

Data Section

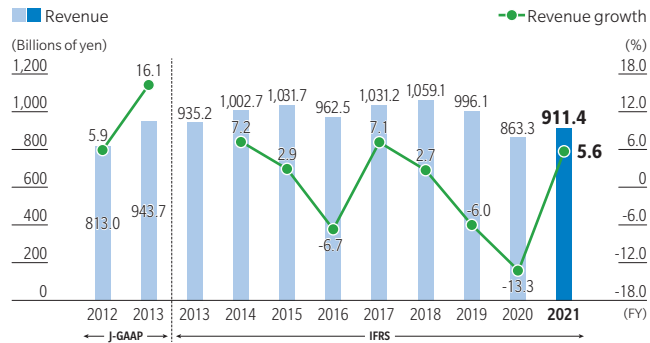
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Financial Data Highlights

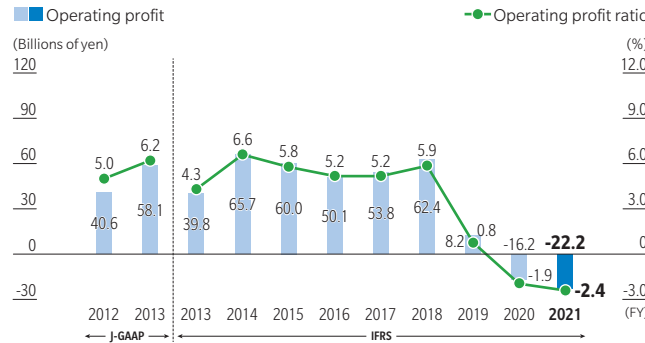
Profitability

In fiscal 2021, factors such as the resurgence of infections caused by variants of COVID-19 in regions around the world, the shortage of semiconductors and other parts and materials and tight logistics significantly impacted the global economy. While we also experienced a shortage in parts and materials and delays in production due to the suspension of plant operation in Malaysia caused by the spreading of COVID-19 variants, our Industry Business, which represents one of our future growth mainstays, maintained good revenue figures for mainly units that capitalized on the change in demand. Additionally, in line with the Company's policy of not postponing the recognition of potential risks, we recorded impairment losses on goodwill associated with past acquisitions. Amid this environment, revenue amounted to ¥911.4 billion (down 5.6% year on year), operating loss was ¥22.2 billion (fiscal 2020 was a loss of ¥16.2 billion), and the net loss attributable to owners of the Company was ¥26.1 billion (fiscal 2020 was a loss of ¥15.2 billion).

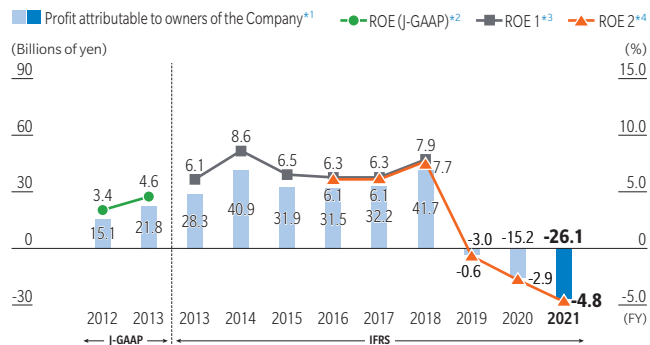
Revenue, Revenue growth



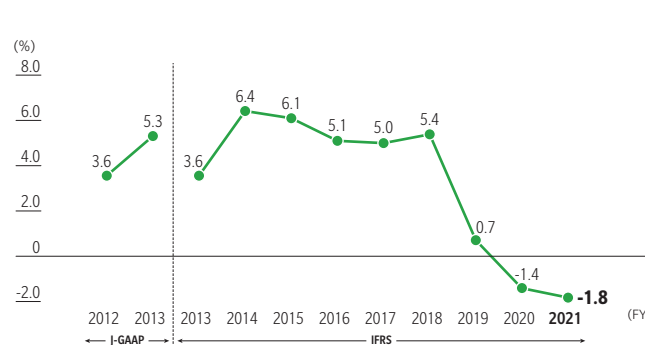
Operating profit, Operating profit ratio



Profit attributable to owners of the Company*1, ROE*2,3,4



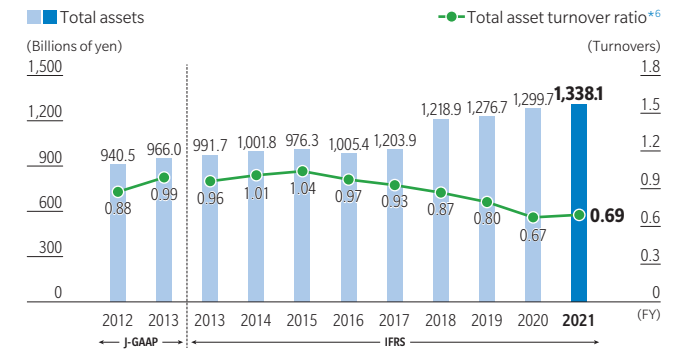
ROIC*5



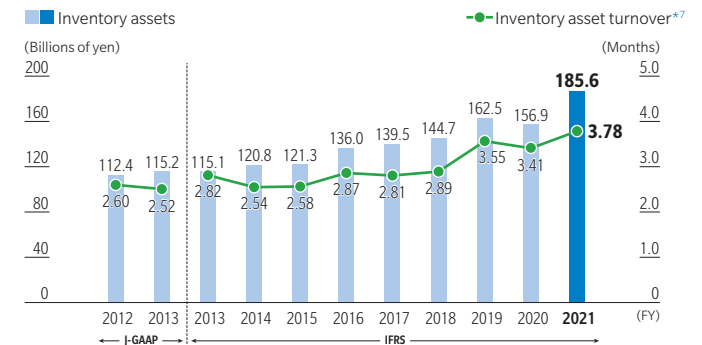
Efficiency

Total assets at the end of fiscal 2021 increased by ¥38.3 billion over the end of last fiscal year to ¥1,338.1 billion. This owed mainly to increases in Inventory assets increased mainly due to longer logistics lead times resulting from factors such as congestion at ports shipping to the United States and Europe and to the securing of parts and materials in line with issues with the procurement of semiconductor parts. This resulted in an inventory asset turnover period of 3.78 months.

Total assets / total asset turnover ratio*6



Inventory assets, inventory asset turnover*7



*1 Fiscal 2010–2013 (J-GAAP) = Profit for the year

Fiscal 2013–2021 (IFRS) = Profit attributable to owners of the Company

*2 ROE (J-GAAP) = Profit for the year (cumulative total) / shareholder's equity (average of beginning and ending balances) x 100%

*3 ROE 1 (IFRS) = Profit attributable to owners of the Company / (Share capital + Share premium + Retained earnings + Treasury shares (average of beginning and ending balances)) x 100%

*4 ROE 2 (IFRS) = Profit attributable to owners of the Company / Equity attributable to owners of the Company (average of beginning and ending balances) x 100%

*5 ROIC = Operating profit after tax / (Share capital + Share premium + Retained earnings + Treasury shares + Interest-bearing debt (average of beginning and ending balances)) x 100%

*6 Total asset turnover ratio = Revenue / Average total assets

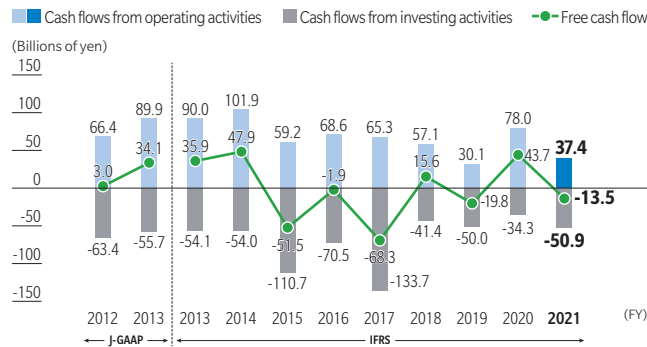
*7 Inventory asset turnover = Inventory balance at fiscal year end / Average cost of sales for most recent three months

Financial Data Highlights

Stability

Concerning fiscal 2021 cash flows, net cash provided by operating activities was ¥37.4 billion. Net cash used in investing activities was ¥50.9 billion (consisting of capital investment for new product molds, etc. as well as expenditure concerning technology enhancement). This resulted in a free cash flow decrease of ¥13.5 billion. Interest-bearing debt increased to ¥448.7 billion over fiscal 2020. Cash reserves decreased to ¥117.6 billion. The net debt-to-equity ratio stood at 0.60 (0.43 if excepting the effects of IFRS 16).

Cash flows

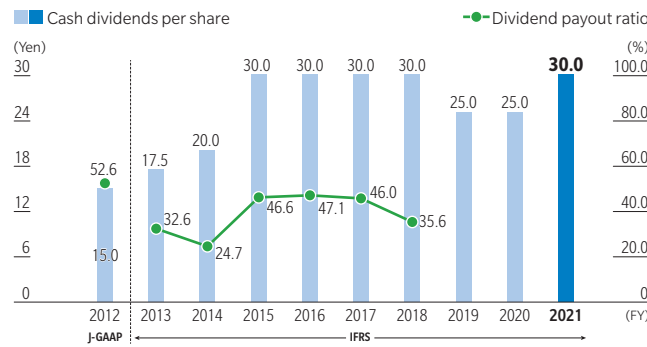


Shareholder Return/Investment Indicators

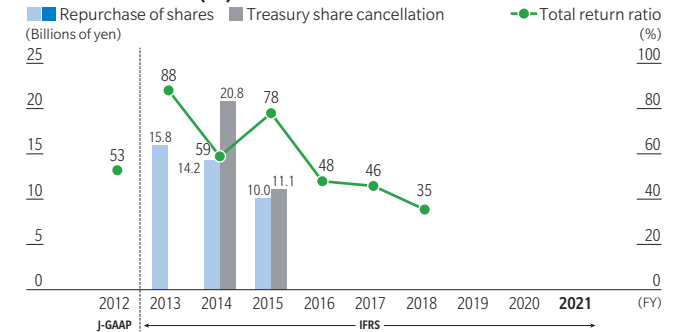
The Company's basic policy regarding shareholder return is to proactively return profits to shareholders after comprehensive consideration of factors that include consolidated business results, the promotion of strategic investment in growth areas, and cash flow.

Although the effects of the spreading of COVID-19 have had an impact on the Company's business, the year-end dividend paid for fiscal 2021 was ¥15 per share due to an increased likelihood of improved profits from fiscal 2022 and beyond. Combined with the dividend of ¥15 per share already paid at the end of the second quarter, the total annual dividend was ¥30 per share.

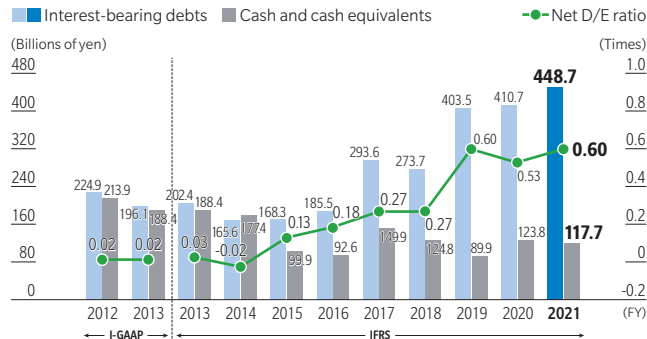
Cash dividends, Dividend payout ratio (%)



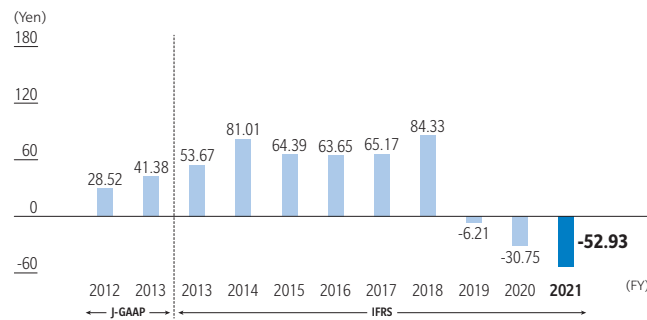
Repurchase of shares and Treasury share cancellation, Total return ratio (%)



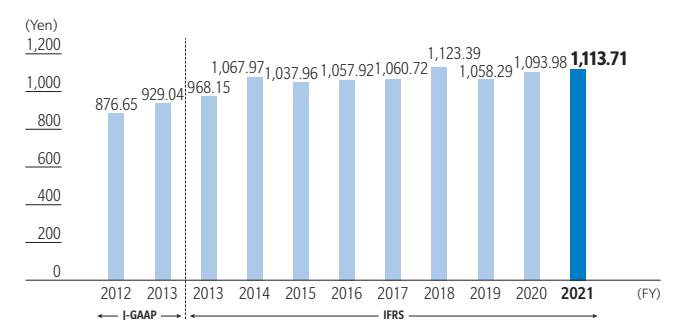
Interest-bearing debts, Cash and cash equivalents, Net D/E ratio



EPS*8



BPS*9



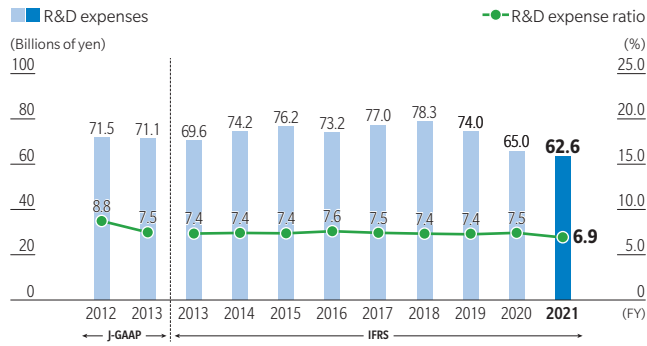
*8 EPS = Profit attributable to owners of the Company / Average number of outstanding shares during the period

*9 BPS = Equity attributable to owners of the Company / Shares at fiscal year end

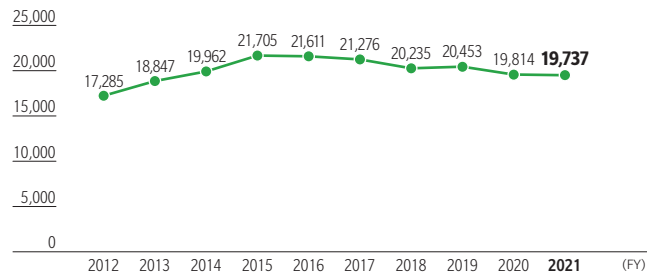
Non-financial Data Highlights

Research and Development Data

R&D expenses, R&D expense ratio



Number of patent rights held*1



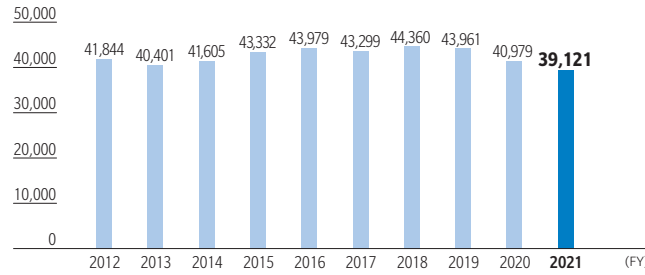
*1 The number of patents is the total number of patents held in Japan, the U.S., and China.

*2 Applies to regular employees of Konica Minolta, Inc. as of the April 1 of the following fiscal year.

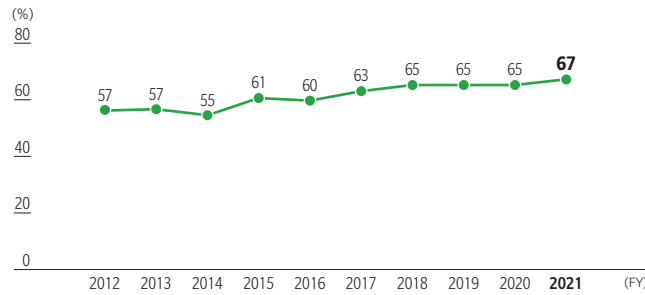
*3 As of March 31 of each fiscal year

Employee Data

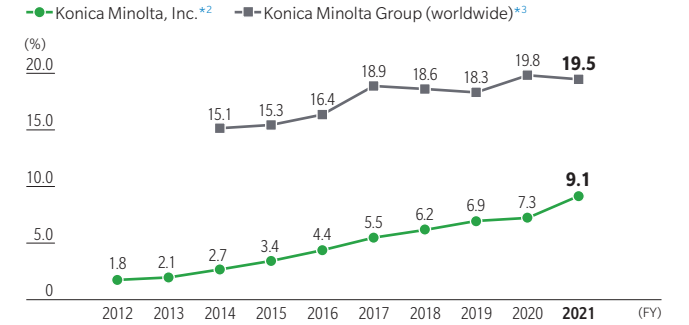
Group employees (consolidated)



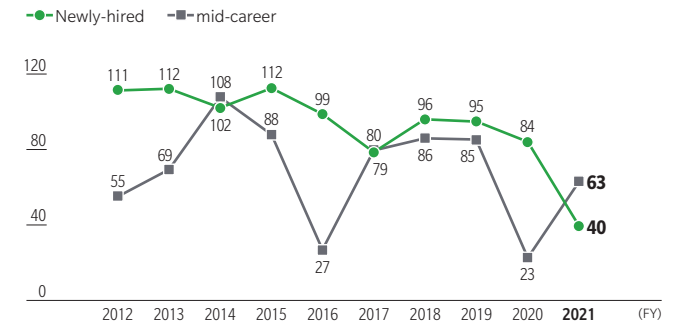
Local/foreign president ratio at foreign subsidiaries



Percentage of management positions held by women



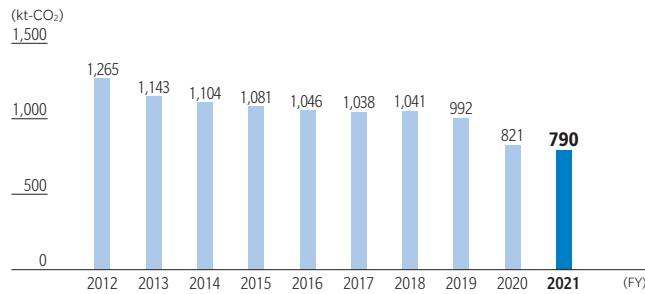
Newly-hired employees



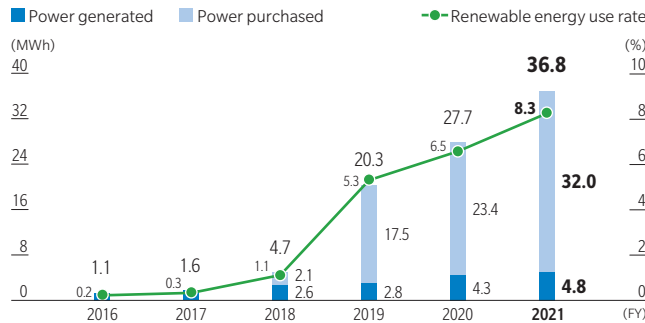
Non-financial Data Highlights

Environmental Data

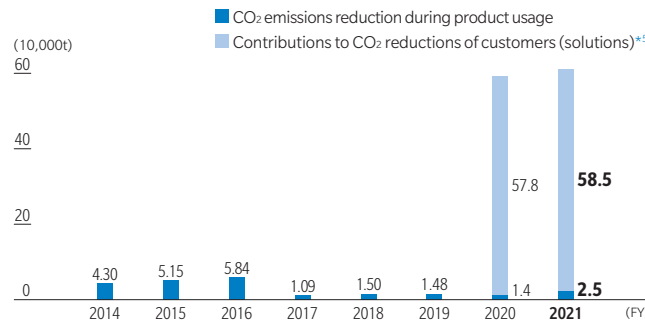
CO₂ emissions throughout product life cycle*4



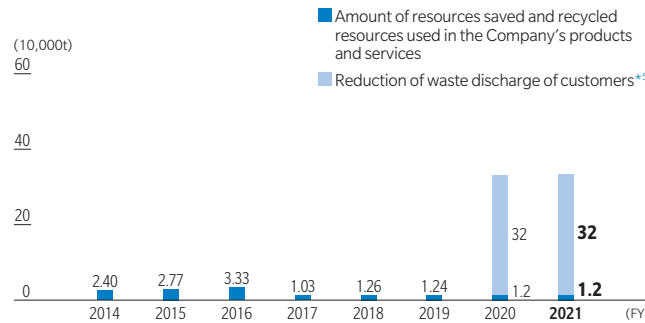
Consumption of electricity from renewables



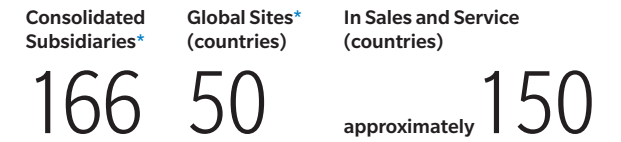
CO₂ reductions by product usage, and customers



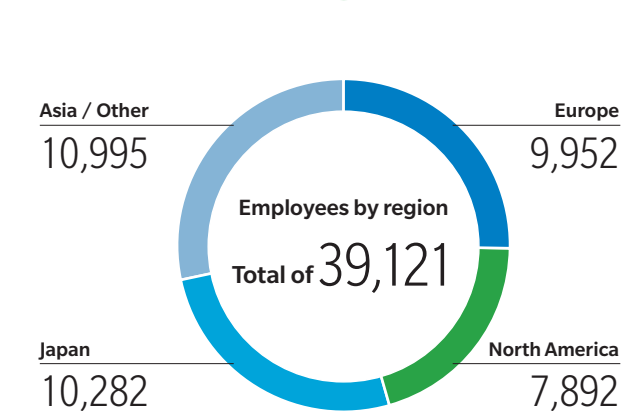
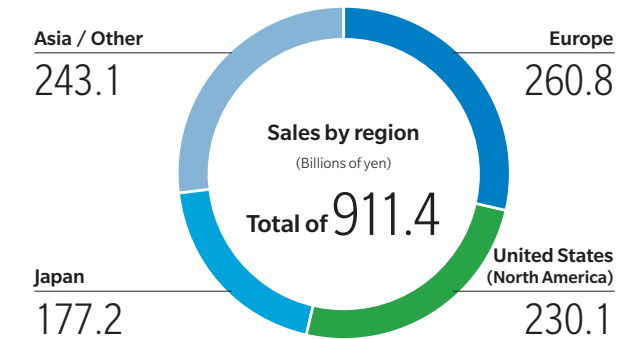
Effective utilization of resources



Regional Overview



* Data is compiled on a consolidated basis (as of March 31, 2022)



*4 CO₂ emissions throughout a product's lifecycle, from procurement to production, distribution, sales, service, and product customization.

*5 Figures are shown from fiscal 2020 when we defined and started to manage the data.

Independent Valuation

ESG investment, which involves selecting and investing in companies that make outstanding achievements with respect to areas such as human resources, the environment, and corporate governance, as well as corporate finance, has been garnering attention from world markets in recent years.

The Company has also been included in the FTSE4Good Index Series (since 2003). Moreover, it was consecutively included in each of the five investment indexes employed by Japan’s Government Pension Investment Fund (GPIF), the world’s largest pension fund, since the GPIF first adopted them.

For the fourth consecutive year, the Company was also selected as one of the Global 100 Most Sustainable Corporations in the World by Canada-based Corporate Knights in conjunction with the World Economic Forum, an annual global economics meeting held in Davos.

Inclusion in Prominent Japanese/Foreign Investment Indices

November 2021	Maintained inclusion in the Asia Pacific Category of the Dow Jones Sustainability Index (DJSI) 2021 by S&P Global for the 12th consecutive year
July 2022	Maintained inclusion in the FTSE4Good Index Series for consecutive year
July 2022	Inclusion in five investment indexes—the FTSE Blossom Japan Index, the FTSE Blossom Japan Sector Relative Index, the MSCI Japan ESG Select Leaders Index, the MSCI Japan Empowering Women Index, and the S&P/JPX Carbon Efficient Index—by the Government Pension Investment Fund (GPIF), the world’s largest pension fund, since the fund was established

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



Evaluations by International ESG Rating Agencies

February 2022	Acquisition of Gold rating in EcoVadis’ sustainability survey
February 2022	Received Bronze Class distinction from S&P Global Sustainability Award 2022 by S&P Global Inc., one of the world’s leading survey and rating agencies in the ESG investment sector
January 2022	Selected four years in a row as one of the Global 100 Most Sustainable Corporations by Canada-based Corporate Knights
January 2022	Included on the Climate A list organized by the CDP, an international NGO that conducts activities aimed at achieving sustainable economies, and selection as a “2021 CDP Supplier Engagement Leader,” the highest recognition in the “Supplier Engagement Ranking”

Sustainability Award
Bronze Class 2022
S&P Global

Various management surveys in Japan

March 2022	For the 7th and 5th years in a row, named in the Health and Productivity Stock Selection
April 2021	Selected as a DX Certified Business Operator by the Ministry of Economy, Trade and Industry
February 2021	Given the Silver Award in the Environmentally Sustainable Company Category of the second ESG Finance Awards Japan (Minister of the Environment Award)
February 2021	Recognized as a Hall of Famer in the Environmental Communication Awards



SASB INDEX

Sector / Category: Technology & Communications, Hardware

Topic	Code	Accounting Metric	Website
Product Security	TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	We release information concerning our approaches to enhancing the security of products and services, how we collect and address vulnerability information, our secure development and operation processes, and how we respond in the event of product security incidents. More information can be found below. https://www.konicaminolta.com/about/csr/social/customers/enhanced_security.html#a01
Employee Diversity & Inclusion	TC-HW-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	We release information such as employee numbers by gender, employee numbers by region, and female ratios and race ratios of manager / technical staff. We also provide information concerning our philosophy on and efforts to promote diversity. More information can be found below. https://www.konicaminolta.com/about/csr/esg/index.html (Social Data) https://www.konicaminolta.com/about/csr/social/diversity/index.html
	TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Based on the regulated substances and substance groups that are included in the Declarable Substance List (DSL) of IEC 62474 (Material Declaration for Products of and for the Electrotechnical Industry) created by the International Electrotechnical Commission (IEC), there are standards for prohibited and monitored substances used in equipment products. Konica Minolta's office equipment products do not contain any IEC 62474 Declarable Substances other than RoHS exempted substances and REACH-SVHC substances. More information about control and risk reduction efforts for other chemical substances is available below. https://www.konicaminolta.com/about/csr/environment/progress/green-products/chemical.html https://www.konicaminolta.com/about/csr/environment/progress/green-factory/chemical.html
Product Lifecycle Management	TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Among our printers, MFPs and digital printing systems as of fiscal 2021, those for which we acquired EPEAT certification (*including equivalent models sold in the EU and Japan) accounted for 56.4% of sales of Konica Minolta's imaging equipment products. More information can be found below. https://www.konicaminolta.com/about/csr/environment/communication/epeat.html
	TC-HW-410a.3	Percentage of eligible products, by revenue, meeting ENERGY STAR® criteria	Among our printers, MFPs and digital printing systems, those for which we acquired the most recent International Energy Star Program certification (*including equivalent models sold in the EU and Japan) accounted for 55.7% of sales of Konica Minolta's imaging equipment products in fiscal 2021. More information, including that on other certifications, can be found below. https://www.konicaminolta.com/about/csr/environment/progress/green-products/customer.html
	TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	Products recovered in fiscal 2021 totaled 11.2 thousand tons, and 11.1 thousand tons of products were recycled. Other recycling-related data and information about our recycling activities can be found below. https://www.konicaminolta.com/about/csr/esg/index.html (Environmental Data>Resources) https://www.konicaminolta.com/about/csr/environment/progress/green-marketing/recycle.html
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	As an RBA member, Konica Minolta administers CSR audits that have roughly 110 key suppliers so designated based on transaction volume, their irreplaceability, or the importance of the parts they handle, conduct RBA self-assessment questionnaire (RBA SAQ). Where assessment results do not meet targets, suppliers are requested to implement corrective actions. RBA third-party audits (VAP audits) will be conducted for suppliers unable to achieve targets despite corrective action. 67% of RBA third-party audits (VAP audits) and Konica Minolta CSR audits have been conducted at companies that produce the main units for MFP/printing equipment as of fiscal 2021. 7% of suppliers were found non-compliant through RBA third-party audits (VAP audits) and Konica Minolta CSR audits, and there were zero instances of noncompliance with priority items at the time of follow-up audit completion. Currently, corrective action has been completed for 37% of all other noncompliances. More information concerning audit results and CSR procurement can be found below. https://www.konicaminolta.com/about/csr/social/rights/index.html https://www.konicaminolta.com/about/csr/social/suppliers/csr_procurement.html#anc01
	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	We release information concerning our efforts to comply with conflict mineral regulations, the recycling of plastic materials, which the marine plastic and other problems have demonstrated to be high risk, and supply risk mitigation efforts as necessitated by increasingly strict environmental regulations and other developments. More information can be found below. https://www.konicaminolta.com/about/csr/social/suppliers/procurement_policy.html https://www.konicaminolta.com/about/csr/social/suppliers/conflict_minerals.html https://www.konicaminolta.com/about/csr/environment/progress/green-products/recycling.html

* URLs may have changed since this was published. Up-to-date URLs can be found here.
<https://www.konicaminolta.com/about/csr/csr/vision/gri-sasb.html>

Company Overview/Stock Information

Company Overview (as of March 31, 2022)

Company name	KONICA MINOLTA, INC.
Stock code	4902 Listed with first section of the Tokyo Stock Exchange
Date established	1873

Establishment as joint-stock company	1936
Capital	37,519 million yen

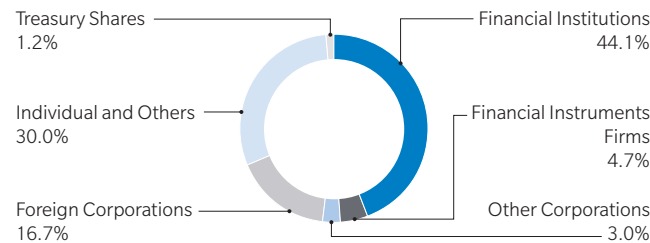
Number of employees	Consolidated: 39,121
Head office	JP TOWER, 2-7-2 Marunouchi, Chiyoda-ku, Tokyo 100-7015, Japan

Stock Information (as of March 31, 2022)

Stock Information

Total number of shares authorized to be issued	1,200,000,000 shares
Total number of shares issued	502,664,337 shares
Number of shareholders	144,216
Minimum trading units	100 shares

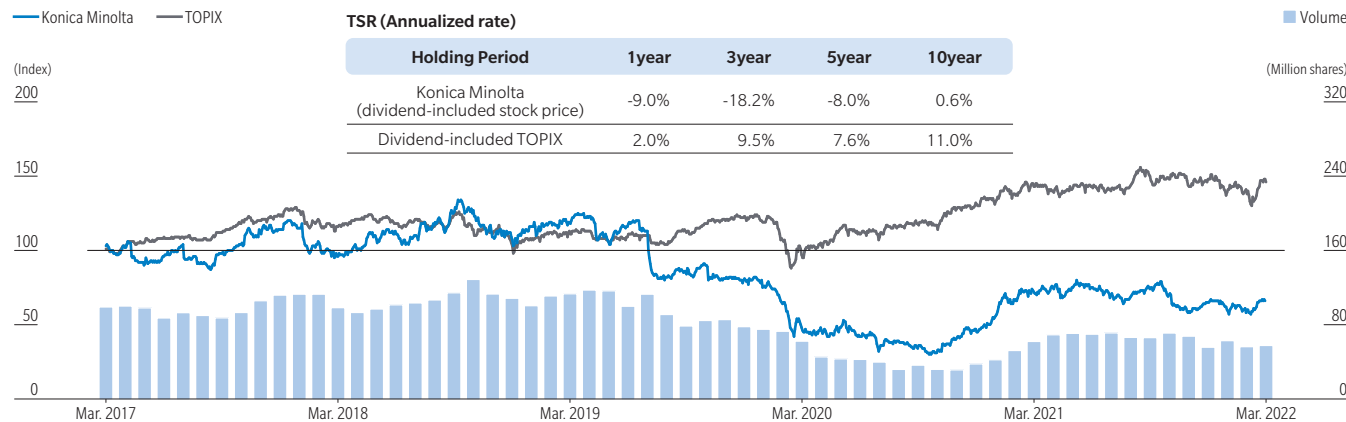
Shareholder Composition



Major Shareholders (the top ten shareholders)

Name of shareholder	Number of shares held	Ratio of shares held *
The Master Trust Bank of Japan, Ltd. (Trust account)	87,813,700	17.69%
Custody Bank of Japan, Ltd. (Trust account)	32,463,300	6.54%
MUFG Bank, Ltd.	12,000,000	2.42%
SMBC Trust Bank Ltd. (Sumitomo Mitsui Banking Corporation Pension Trust Account)	11,875,000	2.39%
Nippon Life Insurance Company	10,809,234	2.18%
The Nomura Trust and Banking Co., Ltd. (Holder in Retirement Benefit Trust for MUFG Bank, Ltd.)	10,801,500	2.18%
Daido Life Insurance Company	9,040,518	1.82%
Konica Minolta Employee Shareholding Association	6,823,299	1.37%
STATE STREET BANK WEST CLIENT - TREATY 505234	5,551,754	1.12%
DFA INTL SMALL CAP VALUE PORTFOLIO	4,981,981	1.00%

Total Shareholder Return (TSR)



* Return on investment assuming the closing price on March 31, 2017 be 100 and dividends reinvested. Prepared by Konica Minolta based on Bloomberg data.

* The Company holds 6,231,826 shares of treasury shares and is excluded from the above list of major shareholders. Ratio of shares held is calculated by deducting treasury shares. Treasury shares do not include the Company's shares held by trust accounts related to the BIP (Board Incentive Plan) trust for compensation for Directors (2,759,516 shares).

Media for Disclosure of Information Other Than This Report

	Media	URL
Financial information	IR Site	https://www.konicaminolta.com/global-en/investors/index.html
	Audited Financial Report	https://www.konicaminolta.com/global-en/investors/ir_library/afr/index.html
	Financial Statements	https://www.konicaminolta.com/global-en/investors/fr/index.html
	Presentation Materials	
	Notice of Convocation	https://www.konicaminolta.com/global-en/investors/event/stock/meeting.html
ESG Information	Sustainability Site	https://www.konicaminolta.com/about/csr/index.html
	Environment	https://www.konicaminolta.com/about/csr/environment/index.html
	Social	https://www.konicaminolta.com/about/csr/social/index.html
	Governance	https://www.konicaminolta.com/about/csr/governance/index.html
	ESG Data	https://www.konicaminolta.com/about/csr/esg/index.html
	Corporate Governance Report	https://www.konicaminolta.com/global-en/investors/ir_library/governance/index.html
Technology/IP Information	Technology Site	https://research.konicaminolta.com/en/technology/
	Intellectual Property Report	https://www.konicaminolta.com/global-en/investors/ir_library/intellectual_property/index.html
	IT (DX) Performance Report	https://www.konicaminolta.com/global-en/corporate/document-download/it-performance-report.html
Other	Glossary	https://www.konicaminolta.com/global-en/investors/glossary/index.html

Framework used as reference when preparing this report

- Integrated Reporting Framework (IFRS Foundation)
- Ministry of Economy, Trade and Industry, Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation



* Information provided on Konica Minolta's Sustainability site is given based on the GRI and SASB standards.
 GRI Standards Comparison Table: <https://www.konicaminolta.com/about/csr/csr/vision/gri.html>
 SASB Standards Comparison Table: <https://www.konicaminolta.com/about/csr/csr/vision/gri-i-sasb.html>

Major international initiatives supported by Konica Minolta

- UN Global Compact
- Sustainable Development Goals (SDGs)
- TCFD (Task Force on Climate-related Financial Disclosures)
- RE100

