269	23,626
スコープ 2 (マーケット基準) ※4 Scope 2 (market based) *4		**Scope 2 (マーケット基準) 合計 Total Scope 2 (market based)**	–	–	–	182,388	–	153,584	155,646	142,524	126,560	118,864 ★
		生産・研究開発 Production / R&D	–	–	–	145,598	–	129,447	129,419	119,136	105,824	98,874
		販売・サービス Sales and service	–	–	–	36,791	–	24,138	26,227	23,388	20,736	19,990
スコープ 3※ Scope 3*	**Scope 3 合計 Total Scope 3**		1,033,443	962,056	968,993	1,027,431	979,385	825,889	761,573	898,407	751,306	836,207
	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	247,088	296,379	271,543	313,501 ★
	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	103,497	106,872	108,548	101,575
	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	10,647	14,483	15,201	15,015	12,835	11,787	12,351	12,250	12,013	15,934
	カテゴリー 4※5 Category 4*5	輸送・流通（上流）材料調達に係る物流 Upstream transportation and distribution: Logistics related to material procurement	16,603	16,359	18,446	18,907	18,676	18,759	17,143	13,854	12,474	17,874
		輸送・流通（上流）製品の輸送に係る物流※6 Upstream transportation and distribution: Logistics related to product transportation*6	27,313	32,070	28,270	26,444	34,392	22,558	40,864	82,636	28,068	53,108 ★
	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	14,130	14,638	9,856	11,789
	カテゴリー 6 Category 6	出張 Business travel	27,312	23,187	23,022	24,153	22,090	4,853	5,889	11,314	10,363	10,773
	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	6,357	7,135	7,482	7,124
	カテゴリー 8 Category 8	リース資産（上流） Upstream leased assets	423	776	776	624	497	497	497	498	498	498
	カテゴリー 9※7 Category 9*7	輸送・流通（下流） Downstream transportation and distribution	14,086	15,418	13,825	13,532	16,894	12,373	26,585	63,963	15,215	20,087
	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	60,016	52,257	36,880	34,443
	カテゴリー 11※8 Category 11*8	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	179,334	169,061	162,119	146,807 ★
	カテゴリー 12※9 Category 12*9	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	46,168	65,032	74,303	101,085 ★
	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	0	279	236	276
	カテゴリー 14 Category 14	フランチャイズ Franchises	1,095	1,045	956	553	594	457	603	501	448	433
	カテゴリー 15 Category 15	投資 Investments	3,346	2,756	2,443	2,326	1,718	1,534	1,050	1,740	1,260	900
	第三者保証比率 Third-party assurance ratio											73.4%

注：温室効果ガス排出量の定量化は、活動量データの測定、及び排出係数の決定に関する不確実性並びに地球温暖化係数の決定に関する科学的不確実性にさらされています。
Note: GHG emissions quantification is subject to uncertainty when measuring activity data, determining emission factors, and considering scientific uncertainty inherent in the Global Warming Potentials.

※1：上記表「サプライチェーンCO_2排出量」の各値は、コニカミノルタがGHGプロトコルを参照して設定した算定基準に従って算定されています。
【参照したGHGプロトコルの基準】：GHGプロトコル コーポレート基準、GHGプロトコル スコープ2ガイダンス、GHGプロトコル スコープ3基準

*1: The values in the table above are calculated in accordance with the calculation standards established by Konica Minolta with reference to the GHG Protocol.
【GHG Protocol standards referenced】:A Corporate Accounting and Reporting Standard, GHG Protocol Scope2 Guidance, Corporate Value Chain (Scope 3) Accounting and Reporting Standard

※2：サプライチェーンCO_2排出量総計は、Scope 1、Scope 2（独自基準）、Scope 3の合算値です。
*2: The total supply chain CO_2 emissions is the combined total of Scope 1, Scope 2 (Konica Minolta standards), and Total Scope 3.

※3：Scope 2 （マーケット基準）の算定値は、2023年度から保証を受けています。
*3: Scope 2 (market based) calculations are guaranteed from fiscal year 2023.

※4：Scope 2 （ロケーション基準）の算定値は、2024年度から保証を受けています。
*4: Scope 2 (location based) calculations are guaranteed from fiscal year 2024.

スコープ1 算定基準　Scope 1 calculation standards

【生産/研究開発 活動 および 販売・サービス活動でのCO_2排出量】
対象範囲：全世界の生産・研究開発拠点、および 全世界の連結対象の全販売会社
算定基準（生産・研究開発拠点）：各拠点のエネルギー使用量に、以下の係数を乗じて算出しています。
算定基準（オフィス）：拠点のエネルギー使用量に、以下の係数を乗じて算出しています。エネルギー使用量には一部推定値を含みます。
算定基準（車両）：車両用燃料の使用量に、以下の係数を乗じて算出しています。燃料使用量には一部推定値を含みます。
・燃料：環境省・経済産業省「温室効果ガス排出量算定・報告マニュアル（Ver6.0）」に規定される係数

【CO_2 emissions in production/R&D stage, and Sales/Service stage】
Boundary: Production and R&D sites worldwide, and all consolidated sales companies worldwide
Standards (production/R&D sites): CO_2 emissions are calculated by multiplying the amount of energy used at each site by the following coefficients
Standards (Offices): CO2 emissions are calculated by multiplying the amount of energy used at sites by the following coefficients. The amount of energy used includes some estimated values.
Standards (Vehicles): CO2 emissions are calculated by multiplying the amount of vehicle fuel used by the following coefficients. The amount of fuel used includes some estimated values.
・Fuel: Coefficients stipulated in the Ministry of the Environment and the Ministry of Economy, Trade and Industry's "Greenhouse Gas Emissions Calculation and Reporting Manual (Ver. 6.0)"

スコープ2 算定基準　Scope 2 calculation standards

【生産/研究開発 活動 および 販売・サービス活動でのCO2排出量】
対象範囲：全世界の生産・研究開発拠点、および 全世界の連結対象の全販売会社

算定基準（スコープ2 独自基準）：各拠点で購入したエネルギー使用量に、以下の係数を乗じて算出しています。エネルギー使用量には一部推定値を含みます。
・電力：＜日本＞電気事業連合会が公表する2005年度全電源平均値、＜海外＞GHGプロトコルが公表する各国の2005年度CO2排出係数。再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定。
・熱：環境省/経済産業省が公表する熱供給事業者別排出係数（代替値）を使用。拠点所在地の独自原単位がある場合は当該原単位を使用。

算定基準（スコープ2 ロケーション基準）：各拠点で購入したエネルギー使用量に、以下の係数を乗じて算出しています。エネルギー使用量には一部推定値を含みます。
・電力：＜日本＞環境省/経済産業省が公表する電気事業者別排出係数の「全国平均排出係数」、＜海外＞IEA Emissions Factors 2024 "CO2 emissions per kwh of electricity only" の各国「Total」値
・熱：環境省/経済産業省が公表する熱供給事業者別排出係数（代替値）を使用。拠点所在地の独自原単位がある場合は当該原単位を使用。

算定基準（スコープ2 マーケット基準）：各拠点で購入したエネルギー使用量に、以下の係数を乗じて算出しています。エネルギー使用量には一部推定値を含みます。
・電力：＜日本＞環境省/経済産業省が公表する電気事業者別排出係数を使用。電気事業者を特定できない場合は「全国平均排出係数」を使用。＜海外＞IEA Emissions Factors 2024 "CO2 emissions per kwh of electricity only" の各国「Total」値
・熱：環境省/経済産業省が公表する熱供給事業者別排出係数（代替値）を使用。拠点所在地の独自原単位がある場合は当該原単位を使用。

【CO2 emissions from production/R&D activities and sales/service activities】
Boundary: Production and R&D sites worldwide, and all consolidated sales companies worldwide

Calculation standard (Scope 2 Konica Minolta standard): Calculated by multiplying the amount of energy purchased at each site by the following coefficient. The amount of energy used includes some estimated values.
・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.
When calculating emissions from the use of electricity derived from renewable energy sources, the emission factor is set to zero.
・Heat:Emissions coefficients (alternative values) by heat supply company published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. If the location of the business has its own unit of measurement, that unit of measurement is used.

Calculation standard (Scope 2 Location-based): Calculated by multiplying the amount of energy purchased at each site by the following coefficient. The amount of energy used includes some estimated values.
・Electricity in Japan: "National average emission factor" of emission factors by electric power companies published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan
Electricity outside Japan: IEA Emissions Factors 2024 "CO2 emissions per kwh of electricity only" "Total" value for each country
・Heat:Emissions coefficients (alternative values) by heat supply company published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. If the location of the business has its own unit of measurement, that unit of measurement is used.

Calculation standard (Scope 2 Market-based): Calculated by multiplying the amount of energy purchased at each site by the following coefficient. The amount of energy used includes some estimated values.
・Electricity in Japan: Emission factors by electric power companies published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry of Japan
Electricity outside Japan: IEA Emissions Factors 2024 "CO2 emissions per kwh of electricity only" "Total" value for each country
・Heat:Emissions coefficients (alternative values) by heat supply company published by the Ministry of the Environment and the Ministry of Economy, Trade and Industry. If the location of the business has its own unit of measurement, that unit of measurement is used.

スコープ3 算定基準　Scope 3 calculation standards

コニカミノルタのスコープ3の算定方法については、以下の注記コメントおよびまたは下記リンク先のWebページを参照ください。
For information about Konica Minolta's Scope 3 calculation method, please refer to the notes below or the web page linked below.

※スコープ3 CO_2排出量　算定方法

*Method of Calculation in Each Category of Scope 3 Emissions

カテゴリー1 購入した物品、サービス（調達活動でのCO_2排出量）
対象範囲：コニカミノルタが生産かつ販売する、情報機器および消耗品、機能材料、光学コンポーネント、ヘルスケア製品
算定基準：情報機器および消耗品については販売数量や生産数量に、エコリーフ環境ラベル/SuMPO EPD プログラムの公開値がある製品については原材料調達ステージのGHG排出量より算定した製品重量当たりの係数を使用し公開値がない製品は素材重量実績より算定した係数を使用して算出しています。
その他製品については資源投入量に、国立研究開発法人産業技術総合研究所IDEA v3.4（IPCC2013 without LULUCF AR5）等の係数を使用して算出しています。

Category 1 Purchased goods and services (CO 2 emissions in procurement stage)
Boundary: Business Technologies Business equipment and consumable supplies, performance materials, optical components, Healthcare Business products manufactured and sold by Konica Minolta group.
Standards: For Business Technologies Business equipment and consumables, sales and production quantities are calculated using a coefficient per product weight calculated from GHG emissions at the raw material procurement stage for products with published values for the EcoLeaf Environmental Label / SuMPO EPD Program, and for products without published values, a coefficient calculated from the actual material weight is used.
For other products, resource inputs are calculated using coefficients such as those from the National Institute of Advanced Industrial Science and Technology's IDEA v3.4 (IPCC2013 without LULUCF AR5).

カテゴリー4 輸送・流通（上流）
※5：算定基準：貨物重量に輸送距離を乗じ、その値に輸送手段別の排出原単位を乗じて算定しています。
・日本国内物流：ロジスティックス分野におけるCO2排出量算定方法共同ガイドラインVer.3.2に規定される係数と国立研究開発法人産業技術総合研究所IDEAv 3.4（IPCC2013 without LULUCF AR5）
・国際間物流、中国およびマレーシアの生産物流：GLEC（Global Logistics Emissions Council）フレームワーク Ver.3.0
FY2024の算定では、Well-to-Wheelの排出原単位を使用して算定しています。FY2023以前の年度の算定では、Tank-to-Wheelの排出原単位を使用して算定しています。
※6：カテゴリー4のうち、製品の輸送に係る物流については各年度に第三者保証を受けました。光学コンポーネントについては売上高より推計しています。
対象範囲：情報機器、光学コンポーネント、機能材料、ヘルスケア製品に関する、国際間物流、日本国内物流、中国およびマレーシアの生産物流（工場から港まで）。

Category 4 Upstream transportation and distribution
*5: Standards: CO2 emissions are calculated by multiplying transport distance by cargo weight, and then multiplying that value by the CO2 emissions coefficient of each means of transportation.
・Domestic logistics in Japan: Coefficients specified in the Joint Guidelines for Calculating CO2 Emissions in the Logistics Sector, Ver. 3.2, and the National Institute of Advanced Industrial Science and Technology's IDEAv 3.4 (IPCC 2013 without LULUCF AR5).
・International logistics, production logistics in China and Malaysia: GLEC (Global Logistics Emissions Council) Framework, Ver. 3.0.
Well-to-wheel emissions intensity is used for calculations for FY2024. Tank-to-wheel emissions intensity is used for calculations for fiscal years prior to FY2023.
*6: In Category 4, logistics related to product transportation have been assured by a third party respectively. Estimated for optical components based on sales.
Boundary: International logistics, domestic logistics in Japan, and production logistics in China and Malaysia (from factories to ports) for Business Technologies Business, optical components, functional materials, and healthcare products.

カテゴリー9 輸送・流通（上流）
※7：FY2024の算定では、GLEC（Global Logistics Emissions Council）フレームワーク Ver.3.0に則ってWell-to-Wheelの排出原単位を使用して算定しています。FY2023以前の年度の算定では、Tank-to-Wheelの排出原単位を使用して算定しています。

Category 9 Downstream transportation and distribution
*7: CO2 emissions are calculated by multiplying transport distance by cargo weight, and then multiplying that value by the CO2 emissions coefficient of each means of transportation.
Calculations for FY2024 use well-to-wheel emissions intensity in accordance with the Global Logistics Emissions Council (GLEC) Framework Ver. 3.0. Calculations for fiscal years prior to FY2023 use tank-to-wheel emissions intensity.

カテゴリー11　販売した製品の使用

※8：カテゴリー11の算定値は、各年度に第三者保証を受けました。

対象範囲：コニカミノルタが生産かつ販売する、情報機器およびヘルスケア製品。他社製品の一部として組み込まれる光学コンポーネント事業の製品については算定から除外しています。

算定基準：市場稼働台数（年度ごとの販売台数と製品寿命から推計）に、想定される機種ごとの年間電力消費量とCO2排出係数（日本は環境省が公表する全国平均排出係数、日本以外はIEA Emissions Factors 2022 "CO2 emissions per kwh of electricity only" のWorld平均値）を乗じて算出しています。
年間電力消費量は、情報機器は国際エネルギースタープログラムに規定されたTEC値（Ver 2.0）、ヘルスケア製品は製品仕様などに基づいています。

Category 11　Use of sold products

*8: The calculated values for Category 11 were assured by a third party for each fiscal year.

Boundary: Business Technologies Business equipment and Healthcare Business products manufactured and sold by Konica Minolta group. Optical Components Business products that are incorporated as part of other companies' products are excluded from the calculation.

Standards: Calculated by multiplying the number of units in operation on the market (estimated from the number of units sold each year and product lifespan) by the expected annual electricity consumption and CO2 emission coefficient for each model (for Japan, the national average emission coefficient published by the Ministry of the Environment; for other countries, the world average value for each country from the IEA Emissions Factors 2022 "CO2 emissions per kwh of electricity only").
The annual amount of electricity consumption for Business Technologies Business equipment is estimated based on the Typical Electricity Consumption (TEC Ver 2.0) value set by the International Energy Star Program, and for equipment or healthcare systems it is estimated based on each product's specifications.

カテゴリー12　販売した製品の廃棄

※9：カテゴリー12の算定値は、2023年度から保証を受けています。

対象範囲：情報機器/ヘルスケア/機能材料/光学コンポーネントの製品及び包装材（通い箱等により包装材を使用しない場合は製品のみ）

算定基準：販売した製品を構成する部材の重量と 処理方法別の排出原単位※10 を乗じて算定しています。販売した製品が将来的に廃棄される量を、当該年度の排出とみなして計上しています。
情報機器は、SuMPO環境ラベルプログラムのエコリーフ公開値がある製品については廃棄ステージのGHG排出量を使用、エコリーフ公開値がない製品は重量の近い製品で代用、または処理方法別の排出原単位※10 を使用しています。
※10：処理方法別の排出原単位：環境省・経済産業省　サプライチェーンを通じた組織の温室効果ガス排出等の算定のための排出原単位データベース（v3.5）を適用

Category 12　End-of-life treatment of sold products

*9: The calculated values for Category 12 have been assured by a third party respectively from FY2023 onwards.

Boundary: Products and packaging materials in the Business Technologies Business, Healthcare business, Performance materials, and Optical component business manufactured and sold by Konica Minolta group (only products if no packaging materials are used due to returnable boxes, etc.)

Standards: Calculated by multiplying the weight of materials that make up the products sold by the emission intensity for each processing method*10. The amount of sold products that will be disposed of in the future is counted as emissions for that fiscal year.
For information equipment, for products with EcoLeaf published values under the SuMPO Environmental Label Program, GHG emissions at the disposal stage are used. For products without EcoLeaf published values, a product of similar weight is used as a substitute,
or the emission intensity by processing method*10 is used.
*10: Emission intensity by processing method: Based on the Ministry of the Environment and the Ministry of Economy, Trade and Industry Emissions Intensity Database (v3.5) for calculating greenhouse gas emissions by organizations through the supply chain.

注：2023年度以前の排出量算定において、これまで当社グループが未算定であった活動を認識し、その活動は今後も継続するため、2024年度の算定より算定範囲を見直しました。
Note: In calculating emissions for fiscal 2023 and earlier, we recognized that the Group had activities that had not been accounted for until now, and as these activities will continue in the future, we have revised the scope of calculations from fiscal 2024 onwards.

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	FY2021	FY2022	FY2023	FY2024
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	790	851	748	784 ★
調達 Procurement stage	千t-CO_2 Thousand t-CO_2	404	395	417	437	416	295	247	296	272	314 ★
生産/研究開発※1 Production/R&D*1	千t-CO_2 Thousand t-CO_2	307	298	282	273	257	242	252	235	224	209 ★
物流 Distribution	千t-CO_2 Thousand t-CO_2	27	32	28	26	34	23	41	83	28	53 ★
販売・サービス（オフィス、車両）※1 Sales and service (offices and vehicles)*1	千t-CO_2 Thousand t-CO_2	85	86	92	94	87	64	71	67	63	62 ★
製品使用 Product use	千t-CO_2 Thousand t-CO_2	258	235	220	211	198	197	179	169	162	147 ★

※1：生産/研究開発、販売・サービスのCO2排出量のうち、Scope 2 分は独自基準により算定しています。
*1: Of the CO_2 emissions from production/R&D, and sales and services, Scope 2 emissions are calculated based on Konica Minolta standards.

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	FY2021	FY2022	FY2023	FY2024
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	252	235	224	209
日本　Japan	千t-CO_2 Thousand t-CO_2	246	234	218	216	212	203	215	207	202	191
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	36	28	21	18
北米・欧州 North America/Europe	千t-CO_2 Thousand t-CO_2	1	2	2	2	2	2	2	0.2	0.4	0.4

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	FY2021	FY2022	FY2023	FY2024
原単位 Per unit of sales	t-CO_2/億円 t-CO_2/100 million yen	30	31	27	26	26	28	28	21	20	19

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.
計算式：生産段階でのCO2排出量総計÷グループ総売上高
Formula: Total CO_2 emissions at the production stage / Total group sales

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	FY2021	FY2022	FY2023	FY2024
再生可能エネルギー由来電力使用量総計※1 Total electricity derived from renewable energy sources *1	MWh	1,147	1,150	1,552	4,686	20,297	27,774	36,732	53,319	56,239	85,865 ★
発電量※2 Generated volume*2	MWh	137	134	127	26	26	26	25	22	26	19
購入量※2 Purchased volume*2	MWh	1,011	1,016	1,425	4,660	20,272	27,748	36,707	53,297	56,213	85,847
電力使用量（コジェネ発電量含まず） Electricity use (not including cogeneration)	MWh	455,713	448,155	392,306	396,386	380,014	352,297	370,856	363,951	347,147	343,851
コジェネ発電量 Generated volume from cogeneration	MWh	9,051	13,515	30,669	71,321	72,222	69,023	68,084	68,743	67,762	69,715
電力使用量（コジェネ発電量含む） Electricity use (including cogeneration)	MWh	464,763	461,670	422,975	467,707	452,236	421,321	438,941	432,694	414,909	413,567
再生可能エネルギー由来電力比率※3 Renewable energy-derived electricity utilization rate*3	%	0.2%	0.2%	0.3%	1.1%	5.3%	6.5%	8.3%	12.3%	13.5%	20.7%

注：集計範囲は全世界の連結対象の全社です。
Note: The boundary of data covers all consolidated companies worldwide.

※1：再生可能エネルギー由来電力については2021年度から保証を受けています。
*1: Regarding electricity derived from renewable energy sources, the figures have been assured by a third party respectively from FY2021 onwards.

※2：GHGプロトコルの定義に従い、発電量・購入量の分類を見直しました。
*2: The classifications of electricity generated and purchased are reviewed according to GHG Protocol definitions.

※3：2015-2019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。
数値は小数点以下第2位を切り捨てています。
*3: 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. Figures are rounded down to the second decimal place.

エネルギー使用量 Energy Use

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
エネルギー使用量総計 Total energy use	TJ	6,144	5,942	5,551	5,448	5,318	5,095	5,269	5,049	5,041	3,210
日本 Japan	TJ	5,322	5,060	4,658	4,617	4,512	4,333	4,492	4,264	4,326	2,944
アジア（日本を除く） Asia (excluding Japan)	TJ	779	831	840	781	754	717	724	730	666	242
北米・欧州 North America/Europe	TJ	43	50	53	51	52	45	53	55	49	24

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

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	FY2021	FY2022	FY2023	FY2024
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	0.58	0.45	0.46	0.28

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.
計算式：エネルギー使用量総計÷グループ総売上高
Formula: Total energy use / Total group sales

使用エネルギー内訳 Energy Use by Type

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
使用エネルギー総計 Total energy used	TJ	6,144	5,942	5,551	5,448	5,318	5,095	5,269	5,030	5,041	3,210
電力 Electricity	TJ	3,795	3,684	3,088	3,022	2,939	2,772	2,872	2,897	2,782	1,012
都市ガス Utility gas	TJ	2,175	2,071	2,272	2,202	2,158	2,137	2,220	1,926	2,059	1,980
LNG	TJ	123	135	138	158	161	130	116	167	143	178
その他 Others	TJ	50	51	55	65	60	56	60	40	57	40

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

環境データ2025 Environmental Data 2025

★ 当該情報は過年度に第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
★ The figures for past year have been assured by a third party respectively. For more detail, please refer to the CSR report, the website or the Environmental Data in each year.

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.

資源 Resources

資源投入 Input of Resources

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
石油由来資源（プラスチック資源） 投入量 Petroleum-based resources (Plastics) inputs	千t Thousand t	48.2	49.1	49.5	52.4	50.8	39.0	34.5	39.3	32.5	38.1
非石油由来資源 投入量 Nonpetroleum-based resources inputs	千t Thousand t	61.3	62.4	65.9	70.7	67.4	49.8	41.9	49.5	48.0	57.3
内部リサイクル量 Internal recycling	千t Thousand t	4.6	4.8	5.2	5.8	5.6	6.1	6.7	5.0	5.6	5.2
包装材料使用量 Packaging materials used	千t Thousand t	23.8	27.8	26.1	26.0	24.3	23.4	20.4	24.6	21.1	18.7

【石油由来資源 投入量・非石油由来資源 投入量】
対象範囲：コニカミノルタが製造・販売する、情報機器および消耗品、機能材料、光学コンポーネント、ヘルスケア製品
算定基準：製品仕様等に基づいて、素材・部品重量に材質ごとの石油由来資源使用重量比率を乗じて算出しています。
【Petroleum-based resources input, Nonpetroleum-based resources input】
Boundary: Office equipment and consumable supplies, performance materials, optical components, and equipment for healthcare systems produced and sold by Konica Minolta, Inc.
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

【内部リサイクル量】
対象範囲：全世界の生産・研究開発拠点
算定基準：生産工程から発生する排出物のうち、グループ外の業者に排出されず工場内で原料として再投入される量
【Amount of recycled internally】
Boundary: All production and R&D sites around the world
Standards: Amount of waste from production processes that is not discharged outside Konica Minolta sites and is re-inputed as raw material

【包装材料使用量】
対象範囲：情報機器および消耗品、機能材料、光学コンポーネント、ヘルスケア製品の包装に使用する素材・部品
算定基準：販売実績に基づく製品の販売台数に、各製品1台当たりの包材重量(製品仕様等に基づく)を乗じて算出しています。
【Packaging materials usage】
Boundary: Raw material and parts used in packaging for office equipment and consumable supplies, performance materials, optical components, and equipment for healthcare systems
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

生産活動からの排出物量 Waste from production activities

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
総排出物量総計 Total waste volume	t	20,139	19,603	20,077	22,585	19,851	19,121	20,981	19,759	19,219	17,932
日本 Japan	t	14,337	14,084	15,008	17,758	15,779	16,093	18,191	16,250	15,710	14,441
アジア（日本を除く） Asia (excluding Japan)	t	5,330	4,976	4,411	4,138	3,319	2,559	2,361	3,036	3,036	3,007
北米・欧州 North America/Europe	t	472	543	658	690	754	469	429	473	473	484
外部排出物量総計★※1 Waste discharged externally★*1	t	15,499	14,497	14,360	16,346	14,225	13,066	14,275	14,802	13,388	12,590
日本 Japan	t	9,839	9,088	9,418	11,618	10,231	10,107	11,587	11,386	10,183	9,253
アジア（日本を除く） Asia (excluding Japan)	t	5,188	4,866	4,284	4,039	3,241	2,490	2,259	2,943	2,745	2,853
北米・欧州 North America/Europe	t	472	543	658	690	754	469	429	473	460	484
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	1.6	1.3	1.2	1.1
再資源化量（内部リサイクル量+外部リサイクル量）総計★※2 Total amount of recycled resources (internally and externally recycled)★*2	t	19,821	18,967	19,279	21,864	19,692	18,882	20,742	19,568	18,925	17,822
日本 Japan	t	14,063	13,583	14,207	17,018	15,548	15,790	17,958	16,065	15,682	14,334
アジア（日本を除く） Asia (excluding Japan)	t	5,286	4,854	4,409	4,156	3,390	2,623	2,356	3,030	2,783	3,004
北米・欧州 North America/Europe	t	472	529	662	690	754	470	429	473	460	484
最終処分量（埋立量）総計★※2 Total amount of final disposal (landfill waste)★*2	t	46	71	129	57	6	10	10	12	8	6
日本 Japan	t	6	7	3	3	3	7	8	8	5	1
アジア（日本を除く） Asia (excluding Japan)	t	41	64	126	54	3	3	3	4	4	4
北米・欧州 North America/Europe	t	0	0	0	0	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%	98.9%	99.0%	98.5%	99.4%
最終処分率 Percentage of final disposal	%	0.2%	0.4%	0.6%	0.3%	0.03%	0.05%	0.05%	0.06%	0.04%	0.03%

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

※1：外部排出物量については2022年度まで保証を受けています。
*1: Regarding waste discharged externally, the figures have been assured by a third party respectively to FY2022.

※2：再資源化量、最終処分量については2021年度と2022年度に保証を受けています。
*2: Regarding recycled resources and final disposal, the figures have been assured by a third party respectively on FY2021 and FY2022.

【外部排出物量】
対象範囲：全世界の生産・研究開発拠点
算定基準：生産外部排出物重量※3 の実測値の合計
※3 生産外部排出物量：生産・研究開発拠点で生じる、コニカミノルタに排出者責任のあるすべての排出物（廃棄物等）のなかで、コニカミノルタの拠点外に排出される量。ただし、生産との関連のない排出物等は一部除外しています。
【Waste discharged Externally】
Boundary: All production and R&D sites around the world
Standards: The total actual weight of waste discharged externally from production*4
*4: 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.

【再資源化量】
対象範囲：全世界の生産拠点および研究開発拠点
算定基準：再資源化重量（内部リサイクル量+外部リサイクル量）の合計です。
内部リサイクル量：生産工程から発生する排出物のうち、コニカミノルタの拠点外に排出されず原料として再投入される量
外部リサイクル量：外部排出物量のうち、コニカミノルタの拠点外に排出されたのちリサイクルされる量
【Amount recycled】
Boundary: All production and R&D sites around the world
Standards: The total of the weight of recycled materials (internally recycled amount + externally recycled amount)
Internally recycled amount: Amount of waste from production processes that is not discharged outside Konica Minolta sites and is re-inputed as raw material
Externally recycled amount: Amount of waste that is recycled after being discharged outside Konica Minolta sites

【最終処分量】
対象範囲：全世界の生産・研究開発拠点
算定基準：最終処分量重量（生産外部排出物量×最終処分率）の合計。最終処分率は個別に処理業者にヒアリングした値に基づいています。
再資源化後の残渣を除きます。直接埋立量と中間処理残渣埋立量の合計です。
【Final disposal】
Boundary: All production and R&D sites around the world
Standards: The total weight of final disposal (Weight of waste discharged externally from production × Percentage of final disposal)
Percentage of final disposal are calculated based on the value from industrial waste disposal companies.
Except for residues after recycling. The figures are the sum of direct landfill and landfill of residual after intermediate treatment.

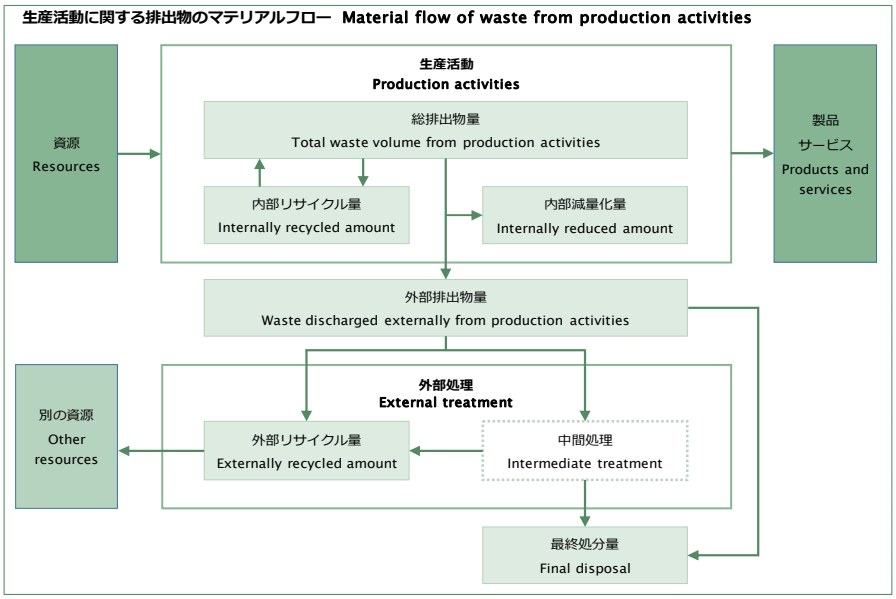
製品回収・リサイクル Product Recovery and Recycling

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
製品販売総量（全世界） Total product sales (worldwide)	千t Thousand t	87.8	91.4	95.6	102.6	97.8	70.3	55.2	69.0	63.1	79.3
製品回収再資源化量（全世界） Recycling volume for recovered products (worldwide)	千t Thousand t	16.0	15.0	16.6	17.7	14.1	13.4	11.1	13.5	13.1	14.2

注：集計範囲は情報機器事業の製品です（製品回収量、製品回収再資源化量は主要販社のみ）。
Note: The boundary of the aggregate includes Business Technologies Business products (Poduct recovery volume and Recycling volume for recovered products are witk major sales companies).

生産活動に関する排出物のマテリアルフローは下記を参照ください。
See the figure below for the material flow of waste from production activities.

生産活動に関する排出物のマテリアルフロー Material flow of waste from production activities



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★ 当該情報は各年度のCSRレポート、ウェブサイトまたは環境データ（PDF）において第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
★ This information has been third-party assured in each fiscal year's CSR report, website, or environmental data (PDF). For more details, please refer to each fiscal year's CSR report, website, or environmental data.

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.

水 Water

取水源別の取水量 Water Withdrawal by Source

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
取水量総計※1 Total water withdrawal*1	千m³ Thousand m³	3,839	3,845	3,673	3,833	3,492	3,201	2,980	3,231	3,155	3,136
上水 総計※1 Potable Water*1	千m³ Thousand m³	1,621	1,636	1,726	1,743	1,588	1,488	1,441	1,485	1,479	1,312
上水（生産）※2, ※3 Potable Water (production activity)*2, *3	千m³ Thousand m³	1,324	1,333	1,398	1,407	1,280	1,176	1,147	1,192	1,168	1,036 ★
上水（販売）※4 Potable Water (sales activity)*4	千m³ Thousand m³	296	302	327	337	308	312	294	294	311	276
雨水※1, ※5 Rainwater*1, *5	千m³ Thousand m³								0.2	1.1	1.7 ★
地表水 Fresh Surface Water (lakes, rivers, etc.)	千m³ Thousand m³	0	0	0	0	0	0	0	0	0	0
地下水※1, ※3 Groundwater*1, *3	千m³ Thousand m³	2,218	2,209	1,947	2,089	1,904	1,714	1,539	1,745	1,675	1,822 ★
海水 Seawater	千m³ Thousand m³	0	0	0	0	0	0	0	0	0	0
生産随伴水 Produced/Entrained Water	千m³ Thousand m³	0	0	0	0	0	0	0	0	0	0

※1：集計範囲は全世界の連結対象の全社です。
*1: The boundary of data covers all consolidated companies worldwide.

※2：集計範囲は全世界の生産拠点および研究開発拠点です。取水量(上水道、工業用水)の合計です。
*2: The boundary of data covers all production and R&D sites worldwide. The total amount of water intake (city water, industrial water)

※3：上水（生産）及び地下水については2021年度から保証を受けています。
*3: Regarding potable water (production activity) and groundwater, the figures have been assured by a third party respectively from FY2021 onwards.

※4：集計範囲は全世界の連結対象の販売・サービス拠点です。取水量原単位に各拠点の人数を掛け推計しています。
*4: The boundary of data covers all consolidated sales and service bases worldwide. Figures are estimated by multiplying the water withdrawal intensity by the number of people at each site.

※5：雨水については2022年度から保証を受けています。
*5: Regarding rainwater, the figures have been assured by a third party from FY2022 onwards.

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 since fiscal 2016.

取水量 Water Withdrawal

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
取水量総計（生産）※1 Total water withdrawal (production activity)*1	千m³ Thousand m³	3,543	3,542	3,346	3,496	3,184	2,889	2,686	2,937	2,844	2,860
日本 Japan	千m³ Thousand m³	3,067	3,010	2,846	2,989	2,701	2,459	2,291	2,530	2,475	2,535
アジア（日本を除く） Asia (excluding Japan)	千m³ Thousand m³	474	530	497	503	481	429	393	405	367	323
北米・欧州 North America/Europe	千m³ Thousand m³	2	2	2	3	2	2	2	2	3	2

※1：集計範囲は全世界の生産拠点および研究開発拠点です。
*1: The boundary of data covers all production and R&D sites worldwide.

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.

取水量（原単位推移） Total Water Withdrawal (per unit of sales)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
原単位 Per unit of sales	千m³/億円 Thousand m³/100 million yen	0.34	0.37	0.32	0.33	0.32	0.33	0.29	0.26	0.26	0.25

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

計算式：取水量総計(生産) ÷ グループ総売上高
Formula: Total water withdrawal (production) / Total group sales

循環水使用量 Recycled Water Usage

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
循環水使用量総計 Total recycled water usage	千m³ Thousand m³	43.1	12.1	14.2	16.0	45.5	46.1	45.6	24.2	9.2	2.6
日本 Japan	千m³ Thousand m³	43.1	12.1	14.2	16.0	45.5	46.1	45.6	24.2	9.2	2.6
アジア（日本を除く） Asia (excluding Japan)	千m³ Thousand m³	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
北米・欧州 North America/Europe	千m³ Thousand m³	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

排水量 Water Discharged

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
排水量総計 Total water discharged	千m^3 Thousand m^3	3,080	3,095	2,829	3,066	2,857	2,546	2,380	2,585	2,484	2,500
日本 Japan ※	千m^3 Thousand m^3	2,641	2,597	2,364	2,607	2,389	2,127	1,985	2,191	2,127	2,186
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	438	496	462	455	466	417	393	391	355	312
北米・欧州 North America/Europe	千m^3 Thousand m^3	2	2	3	3	2	2	2	2	3	2

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

※：集計の誤りがあったため2015-2017年度の数値を修正しました。
*: Figures for fiscal 2015-2017 have been corrected due to an error in tabulation.

排水先別の排水量 Water Discharge by Destination

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	893	980	1,016	985
地下水 Groundwater	千m^3 Thousand m^3	0	0	0	0	0	0	0	0	0	0
海水 Seawater	千m^3 Thousand m^3	0	0	0	0	0	0	0	0	0	0
下水 ※ Sewage*	千m^3 Thousand m^3	1,792	1,861	1,780	1,936	1,793	1,542	1,487	1,605	1,468	1,515

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The boundary of data covers all production and R&D sites worldwide.

※：集計の誤りがあったため2015-2016年度の数値を修正しました。
*: Figures for fiscal 2015-2016 have been corrected due to an error in tabulation.

排水負荷量 Drainage Load

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	0.05	0.40	0.57	0.46
日本 Japan	t	0.12	0.09	0.57	0.22	0.11	0.16	0.05	0.40	0.57	0.46
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	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	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	0.00	0.09	0.16	0.13
日本 Japan	t	0.03	0.02	0.02	0.03	0.01	0.01	0.00	0.09	0.16	0.13
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	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	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	0.51	1.37	2.15	1.76
日本 Japan	t	1.68	1.58	1.76	2.17	0.70	1.73	0.51	1.37	2.15	1.76
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	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	0.00	0.00	0.00	0.00

注：各データは、排出量測定の法的義務がある工場の値を積算したものです。
Note: Each data point is an accumulation of values from plants that are legally obligated to measure emissions.

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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			FY2021			FY2022			FY2023			FY2024		
		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	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	636	3,425	21,616	657	3,856	20,132	667	3,892	23,066	624	3,904	21,581
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	102	1,370	0	105	1,542	0	107	1,557	0	100	1,562	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	407	754	3,106	421	848	3,381	427	856	3,873	400	859	3,633
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	127	1,302	18,510	131	1,465	16,751	133	1,479	19,193	125	1,484	17,948
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	0	1,797	2,930	0	2,058	3,120	0	2,089	3,741	0	2,116	3,394
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	0	1,024	0	0	973	0	0	924	0	0	878	0
4.研究開発コスト R&D cost	製品の開発・生産における、省エネ・省資源・有害物質フリー技術の開発 Development of energy-saving, resource-saving, and hazardous substance-free technologies in product development and production	334	7,266	0	233	6,573	0	232	7,258	0	317	7,504	0	307	6,679	0	348	5,049	0	256	4,676	0	264	4,853	0	269	5,047	0	251	4,199	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	0	3	0	0	2	0	0	2	0	0	2	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	8	49	0	3	35	0	3	35	0	64	25	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	0	0	0	0	6	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	901	10,973	24,546	925	11,782	23,251	939	11,988	26,806	940	11,124	24,975

注：FY2017の経済効果は、算定範囲を拡大するために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。
Note: 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.
※：FY2022の*その他コストには、中国無錫工場における大気汚染の条例違反に対する罰金、水質防止法違反(化学品の流出)を含む。
*: Other costs in FY2022 include fines for violations of air pollution ordinances and violations of water quality control laws (chemical spills) at the Wuxi plant in China.

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	FY2021	FY2022	FY2023	FY2024
生産 Production	水使用量の削減※1 Water use reduced*2	t	25,014	25,247	54,887	111,834	125,505	131,068	139,460	154,477	170,688	160,132
	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	209,657	207,251	219,108	222,151
	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	14,845	17,935	18,596	19,794
	重油使用量の削減※1 Heavy oil reduced*1	Thousand L	98	98	98	0	0	0	0	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	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	103,685	89,916	115,589	109,364
	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	13,478	13,868	12,548	11,862
販売 Sales	容器包装の削減※1 Packaging reduced*1	t	247	544	7	38	419	930	3016	0	3507	2404
	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	11,099	13,464	13,116	14,193
使用 Usage	CO_2排出量の削減※3 CO_2 emissions reduced*2	t	6,607	5,146	10,891	15,005	14,824	34,993	13,337	28,239	19,028	18,708

※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。
*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：活動によりサイクル・リユース量を環境保全効果として算定しています。
*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。
*3: CO_2 emissions are calculated for major new products that were shipped in this fiscal year by subtracting the estimated CQ 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	単位 Unit	効果 Benefits FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	26,568	56,253	37,904	37,267
	消費電力削減額※2 Electricity bills reduced*2	百万円 Million yen	225	175	312	430	425	1,004	383	810	546	537

※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。
*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。
*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.

集計範囲 Boundary for Fiscal 2024 Results

コニカミノルタ株式会社 Konica Minolta, Inc.

国内関係会社 計10社（2019年度以降の社数） 10 Japanese affiliates (number of companies included in fiscal 2019 results)

- コニカミノルタプラネタリウム株式会社 Konica Minolta Planetarium Co., Ltd.
- コニカミノルタ情報システム株式会社 Konica Minolta Information System Co., Ltd.
- 株式会社コニカミノルタサプライズ※1 Konica Minolta Supplies Manufacturing Co., Ltd.*1
- コニカミノルタメカトロニクス株式会社※2 Konica Minolta Mechatronics Co.,Ltd.*2
- コニカミノルタケミカル株式会社 Konica Minolta Chemical Co., Ltd.
- コニカミノルタテクノプロダクト株式会社 Konica Minolta Technoproducts Co., Ltd.
- コニカミノルタジャパン株式会社※3 Konica Minolta Japan, Inc.*3
- コニカミノルタエンジニアリング株式会社 Konica Minolta Engineering Co., Ltd.
- コニカミノルタビジネスアソシエイツ株式会社※4 Konica Minolta Business Associates Co., Ltd.*4
- キンコーズ・ジャパン株式会社 Kinko's Japan Co., Ltd.

海外関係会社 計22社（2019年度以降の社数） 22 affiliates outside Japan (number of companies included in fiscal 2019 results)

- Konica Minolta Business Technologies (Dongguan) Co., Ltd.
- Konica Minolta Business Technologies (Wuxi) Co., Ltd.
- Konica Minolta Business Solutions (China) Co., Ltd.
- Konica Minolta Supplies Manufacturing U.S.A., Inc.
- Konica Minolta Business Solutions U.S.A., Inc.
- Konica Minolta Business Solutions Europe GmbH
- Konica Minolta Business Solutions Deutschland GmbH
- Konica Minolta Business Solutions (UK) Ltd.
- Konica Minolta Supplies Manufacturing France S.A.S.
- Konica Minolta Business Solutions France S.A.S.
- Konica Minolta Business Solutions Australia Pty. Ltd.
- Konica Minolta Business Technologies (MALAYSIA) SDN. BHD.
- Konica Minolta Opto (Dalian) Co., Ltd.
- Konica Minolta Optical Products (Shanghai) Co., Ltd.
- Konica Minolta Opto (Shanghai) Co., Ltd.
- Konica Minolta Sensing Americas, Inc.
- Konica Minolta Sensing Europe B.V.
- Konica Minolta Sensing Singapore, Pte. Ltd.
- Instrument Systems GmbH
- Konica Minolta Healthcare Americas, Inc.
- Konica Minolta Medical & Graphic Imaging Europe B.V.
- Konica Minolta Medical & Graphic (SHANGHAI) Co., Ltd.
- Konica Minolta (Xiamen) Medical Products Co., Ltd.（2019年度から新たに追加/newly added in fiscal 2019 results)

※1：2018年度に株式会社コニカミノルタサプライズとコニカミノルタサプライズ関西株式会社が合併。それ以前は2社として各々を集計
*1: Konica Minolta Supplies Manufacturing Co., Ltd. and Konica Minolta Supplies Manufacturing Kansai Co., Ltd. merged in fiscal 2018. Prior to that, each company was counted separately.

※2：2019年度にコニカミノルタオプトプロダクト株式会社、コニカミノルタオプトデバイス株式会社、コニカミノルタメカトロニクス株式会社が合併。それ以前は3社として各々を集計。
旧コニカミノルタメカトロニクス株式会社は、2016年度に豊橋精密工業株式会社とコニカミノルタ電子株式会社が合併。
*2: Konica Minolta Opto Products Co., Ltd., Konica Minolta Opto Device Co., Ltd., and Konica Minolta Mechatronics Co., Ltd. merged in fiscal 2019. Prior to that, each company was counted separately.
The former Konica Minolta Mechatronics Co., Ltd. was established in a merger with Toyohashi Precision Products Co., Ltd. and Konica Minolta Electronics Co.,

※3：2016年度にコニカミノルタヘルスケア株式会社とコニカミノルタビジネスソリューション株式会社が合併。それ以前は2社として各々を集計
*3: Konica Minolta Healthcare Co., Ltd. and Konica Minolta Business Solutions Japan Co., Ltd. merged in fiscal 2016. Prior to that, each company was counted separately.

※4：2017年度にコニカミノルタテクノサーチ株式会社とコニカミノルタビジネスアソシエイツ株式会社が合併。それ以前は2社として各々を集計
*4: Konica Minolta Technosearch Co., Ltd. and Konica Minolta Business Associates Co., Ltd. merged in fiscal 2017. Prior to that, each company was counted separately.

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社外からの評価 Evaluation by External Parties

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
CDP	気候変動 Climate change	B	A	A	A-	A-	A	A	A	A-	A
	サプライヤーエンゲージメント Supplier engagement			–	A	A-	A	A	A	A	A
MSCI	MSCI ESG Leaders Indexes	✓	✓	✓	✓	✓	–	–	–	–	–
	MSCI NIHONKABU ESG Select Leaders Index										✓
	MSCI JAPAN Empowering Women Index (WIN)			✓	✓	✓	✓	✓	✓	✓	✓
	MSCI JAPAN ESG Select Leaders Index			✓	✓	✓	✓	✓	✓	✓	✓
FTSE	FTSE4Good Index Series	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	FTSE Blossom Japan Index			✓	✓	✓	✓	✓	✓	✓	✓
	FTSE Blossom Japan Sector Relative Index							✓	✓	✓	✓

✓：Indexに選定、－：Indexに選定外、灰色：GPIFのESG指数への採用なし
✓ : Selected for the index, － : Not selected for the index, Gray : Not adopted by GPIF's ESG index

環境ラベル Environmental Labels

	FY2021	FY2022	FY2023	FY2024
国際エネルギースタープログラム 認証取得率※1 Sales ratio of certified models with International Energy Star Program*1	55.7%	53.4%	54.0%	62.5%
EPEAT 認証取得比率※2 Sales ratio of certified models with EPEAT*2	56.4%	58.6%	65.8%	71.8%
SuMPO EPD 公開比率※3 Sales ratio of displayed models with SuMPO EPD*3			54.0%	73.2%

※1：最新の国際エネルギースタープログラム認証を取得したコニカミノルタのプリンター、複合機、デジタル印刷システム（EUおよび日本で販売されている同等モデルを含む）の売上比率
*1: Sales ratio of certified Konica Minolta's printers, MFPs and digital printing systems (including equivalent models sold in the EU and Japan) with the latest International Energy Star Program certification

※2：EPEAT認証を取得したコニカミノルタのプリンター、複合機、デジタル印刷システム（EUおよび日本で販売されている同等モデルを含む）の売上比率
*2: Sales ratio of certified Konica Minolta's printers, MFPs and digital printing systems (including equivalent models sold in the EU and Japan) with the EPEAT（Electronic Product Environmental Assessment Tool）

※3：SuMPO EPDを公開したコニカミノルタのプリンター、複合機、デジタル印刷システムの売上比率
*3: Sales ratio of displayed Konica Minolta's printers, MFPs and digital printing systems with the SuMPO EPD

環境データ2025 Environmental Data 2025

SBTイニシアチブに承認された目標 および 進捗状況 SBTi approved targets and Konica Minolta's progress status

短期目標 Near-Term Targets:

2030 年度までに、スコープ 1 およびスコープ 2 の温室効果ガス排出量を2018 年度比で 51% 削減する
Konica Minolta, Inc. commits to reduce absolute scope 1 and 2 GHG emissions 51% by FY2030 from a FY2018 base year.

（単位 unit：t-CO_2e）

温室効果ガス排出量 GHG emissions	FY2018	FY2022	FY2023	FY2024
スコープ 1 Scope 1	169,282	150,865	147,168	147,903
スコープ 2（マーケット基準） Scope 2 (Market standard)	160,895	123,684	110,012	105,694
合計 Total	330,177	274,549	257,180	253,597
進捗率 progress		-16.85%	-22.11%	-23.19%
年間平均進捗率 average annual progress				-3.87%

2030 年度までに、スコープ 3（原材料調達、物流、製品使用、製品廃棄）の温室効果ガス排出量を2018 年度比で 30% 削減する
Konica Minolta, Inc. also commits to reduce absolute scope 3 GHG emissions from purchased goods and services, upstream transportation and distribution, use of sold products, end-of-life treatment of sold products 30% within the same timeframe.

（単位 unit：t-CO_2e）

温室効果ガス排出量 GHG emissions		FY2018	FY2022	FY2023	FY2024
スコープ 3 Scope 3	カテゴリー 1 Category 1	437,036	296,379	271,543	313,501
	カテゴリー 4（部分的） Category 4 (partional)	32,384	103,499	34,410	53,108
	カテゴリー11 Category 11	211,282	169,061	162,119	146,807
	カテゴリー12 Category 12	55,722	65,032	74,303	101,085
合計 Total		736,424	633,971	542,375	614,501
進捗率 progress			-13.91%	-26.35%	-16.56%
年間平均進捗率 average annual progress					-2.76%

ネットゼロ目標 Net-Zero Target:

2050 年度までに、バリューチェーン全体で温室効果ガス排出量をネットゼロにする
Konica Minolta, Inc. commits to reach net-zero greenhouse gas emissions across the value chain by FY2050.

長期目標 Long-Term Target:

2050 年度までに、スコープ1、スコープ2およびスコープ 3 の温室効果ガス排出量を2018 年度比で90%削減する
Konica Minolta, Inc. commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by FY2050 from a FY2018 base year.

（単位 unit：t-CO_2e）

温室効果ガス排出量 GHG emissions		FY2018	FY2022	FY2023	FY2024
スコープ 1 Scope 1		169,282	150,865	147,168	147,903
スコープ 2（マーケット基準） Scope 2 (Market standard)		160,895	123,684	110,012	105,694
スコープ 3 Scope 3	カテゴリー 1 Category 1	437,036	296,379	271,543	313,501
	カテゴリー 2 Category 2	128,100	106,872	108,548	101,575
	カテゴリー 3 Category 3	20,518	17,071	16,230	15,934
	カテゴリー 4 Category 4	56,362	120,954	50,137	70,982
	カテゴリー 5 Category 5	26,276	14,638	9,856	11,789
	カテゴリー 6 Category 6	20,642	10,032	8,825	10,773
	カテゴリー 7 Category 7	11,798	7,135	7,482	7,124
	カテゴリー 8 Category 8	624	498	498	498
	カテゴリー 9 Category 9	16,606	80,403	18,797	20,087
	カテゴリー10 Category 10	55,665	52,257	36,880	34,443
	カテゴリー11 Category 11	211,282	169,061	162,119	146,807
	カテゴリー12 Category 12	55,722	65,032	74,303	101,085
	カテゴリー13 Category 13	0	279	236	276
	カテゴリー14 Category 14	553	501	448	433
	カテゴリー15 Category 15	2,326	1,740	1,260	900
合計 Total		1,373,687	1,217,401	1,024,342	1,089,804
進捗率 progress			-11.38%	-25.43%	-20.67%
年間平均進捗率 average annual progress					-3.44%

これらのSBT目標は、2024年7月にSBTイニシアチヴより正式な認定を受けています。当時のSBTi企業ネットゼロ基準（SBTi Corporate Net-Zero Standard）の最新版であるVersion 1.2に準拠し、算定方法および算定範囲のいずれも同基準の要件を満たす形で設定しています。そのため、本ファイルの他のシートの記載値とは異なる場合があります。
These SBT targets were officially certified by the SBT Initiative in July 2024. They comply with Version 1.2, the latest version of the SBTi Corporate Net-Zero Standard at the time, and both the calculation method and scope have been set to meet the requirements of the standard. Therefore, the values may differ from those listed on other sheets in this file.

社会データ2025　Social Data 2025

2025年10月24日更新　Updated October 24, 2025
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	FY2021	FY2022	FY2023	FY2024
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	6,327	6,394	6,358	5,941
正規従業員★ 注1 Regular employees★ Note1		人 persons	6,198	5,770	5,282	5,207	5,102	4,910	4,545	4,407	4,269	3,922
非正規従業員 注2 Non-regular employees Note2		人 persons	2,152	1,841	1,874	1,892	1,861	1,839	1,782	1,987	2,089	2,019
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	7,761	7,798	7,427	6,998
正規従業員★ 注1 Regular employees★ Note1		人 persons	5,766	6,102	6,009	6,071	5,944	5,896	5,737	5,626	5,426	5,069
非正規従業員 注2 Non-regular employees Note2		人 persons	1,818	943	1,023	2,511	2,301	1,906	2,024	2,172	2,001	1,929
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	32,421	31,692	31,604	27,707
正規従業員★ 注1 Regular employees★ Note1		人 persons	31,368	32,107	32,008	33,082	32,915	30,173	28,839	29,742	30,320	26,640
非正規従業員 注2 Non-regular employees Note2		人 persons	2,148	1,943	2,424	2,606	3,261	2,759	3,582	1,950	1,284	1,067
コニカミノルタグループ（全世界） 注 Konica Minolta Group (worldwide) Note		人 persons	49,450	48,706	48,620	51,369	51,384	47,483	46,509	45,884	45,389	40,646
正規従業員★ 注1 Regular employees★ Note1		人 persons	43,332	43,979	43,299	44,360	43,961	40,979	39,121	39,775	40,015	35,631
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	26,986	27,290	27,500	25,054
	女性 Women	人 persons	12,833	12,761	12,548	13,176	13,142	12,358	11,893	12,246	12,516	10,577
	不明※1 Gender not reported*1	人 persons	0	174	200	258	259	255	242	239	0	0
地域別従業員数 Employees by Region	日本 Japan	人 persons	11,964	11,872	11,291	11,278	11,046	10,806	10,282	10,033	9,695	8,991
	欧州 Europe	人 persons	9,824	10,568	10,706	11,275	11,020	10,216	9,952	10,046	10,189	9,437
	北米 North America	人 persons	8,848	8,519	9,266	9,270	9,227	8,170	7,892 ※2*2	7,611	7,693	5,979
	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	10,995 ※2*2	12,085	12,438	11,224
非正規従業員 注2 Non-regular employees Note2		人 persons	6,118	4,727	5,321	7,009	7,423	6,504	7,388	6,109	5,374	5,015

★ 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 集計範囲はコニカミノルタ（株）および連結対象の子会社
Note: The scope of the data includes Konica Minolta, Inc. and its consolidated subsidiaries.

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

※1 一部に男女別に集計していない事業所があります
*1 Some offices do not count men and women separately.

※2「地域別従業員数」の「北米」「アジア（日本を除く）その他」について、FY2021の数値に誤りがあり訂正しました。
*2 The figures for FY2021 in Employees by Region, North America and Asia(not including Japan) and other were incorrect and have been corrected.

グローバル従業員意識調査結果※1 Global Employee Survey *1

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
コニカミノルタグループ(全世界) 注 Konica Minolta Group (worldwide) Note	エンゲージメント※2 Employee engagement score*2	-							6.4	6.6	6.8	6.8
	公平性※3 Equity*3	-							7.1	7.4	7.6	7.6
	意見の自由※4 Freedom of opinion*4	-							6.9	7.2	7.3	7.4

注：集計範囲はコニカミノルタ（株）および国内外の主要関係会社約100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）。回答者の割合は、コニカミノルタ（株）と連結対象の関係会社のうち人数ベースで2021年度は87%、2022年度は84%以上、2023年度は87%以上、2024年度は85%以上。
Note: The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 100 major affiliated companies in Japan and abroad (excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees). The response rate was 87% in FY2021, over 84% in FY2022, and over 87% in FY2023, based on the number of employees at Konica Minolta, Inc. and its consolidated subsidiaries.

※1 グローバル従業員意識調査結果：該当設問の回答平均点（0～10段階で回答）
*1 GES score: The average score of responses, on a scale of 0 to 10, to relevant questions in the Global Employee Survey

※2 エンゲージメント：該当設問「社外の人に、コニカミノルタで働く事をどの程度勧めますか」
*2 Engagement: Applicable question "How likely is it you would recommend Konica Minolta as a place to work?"

※3 公平性：該当設問「自身が所属する部門・チームでは、あらゆるバックグラウンドを持つ人々が公平に扱われている」
*3 Equity: Applicable question "people of all backgrounds treated fairly in my department/team?"

※4 意見の自由：該当設問「自身が所属する部門・チームにおいて自身の意見が尊重されている」
*4 Freedom of opinion: Applicable question "Is your opinion respected in your department/team?"

従業員の採用　Number of Newly Hired Employees

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
コニカミノルタ(株)　新規採用者数 注1 Konica Minolta, Inc. Note1	人 persons			176	186	180	66	103	209	196	170
男性 Men	人 persons			128	138	136	50	73	161	139	115
女性 Women	人 persons			48	48	44	16	30	48	57	55
不明※ Gender not reported*	人 persons			-	-	-	-	-	-	-	-
コニカミノルタグループ（全世界） 注2 Konica Minolta Group (worldwide) Note2											
新規採用者数合計 Total number of new employee hires	人 persons			6,218	7,648	7,950	2,003	5,489	7,226	4,970	5,746
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%	66%	58%	69%	62%
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%	54%	40%	46%	42%

注1：集計範囲はコニカミノルタ（株）の正規従業員
Note1：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.

注2：コニカミノルタ(株)、国内外の主要関係会社約50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%、2021年度は87%、2022年度は88%以上、2023年度は86%以上、2024年度は85%以上をカバーする(以下、同じ。)
Note2：The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 50 major affiliated companies in Japan and abroad, excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees. This data covers over 89% of the consolidated group by number of employees in 2015, over 93% in FY2016 and FY2017, 92% in FY2018 and 2019, 89% in FY2020, 87% in FY2021, over 88% in FY2022, and over 86% in FY2023, and over 85% in FY2024. (The same applies hereafter.)

女性従業員の活躍状況　Promotion of Women

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
コニカミノルタ(株) 注1 Konica Minolta Inc. Note1												
新卒採用に占める女性比率※1 Percentage of women in new graduates*1	%							23%	35%	37%	39%	34%
キャリア採用に占める女性比率※2 Percentage of women in mid-career hires*2	%							33%	18%	22%	22%	-
女性従業員比率　Percentage of women in total work force	%						18.9%	19.4%	19.9%	20.4%	21.2%	-
女性管理職比率※3 Percentage of all management positions, including junior, middle and top management, held by women*3	%	3.4%	4.4%	5.5%	6.2%	6.9% (6.9%)	7.3% (7.2%)	8.9% (9.1%)	9.8% (9.9%)	10.6% (10.7%)	11.1% (11.1%)	-
女性初級管理職比率※4 Percentage of junior management positions held by women*4	%						12.8%	17.6%	19.1%	19.4%	15.4%	-
女性役員※5比率　Percentage of top management positions *5 held by women	%						4.1%	5.2%	5.9%	6.5%	13.5%	-
コニカミノルタグループ（全世界） 注2 Konica Minolta Group (worldwide) Note2												
女性従業員比率 Percentage of women in total work force	%	29.6%	29.0%	29.0%	29.7%	29.9%	31.1%	31.2%	31.4%	31.9%	29.7%	-
女性管理職比率 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%	19.5%	20.3%	21.1%	19.2%	-
女性初級管理職比率※4 Percentage of junior management positions held by women*4	%						21.4%	20.3%	21.4%	22.1%	20.2%	-
女性役員※5比率　Percentage of top management positions *5 held by women	%						15.0%	15.2%	16.9%	16.9%	15.2%	-
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%	23.0%	19.5%	16.7%	20.5%	-
STEM※6 関連業務に携わる女性比率（%） Percentage of STEM*6-related positions held by women	%						19.3%	21.9%	21.4%	21.7%	14.4%	-

注1：集計範囲にグループ会社への出向者を含む。2020年度より各年度の3月31日現在の数値を算出しています。
Note1：The scope of the data includes employees seconded to group companies. From 2020, Figures are calculated as of March 31 of each fiscal year.

※1 前年度に内定し、当該年度に新卒で入社した人の割合
*1 The percentage of individuals who were offered employment in the previous fiscal year and joined the company as new graduates in the relevant fiscal year.

※2 当該年度に入社した人の割合
*2 Percentage of employees who joined the company in the relevant fiscal year

※3 女性管理職比率：役員を含む管理職における女性の割合。（ ）内は各年度の翌4月1日時点の役員を含まない管理職における女性の割合（女性管理職比率のKPIとして使用）。
*3 Percentage of management positions held by women: The percentage of women in management positions, including executives. The figure in parentheses indicates the percentage of women in management positions, excluding executives, as of April 1 following each fiscal year. This figure is used as a KPI for the percentage of management positions held by women.

※4 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
*4. Junior management positions: The lowest level of management in the company's hierarchy of management

※5 役員：CEOから1階層以内
*5. Executives: Within one level from the CEO.

注2：コニカミノルタ(株)、国内外の主要関係会社約50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%、2021年度は87%、2022年度は88%以上、2023年度は86%以上、2024年度は85%以上をカバーする(以下、同じ。)
Note2：The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 50 major affiliated companies in Japan and abroad, excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees. This data covers over 89% of the consolidated group by number of employees in 2015, over 93% in FY2016 and FY2017, 92% in FY2018 and 2019, 89% in FY2020, 87% in FY2021, over 88% in FY2022, and over 86% in FY2023, and over 85% in FY2024. (The same applies hereafter.)

※6/ *6. STEM: Science, Technology, Engineering and Mathematics

男女の報酬および報酬比 Remuneration and Remuneration Ratio by Gender

			単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
コニカミノルタ注1（株） Konica Minolta, Inc. Note1													
男女労働者の賃金差異*1 Wage Disparity Between Men and Women Employees*1	全労働者 All Workers		%								73.6	76.6	77.8
	正規雇用従業員 Regular Employees										73.9	76.5	77.5
	パート・有期雇用労働者 Part-time/Fixed-term Employees										58.9	72.8	78.3
コニカミノルタグループ（全世界） 注2 注3 Konica Minolta Group（worldwide） Note2 Note3													
役員※2 Executive level*2	ベース給+ボーナス等他の現金インセンティブ※3 BS+Other cash incentives*3	男女報酬比*5 Gender Pay Ratio*5	%						104%	108%	102%	107%	106%
	ベース給※4 Base Salary (BS)*4	男女報酬比*5 Gender Pay Ratio*5	%						108%	107%	100%	103%	117%
管理職 Management level	ベース給+ボーナス等他の現金インセンティブ※3 BS+Other cash incentives*3	男女報酬比*5 Gender Pay Ratio*5	%						91%	91%	88%	92%	91%
	ベース給※4 Base Salary (BS)*4	男女報酬比*5 Gender Pay Ratio*5	%						96%	94%	91%	95%	94%
非管理職 Non-management level	ベース給※4 Base Salary (BS)*4	男女報酬比*5 Gender Pay Ratio*5	%						91%	93%	93%	92%	93%

注1：集計範囲はコニカミノルタ（株）
Note1: The scope of the data includes Konica Minolta, Inc.

※1「女性の職業生活における活躍の推進に関する法律」（平成27年法律第64号）の規定に基づき算出
*1. Calculated based on Japan's Act on Promotion of Women's Participation and Advancement in the Workplace (Act No. 64 of 2015).

注2：コニカミノルタ(株)、国内外の主要関係会社約50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%、2021年度は87%、2022年度は88%以上、2023年度は86%以上、2024年度は85%以上をカバーする(以下、同じ。)
Note2：The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 50 major affiliated companies in Japan and abroad, excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees. This data covers over 89% of the consolidated group by number of employees in 2015, over 93% in FY2016 and FY2017, 92% in FY2018 and 2019, 89% in FY2020, 87% in FY2021, over 88% in FY2022, and over 86% in FY2023, and over 85% in FY2024. (The same applies hereafter.)

注3 男女の報酬は、各会社別に算出された平均報酬額の合計を該当する会社数で割る方法にて算出しています。
Note3 Average Remuneration is calculated by dividing the total of the average remuneration amounts computed for each company by the total number of applicable companies.

注4：日本円へは3月31日の為替レートにて換算
Note4：The amounts are converted to Japanese yen at the exchange rate on March 31.

※2 役員：CEOから１階層以内
*2. Executives: Within one level from the CEO.

※3 各度中に支払われた報酬、ボーナス、株式報酬。株式については各年12月10日～翌年１月22日の平均株価で金額換算しています。
*3. Annual base salary, bonus and other incentives such as stock-based compensation in each year. Stock are converted to value based on the average stock price between December 10 and January 22, each year.

※4 各年度中に支払われた基本給
*4. Annual base salary in each year.

※5：男女報酬比（%）は女性の平均年間賃金を男性の平均年間賃金で割ることで算出しています。
*5. Gender Pay Ratio (%) is calculated by dividing the average annual salary of female employees by that of male employees.

キャリア人財の活躍状況注 Status of Mid-career Hires Note

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
新規採用に占めるキャリア人財比率 Percentage of mid-career hires	%			45%	53%	40%	41%	61%	69%	57%	41%
従業員に占めるキャリア人財比率 Percentage of mid-career hires among employees	%		14.5%	15.2%	15.9%	16.8%	16.8%	18.1%	21.2%	32.2%	32.5%
管理職に占めるキャリア人財比率 Percentage of all management positions, including junior, middle and top management, held by mid-career hires	%		13.0%	15.5%	17.6%	20.1%	20.9%	24.6%	27.5%	39.2%	40.6%
経営層※に占めるキャリア人財比率 Percentage of top management positions* mid-career hires	%		13.1%	13.9%	14.2%	16.3%	15.6%	19.1%	22.2%	32.4%	35.4%

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.

※ 部長相当職以上で、執行役員以上を除く
＊ Senior Managers and above, excluding Executive Officers and above

外国籍従業員の活躍状況注 Status of Non-Japanese Employees in Japan Note

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
新卒採用に占める外国籍従業員比率 Percentage of non-Japanese employees among newly hired employees	%	8%	15%	14%	19%	10%	5%	8%	11%	2%	13%
従業員に占める外国籍従業員比率 Percentage of non-Japanese nationals among employees	%		0.9%	1.1%	1.3%	1.5%	1.6%	1.6%	1.6%	1.6%	1.8%
管理職に占める外国籍従業員比率 Percentage of all management positions held by non-Japanese nationals	%		0.1%	0.2%	0.2%	0.2%	0.5%	0.4%	0.5%	0.6%	0.8%
経営層※に占める外国籍従業員比率 Percentage of top management positions* held by non-Japanese naitonals	%		0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.4%	0.4%	0.5%

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.

※ 部長相当職以上で、執行役員以上を除く
* Senior Managers and above, excluding Executive Officers and above

障がい者雇用率　Percentage of Employees with Disabilities

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
コニカミノルタ　(株)　★ 注1 Konica Minolta, Inc. ★ Note 1	%	2.02%	2.03%	2.19%	2.28%	2.32%	2.39%	2.55%	2.55%	2.68%	2.89%	2.78%
コニカミノルタグループ（全世界）注2 Konica Minolta Group (worldwide) Note2	%						1.1%	1.1%	1.2%	1.6%	1.3%	-

★ 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年度から2023年度までの実績値は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 to FY2023.

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.

注2：コニカミノルタ(株)、国内外の主要関係会社約50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%、2021年度は87%、2022年度は88%以上、2023年度は86%以上、2024年度は85%以上をカバーする(以下、同じ。)
Note2：The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 50 major affiliated companies in Japan and abroad, excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees. This data covers over 89% of the consolidated group by number of employees in 2015, over 93% in FY2016 and FY2017, 92% in FY2018 and 2019, 89% in FY2020, 87% in FY2021, over 88% in FY2022, and over 86% in FY2023, and over 85% in FY2024. (The same applies hereafter.)

再雇用者数注　Number of Rehired Retirees Note

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
定年退職者数 ※ Number of retirees *	人 persons	168	166	175	161	193	170	246	288	283	231
うち、再雇用者数 Number of rehired among retirees	人 persons	98	103	104	116	150	132	196	219	223	178
再雇用者比率 Percentage of rehiring	%	58%	62%	59%	72%	78%	78%	80%	76%	79%	77%

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

組合組織率注　Percentage of Unionization Note

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
コニカミノルタグループ（全世界） 注1 Konica Minolta Group (worldwide) Note1	%	86%	85%	85%	87%	84%	88%	90%	90%	86%	72%

注：集計範囲は非管理職の正規従業員
Note：Figures are for non-managerial regular employees.

注1：コニカミノルタ(株)、国内外の主要関係会社約50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%、2021年度は87%、2022年度は88%以上、2023年度は86%以上、2024年度は85%以上をカバーする(以下、同じ。)
Note1：The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 50 major affiliated companies in Japan and abroad, excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees. This data covers over 89% of the consolidated group by number of employees in 2015, over 93% in FY2016 and FY2017, 92% in FY2018 and 2019, 89% in FY2020, 87% in FY2021, over 88% in FY2022, and over 86% in FY2023, and over 85% in FY2024. (The same applies hereafter.)

従業員の定着状況注　Retention Status of Employees Note

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
自己都合退職率 Voluntary employee turnover rate	%	0.7%	0.9%	1.1%	2.0%	3.1%	2.7%	3.1%	3.6%	3.6%	4.5%
退職率 Total employee turnover rate	%	-	-	6.8%	2.5%	3.3%	2.9%	3.2%	3.7%	3.6%	4.6%
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%	14.7%	14.1%	15.0%	9.5%

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注　Indicators Related to Work-Life Balance Note

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
有給休暇取得率 Percentage of paid leave taken	%	57.5%	60.5%	60.9%	60.0%	75.0%	51.7%	56.4%	67.3%	70.1%	66.1%
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	53	55	56	56
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	1,778	1,770	1,758	1,795

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.

※ 裁量労働者については、みなし労働時間で超過時間を算出
* In the case of discretionary workers, excess hours were calclated by deemed working hours.

主な両立支援制度の利用状況[注] Work-Life Balance Support Program Use[Note]

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	6	2	2	1
出産休暇 Maternity leave	男性 Men	人 persons	-	-	-	-	-	-	-	-	-	-
	女性 Women	人 persons	32	19	31	26	23	13	31	22	29	30
配偶者出産休暇 Spousal maternity leave	男性 Men	人 persons	144	108	122	104	108	94	64	52	73	73
	女性 Women	人 persons	-	-	-	-	-	-	-	-	-	-
育児休職 ※1 Childcare leave*1	男性 Men	人 persons	14	14	27	35	35	58	45	57	76	75
		%							43.4	64.8	75.2	77.3
	女性 Women	人 persons	53	42	46	45	55	43	47	51	53	51
		%							100	100	100	100
育児短時間勤務 Shorter working hours for childcare	男性 Men	人 persons	3	2	3	3	5	4	4	4	1	1
	女性 Women	人 persons	158	132	117	91	82	65	43	37	45	35
育児在宅勤務 Work-at-home during child-rearing	男性 Men	人 persons	3	4	4	4	4	- ※2 *2	- ※2 *2	- ※2 *2	- ※2 *2	- ※2 *2
	女性 Women	人 persons	20	27	30	24	24	- ※2 *2	- ※2 *2	- ※2 *2	- ※2 *2	- ※2 *2
介護休職 Nursing care leave	男性 Men	人 persons	1	2	1	1	0	1	1	1	0	0
	女性 Women	人 persons	0	0	0	0	0	1	3	4	2	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	1	1	0	0
	女性 Women	人 persons	0	1	2	1	3	1	1	1	0	0

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.

※1 育児休職取得率の算定方法：育休取得人数（前年度からの継続含む）÷出産した人数（男性の場合、配偶者が出産した人数）。100%を超える場合は100%とみなす。
*1 Method of calculating the rate of taking childcare leave: Number of employees who took childcare leave (including those continuing from the previous year) divided by the number of employees who gave birth (for men, the number of spouses who gave birth). If the rate exceeds 100%, it is regarded as 100%.

※2 在宅勤務が全従業員に定着したため集計していません。
*2. The figure is not calculated since telecommuting has become common among all employees.

育児休職復職率[注] Percentage of Employees who Return to Work after Childcare

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
復職率 Work resumption rate	%	100%	100%	100%	100%	100%	100%	99%	99%	96%	98%

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	FY2021	FY2022	FY2023	FY2024
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	約8,600 Approx. 8,600	約10,100 Approx. 10,100	約16,500 Approx. 16,500	約16,500 Approx. 16,500
	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	約59,000 Approx. 59,000	約83,000 Approx. 83,000	約60000 Approx. 60,000	約46,500 Approx. 46,500
	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	約13 Approx. 13	約18 Approx. 18	約14 Approx. 14	約11 Approx. 11
	従業員一人当たりの年間平均研修日数*1 Average days of training per year per employee*1	日 days					2.1	1.7	1.7	2.3	1.8	1.4
コニカミノルタグループ(全世界) 注 Konica Minolta Group (worldwide)[Note]	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	16.4	10.8	18.9	22.3
	従業員一人当たりの年間平均研修日数*1 Average days of training per year per employee*1	日 days						2.2	2.1	1.4	2.5	2.9

注：コニカミノルタ(株)、国内外の主要関係会社約50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%、2021年度は87%、2022年度は88%以上、2023年度は86%以上、2024年度は85%以上をカバーする(以下、同じ。)
Note：The scope of the data includes regular employees at Konica Minolta, Inc. and approximately 50 major affiliated companies in Japan and abroad, excluding non-regular employees such as non-executive directors, staff contracted from other companies, employees dispatched from agencies, and temporary or part-time employees. This data covers over 89% of the consolidated group by number of employees in 2015, over 93% in FY2016 and FY2017, 92% in FY2018 and 2019, 89% in FY2020, 87% in FY2021, over 88% in FY2022, and over 86% in FY2023, and over 85% in FY2024. (The same applies hereafter.)

※1 従業員一人当たりの年間平均研修日数は、従業員一人当たりの年間平均研修時間を、コニカミノルタ（株）の一日の所定労働時間である7時間40分（7.66h）で除したもの
*1 Average days of training per year per employee is calculated by dividing the annual average training hours per employee by the standard daily working hours at Konica Minolta, Inc., which is 7 hours and 40 minutes (equivalent to 7.66 hours).

従業員の健康管理への対応[注] Promoting Health Management[Note]

	単位 Unit	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	20	9	12	8	18
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	119	115	133	—
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) 健保連平均 Average for the National Federation of Health Insurance Association	-	100	96	112	113	116	120	136	129	135	134	145	—
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%	51.7%	51.0%	74.6% ※3*3	—
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%	55.7%	49.8%	50.3%	71.2%	—
メンタル不調によるのべ休務日数（年間）※1 Total days of leave taken due to mental health problems（annual）*1	日 days		12,251	9,580	11,200	8,973	6,893	7,887	9,077	8,683	10,790	9,285	9,999
メンタル不調による休務者割合 ※1 Percentage of employees taking leave due to mental health problems *1	%		0.64%	0.60%	0.57%	0.57%	0.39%	0.42%	0.61%	0.48%	0.69%	0.68%	0.62%
休務者の延べ休務日数 Total Number of Days of Leave of Absence for Persons on Leave	日 days		14,657	10,535	13,440	11,295	8,810	9,416	10,044	10,616	12,675	11,570	11,618
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	872	977	870	887
喫煙率 Trend in smoking rate	%		29.5%	28.5%	27.9%	27.0%	26.1%	24.8%	22.2%	21.4%	20.9%	20.4%	20.0%
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	0	0	0	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	0	0	0	0
従業員一人当たりのプレゼンティーズム ※2損失額（1ヵ月平均） Loss due to presenteeism*2 per employee (monthly average)	円 JPY				68,398	61,115	64,803	45,976	67,015	71,824	77,814	73,314	52,892

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 集計期間は各年度4月1日時点
*1 Figures are calculated as of April 1 of each fiscal year.

※2 プレゼンティーズム：出社していても、何らかの体調の不調により本来発揮されるべきパフォーマンスが低下している状態。
*2 Presenteeism: a situation in which work efficiency declines due to some health problem.

※3 集計の誤りがあったため2023年度の数値を修正しました。
*3 Figures for fiscal 2023 have been corrected due to an error in tabulation.

各種がん検診受診率[注] Cancer Screening Uptake Rate[Note]

	単位 Unit	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
肺 Lungs	%							99.1%	99.3%	99.0%	99.3%	99.1%	98.8%
胃※ Stomach	%							95.8%	87.9%	90.5% ※2*2	93.3%	30.7% ※1*1	31.3%
大腸 Large intestine	%							94.1%	94.4%	94.9%	94.8%	94.8%	95.1%
前立腺 Prostate	%							97.6%	99.0%	99.1%	99.2%	99.0%	98.8%
乳 Breasts	%	46.5%	55.1%	63.8%	64.9%	63.9%	66.3%	66.0%	60.5%	67.8% ※2*2	69.8%	70.9%	70.4%
子宮頸 Uterine cervix	%	19.8%	18.2%	21.0%	42.9%	38.5%	41.4%	40.9%	36.4%	43.8% ※2*2	47.4%	49.4%	48.8%

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 胃がん検診：2023年度より検査方法を変更しています（2022年度までは健康診断の一環としてABC検査を実施。2023年度からは健康保険組合負担による外部医療機関での任意の内視鏡検査にて集計）。
*1. Stomach Cancer Screening: The method of examination has changed since FY2023. (Until FY2022, the ABC test was performed as part of the health checkup. Since FY2023, the data has been compiled based on optional endoscopic exams at external medical institutions with the cost covered by the National Federation of Health Insurance Societies.)

※2「胃」「乳」「子宮頸」について、FY2021の数値に誤りがあり訂正しました。
*2. The FY2021 figures in "Stomach," "Breasts" and "Uterine cervix" were incorrect and have been corrected.

労働災害発生状況　Occupational Accidents

			単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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 Note 1		件 case	0	0	0	0	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	0	0	0	0
	業請従業員 注2 Staff contracted from other companies Note 2		件 case	0	0	0	0	0	0	0	0	0	0
休業災害発生状況 Accidents causing absence from work	休業者数 Number of employees taking leave from work	国内拠点 注3 At sites in Japan Note 3	人 persons	6	4	7	8	7	8	6	6	6	9
		海外拠点 注4 At sites outside Japan Note 4	人 persons	12	6	5	5	6	1	4	3	0	1
	休業度数率※1 Rate of lost-worktime injuries*1	国内拠点 注3 At sites in Japan Note3	※1 /*1	0.23	0.13	0.22	0.25	0.23	0.27	0.21	0.21	0.22	0.32
		海外拠点 注4 At sites outside Japan Note4	※1 /*1	0.44	0.21	0.20	0.20	0.23	0.04	0.17	0.14	0.00	0.06
		国内/海外拠点 注5 At sites in / outside Japan Note5	※1 /*1	0.34	0.17	0.21	0.23	0.23	0.17	0.19	0.18	0.12	0.22
	休業日数 Number of days of absence	国内拠点 注3 At sites in Japan Note3	日 days	14	44	237	59	195	254	106	34	40	116
		海外拠点 注4 At sites outside Japan Note 4	日 days	340	52	98	86	73	2	184	110	0	62
	休業強度率※2 Severity rate of accidents causing absence from work*2	国内拠点 注3 At sites in Japan Note 3	※2 /*2	0.0004	0.0012	0.0062	0.0015	0.0052	0.0071	0.0031	0.0010	0.0012	0.0034
		海外拠点 注4 At sites outside Japan Note 4	※2 /*2	0.0103	0.0015	0.0032	0.0029	0.0023	0.0001	0.0066	0.0042	0.0000	0.0029

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. Figures are for 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. Figures are for employees of Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency.

注5 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および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 5. Figures are for employees of Konica Minolta Group in Japan, as well as employees of the 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
*1. 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
*2. Accident severity rate: The total number of days absent from work per 1,000 total actual working hours for current employees

製品事故発生状況注　Product-related AccidentsNote

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
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	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	0	0	0	0

注：集計対象はすべてのコニカミノルタ製品
Note： 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。
*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。
*2. Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user's business

CSR調達への取り組み　Implementing CSR Procurement

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
お取引先へのCSRの要請割合 Percentage of suppliers requested to carry out CSR activities		%			100%	-	-	-	100%	-	-	81.9%
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	13	4	9	30
	重要なお取引先 Important suppliers	件 case			50	15	41	40	30	28	30	131
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	2	3	3	4
	特に重要なお取引先 Particularly important supplier	件 case			1	0	1	1	1	4	2	3

※ 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

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	FY2020	FY2021	FY2022	FY2023	FY2024
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%	96%	96%	95%	95%
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%	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	235	221	230	231
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	338	335	355	358

注：デジタルワークプレイス事業、プロフェッショナルプリント事業、ヘルスケア事業、インダストリー事業における紛争鉱物調査結果
Note：Results of Digital Workplace Business, Professional Print Business, Healthcare Business and Industry Business Conflict Minerals Survey

※1/*1. RMAP: Responsible Minerals Assurance Process

※2/*2. RMI: Responsible Minerals Initiative

社会貢献活動実績注　Social Contribution AchievementsNote

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
社会貢献活動の内訳 Social Contribution Achievements Breakdown	金銭的支援 Cash contributions	百万円相当 million JPY equivalent					136	122	171	187	36	31
	物品支援 In-kind giving						91	472	48	55		
	人的支援 Time (employee volunteering)						202	106	136	84	-	-

注：2023年度より集計範囲を国内グループ会社に変更しています（2022年度まではグローバルに集計）。
Note: From FY2023, the scope of the data has been changed to domestic group companies (until FY2022, the data was collected globally).

ガバナンスデータ2025 Governance Data 2025

2025年9月30日更新 Updated September 30, 2025

取締役会の出席率 Attendance Rates for the Board of Directors

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
取締役会の構成 Board of directors structure	取締役数 Board of Directors		10	10	12	12	12	11	9	9	9
	うち独立社外取締役 Outside / Independent directors		4	4	5	5	5	5	5	5	5
	うち女性取締役 Women directors		0	0	0	1	1	1	1	1	1
開催回数 Number of meetings	取締役会 Board of Directors		13	14	12	12	12	14	13	16	14
	指名委員会 Nominating Committee		7	10	7	6	7	10	10	7	6
	監査委員会 Audit Committee		13	13	13	13	13	13	13	13	13
	報酬委員会 Compensation Committee		8	8	6	7	9	12	8	5	7
	計 Total		41	45	38	38	41	49	44	41	40
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	100	100	100	100
	指名委員会 Nominating Committee		97	100	100	100	97	100	100	100	100
	監査委員会 Audit Committee		100	100	99	100	100	100	100	100	100
	報酬委員会 Compensation Committee		100	98	100	100	100	100	97	100	100
	計 Total		99	99	99	100	99	100	99	100	100
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	100	100	100	100
	指名委員会 Nominating Committee		100	100	100	100	100	100	100	100	100
	監査委員会 Audit Committee		100	100	98	100	100	100	100	100	100
	報酬委員会 Compensation Committee		100	96	100	100	100	100	96	100	100
	計 Total		100	99	99	100	100	100	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)
FY2024※1*1	取締役 Directors	社外 Outside	90	5	90	-	-	-	-	-	-
		社内 Inside	40	1	32	-	-	1	8	-	-
		計 Total	130	6	122	-	-	1	8	-	-
	執行役 Executive officers		611	13	336	13	133	13	141	-	-
FY2023※2*2	取締役 Directors	社外 Outside	88	6	88	-	-	-	-	-	-
		社内 Inside	40	1	31	-	-	1	8	-	-
		計 Total	128	7	120	-	-	1	8	-	-
	執行役 Executive officers		406	9	250	9	102	9	54	-	-
FY2022※3*3	取締役 Directors	社外 Outside	79	6	79	-	-	-	-	-	-
		社内 Inside	74	3	55	-	-	3	18	-	-
		計 Total	153	9	134	-	-	3	18	-	-
	執行役 Executive officers		338	7	291	7	35	7	11	-	-
FY2021※4*4	取締役 Directors	社外 Outside	64	6	64	-	-	-	-	-	-
		社内 Inside	169	3	127	-	-	3	42	-	-
		計 Total	234	9	192	-	-	3	42	-	-
	執行役 Executive officers		391	10	280	10	29	10	81	-	-
FY2020※5*5	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※6*6	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: 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。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。なお、その額には、中期経営計画期間の目標達成率に応じて交付する中期株式報酬（業績連動型）を含めています。
Note: Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated. 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.The amount includes the amount of medium-term stock bonus (performance-linked) to be delivered in proportion to the achievement rate of the targets of the medium-term business plan.

※1 2025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１名、執行役は13名です。社内取締役は、上記の１名のほかにのべ3名（執行役非務）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。
*1 At the end of the period (March 31, 2025), the company has five outside directors, one inside director (not concurrently holding executive officer posts) and 13 executive officers. In addition to the three inside directors shown above, the company has another three inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.

※2 人数には、2023年６月20日開催の第119回定時株主総会開催日に退任した社外取締役１名及び執行役（取締役兼務）１名を含んでいます。2024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１名、執行役は８名です。社内取締役は、上記の１名のほかにのべ５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。
*2 The numbers include one outside director and one executive officer (concurrently holding inside director posts) who stepped down as of the date of the 119th Shareholders' Meeting held on June 20, 2023. At the end of the period (March 31, 2024), the company has five outside directors, one inside director (not concurrently holding executive officer posts) and 8 executive officers. In addition to the three inside directors shown above, the company has another three inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.

※3 人数には、2022年６月17日開催の第118回定時株主総会開催日に退任した社外取締役１名及び社内取締役２名を含んでいます。2023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１名、執行役は７名。社内取締役は、上記の３名のほかに３名（執行役兼務）おりますが、その者の報酬等は執行役に含めて記載しています。
*3 The numbers include one outside director and two inside directors who stepped down as of the date of the 118th Shareholders' Meeting held on June 17, 2022. At the end of the period (March 31, 2023), the company has five outside directors, one inside director (not concurrently holding executive officer posts) and 7 executive officers. In addition to the three inside directors shown above, the company has another three inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.

※4 人数には、2021年６月17日開催の第117回定時株主総会開催日に退任した社外取締役及び執行役の各１名を含んでいます。2022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９名。社内取締役は、上記の３名のほかに４名（執行役兼務）おりますが、その者の報酬等は執行役に含めて記載しています。
*4 The numbers include one outside director and one executive officer who stepped down as of the date of the 117th Shareholders' Meeting held on June 17, 2021. At the end of the period (March 31, 2022), the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 9 executive officers. 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.

※5 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。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。
*5 The numbers 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. 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.

※6 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。 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。
*6 The numbers 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. 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.

報酬等の総額が１億円以上である者の報酬等の総額等
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※3 Performance-linked compensation *3	株式報酬※4 Stock bonus*4	株式報酬型ストック・オプション Stock compensation-type stock options
FY2024	取締役　代表執行役社長兼CEO 大幸　利充 Toshimitsu Taiko President & CEO	提出会社 Submitting company	135	74	35	25	-
FY2023	専務執行役 藤井 清孝※1 Kiyotaka Fujii*1 Senior Executive Officer	提出会社 Submitting company	118	35	13	6	-
		連結子会社 Consolidated subsidiary Ambry Genetics Corporation		63	-	-	-
FY2022	該当なし　N/A	-	-	-	-	-	-
FY2021	該当なし　N/A	-	-	-	-	-	-
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※2 Executive Officer Richard K. Taylor*2	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※2 Executive Officer Richard K. Taylor*2	連結子会社 Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	147	91	56	-	-

※1. 専務執行役 藤井清孝は、当事業年度において連結子会社３社（REALM IDx, Inc.、Ambry Genetics Corporation、Invicro, LLC）の会長ですが、その報酬はAmbry Genetics Corporationから支給しています。
*1. Senior Executive Vice President and Executive Officer Kiyotaka Fujii is the chairperson of three consolidated subsidiaries (REALM IDx, Inc., Ambry Genetics Corporation, and Invicro, LLC) during the current fiscal year, and receives compensation from Ambry Genetics Corporation.

※2. 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）。
*2. 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)

※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。
*3. Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated.

※4. 「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。
*4. 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	FY2021	FY2022	FY2023	FY2024
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%	100%	100%	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%	100%	100%	100%	100%
内部通報合計（件） Total number of reports to the internal hotlines					79	58	63	49	42	71
日本 Japan					32	14	21	11	13	17
人権関連※2 Human rights issues*2					19	8	17	7	7	11
サプライヤーからの通報 from suppliers						0	0	0	0	0
公表を必要とする重要問題 Significant incidents that warrant disclosure					0	0	0	0	0	0
海外 Overseas					47	44	42	38	29	54
人権関連※2 Human rights issues*2					24	21	19	17	14	24
サプライヤーからの通報 from suppliers							0	0	0	0
公表を必要とする重要問題 Significant incidents that warrant disclosure					0	0	0	0	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	0	0	0	0
贈賄、腐敗行為 Bribe, corruption	1	0	0	0	0	0	0	0	0	0
独占禁止法、下請法 Antitrust law violations	0	0	0	0	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	0	0	0	0
個人情報漏洩※3 Personal information leakage*3	0	0	0	0	0	0	0	0	0	0
利益相反 Conflict of Interest								0	0	0
マネーロンダリング、インサイダー取引 Money Laundering or Insider trading								0	0	0
差別やハラスメントで公表を必要とする重要問題 Discrimination or Harassment (Significant incidents that warrant disclosure)								0	0	0
その他 Others	0	0	0	0	0	0	0	0	0	0
政治献金(円) Political contributions (JPY)				0	0	0	0	0	—	—

※1. 全世界グループ会社の役員・従業員対象。
*1. Data 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
*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
*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	FY2021	FY2022	FY2023	FY2024
ロビー活動 Lobbying, interest representation or similar	0	0	0	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	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	65.4	70.6	79.5	—
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	0	0	0	—

List of Policies

Konica Minolta's Policies and regulations 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

- Basic Policy on Corporate Governance
- Disclosure Policy
- Konica Minolta Group Tax Policy

- Konica Minolta Occupational Safety and Healthcare Policy
- Konica Minolta Group Health Declaration
- Konica Minolta Group Diversity Management Commitment
- Konica Minolta Group Human Rights Policy
- Konica Minolta Group Basic Policy on the Use of Artificial Intelligence
- Konica Minolta Group Information Security Policy
- Global Personal Data Protection Policy of Konica Minolta Group
- Konica Minolta Environmental Policy
- Konica Minolta Quality Policy
- Konica Minolta Procurement Policy
- Konica Minolta Supply Chain Code of Conduct
- Konica Minolta Responsible Minerals Procurement Policy
- Konica Minolta Basic Policy on Corporate Citizenship

- Policy as Asset Owner

Guidelines Index

In setting goals for sustainability activities, Konica Minolta refers international guidelines including the UN Global Compact and ISO26000.
Konica Minolta reports in accordance with the GRI Standards for the period from April 1, 2022 to March 31, 2023.

GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

General Disclosures | Material topics | Economic | Environmental | Social

GRI 1 used GRI 1: Foundation 2021

Universal Standards

GRI2：General Disclosures 2021

GRI Standards	Requirements	References (Reasons for omission)
1. The organization and its reporting practices		
2-1	a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	Corporate Information > Company Overview Corporate Information > Company Overview Global Network
2-2	a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	Corporate Information > Business Units Sustainability Report Editorial Policy
2-3	a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information; d. specify the contact point for questions about the report or reported information.	Sustainability Report Editorial Policy Investor Relations > Financial Data by Year
2-4	a. report restatements of information made from previous reporting periods and explain: i. the reasons for the restatements; ii. the effect of the restatements.	Sustainability Reporting Policy Sustainability Report Archives

GRI Standards	Requirements	References (Reasons for omission)
2-5	a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the organization's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the organization and the assurance provider.	Sustainability Reporting Policy External Assurance
2.Activities and workers		
2-6	a. report the sector(s) in which it is active; b. describe its value chain, including: i. the organization's activities, products, services, and markets served; ii. the organization's supply chain; iii. the entities downstream from the organization and their activities; c. report other relevant business relationships; d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	Corporate Information > At a Glance Financial Results / Presentation Materials Stakeholder Engagement Supply Chain Management
2-7	a. report the total number of employees, and a breakdown of this total by gender and by region; b. report the total number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	ESG Data (See Social Data) External Assurance
2-8	a. report the total number of workers who are not employees and whose work is controlled by the organization and describe: i. the most common types of worker and their contractual relationship with the organization; ii. the type of work they perform; b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.	ESG Data (See Social Data)

GRI Standards	Requirements	References (Reasons for omission)
3.Governance		
2-9	a. describe its governance structure, including committees of the highest governance body; b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people; c. describe the composition of the highest governance body and its committees by: i. executive and non-executive members; ii. independence; iii. tenure of members on the governance body; iv. number of other significant positions and commitments held by each member, and the nature of the commitments; v. gender; vi. under-represented social groups; vii. competencies relevant to the impacts of the organization; viii. stakeholder representation.	Corporate Governance > Corporate Governance System Basic Approach and Systems for Sustainability Management Corporate Governance Report
2-10	a. describe the nomination and selection processes for the highest governance body and its committees; b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organization.	Corporate Governance > Corporate Governance System > Governance Structure and Operations Corporate Governance Report
2-11	a. report whether the chair of the highest governance body is also a senior executive in the organization; b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	Corporate Governance > Corporate Governance System > Governance Structure and Operations
2-12	a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development; b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: i. whether and how the highest governance body engages with stakeholders to support these processes; ii. how the highest governance body considers the outcomes of these processes; c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process
2-13	a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including i. whether it has appointed any senior executives with responsibility for the management of impacts; ii. whether it has delegated responsibility for the management of impacts to other employees; b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process

GRI Standards	Requirements	References (Reasons for omission)
2-14	a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information; b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process
2-15	a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated; b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. related parties, their relationships, transactions, and outstanding balances.	Corporate Governance Corporate Governance Report
2-16	a. describe whether and how critical concerns are communicated to the highest governance body; b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	Risk Management Basic Concept and Promotion System of Compliance
2-17	a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	Corporate Governance Report
2-18	a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people; b. report whether the evaluations are independent or not, and the frequency of the evaluations; c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.	Corporate Governance Report
2-19	a. describe the remuneration policies for members of the highest governance body and senior executives, including: i. fixed pay and variable pay; ii. sign-on bonuses or recruitment incentive payments; iii. termination payments; iv. clawbacks; v. retirement benefits; b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.	Corporate Governance > Corporate Governance System > Governance Structure and Operations
2-20	a. describe the process for designing its remuneration policies and for determining remuneration, including: i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives; b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	Corporate Governance

GRI Standards	Requirements	References (Reasons for omission)
2-21	a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual); b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); c. report contextual information necessary to understand the data and how the data has been compiled.	-
4. Strategy, policies and practices		
2-22	a. report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.	Message from the CEO
2-23	a. describe its policy commitments for responsible business conduct, including: i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including: i. the internationally recognized human rights that the commitment covers; ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment; c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this; d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level; e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships; f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.	List of Policies Basic Approach and Systems for Sustainability Management Konica Minolta Group Charter of Corporate Behavior Konica Minolta Group Human Rights Policy Human Rights Responsible Supply Chain
2-24	a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: i. how it allocates responsibility to implement the commitments across different levels within the organization; ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures; iii. how it implements its commitments with and through its business relationships; iv. training that the organization provides on implementing the commitments.	Basic Approach and Systems for Sustainability Management Human Rights Responsible Supply Chain

GRI Standards	Requirements	References (Reasons for omission)
2-25	a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to; b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in; c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to; d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms; e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.	Basic Concept and Promotion System of Compliance Human Rights > Remedy and Grievance Mechanism
2-26	a. describe the mechanisms for individuals to: i. seek advice on implementing the organization's policies and practices for responsible business conduct; ii. raise concerns about the organization's business conduct.	Basic Concept and Promotion System of Compliance Human Rights > Remedy and Grievance Mechanism
2-27	a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by: i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance.	Basic Concept and Promotion System of Compliance
2-28	a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.	Basic Approach and Systems for Sustainability Management Participation in Initiative
5. Stakeholder engagement		
2-29	a. describe its approach to engaging with stakeholders, including: i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the organization seeks to ensure meaningful engagement with stakeholders.	Basic Approach and Systems for Sustainability Management Stakeholder Engagement Human Rights
2-30	a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.	Human Rights

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GRI Standards	Requirements	References (Reasons for omission)
3-1	a. describe the process it has followed to determine its material topics, including: i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritized the impacts for reporting based on their significance; b. specify the stakeholders and experts whose views have informed the process of determining its material topics.	Material Issue Evaluation and Identification Process
3-2	a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	Sustainability Strategy Material Issue Evaluation and Identification Process
Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism Sustainability Targets and Results Attracting, Developing and Promoting the Active Participation of Human Resources Building Organization, Culture and DNA Basic Concept and Vision of DEI

GRI Standards	Requirements	References (Reasons for omission)
Material Issue 2: Supporting Healthy, High-Quality Living		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 2: Supporting Healthy, High-Quality Living Sustainability Targets and Results Health & Productivity Management
Material Issue 3: Ensuring Social Safety and Security		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 3: Ensuring Social Safety and Security Sustainability Targets and Results Achieving Top-Tier Quality and Reliability Management of Chemical Substances in Products Enhancing the Security of Products and Services

GRI Standards	Requirements	References (Reasons for omission)
Material Issue 4: Addressing Climate Change		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 4: Addressing Climate Change Sustainability Targets and Results Eco Vision 2050 Addressing Climate Change：Plan and Results Overview of Environmental Activities Sustainability Strategy
Material Issue 5: Using Limited Resources Effectively		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 5: Using Limited Resources Effectively Sustainability Targets and Results Eco Vision 2050 Building a Recycling-Oriented Society：Plan and Results Sustainability Strategy

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Topic Standards

*Disclosures on material topics

Economic

GRI Standards	Requirements	References (Reasons for omission)
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 Audited Financial Report
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.	Climate-related Financial Information Disclosure（TCFD） 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	References (Reasons for omission)
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 Standards	Requirements	References (Reasons for omission)
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
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
GRI 207: TAX		
207-1	a. A description of the approach to tax, including: i. whether the organization has a tax strategy and, if so, a link to this strategy if publicly available; ii. the governance body or executive-level position within the organization that formally reviews and approves the tax strategy, and the frequency of this review; iii. the approach to regulatory compliance; iv. how the approach to tax is linked to the business and sustainable development strategies of the organization.	Putting Compliance into Practice Konica Minolta Group Tax Policy

GRI Standards	Requirements	References (Reasons for omission)
207-2	a. A description of the tax governance and control framework, including: i. the governance body or executive-level position within the organization accountable for compliance with the tax strategy; ii. how the approach to tax is embedded within the organization; iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. how compliance with the tax governance and control framework is evaluated. b. A description of the mechanisms for reporting concerns about unethical or unlawful behavior and the organization's integrity in relation to tax. c. A description of the assurance process for disclosures on tax and, if applicable, a reference to the assurance report, statement, or opinion.	Putting Compliance into Practice Konica Minolta Group Tax Policy Basic Concept and Promotion System of Compliance Risk Management
207-3	a. A description of the approach to stakeholder engagement and management of stakeholder concerns related to tax, including: i. the approach to engagement with tax authorities; ii. the approach to public policy advocacy on tax; iii. the processes for collecting and considering the views and concerns of stakeholders, including external stakeholders.	Putting Compliance into Practice Konica Minolta Group Tax Policy
207-4	a. All tax jurisdictions where the entities included in the organization's audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes. b. For each tax jurisdiction reported in Disclosure 207-4-a: i. Names of the resident entities; ii. Primary activities of the organization; iii. Number of employees, and the basis of calculation of this number; iv. Revenues from third-party sales; v. Revenues from intra-group transactions with other tax jurisdictions; vi. Profit/loss before tax; vii. Tangible assets other than cash and cash equivalents; viii. Corporate income tax paid on a cash basis; ix. Corporate income tax accrued on profit/loss; x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax. c. The time period covered by the information reported in Disclosure 207-4.	Corporate Information > Company Overview

Environmental

GRI Standards	Requirements	References (Reasons for omission)
GRI 101: Biodiversity 2024		
101-1	a.describe its policies or commitments to halt and reverse biodiversity loss, and how these are informed by the 2050 Goals and 2030 Targets in the Kunming-Montreal Global Biodiversity Framework; b.report the extent to which these policies or commitments apply to the organization's activities and to its business relationships; c.report the goals and targets to halt and reverse biodiversity loss, whether they are informed by scientific consensus, the base year, and the indicators used to evaluate progress.	Biodiversity and Water Resources: Basic Concept Nature-related Financial Disclosures (TNFD)
101-2	a. report how it applies the mitigation hierarchy by describing: i. actions taken to avoid negative impacts on biodiversity; ii. actions taken to minimize negative impacts on biodiversity that were not avoided; iii. actions taken to restore and rehabilitate affected ecosystems, including the goals of the restoration and rehabilitation, and how stakeholders are engaged throughout the restoration and rehabilitation actions; iv. actions taken to offset residual negative impacts on biodiversity; v. transformative actions taken and additional conservation actions taken; b. with reference to 101-2-a-iii, report for each site with the most significant impacts on biodiversity: i. the size in hectares of the area under restoration or rehabilitation; ii. the size in hectares of the area restored or rehabilitated; c. with reference to 101-2-a-iv, report for each offset: i. the goals; ii. the geographic location; iii. whether and how principles of good offset practices are met; iv. whether and how the offset is certified or verified by a third party; d. list which of its sites with the most significant impacts on biodiversity have a biodiversity management plan and explain why the other sites do not have a management plan; e. describe how it enhances synergies and reduces trade-offs between actions taken to manage its biodiversity and climate change impacts; f. describe how it ensures that the actions taken to manage its impacts on biodiversity avoid and minimize negative impacts and maximize positive impacts for stakeholders.	Nature-related Financial Disclosures (TNFD)
101-3	The organization shall: a. describe the process to ensure compliance with access and benefit-sharing regulations and measures; b. describe voluntary actions taken to advance access and benefit-sharing that are additional to legal obligations or when there are no regulations and measures.	-
101-4	The organization shall: a. explain how it has determined which of its sites and which products and services in its supply chain have the most significant actual and potential impacts on biodiversity.	Nature-related Financial Disclosures (TNFD)

GRI Standards	Requirements	References (Reasons for omission)
101-5	The organization shall: a. report the location and size in hectares of its sites with the most significant impacts on biodiversity; b. for each site reported under 101-5-a, report whether it is in or near an ecologically sensitive area, the distance to these areas, and whether these are: i. areas of biodiversity importance; ii. areas of high ecosystem integrity; iii. areas of rapid decline in ecosystem integrity; iv. areas of high physical water risks; v. areas important for the delivery of ecosystem service benefits to Indigenous Peoples, local communities, and other stakeholders; c. report the activities that take place in each site reported under 101-5-a; d. report the products and services in its supply chain with the most significant impacts on biodiversity and the countries or jurisdictions where the activities associated with these products and services take place.	-
101-6	The organization shall: a. for each site reported under 101-5-a where its activities lead or could lead to land and sea use change, report: i. the size in hectares of natural ecosystem converted since a cut-off or reference date, the cut-off date or reference date, and the type of ecosystem before and after conversion; ii. the size in hectares of land and sea converted from one intensively used or modified ecosystem to another during the reporting period, and the type of ecosystem before and after conversion; b. for each site reported under 101-5-a where its activities lead or could lead to the exploitation of natural resources, report: i. for each wild species harvested, the quantity, the type, and extinction risk; ii. water withdrawal and water consumption in megaliters; c. for each site reported under 101-5-a where its activities lead or could lead to pollution, report the quantity and the type of each pollutant generated; d. for each site reported under 101-5-a where its activities lead or could lead to the introduction of invasive alien species, describe how invasive alien species are or may be introduced; e. for each product and service in its supply chain reported under 101-5-d, report the information required under 101-6-a, 101-6-b, 101-6-c, and 101-6-d, with a breakdown by country or jurisdiction; f. report contextual information necessary to understand how the data has been compiled, including standards, methodologies, and assumptions used.	-
101-7	The organization shall: a. for each site reported under 101-5-a, report the following information on affected or potentially affected ecosystems: i. the ecosystem type for the base year; ii. the ecosystem size in hectares for the base year; iii. the ecosystem condition for the base year and the current reporting period; b. report contextual information necessary to understand how the data has been compiled, including standards, methodologies, and assumptions used.	-

GRI Standards	Requirements	References (Reasons for omission)
101-8	The organization shall: a. for each site reported under 101-5-a, list the ecosystem services and beneficiaries affected or potentially affected by the organization's activities; b. explain how the ecosystem services and beneficiaries are or could be affected by the organization's activities.	Nature-related Financial Disclosures (TNFD)
GRI 301: Materials ＊Disclosures on material topics		
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 > Resources) 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.	Recovery and Recycling of Used Products Reduction of Use of Packaging Materials Information unavailable / incomplete: Data on recycled packaging materials has not been compiled at this time.
GRI 302: Energy ＊Disclosures on material topics		
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 > Energy・CO_2) Information unavailable / incomplete: Data on energy sold has not been compiled at this time.
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) Information unavailable / incomplete: Data other than energy used in transportation and distribution (upstream) and product use has not been compiled at this time.

GRI Standards	Requirements	References (Reasons for omission)
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 > Energy・CO_2)
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.	Consideration of Biodiversity/ Water Resources in Production Activities
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.	Consideration of Biodiversity/ Water Resources in Production Activities

GRI Standards	Requirements	References (Reasons for omission)
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 > Water)
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 > Water)
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	References (Reasons for omission)
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).	See 101: Biodiversity 2024
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.	See 101: Biodiversity 2024
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.	See 101: Biodiversity 2024
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	See 101: Biodiversity 2024

GRI Standards	Requirements	References (Reasons for omission)
GRI 305: Emissions ＊Disclosures on material topics		
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) Information unavailable / incomplete: Data on biogenic carbon dioxide (CO^2) emission has not been compiled at this time.
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)
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) Information unavailable / incomplete: Data on biogenic carbon dioxide (CO^2) emission has not been compiled at this time.

GRI Standards	Requirements	References (Reasons for omission)
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 > Energy・CO_2)
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.	Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System) Production Activities to Solve Environmental Issues (Green Factory Certification System) ESG Data(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.	Not applicable
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 > Overall View・CDP)
GRI 306: Waste *Disclosures on material topics		
306-1 *	a. For the organization's significant actual and potential waste-related impacts, a description of: i. the inputs, activities, and outputs that lead or could lead to these impacts; ii.whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.	Material Issue 5: Using Limited Resources Effectively Identifying Environmental Material Issues

GRI Standards	Requirements	References (Reasons for omission)
306-2 *	a. Actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated. b. If the waste generated by the organization in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations. c. The processes used to collect and monitor waste-related data.	Material Issue 5: Using Limited Resources Effectively Management of Chemical Substances in Products Resource Conservation and Recycling in Production Operations Ensuring Product and Chemical Substance Safety Consideration of Biodiversity/ Water Resources in Production Activities Decarbonization of Suppliers (Carbon Neutral Partner Activities) Green Procurement System Reduction of Use of Packaging Materials Recovery and Recycling of Used Products ESG Data (See Environmental Data > Resources)
306-3 *	a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. b. Contextual information necessary to understand the data and how the data has been compiled.	Overall View of Environmental Impacts ESG Data (See Environmental Data > Resources)
306-4 *	a. Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal: i. onsite; ii. offsite. e. Contextual information necessary to understand the data and how the data has been compiled.	Overall View of Environmental Impacts ESG Data (See Environmental Data > Resources) Information unavailable / incomplete: Disclosure by hazardous / non-hazardous category is not provided.

GRI Standards	Requirements	References (Reasons for omission)
306-5 *	a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. c. Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal: i. onsite; ii. offsite. e. Contextual information necessary to understand the data and how the data has been compiled.	Overall View of Environmental Impacts ESG Data (See Environmental Data > Resources) Information unavailable / incomplete: Disclosure by hazardous / non-hazardous category is not provided.
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 308: Supplier Environmental Assessment		
308-1	a. Percentage of new suppliers that were screened using environmental criteria.	CSR Procurement Initiatives
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.	CSR Procurement Initiatives

General Disclosures | Material topics | Economic | Environmental | Social

Social

GRI Standards	Requirements	References (Reasons for omission)
GRI 401: Employment		
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'.	Human Resources Systems and Operations
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 ＊Disclosures on material topics		
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

GRI Standards	Requirements	References (Reasons for omission)
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.	Health & Productivity Management Information unavailable / incomplete: Data for groups outside of Japan has not been compiled at this time.
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.	CSR Procurement Initiatives

GRI Standards	Requirements	References (Reasons for omission)
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 Information unavailable / incomplete: Only the number and percentage of workers covered by the occupational health and safety system is disclosed at this time.
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.	Managing Occupational Safety and Health ESG Data (See Social Data) Information unavailable / incomplete: For non-employee workers, only agency workers and contractors are compiled at this time.

GRI Standards	Requirements	References (Reasons for omission)
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.	Health & Productivity Management ESG Data (See Social Data) Information unavailable / incomplete: Data for non-employee workers has not been compiled at this time.
GRI 404: Training and Education *Disclosures on material topics		
404-1 *	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	Attracting, Developing and Promoting the Active Participation of Human Resources ESG Data (See Social Data) Information unavailable / incomplete: Information by gender and employee category has not been compiled at this time.
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.	Attracting, Developing and Promoting the Active Participation of Human Resources
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.	Human Resources Systems and Operations Information unavailable / incomplete: Data has not been compiled at this time.
GRI 405：Diversity and Equal Opportunity *Disclosures on material topics		
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).	Promoting Women's Workplace Participation ESG Data (See Social Data) Information unavailable / incomplete: Percentage by age group is not disclosed at this time.

GRI Standards	Requirements	References (Reasons for omission)
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) Information unavailable / incomplete: Ratio is not disclosed at this time. Remuneration by gender/class is disclosed.
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.	Basic Concept and Promotion System of Compliance
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 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 Standards	Requirements	References (Reasons for omission)
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.	CSR Procurement Initiatives 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 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 Standards	Requirements	References (Reasons for omission)
GRI 414: Supplier Social Assessment		
414-1	a. Percentage of new suppliers that were screened using social criteria.	CSR Procurement Initiatives
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.	CSR Procurement Initiatives Human Rights
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 ＊Disclosures on material topics		
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.	Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System) Environmental Labels and Certifications Management of Chemical Substances in Products Recovery and Recycling of Used Products Achieving Top-Tier Quality and Reliability
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

GRI Standards	Requirements	References (Reasons for omission)
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 ＊Disclosures on material topics		
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

General Disclosures | Material topics | Economic | Environmental | Social

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
		Corporate Governance
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	CSR Procurement Initiatives
		Practicing Responsible Minerals Procurement
		Human Rights
		Group 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	Labor Practices
		Human Rights
		Building Organization, Culture and DNA
		Health & Productivity Management
		Managing Occupational Safety and Health
		Attracting, Developing and Promoting the Active Participation of Human Resources
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
		Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System)
		Production Activities to Solve Environmental Issues (Green Factory Certification System)
		Sales Activities to Solve Environmental Issues (Green Marketing Activities)
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 > Policy and Structure

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	Environmental Labels and Certifications Achieving Top-Tier Quality and Reliability Creating New Quality Value Putting Compliance into Practice Information Security
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
		Practicing Responsible Minerals Procurement
		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.	Labor Practices
		Diversity > Basic Concept and Vision of DEI
		CSR Procurement Initiatives
		Human Rights
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
		Participation in Initiatives
		Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System)
		Production Activities to Solve Environmental Issues (Green Factory Certification System)
		Sales Activities to Solve Environmental Issues (Green Marketing Activities)
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

SICS Industry：Technology & Communications Sector 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
Employee Diversity & Inclusion	TC-HW-330a.1	Percentage of (1) gender and (2) diversity group representation for (a) executive management, (b) non-executive management, (c) technical employees and (d) all other employees	ESG Data(Ref.Social Data) To learn about Konica Minolta's initiatives for diversity and inclusion, click below. Konica Minolta Group Diversity Management Commitment Basic Concept and Vision of DEI
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. Systems for Eliminating Chemical Substance Risks • 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. SDS (MSDS) Environmental Labels and Certifications • Environmental Labels Environmental Management System • Product Assessment System

TOPIC	CODE	ACCOUNTING METRIC	Website
Product Lifecycle Management	TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Environmental Labels and Certifications • EPEAT (Electronic Product Environmental Assessment Tool) ESG Data (Ref. Environmental Data > Ext.Evaluation&Label) To read about how Konica Minolta incorporates environmentally friendly principles into product design, click below. Environmental Management System • Product Assessment System Products and Solutions that Contribute to Effective Resource Use • Adaptation to the Circular Economy Resource Conservation and Recycling in Production Operations • Promoting Resource Conservation and Recycling at Production Sites Promoting Decarbonization in Distribution • Reconsidering Distribution Routes and Consolidating Logistics Facilities • Milk Run Logistics (Common Collection of Cargos) Reduction of Use of Packaging Materials Promoting Decarbonization with Products and Solutions • Energy Conservation in MFPs and Digital Printers
	TC-HW-410a.3	Percentage of eligible products, by revenue, certified to an energy efficiency certification	Environmental Labels and Certifications • International Energy Star Program ESG Data (Ref. Environmental Data > Ext.Evaluation&Label)
	TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	ESG Data (Ref.Environmental Data > Resources) For more information on product recycling initiatives, click below. Recovery and Recycling of Used Products
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	CSR Procurement Initiatives • 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	
Materials Sourcing	TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Practicing Responsible Minerals Procurement > Framework for Initiatives Products and Solutions that Contribute to Effective Resource Use • Adaptation to the Circular Economy Responsible Supply Chain: Policy and Structure > Supply Chain Management • Supply Chain Management

Sustainability Reporting Policy

The Konica Minolta Sustainability Website (hereinafter, the "site") reports on specific sustainability initiatives. Konica Minolta publishes an integrated report summarizing information of particular interest to investors. As interest in corporate non-financial information increases, the Company has discontinued the publication of the CSR Report and Environmental Report in print format, and has consolidated detailed sustainability reporting on this site to comprehensively and promptly disclose sustainability-related information.
The Company carefully reviews the content based on various globally required guidelines and the information disclosure needs of stakeholders.
Furthermore, the Company will post a PDF version summarizing the web pages within about two months after the information is reported on this site.

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.
In addition, in the event of changes in consolidated subsidiaries during the period, such as the acquisition or the opening or closing of new bases, environmental data for production companies with a significant environmental impact are reflected in the actual results on a monthly basis.

Reporting Period

In principle, the site covers activities undertaken from April 1, 2024 to March 31, 2025. Some sections may include information on earlier initiatives or more recent activities. At the site, “fiscal 2024” refers to the fiscal year that started April 1, 2024 and ended March 31, 2025.

Publication Date

October 2025 (Next report: scheduled for September 2026; previous report: October 2024)

Adherence to Global Guidelines

- Global Reporting Initiative (GRI) Standards
  Konica Minolta reports in accordance with the GRI Standards for the period from April 1, 2024 to March 31, 2025.
- Sustainability Accounting Standards Board (SASB)
- United Nations Global Compact
- ISO 26000, ISO30414
- Environmental Reporting Guidelines 2018

For a comparison of the GRI Standards, United Nations Global Compact, ISO26000, and SASB Standards, 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 2024 (April 1, 2024 to March 31, 2025). Please refer to the external assurance statement for more information.

Related Information

Obtain other Konica Minolta publications from the Document Download page.

● Integrated Report (Annual Report) ● Shareholder Communication ● Securities Report ● Corporate Governance Report
● Intellectual Property Report ● Technology Report

For inquiries regarding the information on this site:

Corporate Planning Division, 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.