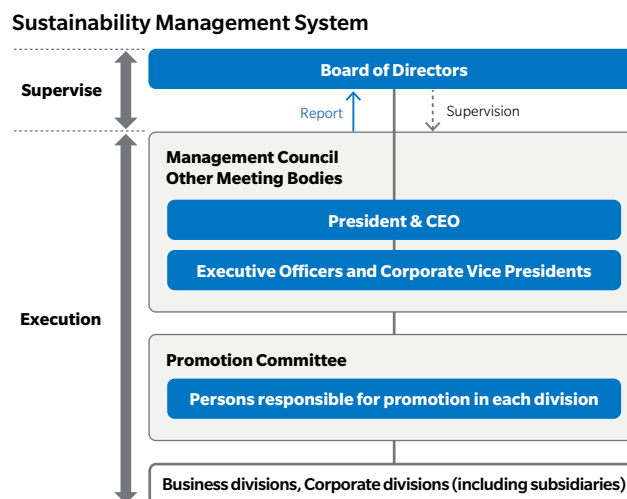


Sustainability Management

Management System

The President & CEO, Representative Executive Officer, has the highest responsibility and authority for overall sustainability management and is responsible for its effectiveness. Under the President & CEO, Representative Executive Officer, executives responsible for each sustainability issue promote sustainability management for the entire Group. Discussions and decision-making on important sustainability issues are conducted at the Management Council and other meeting bodies, which are decision-making bodies, in the same manner as other important management issues, in order to strengthen alignment with management and business strategies.

Promotion committees are set up when needed as a forum to discuss and promote the Medium-term Sustainability Plan. For example, the Group Environmental Promotion Committee is attended by persons responsible for environmental promotion appointed by the head of each business division, corporate division, and other organizations, and deliberates on medium-term and annual plans related to the environment, checks progress on a quarterly basis, and examines environmental issues facing the Group.



Identification Process for Material Issues

After gaining insight into social and environmental issues expected to be critical by 2030 by examining the UN Sustainable Development Goals (SDGs), macro trends and various stakeholder requirements, Konica Minolta conducted a materiality analysis from the perspectives of social and environmental issues that must be solved and Konica Minolta's business growth. This led to the identification of five material issues for Konica Minolta to tackle.

In the process of identifying material issues, we refer to various international frameworks and guidelines, as well as requests made through dialogue with investors and other stakeholders.

By addressing these five material issues, Konica Minolta will achieve a high-level balance of supporting people to achieve their own purpose and realizing a sustainable society to enhance its corporate value over the long term. We will also ensure the appropriateness of our material issues by continuously reviewing them and revising them as necessary.

Identification Process for Material Issues

Step 1. Issue Compilation

We have compiled an extensive list of environmental, social, and economic issues by referring to international frameworks and guidelines such as the GRI Standards and SDGs, macro trends in each specialized field, as well as requests from various ESG surveys and dialogues with investors and other stakeholders.

Step 2. Issue Identification and Prioritization

From the issues listed, areas of particular relevance to Konica Minolta's business were identified and then rated in terms of importance.

Step 3. Validity Confirmation and Issue Identification

The executive responsible for corporate planning verifies the validity of both the evaluation process and the evaluation results for these material issues, confirming the material issues that should be prioritized. After deliberation by management, the Board of Directors approves the material issues.

For more details: Material Issue Evaluation and Identification Process
<https://www.konicaminolta.com/about/csr/process.html>

Role of the Group Environmental Promotion Committee

- Promotion of targets and implementation plans (annual plans) related to environmental activities and confirmation of progress
- Communication and review of information on the Group's environmental issues
- Consideration of agenda items required by the Group Environmental Officer

FY2025		Main report and discussion items
1st meeting	June	- Review of FY2024 results and sharing of FY2025 plan - Confirmation and discussion of fiscal 2025 priority measures (reduction of product lifecycle CO₂ emissions, contribution to reduction of CO₂ emissions, etc.) - Sharing of medium- to long-term trends in environmental laws and regulations and discussion of response policy
2nd meeting	November	- Review of progress in the first half of the fiscal year and organization and discussion of actions to achieve goals - Discussion of environmental strategic direction and setting of targets for the next Medium-term Business Plan - Review of tightening trend for European chemical regulations and consideration of response policy
3rd meeting	February	- Discussion on the outlook for the Medium-term Environmental Plan 2025 and actions for FY2026 - Review of regulatory trends, such as European Omnibus packages, and discussion on the management of chemical substances in products and disclosure requirements - Presentation and discussion of environmental strategic direction (long-term vision, contribution to reduction of CO₂ emissions, etc.) for the next Medium-term Business Plan

For more information: Targets and Results for Material Issues (see page 54)

Material Issues

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
Social and environmental issues (2030 scenario)	- Digital divide - Eliminating labor shortages - Disparities in access to employment and creative opportunities	- Declining sustainability of healthcare and nursing care - Limited access to healthcare - Reducing social security costs	Risk of work-related injuries due to aging equipment, etc.	- Adapting to changes resulting from the transition to a decarbonized society - Social, economic, and ecological impacts of climate change	- Adapting to changes resulting from the transition to a recycling-based society - Social, economic, and ecological impacts of resource depletion
Risks	Declining employee autonomy and innovation capabilities due to stagnation in efforts to create environments that prioritize engagement	—	Damage to companies and society from major incidents resulting from products and services	- Declining competitiveness due to delays in the transition to sustainable energy - Delayed transformation to an earnings model not reliant on print charges - Supply chain disruptions due to abnormal climate	- Declining competitiveness due to delays in the transition to sustainable raw materials - Rising material costs and supply instability due to resource shortages
Opportunities	- Supporting customers in improving productivity and shifting toward creative work through workflow and supply chain transformation - Providing the foundation for new industries that expand and preserve the human abilities of perception, judgment, and adjustment	Contributing to early diagnosis, reduced healthcare costs, and improved quality of life through imaging and medical IT services	Ensuring quality of customer products and services through advanced measurement and inspection	- Reducing energy consumption and CO₂ emissions for client companies and society through workflow and supply chain transformation - Providing measurement and inspection technologies and components that enable the commercialization of new materials, new energy sources, and new processes	- Reduction of resource consumption and effective utilization of resources by client companies and society through workflow and supply chain transformation - Providing measurement and inspection technologies and components that enable the commercialization of new materials, new energy sources, and new processes
Relevant segment	- Industry Business - Digital Workplace Business - Professional Print Business - Imaging Solutions Business	Imaging Solutions Business	- Industry Business - Digital Workplace Business - Imaging Solutions Business	- Industry Business - Digital Workplace Business - Professional Print Business	
Specific solutions	- Reducing reliance on human labor, automating, and labor-saving with sensing technology - Digitalizing and standardizing to reduce siloing, helping to build production systems that are reproducible and not dependent on specific individuals	- Early detection and diagnosis of diseases - Supporting digital transformation in clinics and AI-based diagnostic imaging	Helping to improve the reliability of products that support social infrastructure with sensing technology	- Contributing to CO₂ reductions across the entire supply chain through the digitalization of printing processes - Providing the technological foundation essential for realizing a decarbonized society, including perovskite solar cell-related technologies	- Promoting the shift toward a production structure not based on overproduction and waste with digitalized production - Promoting high-purity sorting and material recycling of waste plastics with sensing technology

Targets and Results for Material Issues

(FY)

Material Issues	Themes	Indicators	FY2023 Results	FY2024 Results	FY2025		FY2028 Targets	FY2030 Targets
					Targets	Results		
 Improving Fulfillment in Work and Corporate Dynamism	Creating an Organization That Draws Out Potential Talent so that Individuals Can Thrive	Engagement ^{*1} in the GES score ^{*2}	6.8	6.8	7.3	7.1	7.5 ^{*3}	Top 25% of the industry ^{*3}
		Percentage of women in exempt (management) ^{*4} positions (%)	10.7	11.1	13% or more	12.0	16% or more	18% or more ^{*5}
 Addressing Climate Change	Reducing Energy Use and CO ₂ Emissions by Transforming Customer Business Processes	Amount of contribution to CO ₂ reduction ^{*6} (thousand tons)	631	682	800 or more	1,118	1,200	1,240
	Energy usage and CO ₂ Emissions Reduction Related to Konica Minolta Sites, Products and Services	Total Product lifecycle CO ₂ emissions (thousand tons): Indicators through FY2025 ^{*7}	795 ^{*8}	784	800 or less	699	–	–
		Reduction rate (%) over FY2005	63	62	61	66	–	–
		Total Product lifecycle CO ₂ emissions (thousand tons): Indicators starting in FY2026 ^{*9} * Calculation criteria under review	–	–	–	985	980	940
		Reduction rate (%) over FY2018	–	–	–	32	33	36
		Reduction in CO ₂ emissions through environmental impact reduction at Konica Minolta sites (Scope 1 & 2 reduction) ^{*10} (thousand tons)	14	36	76	81	29	–
		Reduction in CO ₂ emissions through Konica Minolta products and services (Scope 3 reduction) ^{*10} (thousand tons)	19	26	35	32	20	–
		Percentage of electricity derived from renewable energy at Konica Minolta sites (%)	13.5	20.7	–	39.8	–	50
 Using Limited Resources Effectively	Effective Use of Resources by Transforming Customer Business Processes	Contribution to reducing use of natural resources ^{*11} by customers (thousand tons)	360	383	400 or more	425	–	–
	Effective Use of Resources Relating to Konica Minolta Products and Services	Natural resource ^{*11} use in Konica Minolta products (thousand tons)	91	104	108 or less	91	97	95
		Reduction rate (%) over FY2019	32	23	20	33	28	30
		Natural resource ^{*11} reduction in Konica Minolta products (through resource conservation, use of recycled materials, etc.) (thousand tons)	13	13	14	18	18	–

^{*1} 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.) ^{*2} GES (Global Employee Survey) score: The average score of answers, on a scale of 0 to 10, to relevant questions in the Global Employee Survey. ^{*3} The target for FY2028 is set at a value 0.2 points higher than the FY2026 target (the industry average). Using the FY2025 industry average of 7.3, this amounts to 7.5. The target for FY2030, to rank in the industry’s top 25%, is similarly set at 7.7. ^{*4} The percentage of women in exempt (management) positions among employees at Konica Minolta, Inc., excluding executives, as of April 1 of the following fiscal year. ^{*5} Target value as of April 1, 2030. ^{*6} Amount of contribution to CO₂ reduction: The amount by which Konica Minolta’s products contributed to reducing customers’ CO₂ emissions (excluding Scopes 1, 2, and 3) compared to a scenario in which the products had not been adopted. ^{*7} Total Product lifecycle CO₂ emissions Indicators through FY2025: CO₂ emissions over the product lifecycle, from procurement, production, distribution, sales and service to use by customers. ^{*8} Regarding Scope 3 emissions for FY2023, we identified activities that our Group had not previously included in its calculations. Since these activities will continue in the future, we revised the scope of our calculations to improve the accuracy of our CO₂ emissions figures. ^{*9} Total Product lifecycle CO₂ emissions indicators starting FY2026: The calculation criteria and scope have been revised to improve the accuracy of CO₂ calculations. The product disposal stage has been added to the scope of CO₂ emissions throughout the product lifecycle. ^{*10} Cumulative reductions for each fiscal year from FY2023 to FY2025 and FY2026 to FY2028. 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. ^{*11} Natural resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.

Note: For key ESG data, please refer to the following page:
<https://www.konicaminolta.com/about/csr/esg/index.html>

Long-term Environmental Vision and Initiatives: Addressing Climate Change

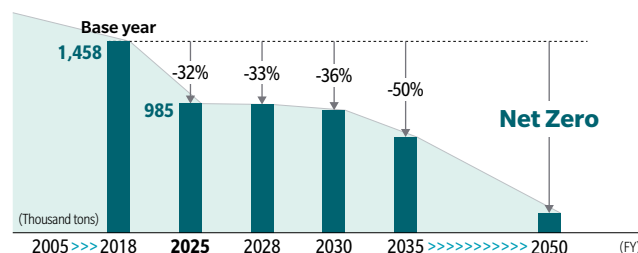


Toward net zero CO₂ emissions throughout the product lifecycle by 2050

Vision 1

Product lifecycle CO₂ emissions*¹ (Scopes 1, 2, and 3) net zero by 2050

Continued reduction of 1.5°C level



Konica Minolta has established a long-term environmental vision to achieve net-zero CO₂ emissions (Scopes 1, 2, and 3) throughout the product lifecycle by 2050. Our targets have been validated as “Net Zero Targets” by the international Science Based Targets (SBT) initiative*².

In fiscal 2025, we achieved our SBT-validated targets. For Scope 1 and 2 emissions reductions, we reduced emissions by curbing energy consumption at our sites and expanding the use of renewable energy. For Scope 3 emissions, we exceeded our targets by introducing products with high energy efficiency and expanding the circular use of products.

Results compared to the FY2025 SBT-validated targets

	Target	FY2025 results
Scope 1 and 2 emissions	232 thousand tons or less	207 thousand tons
Scope 3 emissions	931 thousand tons or less	778 thousand tons

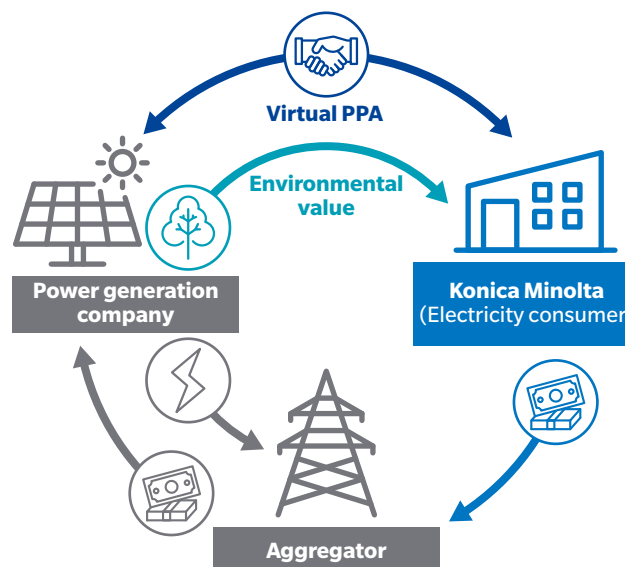
Expanding renewable energy procurement

Konica Minolta joined the RE100 initiative in 2019 and aims to source 100% of the electricity used in its business activities from renewable energy by 2050. Our proportion of electricity derived from renewable energy rose from 20% in fiscal 2024 to 40% in fiscal 2025, marking significant progress toward the fiscal 2030 target of 50%.

In fiscal 2025, the Group achieved 100% renewable energy at all production sites for MFPs, printers, and consumables.

Additionally, at our domestic Industry Business and R&D sites, Konica Minolta introduced its first virtual PPA with a fixed environmental value price. The Company has achieved 100% renewable energy at its Tokyo and Kofu sites and is currently working to implement the virtual PPA in the Kobe area as well.

Signed a long-term fixed-price virtual PPA for environmental value

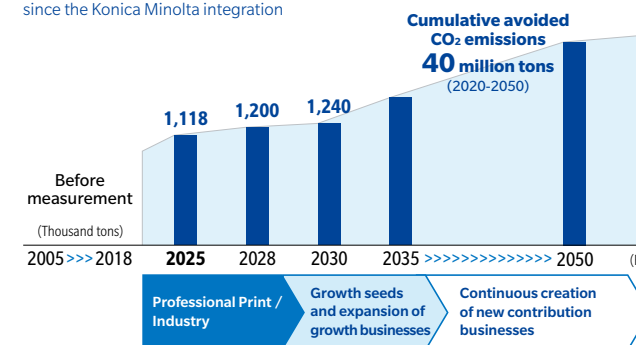


Avoiding CO₂ emissions that exceed cumulative CO₂ emissions*³ since management integration

Vision 2

Avoided emissions beyond past emissions in 2050

Avoided CO₂ emissions that exceed cumulative CO₂ emissions since the Konica Minolta integration



Konica Minolta has set a net-zero target for its emissions, and recognizing that our cumulative past emissions have had an impact on climate change, we are working to create and expand our contribution to CO₂ reductions. This is a metric we use to promote the reduction of greenhouse gas emissions by our customers and society through our products and services.

In fiscal 2025, we achieved Carbon Minus (Konica Minolta's proprietary target), defined as our contribution to CO₂ reductions exceeding the CO₂ emissions generated by our business activities (product lifecycle CO₂ emissions*¹: 985,000 tons; contribution to CO₂ reductions: 1,118,000 tons).

Taking this as a fresh starting point, we have established a new vision for 2050: “to create and expand cumulative contributions to CO₂ reductions that exceed cumulative CO₂ emissions since the Konica Minolta management integration.”

By expanding growth businesses that contribute to decarbonization and the circular economy for our customers and society, we will not only increase the impact of our contributions to customers and society but also enhance the competitiveness of our own businesses.

*¹ As part of our new Medium-term Business Plan, these figures are based on CO₂ emissions calculated using revised calculation scopes and methods to align with the SBTi targets validated in July 2024.

*² In July 2024, Konica Minolta received certification from the SBT initiative for its “Net Zero Target” and “Short Term Target.” For more details, please visit our website: <https://www.konicaminolta.com/global-en/newsroom/2024/0730-02-01.html>

*³ Contribution to CO₂ reductions is calculated in accordance with the Guidance on Avoided Emissions published by the World Business Council for Sustainable Development (WBCSD).

Feature Solutions Driving Greater Contributions to Reducing GHG Emissions and the Use of Natural Resources in fiscal 2025

Case Study 1 Digital printing systems

Konica Minolta's digital commercial printing systems do not require plate making and minimize pre-print color matching compared to conventional offset printing. As a result, they contribute to reducing greenhouse gas emissions and resource consumption associated with plates, waste paper (paper not used in products), and test prints, particularly in the realm of small-lot printing.

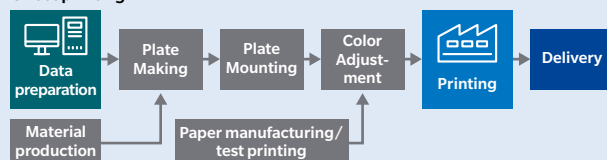
As of fiscal 2025, the reduction contributions from products such as the AccurioJet 30000 and AccurioPress C14010—which Konica Minolta provides and are in operation in the market—amount to 809,000 tons in CO₂ emissions and 404,000 tons in resource inputs (Konica Minolta estimates).



The AccurioJet 30000 digital printing system

Offset and digital printing processes

Offset printing



Digital printing system



Reduces CO₂ emissions from printing processes by eliminating unnecessary printing

Case Study 2 Hyperspectral imaging

Waste processors using conventional sorting methods have been unable to purify plastic that is mixed with municipal solid waste to a sufficient degree for recycling as a resource, leading to this waste typically being sent for thermal recovery^{*1} or landfilling. By utilizing Konica Minolta's hyperspectral imaging technology, it is possible to sort plastics by type with a higher degree of purity, thereby allowing them to upgrade from thermal recovery to material recycling^{*2}.

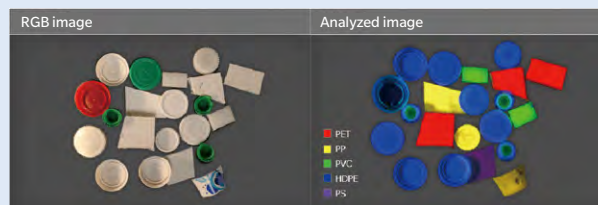
As a result, this contributed to a reduction of 67,000 tons in CO₂ emissions from incineration and 21,000 tons in resource inputs in fiscal 2025 (Konica Minolta estimates).

^{*1} Incineration, with only thermal energy reused

^{*2} Recovered plastic is recycled back into plastic products



FX Series hyperspectral imaging cameras



Resin analysis image using hyperspectral imaging

Voice Comments from an activity leader



Yohei Maruyama
Strategic Planning Group,
Industry Business Strategy Office
KONICA MINOLTA, INC.

The Industry Business contributes to enhancing the competitiveness of products in end markets by handling upstream industrial processes, and we believe this aligns well with the concept of reduction contributions. In fiscal 2025, we took on the challenge of quantifying reduction contributions across all business units within the Industry Business. This initiative provided an opportunity to deepen the value we deliver to our customers.

While the concept of reduction contributions is still evolving in society, we took the first step in this area by fostering an understanding of the concept across business units. By reexamining the value we provide to customers throughout the value chain from the perspective of environmental value, we were able to identify product groups that contribute to CO₂ reduction and the processes behind them within each business unit. As a result, we quantified a CO₂ reduction contribution of approximately 300,000 tons in fiscal 2025, which significantly contributed to achieving our Carbon Minus target. Through this cross-business-unit initiative, we reaffirmed that promoting environmental value by focusing on the environmental regulations our customers face is directly linked to our own business growth.

Going forward, in the Industry Business, we will aim to further expand our contribution to CO₂ reductions by strengthening our lineup of products that will drive future growth, in addition to our existing products that enjoy the top market share.

* Please refer to the following pages for the conditions and calculation methods used in these estimates.

Digital Printing Systems: Calculation Method for Avoided Emissions <https://www.konicaminolta.com/global-en/sustainability/environment/climate-change/avoided-emissions/index.html#a030-020>

Hyperspectral Imaging Cameras: Calculation Method for Avoided Emissions <https://www.konicaminolta.com/global-en/sustainability/environment/climate-change/avoided-emissions/index.html#a030-040>

Long-term Environmental Vision and Initiatives: Using Limited Resources Effectively



Toward zero use of natural resources by 2050

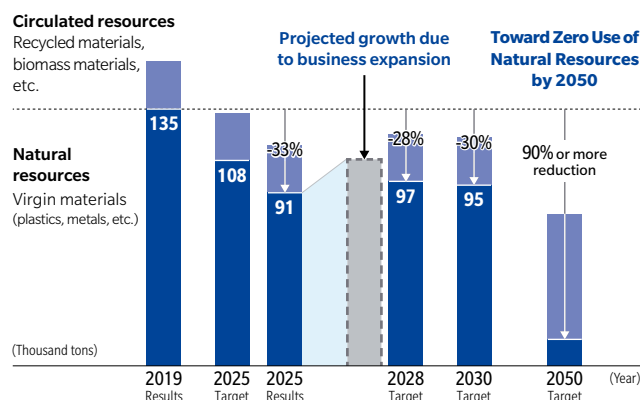
Konica Minolta has identified “using limited resources effectively” as one of its material issues and has established Eco Vision 2050, a long-term environmental vision aimed at reducing dependence on natural resources* to near zero by 2050. Specifically, we aim to “reduce our use of natural resources by 90% or more” by 2050 through reducing the amount of resources used in our products and promoting the shift to recycled materials and biomaterials. This will minimize the use of resources requiring new extraction while reducing risks associated with our resource procurement and business model.

Since adopting our proprietary recycled plastic in MFPs in 2011, Konica Minolta has led the industry in the utilization of recycled materials, including the 2015 launch of the world’s first MFP with a 25% recycled plastic content.

In fiscal 2025, we were able to reduce our consumption of natural resources beyond our plan by increasing the amount of recycled materials used in our products and expanding the adoption of compact, lightweight products. Moving forward, we will continue to advance technological development and promote the further use of recycled materials.

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

Reduction Targets for Natural Resource Usage



Expansion of remanufactured equipment to limit natural resource consumption

To limit the extraction of new natural resources, Konica Minolta has positioned as a key strategy the increase in the use of circulated resources by collecting products that have been used in the market and reusing their parts and materials in new products.

In June 2026, we launched the bizhub RM Series of remanufactured devices*¹. This series is produced at Konica Minolta’s domestic remanufacturing plants, where used MFPs are disassembled down to the component level and remanufactured in accordance with strict reuse standards, ensuring quality equivalent to that of new machines*². By achieving an average component reuse rate of 80% or more (up to 85%), we are significantly reducing the amount of new natural resources used.

To promote resource recycling in each sales region, Konica Minolta also offers refurbished models in Europe, Australia, and Japan, where used MFPs are collected, serviced, and made available for customers to use again. Collected MFPs are cleaned, tested for functionality, have their data erased, receive firmware updates, and undergo safety inspections in accordance with Konica Minolta’s operational standards; parts are replaced with genuine parts as needed. MFPs that pass the final inspection are affixed with the “bizhub refreshed” label as a mark of performance and quality, ensuring customers can use them with confidence.

*¹ A product that has been remanufactured after being used in the market, with modifications made that affect safety, quality, and performance, and restored to a condition equivalent to that before use before being supplied back to the market.

*² A product newly manufactured using brand-new parts that has never been used in the market.



Expanding our contribution to reducing natural resource use by customers and society

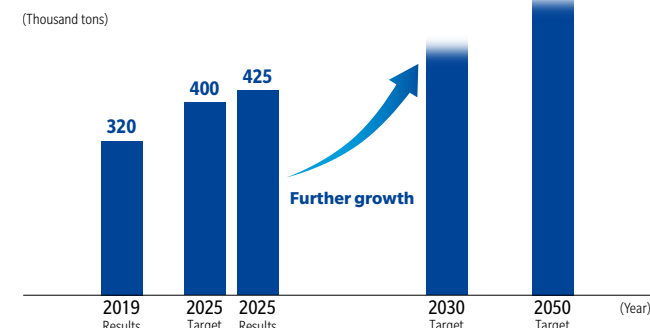
Konica Minolta will not only curb and reduce its own consumption of natural resources but will also expand its contribution to reducing natural resource consumption by customers and society through its products and services, in order to advance the transition of society as a whole toward greater resource circulation and a circular economy.

Konica Minolta’s strengths lie in products and solutions that enable the transition to on-demand production processes, as well as in sensing and materials technologies that contribute to promoting resource recycling and expanding the use of recycled materials. We will expand these efforts to drive society’s transition to a circular economy.

In 2025, we expanded our contribution to resource use reduction by reducing the use of printing plates through on-demand printing and applying plastic sorting technology to the resource recycling field.

Going forward, we will focus on developing intelligent recycled materials (recycled plastic materials with excellent supply and quality stability) enabled by our proprietary sensing and AI technologies, as well as establishing technologies to improve the production efficiency of perovskite solar cells. In addition, by bio commercializing process monitoring technologies for bio-based biomanufacturing—developed through joint research with the National Institute of Advanced Industrial Science and Technology (AIST)—we will further expand our contribution to reducing the use of natural resources by our customers and society (see [page 38](#)).

Contribution to reducing the use of global resources by customers and society



Disclosure Based on TCFD Recommendations

For more details: Climate-related Financial Disclosures (TCFD)

<https://www.konicaminolta.com/about/csr/environment/strategy/tcfd/strategy.html>

Governance

At Konica Minolta, addressing climate change is positioned as one of the areas managed under our sustainability management, and decisions such as setting and changing key targets are made by the Board of Directors. Specifically, we have set and changed target values after approval by the Board of Directors in fiscal 2008, fiscal 2017, fiscal 2020, and fiscal 2023. Similarly, new climate change targets have been approved by the Board of Directors as part of the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan) starting in fiscal 2026, and we will launch initiatives to achieve these targets.

Strategy

To address climate change risks, we set out a vision to achieve Net Zero greenhouse gas emissions across the whole value chain by 2050. We aim to achieve our goals through our business by integrating the risks caused by climate change into business risks and linking the medium-term goals and annual plans related to climate change measures with the new Medium-term Business Plan for areas such as product planning, development, production, procurement, and sales.

In terms of opportunities, we are working to increase the level of contribution to energy use and CO₂ reductions by customer companies and society and to achieve business growth. We are strengthening the core technologies that each business has cultivated since our founding as an “evolved core technologies” through the use of AI and the integration of technologies across business areas. In this effort, we will increase the contribution toward reducing energy use and CO₂ emissions through workflow and supply chain reforms.

Climate change scenario analysis and results

Konica Minolta has identified two scenarios by respectively identifying business risks that will impact business performance in 2030 and business opportunities that can be created by proactively addressing the challenges of climate change.

The scenario analysis is carried out based on the following process.

- Identify target business areas for climate change scenario analysis
- Identify key climate-related risks and opportunities
- Consider existing scientific scenarios on climate change
- Consider and clarify risks and opportunities in the scenarios and their expected financial impact
- Consider future response policies and strategies

Scenario 1

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 the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline	Handling
Increase in procurement and manufacturing costs	Delay in addressing Net Zero and shift to renewable energy	Industry Digital Workplace Professional Print	Market Reputation	Strong	Short term	Introduce renewable-energy-derived electricity at production, R&D, and sales sites
	Emissions regulations and necessity of replacing fossil fuels at Company sites	Industry Digital Workplace Professional Print	Policies/Laws	Strong	Medium to long term	Explore the introduction of CO ₂ -free fuels, CCS, etc., electrify production facilities, and develop energy-saving production technologies
Increase in product development costs	Improving product environmental performance and responding to disclosure requirements	Industry Digital Workplace Professional Print	Policies/Laws Market	Strong	Short to medium term	Comply with new environmental labeling and product regulatory requirements, and meet customer procurement requirements
Decrease in sales due to changes in demand for products and services	Conservation regulations due to the decline in forest resources and declining demand for paper	Digital Workplace Professional Print	Market	Strong	Medium to long term	Transformation to an earnings model not reliant on print charges

“Opportunities” of Climate Change

Impact on the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline
Increase in sales due to changes in demand for products and services	Digital solutions to transform the commercial and industrial printing supply chain	Professional Print Business	Products/Services	Strong	Short to medium term
	Providing products and services with reduced carbon footprint, developing advanced technologies for material identification in a circular economy, streamlining manufacturing processes through on-demand production, expanding the application of quality inspection technologies and highly durable materials to support the implementation of next-generation energy, and ensuring stable operation and improving productivity in semiconductor mass production processes	Industry Business	Products/Services	Strong	Short to medium term
Reduction in procurement and manufacturing costs	Improving energy productivity at Company sites (reducing Scope 1 and 2 emissions)	Industry Business	Energy	Minimal	Short term
Increase in sales due to greater value added by products and services	Manufacturing products using renewable energy (reducing Scope 2 emissions)	Industry Business Digital Workplace Business Professional Print Business	Energy	Minimal	Short term
	Expansion of products utilizing circulating resources (Scope 3)	Industry Business Digital Workplace Business	Energy Resource Efficiency	Medium	Short to medium term

Disclosure Based on TCFD Recommendations

Scenario 2

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 the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline	Handling
Lower profits due to a reduction in production capacity	Instability in natural resource procurement due to climate impacts	Industry Business	Chronic physical	Strong	Long-term	Product design and development not dependent on particular natural resources
	Supply chain interruptions due to large-scale natural disasters	Digital Workplace Business Professional Print Business	Acute physical	Strong	Medium-term	Establish business continuity management (BCM) Decentralize production and supply of consumables by region

“Opportunities” of Climate Change

Impact on the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline
Increase in sales due to changes in demand for products and services	Imaging solutions that contribute to disaster prevention and mitigation in response to extreme weather and natural disasters, healthcare solutions utilizing diagnostic imaging in disaster medical settings	Imaging Solutions Business	Products/Services	Minimal	Medium-term

Risk management

Konica Minolta positions risk management as an “activity that seeks to maximize returns while minimizing the negative impact of risk,” and evaluates risk from a medium- to long-term perspective. For environmental risks, including climate change, we assess and manage the impact and uncertainty of climate change risks based on two scenarios. Also, this environmental risk is positioned as one of the Group-wide management risks and is managed by the Risk Management Committee.

In addition to discussing plans and measures related to climate change response at the Environmental Promotion Committee held every quarter, a rolling review of changes in risk levels is conducted twice a year by the Committee, and risks are re-evaluated. The Group Environmental Officer reports to the President every month on the progress of the plan. In addition, important environmental issues are also reported by the Group Environmental Officer to the Management Council, other meeting bodies, and the Risk Management Committee, etc. The Board of Directors receives regular reports on the progress of the management plan for addressing climate change and oversees its implementation.

Indicators and targets

In addition to Carbon Minus, “Product lifecycle CO₂ emissions (Scopes 1, 2, and 3)”, and “Ratio of electricity derived from renewable energy,” Konica Minolta has set “CO₂ reduction contributions (reductions other than Scopes 1, 2, and 3)” as a management indicator for climate change risks and opportunities.

Carbon Minus

We aim to achieve a Carbon Minus state where we create more emissions reduction contributions by our customers and society (CO₂ reduction contributions) outside the scope of Konica Minolta’s product lifecycles than our own CO₂ emissions (product lifecycle CO₂ emissions) by the end of fiscal 2025. We achieved this target in fiscal 2025, with product lifecycle CO₂ emissions totaling 700,000 tons, and CO₂ reduction contributions totaling 1.12 million tons (see [page 55](#)).

Product lifecycle CO₂ emissions includes all of Scope 1 and Scope 2 emissions (CO₂ emissions at the production stage, sales and service stage) and Key Scope 3 emissions (CO₂ emissions at the procurement stage, logistics stage, and product use stage).

We set a target of a 61% reduction in CO₂ emissions (800,000 tons) compared to fiscal 2005 by the end of fiscal 2025. In fiscal 2025, CO₂ emissions were about 700,000 tons*¹ (150,000 tons for Scope 1, 80,000 tons for Scope 2, and 470,000 tons for Key Scope 3), achieving a 66% reduction.

In the long term, we have set a goal of Net Zero greenhouse gas emissions across our value chain by 2050 (see [page 55](#)).

Renewable energy-derived electricity ratio

Based on our forecast that fossil fuels will no longer be available in the future, we have set a target of increasing the proportion of renewable energy-derived electricity used in our business activities to 50% or more by fiscal 2030 and to 100% by fiscal 2050, contributing to the reduction of Scope 2 emissions over the medium to long term. Our proportion of electricity derived from renewable energy in fiscal 2025 rose to 40%.

Amount of contribution to reduction of CO₂ emissions (reductions other than Scopes 1, 2, and 3)

We are contributing to our customers’ CO₂ reduction mainly by expanding sales of IJ components and digital printing systems—which improve productivity through the transition from analog to digital printing—as well as cinema projector lenses that do not require energy-intensive light sources, and hyperspectral imaging technology that identifies different types of waste plastics. As for progress toward the goal of achieving 800,000 tons of CO₂ reduction contribution by fiscal 2025, we surpassed this goal to reach 1.12 million tons in fiscal 2025 (see [page 55](#)).

*1 This is based on the CO₂ emissions calculation method used up to the Medium-term Business Plan (2023–2025), prior to the changes in the scope of calculation and the revision of the calculation method outlined in the new Medium-term Business Plan.

Disclosure Based on TNFD Recommendations

For more details: Nature-related Financial Disclosures (TNFD)

<https://www.konicaminolta.com/about/csr/environment/strategy/tnfd/index.html>

Basic Views

Konica Minolta has endorsed the principles and recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) to clarify its commitment to assessing its dependence and impacts on natural capital and addressing the opportunities and risks based on this assessment. We have registered as a TNFD Early Adopter and are a TNFD Forum member. The assessment results and information on our natural capital dependence and impacts will be disclosed in accordance with the TNFD framework.

Governance

The President & CEO, Representative Executive Officer has overall responsibility for environmental management, including natural capital, and oversees the entire organization, while the appointed Group Environmental Officer is responsible for formulating and implementing the medium-term plan for this area. Progress is reported regularly to the Board of Directors, and the setting and revision of key targets are carried out with the approval of the Board of Directors.

Strategy

Konica Minolta has identified “using limited resources effectively” as one of its material issues. Accordingly, we are working to reduce the amount of natural resources* used in our products while also expanding our contributions to the reduction of natural resource use outside our own products. We recognize that these initiatives will impact our financial performance by stabilizing procurement costs and maintaining and enhancing the competitiveness of our products.

In developing our specific action plan for the medium term, we refer to the recommendations of the TNFD and assess our business’s dependencies and impacts on natural resources and biodiversity. We have identified issues from the perspective of the nine global core indicators proposed by TNFD, evaluated dependencies and impacts on nature in our business activities, and identified risks and opportunities.

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

Risks and Opportunities for Konica Minolta

	TNFD Core Indicators		Impact on Konica Minolta	
	Natural Factors of Change	9 Core Indicators	Risks	Opportunities
Dependence	Change in Use of Land/ Freshwater/Ocean	1 Total land footprint	–	–
		2 Extent of change in land/ freshwater/ocean use	–	–
	Resource use	3 Water withdrawal/ consumption from water stressed areas	• Supply chain: Suspension of supplier operations and reduced supply from suppliers in regions with high water stress (Southeast Asia)	• Dry textile printing process: Sale of anhydrous dyeing systems in regions with high water stress (India, Turkey, Italy)
		4 High-risk natural resources sourced from land/ocean/ freshwater	• Natural resources: Procurement instability due to environmental regulations and climate impacts • Paper: Conservation regulations due to diminishing forest resources and declining demand for paper	–
Impact	Pollution and Decontamination	5 Soil contamination	• Business impact of tightened chemical substance regulations and soil contamination prevention measures	• Hazardous substance-free technology: Expansion of hazardous substance-free products
		6 Wastewater	–	• Inkjet technology: Increased manufacturing process efficiency through on-demand production
		7 Waste generation and disposal	• End-of-life products: Mandatory recycling of products due to measures for Establishing a Sound Material-Cycle Society, etc. • Plastics: Requirement for using recycled plastics for products due to measures for Establishing a Sound Material-Cycle Society, etc. • Depletable resources: Insufficient measures for the circular use of rare earths and other resources	• Provision of digital solutions to transform the commercial and industrial printing supply chain • Advanced technologies for material identification in a circular society • Expansion of products utilizing circulating resources
		8 Pollution by plastics	–	–
		9 Non-GHG air pollutants	–	–

Risk and Impact Management

Environmental risks, such as those related to resources and biodiversity, are positioned as one of the Group-wide management risks, managed by the Risk Management Committee. In addition, for businesses that rely on specific natural resources, we assess and identify production and procurement risks as part of the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan) and take appropriate measures to address them.

Indicators and Targets

As part of our long-term vision, we have set the following goals: “To reduce the use of natural resources in our products by at least 90% by 2050, toward zero use of natural resources”, “To expand

our contribution to reducing the use of natural resources outside our own products”; and “To work toward the restoration and conservation of biodiversity.” As milestones toward achieving this long-term goal, we have established management indicators in the Medium-term Environmental Plan 2025, which is linked to the Medium-term Business Plan (2023–2025).

Our targets for the end of fiscal 2025 were to reduce the use of natural resources in our products by 20% and to generate 400,000 tons of contribution to reducing natural resource use outside our own products (at customers and in society). Both of these targets were successfully achieved. In our new medium-term plan from fiscal 2026, we have set targets for these indicators and will continue to work toward reducing our dependence on natural capital and expanding our contributions to it.

Respect for Human Rights

Basic Concepts

Human rights are universally valued rights that all people are born with. The adoption of the Guiding Principles on Business and Human Rights by the United Nations in 2011 (hereinafter UNGPs) clarified corporate responsibilities regarding respect for human rights. As countries continue to enact human rights-related laws and regulations and incorporate these into procurement requirements, the importance of human rights initiatives aligned with the UNGPs is growing ever more significant. While responding to these societal demands is, of course, important, we also believe that demonstrating our commitment to respecting human rights both internally and externally will help us earn the trust of our stakeholders and build trust with our employees, ultimately leading to enhanced competitiveness and sustainable growth across our entire supply chain.

The Konica Minolta Group Human Rights Policy was established based on the UNGPs. The Konica Minolta Group Charter of Corporate Behavior and Konica Minolta Supply Chain Code of Conduct also specify respect for human rights as one of the most basic requirements in our business activities. Based on these policies, Konica Minolta conducts human rights due diligence and strives to ensure rigorous respect for human rights with respect to business partners and other parties connected to the Konica Minolta Group's business.

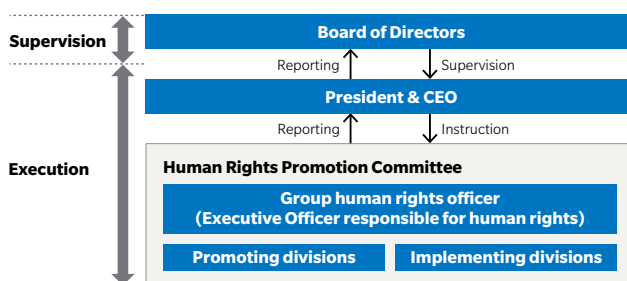
Promotion Framework

Our initiatives to respect human rights are managed by the Group's human rights officer (Executive Officer responsible for human rights), with the Corporate Planning Division—which oversees sustainability—at the core, in collaboration with the departments responsible for implementing these initiatives within the corporate divisions and each responsible operating division.

Starting in fiscal 2026, we established the Human Rights Promotion Committee to coordinate human rights initiatives across the entire Group with the aim of strengthening Group-wide respect for human rights.

Furthermore, we are working to strengthen our governance framework by having the Group's human rights officer report to the Board of Directors—via the President & CEO, Representative Executive Officer—on the status of human rights initiatives and key challenges.

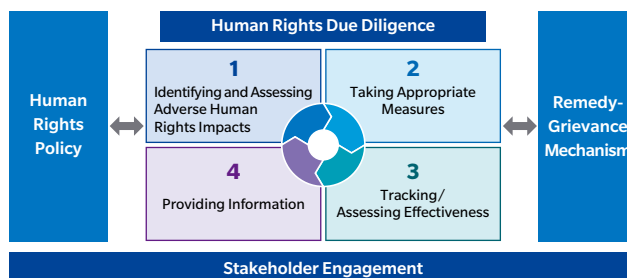
Human Rights Promotion Framework



Management Process for Respect for Human Rights

In compliance with the UNGPs, Konica Minolta is committed to respecting human rights by establishing a human rights policy, conducting human rights due diligence, and implementing remedy and grievance mechanisms.

Human Rights Due Diligence Process



Identifying and Assessing Adverse Human Rights Impacts

The Group identified stakeholders who are subject to actual or potential negative impacts and any human rights issues as a result of its business activities and transactions, assessing the level of impact. As a result, priority issues to be addressed were identified, including infringement on rights of foreign/migrant workers, overwork, occupational health and safety, and gender-related human rights issues. Assessments are reviewed on a regular basis, and the departments in charge of human resources, legal affairs, procurement, quality, IT, and sustainability set their

own targets and consider and implement measures.

Furthermore, when making new or additional investments, the Group includes human rights-related checks in its due diligence process to assess investment suitability.

Taking Appropriate Measures and Tracking/Assessing Effectiveness

In addition to fostering awareness of respect for human rights among Group employees through level-based education and regular compliance education, we conduct an annual engagement survey of employees worldwide to confirm the effectiveness of our measures and identify issues for the further improvements.

We have made all direct material suppliers aware of the Konica Minolta Supply Chain Code of Conduct and requested that they agree to abide by this code. In addition, we conduct risk assessments of key suppliers through questionnaires, and provide corrective support and ongoing follow-up to those suppliers deemed to be high-risk. In addition, we include key indirect materials in our assessment scope and identify and conduct risk assessments for suppliers closely involved in our business activities, such as on-site contractors and staffing agencies at our major manufacturing sites.

Remedy and Grievance Mechanism

Konica Minolta has established a contact point for anonymous reporting of human rights violations from both inside and outside the Group, and has built a system to promptly investigate any allegations of human rights violations and take corrective measures through appropriate internal and external procedures if it is clear that Konica Minolta has directly caused or was involved in any adverse impact on human rights.

Starting in fiscal 2026, in addition to our existing internal hotline systems and harassment consultation desk, we began accepting reports through the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), an external, independent grievance mechanism. Through this initiative, we are working to strengthen the effectiveness of our remedy process—not only by improving accessibility through the expansion of reporting channels, but also by ensuring fairness and transparency.