Customer Satisfaction and Product Safety

Basic Concept

Aspiring to maximize customer satisfaction and trust

Konica Minolta aspires to maximize customer satisfaction and trust by providing products and services of superior value. The Group has articulated its basic approach to accomplishing this in the Konica Minolta Quality Policy, which governs Group companies worldwide. An issue of particular importance is ensuring safe, reliable products and services. Accordingly, Konica Minolta has established a unified quality assurance system across the Group, and addresses quality assurance in terms of the entire product lifecycle. Konica Minolta is determined to help create a better world by solving customers' challenges, and to do this it seeks to build deeper relationships with customers so that it can discover and satisfy both latent needs and apparent requests.

Quality Management

- Quality Management Policy
- Quality Management System

Achieving Top-Tier Quality and Reliability

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

Enhancing the Security of Products and Services

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

Providing Useful Products to Meet Social Needs

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

Creating New Quality Value

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

Customer Satisfaction and Product Safety

Quality Management

Quality Management Policy
Quality Management System

Quality Management Policy

Implementing thoroughly a policy that places top priority on customer satisfaction and quality

Konica Minolta has articulated its basic concept for earning customer satisfaction and trust in the Konica Minolta Quality Management Policy. By sharing this policy with Group companies around the world, Konica Minolta tries to ensure that top priority is placed on customer satisfaction and quality.

Based on this policy, the Group strives to improve not only the quality of products, but also quality across the board, including maintenance and service.

Konica Minolta Quality Policy (excerpts)
The Konica Minolta Group ensures maximum satisfaction and trust of its customers, paying the utmost attention to customers and giving top priority to the quality of products and services.
Our concept is to make steady progress in quality based on quantitative measurement and analysis of accurate data. This basic concept is demonstrated in the following affirmations:

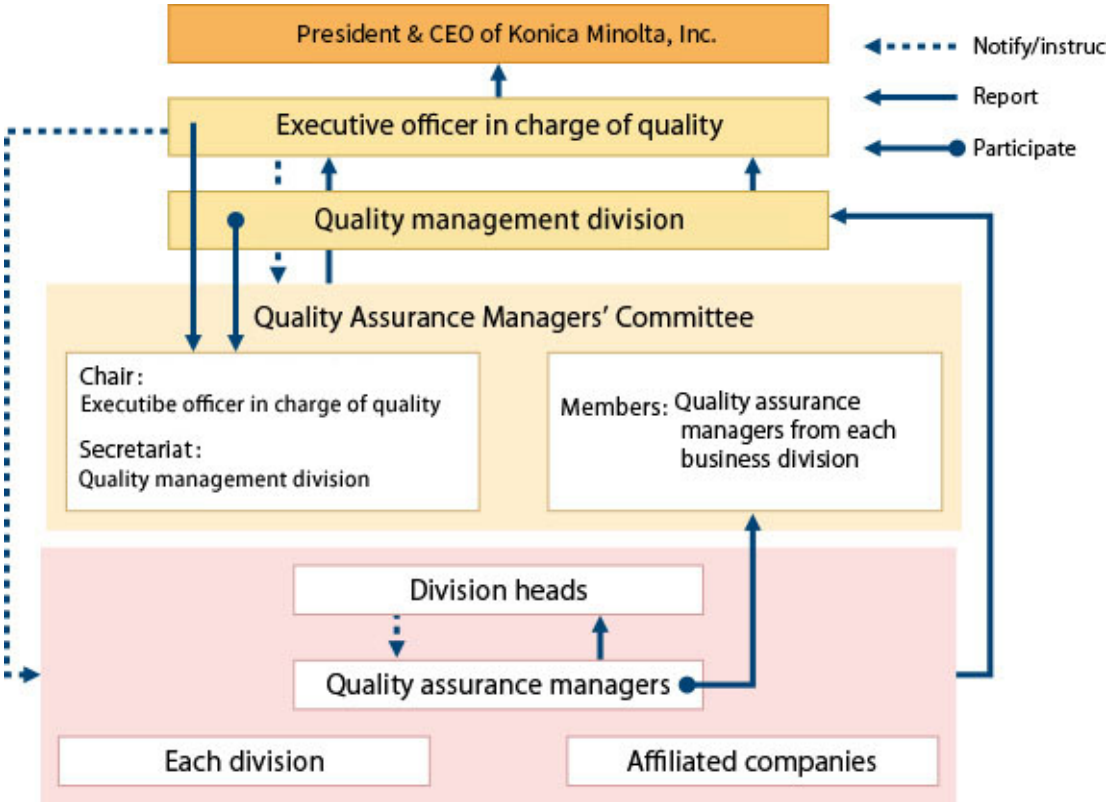
1. Achieving the industry's top level of Customer Satisfaction
2. Providing advanced products that satisfy customers' potential needs
3. Establishment and development of a global Quality System.
4. Quality Management in the total life cycle of products and services
5. Continued enhancement of our Quality Assurance Process
6. Minimization of product quality risks
7. Disclosure of product safety information

Konica Minolta Quality Policy

Quality Management System

The executive officer in charge of quality 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 executive officer, who has responsibility for and authority over the quality issues of the entire Group. The committee meets on a quarterly basis, in principle, and in addition to promoting quality planning and monitoring progress, it shares and scrutinizes information concerning quality assurance. Furthermore, each business works to continuously improve quality by thoroughly implementing the PDCA cycle for quality issues..



Quality Management

Konica Minolta Quality Policy

The Konica Minolta Group ensures maximum satisfaction and trust by our customers, paying the utmost attention to our customers and giving our top priority to the quality of products and services.

Our concept is to make steady progress in quality based on quantitative measurement and analysis of accurate data. This basic concept is demonstrated in the following affirmation:

“ Management Based On Facts”

1. **Achieving the industry's top level Customer Satisfaction**
   We will provide products and services of high quality and high reliability to achieve the industry's top-level of Customer Satisfaction through continuous analysis of market trends and steady efforts for improvement.
2. **Providing advanced products that satisfy customers' potential needs**
   We will always pursue ease of use from our customers' viewpoint with products on the cutting-edge of trends.
3. **Establishment and development of a global Quality System**
   We will establish and develop a global integrated Quality System throughout the Konica Minolta Group, including worldwide affiliated companies.
4. **Quality Management in the total life cycle of products and services**
   We will implement Quality Management to achieve our target based on quantitative measurement of quality at each life-cycle stage of products and services -- starting from planning, developing, manufacturing, usage, and disposal.
5. **Continued enhancement of Quality Assurance Process**
   We will continue to improve job processes voluntarily and aggressively in order to enhance the Quality Assurance Process.
6. **Minimization of product quality risks**
   We will take proactive measures and promptly respond to our customers in order to eliminate risks to our customers and our company caused by quality problems.
7. **Disclosure of product safety information**
   We will actively disclose product safety information to ensure our customers will use our products without any anxiety and to fulfill our accountability to society.

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

Shoei Yamana

Customer Satisfaction and Product Safety

Achieving Top-Tier Quality and Reliability

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Konica Minolta's Approach

Background and Issues

Ensuring product safety and security is essential for delivering consistently high quality. It goes without saying that Konica Minolta strives to improve the quality of and ensure the safety of the hardware it provides. With the advancement of IoT, Konica Minolta also recognizes that a more robust approach to IT threats is crucial to sustainable growth, as they can cause serious damage to customer operations.

Vision

To deliver value to customers, Konica Minolta continually seeks to enhance its products, incorporating cutting-edge technologies. Simultaneously, the Group is raising awareness among employees about addressing quality from the customer's perspective, while continuously enhancing quality management activities. The aim is to provide customers with products and services that offer even greater convenience, safety and peace of mind.

Key Measures and KPIs

- Enhancing product risk assessments and improving quality awareness: Number of serious product-related accidents[*1] in fiscal 2020-2022: 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.

Improving the Quality Assurance System

Taking various steps to improve the quality assurance system

Konica Minolta has established a quality assurance system. It is striving to improve its ability to resolve market quality problems that are related to the safety of products and services and is working to avoid serious accidents and reduce quality problems.

Investigating Quality Problems via Regular Meetings

Konica Minolta regularly holds quality meetings across the Group to discuss product safety and other quality-related issues and work to continuously improve quality by thoroughly implementing the PDCA cycle.

Addressing Market Quality Issues

Whenever a problem related to product quality occurs, sales sites around the world are required to register information in a Group-wide critical accident report database immediately. Registered information is instantly sent to the appropriate supervisor and shared with relevant departments. Using this system, the Group takes action to prevent a recurrence by thoroughly investigating all registered incidents, analyzing the causes, implementing countermeasures, and reflecting these in technical and assessment standards. In the unlikely event of a safety-related incident, a report will be immediately filed with the supervisor of the individual business and shared with the executive officer in charge of quality, as well as with the departments in charge of quality assurance, corporate communications, and legal affairs, regardless of the cause of the problem. When a quality problem with a potentially serious risk arises, a Quality Problem Countermeasure Conference is convened based on the Market Quality Management Rules in order to promptly deal with the issue and ensure thorough information disclosure.

Serious Product-related Accidents over the Past Five Years

	FY2015	FY2016	FY2017	FY2018	FY2019
Number of Accidents	0	0	0	0	0

Serious product-related accidents: Accidents in which products put the lives of product users at risk or cause serious bodily injury and those in which property other than the products is damaged seriously
Scope: All Konica Minolta products

Enhancing Product Safety Standards

MFPs and printers used in offices must be designed so that misusage and break-downs do not cause electric shocks, smoking, or injuries to users. For this reason, Konica Minolta has established independent product safety standards that exceed the requirements of the legal standards and have rules requiring the detailed check of every aspect of its products. Past quality problems are thoroughly analyzed, the causes are identified, and measures to deal with the problems are investigated. The results of this process are reflected in updated product safety standards. Continuous implementation of this process prevents the recurrence of quality-related problems and prevents new problems from arising.

Taking Steps to Ensure Safety

Expanding efforts to ensure product safety throughout the entire Group

Product Safety Training

Konica Minolta has developed a Group-wide product safety education system for technicians involved in design and development, manufacturing technology, procurement, and quality assurance. The courses are designed to increase technicians' knowledge of product safety issues and increase their awareness of potential problems.

In fiscal 2014, the Group also implemented a Risk Assessment Improvement Program focusing on risk-finding and assessment exercises using actual machines so that the knowledge and skills developed by participants in past training can be put into practice in actual operations. A questionnaire was given to trainees after the course was finished to verify that it is benefiting them in their actual work. The results have been fed back to the training planners to help improve the content of the program. Going forward, Konica Minolta will continue to improve employees' product safety awareness and raise the level of their skills by providing continuing education.

Risk Assessment Improvement Program

Application of Risk Maps

Konica Minolta utilizes risk maps as a way to assess product safety. These maps describe the degree of risk by the severity and frequency of aftermarket accidents. Using these maps, the Group undertakes objective assessments of the risk of product quality problems in the market and evaluates the effect of countermeasures. The Group pursues high safety levels by using the risk maps as risk assessment tools in the development process as well.

Specifically, the Business Technologies Business and the Healthcare Business consolidate, scrutinize, and identify, in accordance with stated rules, information provided by customers worldwide. With respect to information involved in product safety, they apply risk management techniques. By clarifying its criteria, the Group can respond quickly to the market, determine essential causes, and improve procedures.

Safe Product Design Based on Combustion Test Data from a Laboratory

Konica Minolta designs its products to eliminate any chance of them catching fire or emitting smoke. However, in the event that such an incident or a building fire should occur, products must have a fire-resistant design to prevent the spread of fire. Therefore, fire-retardant plastics are selected when designing products. In order to get accurate data on fire safety, products need to be subjected to combustion testing.

Konica Minolta has set up a reliability testing laboratory at its Tokyo Site Hachioji. This is where tests can be conducted to obtain detailed information on product combustibility using cutting-edge analysis techniques. The laboratory is also equipped with advanced equipment to treat smoke exhaust, enabling combustion testing to be performed without any impact on the local environment.

Taking Steps to Improve Quality

Improving quality awareness in the workplace and promoting the horizontal rollout of effective approaches

Sharing Information about Quality Problems and Cross-deploying Countermeasures within the Group

Konica Minolta is accelerating its Group-wide effort to disclose information regarding quality problems and cross-deploy countermeasures as a policy “One Konica Minolta.” The goal is to increase sensitivity to quality issues, thereby resolving problems early on and ensuring better response.

As a specific measure of the cross-deploying efforts, the Group conducts Production Capability Assessments at production sites, including sites outside Japan. Members of each site serve as assessors in this effort to perform mutual cross-assessments of businesses. Assessments are designed to visualize issues at each site by quantifying different aspects, such as the 5S's (Sort, Straighten, Shine, Standardize, and Sustain), visualization, elimination of inefficiencies, and factory management. The 5S's and visualization are intended to encourage proactive improvements on the production floor by presenting ideals as guidelines. Additionally, good practices are cross-deployed by sharing assessment results and examples of initiatives from each site on the company intranet.

In fiscal 2019, measures were taken to further prevent quality fraud by making improvements based on the guidelines established by the department in charge of quality assurance. Horizontal deployment of good practices was also promoted.

Initiative for the Development of Quiet Products

Konica Minolta is pursuing the development of quiet products that do not disturb the office environment by measuring and analyzing various sounds that are generated by MFPs and printers. As part of this effort, the company carried out joint development with a university to find a method for analyzing noise generated by products. After devising a method, the company could predict the noise level of planned products, thereby facilitating the development of quieter office products for more pleasant work environments.

The inside of the acoustic test laboratory

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.

* ISO/IEC 17025: General requirements for the competence of testing and calibration laboratories.

News Release: Acoustic Test Laboratory Gains Qualification to Apply for Germany's “Blue Angel Mark” Eco-Label

Verifying Whether Printers are Compatible with a Variety of Paper Types

In on-demand commercial printing, customers require the ability to print on various kinds of stock, including heavy-weight, light-weight, glossy, and rough-finish papers. Regarding MFPs in offices, the use of recycled paper or thin paper is increasing due to consideration for the environment.

In response to these needs and to make products compatible with more types of paper, Konica Minolta is conducting verification of image reproduction and paper feeding on a diverse array of paper types in its Media Evaluation Center. The characteristics of several hundred types of paper from around the world are measured, and the center verifies the optimal settings for each type by conducting printing tests on actual MFPs.

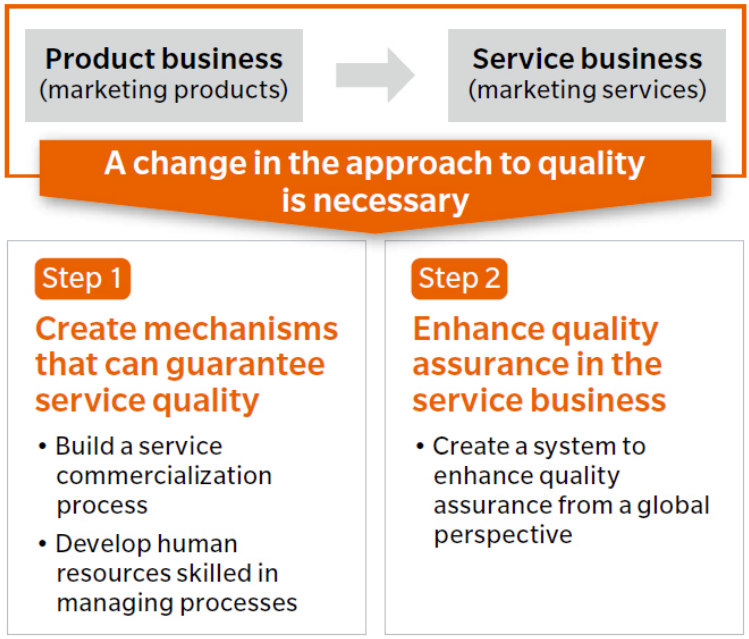
Based on the measurement and verification results obtained, the optimum printing conditions for each paper type are "packaged," and profiles are created to enable high-quality printing on various papers. By equipping its digital printing presses with these paper profiles, Konica Minolta delivers highly reliable condition settings for various types of paper. This in turn enables even greater operating efficiency for customers.

Media Evaluation Center

New Initiatives for the IoT Era

Creating a Quality Assurance System in Service Business Areas in the IoT Era

In service business areas, the company believes it must shift from product quality assurance to service quality assurance and establish the most innovative processes. Services are different from manufactured products as they lack physical form, their quality cannot be checked in advance, and they highlight the importance of process in addition to results.
Consequently, it is a challenge to predict and manage highly reliable quality.
Based on this shift, the company is working to build a service commercialization process. This will include establishing quality standards suited to the features of products in this area as well as creating management guidelines. This effort aims to create a mechanism for quality assurance for the entire life cycle of the service business. It also provides training on skills needed in the IoT service business to develop human resources skilled in process management.
Konica Minolta is developing service businesses in proximity to its customers, with sites all around the world. A global outlook is crucial for creating a mechanism that ensures strong quality assurance worldwide.



Quality Issues and Steps to Grow Service Business Areas

Customer Satisfaction and Product Safety

Enhancing the Security of Products and Services

- Konica Minolta's Approach
  - Background and Issues
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  - KONICA MINOLTA PSIRT
- Responding in the Event of a Product Security Incident
  - Escalation system in the event of a product security incident

Konica Minolta's Approach

Background and Issues

As a “digital company with insight into implicit challenges,” Konica Minolta is working to develop and provide products and services utilizing the latest digital technologies such as IoT and artificial intelligence (AI). Yet, simultaneously, cyber-attacks targeting individuals and companies continue to rise, their methods becoming subtler and more sophisticated. Products and services offered by Konica Minolta may also pose a risk of exposing customers to data security threats. Therefore, efforts are required to ensure secure products and services, and to prevent product security incidents in the marketplace. In the event of a security breach, Konica Minolta is committed to pursuing a quick recovery and resolution to minimize customer damage.

Vision

Konica Minolta aims to raise each employee’s quality assurance awareness from the customer’s point of view, achieve quality of high-reliability in its products and services, and also provide products and services that, in terms of security, can be used safely and securely.

Key Measures and KPIs

- Promoting secure development and operation processes (development of product security guidelines)
- Gathering and addressing vulnerability information (KONICA MINOLTA PSIRT)
- Responding in the event of a product security incident
- Number of serious security incidents[*1] in products and services: 0

*1 Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user’s business

Promoting Secure Development and Operation Processes

Konica Minolta is committed to developing and operating secure products and services.

Konica Minolta is committed to preventing serious security incidents by developing and providing secure products and services and taking initiatives to operate and maintain them securely.

Product Security Guidelines

Konica Minolta has established product security guidelines as internal regulations and procedures for assuring secure development and operation, and it carries out secure development and operation processes for products and services across the Group. Development and operation in conformity with the product security guidelines apply, in principle, to all products and services of the Konica Minolta Group. This commitment lasts the entire life cycle, from the planning and proposal of products and services to their disposal and end of service, and includes the supply chain, such as development and operation contractors and suppliers.
In addition, Konica Minolta regularly holds company-wide product security promotion meetings to discuss product security issues, and strives to continuously enhance its security level by sharing information on the most effective practices from inside and outside the company.

Thread Analysis and Security Measures

When developing products and services, Konica Minolta conducts threat analyses in the upstream stage of development in order to eliminate system design vulnerabilities and prevent security incidents from occurring down the line. Envisioned security threats to assets that need to be protected are comprehensively identified, and security measures to counter those threats are studied and reflected in the requirements definition.

Vulnerability Assessment

Software developed by Konica Minolta, and the Open Source Software (OSS) modules and applications incorporated into it, may have security flaws called vulnerabilities. Since releasing vulnerabilities can lead to security incidents caused by cyberattacks, vulnerability assessments must be performed during the development phase and any problems must be fixed before the launch of the product or service. Konica Minolta centrally manages OSS usage across the company and has made available multiple static analysis tools (SAST) and dynamic analysis tools (DAST) as company-wide vulnerability diagnostic tools to detect and correct software and system vulnerabilities. In addition, regarding products and services for which security risks are of particular concern, Konica Minolta takes even stronger security measures, such as outsourcing penetration testing.

Secure Operation and Maintenance

Konica Minolta has established and deployed within the company guidelines for secure operation and maintenance so that following market launch customers can continue to use products and services with peace of mind. The guidelines are used in an effort to prevent security incidents caused by oversights or errors in market support.

Product Security Education

Konica Minolta has prepared several educational programs for employees to ensure the implementation of secure development and operation processes with the aim of improving employee awareness and skills in product and service security. In fiscal 2019, the company held programs in all of these areas for every new employee, product security general education, and threat analysis workshops, with approximately 500 employees having attended the sessions. The company will continue to expand and enhance its educational programs, aiming for a higher level of understanding.

Serious Security Incidents over the Past Five Years

	FY2015	FY2016	FY2017	FY2018	FY2019
Number of Accidents	0	0	0	0	0

Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user's business
Scope: All Konica Minolta products

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. In 2019, information on more than 17,000 new vulnerabilities was released by NIST's[*2] NVD[*3] in the United States in that one year alone. That is why it is necessary to gather vulnerability information and address the vulnerabilities even after the launch of products and services. Konica Minolta monitors this information on a daily basis, including open databases of vulnerability information other than NVD. This allows Konica Minolta to catch information that may affect its products and services at an early stage and spread it throughout the company while implementing countermeasures and mitigation steps as necessary to reduce risks for affected products and services.

*2 NIST: National Institute of Standards and Technology

*3 NVD: National Vulnerability Database, released by NIST

KONICA MINOLTA PSIRT

In December 2017, Konica Minolta established and began operating KONICA MINOLTA PSIRT[*4] as a company-wide organization for cooperation with external public organizations. PSIRT centrally manages information on product and service vulnerabilities throughout the company and takes necessary measures. It also works with the CSIRT team, which handles security incidents for internal IT assets, to establish a system to roll out necessary responses globally. Furthermore, in May 2019, it joined FIRST[*5], an international forum of approximately 500 CSIRT and PSIRT teams from 92 countries, and put in place a system that enables intra-company information coordination and contribution to security.

If PSIRT discovers vulnerability information that could affect Konica Minolta's products and services, it follows internal rules governing how to handle vulnerability information to verify, triage, and address the vulnerabilities, and consider the disclosure of information as necessary. The internal rules are based on NIST's Cyber Security Framework[*6], FIRST's PSIRT Services Framework[*7], and other Japanese and international guidelines.

An important role of PSIRT is to receive and respond to vulnerability information from external stakeholders. If vulnerabilities in Konica Minolta's products or services are discovered by security researchers, security vendors, or others, PSIRT acts as a direct or indirect point of contact to report vulnerability information. In the event a vulnerability report is received, PSIRT will take appropriate action in accordance with international vulnerability handling processes[*8*9*10].

*4 PSIRT (Product Security Incident Response Team)

*5 FIRST (Forum of Incident Response and Security Teams): https://www.first.org/

*6 Cyber Security Framework: https://www.nist.gov/cyberframework

*7 PSIRT Services Framework: https://www.first.org/standards/frameworks/psirts/psirt_services_framework_v1.0

*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/ciadr/partnership_guide.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 Market Quality Management 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 executive officer in charge of quality. Information is also sent to the executive officer in charge of IT and to CSIRT, and a company-wide effort is made to quickly recover from security incidents, analyze their causes, and prevent recurrence. In the unlikely event of a leakage of a customer's confidential information or personal information due to an incident caused by a product or service, Konica Minolta will apologize and explain the facts to the customer and promptly report the incident to the relevant authorities and organizations.

Customer Satisfaction and Product Safety

Creating New Quality Value

- Konica Minolta's Approach
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  - Heeding the Voice of the Customer
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Konica Minolta's Approach

Background and Issues

Long-term customer relationships are essential to the success of Konica Minolta's businesses in office equipment, medical devices, measuring instruments, and other products. In order for Konica Minolta to remain irreplaceable to in an era when customer needs are becoming more sophisticated and diverse, the ability to anticipate potential challenges is required.
Consequently, Konica Minolta understands the importance of visiting customer sites in order to build trusting relationships, foster collaboration, and provide solutions to problems.

Vision

Konica Minolta uses customer feedback to improve its products and services. The company strives to strengthen its relationships by helping customers achieve their unique goals. Konica Minolta aims to continually improve customer satisfaction and form strong relationships that result in a positive reputation and new customer referrals.
Furthermore, it will continue to create value for customers and contribute to the identification and solution of social issues.

Key Measures

- Continue conducting satisfaction surveys and implementation of improvements based on these results
- Improving the accuracy of verification processes for customer value creation using design thinking*

* Design thinking: A mindset and method for discovering the value that customers need. It helps create ways to realize value by applying rapid cycles of observation, understanding, issue definition, idea generation, prototyping, and verification.

Working to Improve Customer Relationship Management

Earning more trust and a higher appraisal from customers by building long-term relationships

Continuous after-sales service is necessary for products such as IT devices, medical devices, and measurement devices handled by Konica Minolta. The company is determined to increase the confidence and trust of its customers through this kind of long-term relationship and hopes to establish rapport that will lead to customers recommending Konica Minolta to other potential customers. That is why the company actively gathers feedback from customers, has established a system for using it to improve products and services, and is attempting to enhance customer relationship management Group-wide.

Heeding the Voice of the Customer

Konica Minolta provides customer assistance in countries around the world through call centers and websites set up for different products and services. In addition to responding promptly to defect information and inquiries received by each contact point, the Group also centralizes that information in its Voice of the Customer* database in an effort to ascertain the status of quality and customer requests. Additionally, each business division periodically conducts customer satisfaction surveys either through an independent organization or in-house. Moreover, the quality assurance and development personnel in addition to sales personnel make visits to customers who use the Group's products.

* The Voice of the Customer (VOC) database stores feedback gathered from call centers, interviews, and the results of market surveys.

Global Deployment of NPS® Surveys to Measure Customer Relationship Management in the Business Technologies 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 with point-of-contact experiences, such as telephone inquiries and repair service, and to obtain NPS® scores for these points of contact. In fiscal 2019, the system was expanded to more countries, and starting in fiscal 2020, the plan is to deploy a service improvement process based on the system. It will enable the needs and negative experiences of every customer to be ascertained in real time, in order to make rapid improvements. The Division is working to further improve its NPS® scores by developing PDCA cycles to address overall issues brought to light by the NPS® surveys, and individual customer issues identified by the transaction survey.

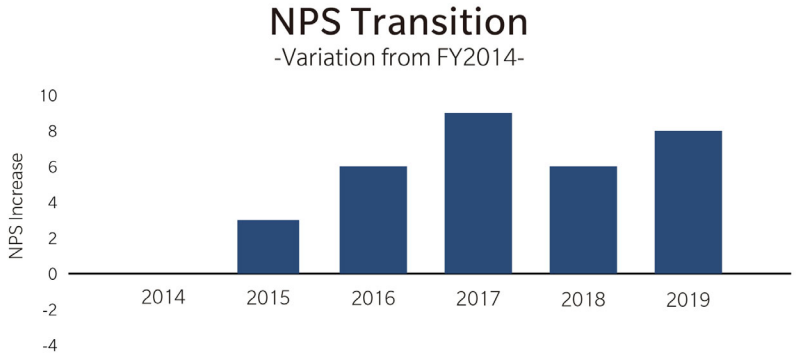
* Net Promoter Score® (NPS®): an indicator that measures the percentage of customers who recommend the company and its products and services to others. . Net Promoter Score® and NPS® are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

Conducting a Customer Satisfaction Survey

To work proactively on improving customer satisfaction, each business unit of the Konica Minolta Group is conducting surveys with the methods tailored to the characteristics of the business concerned.
In Konica Minolta's mainstay Business Technologies Business, the focus is on NPS® as an indicator of the level customer engagement.
Since 2012, Konica Minolta has been expanding the number of countries in which it implements PDCA cycles based on NPS® surveys. The program has been deployed in 18 countries, including Japan, the United States, Europe and the Asia Pacific region. The NPS® survey results have improved every year since the full-scale global survey in fiscal 2014. In fiscal 2017 the score increased by 9 points compared to fiscal 2014, thereby achieving the high target that was set. The fiscal 2018 score and the fiscal 2019 score were up by 6 points* and 8 points, respectively, compared to fiscal 2014.

* In the CSR Report 2019 (fiscal 2018), it was reported as 9 points. Konica Minolta later reviewed the survey results and found that the correct figure was 6 points.

【Survey subjects】 Corporate customers to which Konica Minolta sells directly
【Survey Period】 Each fiscal year



Developing Quality Improvement Activities from the Customer's Perspective

The staff of Konica Minolta's sales companies are in daily contact with customers. As part of the company's effort to improve quality from the customer's perspective, sales company staff participate in sales company joint evaluations and take part in evaluating quality in the development stage. In addition, since fiscal 2017, C-PIUZ* activities have been conducted to obtain the candid opinions of customers regarding quality. These activities allow staff from the quality assurance and development departments to visit customers together with sales company staff. Through this activity, employees gauge customer feedback and make use of this information to improve products and services.
Additionally, Konica Minolta uses design thinking to uncover the value that customers are truly seeking. In fiscal 2018, it established processes and methods for hypothesis verification in the development stage, and to determine whether the value is actually recognized by the customer once the product is on the market. The results are applied to the development of products and services from customer perspectives.

* C-PIUZ: Customer-Problem In Using to Zero, a unique Konica Minolta initiative to reduce quality problems that occur when customers are using the product.

Promoting Service Development Using Design Thinking

Led by the Human Experience Design Center, and with cooperation from the business divisions, Konica Minolta is introducing design thinking and developing value-added services based on a customer-centric perspective, rather than a manufacturer's perspective.
Design thinking is a mindset and a method for discovering the value that customers need. It helps create ways to realize that value by applying rapid cycles of observation, empathy, issue definition, idea generation, prototyping, and verification.

Through the incorporation of design thinking, Konica Minolta is promoting service development from the customer's perspective in its B2C business areas like planetariums and in its B2B business areas such as healthcare and factory equipment maintenance. For example, the company's factory equipment maintenance service involves visiting the customer site and meeting with various stakeholders, and accompanying staff on actual equipment inspection patrols. This enables Konica Minolta representatives to experience the customer's workflow for themselves. After identifying potential issues at the site, the representatives perform a process of iterative hypothesis-making and verification. The customer is then presented with an easy-to-understand proposal for the safe equipment maintenance they need, with a focus on the experience they can expect. A new solution can also be created with the customer, one, for instance, that makes gas and heat usage easy to monitor, which may then lead to maintenance service development.
Konica Minolta will continue to pursue the creation of value that customers are truly seeking, in various business areas. It will also produce innovation that contributes to the identification and solution of challenges for society and local environments.

■A team works to develop services using design thinking

System Built to Provide Globally Uniform Support

Many customers running global businesses centrally control at their head offices the maintenance and management of IT systems, including MFPs used in offices around the world. When requesting support from a device manufacturer, there are times when the head office, as the single point of contact, and the office actually needing support are in different regions. Accordingly, device manufacturers must also establish a global structure to provide accurate and timely support.
This is why Konica Minolta has built a new system to provide globally uniform support. Support staff assigned to sales companies worldwide have been organized and the contact point for customers has been centralized at the Global Support Center (GSC). By using purpose-built IT tools, support requests received by the GSC are shared with personnel around the world, resulting in timely and appropriate support with the dispatch of local customer engineers to handle hardware issues and specialized staff members providing remote support to solve software issues. Further, the level of service is homogenized by creating a globally shared database of inquiries and the results of responses.

CR Masters Program: A Program for Developing Personnel With Strong Customer Relations Skills

The Customer Relations Department of Konica Minolta's Business Technologies Business has established a CR Master's Program, an education and certification program that systematizes the company's unique customer relations activities with the purpose of improving the skills of personnel who promote customer relations at sales companies around the world.
Later, the sales companies that participate in this program requested that a training program be made available to all employees, not just customer relations members. Konica Minolta met these requests in fiscal 2017 by establishing Customer Relations White Belt, an e-learning program that provides an overview of the customer-centric approach and action guidelines for front-line members.
Clear and succinct training materials were prepared in both English and Japanese, and shared with all sales companies. They were well received by those companies, which have already started using them for training. Translations will be needed for several sales companies where the local language is not English or Japanese, but these materials have already received high praise from sales companies that have begun the training.

A screen from the e-learning material for the Customer Relations White Belt

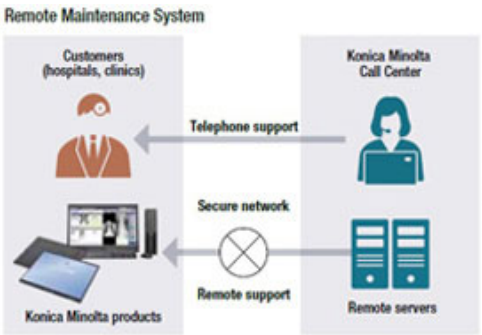
Implementation of Training, Including for External Partners, to Raise Support Quality

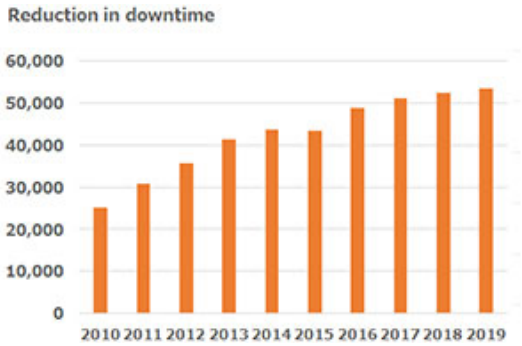
The Business Technologies Business is determined to provide a consistently high level of service to customers everywhere in the world. To that end, it conducts various kinds of technical training on products for the Group's own customer engineers and also for external distribution partners.
In Product Service Training, trainees acquire the skills and knowledge essential for the installation, setup, maintenance, and repair of each products. The training includes two different learning methods: instructor-led training to boost practical skills and knowledge acquisition via e-learning.
Konica Minolta's own technical license certification program, Outward, is designed to keep improving the technical skills of customer engineers. This program is organized into five certification levels starting with Associate and going up through Professional, Expert, and Master to Diploma. It enables the gradual upgrading of skills, from the acquisition of the basic knowledge needed to provide support for Konica Minolta's products to the mastery of high-level specialized skills.
By making these training programs available to more and more engineers worldwide, the Konica Minolta Group will continue to fulfill customer satisfaction globally.

Promoting the Adoption of Remote Maintenance

Products provided by the Healthcare Business are used in life-threatening medical settings, so there is a need for especially rapid responses to product failures and problems. Konica Minolta has established a call center that is operating around the clock, every day of the year, to eliminate interruptions on the medical frontlines. The company established key performance indicators (KPI) focusing on reduction of customer wait time on the phone, improvement of the call center's ability to resolve problems on its own, and improving customer satisfaction. It works to provide better services in all of these areas.
As part of that effort, the call center in Japan has been actively promoting the adoption of remote maintenance for the quick resolution of problems by remotely operating products at customers' locations through the Internet. This allows problems to be fixed remotely without having to send out customer engineers, while reducing downtime for products and services and shortening diagnostic interruptions in healthcare settings.
In fiscal 2019, around 70% of the calls received by the call center were from customers using remote maintenance. As a result, downtime has been shortened by about 50,000 hours per year,[*1] representing an approximately twofold reduction in downtime compared to fiscal 2010. The use of remote maintenance has also cut down on driving by engineers, thereby lowering gasoline consumption and 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.

Customer Satisfaction and Product Safety

Providing Useful Products to Meet Social Needs

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

Security Functions for MFPs
- Document Security Solutions
- Biometric Security Solutions

Universal Design

Pursuing product creation that includes accessibility and usability

Concept for the use of universal design

Konica Minolta creates products based on the concept of universal design. This involves accessibility, so that anyone regardless of age, gender, stature, or disability can use a product with practically the same degree of ease. It also involves usability, which means making a product as comfortable to use as possible. Universal design is particularly important for products like MFPs, which are often shared by many people working in an office. In light of this, Konica Minolta has prepared its own Universal Design Guidelines based on detailed proprietary standards, and is designing products according to these guidelines. The company also tests the products' usability by having people in wheelchairs and senior citizens use products and provide feedback. The company also conducts verification under various potential usage conditions. Konica Minolta aims to create products for which universal design is not an option but a standard specification, based on the belief that this kind of design is simply common sense and should be available to everyone.

Introduction of Color Universal Design

There is variation in the way individuals perceive colors, and many people find it difficult to see certain hues. Therefore, color universal design seeks to ensure that information is properly conveyed to all people regardless of their color perception. Starting with the color MFP bizhub C650/C550, launched in 2007, Konica Minolta has employed this concept when designing the colors of indicator lights and the colors and shapes of operation buttons. The bizhub C650/C550 has received the color universal design (CUD) certification mark from the non-profit Color Universal Design Organization (CUDO). Konica Minolta actively obtains the same certification with new MFP products.

Example 1: Initiatives for the MFP bizhub Series

bizhub C652/C552

Operation panel that can be tilted easily for greater operability

LCD touch panel that enables users to magnify the display by one-touch operation

(Example of magnified display panel)

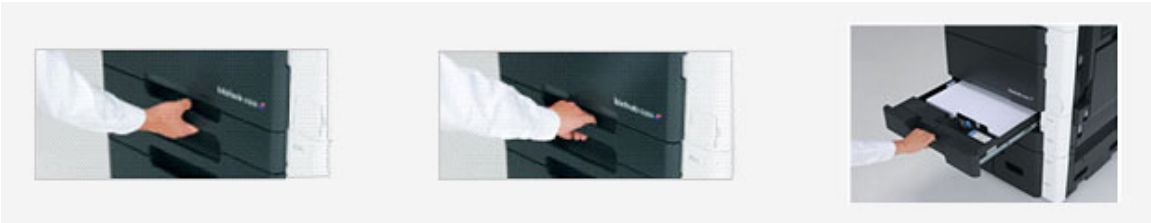
Normal display

Magnified display

Start button and data light employing a blue LED that is easy to distinguish

Paper outlet colored gray to make white paper stand out, and with grooves to enable users to pick up paper with greater ease

"Free-grip" that can be grasped from above and below



Example 2: CUD Certification Obtained for Color-measuring Instruments

CUD certification*1 was obtained for the first time in the field of color-measuring instruments for the CM-5 spectrophotometer*2 and the CR-5 colorimeter*3 introduced in December 2009.
Both products ensure that coloration on all screens and in the design of operation panel switches is easy to discern for users of all color perception types. They also ensure ease of operation for diverse users by employing variations in shape, line type, and tone differentiation pattern, and display color descriptors such as “vivid” and “dull” to help users better envision the color scheme.
These new products have made it possible to perform measurements at an array of development and production sites—such as for foodstuffs, medical supplies, and cosmetics—which require careful color management or analysis, without being limited by individual differences in color perception.

*1 CUD certification: Certification by the NPO Color Universal Design Organization (CUDO)

*2 Spectrophotometer: Instruments that measure color at high precision levels by means of multiple sensors for each wavelength

*3 Colorimeter: Instruments that quickly measure color via red, green, and blue sensors using a function similar to that of the human eye

CM-5 Spectrophotometer

Security Functions for MFPs

Offering document security management as a standard feature

Document Security Solutions

In recent years, there have been growing problems relating to information security, including computer hacking, viruses, and information leaks. Even for MFPs, which are evolving into network information stations, the need for document security is greater than ever before. In response to these social needs, Konica Minolta has developed various security solutions for its products. In order to give customers a strong sense of security, the following are all standard features in MFPs.

User Authentication

This function can restrict access for individual users.

Department Management

In conjunction with user authentication, this function enables sophisticated user access and cost control.

Network Security

The network security system supports the following functions: IP filtering to prevent unauthorized access from unknown computers or devices; IPsec to prevent the eavesdropping of network data; Secure Sockets Layer (SSL); and, in the latest models, IEEE802.1X.

Memory Erase

This function can completely erase document information from the hard drive after printing and before disposing of a hard drive.

Box Security

In addition to the user authentication and department management functions, customer document information can be protected using a box password or confidential document password.

PDF Encryption

This function enables PDF documents to be created, encrypted, and sent out via email. Information saved on the hard drive can also be encrypted.

Ensuring the Reliability of Security Features

Konica Minolta began to obtain ISO 15408 certification for its MFPs early on. This certification is the international standard for ensuring the reliability of security features. Since the launch of the color MFP bizhub 7145 in December 2002, almost every subsequent model has obtained the certification.

Security Solutions

Biometric Security Solutions

Reliable and quick security management using finger vein authentication

The AU-101/AU-102 Biometric Authentication Unit is included as an option in Konica Minolta MFPs and printers. This biometric finger vein reader allows highly secure, simple, and immediate user access. When combined with the standard features of user ID and password authentication, this function realizes even more sophisticated security management. The Biometric Authentication Unit can authenticate users simply by scanning a finger. As users are identified by vein pattern, an individual characteristic that is difficult to forge, user access management can be extremely reliable. Furthermore, since printer output can be initiated by placing a finger on the authentication pad, unauthorized people are prevented from seeing or accidentally taking confidential printouts.

AU-102 Biometric Authentication Unit

Responsible Supply Chain

Basic Concept

Konica Minolta is committed to fulfilling its social responsibility not only in terms of its own products but also throughout the supply chain,* based on relationships of trust with suppliers.

Konica Minolta creates innovative products and services that contribute to society and pursues customer satisfaction under its management philosophy of "The Creation of New Value."

Konica Minolta views the suppliers that provide and produce raw materials and parts, carry out distribution, and offer services as essential partners in its business activities. The Group strives to build strong partnerships with these business partners, based on fair and transparent transactions, with a commitment to the shared goal of providing innovative products and services in a timely manner to customers all over the world.

As a global company striving to get a trust from worldwide society, Konica Minolta pursues its CSR procurement with consideration for labor issues (human rights), ethics, the environment, safety and health throughout the supply chain, including at its suppliers.

Additionally, the Group is taking steps to address conflict mineral issues, seeking to prevent violations of human rights in conflict areas from which mineral resources used in products are sourced.

* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Konica Minolta's Approach

Konica Minolta's Supply Chain Management

- Supply Chain Management
- Policies on Procurement
  - Konica Minolta Procurement Policy
  - Konica Minolta Code of Conduct for Suppliers
  - Konica Minolta Conflict Minerals Compliance Policy
- Structure for Promoting CSR Procurement

Implementing CSR Procurement

- Cooperating with External Organizations
  - UN Global Compact
  - Responsible Business Alliance (RBA)
- Konica Minolta's CSR Procurement Initiatives
  - Konica Minolta's CSR Procurement Promotion Program
  - Targets and Results
  - Requesting CSR Activities to Suppliers
  - CSR Assessments Using a Self-Assessment Questionnaire
  - CSR Audits
  - Support and Incentives for Suppliers
  - Training for Relevant Personnel at Konica Minolta

Procurement Initiatives

- Procurement Collaboration System
- Environmental Collaboration Aimed at Strengthening the Management of Chemical Substances Included in the Supply Chain
- Holding Suppliers' Meetings
- Commendation of Suppliers

Addressing the Issue of Conflict Minerals

- Konica Minolta's Initiatives Regarding the Issue of Conflict Minerals
- Framework for Initiatives
  - Step 1. Establish strong company management systems
  - Step 2. Identify and assess risk in the supply chain
  - Step 3. Design and implement a strategy to respond to identified risks
  - Step 4. Carry out independent third-party due diligence audits for SORs
  - Step 5. Report annually on supply chain due diligence
- Cooperating with External Organizations
- Targets and Results
  - Response to Customers' Request for Survey
  - Office Business and Professional Print Business Conflict Minerals Survey
  - Other Initiatives

Responsible Supply Chain

Konica Minolta's Approach

Background and Issues

The Konica Minolta Group recognizes that, around the world, many people are forced to work without respect to their rights or in deplorable conditions, and that children and foreigners (migrants) are particularly vulnerable. The Group also understands that companies must fulfill their social responsibilities, including making improvements in the areas of labor issues (human rights), ethics, the environment, and health and safety, not only related to their own products, but also along the entire supply chain involved in delivering these products to customers.

* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Vision

Konica Minolta aims to contribute to building a sustainable society that takes social issues such as human rights into consideration. To achieve this goal, we are working together with our clients along the entire supply chain to help solve these social issues. Through such initiatives, the business value of both Konica Minolta and our clients is improved, and by providing products that our customers can feel comfortable purchasing, we can 'create shared value'.

Key Measures and KPIs

CSR procurement (FY2020 to FY2022)

- CSR activity participation requests to suppliers: 100% implementation
- CSR assessments: Completion at Group production sites and at approximately 100 important suppliers' sites
- CSR RBA VAP audits: Completion at important Group productions sites, and at five particularly important suppliers' sites

Addressing the issue of conflict minerals (FY2020 to FY2022)

- Response rate from suppliers regarding the conflict minerals survey: Maintaining over 90%
- Response to customer survey requests: 100% fulfill

Responsible Supply Chain

Konica Minolta's Supply Chain Management

- Supply Chain Management
- Policies on Procurement
  - Konica Minolta Procurement Policy
  - Konica Minolta Code of Conduct for Suppliers
  - Konica Minolta Conflict Minerals Compliance Policy
- Structure for Promoting CSR Procurement

Supply Chain Management

Working to establish a sustainable society in which human rights are respected

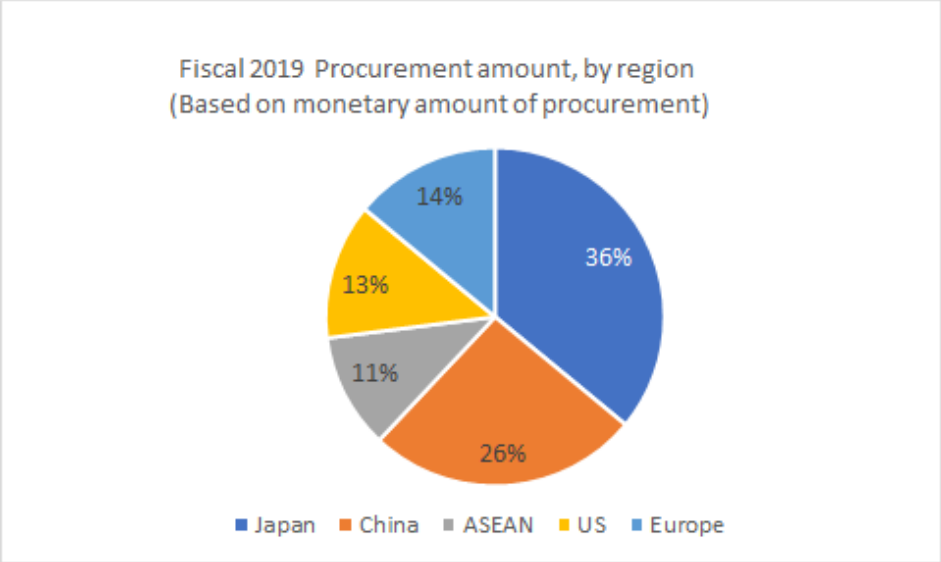
As a global company, Konica Minolta operates in 50 countries around the world. The total value of the Group's procurement is approximately 530 billion yen. By region, Japan accounts for 36% of this, China, for 26%, Europe for 14%, the United States for 13%, and ASEAN and other regions for 11%.

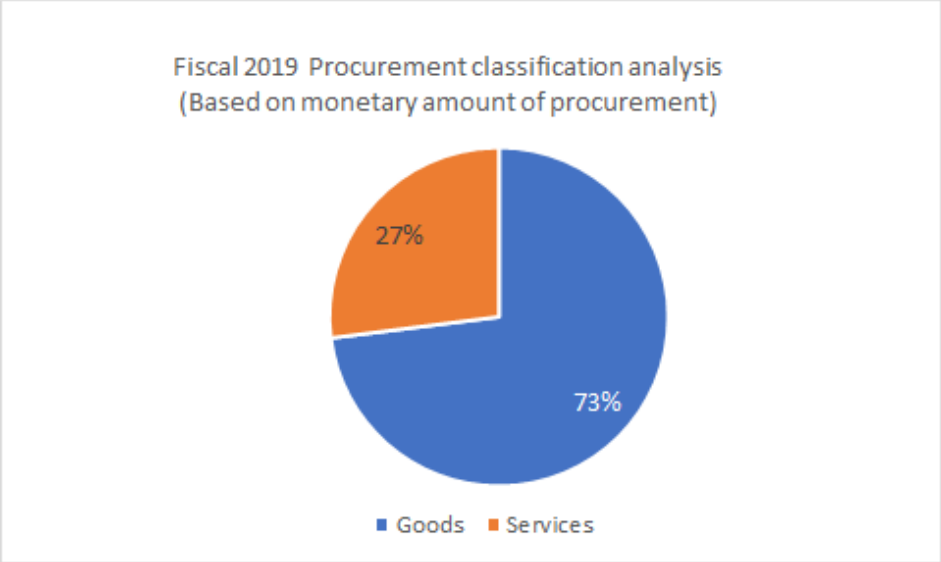
Konica Minolta carries out production activities utilizing its high-quality manufacturing skills as a manufacturer, with production sites primarily in Japan, China and the ASEAN region. The Konica Minolta Group divides procurement into the goods used directly in production and the goods and services needed indirectly for production, company operation, business activities, and development. It treats these as direct materials procurement and indirect materials procurement, respectively.

In direct materials procurement, distribution costs and environmental impact can be reduced by procuring parts and raw materials needed in production from regions close to the production site. Accordingly, the Group's basic policy is to practice regional procurement, procuring close to the production site those materials that can be acquired locally. At the same time, it strategically employs global procurement, selecting optimal procurement sources worldwide, such as for materials that have cost savings when purchased in bulk and high-value added parts that require a high level of technical competence. In such cases, procurement departments in Japan conduct centralized procurement.

Due to large-scale chemical explosions and the tightening of environmental regulations in China in recent years, operations have been temporarily suspended at certain industrial parks within the country. This caused a halt to the supply of some raw materials to Konica Minolta, resulting in a temporary situation in which the stock of raw materials was running low in production. In order to ensure that such a situation causes no delay in the supply of products to its customers, Konica Minolta is working to trace the supply of routes of raw materials back to the crude raw materials, and to seek out suppliers outside of China, secure multiple suppliers, and consider alternative materials for high-risk raw materials.

Regarding indirect materials procurement, efficient procurement is pursued through a combination of expense items to procure at sites in each country and procurement optimized worldwide through global contracts.
In Konica Minolta's primary field, the Office Business, service-related costs are incurred due to work required for equipment maintenance after sale. Service-related costs have also increased due to the expansion of the IT solutions the Group provides as the Group shifts to a business model based on the sale of services rather than the sale of products.
Konica Minolta is shifting from procurement in China to procurement in the ASEAN region, particularly Malaysia, in line with its digital manufacturing approach, which employs manufacturing system that do not overly rely on certain "people, places, countries, or trends."





Konica Minolta views all of the suppliers that supply and produce materials such as raw materials and parts or provide logistics and other services as indispensable partners in its business activities.

Konica Minolta is working with suppliers to build a trusting relationship through transparent and equitable transactions in order to achieve the shared goal of providing innovative products and services in a timely manner to customers all over the world.

Konica Minolta recognizes that there are workers all over the world who are forced to work with no consideration of their rights or who have to work in deplorable circumstances, and child and foreign (migrant) workers are particularly susceptible to these negative circumstances.

Konica Minolta promotes CSR procurement throughout its supply chain,* helping to create sustainable societies. The company believes that enterprises are not only responsible for their products, but also socially responsible to improve conditions of labor (human rights), ethics, the environment, safety and health, throughout the supply chain that delivers products to customers. Konica Minolta practices CSR procurement in order to realize these improvements at its manufacturing bases, and works closely with the suppliers who supply raw materials and parts for its products.

In order to fulfill social expectations such as respect for human rights, Konica Minolta not only addresses this issue at Group production sites but also cooperates with manufacturing and logistics suppliers. It also believes this improves the corporate value of both Konica Minolta and its suppliers. Further, this cooperation enables the customers to purchase the company's products with peace of mind and to know that, by doing so, they are contributing to the development of a sustainable society. Konica Minolta recognizes that CSR procurement is more than just the social responsibility of a global company; it is also convinced that improving working conditions make employee satisfaction higher and attrition rates lower. This in turn reduces business risk and raises quality throughout the supply chain. There are plenteous reasons for the proactive approach.

* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Konica Minolta's CSR Activities in the Supply Chain

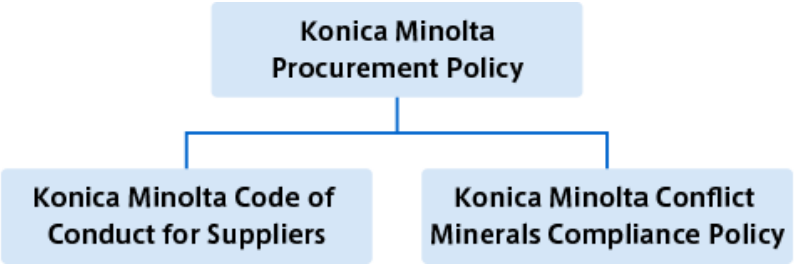
Policies on Procurement

Establishing supply chain policies and continuously pursuing improvements

In fiscal 2008, the Konica Minolta Group established the Konica Minolta Procurement Policy as a policy covering procurement activities overall in order to promote initiatives related to fair procurement. The basic stance of the policy is based on the key words, "open," "fair," "global," "compliance," and "ecology." The policy also clarifies requests to suppliers.

Building on this policy, the Group established the Konica Minolta Code of Conduct for Suppliers based on the exact text of the RBA* Code of Conduct when Konica Minolta joined the RBA in fiscal 2013. With this code, Konica Minolta asks for the compliance of suppliers in its supply chain to help create a sustainable society by ensuring continuous improvement in various areas. These areas include labor rights (forced labor, child labor, freedom of association, etc.), ethics (intellectual property, privacy, anti-corruption, etc.), the environment (energy use, impacts of climate change including CO2 and greenhouse gas emissions, water use, pollution, waste, resource use, etc.), and health and safety (emergency preparation, occupational accidents, occupational health, etc.). In addition, in fiscal 2014, the Group established the Konica Minolta Conflict Minerals Compliance Policy, based on which it is taking steps to address conflict mineral issues. The basic contract with suppliers includes "compliance with the Konica Minolta Code of Conduct for Suppliers," and the Group requests suppliers to comply with this Code.

* Responsible Business Alliance (RBA): An organization that promotes CSR in the supply chain.



Konica Minolta Procurement Policy

The Konica Minolta Group pursues customer satisfaction by creating innovative products and services that contribute to the development of society, according to our management philosophy, "The Creation of New Value." In procurement activities, we establish firm partnerships with our suppliers based on fairness and transparency, and aim to build a sustainable society by fulfilling social responsibilities with our suppliers.

1. **OPEN**

   We will build transparent and reliable relationships with our suppliers and manage procurement in an open manner, while sharing objectives from a long-term and global perspective.

2. **FAIR**

   We will carry out transactions under the principle of free competition with rational evaluation criteria, and seek mutual benefit with suppliers.

3. **GLOBAL**

   We will have a global outlook and carry out procurement in the regions that best suit our operational needs.

4. **COMPLIANCE**

   We will comply with all relevant laws and regulations, corporate ethics, and internal policies and regulations.

5. **ECOLOGY**

   We will contribute to the international society and local communities by striving to take the lead in environmental protection, while reducing the impact of our operations on ecosystems.

Request to Suppliers

Based on strong partnerships with our suppliers, we ask our suppliers to focus on the following areas in order to increase customer satisfaction and fulfill social responsibilities.

1. **Excellent quality**

   Ensuring the safety of products and services, including compliance with the safety standards of each country and region, and improving quality to meet the demands of customers

2. **Reasonable prices**

   Pursuing prices with market competitiveness

3. **Response to changes in demand**

   Developing a stable supply system that can respond flexibly to changes in demand

4. **Compliance with laws, regulations, and corporate ethics**

   Complying with all laws and regulations of each country and region, and with corporate ethics

5. **Environmental protection**

   Undertaking environmentally conscious business activities and material procurement

6. **Respect for the human rights of workers**

   Respecting basic human rights, including the prohibition of child labor, forced labor, and discrimination based on ethnicity, gender, and any other grounds

7. **Health and safety**

   Providing safe and clean work environments

8. **Information security**

   Continuously improving information security

9. **Firm management foundation**

   Building a firm management foundation to ensure a continuous and stable supply of materials

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

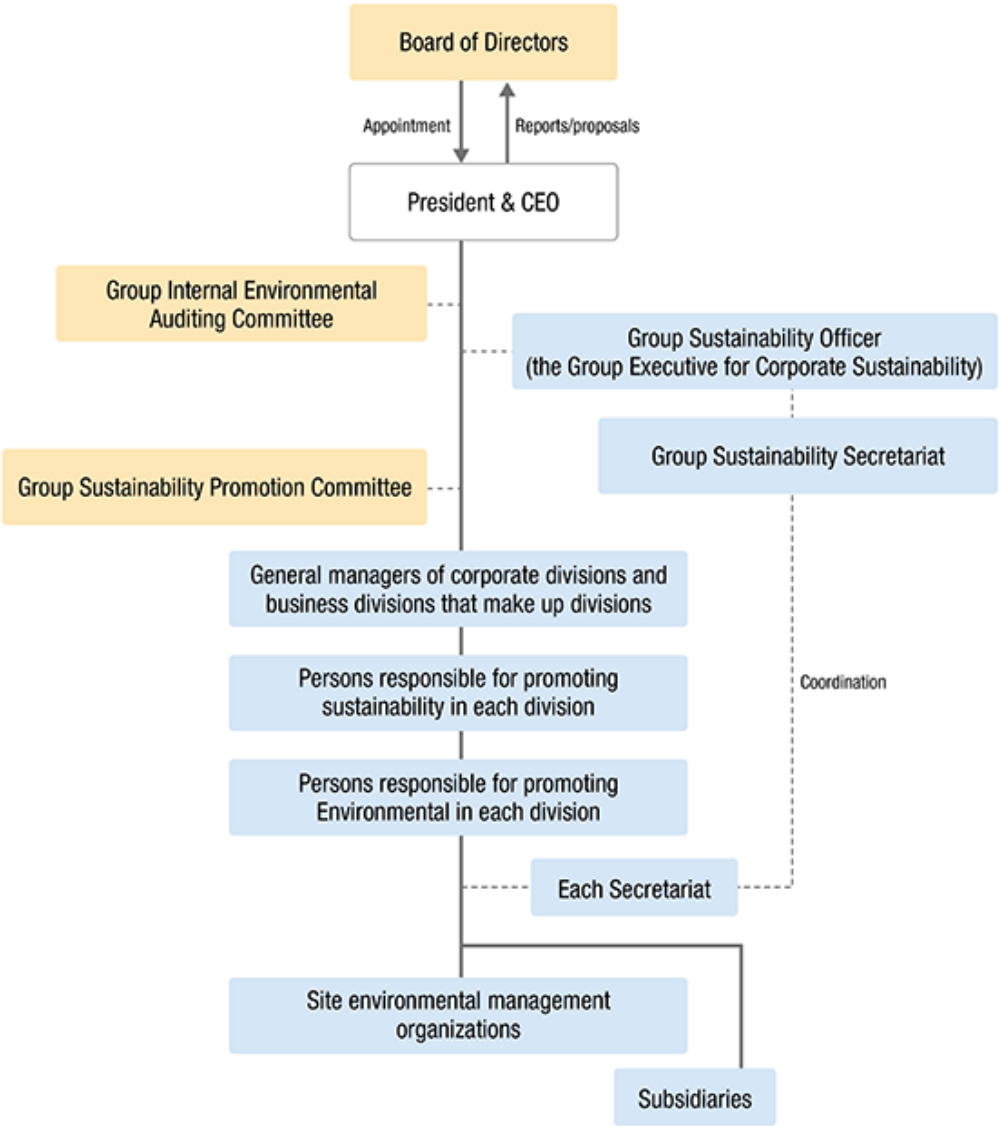
- Konica Minolta Code of Conduct for Suppliers
- Konica Minolta Conflict Minerals Compliance Policy

Structure for Promoting CSR Procurement

Establishing a structure for promoting CSR procurement throughout the supply chain

Konica Minolta has established a group-wide structure for promoting CSR procurement and addressing conflict mineral issues in order to fulfill its social responsibility across the entire supply chain.

Konica Minolta's CSR procurement promotion structure is incorporated into its environmental management system, and they are both run by an executive officer. Under this structure, Konica Minolta reviews group-wide progress related to CSR procurement and conflict mineral issues and agrees on targets and action plans.



Konica Minolta's structure for promoting CSR procurement

Responsible Supply Chain

Implementing CSR Procurement

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  - CSR Audits
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  - Training for Relevant Personnel at Konica Minolta

Cooperating with External Organizations

UN Global Compact

In 2009, Konica Minolta signed the Global Compact, which consists of 10 principles, related to human rights, labor, the environment, and anti-corruption, advocated by the United Nations.

The Global Compact is a set of voluntary action principles for businesses proposed in 1999 by then UN Secretary-General Kofi Annan and officially established at the United Nations Headquarters in 2000. It is an initiative to achieve sustainable growth on a global scale by encouraging businesses to act as upstanding members of the international community by demonstrating responsible, creative leadership in solving various worldwide problems, including global warming, environmental problems, and economical stratification in society.

Konica Minolta participates in various working groups of the Global Compact Network Japan, and it makes use of these experiences in its CSR procurement initiatives.

- Konica Minolta Participates in UN Global Compact
- The United Nations Global Compact Website

Responsible Business Alliance (RBA)

Konica Minolta joined the RBA in October 2013 and has been acting as a member to strengthen its CSR procurement in the supply chain.

The RBA, which is made up of more than 150 companies, including the world's leading electronics manufacturers and their major suppliers, works to improve worker rights (human rights and working conditions), ethics, health, and safety in the supply chain.

- Konica Minolta Joins "Electronic Industry Citizenship Coalition"
- RBA

The RBA Code of Conduct (Source: RBA materials)

Labor

1. Freely Chosen Employment
2. Young workers
3. Working Hours
4. Wages and Benefits
5. Humane Treatment
6. Non-Discrimination
7. Freedom of Association

Environment

1. Permits & Reporting
2. Pollution Prevention
3. Hazardous Substances
4. Solid Waste
5. Air Emissions
6. Materials Restrictions
7. Water Management
8. Energy Consumption and Greenhouse Gas Emissions

Management Systems

1. Company Commitment
2. Management Accountability and Responsibility
3. Legal and Customer Requirements
4. Risk Assessment and Risk Management
5. Improvement Objectives
6. Training
7. Communication
8. Worker Feedback, Participation and Grievance
9. Audits and Assessments
10. Corrective Action Process
11. Documentation and Records
12. Supplier responsibility

Health & Safety

1. Occupational Safety
2. Emergency Preparedness
3. Occupational Injury & Illness
4. Industrial Hygiene
5. Physically Demanding Work
6. Machine Safeguarding
7. Sanitation, food, housing
8. Health & Safety Communication

Ethics

1. Business Integrity
2. No Improper Advantage
3. Disclosure of Information
4. Intellectual Property
5. Fair Business, Advertising and Competition
6. Protection of Identity and Non-Retaliation
7. Privacy
8. Responsible Sourcing of Minerals

Konica Minolta's CSR Procurement Initiatives

Working to improve labor conditions (human rights), ethics, the environment, and safety and health in the supply chain

Companies have to take social responsibility not only for their own products but also for improving labor conditions (human rights), ethics, the environment and health and safety in the supply chain used to deliver products to customers. In line with this recognition, Konica Minolta promotes CSR procurement that pursues these kinds of improvements together with its business partners who supply and produce materials such as raw materials, parts and components, as well as Group production sites, with the aim of establishing a sustainable society in which human rights are respected.

Laws such as the California Transparency in Supply Chains Act and the UK Modern Slavery Act 2015 have been enacted in recent years. More than ever, companies' human rights initiatives must also address the issues of slavery and human trafficking. In response to social demands like these, the RBA*2 has been updating its code of conduct and various systems. As an RBA member, Konica Minolta will make use of the RBA's framework to address these social issues.

Before starting a partner relationship with Konica Minolta, a prospective supplier must complete a questionnaire on labor rights, the environment, ethics, and health and safety, based on the Konica Minolta Code of Conduct for Suppliers, and undergo an on-site inspection by Konica Minolta employees.

*1 Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

*2 Responsible Business Alliance (RBA): Organization that promotes CSR in the supply chain

Konica Minolta's CSR Procurement Promotion Program

Konica Minolta strives to ensure socially responsible procurement by requesting suppliers to participate in CSR activities, assessments, and audits, and thus helping them to improve.

Konica Minolta has implemented a four step CSR procurement promotion program to address any issues related to labor conditions (human rights), ethics, the environment and health and safety in its supply chain.

First, suppliers are requested to carry out CSR activities based on clearly articulated standards to be maintained in line with Konica Minolta's procurement policies and Supplier Code of Conduct. Suppliers from which the Group makes purchases directly are asked to acknowledge and implement the Code to their upstream suppliers.

About 100 suppliers identified to be particularly important to Konica Minolta's business in terms of transaction volume or the irreplaceability or importance of the parts they handle are requested to use the Responsible Business Alliance's Self-Assessment Questionnaire (RBA SAQ) to carry out a CSR assessment that confirms their level of implementation of the Konica Minolta Supplier Code of Conduct. Where assessment results do not meet targets, Konica Minolta requests suppliers to implement corrective actions.

Further, the Group conducts CSR audits on suppliers that are especially important for its business and on suppliers that did not achieve targets despite making improvements. CSR audits are carried out primarily in the style of Konica Minolta CSR Audits*1, with an RBA third-party audit (VAP audit*2) conducted in case as appropriate.

Konica Minolta provides support to help suppliers improve any issues that come to light through the CSR assessments and CSR audits. The aim of Konica Minolta's CSR procurement promotion program is ultimately to empower its suppliers to implement self-directed CSR activities.

Finally, the Group sometimes considers ending business with suppliers that do not make any improvement at all despite the support provided.

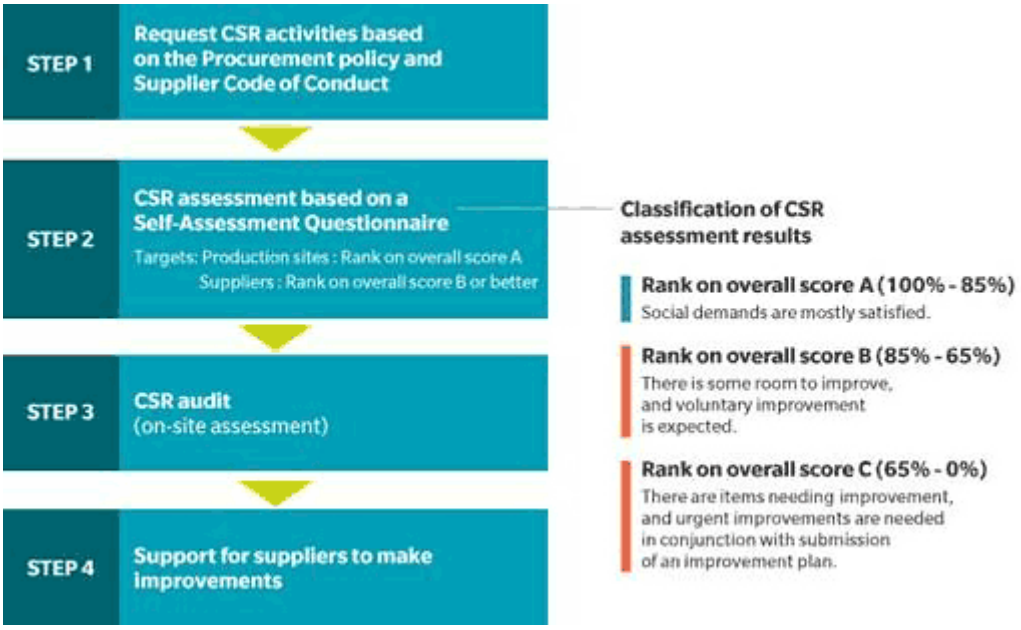
*1 Konica Minolta CSR Audit: Konica Minolta auditors who have RBA qualifications implement an audit based on RBA Audit standards.

*2 RBA third-party audit (Validated Audit Program [VAP] audit): An audit conducted by a third-party auditing organization certified by the RBA to confirm the status of compliance with the RBA Code of Conduct based on audit standards, identify points for improvement, and encourage correction. As a third-party CSR audit, the RBA VAP audit is one of the most trusted in the world.

› Konica Minolta Supplier Code of Conduct

Konica Minolta uses the RBA Code of Conduct as the Konica Minolta Supplier Code of Conduct, which it provides in Japanese, English, and Chinese. See the RBA Code of Conduct for other languages.

- RBA Code of Conduct (Source: RBA website)



Konica Minolta's CSR Procurement Promotion Program

Targets and Results

Plan Duration FY2014 to FY2016					
Key Measures and KPIs	Targets	Performance			Target Year
		FY2014	FY2015	FY2016	
Percentage of suppliers requested to carry out CSR activities	100% implementation	-	100%	100%	End of fiscal 2016
Number of CSR assessments: All Group production sites and important suppliers conducted assessment	Group production sites: All sites Suppliers: More than 130 suppliers	-	Implemented at 16 group production sites and 57 important suppliers	Implemented at 3 group production sites and 79 important suppliers	
Number of CSR audits: Audits conducted at particularly important Group production sites and suppliers	Group production sites: 3 sites Suppliers: 2 suppliers	Implemented at 1 particularly important group production site	Implemented at 1 particularly important supplier	Implemented at 2 particularly important group production sites and 1 particularly important supplier	

Plan Duration FY2017 to FY2019					
Key Measures and KPIs	Targets	Performance			Target Year
		FY2017	FY2018	FY2019	
Percentage of suppliers requested to carry out CSR activities	100% implementation	100%	-	-	End of fiscal 2019
Number of CSR assessments: All Group production sites and important suppliers conducted assessment	Group production sites: All sites Suppliers: More than 120 suppliers	Implement at 3 group production sites and 50 important suppliers	Implement at 18 group production sites and 15 important suppliers	Implement at 2 group production sites and 41 important suppliers	
Number of CSR audits: Audits conducted at particularly important Group production sites and suppliers	Group production sites: 2 sites Suppliers: 2 suppliers	Implement at 2 particularly important group production sites and 1 particularly important supplier	Confirmation of improvement of issues pointed out at 2 important group production sites	Implement at 1 particularly important supplier	

Plan Duration FY2020 to FY2022		
Key Measures and KPIs	Targets	Target Year
Percentage of suppliers requested to carry out CSR activities	100% implementation	End of fiscal 2022
Number of CSR assessments: All Group production sites and important suppliers conducted assessment	Implement at group production sites and about 100 important suppliers	
Number of CSR third-party audits (RBA-VAP) :particularly important Group production sites and suppliers	Particularly important group production sites and 5 particularly important supplier	

Requesting CSR Activity to Suppliers

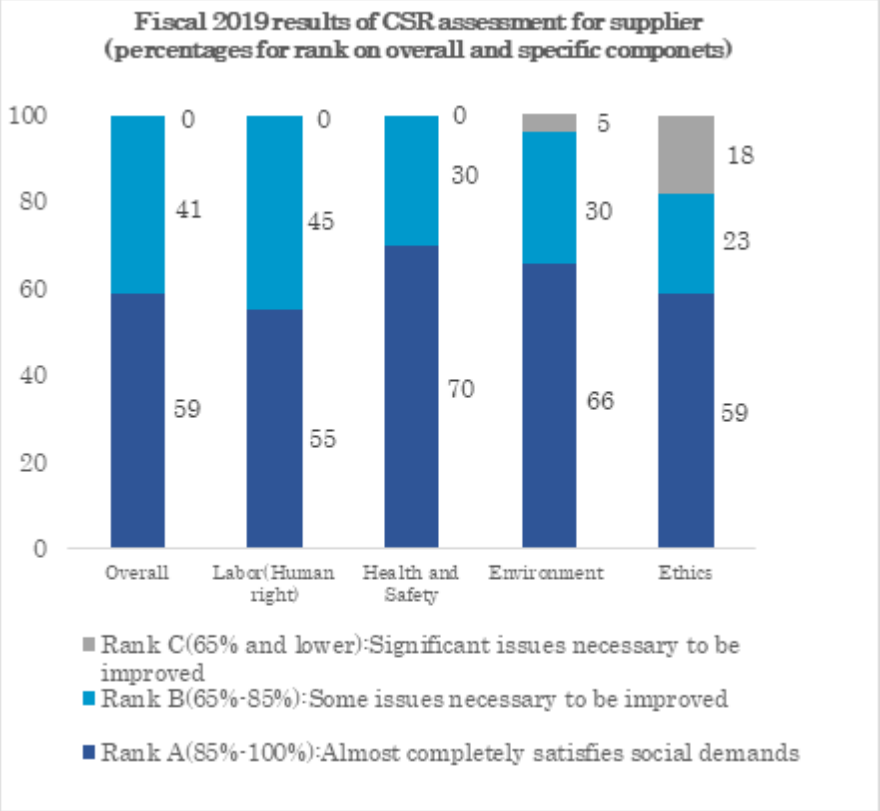
Suppliers worldwide are sent copies of Konica Minolta's procurement policies and the Konica Minolta Supplier Code of Conduct and asked to comply with them. The aim is to get suppliers to understand and promote the CSR procurement policies and standards required by Konica Minolta.
From fiscal 2017 to fiscal 2019, while requesting suppliers to undertake CSR activities, Konica Minolta also confirmed their cooperation with the policies and standards by written consent. The response rate was 98%.

CSR Assessments Using a Self-Assessment Questionnaire

CSR assessments using a Self-Assessment Questionnaire are conducted at production sites and important suppliers, in order to assess the level of implementation of the Konica Minolta Supplier Code of Conduct.

Konica Minolta has conducted CSR assessments using the self-assessment questionnaire based on the RBA framework since fiscal 2009. The CSR assessment evaluates site initiatives to address social issues such as labor (human rights) protection, ethics, and health and safety, as well as environmental issues such as minimizing environmental impact. Konica Minolta classifies the results of the self-assessment questionnaire from rank A to C. The targets for overall scores are rank A for all Group production sites and rank B or higher for all suppliers. Rank C suppliers are considered to be high-risk, and CSR audits are conducted for those suppliers that have not achieved their targets even after implementing improvements.

In fiscal 2019, two Group production sites and 44 suppliers implemented the assessment, with all production sites achieving rank A and all suppliers achieving rank B or higher on their overall score. There were no high-risk rank C suppliers. These assessment results met the target, but suppliers whose scores for specific components such as labor issues (human rights), ethics, environment, or health and safety revealed weaknesses were asked to make voluntary improvements. It is also notable that there was a trend toward relatively low scores in the area of ethics and the environment.



CSR Audits

Konica Minolta has been promoting improvement to the audit findings in its major production sites since 2014, by implementing RBA third party audit (VAP audit) at first. Based on this knowledge, Konica Minolta CSR Audits*1 have been introduced at the companies who produce the main units for multi-functional peripherals (MFPs)/printing equipment. In fiscal 2017, the audit target was expanded to include not only the company manufacturing the main unit of the MFPs, but also materials for MFPs, including the company that produces consumables such as toner cartridges, etc., and a CSR audit was conducted. Bases for the final production in Konica Minolta's mainstay business, the Office Business, are mainly located in Japan, China, and ASEAN. Konica Minolta places great importance on audits at those bases in order to practice high-quality craftsmanship as a manufacturer and to carry out CSR-oriented production activities. The implementation rate of RBA third party audits (VAP audits) and Konica Minolta CSR Audits up to fiscal 2019 is 71%. These CSR audits uncovered several issues, such as management of total working hours, implementing training in areas such as labor and ethics, and the construction of an internal auditing system. To solve these issues, the audited company created and implemented an improvement plan, and a follow-up audit showed that the improvements have been completed. The non-conformance rate in RBA third party audits (VAP audits) and Konica Minolta CSR Audits was 7%, and there were no priority non-conformance points at the completion of the follow-up audits. The completion rate for correction of other non-conformities was 50%. Konica Minolta sites will continue to improve conformity through the use of plan-do-check-act (PDCA) cycles.

*1 Konica Minolta CSR Audits are performed by Konica Minolta auditors with RBA qualifications, using RBA auditing standards.

At Konica Minolta Business Technologies (WUXI) Co., Ltd., located in China, an RBA third-party audit (VAP audit) was conducted in fiscal 2014 and made corrective actions. In fiscal 2017, the new internal audit system was used to conduct a self-evaluation and make improvements on problem areas such as labor, safety and health. The internal audit system will remain in use in the future to make continued improvements.

Konica Minolta Business Technologies (Dongguan) Co., Ltd. in China, and Konica Minolta Business Technologies (Malaysia) Sdn. Bhd. have already completed Konica Minolta CSR audits. In order to improve issues identified in their audits of fiscal 2016, the two companies established internal audit systems and implemented training about RBA audit standards and CSR issues to their internal auditors. This led to the establishment of systems that enable continuous improvement. The two sites are also continuing to work on improvements concerning some of their remaining labor issues.

In fiscal 2017, a Konica Minolta CSR Audit was conducted to Konica Minolta Supplies Manufacturing Co., Ltd. and Konica Minolta Supplies Manufacturing France S.A.S. Although the audit showed the commonly observed issue of a need to set up an internal audit system, there were no particular issues uncovered regarding immigrant labor and child labor based on the RBA standards (A1.4 and A2.1). A follow-up audit was conducted at Konica Minolta Supplies Manufacturing in fiscal 2018, and it confirmed that improvements to the labor(human rights) and management system had been completed. Konica Minolta also confirmed that the management system had been improved at Konica Minolta Supplies Manufacturing France.

Konica Minolta CSR Audit at Konica Minolta Supplies Manufacturing France S.A.S.

Allied Precision Manufacturing in Malaysia implemented a Konica Minolta CSR audit in fiscal 2015, and took corrective actions with Konica Minolta's support. A follow-up audit was implemented in fiscal 2016, confirming that improvements to ethics, environment, and management systems had been completed. The company is still working on improving certain issues.

In addition, a Konica Minolta CSR audit was done in fiscal 2016 at Dong Guan Konka Mould Plastic Co., Ltd. in China, and corrective actions were taken with Konica Minolta's support. A follow-up audit was implemented, confirming that improvements to the environmental issues had been completed. The company is still working on improving certain issues.

A Konica Minolta CSR Audit was also conducted at the factory which produces office equipment product on a consignment basis in China. The consigned production factory has incorporated a management system based on the RBA Code in the areas of labor, ethics, environment, safety and health, and confirmed that there is a firm framework in place for making continued improvements.

In fiscal 2019, a new Konica Minolta CSR Audit was conducted at the factory that produces Office equipment products on a consignment basis in China, and improvement efforts were implemented with the support of Konica Minolta. A follow-up audit confirmed that improvements to some of the labor issues and the management system had been completed. The company is still working on improving certain issues.

Support and Incentives for Suppliers

Aiming to encourage suppliers to engage in self-directed CSR activities, Konica Minolta explains to suppliers the social expectation for CSR procurement, including customer demands, and provides education related to RBA audit standards required in CSR audits. Also, based on audit results the Group provides suppliers with support for improvements that make use of Konica Minolta's knowledge.

In fiscal 2017, a Chinese manufacturer, Dong Guan Konka Mould Plastic Co., Ltd., which implemented a Konica Minolta CSR Audit in fiscal 2016. was given support to conduct its own internal audit the following year, including education to their internal auditors. This support is helping the company to establish a framework for its own continuous improvement.

Training for Relevant Personnel at Konica Minolta

In order to succeed with CSR procurement, the Konica Minolta Group must ensure that relevant personal understand its CSR procurement objectives and tools for implementation. Every year, training is conducted on the importance of helping to create a sustainable society by promoting CSR procurement. Other topics include social trends related to CSR, trends in laws and regulations worldwide, and the need for internal CSR procurement initiatives. Training is provided to about 80 people each year, including members of the human resources, procurement (buyers), and environmental affairs departments in Konica Minolta, Inc. and its production sites.

Internal education at Konica Minolta Business Technologies (DONGGUAN) Co., Ltd.

Responsible Supply Chain

Addressing the Issue of Conflict Minerals

- Konica Minolta's Initiatives Regarding the Issue of Conflict Minerals
- Framework for Initiatives
  - Step 1. Establish strong company management systems
  - Step 2. Identify and assess risk in the supply chain
  - Step 3. Design and implement a strategy to respond to identified risks
  - Step 4. Carry out independent third-party due diligence audits for SORs
  - Step 5. Report annually on supply chain due diligence
- Cooperating with External Organizations
- Targets and Results
  - Response to Customers' Request for Survey
  - Office Business and Professional Print Business Conflict Minerals Survey
  - Other Initiatives

Konica Minolta's Initiatives Regarding the Issue of Conflict Minerals

As a global company with a supply chain stretching around the world, Konica Minolta addresses the issue of conflict minerals in order to prevent human rights violations associated with conflict.

It has been pointed out that the mining of the mineral resources for tungsten, columbite-tantalite, gold, and cassiterite in the Democratic Republic of the Congo or adjoining countries can end up fueling conflict.

Seeking to prevent conflict-related violations of human rights such as child and forced labor, the Organization for Economic Co-operation and Development (OECD) established Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas[*1] and requires that companies take responsible initiatives in the supply chain. Additionally, Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which was passed in 2010 in the United States, requires companies listed on a U.S. stock exchange to disclose information about conflict minerals[*2] derived from regions of conflict. Corporate organizations also pursue initiatives addressing conflict minerals, including the Responsible Minerals Initiative (RMI))[*3], which has a global reach, and in Japan the Responsible Minerals Trade Working Group, established as part of the Japan Electronics and Information Technology Industries Association (JEITA)[*4].

*1 A measure for identifying and assessing the risk of infringement of human rights based on fact-finding surveys in the supply chain for minerals, and preventing or mitigating adverse effects

*2 Conflict minerals: Cassiterite (tin), coltan (columbite-tantalite), gold, wolframite (tungsten), or their derivatives; also known as 3TG.

*3 Responsible Minerals Initiative (RMI): An organization that spearheads initiatives addressing conflict minerals to which over 300 companies and organizations around the world belong.

*4 Japan Electronics and Information Technology Industries Association (JEITA): An organization to which about 400 companies and organizations belong, primarily in Japan's IT and electronics field.

- Konica Minolta Conflict Minerals Policy Statement

Framework for Initiatives

Konica Minolta carries out initiatives addressing conflict minerals in line with the Five-Step Framework for Risk-Based Due Diligence in the Mineral Supply Chain in the OECD Guidance.

Step 1. Establish strong company management systems

Konica Minolta has established the Konica Minolta Conflict Mineral Policy Statement, which addresses the prevention of human rights violations caused by conflicts. This statement requires that suppliers are familiar with Konica Minolta policies on conflict minerals and that conflict mineral policies are incorporated into contracts with business partners.

Konica Minolta's conflict mineral programs are incorporated into its sustainability promotion system, which is led by an executive officer. In addition, a mechanism for implementing conflict mineral surveys, including production sites in Japan and overseas, has been prepared to identify the smelters or refiners (SORs) in the supply chain. The management and staff in the procurement divisions in charge of procurement are given training to enhance their understanding of conflict mineral initiatives and motivate them.

Step 2. Identify and assess risk in the supply chain

Using the Conflict Minerals Reporting Template (CMRT) and Cobalt Reporting Template (CRT) issued by RMI, Konica Minolta implements surveys of conflict mineral and cobalt. The survey confirms the content of 3TG and cobalt, surveys the country of origin, identifies the SORs in the company's supply chain, and confirms the business partners' due diligence. Based on the results of the survey and information about the identified SORs in the supply chain, Konica Minolta assesses the risk to the supply chain overall, by each business partner, and by each product. These results are reported to the executive officer in charge.

Step 3. Design and implement a strategy to respond to identified risks

Based on the results of the risk assessment, Konica Minolta requests all suppliers to take any needed steps to ensure that their business is not in any way complicit in the funding of conflict forces. Konica Minolta conveys any customer concerns to suppliers using smelters and refiners that customers have expressed concerns about, and asks that they respond appropriately, such as reassessing the SOR in question. Indirect efforts are also made to eliminate the risk of conflict complicity, such as activities building awareness about the issue of conflict minerals.

Step 4. Carry out independent third-party due diligence audits for SORs

Konica Minolta is a member of RMI, which operates an audit program (the Responsible Minerals Assurance Process [RMAP]) certifying that SORs are conflict-free.* In addition, through JEITA activities, SORs are encouraged to participate in RMAP.
*SORs that conform to the Responsible Minerals Assurance Process managed by RMI.

Step 5. Report annually on supply chain due diligence

Konica Minolta's conflict mineral initiatives are disclosed every year on its website and in its CSR report.

Cooperating with External Organizations

Konica Minolta promotes programs addressing conflict minerals in cooperation with external organizations.

Konica Minolta is a member of RMI, which leads global initiatives on conflict mineral issues. RMI's Conflict Minerals Reporting Template is adopted worldwide. RMI also operates a program that certifies which SORs are conflict-free, and it operates other activities designed to promote a responsible supply chain for mineral procurement.

In Japan, Konica Minolta participates in JEITA's Responsible Minerals Trade Working Group. This working group promotes programs addressing conflict mineral issues among IT and electronics companies in Japan.

Targets and Results

The Konica Minolta Group responded to requests about conflict minerals from customers across all of its businesses, and also continued to conduct a voluntary conflict minerals and cobalt survey in its core Office Business and its Professional Print Business. The Group assess risk and encourages conflict-free suppliers.

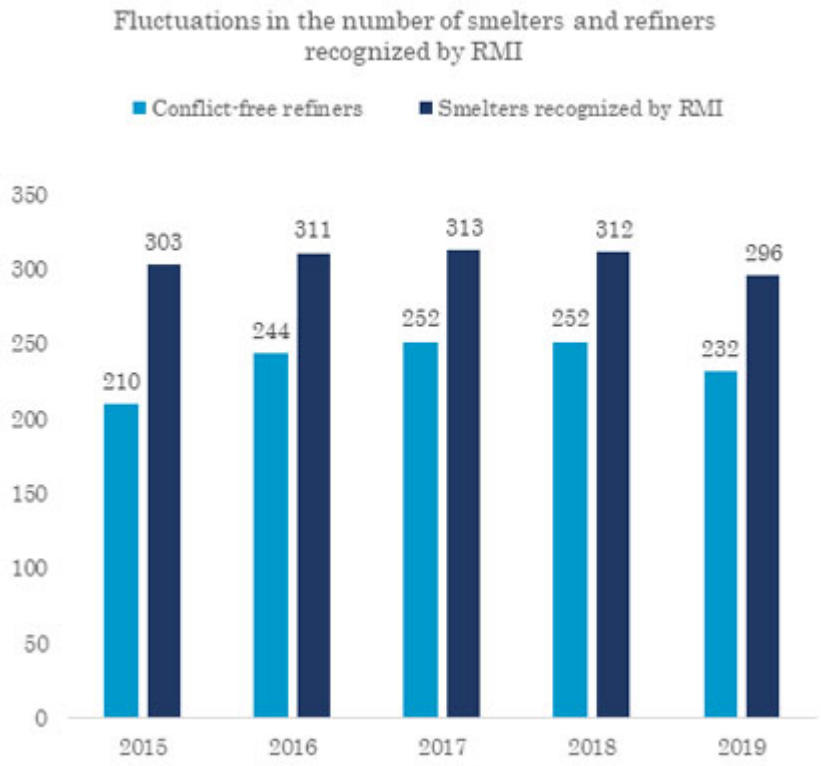
Fiscal 2019 Targets	Fiscal 2019 Results
• Response rate from suppliers regarding the conflict minerals survey: Sustained at over 95% • Response from customers to survey requests (KPI) 100% response rate	• Response rate from suppliers: 95% • Response rate from all customers to survey requests: 100%

Response to Customers' Request for Survey

In fiscal 2019, many customers in the Business Technologies Business, Professional Print Business, Healthcare Business and Industrial Business requested conflict mineral surveys. Konica Minolta responded to all customers by submitting completed conflict mineral survey reports. Inquiries about conflict minerals other than surveys were responded to appropriately, based on survey results and the company's own initiatives. Konica Minolta started surveys of cobalt responding to requests from customers in fiscal 2018.

Office Business and Professional Print Business Conflict Minerals Survey

In the core Office Business and the Professional Print Business, annual conflict mineral surveys have been planned and implemented since fiscal 2013, cobalt surveys since fiscal 2019. These surveys were also done in fiscal 2019, and 95% of suppliers within the scope responded. In addition, when carrying out the survey, suppliers were requested to reduce smelters unknown to ensure transparency in their supply chain and ensure their products are conflict-free.



The conflict mineral survey confirmed that 296 SORs in the supply chain are recognized by RMI. Of these, 232 were certified as being RMAP-compliant SORs. Also, 87 countries were identfied to be sourcing 3TG in the supply chain (as of March 31, 2020).

- List of smelters / refiners
- List of country of production

In addition, toner, one of Konica Minolta's major products, was confirmed to be conflict-free. Some other products and materials were confirmed to be conflict free because they are made from recycled materials. No evidence of conflict complicity was found in the supply chain surveyed.

Other Initiatives

The conflict mineral survey was also done in the Healthcare Business and the Industrial Business, not only the Office Business and the Professional Print Business. As a result, Konica Minolta was able to confirm that some products in the optical lens and functional film categories are entirely conflict-free.

Konica Minolta cooperates with external organizations, including participating in an initiative where members of JEITA's Responsible Minerals Trade Working Group encourage SORs to be involved in a conflict-free audit program. In addition, Konica Minolta provided an instructor for the JEITA Conflict Mineral Survey Briefing, held by JEITA on June 14, 2019. Konica Minolta also participates in the Conflict Free Sourcing Working Group (CFS-WG), established jointly by JEITA and automotive companies, in programs that go beyond industry boundaries.

Responsible Supply Chain

Procurement Initiatives

- Procurement Collaboration System
- Environmental Collaboration Aimed at Strengthening the Management of Chemical Substances Included in the Supply Chain
- Holding Suppliers' Meetings
- Commendation of Suppliers

Procurement Collaboration System

Promoting procurement collaboration to increase customer satisfaction

Seeking to increase customer satisfaction, the Business Technologies Business promotes a Procurement Collaboration System in which suppliers and Konica Minolta work together in pursuit of improvements. In this initiative, the Group shares challenges through dialogue with and visits to suppliers, makes proposals needed for their resolution, and provides concrete support aimed at comprehensive improvements in terms of quality, delivery, productivity, the environment, and business management. Suppliers also point out issues to Konica Minolta, which serves to improve problems in business transactions.

Environmental Collaboration Aimed at Strengthening the Management of Chemical Substances Included in the Supply Chain

Konica Minolta has implemented environmental collaboration with suppliers to reduce environmental risk as a procurement collaboration system in the area of the environment. This initiative creates solid partnerships through on-site assessments and educational support for suppliers in order to strengthen management of chemical substances included in the supply chain.

In fiscal 2019, Konica Minolta went directly to the manufacturing sites of 40 suppliers in and outside Japan and conducted on-site assessments, working with suppliers to strengthen the chemical substances management system. In addition, the company started confirming activities in areas such as labor, health and safety, the environment, and ethics at its suppliers' manufacturing sites.

In addition, Konica Minolta has established an educational system focused on laws and regulations as well as on-site management that it uses to train suppliers' internal assessors in an effort to support the independent management of chemical substances on the part of suppliers. Education on changing trends and Konica Minolta's initiatives was added to CSR procurement initiatives starting in fiscal 2018. In fiscal 2019, Konica Minolta held training sessions using e-learning, training more than 240 internal assessors from 128 companies, and conducted approximately 150 internal assessments.

Holding Suppliers' Meetings

Konica Minolta holds annual suppliers' meetings as part of its procurement collaboration system. Since fiscal 2015, accompanying the growing number of suppliers in the ASEAN region, the Group has held suppliers' meetings in Malaysia, in addition to the meetings in China already held regularly.

At a meeting held in fiscal 2018, the Group explained the Konica Minolta Procurement Policy, reported procurement results and the procurement plan for the next fiscal year, and shared goals and challenges. Over 350 attendees from 180 suppliers participated in the meeting, which was a meaningful opportunity for communication..

Suppliers' meeting in China

Commendation of Suppliers

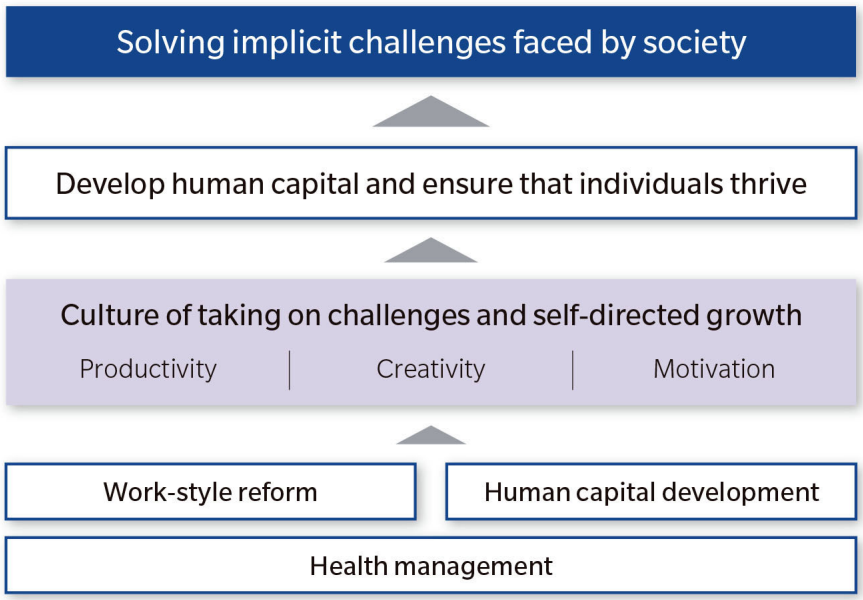
Konica Minolta takes the opportunity of the suppliers' meeting to commend suppliers. The purpose of commending suppliers with excellent records in terms of quality, delivery, productivity, and the environment is to encourage all suppliers to undertake further improvement initiatives.

Human Capital

Basic Concept

Developing Human Capital to Drive Value Creation

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



Work-Style Reform

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

Developing Human Capital

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

Managing Occupational Safety and Health

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

Initiatives to Increase the Health of Employees

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

Promoting Reform of Corporate Culture and Communication

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

Human Resources Data Summary

- Employee Composition by Employment Status
- Number of Employees, by Gender
- Employees by Region
- Number of Newly Hired Employees
- Percentage of Management Positions Held by Women
- Percentage of Employees with Disabilities
- Percentage of Local Hires at Subsidiaries Outside Japan
- Indicators Related to Work-Life Balance
- Work-Life Balance Support Program Use
- Percentage of Employees who Return to Work after Childcare Leave
- Percentage of Unionization
- Retention Status of Employees
- Occupational Accidents

Human Capital

Work-Style Reform

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Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures

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

Expanding the System for Creating Innovation

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

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

Expanding the Remote Work System

Konica Minolta is working diligently to reform work styles. One key element of this effort is enabling employees to work without being tied to a single location. In April 2017, Konica Minolta, Inc. launched a remote work system for all employees. The system allows employees to work at home and other places away from the office, enabling them to shorten their commute and other travel time and to work in a variety of different ways. The remote work system is also being expanded at its sales companies in and outside of Japan.
Since remote work does not tie employees to a particular workplace, it can help them be more systematic about their work and concentrate on output. This work style generally raises hourly productivity. Additionally, moving across workplaces and environments exposes employees to diverse ideas, creates time to concentrate, and helps to spur creativity. By improving the efficiency of operations through the introduction of RPA,* and by improving operational processes, the company is contributing to the promotion of remote work through greater computerization of operations.

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

Expanding the System for Work-Life Balance

Finding ways to help employees balance work and childcare responsibilities

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

Support for Women Balancing Childcare and Career Goals

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

Efforts to Promote Childcare Participation by Men

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

Payment of a “Next-Generation Fostering Allowance”

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

Please refer to the Human Resources Data Summary for details on use of the work-life balance support system.

› Human Resources Data Summary

Human Capital

Developing Human Capital

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

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures

- Development and recruiting of executive candidates who will be responsible for promoting digital transformation (DX) in Konica Minolta
- Development of executive officer candidates for sustainable growth
- Attracting millennials
- Human resources development utilizing people analytics

Human Resource Development

Developing talent globally and locally

Konica Minolta is training next-generation leaders who can perform globally to win among severe competition. The Group has also set up training programs in Japan to support the growth of each individual employee and actively train our talented members who will lead in the future.

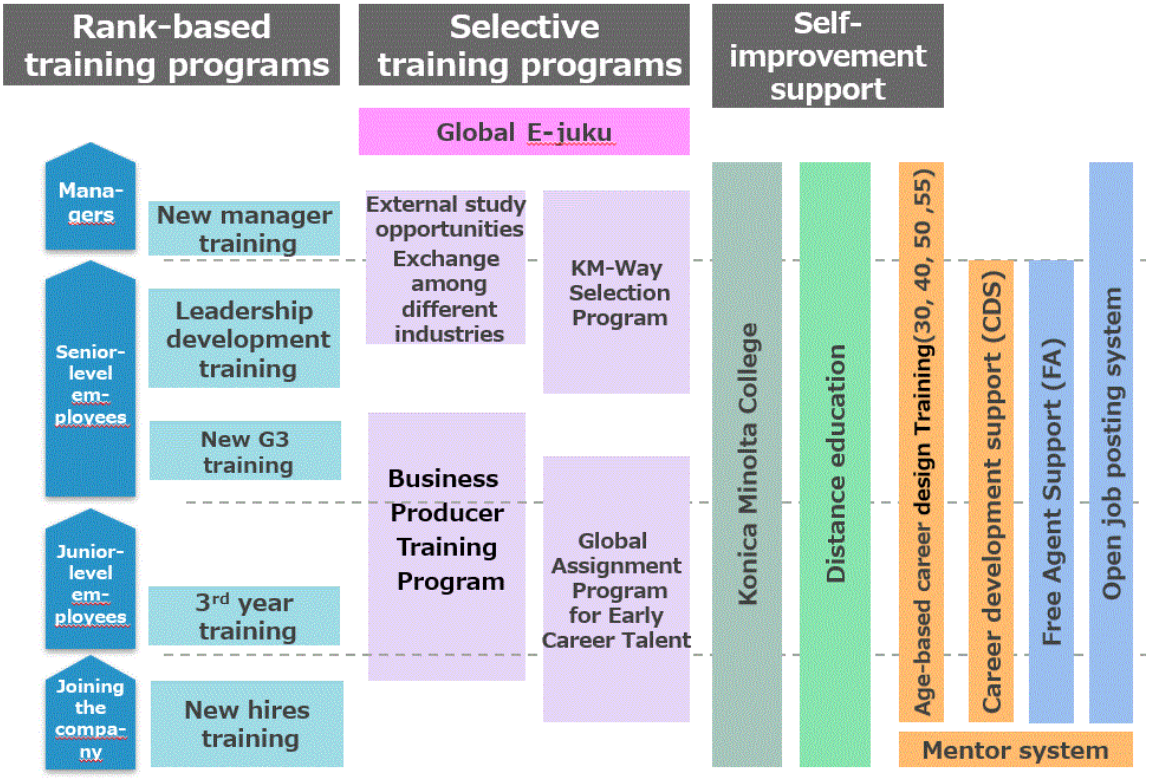
Executive Development Program

At Konica Minolta, the aim is to foster "true management executives" who can promote creative destruction and succeed globally. This is why, in cooperation with a business school, the business leader education program (called “Global e-Juku”) is implemented for executive candidates, including those from Group companies globally. In the fiscal 2018 and 2019 programs, there were a total of 18 participants (10 from Japan and 8 from elsewhere). In conversations with leading executives within and outside of the company, the participants gained an appreciation for what it takes to become a true management executive and expanded their outlook. Discussing DX and other topics, they also tried forecasting the highly unpredictable future business environment, and worked on project proposals for Konica Minolta’s transformation to become a digital company with insight into implicit challenges.

Developing a Human Capital System

As the foundation of its OJD,* Konica Minolta, Inc. enhances its impact by providing rank-based training tailored to changes in roles and positions, as well as a range of training programs to raise knowledge and skills. In addition, the company offers a wide range of education programs to complement these. The company focuses resources on its selective training programs, which train the business producers that will lead Konica Minolta in the future. A total of approximately 9,600 employees took the training programs provided in fiscal 2019 (including rank-based training and the Konica Minolta College), and the total time spent in training was approximately 83,000 hours. In addition, the average training time per employee per year was about 16 hours (about 2 days).

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



Business Producer Training Program (CGF)

Konica Minolta has implemented a program to develop business producers who can drive strong growth, starting in the early stage of their careers. This program, called the Challenge Growth Forum (CGF), is offered to select employees who are motivated to solve social challenges by creating new value. In fiscal 2018, 20 employees participated. The program participants follow a development curriculum as they study and work together at creating new businesses. The curriculum is devised by a governing board made up of members chosen from various fields who have a passion for human resource development. As such, this program also plays a major role as a forum for interaction and diligent study that goes beyond the workplace and that crosses areas of expertise and generations.

Brainstorming new business ideas

KM-Way Selection Program

This program is intended to train leaders who have the mindset and skills to create new businesses, and to foster a culture focused on open innovation strategy, by giving leaders a chance to learn Konica Minolta's own digital innovation creation process (KM-Way). This will help Konica Minolta to transform into a digital company with insight into implicit challenges and to grow sustainably.
Every year, about 30 employees are selected from among general employees and managers for a three to five months program. The participants acquire the mindset and skills needed to implement KM-Way, Konica Minolta's own technology management framework, through case studies, proposal of new businesses and the resolution of management of technology challenges in their own departments. Participants who complete the program are expected to not only implement this on their own, but also play active roles as leaders who promote innovative changes in their own departments while spreading what they have learned within their department.

KM-Way Selection Program (for managers)

System to Develop and Certify ICT Personnel

Konica Minolta has implemented an internal training program to develop ICT personnel who can leverage IT and digital technologies to provide added value from the customer's perspective. The ICT Personnel Skills Certification System has been put in place to certify and register skill levels, from beginner to expert, based on the company's definitions of human capital, such as Data Scientist.*1 A training curriculum has been developed at each level. In fiscal 2019, 71 employees were certified and registered as Data Scientists, 129 as KM Product Owners*2, and 9 as IT Architects.*3 Training was also provided at development sites outside Japan, and efforts have begun to expand the certification system worldwide.

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

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

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

Konica Minolta College

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

Konica Minolta College

Global Assignment Program for Early Career Talent

Konica Minolta, Inc. has a short-term training program that allows early-career employees to go abroad to learn at sales companies and world-class business schools. By practicing leadership and interacting with others possessing diverse values, these employees can improve and expand their outlook, which helps them to succeed on the global stage. The aim is to develop leaders early in their careers. In fiscal 2019, 42 employees participated in the program (half year program).
Group companies outside of Japan also send employees to experience operations at group companies in other countries, including Japan, for several months or even several years. By providing program participants with an opportunity to experience different business customs and cultures, the program is accelerating the development of the leaders who can provide Konica Minolta value worldwide.

Participant taking part in a trade show exhibit

Age-Based Career Design Training

This is a program to support career development at turning-point ages (30, 40, 50, and 55), in order to provide employees with opportunities to think about their careers in light of contributions to the company and their own job satisfaction and to support their own development. Participants think about their future vision through awareness of the environment and self-analysis. After the training, they have an interview with a superior, full-time advisor and work towards independent self-fulfillment.

Age-Based Career Design Training

A Personnel System Designed to Promote Human Resource Development

Assessment and Treatment System

Konica Minolta, Inc. will continue to develop talented personnel who can win among global competition, aiming to create an organization that continues to provide customers with new value. In order to accelerate these results, the company revised its personnel assessment and treatment system for general employees in 2016. A new system that will highly evaluate talented personnel who act in accordance with the Konica Minolta Philosophy and take on the challenge of pursuing ambitious goals without fear of failure was devised.
Moreover, seniority is no longer considered in determining employee treatment. Instead, skills and results are evaluated fairly and reflected in promotions and salary increases.

Open Job Posting and Free Agent Systems

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

Evaluation by External Parties

Recognized at the Good Career Company Awards 2019 with an Innovation Award (Human Resources Development Bureau Director-General Award from Japan's Ministry of Health, Labour and Welfare)

At the Good Career Company Awards 2019, hosted by Japan's Ministry of Health, Labour and Welfare, Konica Minolta With You, Inc., a special subsidiary of Konica Minolta, Inc., received an Innovation Award, otherwise known as the Human Resources Development Bureau Director-General Award.

The Innovation Award is given to companies that provide support for employees to further their own careers as part of efforts to tackle important issues within the company. In particular, the award recognizes companies with outstanding results from different model of initiatives, such as providing career development support with a focus on target employees and initiative methods, and linking the efforts to human resource development, and eventually to concrete corporate management results.

Reason for Award
Konica Minolta With You was commended for providing career development support that aims to maximize the vocational skills of employees with disabilities. It has been doing this by assigning employees to various types of jobs during their first three years after joining the company, and by helping them to create a long-term career vision with goals to be achieved within five years.

Establishment of a Global HR Organization

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

Human Capital

Managing Occupational Safety and Health

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

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

Preventing occupational accidents

- Serious accidents*1: 0
- Frequency rate of accidents causing absence from work*2 in the three-year period of the Medium-Term Business Plan: 0.1 or less (FY2017–2019)
  FY2020–2022: Reduce to 0.15 or less by FY2020
  (The details and results of the company's safety promotion activities from fiscal 2017 to 2019 were reviewed along with the accident levels at other companies in the same industry. By backcasting from a goal of 0.1 or less by 2030, a new plan was prepared and a revised target value was set.)

*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 accidents causing absence from work:	The number of persons absent from work per one million total actual working hours for current employees

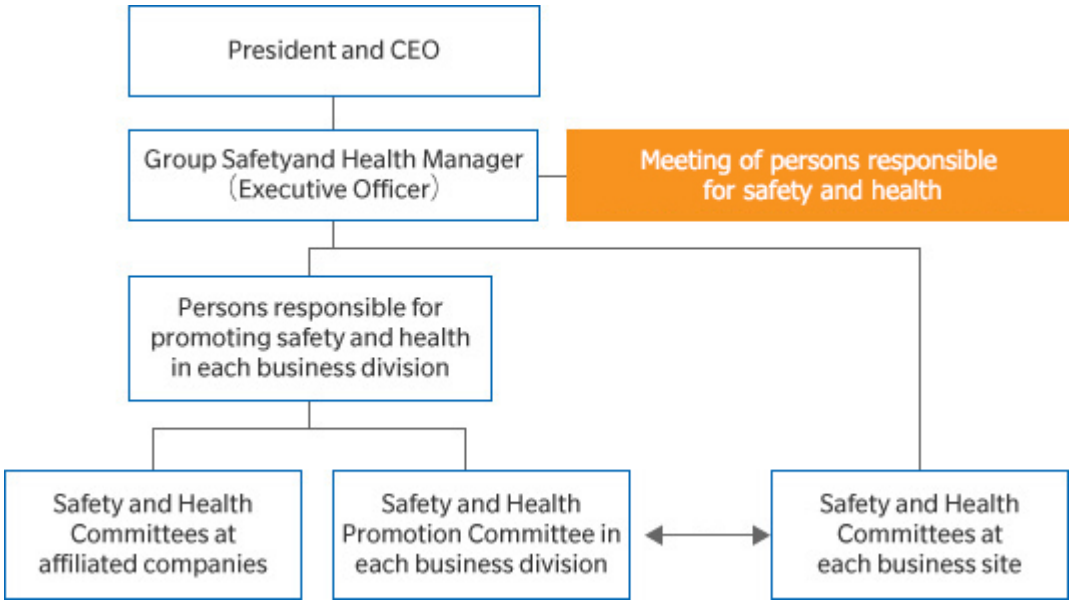
Occupational Safety and Health Management System

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

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

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

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



Konica Minolta Group Occupational Safety and Health Management System

All group companies in Japan and the Group's main production companies outside Japan have adopted an occupational safety and health management system. Some group companies have obtained external certification, including OHSAS 18001 and ISO 45001. On an employee-number basis, 14% of the Group's global workforce is in a worksite that has acquired external certification (as of March 31, 2020).

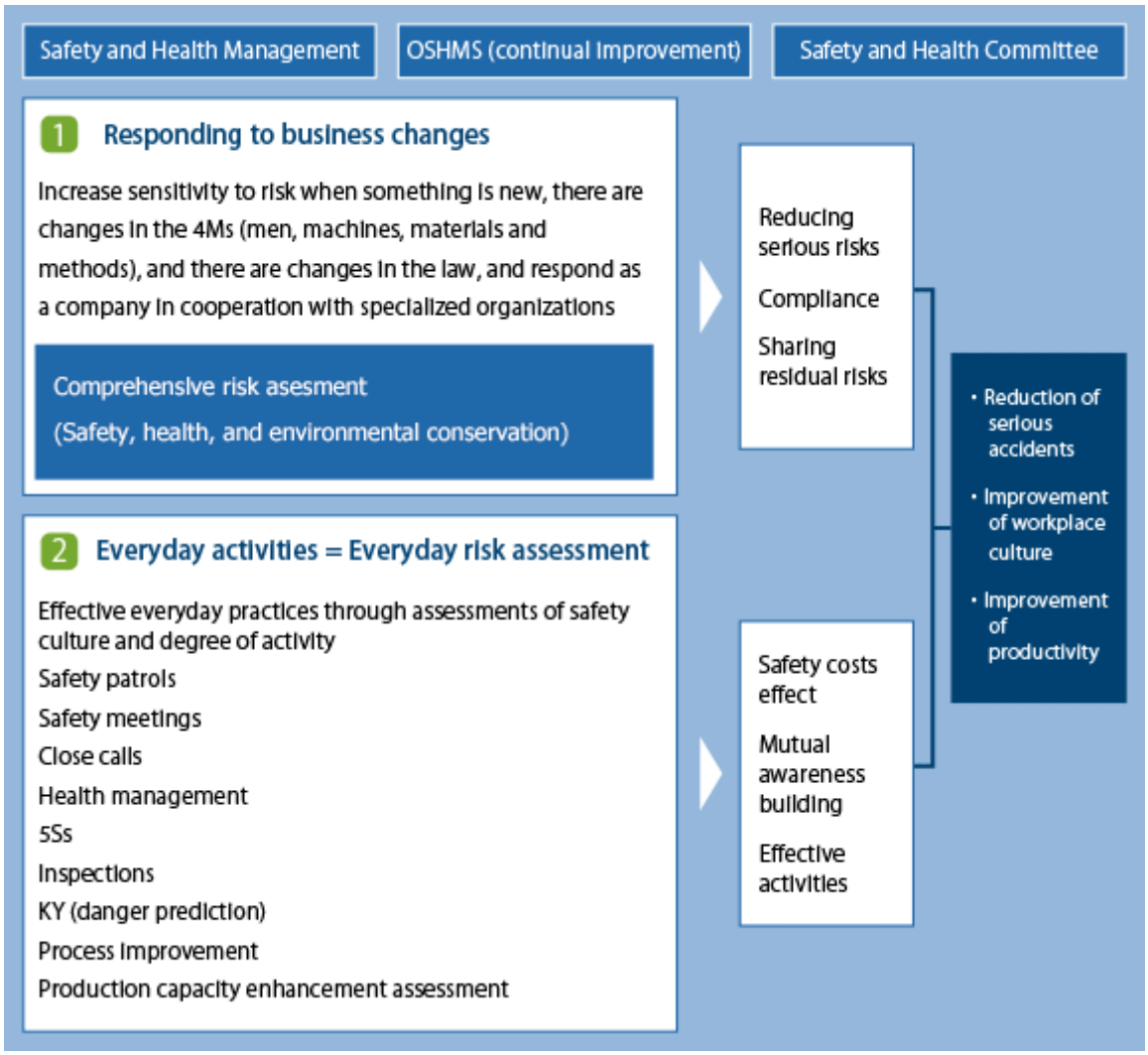
Externally Certified Health and Safety Management Systems in the Konica Minolta Group

Company	Date	Valid through	Standard
Konica Minolta Optical Products (SHANGHAI) Co., Ltd.	Nov. 10, 2009	Mar. 11, 2021	OHSAS 18001:2007
Konica Minolta Business Technologies (Dongguan) Co., Ltd.	Nov. 27, 2012	Mar. 12, 2021	OHSAS 18001:2007
Konica Minolta Opto (Dalian) Co., Ltd.	Dec. 12, 2011	Dec. 7, 2020	GB/T 28001-2011 / OHSAS 18001:2007
Konica Minolta Business Technologies (Malaysia) Sdn. Bhd.	Jan. 16, 2015	Jan. 15, 2021	ISO 45001:2018

Preventing Accidents During Working Hours

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

During the period of the Medium Term Business Plan (FY2017–2019), the Konica Minolta Group's targets were zero serious accidents[*1] and an accident frequency rate[*2] of 0.1 or less. During the period of the next business plan (FY2020–2022), the Group will implement a variety of measures to prevent accidents from occurring during working hours, with the goal of reducing the rate to less than 0.15 by fiscal 2022. With the occupational safety and health management system (OSHMS) and the organization of safety and health committees serving as the cornerstones, the Group works through the PDCA cycle, focusing on general risk management to deal with business changes and varied daily activities.



Konica Minolta's Safety and Health Initiatives

As a rule, any accidents that occur within the Konica Minolta Group are recorded in an accident database system within 24 hours, and the information is shared.

In fiscal 2019, there were no serious accidents.[*1] However, there were 13 accidents causing absence from work (involving 4 men and 3 women in Japan and 4 men and 2 women outside Japan). The frequency rate of accidents causing absence from work[*2] was 0.23 in Japan and 0.23 outside Japan, and the accident severity rate[*3] was 0.0052 in Japan and 0.0023 outside Japan.

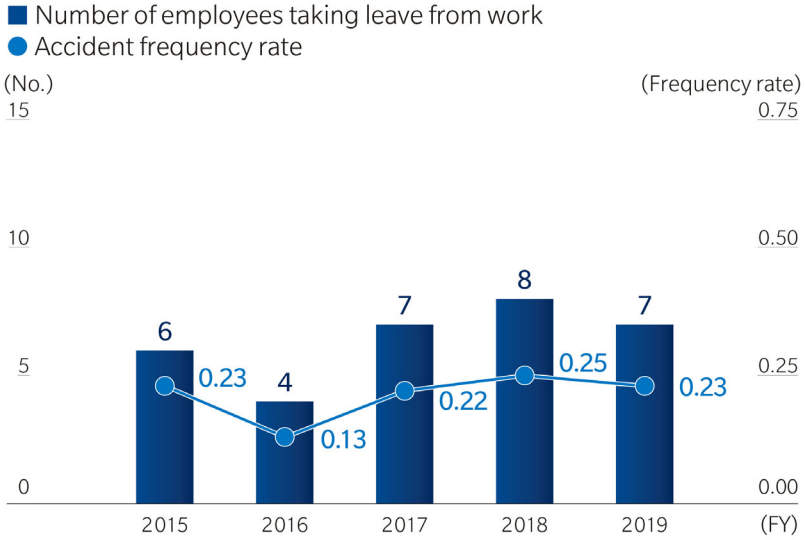
According to the Survey on Industrial Accidents by Japan's Ministry of Health, Labor and Welfare, the average frequency rate of accidents causing absence from work in fiscal 2019 was 1.20 in the Japanese manufacturing industry, and was 0.54 in the Japanese electrical machinery and equipment manufacturing industry. Konica Minolta has been maintaining a rate below this industry average.

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

*2 Accident frequency rate: The number of persons absent from work per one million total actual working hours for current employees

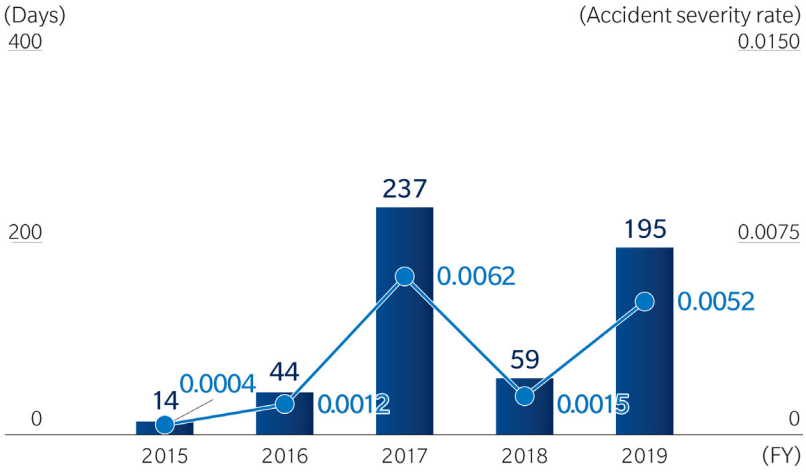
*3 Frequency rate of accidents causing absence from work: The total number of days absent from work per 1,000 total actual working hours for current employees

Accidents Causing Absence from Work at Sites in Japan



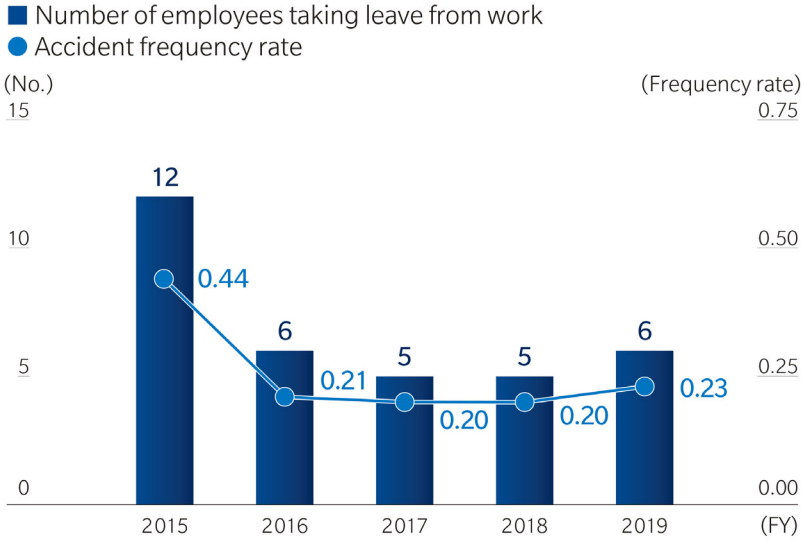
Boundary: Employees of Konica Minolta Group Japan, including those dispatched from an agency
Accident frequency rate: The number of persons absent from work per one million total actual working hours for current employees

Status of Accidents Causing Absence from Work at Sites in Japan



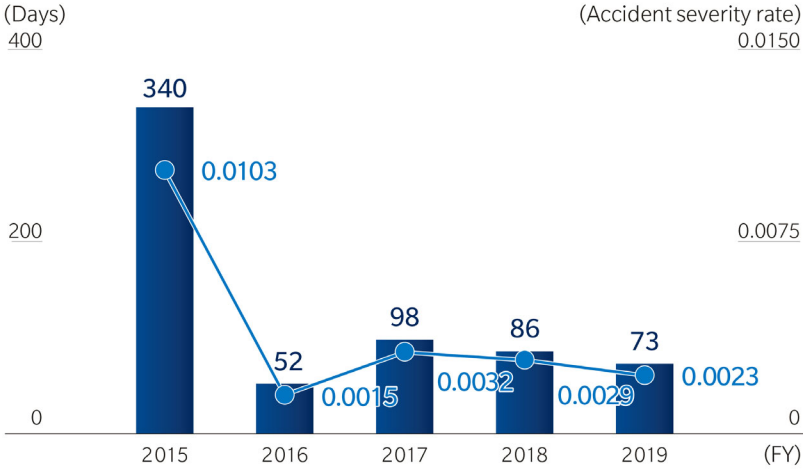
Boundary: Employees of Konica Minolta Group Japan, including those dispatched from an agency
Accident severity rate: The total number of days absent from work per 1,000 total actual working hours for current employees

Accidents Causing Absence from Work at Sites Outside Japan



Boundary: Figures are for employees and temporary staff of Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency.
Accident frequency rate: The number of persons absent from work per one million total actual working hours for current employees

Sataus of Accidents Causing Absence from Work at Sites Outside Japan



Boundary: Figures are for employees and temporary staff of Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency.
Accident severity rate: The total number of days absent from work per 1,000 total actual working hours for current employees

Number of fatal accidents during work

	FY2015	FY2016	FY2017	FY2018	FY2019
Group regular employees*1	0	0	0	0	0
Employees dispatched from an agency*1	0	0	0	0	0
Staff contracted from other companies*2	0	0	0	0	0

*1 Regular employees and temporary employees at sites in Japan and production sites outside Japan

*2 Contract workers at production sites in Japan

In fiscal 2017, the Konica Minolta Group adopted “Unsafety Marks” as a new safety management indicator tailored to Konica Minolta's business operations. It was created with reference to the best practices of leading manufacturers in terms of safety. Each accident including not only those causing absence from work but also those not causing absence from work, commuting accidents and even fires and explosions, is assigned a numerical value based on the type and severity. The values for all the accidents are then totaled to obtain a score for the safety level of a site. Low Unsafety Marks indicates a high level of safety. The purpose is to use this indicator to identify and analyze the causes of accidents, in order to help prevent accidents from occurring or reoccurring. In fiscal 2019, Konica Minolta aimed for a 50% reduction compared to a benchmark average annual unsafety score for accidents in the Konica Minolta Group from 2014 to 2016, but the reduction stood at only 27%.

In fiscal 2020, Konica Minolta reviewed the details and results of its safety promotion activities from fiscal 2017 to 2019, along with the activities and results of other companies in the same industry. Based on the new safety promotion activity plans and measures that were prepared in response, the Unsafety Mark target values will be reset and managed.

Providing Safety Training

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

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

Safety Mental Refresh Education

Beginning in fiscal 2017, Konica Minolta began offering a short (five minutes per session) “refresh” course to remind employees to be aware and take actions to protect one’s own body oneself. In fiscal 2018 and 2019, this “refresh” course was given in a monthly e-learning format to around 12,000 employees of Konica Minolta, Inc. and group companies in Japan each year. It was taken by about 86% of the target employees. The production companies in China provide Japanese e-learning content that has been translated into English and Chinese and tailored to the conditions of local companies. 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 raises safety awareness.

Safety Dojo Education

Safety Dojo is an initiative that it began in fiscal 2014, primarily at production sites outside Japan, with the purpose of preventing accidents by allowing employees to experience the fear of accidents through simulated experience of mock accidents involving being dragged into rotators, pulled into V belts, or caught in cylinders. The program was rolled out throughout Japan in fiscal 2017, and it was implemented at all production sites in Japan in fiscal 2018. Along with the continuation of this initiative in fiscal 2019, a realistic training program using virtual reality technology was launched.

Traffic Safety Measures and Education Using Drive Recorders

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

Initiatives to Share Near Misses at Sites in Japan (Voluntary Activity)

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

Strengthening Safety Management

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

Meetings of Personnel Responsible for Health and Safety in China

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

Strengthening Overall Risk Management on Occupational Safety and Health

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

Safety Activities Outside Japan (at a Production Plant in Malaysia)

At a production plant in Malaysia, the Group Safety and Health Secretariat, production control department, and the plant's production site staff worked together to identify and reduce risks in new equipment and to carry out voluntary activities such as 5S activities and QC Circle activities to increase professionalism and safety awareness based on the setup of a model workplace. The plant is conducting digital manufacturing under a system undergirded with safety measures.

Human Capital

Initiatives to Increase the Health of Employees

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

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures

Promoting health management

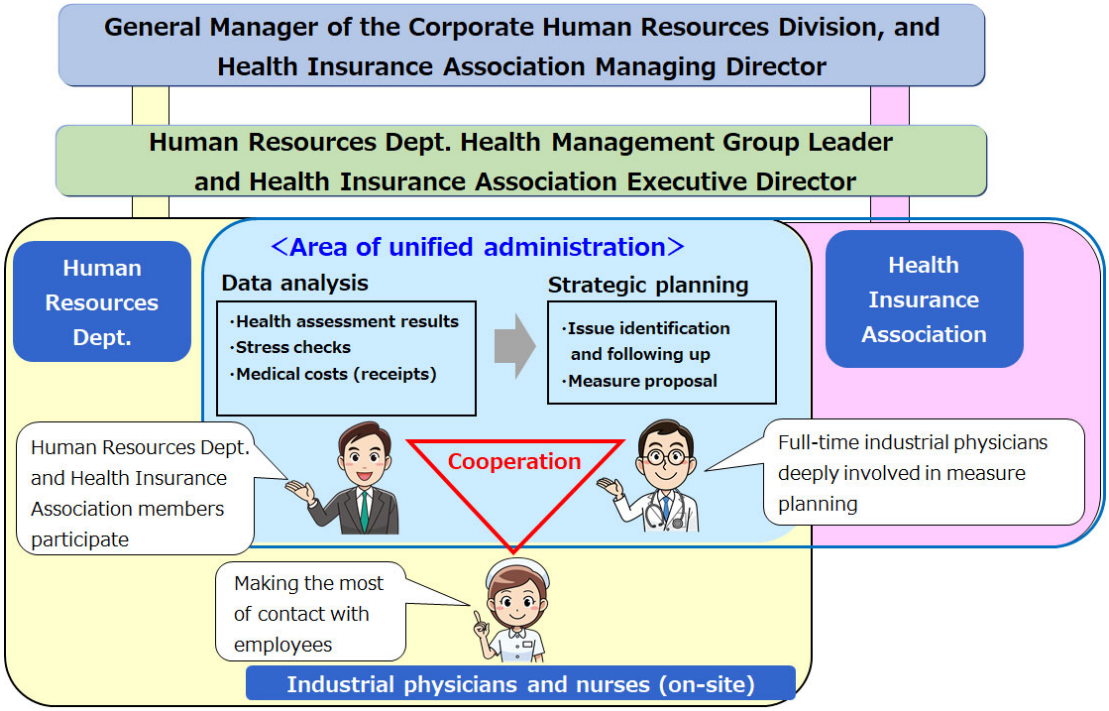
- Improving the organization’s productivity and dynamism
  Reduce the number of workplaces with the highest stress levels, as determined by stress checks, by 50%
  Improve the percentage of workplaces that have improved their average score in the organizational health survey results from below 3.5 to 3.5 or above by 10% or more
- Promoting the movement toward health
  Reach the top 10% among major Japanese companies in all four indicators for lifestyle habits (diet, physical activity, smoking rate and sleep)
- Minimizing the number of individuals with health risks
  Reducing the number of people with high physical health risk by 18.6%
  Reducing the number of days people are absent for mental health reasons by 13.5%
  *Set overall target for the Konica Minolta Group in Japan for fiscal 2022, the last year of the medium-term management plan, with fiscal 2019 as the benchmark

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

Striving to create workplaces where employees can work with enthusiasm

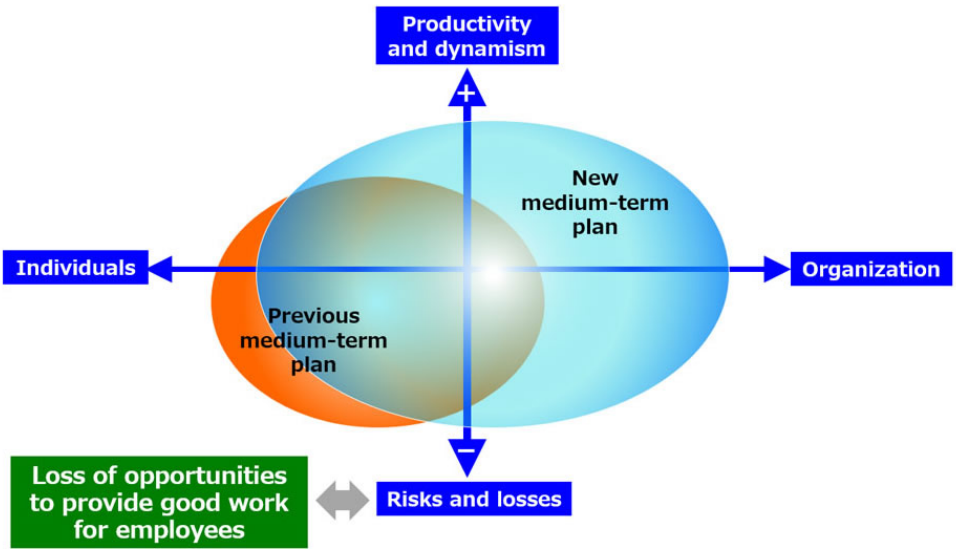
Konica Minolta has issued a statement on health, the Konica Minolta Group Health Declaration, which sets out the principles for promoting health management. Based on this declaration, it plans and implements policies under a single management structure (collaborative health) so that the best use can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

Organizational (Collaborative Health) Structure for Promoting Health Management

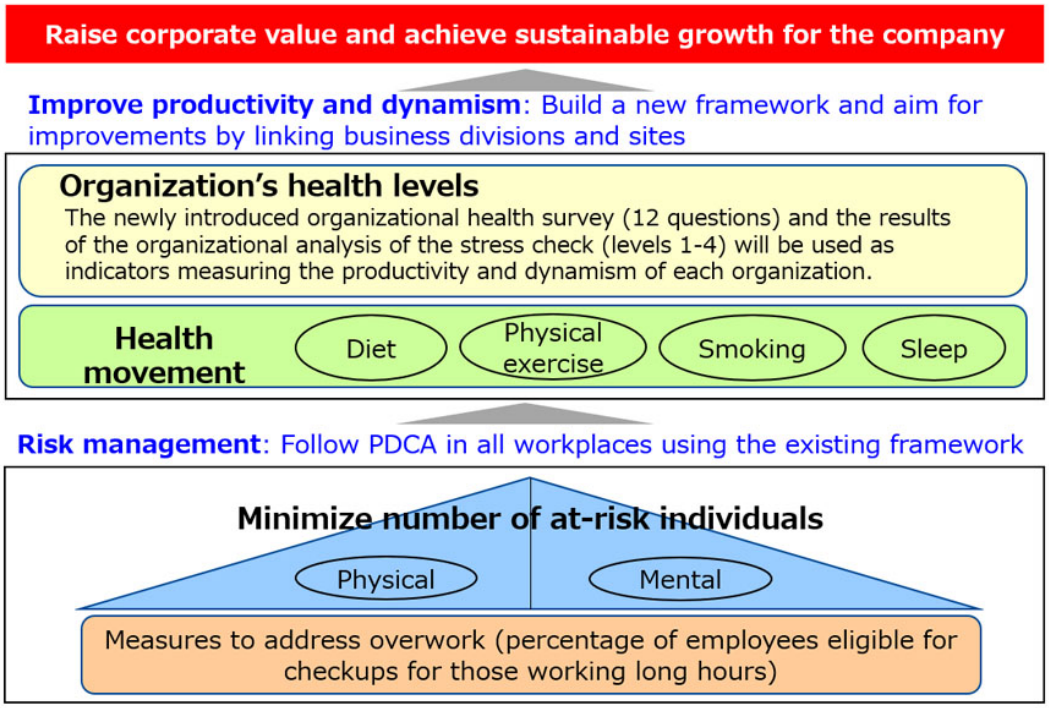


In order to achieve the principles of the Health Declaration, Konica Minolta linked it to the company's medium-term management plan and established the Health Challenge 2019, a new medium-term plan that started in fiscal 2017 and which carries on from the three-year medium-term health plan, Health KM2016,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

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



Framework for new Medium-Term Plan for Health



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

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

Konica Minolta Group Health Declaration

"Creating a work environment filled with vigor and enthusiasm"

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

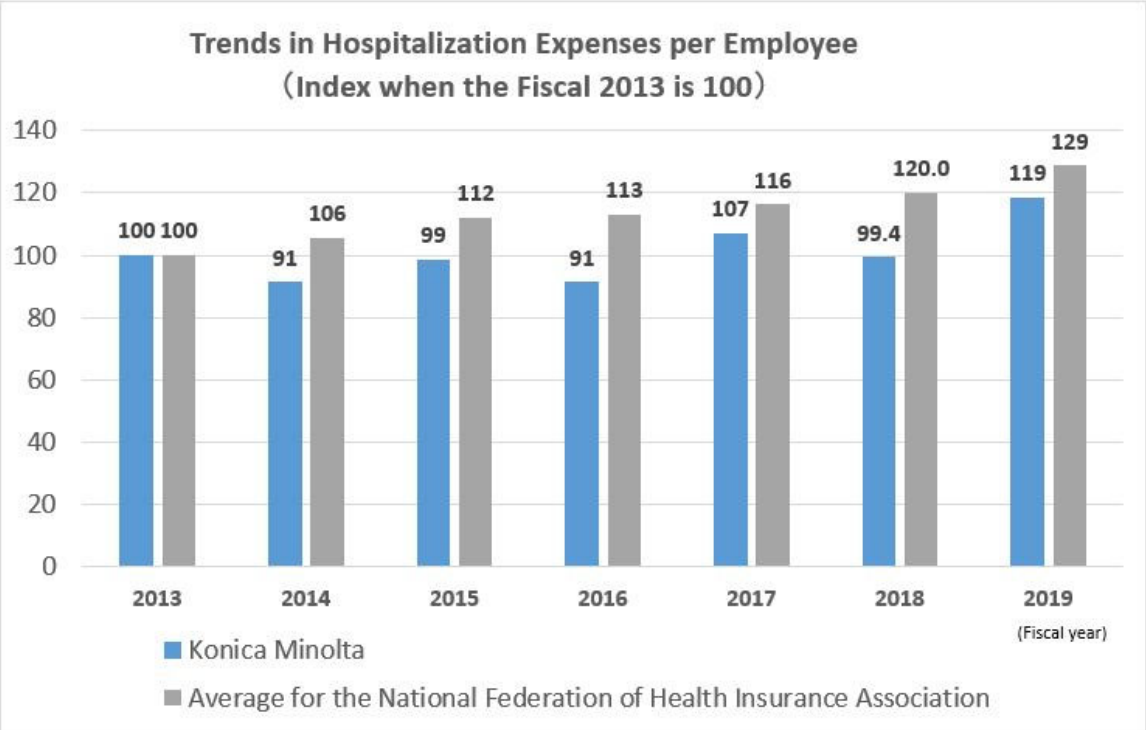
Acknowledging that each employee's physical and psychological health is a valuable resource, we will create the ideal secure and comfortable environment (company).

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

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

Minimizing the Number of Persons with Health Risks

Konica Minolta is committed to improving the health of its employees in order to strengthen its talent pool, which is vital to achieving its management strategy. The Group companies in Japan and the Health Insurance Association work together to plan and implement various measures. They categorize those with health risks according to physical and mental health risks and set numerical targets with the aim of reducing the number of people in each category through employee-centered measures.
For physical health management, Konica Minolta is focusing on preventing the development of serious illness for all Group employees in Japan. As a result of guidance from occupational health staff and stronger encouragement of check-ups, in fiscal 2019 there was an 84% decrease in the number of employees with the highest health risks, compared to fiscal 2013. With that, hospitalization expenses per employee increased by 19% at Konica Minolta compared to a 30% increase in the general population (average for the National Federation of Health Insurance Societies), suggesting that Konica Minolta's measures to prevent the development of serious illness have yielded results.



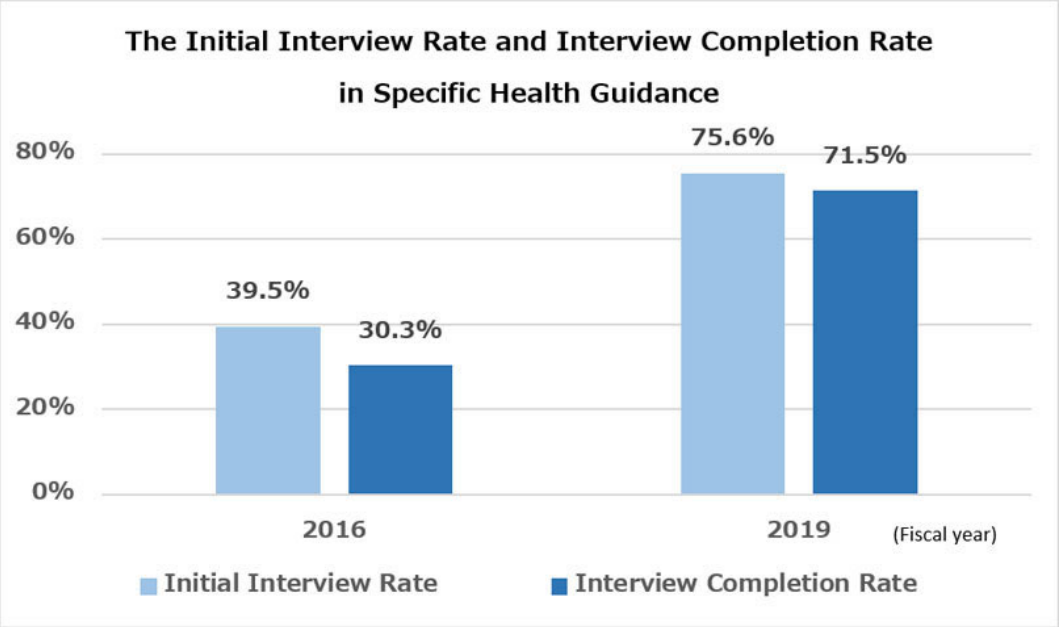
In fiscal 2019, 100% of Group employees in Japan had a regular health examination. The examination rates of different screenings offered with the aim of early detection of and prompt response to cancer are given below.

Rate of cancer screenings in fiscal 2019

Area examined	Examination rate
Lungs	99.1%
Stomach	95.8%
Large intestine	94.1%
Prostate	97.6%
Breasts	66.0%
Uterine cervix	40.9%

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

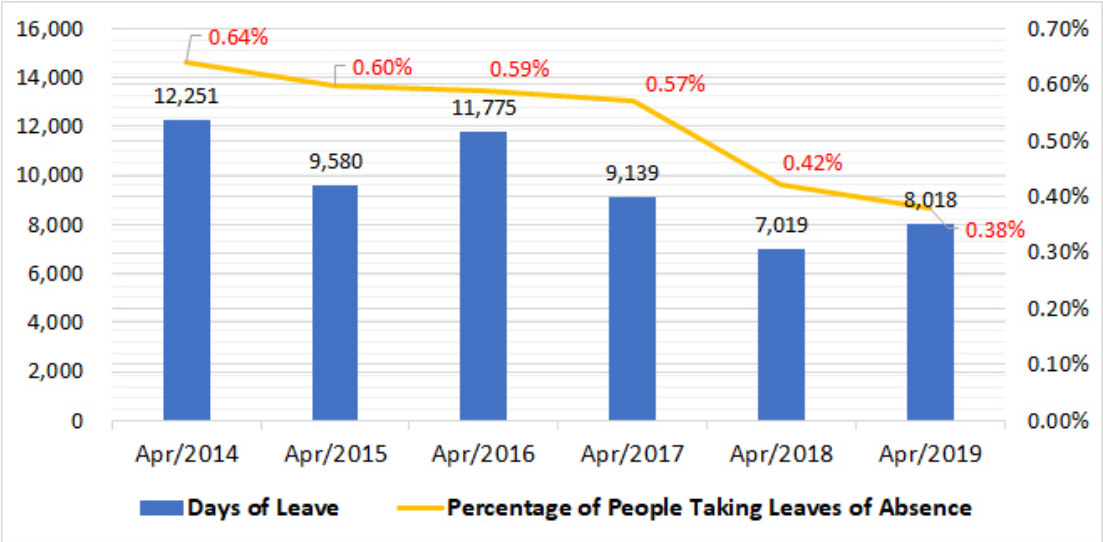
Konica Minolta works with the Health Insurance Association to conduct specified health checkups, and health recommendations are provided based on the results, for the prevention of lifestyle-related diseases. Conventionally, specific health guidance was given by public health nurses commissioned by the Health Insurance Association. From fiscal 2018, however, some of this work is being commissioned to external specialist providers. Konica Minolta's public health nurses focused on health guidance for employees with a higher health risk. Employees subject to specific health guidance due to being at the pre-lifestyle-related disease stage were given finely tuned assistance drawing on the expertise of the specialist providers. As a result, in fiscal 2019, the initial interview rate and interview completion rate both improved substantially compared to fiscal 2016.



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

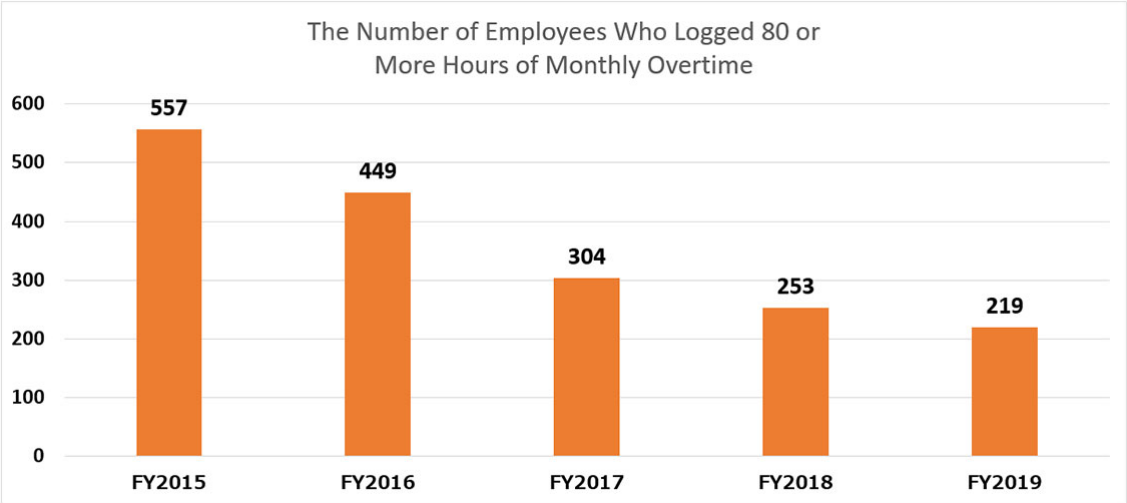
As a result of these measures, the total number of leave-of-absence days taken due to mental health problems by Konica Minolta employees in fiscal 2019 was down 35% compared to fiscal 2014, and the percentage of people taking these leaves of absence improved from 0.64% to 0.38%.
Also, on an employee engagement survey conducted periodically (once every two or three years), the percentage of favorable responses to questions about work engagement (job satisfaction and desire to take on challenges) increased from 72% in fiscal 2015 to 75% in fiscal 2017.

Days of Leave Taken Due to Mental Health Problems and Percentage of People Taking Leaves of Absence



Measures to Address Overwork

Since fiscal 2007, in order to prevent health problems due to overwork, Konica Minolta has been sending guidance on reducing overtime via email to employees and their supervisors when the employees' overtime work has exceeded 30 hours or more hours.
When employees have logged more than 80 hours of overtime in a month, they are required to have a medical checkup administered by an industrial physician during the following month to ensure their health. Their supervisor is required to submit a work improvement plan in a thoroughgoing effort to prevent employees from working long hours two months in a row. Furthermore, as of fiscal 2016 the health checkup standards have been revised. Now, employees who have logged 60 or more hours of monthly overtime three months in a row and employees who have logged 45 or more hours of overtime in the previous month can opt to have a medical checkup by an industrial physician. In this way, Konica Minolta is improving the prevention of health problems caused by overwork. As a result of these countermeasures, the number of employees (total annual number) who logged 80 or more hours of monthly overtime declined by 61%, from 557 in fiscal 2015 to 219 in fiscal 2019.

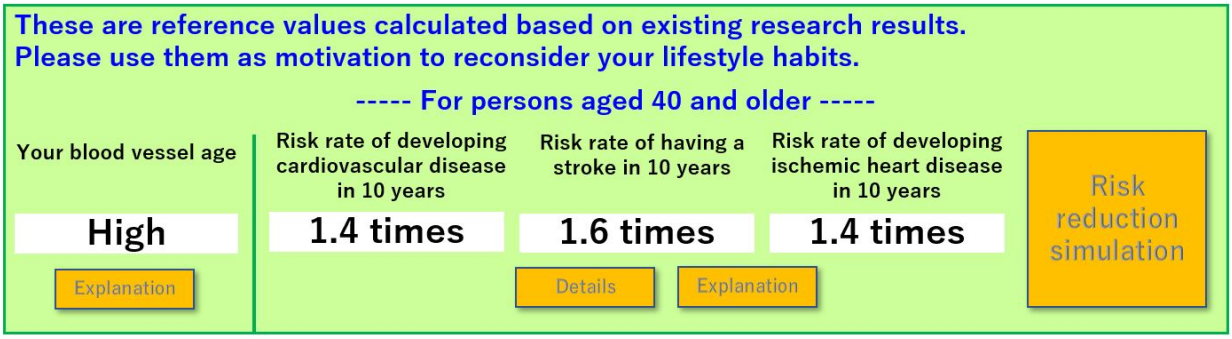


Promoting Health through Visualization of the Level of Employees' Health

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

An exercise workshop

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

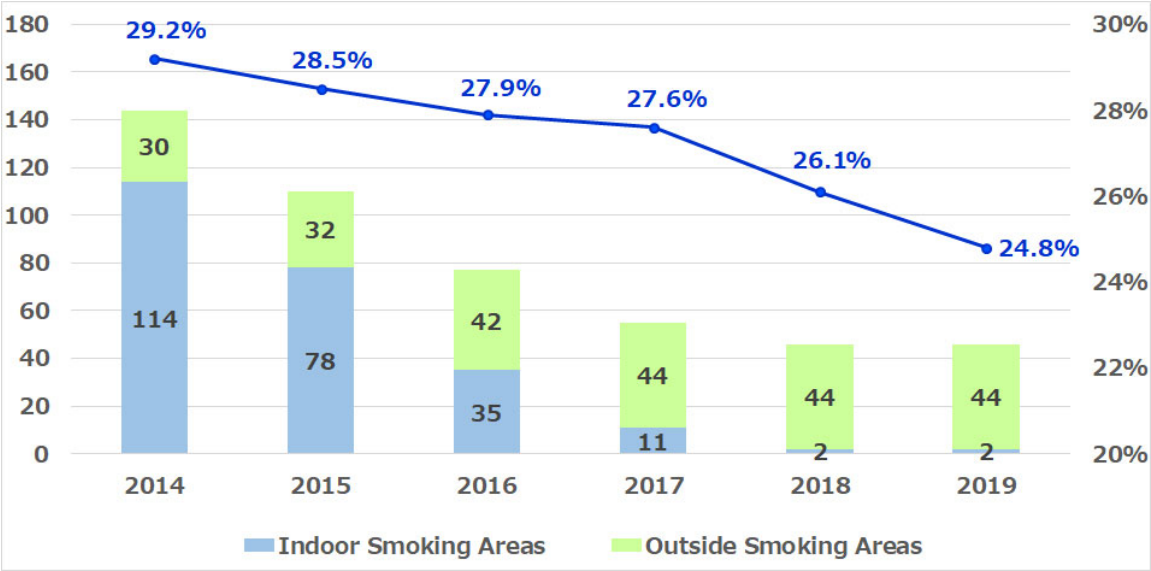


Example presentation of future disease risk on the website

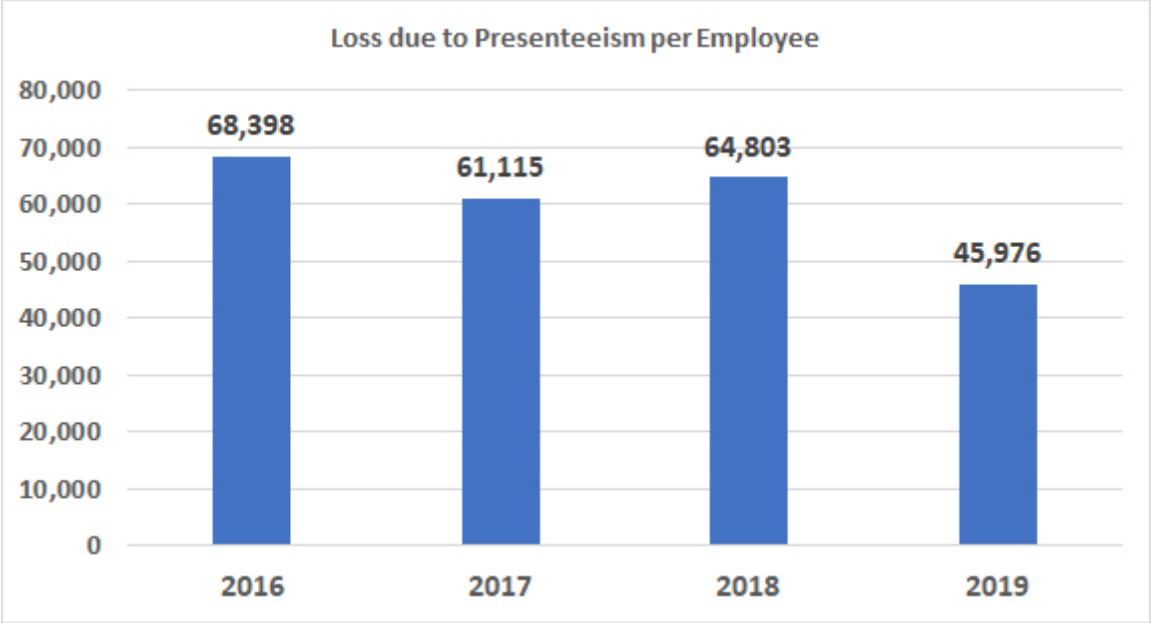
Moreover, as a measure against passive smoking, Konica Minolta has cut back on indoor smoking areas, moved indoor smoking areas outside and holds no-smoking days on the premises. In addition, the company recommends that smokers participate in smoking cessation support programs. In light of the strengthening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

No-smoking day notices

Reduction in the Number of Smoking Areas and the Smoking Rate



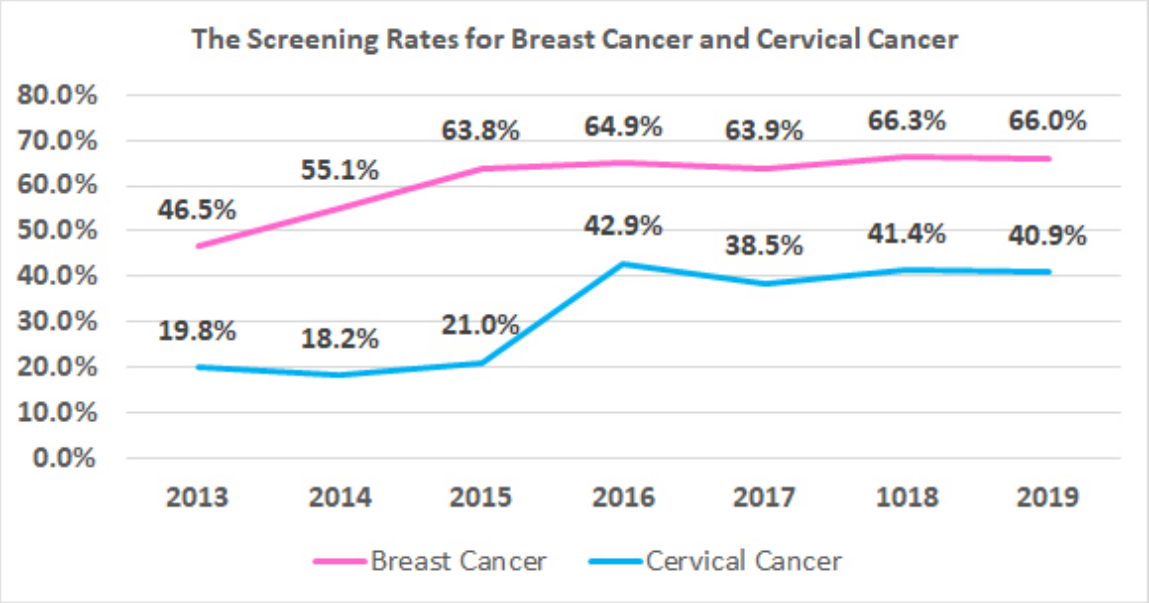
An analysis of survey results to determine the main causes behind presenteeism* showed that measures addressing back problems, individual guidance from experts for people with sleep problems and mental health measures had reduced loss due to presenteeism per employee (monthly average) from 68,398 yen in fiscal 2016 to 45,976 yen in fiscal 2019, for a 32.8% decrease.



*Presenteeism refers to productivity loss resulting from health problems.

Supporting Women's Health

With a view toward promoting women's advancement in the workplace and enhancing support for their health, Konica Minolta strives to increase the rate of cancer screenings, with the aim of early detection of and prompt response to cancers that affect women. It took steps to make it easier to get screened, including bringing screening trucks onto company premises and increasing the number of cooperating medical institutions, in addition to subsidizing screening costs through the Health Insurance Association. The screening rates for breast cancer and cervical cancer in the Konica Minolta Group in Japan increased greatly as a result.



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

Dr. Shibayama speaking with enthusiasm

Dr. Shibayama's presentation

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

Measures to Prevent the Spread of the Novel Coronavirus

As part of its efforts to improve the health of its employees, Konica Minolta has always endeavored to prevent infectious diseases. In Japan, the company provides information on influenza outbreaks, encourages employees to get flu vaccinations, and provides information on malaria, hepatitis, HIV, and other infectious diseases to employees posted outside Japan and their accompanying families as well as for employees traveling abroad on business trips. In addition, Konica Minolta strives to prevent infectious disease by quickly identifying cases of tuberculosis through chest X-rays in its health checkups for employees and taking the necessary steps in response.
As such, when the novel coronavirus began to spread, Konica Minolta's first priority was the health and safety of employees and their families, and the entire Group was devoted to countermeasures to prevent infections and the outbreak's spread.
In February-March 2020, the initial stage of the outbreak's growth in Japan, Konica Minolta asked employees to check their temperatures and general physical health before coming in to work, to wash their hands carefully and use an alcohol-based disinfectant on their hands, and to wear a mask and avoid crowded spaces. In workplaces, the Group took measures such as staggering the work times at which employees arrive and utilizing remote work and ventilating rooms, banning meetings of 30 people or more (recommending meetings via ICT instead), staggering times during which the cafeteria is used (three time slots of 30 minutes each) and instructing employees to leave seats open between people when dining.
When the government declared a state of emergency in April, the focus was on preventing infection by designating work from home in principle and reducing contact with other people as much as possible. Konica Minolta asked employees to stay home as much as possible and to refrain from traveling to their hometowns during the long national holidays.
At the same time, an increase in remote work done at home raised concerns about a lack of exercise and mental health issues, so the company sent all employees e-mails with content such as "Fitness Video for Easy Home Exercises," "Ways to Address Mental Health Issues Resulting from Remote Work at Home and Consultation Services," "E-Learning on Self-Care (15-minute video)" and encouraged their use as necessary to support their mental and physical health.
Konica Minolta decided to postpone the regular health checkups held every year until autumn, in light of the risk of contagion among employees.
Once the state of emergency was lifted, employees in each division that needed to come in to the office were determined, and the number of employees coming in every day was set on the condition that employees maintain social distancing in the office. The company took various steps to ensure social distancing, such as removing some of the unassigned seats and making both conference rooms and regular rooms available as work spaces.

Konica Minolta Included in Health and Productivity Stock Selection

Japan's Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange jointly work on the Health & Productivity Stock Selection. Konica Minolta, Inc. has been selected five times—in 2015, 2016, 2018, 2019, and 2020.
Konica Minolta publicized its inclusion in the Health & Productivity Stock Selection, together with other external recognitions such as winning the Grand Prize in the Smart Work Awards, via various media channels. As a result, even though a shortage of new graduate entries is the biggest problem facing about 40% of major companies, the number of new entries for Konica Minolta was unchanged in fiscal 2020 from the previous year, when the Group had a record-high number.

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

健康経営銘柄2020
Health and Productivity

2020
健康経営優良法人
Health and productivity
ホワイト500

Human Capital

Promoting Reform of Corporate Culture and Communication

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

Promoting Corporate Culture Reform

Practicing the Six Values of the Konica Minolta Philosophy

The Six Values of the Konica Minolta Philosophy are meant to be practiced by employees as a cornerstone of their daily activities. The Group believes this can lead to a continual supply of new value for society and customers, as indicated in the Philosophy.
Through its global award system (Business Contribution Awards, Transform Awards), Konica Minolta singles out cases worthy of commendation and seeks to share the same values Group-wide. This creates a culture of recognition and fosters a willingness to take up challenges. In particular, the Transform Awards recognize employee approaches and activities that involve taking on the challenge of creating new value and helping to solve issues for society and customers. They also encourage a global groundswell in which other employees acquire the same expertise and utilize it in their workplaces.
Konica Minolta, Inc. reflects these principles in its human resources system so that employees always consider the Six Values in their actions.
The Group is transforming its corporate culture to foster employee practice of the Six Values.

Transform Awards presentation

Organizational Culture Transformation

Konica Minolta have started efforts to transform their organizational culture where each employee, as a "business athlete," can compete in the global arena. The aim is to create a culture and structures that will allow them to continually undertake challenges while capturing the benefits of co-worker diversity. In fiscal 2019, 16 KIZUKI workshops were held, with 326 employees, consisting of 163 pairs of managers and millennial subordinates, participating from 163 internal organizations. The purpose was for the managers and young subordinates to better understand and trust one another through dialogue. The workshop theme was "Creating organizations where people feel confident to engage in open and frank discussions regardless of their position."
The Japanese word "kizuki," which means "awareness," was used to emphasize the need for employees to be aware of the differences in the values held by managers and subordinates, and to remind everyone that their actions and words help shape the organizational culture. The desire was for participants to gain a new awareness through the workshop and to take that awareness back to their workplaces and use it to help build even better working environments.

Internal Information Sharing

Group Communication Activated Through Multiple Channels

Promoting Networking

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

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

Human resource exchange event organized by employees

Utilizing the Intranet

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

Konica Minolta Online

Online Global

Utilizing Group Journal

The Konica Minolta Group publishes a quarterly journal entitled Global Magazine (in Japanese, English and Chinese) and distributes it to its employees around the world. This publication presents information relevant to the entire Group from a worldwide perspective, extending beyond the borders of companies, organizations, and regions. It includes special articles introducing the Group's direction and innovative initiatives. Also, together with the publication of the journal, the Group is strengthening its bilateral communication through the use of such tools as the intranet and employee surveys.

Communication Coordinator System

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

Building Work Environments Where Employees EnjoyJob Satisfaction

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

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

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

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

In April 2020, 84 new graduates joined in Konica Minolta, Inc. The overall turnover rate for fiscal 2019 was 3.2%. In addition, the rate of turnover within three years for employees who joined the company in 2017 was 8.9%.

Human Capital

Human Resources Data Summary

Employee Composition by Employment Status
Number of Employees, by Gender
Employees by Region
Number of Newly Hired Employees
Percentage of Management Positions Held by Women
Percentage of Employees with Disabilities
Percentage of Local Hires at Subsidiaries Outside Japan
Percentage of Unionization
Retention Status of Employees
Indicators Related to Work-Life Balance
Work-Life Balance Support Program Use
Percentage of Employees who Return to Work after Childcare Leave
Accidents Causing Absence from Work at Sites in Japan
Accidents Causing Absence from Work at Sites outside Japan
Occupational Accidents

Employee Composition by Employment Status

(As of March 31 of each fiscal year)
(Person)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Konica Minolta, Inc	8,350	7,611	7,156	7,099	6,963
Regular employees*1	6,198	5,770	5,282	5,207	5,102 ★
Non-regular employees*2	2,152	1,841	1,874	1,892	1,861
Group companies in Japan	7,584	7,045	7,032	8,582	8,245
Regular employees*1	5,766	6,102	6,009	6,071	5,944 ★
Non-regular employees*2	1,818	943	1,023	2,511	2,301
Group companies outside Japan	33,516	34,050	34,432	35,688	36,176
Regular employees*1	31,368	32,107	32,008	33,082	32,915 ★
Non-regular employees*2	2,148	1,943	2,424	2,606	3,261
Konica Minolta Group (worldwide)	49,450	48,706	48,620	51,369	51,384
Regular employees*1	43,332	43,979	43,299	44,360	43,961 ★
Non-regular employees*2	6,118	4,727	5,321	7,009	7,423

*1 Regular employees: Includes employees seconded from other companies, except for those re-seconded to other companies

*2 Non-regular employees: Contract or temporary employees

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

Number of Employees, by Gender

(As of March 31 of each fiscal year)
(Person)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019 ★
Konica Minolta Group (worldwide)	43,332	43,979	43,299	44,360	43,961
Men	30,499	31,044	30,551	30,926	30,560
Women	12,833	12,761	12,548	13,176	13,142
Gender not reported*	-	174	200	258	259

* Some offices do not count men and women separately.

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

Employees by Region

(As of March 31 of each fiscal year)
(Person)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Konica Minolta Group (worldwide)	43,332	43,979	43,299	44,360	43,961
Japan	11,964	11,872	11,291	11,278	11,046
Europe	9,824	10,568	10,706	11,275	11,020
US	8,848	8,519	9,266	9,270	9,227
Asia (not including Japan) and other	12,696	13,020	12,036	12,537	12,668

Number of Newly Hired Employees

(As of March 31 of each fiscal year)
(Person)

	Fiscal 2017	Fiscal 2018	Fiscal 2019
Konica Minolta, Inc.	176	186	180
Men	128	138	136
Women	48	48	44
Gender not reported*	-	-	-

* Some offices do not count men and women separately.

Percentage of Management Positions Held by Women

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Konica Minolta, Inc.*1	3.4%	4.4%	5.5%	6.2%	6.9%
Konica Minolta Group (worldwide)*2	15.3%	16.4%	18.9%	18.6%	18.3%

*1 Includes employees seconded to Group companies. Figures are as of April 1, after the end of each fiscal year.

*2 Covers at least 89% of the consolidated Group on the number of personnel basis through fiscal 2015, and at least 93% in fiscal 2016 to fiscal 2017, and at least 92% in fiscal 2018 to fiscal 2019. Figures are as of March 31 of each fiscal year.

Percentage of Employees with Disabilities

(As of June 1 of each fiscal year)

	June 1, 2016 *	June 1, 2017 *	June 1, 2018 *	June 1, 2019 *	June 1, 2020 *★
Employment rate	2.03%	2.19%	2.28%	2.32%	2.39%

* Coverage: From fiscal 2016 to 2018, Konica Minolta, Inc., Konica Minolta With You, Inc., Konica Minolta Japan, Inc., Kinko's Japan Co., Ltd. and Konica Minolta Mechatronics Co., Ltd.
In fiscal 2019, Konica Minolta Information System Co., Ltd., Konica Minolta Planetarium Co., Ltd., Konica Minolta Business Associates Co., Ltd. are added.

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

Percentage of Local Hires at Subsidiaries Outside Japan

(As of March 31 of each fiscal year)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
President	61%	60%	63%	65%	65%
Senior staff	53%	55%	55%	52%	54%

Percentage of Unionization

(As of March 31 of each fiscal year)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Konica Minolta Group (worldwide)	86%	85%	85%	87%	84%

Note: Figures are for non-managerial regular employees.

Retention Status of Employees

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Turnover rate	0.7%	0.9%	1.1%	2.0%	3.1%
Percentage of new employees leaving within three years	6.3%	8.8%	11.6%	10.1%	8.9%

Note: 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).

Indicators Related to Work-Life Balance

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Percentage of paid leave taken	57.5%	60.5%	60.9%	60.0%	75.0%
Annual overtime hours worked per employee	58hours	52hours	45hours	46hours	53hours
Annual total hours worked per employee	1,787hours	1,763hours	1,756hours	1,776hours	1,754hours

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

Work-Life Balance Support Program Use

(persons)

		Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Maternal health management leave	Men	-	-	-	-	-
	Women	4	2	6	4	6
Maternity leave	Men	-	-	-	-	-
	Women	32	19	31	26	23
Spousal maternity leave	Men	144	108	122	104	108
	Women	-	-	-	-	-
Parental leave	Men	14	14	27	35	35
	Women	53	42	46	45	55
Shorter working hours for childcare	Men	3	2	3	3	5
	Women	158	132	117	91	82
Work-at-home during child-rearing	Men	3	4	4	4	4
	Women	20	27	30	24	24
Nursing care leave	Men	1	2	1	1	0
	Women	0	0	0	0	0
Shorter working hours for nursing care	Men	0	0	0	0	0
	Women	0	1	2	1	3

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

Percentage of Employees who Return to Work after Childcare Leave

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Work resumption rate	100%	100%	100%	100%	100%

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

Accidents Causing Absence from Work at Sites in Japan

(As of March 31 of each fiscal year)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Number of cases of employees taking leave from work (Cases)	6	4	7	8	7
Rate of lost worktime injuries (Frequency rate)*1	0.23	0.13	0.22	0.25	0.23
Number of working days lost (Days)	14	44	237	59	195
Disabling injury frequency rate*2	0.0004	0.0012	0.0062	0.0015	0.0052

Note: Figures are for employees and temporary staff of Konica Minolta Group Japan

*1 Accident frequency rate: The number of persons absent from work per one million total actual working hours for current employees

*2 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

Accidents Causing Absence from Work at Sites outside Japan

(As of March 31 of each fiscal year)

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Number of cases of employees taking leave from work (Cases)	12	6	5	5	6
Rate of lost worktime injuries (Frequency rate)	0.44	0.21	0.20	0.20	0.23
Number of working days lost (Days)	340	52	98	86	73
Disabling injury frequency rate	0.0103	0.0015	0.0032	0.0029	0.0023

* Figures are for employees and temporary staff of Group companies in China and manufacturing companies in Malaysia.

Occupational Accidents

Number of fatal accidents during work

	Fiscal 2015	Fiscal 2016	Fiscal 2017	Fiscal 2018	Fiscal 2019
Group regular employees*1	0	0	0	0	0
Employees dispatched from an agency*1	0	0	0	0	0
Staff contracted from other companies*2	0	0	0	0	0

*1 Regular employees and temporary employees at sites in Japan and production sites outside Japan

*2 Contract workers at production sites in Japan

Diversity

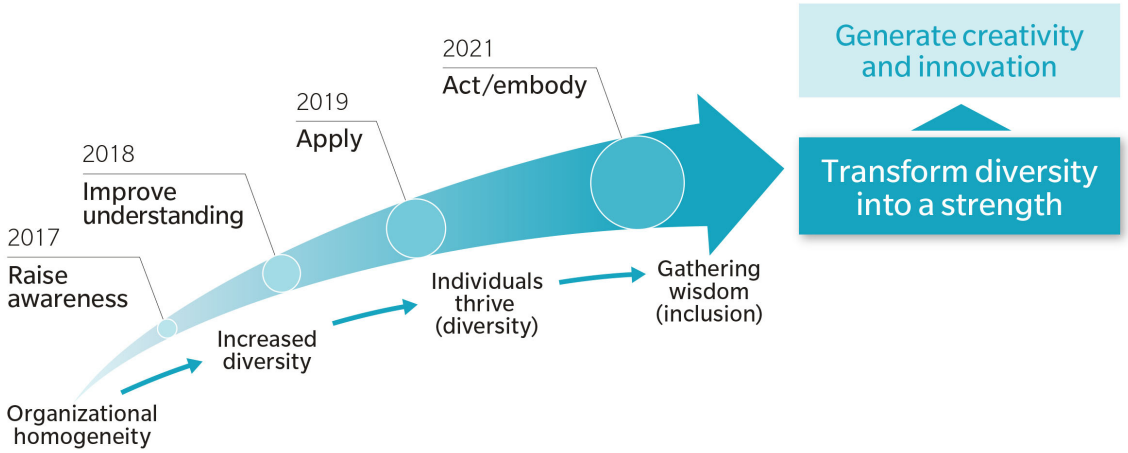
Our Concept

Making the Most of Employee Diversity to Create New Value

One of Konica Minolta's strengths as a global company is that employees of different national origins, races, beliefs, cultures, languages, genders, ages and expertise work together in regions all over the world. It is this diversity that leads to innovative thinking and original ideas, thus generating new value that helps provide solutions for customers and society.
This kind of value creation embodies the concept of "Inclusive and Collaborative," one of the six values that makes up the Konica Minolta Philosophy. This value refers to the power and collaboration generated by embracing our workforce's diverse backgrounds and ideas.
In addition to human resource diversity, Konica Minolta also recognizes the diversity of capabilities demonstrated by its diverse teams, and will keep striving to create even greater value by leveraging various differences.
Konica Minolta, Inc. prioritizes ensuring diversity and inclusion and to pursue these principles to create new value for customers and society while driving the company's own advancement.
Konica Minolta, Inc, not only has a very diverse workforce, but also takes a wide range of measures to create an environment where employees can exercise their own unique skills while supporting each other and performing at a high level. Recently, Konica Minolta has focused on promoting the performance of its female employees and training global leaders. Adding to the results of these efforts, further innovation is driven by the mutual invigoration that takes place when employees each perform at their full potential.

Diversity Promotion System

At Konica Minolta, the president is responsible for promoting diversity, and the Corporate Diversity & Inclusion Office drives the relevant initiatives.
The office plans and implements various measures including training for employees, awareness-building activities, and internal status surveys, and it regularly reports the results of these initiatives to the president. The importance of the diversity and inclusion efforts is communicated by the president personally in and outside the company, along with the achievements.
In fiscal 2014, Konica Minolta launched its medium-term business plan, TRANSFORM 2016, targeting success in the IoT era. In fiscal 2017, the new plan, SHINKA 2019, was introduced, under which the company is promoting business transformation with the aim of becoming a truly global company of excellence. It goes without saying that innovative human resources are needed to accelerate digital transformation (DX) and achieve this business transformation. The concept of diversity and inclusion is more important than ever before, and it is critical that this be reflected in the actions of employees. Against this backdrop, in fiscal 2017, Konica Minolta, Inc. established the Corporate Diversity Office, reporting directly to the president, reflecting the president's strong commitment to promote diversity. In April 2019, the organization's name was changed to the Corporate Diversity & Inclusion Office reflecting Konica Minolta's decision to be inclusive of diverse individual personalities and to bring everyone together to drive innovation.
The Corporate Diversity & Inclusion Office is working to foster an organizational culture that embraces all kinds of personalities, values everyone's individuality equally, and brings together diverse individuals to create a powerful force. Konica Minolta continues to promote the active advancement of female employees, which it has been emphasizing since fiscal 2016, and is working on various initiatives in this area. Recognizing the importance of fairness in job assignment and equal-opportunity hiring, as well as the relevant issues, the company conducts fact-finding surveys and analyzes them.
The Corporate Diversity & Inclusion Office is striving to ensure a deep understanding of diversity and inclusion among employees, and since fiscal 2016, it has been working to support the success of Konica Minolta's female employees. The office also continues to work with various departments to promote the participation of international employees and people with disabilities by creating an organizational culture that respects not only diversity in attributes, such as gender and nationality, but also diversity in values and views of life.



Supporting Women's Career Building

- Konica Minolta's Approach
- Supporting Career Development of Women
  - Facilitating the Success of Female Employees
  - Numerical Targets for Female Career Promotion
- Initiatives to Support the Success of Female Employees
  - Initiatives in since Fiscal 2017-2019
  - External Evaluation

Utilizing Employee Experiences Gained Outside the Company and Abroad

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

Employment of People with Disabilities

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

Diversity

Supporting Women's Career Building

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

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures and KPIs

- Fostering awareness and a culture supportive of diversity, with a focus on promoting participation by women
- Consider ways of supporting life events affecting both men and women, such as childbirth, child-rearing and caretaking, and consider work styles tailored to these life events
- Appointing female managers (target for fiscal 2021: Women hold 8% of all management positions)
- Raising the percentage of women among new graduate hires (target for fiscal 2020: 30% or more)

Supporting Career Development of Women

Facilitating the Success of Female Employees

For many years Konica Minolta has proactively provided equal employment opportunities for men and women, while working to build systems that can respond flexibly to the circumstances and needs of employees. These include adjusted work hours, volume, and content for employees expecting a child, or those looking after a child or family member. The company has striven to create workplace environments that make it easier for employees to remain employed while fulfilling family responsibilities. As the next step, Konica Minolta is undertaking measures to help empower female employees and allow even more women not only to remain employed but to enjoy success and career satisfaction.

Numerical Targets for Female Career Promotion

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

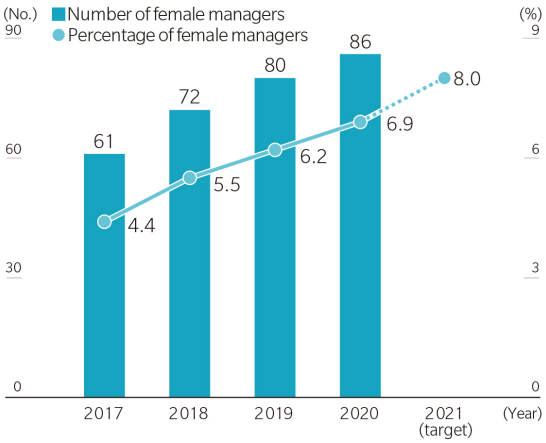
Target: To raise the percentage of management positions held by women to 8% in fiscal 2021.

Action Plan:

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

Status of women at Konica Minolta, Inc.
Achievement of the target for 7% of managers to be women by the end of fiscal 2019 fell short at 6.8% (as of March 31, 2020). The level has continued to rise steadily every year, and the company aims to achieve the target by continuing and enhancing its measures. In fiscal 2018, Konica Minolta, Inc. appointed its first female executive officer.

Number and Percentage of Female Managers at Konica Minolta, Inc. (as of April of each year)



Initiatives to Support the Success of Female Employees

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

Initiatives in Fiscal 2017-2019

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

International Women's Day Program

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

International Women's Day Program

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

International Women's Day Initiatives Outside Japan

In fiscal 2019, senior management issued messages in Europe for International Women's Day to support female employees and build an inclusive culture. (An inclusive organizational culture is one where diverse human resources are not only present, but are also able to demonstrate their individual capabilities and play an active role.) Konica Minolta's president also appeared at an event and shared his thoughts. In the US, a Women's Day Contest was held to recognize employees who support women's career advancement. In addition, a short video was released to communicate "the positive change that gender diversity brings to the business" and messages were issued both publicly and internally. In addition, women leaders who are active on a global level also appeared in the video and shared their thoughts.

Message from the President & CEO

Company-Wide Diversity Promotion Program

In fiscal 2017, Konica Minolta, Inc. held an International Women's Day. From January to March 2019, the company built upon this through a company-wide program, "Turning Diversity into a Strength! 2018," where a total of 1,000 employees participated. Under the overall theme of "Respect (Understanding and Accepting Each Other's Differences)," workshops, panel discussions, and lectures were given on 18 occasions at six sites. Additionally, a special lecture was given and shared with 15 company sites in Japan via video conferencing.
It was an opportunity for each participant to consider differences due to gender, age and position as well as differences in people's outlook on life and their values. It also prompted them to think about how to turn that diversity into strength.

Lecture by astronaut Takao Doi (standing, left)

Lecture for Senior Management

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

Diversity Workshop for Senior Managers

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

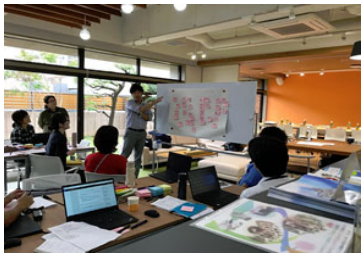
Diversity Workshop for Senior Managers

Workshops for Female Staff and Managers

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

Diversity Advocates

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



External Evaluation

Platinum Kurumin Certification (FY2017)

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

Platinum Kurumin certification mark

Eruboshi Certification (FY2016)

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

The Eruboshi certification mark

Diversity

Utilizing Employee Experiences Gained Outside the Company and Abroad

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

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures

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

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

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

Percentage of Mid-career Hires in Fiscal 2019

- Percentage of mid-career hires among total recruitment: 40% (fiscal 2019)

Percentage of Global Human Resources Who Joined the Company in April 2020

- Percentage of non-Japanese nationals among new hires: 10% (who joined the company in April 2020)

Providing Opportunities to Gain Experience and Knowledge Outside the Company

In fiscal 2017, Konica Minolta, Inc. began encouraging employees to engage in outside projects, while also introducing a job return system, with the aim of strengthening individual diversity through experience outside the company. In fiscal 2017, it also launched an overseas dispatch program to allow young talented employees to improve themselves through friendly competition overseas at an early stage in their careers to support the establishment of their individual identities.
Through these initiatives, the company seeks to further enhance its diversity, by strengthening individual diversity and increasing the number of personnel with diverse experience and knowledge.

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

› Expanding the System for Creating Innovation

Global Assignment Program for Early Career Talent

› Human Resource Development

Provision of Innovation Creation Places

Group companies outside of Japan utilize the Technology Innovation Program to develop mechanisms to create and accelerate innovation across different business sectors and national borders.
The Technology Innovation Program began in 2015 in the EU, and now every year more than 50 members from over 10 countries meet to discuss new business opportunities, spending 10% of their time over a 6-month period on developing products, platforms or services to address real business challenges.
This program was also launched in 2019 in the Asia-Pacific region, where it aims to accelerate new innovation.

Diversity

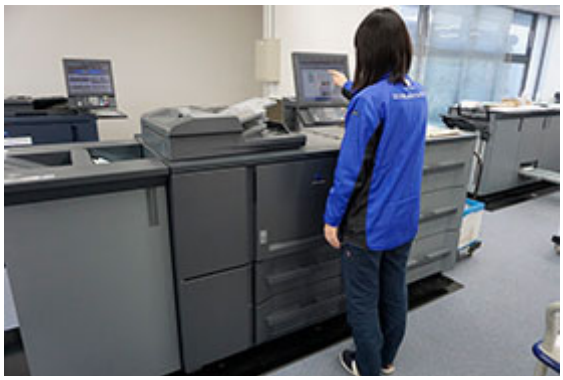
Employment of People with Disabilities

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

In September 2013, Konica Minolta established the special subsidiary Konica Minolta With You, Inc. to support the independence of persons with disabilities through employment. The "With You" in the company name expresses the intention that the company is not just doing something for persons with disabilities but rather that it works with them to enhance their participation in society. Through this subsidiary, Konica Minolta is pursuing the social independence and mainstreaming of persons with disabilities.
In order for employees to feel pride and satisfaction through their work, Konica Minolta With You, Inc. enables its new hires to experience a variety of jobs during the first three years after joining the company, and helps them to create a long-term career vision with goals to achieve within five years. In this way, the company supports career development for people with disabilities, with the aim of maximizing their professional skills. Employees engage in a variety of duties including printing business cards and pamphlets, digitizing documents, data entry, and serving customers at a café and shop and on site.
In FY 2019, the company established an Engineering Group as a new initiative. It contributes to the business by cleaning Konica Minolta MFPs used by customers, performing image adjustments and other maintenance, as well as refurbishing and maintaining unit components for large digital printing machines.

At the Good Career Company Awards 2019, sponsored by Japan's Ministry of Health, Labour and Welfare, Konica Minolta With You, Inc. was recognized with an Innovation Award (Human Resources Development Bureau Director-General Award).

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



Printing business cards and pamphlets

Customer service at a café on site

Engineering Group members cleaning a Konica Minolta MFP

See the "Human Resources Data Summary" for the employment rate of people with disabilities.

Human Resources Data Summary

Essential Requirements to Fulfill Sustainability

Corporate Governance

Basic Views

Konica Minolta, Inc. has established a corporate governance framework from the standpoint of supervision. This is based on the conviction that corporate governance that contributes to medium- and long-term corporate value growth must encourage suitable risk-taking in business operations and have a highly effective supervisory function for business operations.
In 2003, the “company with committees” structure (currently “company with three committees”) was selected as the organizational structure in accordance with Japan’s Companies Act. In addition, the company has taken steps to ensure its governance system is objective and not overly influenced by personalities, while still operating the system in a distinctive Konica Minolta style.

- Basic Policy on Corporate Governance (299KB)
- Corporate Governance Report (622KB)

Corporate Governance System

- Basic views with regard to governance system
  - Basic Views
  - Structure of Corporate Governance Systems (As of June 30, 2020)
- Detail of Corporate Governance System
  - Board of Directors
  - Executive Officers
  - Nominating Committee
  - Audit Committee
  - Compensation Committee

Internal Controls

- Internal Control Measures
- Complying with Japan's Financial Instruments and Exchange Law

Risk Management

- Basic Concept
- Risk Management System
- Building a Risk Management System
  - Risk Information
- Building a Crisis Management System
- Business Continuity Management (BCM)
- Reinforcing Crisis Response and BCM

Communication with Shareholders and Investors

- Basic Concept
- Active deployment of investor relations activities
  - IR Activities by Top Management
  - Strengthening the Dissemination of Information
- Communication with Shareholders and Investors
  - Corporate Governance Report
- Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights.

Corporate Governance

Corporate Governance System

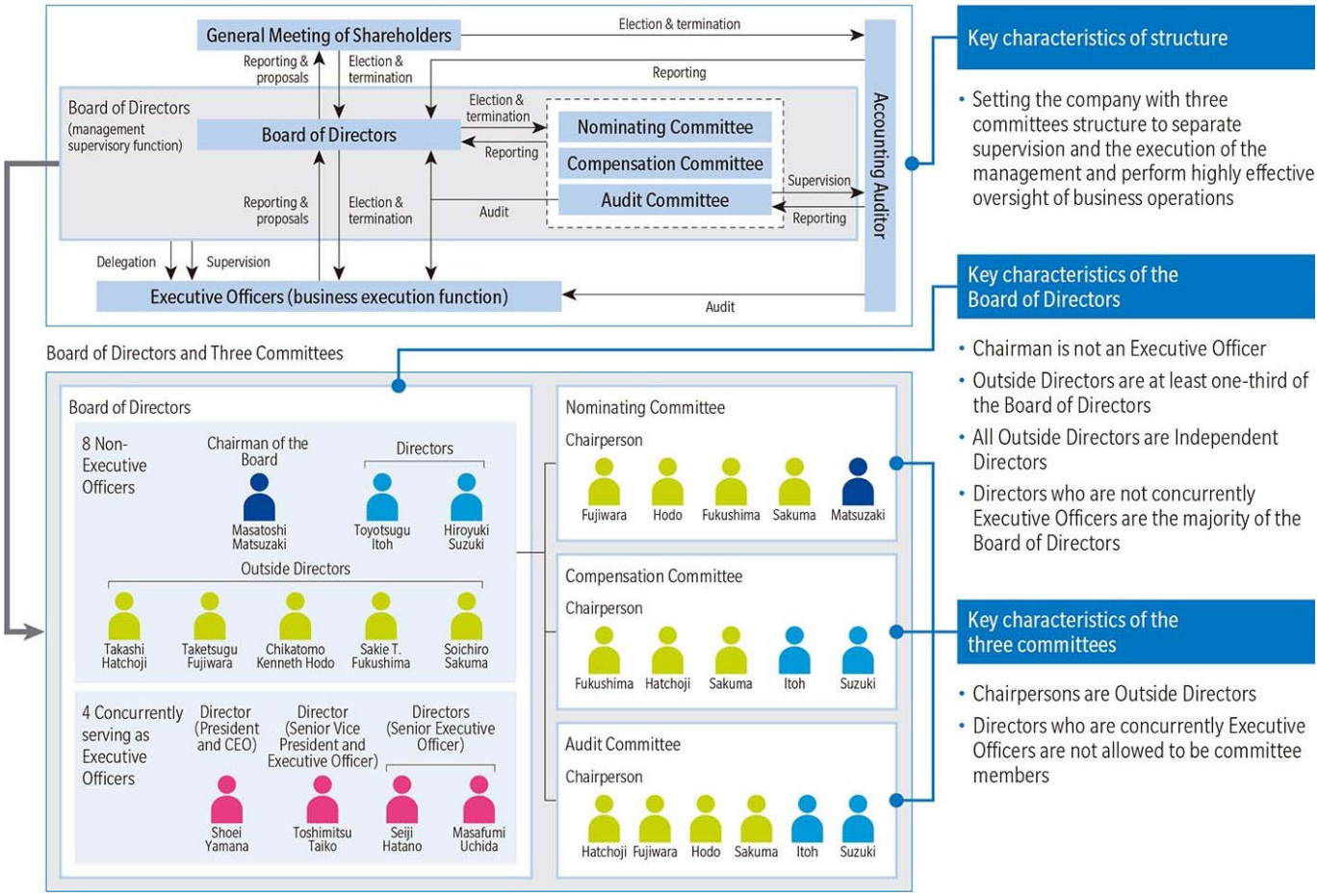
Basic views with regard to governance system

Basic Views

The company's basic views with regard to its governance system are as follows.

- Ensuring management oversight for corporate value growth by separating the roles of management oversight and operation of business activities
- Election of independent outside directors who can perform supervision from the standpoint of shareholders
- Using these measures for improving the transparency, integrity and efficiency of management

Structure of Corporate Governance Systems (As of June 30, 2020)



Detail of Corporate Governance System

Board of Directors

Since the company is a company with three committees, the Board of Directors delegates to executive officers as much authority as allowed by laws and regulations for making operational decisions. This contributes to the speed and flexibility of managing business operations.
The Board of Directors makes decisions solely about items, such as fundamental management policies, that can be determined only by the directors, according to laws and regulations. In addition, the Board of Directors makes decisions about investments larger than a certain amount and such other items that will have a significant impact on the Konica Minolta Group.
In addition, the Board of Directors enhances sustainable growth and corporate value for the Group by ensuring management oversight.

Executive Officers

The executive officers are responsible for deciding how to perform the operations delegated by Board of Director resolutions, and then executing those operations.
In addition, based on substantial delegation of authority by the Board of Directors, the executive officers work to accelerate decision-making in business execution.

Nominating Committee

The Nominating Committee decides the content of proposals for director appointment and dismissal to be submitted to the General Meeting of Shareholders. It also receives reports concerning succession planning (candidate training and selection) from the President and CEO, as necessary, and supervises the process.

Audit Committee

The Audit Committee reviews the execution of duties by directors and executive officers, prepares audit reports, and decides the content of proposals for appointment, dismissal, and non-reappointment of accounting auditors to be submitted to the General Meeting of Shareholders.

Compensation Committee

The Compensation Committee decides the details of individual compensation, bonuses, and other benefits received from the company as consideration for duties performed by the directors and executive officers.

Governance Structure and Operations

- Operations of the Board of Directors
  - Operation
  - Attendance
  - Support System for Outside Directors
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- Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc
  - Policy and Procedures for Appointing Director Candidates
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  - Executive System
  - Selection of Executive Officers
- Compensation for Directors and Executive Officers
  - Revisions of the compensation policy
  - Compensation Policy
  - Amount of compensation paid to directors and executive officers for the year ended March 2018
  - Guidelines on Officer Ownership of Konica Minolta Shares
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Corporate Governance System

Governance Structure and Operations

- Operations of the Board of Directors
- Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc
- Executive System and Appointment of Executive Officers
- Compensation for Directors and Executive Officers
- Group Auditing System

Operations of the Board of Directors

Operation

As a general rule, the Board of Directors meets once each month. Before each meeting, the directors are expected to make themselves familiar with the proposed resolutions, and materials are distributed to outside directors in advance so that effective discussions can be held on the day of the meeting. In addition, before important management decisions are made, the executive officer responsible sometimes gives a preliminarily explanation concerning the matter at hand.
The seating position of the directors is changed at every meeting, except for that of the chairman and the president, and other such measures are taken to further enhance communication among the directors and ensure that the meetings are dynamic.

Attendance

The meeting results and attendance rates for the Board of Directors and the three committees at the end of fiscal 2019 were as follows.
Furthermore, the attendance rate at Board of Directors and the three committee meetings for the five outside directors (Kimikazu Noumi, Takashi Hatchoji, Taketsugu Fujiwara, Chikatomo Hodo, and Sakie T. Fukushima) was 100%.

Note: All members of the Board of Directors are required to attend more than 80% of the meetings. In order to achieve this attendance rate, the number of companies which they can serve as directors (officers under Japan's Companies Act) is restricted to no more than three in principle.

	Board of Directors	Nominating Committee	Audit Committee	Compensation Committee	Total
Number of meetings	12	6	13	7	38
Attendance rates for all directors (%)	100	100	100	100	100
Attendance rates for outside directors (%)	100	100	100	100	100

Activities of the Board of Directors and the Three Committees in Fiscal 2019

1. Board of Directors
   Fiscal 2019 was the final year of Medium Term Business Plan SHINKA 2019, and a review of the progress made on each business strategy and key measure has been monitored in each business domain: foundational, growth, and new. Deliberations aimed at formulation of the next medium-term business plan were also conducted.

2. Nominating Committee
   As indicated in the "Policy and procedure for nomination of director candidates" and the "Reasons for selecting candidates for director," the Nominating Committee nominated director candidates. It also received reports regarding the president and CEO's plan for selecting a successor and continuously supervised this.

3. Audit Committee
   The Audit Committee audited the legality and propriety of management decision made by directors and executive officers, confirmed the facts of improper conduct as well as violations of the law or articles of incorporation, and monitored and verified the internal control system that has been established and put into operation. It also rigorously reviewed whether an independent position was maintained in the external accounting auditor's audit and whether a proper audit was conducted.

4. Compensation Committee
   The Compensation Committee confirmed the appropriateness of compensation systems and levels ahead of the determining of compensation for individual director. It also discussed and settled partial revisions of the fiscal 2020 compensation policy, and director compensation scheme.

Support System for Outside Directors

1. At the time of appointment, each outside director is provided with information including the company overview, business content, organizational structures and personnel, the Medium-Term Management Plan, the budget and the corporate governance of the company.
2. After appointment, outside directors receive information about each business area of the company, such as its position in the whole company business portfolio, composition of the company's business portfolio, the company's position in each industry field and business environments. Outside directors also conduct frontline inspections in departments such as development, production, sales, and service in each business area, and they receive the latest information from the responsible executive officers.
3. A Board of Directors Office has been established as the secretariat for the Board of Directors, Nominating Committee, and Compensation Committee, while the Audit Committee Office serves as the secretariat for the Audit Committee. The staff members of these offices support the outside directors to enable the Board of Directors and committees to function properly. Members of this office also distribute the document in advance concerning agenda items to outside directors, and create proposals and plans for visits to company facilities and accompany outside directors as needed as part of activities to these directors. The objectives are to enable outside directors to thoroughly discuss subjects at the Board of Directors meetings and to ensure that these meetings take place with no difficulties.

Training of Directors

In accordance with the director election standards, the Nominating Committee selects candidates for election as director who have the qualities needed to be a director. The company confirms whether new directors require training judging from each individual's knowledge, experience and other characteristics. If training is needed, the company provides suitable opportunities to receive this training.

1. For new independent outside directors, the company provides information about the group's structure, business activities and finances as well as information about the medium term business plan and its progress and other subjects. These new directors also receive basic information about the company's businesses and corporate-level functions.
2. For independent outside directors, the company arranges visits to the development, manufacturing, sales, service and other operations of every business unit. The executive officer of each business unit provides the directors with the latest information about that business.
   Activities in fiscal 2019:

   (1) Inspection tours in Japan (factories and sales offices, including at subsidiaries)
   Two tours with the cumulative participation of three outside directors

   (2) Inspection tours outside Japan (factories and sales offices, including at subsidiaries)
   One tour with the cumulative participation of two outside directors

   (3) In-house announcement events for each business (Value Creation Forum)
   In-house announcement events business (Value Creation Forum) in four business areas with participation of seven outside directors

   (4) Executive officer conference (strategy discussion, issue review)
   Held once with five outside directors participating as observers

   (5) External exhibitions
   Two external exhibitions with the participation of a total of three outside directors
3. New inside directors are provided opportunities to attend governance training held by external institutions, and information about various seminars is given to inside and outside directors as opportunities to participate when appropriate.

Feedback on Board of Directors Effectiveness

In 2003, the company became a company with committees (now a company with three committees). To determine if the corporate governance system is functioning as intended, the company started performing self-assessments in 2004 concerning the Board of Directors' effectiveness. Self-assessments have been performed every year since then in order to make improvements.
In fiscal 2016, an external organization was commissioned to conduct a questionnaire and interviews with the intention of enhancing objectivity by including the perspective of a third party and clarifying issues that were not noticed in conventional self-assessments.
The company now has a PDCA cycle that covers assessments and the analysis of results, the establishment of policies for the operation of the Board of Directors in the next fiscal year, and the creation and implementation of a plan for the board's operations. PDCA is used, while reviewing the content of the self-assessment questionnaire annually, as a tool for continuous improvements in the effectiveness of the Board of Directors.
In fiscal 2019, the company aimed to return to the basics and understand the actual response status and issues related to each principle of the Corporate Governance Code (CG Code), in order to confirm whether the company's corporate governance is suited to its goal: the achievement of sustainable growth and increases in corporate value over the medium to long term.

Corporate Governance Report (965KB)

Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc

Policy and Procedures for Appointing Director Candidates

The Nominating Committee starts each year by performing reviews of the composition of the Board of Directors and committees and of the standards for the selection of directors and committee members. By performing examinations from the standpoints of balance of career and skill, diversity and other factors, this committee aims to upgrade its selections of director candidates. The following process is used to make selections.

1.Board of Directors

(1) The Nominating Committee examines the objectives of the composition of the board and then confirms a proposal for the total number of directors, the number of outside directors, and the number of inside directors who do and do not concurrently serve as executive officers.

(2) Confirmation of directors who will resign due to standards for the number of years as a director or age, and expected number of new outside director and new inside director candidates.

* Use the link below for detailed information.
Approach to the Overall Board of Directors Composition

2.Outside Directors

(1) To select outside director candidates, after the Nominating Committee confirms the selection process, the requirements (necessary careers and skills) for the new outside directors are determined, considering the combination with the outside directors to be re-appointed, in order to ensure that the company will obtain useful supervision and advice on operational issues. Based on these considerations, the Nominating Committee chairperson asks for a broad range of recommendations for candidates, based on information from Nominating Committee members, other outside directors and the president and CEO. To provide reference information, the Board of Directors Office distributes to Nominating Committee members a candidate database, centered on "chairperson" of excellent companies, which includes information about independence, age, concurrent positions and other characteristics of candidates.

(2) From the candidates recommended through the preceding process, the Nominating Committee uses the following steps to narrow down the number of candidates and establish an order of priority.

- Selection standards for directors
- Standard for independence of outside directors
- Balance of career and skill required for outside director candidates and diversity

(3) Using the order of priority for candidates, the Nominating Committee chairperson and Chairman of the Board of Directors visit and approach the candidates to serve as an outside director.

3.Inside Directors

(1) Candidates for inside director are jointly proposed with the Nominating Committee following discussions between the Chairman of the Board of Directors and the president and CEO concerning proposed candidates for non-executive directors and directors who concurrently serve as executive officers based on the president and CEO sharing his plan for the executive system for the next fiscal year with the Chairman of the Board of Directors, with emphasis placed on the following points.

- Selection standards for directors
- Roles of directors who do and do not concurrently serve as executive officers
- Required skills, experience and other characteristics of directors who do and do not concurrently serve as executive officers

(2) The Nominating Committee uses the draft proposals to examine the candidates.

The Applicable Approaches and Standards for Appointing Director Candidates

1.Board of Directors

(1) Approach to the Overall Board of Directors Composition

The Board of Directors is composed of a number of directors within the scope provided in the Articles of Incorporation, taking into account the management issues the Board of Directors is required to address.

1) To ensure management transparency and supervisory objectivity, oversight of management, it is require one-third or more of the directors be independent outside directors, and directors who do not concurrently serve as executive officers constitute the majority of the total number of directors.

2) To enhance the management supervision function, liaise with the independent outside directors and strengthen communication and cooperation with executive officers, more than one inside directors not concurrently serving as executive officers will be appointed.

3) To further enhance deliberations on important decisions from a management standpoint, in addition to the president and CEO, several executive officers in charge of principal duties will be appointed as directors.

4) The Nominating, Audit and Compensation committees are all chaired by outside directors to ensure transparency and objectivity. In addition, to ensure that each committee adequately fulfills its respective roles, each committee is composed of around five members, and a majority of its members is independent outside directors.

5) Concerning the size of the Board of Directors, the company considers 10 or 12 directors to be the appropriate number from the standpoint of ensuring the proper composition of the board with respect to inside directors who do not concurrently serve as executive officers, inside directors who concurrently serve as executive officers, and outside directors.

6) For more information about the diversity of the Board of Directors, see "Balance of career and skill required for outside director candidates and diversity."

(2) Selection Standards for Directors

The Nominating Committee has selected candidates who satisfy the following standards as being suitable directors for achieving good corporate governance, i.e., ensuring the transparency, soundness and efficiency of the company's operations.

1) Good physical and mental health

2) A person that is well liked, dignified, and ethical

3) Completely law-abiding

4) In addition to having objective decision-making abilities for management, the person must have good foresight and insight

5) Someone with no potential conflict of interest or outside business relations that may affect management decisions in the company's main business areas, and who has either organizational management experience in the business, academic, or governmental sectors or specialized knowledge in technology, accounting, law, or other fields.

6) For outside directors, a candidate with a history of performance and insight in their field, someone with sufficient time to fulfill the duties of a director, and who has the ability to execute required duties as a member of the three relevant committees.

7) The Nominating Committee has separately set points for consideration in the re-election of directors and requirements concerning the number of terms of office, age and other factors. Especially, in principle, existing terms of office for outside directors are up to four years.

8) In addition, the candidate must have the abilities necessary for a director to run and build a public corporation that is transparent, sound, and efficient.

2.Outside Directors

(1) Criteria on the Independence of Outside Directors

The following types of people are ineligible to serve as outside directors at Konica Minolta. Our Nomination Committee selects outside director candidates with a high level of independence, provided that none of the following criteria apply.

1) Person affiliated with Konica Minolta
   - Former employee of the Konica Minolta Group
   - Having a family member (spouse, child, or any blood or marital relative twice removed or less) that has served as a director, executive officer, auditor or top manager in the Konica Minolta Group during the past five years.

2) Person affiliated with a major supplier/client
   - Currently serving as a managing director, executive officer, or employee of a major supplier/client company/group that receives 2% or more of its consolidated sales from the Konica Minolta Group or vice versa.

3) Specialized service provider (lawyer, accountant, tax accountant, patent lawyer, judicial scrivener, or a consultant for management, finance, technology, or marketing)
   - Specialized service provider that received annual compensation of ¥5 million or more from the Konica Minolta Group during the past two years.

4) Other
   - A shareholder holding more than 10% of the voting rights in the company (executive directors, executives, or employees in the case of a corporate body)
   - A director taking part in a director exchange
   - A director, executive officer, auditor or equivalent position-holder of a company that competes with the Konica Minolta Group, or someone holding 3% or more of the shares of a competing company (who is not eligible to be a director of any kind)
   - Having some other conflict of interest with the Konica Minolta Group

The Company, under the rules of the Nominating Committee, in principle, limits the period in office of outside directors to four years (reappointment limit). This rule is based on the concern that the objectivity of these Directors may decline as the length of time in office increases.

(2) Balance of Career and Skill Required for Outside Director Candidates and Diversity.

1) To ensure the diversity of directors, the Nominating Committee Rules for selection standards for directors state that candidates should "have experience operating an organization in the industrial, government or academic sector or have specialized skills involving technologies, accounting, law or other fields" and "have accomplishments and knowledge in their respective fields suitable for outside director candidates."

2) Candidates should have the character, skill and experience needed for strengthening and upgrading management in order to enable the Board of Directors to determine the company's strategic direction.

3) Based on a full understanding of the importance of gender and international diversity, a career and skill matrix is prepared for each outside director candidate for reelection or election as a new director. The matrix includes the business sector, major management experience, fields of expertise and other characteristics of each candidate to provide information about the diversity of their careers and skills. The objective is to select candidates who can provide useful oversight and advice during discussions of management issues by the Board of Directors.

4) Outside director candidates are not excluded from consideration on the basis of their gender, nationality, country of birth, cultural background, race, or ethnicity.

5) In selecting new outside director candidates for appointment at the General Meeting of Shareholders in 2020, the above-mentioned points of view were given. The candidates selected have abundant experience in management, legal, and internal control system of the manufacturing industry, and who could be expected to provide useful oversight and advice.

＊ **The following principle from the Corporate Governance Code (version revised on June 1, 2018) was explained.**

Reason for non-compliance with [Principle4-11Preconditions for Board of Directors and *Kansayaku* Board Effectiveness]**Regarding diversity, including gender and international aspects, and appropriate size**

The company has paid due heed to “the board should be well balanced in knowledge, experience and skills in order to fulfill its roles and responsibilities,” and “it should be constituted in a manner to achieve both diversity and appropriate size,” as stipulated in the principle. However, while consideration of diversity naturally took into account gender and nationality, it was not realistic to commit to forming a Board of Directors that definitely realized the gender and nationality aspects while still achieving an appropriate size. In order to secure the effectiveness of the Board of Directors, the company considers the credentials of a director to be more important than their demographic characteristics.

(3) Expected Roles of Outside Directors.

1) To participate in important decisions made by the Board of Directors and supervise the decision-making process
2) To submit advice about the establishment of management policies and plans and about reports concerning business operations by using their experience and knowledge
3) To oversee conflicts of interest among the company, its shareholders, senior executives and others
4) To supervise management to protect ordinary shareholders and to reflect the interests of shareholders from the standpoint of ordinary shareholders, which is independent from senior executives and special stakeholders
5) To supervise management as members of the Nominating, Audit and Compensation Committees

3.Inside Directors

(1) Stance Concerning Roles of Inside Directors and Selection of Candidates.

1) The chairman of the Board of Directors calls meetings of the board and chairs the meetings. In addition, the chairman is responsible for overseeing improvements in the effectiveness of corporate governance. The chairman ensures that agenda items are handled in a manner that facilitates constructive discussions in an open and unrestricted manner. The chairman also asks questions and takes other actions from the standpoint of providing oversight and ideas and suggestions. Furthermore, based on assessments of the effectiveness of the board, the chairman establishes policies for the board's operations and explains these policies at the board meeting following ordinary general meeting of shareholders.
The company's previous president and CEO has been selected to serve as chairman in order to have a chairman who has a thorough knowledge of the company's management and can provide highly effective oversight of management. The company's Basic Policy on Corporate Governance and Corporate Organization Basic Regulations require that the chairman shall be a director who does not concurrently serve as executive officer, whether the individual is an outside or inside director.
2) An inside director who is not concurrently an executive officer and who has the ability to ensure the quality of audits is selected as a full-time Audit Committee member.
The inside director who serves as a full-time Audit Committee member should have extensive management experience as an executive officer of the company in order to improve the effectiveness of the Audit Committee. The qualifications required in particular are experience in accounting and finance or business management and core business management.
This inside director also serves as the Nominating Committee member and Compensation Committee member.
3) Inside directors who are concurrently executive officers, other than the president and CEO, are selected based on their experience, capabilities and character. They are held accountable for their execution and contribute to energetic and meaningful discussions at Board of Directors meetings. Requirements for these inside directors include responsibility for overseeing major elements of the company's operations such as strategic planning, accounting and finance, technology, as well as for overseeing main business operations in the company.

Executive System and Appointment of Executive Officers

Executive System

1. Under a mandate from the Board of Directors, executive officers make decisions about operations and then execute them. The business execution is overseen by the Board of Directors and reviewed by the Audit Committee to ensure the efficiency, adequacy, legality and soundness of management.
2. Executive officers are appointed by the Board of Directors, which selects the president and CEO, selects senior executive officers from among the executive officers, and establishes a division of duties among the officers. The executive officers, including the president and CEO, make decisions concerning the execution of duties delegated by the Board of Directors, and execute their duties.

Selection or Dismissals of Executive Officers

1. The Board of Directors uses a fair, timely and appropriate method to select people who have the capabilities to serve as executive officers. These individuals must be able to create new value for the Group and earn the support of internal and external stakeholders. Standards for making these judgments about capabilities are defined in “Standards for the Selection of Executive Officers.”
   Individuals must have the ability and experience for the internal and external management of the Group's business operations. Qualification standards also take into consideration knowledge about specialized fields and technologies, an individual's age when the time for renewing the appointment comes, and other items. In addition, the Board of Directors selects individuals with a strong commitment to ethics, the ability to put customers first, the ability to drive innovation, strong motivation to achieve goals, and other such characteristics.
2. To select new executive officers, candidates who have completed senior executive candidate training must pass through the first stage of the selection process, which involves submitting documents and completing an interview. Next, an assessment is performed in order to reach a highly objective and appropriate decision. This process includes input from both an external perspective and from the perspective of people at the Group who frequently interact with these candidates as part of their jobs. An evaluation conference, which consists of the president and CEO and the executive officer responsible for personnel, is held to examine the results of this process. This results in the selection of candidates to become executive officers.
3. To determine the new team of executive officers, the president and CEO selects from the list of executive officer candidates the individuals believed to be well suited to serve as executive officers. Next, a proposal for the selection of executive officers for the new fiscal year is prepared and submitted to the Board of Directors, with a list of the duties for each executive officer.
4. Prior to the submission of this proposal to the Board of Directors, the Nominating Committee performs oversight of the whole process, including a confirmation that a suitable process was used. Oversight includes receiving the proposal for the new executive officer team (including the proposed new executive officer selections from the president and CEO) and a report about the proposed duties of each executive officer.
5. The Nominating Committee considers observing the character of executive officer candidates is an important matter and utilizes opportunities such as attending meetings of the Board of Directors and reporting to informal gatherings of directors. After receiving the proposal for the selection of executive officers mentioned above from the president and CEO, the Nominating Committee discusses the content of the proposal, creates a summary of its conclusions regarding matters such as the appropriateness of candidates and training issues, and provides these as feedback to the president and CEO.
6. The Board of Directors takes the “Standards for the Selection of Executive Officers” into full consideration when deciding whether or not to dismiss an executive officer.

Compensation for Directors and Executive Officers

The company, which has adopted the company-with-three-committees system, has established a Compensation Committee. Outside directors account for the majority of members of the committee and the committee is chaired by an outside director to ensure transparency and to determine compensation in a fair and appropriate manner. The company’s directors’ compensation system is intended to strengthen the motivation of directors and executive officers to strive for the continuous medium-to-long-term improvement of the Group’s performance in line with management policies, to meet shareholder expectations and contribute to the optimization of the Group’s value. The company aims for a level of compensation that enables it to attract and retain talented people to take responsibility for the company’s development.

In keeping with these aims, the Compensation Committee has established a policy for determining the individual compensation entitlement of directors and executive officers, and determines the amount of individual compensation entitlement of directors and executive officers in line with this policy.

At Compensation Committee meetings held on March 24, 2020 and May 25, 2020, the members resolved to partially revise the policy for determining individual compensation for directors and executive officers, starting in fiscal 2020. Click here for the details of the revision.

Compensation Policy

1. Compensation system (see diagram below)

   1) Compensation packages for directors (excluding directors who concurrently hold executive officer posts) exclude a short-term performance-based cash bonus because directors have a supervisory role, and consist of a base salary and stock compensation. The stock compensation consists of a medium-term stock bonus (non-performance-linked) and a long-term bonus.
   Only a role-specific base salary is provided to outside directors.

   2) Compensation packages for executive officers consist of a base salary, an annual performance-based cash bonus, which reflects the performance of the Group, as well as stock compensation. The stock compensation consists of a medium-term stock bonus (performance-linked) and a long-term stock bonus.

2. The total amount of individual compensation entitlement and base salary are set at an appropriate level, taking into account position and value of the job, by considering value based upon objective data, evaluation data and other data collected at regular intervals.

3. The amount of the annual performance-based cash bonus is determined based on the level of performance delivered for the fiscal year (consolidated operating profit), the degree of attainment of annual performance targets, and the progress of each executive officer's key operational measures. The amount based on the degree of attainment of annual performance targets is determined in the 0% to 200% range of the standard amount of compensation. The targets are major consolidated performance indicators (operating profit, operating profit ratio, operating cash flow, and KMCC-ROIC*) associated with results of operations. Executive officers' key operational measures include those related to non-financial indicators, such as environment, society and governance (ESG) performance.

   ＊ Return on invested capital is used for calculating the annual performance-based cash bonus, and the invested capital represents the assets that can be individually managed and grown by each business division.

4. Stock bonus plan

   1) In the medium-term stock bonus (non-performance-linked) plan for directors, the company's shares are distributed to directors upon the conclusion of the Medium Term Business Plan, according to their roles and years in office. The plan is designed to enhance directors' motivation to contribute to medium-term shareholder value improvement and to promote their ownership of the company's shares.

   2) In the medium-term stock bonus (performance-linked) plan for executive officers, the company's shares are distributed to executive officers upon the conclusion of the Medium Term Business Plan in the 0% to 200% range. The plan is designed to enhance their incentives for attaining the targets of the Medium Term Business Plan and promote their ownership of the company's shares. The medium-term targets are major consolidated performance indicators (operating profit, operating cash flow, and ROIC) associated with the medium term management policy.

   3) The long-term stock bonus for directors (internal directors not also serving as executive officers) and executive officers is awarded in the form of Konica Minolta shares after the retirement of the officer concerned, and is based on the person's position or role and their tenure. The aim of this compensation is to enhance motivation and to contribute to long-term shareholder value improvement.

   4) The standard number of shares is set according to the position each director or executive officer held in the first year of the Medium Term Business Plan.

   5) Certain portions of shares are distributed in cash on the assumption that they are exchanged for cash.

   6) Shares of the company obtained as stock bonus shall be held in principle for one (1) year after the date of retirement from the post of each director or executive officer.

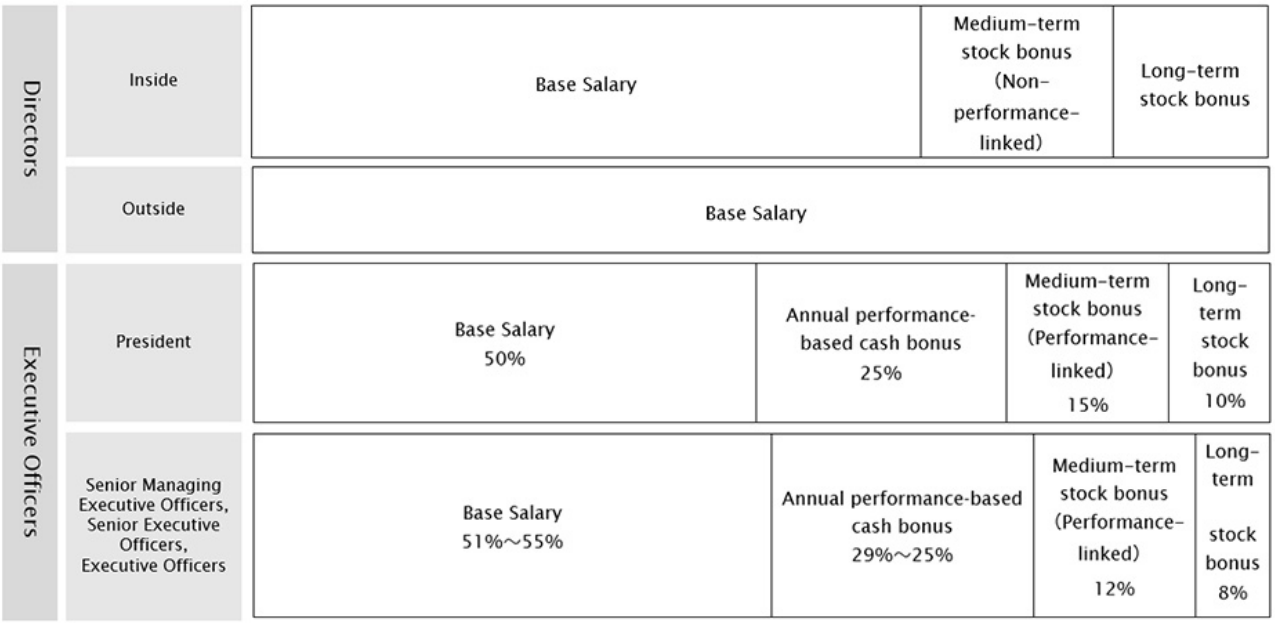
5. The standard for compensation of the president and chief executive officer is a 50:25:25 mix of a base salary, an annual performance-based cash bonus, and a medium term performance-based stock bonus. For the other executive officers, the base salary ratio is set higher than that for the president.
   In addition, the ratio of the medium-term stock bonus (performance-linked) and long-term bonuses within the stock compensation shall be 60:40.

6. Compensation for non-residents of Japan may be handled in different ways from the above-mentioned treatment above due to legal and other circumstances.

7. If the Board of Directors must resolve a correction to financial statements after they are announced due to a material accounting error or fraud, the Compensation Committee shall consider corrections to performance-based bonuses and limit payment or request return of the bonuses when necessary.
8. The company reviews levels, composition and other elements of compensation in a timely and proper manner in accordance with changes in the management environment.

The previous retirement compensation, which was discontinued in June 2005, was determined by the Compensation Committee for each individual officer concerned within a range set by Konica Minolta's own standards. This will continue to be paid whenever a director and an executive officer who has been serving since before June 2005 retires.

Compensation System Diagram



Indicators for Performance-based Bonuses, Reasons for the Selection of These Indicators, and Method for Determining the Amount of Performance-based Bonuses

As mentioned above, at meetings held on March 24, 2020 and May 25, 2020, the Compensation Committee decided to partially revise the policy for determining individual compensation for directors and executive officers. As part of this, the performance-based compensation indicators were also revised, along with the reasons for indicator selection, and the methods for determining amounts of performance-based compensation.

1. Annual performance-based cash bonus

(1) Indicators and the reasons for the selection of these indicators

Item	Portion according to performance level	Portion according to attainment of performance targets					Portion according to personal appraisal
Assessment index and others	Operating profit	Corporate Divisions / Core Business Divisions				New Business Divisions	Reflects progress of each executive officer's key measures
		Operating profit	Operating profit ratio	Operating cash flow	KMCC-ROIC	Individual division targets	
		25%	25%	25%	25%		
	Linked with Group consolidated performance result level	Linked with annual performance target attainment rate				Linked with individual target attainment rate	

Note: The corporate divisions include the management affairs divisions of Konica Minolta, Inc. and those with group-wide horizontal functions.

(2) Indicators for performance-based bonuses, reasons for the selection of these indicators

1) The indicator for the level of performance results portion is the amount of Group consolidated operating profit. It was judged that operating profit is the most appropriate indicator for determining the responsibility for performance that should be taken on by executive officers with the aim of realizing sustainable growth and enhanced corporate value by achieving higher levels of operating profit.

2) For officers in charge of corporate divisions and core business divisions, the indicators used for determining the attainment of performance targets are operating profit, operating profit margin, operating cash flow and KMCC-ROIC. These indicators are designed to promote a strong awareness of Konica Minolta's sustainable growth and corporate value improvement over the medium to long term. Operating profit was selected to help enhance the earning power of core businesses, while operating margin was chosen to promote a shift to high profitability. Likewise, operating cash flow helps to implement strategy in a timely and appropriate manner and secure dividend resources, while KMCC-ROIC is necessary to help improve invested capital efficiency. In addition, each indicator is given the same weighting (25%).
In the case of new business divisions, individual targets are used as indicators, by setting targets for each business division in accordance with the business characteristics and priority measures for the year.

3) For the portion according to personal appraisal, factors such as progress of each executive officer's key operational measures are used as indicators. Matters are evaluated from a different perspective from the level of performance results portion and the portion according to attainment of performance targets.

(3) Methods for determining the amount of compensation

1) The amount paid for the level of performance results portion is calculated by multiplying a value determined according to the amount of Group consolidated operating profit by a number of points set for each position. Said value is decided in accordance with a table formulated in advance.

2) For officers in charge of corporate divisions and core business divisions, the performance attainment portion is calculated by multiplying the annual performance attainment rate (calculated using the weightings of each indicator) by the standard amount for each position. The consolidated performance of the relevant business is applied for an executive officer in charge of a core business division, while the consolidated Group performance is applied for an executive officer in charge of a corporate division.
In addition, the amount to be paid for an executive officer in charge of a new business division is calculated by multiplying the individual performance attainment rate for the relevant business division by the standard amount for the role.
The payment rate will vary from 0% to 200% depending on the attainment level.
(This increase in the upper limit (previously 150%) is designed to further enhance officer awareness of target attainment, by making the relationship between target attainment and payment more pronounced.)

3) The amount paid for the portion according to personal appraisal is calculated by multiplying the total of the standard amounts determined for the level of performance results portion and portion according to attainment of performance targets by an appraisal value (value in the range of -30% to +30%) for each executive officer stipulated in a proposal drafted by the president and CEO.

4) The payment amounts in the three items listed above will be discussed and settled by the Compensation Committee.

2. Medium-term stock bonus (performance-linked)

(1) Indicators and the reasons for the selection of these indicators

Item	Medium-term stock bonus (performance-linked)		
Assessment index	Group consolidated operating profit	Group consolidated operating cash flow	Group consolidated ROIC
	(Cumulative total for 3 years from FY2020 to FY2022)		(3 year average from FY2020 to FY2022)
	40%	30%	30%
	Linked with attainment rate of medium term business plan targets		

(2) Indicators and the reasons for the selection of these indicators

Operating profit, operating cash flow and ROIC (group-wide consolidated) are used as indicators in order to promote sustainable growth for Konica Minolta and improve corporate value over the medium to long term.
Operating profit was selected as an indicator to help strengthen the earning power of the core businesses, while operating cash flow was chosen to promote timely and appropriate strategy implementation, and to secure resources for dividends.
ROIC was selected to improve the efficiency of invested capital over the medium to long term.
The weightings are 40%, 30% and 30%, respectively.

(3) Methods for determining the amount of compensation

1) Compensation is calculated by first taking the total of three values: an amount obtained by multiplying the cumulative operating profit target attainment rate for the medium-term business plan period by 40%, an amount obtained by multiplying the cumulative operating cash flow target attainment rate for the same period by 30%, and an amount obtained by multiplying the average ROIC target attainment rate for the same period by 30%. This total is then multiplied by a number of points set per position accumulated over the same period, with one point equaling one share that will be transferred as compensation.
The payment rate will vary from 0% to 200% depending on the attainment level.
(This increase in the upper limit (previously 150%) is designed to further enhance officer awareness of target attainment, by making the relationship between target attainment and payment more pronounced.)

2) Points set per position is calculated by dividing the amount of resources allocated per position by a reference stock price.

3) The reference stock price is the average price paid (weighted average) by the trustee entrusted by the company, the trustor, when purchasing the number of shares in the company required to pay the stock bonus on the stock market.

4) The number of shares transferred listed above will be discussed and settled by the Compensation Committee

Activities of the Compensation Committee

Month	Attendance	Main agenda items ◆: Resolution adopted ◇: Deliberated ○: Reported
May 2019	All 6 attended	◆ Financial compensation linked to fiscal year performance of executive officers in FY2018 ◆ Points for individual directors / executive officers for FY2018 stock compensation
June 2019	All 5 attended	◆ Chairperson selection ◆ Compensation Committee's FY2019 policy and plan ◆ Individual compensation for directors and executive officers starting July 2019 (annual base salary)
Sept. 2019	All 5 attended	○ Listing of issues to be investigated regarding officer compensation scheme ◇ Handling of standards for calculation of compensation linked to fiscal-year financial performance
Nov. 2019	All 5 attended	○ Executive compensation survey report
Feb. 2020	All 5 attended	◇ Investigation of executive officer compensation for FY2020
Feb. 2020	All 5 attended	◇ Direction of executive compensation levels for FY2020 ◇ Investigation issues relating to the director and executive officer compensation scheme ◇ Revision of the compensation determination policy
March 2020	All 5 attended	◆ Compensation for individual executive officers in FY2020 (annual base salary) ○ Handling of standards for calculation of compensation linked to fiscal-year financial performance ◆ Partial revision of the director and executive officer compensation scheme and revision of the related compensation determination policies and regulations
May 2020	All 5 attended	○ Voluntary return of director and executive officer compensation
May 2020	All 5 attended	◆ FY2019 performance-based executive compensation ◆ Numbers of shares awarded to individual directors / executive officers as stock compensation ◆ Partial revision of the stock compensation scheme and revision of the related compensation determination policies and regulations

Amount of Compensation Paid to Directors and Executive Officers for the Year Ended March 2020

(Unit: 1 million yen)

		Total	Total base salary		Performance-linked compensation		Stock bonus	
			Persons	Amount	Persons	Amount	Persons	Amount
Directors	Outside	63	6	63	-	-	-	-
	Inside	159	4	127	-	-	4	31
	Total	222	10	190	-	-	4	31
Executive officers		615	24	525	24	55	24	34

Notes

1. The numbers above include one outside director and one inside director who stepped down as of the date of the 115th Shareholders' Meeting held on June 18, 2019. At the end of the period (March 31, 2020), the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 24 executive officers.
2. 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.
3. Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated.
4. Regarding the stock-based compensation, the amounts shown are those to be recorded as expenses in the fiscal year concerned, based on calculation of the expected amount of compensation including future granting of the company's shares, in accordance with the expected number of points granted to Directors (excluding outside directors) and executive officers.

Total Compensation for Those Individuals with a Total Compensation of 100 million Yen or More in the Fiscal Year Ended March 2020

(Unit: 1 million yen)

Position / Name	Company type	Total	Total base salary	Performance-linked compensation*2	Stock bonus
Executive Officers Richard K.Taylor*1	Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	147	91	56	-

Notes

1. Executive Officer Richard K. Taylor is the CEO of the consolidated subsidiary, Konica Minolta Business Solutions U.S.A., Inc.
2. Regarding performance-linked compensation, the amounts to be expensed in this fiscal year are given.
3. Based on Article 6 of the policy for determining the individual compensation entitlement of directors and executive officers described in "Compensation for Directors and Executive Officers" above, executive officer Richard K. Taylor is not covered by the stock compensation plan.

Guidelines on Officer Ownership of Konica Minolta Shares

In order to further raise awareness of shareholders' expectations for performance improvement and growth in the stock price, a stock bonus linked to medium-term performance (for executive officers) and a medium-term stock bonus (for directors) have been introduced. Accordingly, Stock Ownership Guidelines have also been established for inside directors and executive officers.

Group Auditing System

Creating a System That Aims for Effective Audits

Konica Minolta Inc., which has adopted the company-with-committees system, has established an Audit Committee, while its subsidiaries in Japan have appointed their own respective auditors. In addition, Konica Minolta Inc., has a Corporate Audit Division, which conducts an internal audit of the entire Group.

The members of the Audit Committee and the Corporate Audit Division, as well as auditors of the subsidiaries in Japan, share related information and strengthen the coordination of audit activities across the Group. With the aim of ensuring effective audits, the same parties hold regular meetings with the accounting auditors, review auditing systems and policies, and examine whether or not the accounting auditors can fulfill their tasks properly.

Audit Committee System and Roles

The Audit Committee is comprised of six directors (who do not hold positions as executive officers), four of whom are outside directors. The chairperson of the Audit Committee is selected from among the outside directors. To ensure effective operation of the committee, it has established its own office (Audit Committee Office) with staff members who are independent of any sections committed to actual business operations. The Audit Committee members evaluate the legality and validity of the management decisions made by directors and executive officers, monitor and validate internal control systems, and assess the adequacy of the accounting auditors. In principle, a committee meeting is held before the meeting of the Board of Directors, so that the committee members can present their opinions to the meeting of the Board of Directors, if deemed appropriate.

Corporate Audit Division Systems and Role

The Corporate Audit Division of Konica Minolta Inc., which directly reports to the president and CEO, is responsible for the Group-wide internal audit and performs internal audits of Konica Minolta and its subsidiaries, as well as major overseas affiliated companies. Using the risk-assessment approach, the division evaluates these companies in terms of the reliability of their financial statements, efficiency, and validity of their businesses and the level of their legal compliance. The division also conducts follow-up audits in which it examines improvement measures taken by respective companies in response to suggestions provided by internal auditors.

In addition, major subsidiaries have their own internal audit divisions which work closely with the Corporate Audit Division of Konica Minolta Inc., and enhance the internal audit function of the entire Group.

Corporate Governance

Internal Controls

Internal Control Measures

Board of Directors adopts resolution adopted to establish internal control system

In recent years, corporate scandals and lack of compliance have become matters of social concern. To prevent misconduct, management needs to implement stronger internal control system. Japan's Company Law obliges companies to construct internal control system.

Every year, Konica Minolta, Inc. reviews the company's internal control system in March, and the Board of Directors then renews its resolution to maintain 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 2020. Konica Minolta continues to strive to ensure the legality, rationality, and efficiency of its business activities by reviewing, as occasion demands, its systems and rules of supervision, and operations pertaining to all business across the Group.

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 132 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, 2020).

Corporate Governance

Risk Management

Basic Concept

Creating a Group-wide risk management system
Along with the globalization of economies and the transformation of societies, the risks faced by companies have become more diverse. Konica Minolta has created a Group-wide risk management system in order to clarify various corporate risks and to minimize their impact on its businesses. The Group also conducts business continuity management, taking measures to ensure that businesses are able to continue uninterrupted in the case of a natural disaster or other unforeseen circumstances.

Risk Management System

Konica Minolta, Inc. has established a management system in which the President and CEO is responsible for risk management and crisis management. In April 2010, the company strengthened its system for assessing a range of possible risks without serious omissions and developing full countermeasures. A system was also established for reporting and issuing instructions during a crisis.

Building a Risk Management System

Making executive officers responsible for managing various risks.
The executive officers are responsible for managing various risks including strategic risks, financial risks, risks pertinent to environmental regulations and hazard risks. They identify and evaluate risks and develop and monitor countermeasures in their respective spheres of management. In addition, the Risk Management Committee, chaired by an executive officer appointed by the Board of Directors, is convened periodically (twice a year). The Committee examines the risks identified by each executive officer, as well as the countermeasures in place, and checks to ensure that the risk management system is functioning effectively, making revisions where necessary. The Group responds as a whole to risks judged to be particularly important, led by an executive officer appointed by the chairperson. The activities of the Risk Management Committee are periodically reported to the Audit Committee.

Risk Information

Matters concerning the business and financial status of the Konica Minolta Group that are likely to have a material impact on the decision of investors. Matters relating to the future referenced are Group determinations based on the current business environment.

Building a Crisis Management System

Establishing a system for minimizing the business and social impact of crises
Konica Minolta has established a system for minimizing the business and social impact of crises that may arise from a range of risks by taking prompt and appropriate action and by releasing information. The Crisis Management Committee, chaired by the 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 executive officer for crisis management, to assess the situation and make decisions quickly. A system has also been established to enable the President and CEO to take leadership in critical areas in a crisis.

Factors and Examples of Crisis Risks (excerpts)

	Factors	Examples
1	Defective products, recalls, product liability lawsuits	Design errors (faulty products, health hazards), errors in manufacturing processes (faulty products, foreign substances contained in products), etc.
2	Defective services	Inappropriate explanations, discriminatory attitudes toward customers, etc.
3	Personnel-related problems	Ambiguous performance evaluation standards, unfair transfers, human rights infringements such as employment discrimination and harassment, crimes/scandals involving employees, etc.
4	Labor-related problems	Labor disputes, unfair labor practices, child labor, forced labor, occupational health hazards, employee deaths or suicides caused by overwork, etc.
5	Corporate negligence	Pollution (soil, wastewater, odors), industrial accidents (health and safety hazards, accidents), etc.
6	Company's unethical conduct	Contacts with anti-social forces, scandals, internal disputes, insider trading, etc.
7	Inappropriate decision-making on management and marketing	Risks involved in investments, loans, bonds, M&A, and transactions; excessive competition, etc.
8	Corporate crimes	Illegal acts (violations of Antimonopoly Act, Premiums and Representation Act, Subcontract Act, Tax and Commercial Laws, etc.)
9	Intimidation and other crimes committed against the company	Obstruction of business (inserting foreign substances in products, etc.), robbery, subversive activities, etc.
10	Economic and social disturbances	Oil crises, major power failures, sharp declines in stock prices, etc.
11	International/political upheavals	War, coups, trade conflicts, etc.
12	Disasters and epidemics	Earthquakes, storms and floods, fires, epidemics (SARS, avian influenza, and new type of influenza, etc.)
13	Rumors concerning management instability	Incorrect information in mass media, spreading rumors through various channels, including the Internet, etc.

Business Continuity Management (BCM)

Establishing measures for business continuity in the event of a major natural disaster
One of the most important responsibilities of an enterprise is to maintain or rapidly resume its essential business operations in the event of a major disaster or accident. Konica Minolta is working toward this goal at Group companies worldwide, as well as in its supply chains.*

At Konica Minolta, each business division and subsidiary, including the Business Technologies Business, which is Konica Minolta's core business, and Medical Devices, for which there is a high need during disasters, formulates a business continuity plan (BCP), laying out a specific plan of action for such an event. The Group has also established an initial response system to decide the necessity of putting the BCP into action by gathering information such as the damage situation immediately after a disaster.

Specifically, in the event of a major earthquake in Japan, the basic policy is to keep supplying consumables and products as much as possible so as to not inconvenience customers, while continuing to provide support services to existing customers. Toward that end, the Group is striving to increase the level of its business continuity system by decentralizing production sites for primary consumables, conducting risk assessments on suppliers, and securing alternatives and inventory for key parts with big risk. In addition, a backup structure has been established for call centers in Eastern and Western Japan so that they can provide backup to each other. This enables the company to continue to provide customer support even if one center were affected by a disaster. The Group also works on preparing responses in case of new strains of flu for which there are concerns about a global outbreak. Further, various drills are conducted to increase the quality of these kinds of BCM.

* Supply chain: The series of activities involved in delivering a product or service to a customer, ranging from procurement and production to distribution and sales.

Reinforcing Crisis Response and BCM

The Group's major sites escaped severe damage in the Great East Japan Earthquake that struck on March 11, 2011, and the BCP did not have to be implemented. However, for the first month after the disaster, the president of Konica Minolta, Inc. held an Earthquake Response Meeting every morning to gather information, give appropriate instructions, and ensure consistent information disclosure. Since then, the Group has taken measures to improve its preparedness for front-line action in the event of a major disaster that occurs without warning.

Specifically, the initial response manual at all Group sites was revised so that operations would reliably continue during periods of chaos, at night and on holidays. The effectiveness of the manual was tested with actual drills, and the PDCA cycle is being used to improve it further.

In the event of a large-scale earthquake, the headquarters in the Marunouchi area of Chiyoda, Tokyo would serve as the Disaster Response Headquarters. Seven teams, headed by the President and CEO, would promptly respond. This system is reviewed in Group disaster preparedness training held once a year. In this training, the Disaster Response Headquarters, including top management, works with a site chosen as the hypothetical epicenter to quickly ascertain the extent of the damage, decide on a response and make decisions. In November 2019, training was carried out for a scenario involving the occurrence of a quake directly hitting the Tokyo metropolitan area.

Konica Minolta has also developed its own information-sharing tools for use in disasters. Its Emergency Information Data Base System is able to map the extent of damage at sites in the Konica Minolta Group in Japan, thereby providing an overall picture of the damage. The Safety Confirmation System consolidates information on the safety of employees and their families. Konica Minolta also uses internal social media as an information-sharing tool for use in emergencies that occur at night or on holidays. Employing disaster prevention ICT, these tools support a smooth response from the initial response stage through the BCP stage. When the earthquake occurred in northern Osaka in June 2018, the Group used these ICT tools and confirmed that they were effective for information- sharing in the initial stage.

Also, based on Tokyo Metropolitan Government regulations that went into force in April 2013, the Group has been improving its disaster prevention equipment and strengthening its measures for persons having difficulty returning home.

In January 2020, as the novel coronavirus began to spread, Konica Minolta established a crisis management system focused on production sites in China and initiated a group-wide response. As infections continued to spread in February and March, the response scope was expanded to include European and North American sales and production companies, as well as sites in Japan. Measures have been implemented to provide employee and business continuity support.

Group disaster preparedness training

Corporate Governance

Communication with Shareholders and Investors

Basic Concept

Promoting information disclosure actively based on the Charter of Corporate Behavior.

Konica Minolta believes that maximizing its corporate value is part of meeting the expectations of its shareholders and investors. In order to maintain close relations with these stakeholders, Konica Minolta is working to ensure that they have a good understanding of all the Group's activities. This is achieved through proactive investor relations (IR) efforts in accordance with the concept of fair and timely disclosure of corporate information, as stated in the Konica Minolta Group Charter of Corporate Behavior.

Active deployment of investor relations activities

Actively engaging in IR activities for institutional and individual investors

Every quarter, Konica Minolta holds results briefings for securities analysts and institutional investors. Individual interviews and meetings are also held after these briefings, as necessary, to provide follow-up information. Konica Minolta also visits institutional investors and 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 (FY2019)

Financial Results Briefing Session	Every quarter (Tokyo)
Investor Conference/roadshow	Seven meetings (3 in Tokyo, 1 in the United States, 2 in Europe, and 1 in Singapore)
Private Investor Briefings (IR Department response)	One meeting (Tokyo) Participants: 160
Private Investor Briefings (Senior executive officer in charge of investor relations)	One meeting (Tokyo) Participants: 200
Small meetings (Representative Executive Officer President and CEO)	Four meetings Securities analysts and institutional investors: 25 participants
Corporate governance meetings (Chairman of the Board and outside directors)	Two meetings (participant: 1 securities analyst, and 26 institutional investors)
Business presentation	Two meetings For securities analysts, institutional investors and the media ✓ Joint briefing session for Office, Performance materials, and Measuring Instruments segments (participants: 23 securities analysts, 31 institutional investors, and 2 reporters/others) ✓ Bio-healthcare study group (participants: 17 securities analysts and 26 institutional investors)
Small meetings for ESG (Senior Executive Officer and executives)	One meeting (sustainable growth initiatives) Participant:10 institutional investors, and 1 securities analyst
Individual meetings	A total of some 400 meetings (200 companies)

IR Event

IR Activities by Top Management

Konica Minolta's top management is actively involved in dialogues with analysts and large institutional investors both in and outside Japan, and the disclosing of information.

Fiscal 2019 marked the final year of the Medium Term Business Plan SHINKA 2019, and the results of new businesses and core/growth businesses promoted as part of Konica Minolta's TRANSFORM strategy were examined. However, it turned out to be a tough year due to internal factors such difficulty in reducing manufacturing costs as planned. Challenging external factors included an economic slump in Europe that has continued since the second half of fiscal 2018, as well as U.S.-China trade friction and the resulting economic slowdown in those two countries.
Against this backdrop of environmental changes, Konica Minolta has been expanding opportunities to communicate directly with investors, such as briefing sessions and small meetings that the President and CEO himself briefs, as well as individual conversations with investors worldwide. The communication has covered measures to be achieved by fiscal 2020 and for the establishment of a strong management foundation, as well as the company's medium and long-term perspectives and approaches to its business and industry environments. Konica Minolta has been promoting strategies for business transformation based on these efforts.
The executive officer has also been actively engaged in dialogue and information sharing concerning Konica Minolta's management foundation, including intangible assets to grow sustainably. While the Chairman of the Board and an outside director have held governance meetings, the executive officers in charge of each business segment have also held briefings. They explained environmental initiatives and efforts to develop their business segments using the company's common core technologies and customer asset strengths.
Each year, a growing number of investors are taking non-financial information into consideration, including environmental, social and governance (ESG) activities, when making investment decisions. Therefore, it has become increasingly important for senior management, including representative executives, to directly communicate with investors and share information with them. Under the next medium-term business plan to be announced in fiscal 2020, Konica Minolta will continue to increase opportunities for both executives and representative executives to engage in direct investor dialogues worldwide, while promoting briefings and tours. The aim is for investors to be able to better understand and support Konica Minolta's sustainable growth, which is vital to society.

Strengthening the Dissemination of Information

In fiscal 2019, Konica Minolta continued to enhance the sharing of relevant information with investors through its IR website and Integrated Report. These efforts have been applauded by external organizations.
With the revamping the IR website in March 2018, the aim has been to continually provide information to shareholders and investors that is easy to understand. As a result, the site ranked first last year among listed companies in the Gomez IR Website Ranking, winning the gold medal for the seventh consecutive year. Subsequently, the Nikko IR Website Enhancement Ranking recognized it as the best website for the ninth consecutive year. Thus, the Konica Minolta IR website has continued to receive high praise from these major evaluation organizations.
In recent years, the source of corporate value has shifted from tangible to intangible assets, and non-financial information has become increasingly important, especially to the investment decisions of medium and long-term investors. There is also a growing number of indices for ESG investing and investors are moving toward the incorporation ESG information into investment decisions. Accordingly, an ESG page was added to Konica Minolta's IR website to enhance the sharing of its non-financial information.
The Integrated Report 2019 has once again been well received by external stakeholders. This is thanks to efforts such as enhanced disclosure and sharing of non-financial information, including intangible assets such as human resources and intellectual property, as well as disclosure based on the framework created by the Task Force on Climate-related Financial Disclosures (TCFD). The company's information sharing is promoted using a consistent story of value creation with reference to the Guidance for Collaborative Value Creation issued by Japan's Ministry of Economy, Trade and Industry. Konica Minolta won the Excellence in Integrated Reporting Prize for the second consecutive year at the 2019 WICI Japan Award for Excellence in Integrated Reporting. For the third consecutive year, the company was also recognized for having an excellent integrated report by external asset managers of Japan's Government Pension Investment Fund (GPIF).

Communication with Shareholders and Investors

Committed to fair and timely information disclosure and proactive dissemination of information

In order to ensure fair and timely disclosure of IR information, Konica Minolta has an investor relations section on the Group's website which is updated regularly with the latest information. Available in Japanese and English, the site provides 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 a 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 AGMs 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

Shareholder scan 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.

Essential Requirements to Fulfill Sustainability

Compliance

Basic Concept

Promoting compliance, including corporate ethics and internal corporate rules

Compliance as Konica Minolta understands it is not simply obeying the laws of Japan and other countries, but also includes adherence to corporate ethics and internal corporate rules in consideration of the expectations of society; it is given top priority in all corporate activities. The Konica Minolta Group Charter of Corporate Behavior was created with this understanding. This charter, which is fundamental to Group governance, gives the principles that guide compliance for the entire Group. Moreover, in an effort to ensure thorough compliance, the Konica Minolta Group Guidance on the Charter of Corporate Behavior, which shows specific expected behaviors, was published in 2011 as a reference for employees of all Group companies worldwide to consult when implementing the Charter.

Scope of Compliance at Konica Minolta

Konica Minolta is also building a system to help executive officers and employees of each Group company to practice compliance in their daily activities, while striving to foster a shared sense of value and create a corporate culture that fosters the compliance demanded by society.
Konica Minolta will continue to practice compliance on a global, group-wide scale, while taking into consideration differences in laws, cultures and customs found in various countries and regions.

- Konica Minolta Group Charter of Corporate Behavior
- Konica Minolta Group Charter of Corporate Behavior(PDF:325KB, in ten languages)
- Konica Minolta Group Guidance for Charter of Corporate Behavior(PDF:445KB)

Compliance Promotion System

- Group Compliance Promotion System
- Global Group Support System
- Planning Compliance Promotion and Verifying Progress
- Internal Hotline Systems(Helpline)

Compliance Promotion Activities

- Disseminating the Group Charter of Corporate Behavior
  - Submitting Written Compliance Pledge by Officers and Employees
  - Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan
  - Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region
- Compliance Education

Putting Compliance into Practice

- Practicing Compliance Based on the Charter of Corporate Behavior
- Anti-Corruption Initiatives
- Compliance with Antitrust Laws
- Export Control for International Peace and Security
- Tax Policy
- Advertising Activities

Compliance

Compliance Promotion System

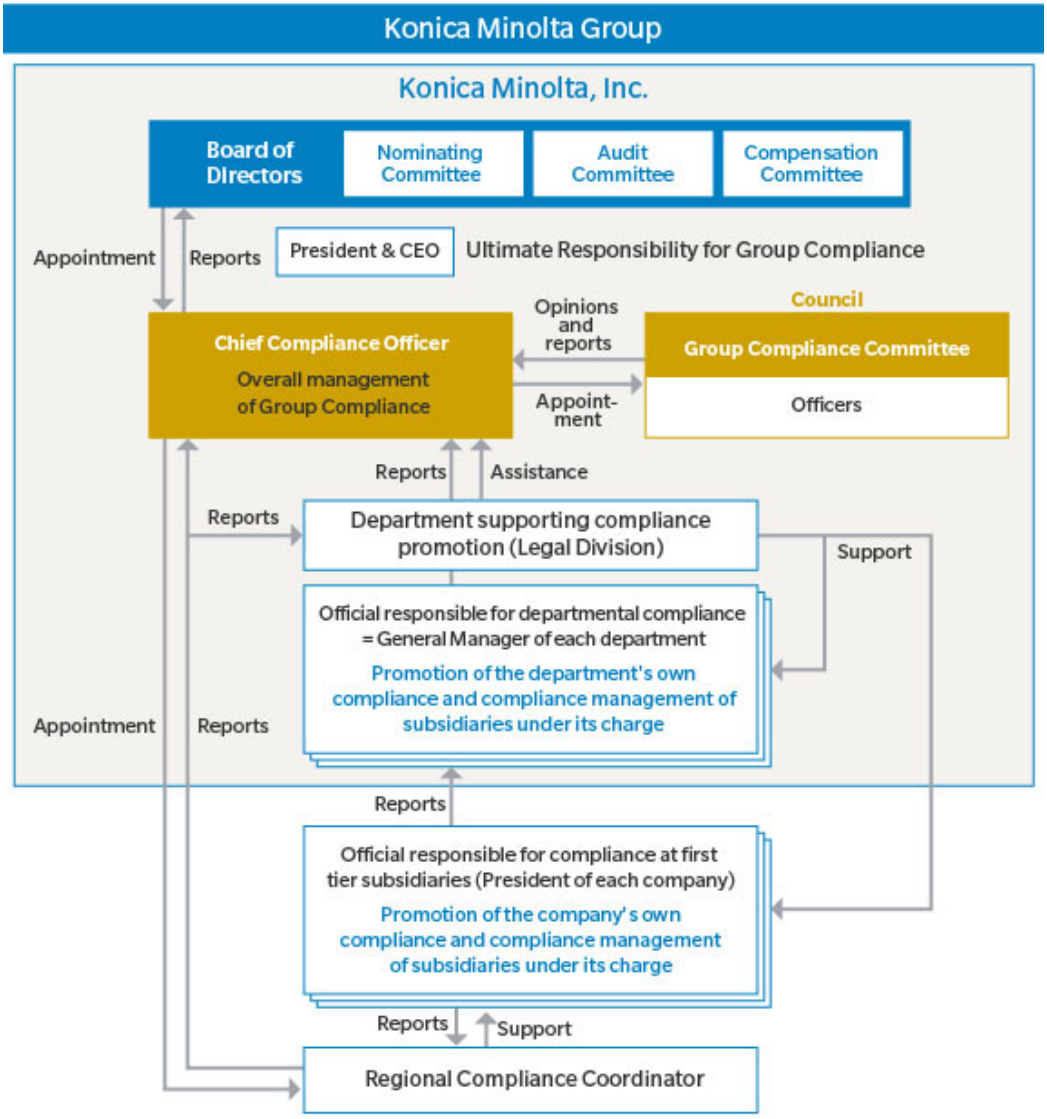
Group Compliance Promotion System
Global Group Support System
Planning Compliance Promotion and Verifying Progress
Internal Hotline Systems (Helpline)

Group Compliance Promotion System

Building a system to promote consistent compliance Group-wide

At Konica Minolta, the Chief Compliance Officer, who is 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 corporate departments in charge of Group-wide functions.

To promote compliance in each department at Konica Minolta, Inc., the General Manager of each department serves as the official responsible for compliance; at subsidiaries inside and outside Japan, the president of each subsidiary serves as the official responsible for promoting compliance at each company. The Chief Compliance Officer reports regularly to the Audit Committee regarding the progress of compliance activities and important compliance issues in the Group.



Group Compliance Promotion System

Global Group Support System

Strengthening the coordination of Group compliance

The Legal Division at Konica Minolta, Inc. drafts plans to address important matters and measures regarding the promotion of the Group's compliance, serving as a Group compliance support office assisting the Chief Compliance Officer. The Legal Division also assists each department and subsidiary with compliance activities, directly and indirectly, and provides support for group-wide information management.

The Chief Compliance Officer also appoints regional compliance coordinators in Europe, North America, China, and Southeast Asia, tasking them with implementing activities to promote compliance, considering the circumstances of each region.

In fiscal 2019, the Group compliance support office and regional compliance coordinators worked together to help newly acquired companies inside and outside Japan as well as small Group companies to adopt compliance measures, seeking to instill compliance throughout the entire Konica Minolta Group.

Planning Compliance Promotion and Verifying Progress

All departments at Konica Minolta, Inc. and all of its Group companies are required to carry out compliance according to a group compliance promotion plan and report their progress.

Konica Minolta identifies material issues by looking at trends in social expectations and the results of compliance risk assessments, and prepares a medium-term compliance promotion plan. Furthermore, based on the medium-term plan, a group compliance promotion plan is prepared for each fiscal year, and each department and group company is required to implement measures accordingly. In fiscal 2019, each department, including subsidiaries under their management, formulated their own plans and implemented measures that take into consideration compliance risks in their respective business domains.

The officials responsible for compliance in each department at Konica Minolta, Inc., and at each group company inside Japan are required to submit monthly reports on the progress of their measures, as well as any compliance issues in that department or company, to the Chief Compliance Officer. The officials responsible for compliance at each Group company outside Japan must do likewise on a quarterly basis. When a compliance issue arises which may cause a violation against Konica Minolta Group Charter of Corporate Behavior, it must be reported to the Chief Compliance Officer immediately.

Based on these reports submitted to the Chief Compliance Officer, the Group compliance support office and regional compliance coordinators cooperate as needed to conduct activities that support the promotion of compliance Group-wide. Any remaining issues are reflected in the compliance promotion 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 Group compliance support office and the relevant regional compliance coordinator. Progress is then verified through follow-up audits.

There were no significant violations involving bribe, fraud, embezzlement, or any other area of the Konica Minolta Group Charter of Corporate Behavior which warrant disclosure in fiscal 2019.

Internal Hotline Systems(Helpline)

Building and improving hotlines at each Group company

In the Konica Minolta Group in Japan, the Group-wide helpline is available so that employees can use it to seek consultation and directly contact the president, Chief Compliance Officer, general manager of the Legal Division, 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.

On August 9, 2019, Konica Minolta became one of the registered businesses for declaration of conformity with the whistleblowing compliance management system certification (declaration of conformity registration system) under the jurisdiction of the Japan's Consumer Affairs Agency.
The government system was introduced in 2019 to promote appropriate development and management of whistleblowing systems.

Konica Minolta has also established internal hotlines outside Japan. Konica Minolta Business Solutions U.S.A., Inc., an office equipment and solutions sales company in the U.S., has a Whistleblower's Hotline, which has served as an internal reporting system for its employees in North America, including its subsidiaries in Canada and Mexico. In Europe, the Integrity Hotline has served as a 24-hour, multi-lingual reporting system for all Group employees in Europe. Furthermore, the Group expanded its internal hotline systems in 2015. In China, an internal hotline system using an outside lawyer as a receiver of reports was established for all Group companies in China (excluding companies in Hong Kong). Konica Minolta Business Solutions Asia Pte. Ltd. in Singapore continued to establish internal hotlines for Group companies in Southeast Asia. In addition, measures to raise awareness of internal hotline systems were taken again at subsidiaries in and outside Japan, in order to increase their accessibility.

These hotlines can be contacted and consulted anonymously. In addition, the whistleblowers do not suffer any negative repercussions for having contacted or consulted the hotlines.

The content of a hotline report in each case is kept confidential and investigated in detail. In the event of a compliance issue, the main department for the hotline system works in cooperation with the relevant departments to correct the problem and prevent any recurrence. The Chief Compliance Officer reports information on the records of the internal hotline systems to the Audit Committee regularly.

In fiscal 2019, there were 32 reports to the internal hotlines in Japan and 47 reports to the overseas hotlines. 19 of these reports in Japan and 24 of these overseas were regarding human right issues (power harassment/sexual harassment/discrimination /improper treatment).

There were no significant incidents reported from these internal hotlines that warrant disclosure either inside or outside Japan in fiscal 2019.

Compliance

Compliance Promotion Activities

- Disseminating the Group Charter of Corporate Behavior
  - Submitting Written Compliance Pledge by Officers and Employees
  - Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan
  - Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region
- Compliance Education

Disseminating the Group Charter of Corporate Behavior

Making the Konica Minolta Group Charter of Corporate Behavior Handbook available via intranet in ten languages

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior, and all directors and employees of group companies in different countries and regions are required to follow it. To make sure all the employees around the world can correctly understand the Charter and put it into practice, a PDF version of the Charter in ten different languages (Japanese, English, Chinese, German, French, Spanish, Portuguese, Italian, Russian, and Korean) has been made available on the Group's intranet.

Konica Minolta Group Charter of Corporate Behavior

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

Submitting Written Compliance Pledge by Officers and Employees

Konica Minolta has implemented a measure whereby officers and employees of Group companies pledge that they will give top priority to compliance in their conduct, with an understanding of the Konica Minolta Group Charter of Corporate Behavior, the Konica Minolta Group Charter of Corporate Behavior Handbook, the Compliance Promotion Declaration by the presidents of subsidiaries, and the significance of and how to use internal helpline systems. Since 2009, Konica Minolta has required the officers and managers of Group companies in Japan to submit a written compliance pledge. In 2018, that requirement was expanded to include the officers and employees of all Group companies worldwide. In this way, the Group requires annual reaffirmation that its people will behave with propriety and social responsibility and that they will understand and thoroughly adhere to compliance requirements.

As of March 31, 2019, a compliance pledge has been received from 100% of the officers and employees in Japan, contributing to higher compliance awareness within the Group.

Issuance of the Compliance Promotion Declaration by the Presidents of subsidiaries in and outside Japan

Newly appointed presidents of subsidiaries in and outside Japan prepared a declaration based on the Compliance Promotion Declaration made by the president and CEO of Konica Minolta, Inc. in April 2017. The companies use every opportunity to promote awareness of this document among employees of subsidiaries.

Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region

In April 2011, the company published the Konica Minolta Group Guidance for the Charter of Corporate Behavior for all Group companies worldwide, as a reference for individual employees when implementing the Charter.
The Guidance states practices employees should follow, based on a common understanding of the items in the Charter. It also contains specific requirements concerning human rights and anti-corruption measures, which are stated as the principles of the United Nations Global Compact, joined by Konica Minolta in 2008.
Employees worldwide are required to follow their own Group company compliance manuals and codes of conduct, which are aligned with the social ethics and laws of their respective countries, using the Guidance as a base. In 2016, the Compliance Manual (in Japanese), which clearly explains all items in the Guidance and provides specific examples, was revised to ensure alignment with Japan's current laws and social ethics. It was distributed to all employees in Japan, including at subsidiaries, in an easy-to-read pamphlet. In fiscal 2017, the company also revised the China-specific version of the Compliance Manual (in Chinese and Japanese) to comply with the country's latest laws and regulations and evolving social ethics. The manual was distributed to all employees in China. Other subsidiaries post codes of conduct and compliance manuals produced based on the Konica Minolta Group Charter of Corporate Behavior to their intranets to disseminate their contents.

Konica Minolta Group Guidance for Charter of Corporate Behavior(PDF:445KB)

Compliance Education

Conducting a broad range of compliance education in and outside Japan

Konica Minolta, Inc. provides its employees at each level with various educational programs on compliance. Programs are conducted every year for new hires, mid-career employees, mid-level employees, new managers, and new executives. Various seminars on laws and regulations are held annually for employees of all Group companies in Japan. In fiscal 2019, seminars 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. Education to prevent workplace harassment was also provided. Each business division and Group company in Japan also conducts compliance education with characteristics suited to their respective business environments. The Healthcare Business Division, for example, conducts annual education on corruption prevention and transparency guidelines.
At Group companies outside Japan, the regional compliance coordinators formulate an annual compliance education plan and systematically conduct their own legal and compliance education based on each country's laws. Group companies in North America provide business ethics education to all employees through e-learning every year. Group companies in Europe systematically conduct risk workshops carried out with employee participation that combine compliance risk assessments with education on corruption prevention law and antitrust law. In China, seminars on corruption prevention and accounting fraud are held for managers of all subsidiaries.
In fiscal 2019, the company also held compliance seminars for the newly appointed presidents of Group companies; this has been done since fiscal 2015 in and outside Japan. Through these education programs, Konica Minolta ensures that top management of subsidiaries develops a high sense of ethics and promotes compliance. Also in fiscal 2019, tailor-made (interactive) refresher training was held for presidents of Group companies worldwide who have been in their position for at least three years. The aim was to further promote compliance.

Since fiscal 2017, the Group has held executive compliance seminars for executive managers in Japan and Europe, which is progressively expanded to sites worldwide.

Compliance

Putting Compliance into Practice

- Practicing Compliance Based on the Charter of Corporate Behavior
- Compliance with Antitrust Laws
- Tax Policy
- Anti-Corruption Initiatives
- Export Control for International Peace and Security
- Advertising Activities

Practicing Compliance Based on the Charter of Corporate Behavior

Based on the Konica Minolta Group Charter of Corporate Behavior, the company conducts a comprehensive risk assessment every six months to identify compliance-related risks such as corruption (bribery, improper payoffs, conflicts of interest, etc.), antitrust law violations (private monopoly, unfair trade practices, unfair restraint of trade, etc.), and violations of the Act on the Protection of Personal Information. These risks are reported to the Risk Management Committee, and are then identified as important compliance issues. Then the issues identified are addressed as priorities.

- Konica Minolta Group Charter of Corporate Behavior

Anti-Corruption Initiatives

Implementing global anti-corruption measures focusing on areas with high corruption risk

Along with economic globalization, the need for anti-corruption measures has increased, and relevant regulations are being strengthened not only within Japan, but also for international commercial transactions. The guidelines for preventing corruption are set forth under Section 2, “Fair and Transparent Corporate Activities,” in the Konica Minolta Group Guidance for the Charter of Corporate Behavior. They include a prohibition on extorting gifts and entertainment, a prohibition on soliciting or accepting bribes, and a ban on any contact with organized criminal elements.
Every year, the Konica Minolta Group prioritizes compliance with antitrust laws and preventing corruption in its annually renewed compliance promotion plan, considering the expectations of society, the degree of impact on the company and society and the possibility of occurrence. In fiscal 2019, the Group used a worldwide compliance promotion system to continue to educate its personnel on these two priority issues, in line with the relevant laws, business environments, and customary practices. The compliance issues, risks, and progress of education in each region are regularly reported to the Chief Compliance Officer via compliance reports. In fiscal 2018, the anti-corruption guidelines for personnel in Japan were revised in response to changes in public expectations, and efforts were made to ensure that the new guidelines are thoroughly understood. In fiscal 2019, new guidelines were prepared for personnel in other countries and regions as well, in accordance with their respective laws and cultures, and expanded to worldwide.

As part of the company's comprehensive anti-corruption efforts, in fiscal 2019 standards and rules were created concerning the provision of gifts and entertainment to clients. They were prepared by referring to the country rankings in the annual Corruption Perceptions Index (CPI) reported by Transparency International (TI), and are applicable to Konica Minolta organizations operating in countries where the risk of corruption is high. Systems for accounting monitoring and checking have also been established and deployed at each subsidiary, and reports are sent every quarter to the compliance department.

There were no incidents regarding bribery or corruption in fiscal 2019.

Compliance with Antitrust Laws

Formulating antitrust law policy and undertaking education in accordance with the laws and business environment in each region

Konica Minolta recognizes that when violations of an antitrust law occur, the impact on companies, the economy and society is extremely serious. Section 2, "Fair and Transparent Corporate Activities," in the Konica Minolta Group Guidance for the Charter of Corporate Behavior stipulates requirements for compliance with antitrust laws in relevant countries and regions, and for fairness and transparency in transactions between companies. Antitrust law measures have again been designated as a Konica Minolta group-wide priority in the Group's fiscal 2019 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. 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 2019, it is suspected that there was 1 violation of antitrust law, as indicated by authorities outside Japan. The company is currently investigating the details to address this issue.

Export Control for International Peace and Security

Practicing strict export control to maintain international peace and security

Today there is heightened concern over the proliferation of weapons of mass destruction and terrorist attacks. Accordingly, as a member of the international community, the government of Japan participates in international treaties and regimes such as the Nuclear Nonproliferation Treaty and the Wassenaar Arrangement and has reflected their rules to be observed in Japan's Foreign Exchange and Foreign Trade Control Law. This law regulates the trade not only of weapons, but also of goods and technology that could be used to produce weapons. It specifies that companies are required: (1) to determine whether or not it is an advanced technology or goods that could be used for weaponry as listed under international agreements (technical classification); and (2) to check the users and the intended use for any risk of its being used for the development or manufacture of weapons of mass destruction (transaction screening).

Konica Minolta has established an Export Control Code for Security Purposes and created an export control system in group companies in Japan, and it carries out strict technical classification of products and transaction screening to ensure adherence to the Foreign Exchange and Foreign Trade Control Law. In addition, Konica Minolta systematically provides security export control training to employees and conducts internal audits on security export control operations.

Tax Policy

Konica Minolta has established a group-wide tax policy.

The Konica Minolta Group Tax Policy has been established in order to contribute to the development of local communities by ensuring that we properly fulfill the duty to pay taxes related to our business operations.

Konica Minolta Group Tax Policy (204KB)

Advertising Activities

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior as its global standard for the disclosure of useful and reliable information.
In its advertising, Konica Minolta gives first priority to compliance with the relevant laws and industrial regulations in each region of the world. Beyond the basic laws, the company endeavors to conduct fair and proper advertising, taking into account the voluntary restrictions and advertising standards that apply in each of its business fields, as well as respecting public morality and the viewpoints of stakeholders.

For example, laws and standards that the company observes in Japan include regulations governing advertisements such as the Act against Unjustifiable Premiums and Misleading Representations, the Standards for the Representation of Copiers and Multi-Function Printers of the Japan Business Machine and Information System Industries Association, the Code of Ethical Practice of the Japan Advertisers Association, and screening standards for various media.

In fiscal 2019, there were no infractions of the Act against Unjustifiable Premiums and Misleading Representations.

Essential Requirements to Fulfill Sustainability

Human Rights

Basic Concept
Human Rights Assessment in the Supply Chain of Existing Businesses
Employee Human Rights Assessment
Respect for Human Rights and Elimination of Discrimination
Harassment Prevention
Motivating Treatment
Labor-Management Relations
Advance Notification of Personnel Transfers

Basic Concept

Human rights are universally valued rights that all people are born with. In today's world, there is a growing awareness that businesses can have a great impact on human rights.
In order for a company to be vital to society, it must recognize the diverse expectations of society and deliver on them through its business activities.
As a company with a globally growing business, Konica Minolta views respect for human rights as one of the basic conditions for its business activities. This is in line with the company's goal of contributing to a sustainable society in which human rights are respected. In particular, Konica Minolta supports and respects the following internationally accepted standards:

- Universal Declaration of Human Rights
- United Nations Guiding Principles on Business and Human Rights
- The International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work
- OECD Guidelines for Multinational Enterprises
- United Nations Global Compact
- ISO 26000

Going forward, Konica Minolta will continue to communicate widely with stakeholders and work to respect and promote initiatives for human rights.

In line with social expectations, Konica Minolta has for years been working hard to address various human rights issues related to its business activities, including CSR procurement (responsible procurement in the supply chain), employee-related initiatives such as prohibition of discrimination and harassment, and the protection of customers' and employees' personal information.
In 2011, the UN Human Rights Council endorsed the UN Guiding Principles on Business and Human Rights, calling on companies to do more to address human rights issues. In response, Konica Minolta identified actual or potential adverse human rights impacts thought to be relevant to its business activities, including its existing human rights-related initiatives.
Looking ahead, Konica Minolta will expand upon its current human rights-related initiatives by ensuring that they continue to meet social expectations. It also plans to give greater shape to its programs by improving on its efforts as needed through stakeholder engagement, including the broader participation of relevant persons within the company.

Actual or potential adverse human rights impacts

- Group employees' human rights
  Working hours, wages and benefits, harassment, discrimination, health and safety, protection of privacy
- Human rights in the supply chain
  Forced labor, child labor, wages and benefits, harassment, discrimination, freedom of association, health and safety
- Customers' human rights
  Protection of personal information

Human Rights Assessment in the Supply Chain of Existing Businesses

Konica Minolta aims to help build a more sustainable world, where all human rights are respected. Toward that end, the Group works at CSR procurement (responsible procurement in the supply chain), in order to facilitate appropriate improvements in labor (human rights) as well as ethics, health, safety, and the environment. These efforts are undertaken not only at the Group's production sites but also at the suppliers from which the Group sources raw materials, parts, and other materials, and to which it contracts production and distribution services.

In practicing CSR procurement, Konica Minolta conducts risk assessments and takes corrective actions through CSR assessments using a self-assessment questionnaire and CSR audits, based on the framework of the Responsible Business Alliance (RBA).

In CSR assessments, Konica Minolta classifies the results of the self-assessment questionnaire from rank A to C. The targets for overall scores are rank A for all Group production sites and rank B or higher for all suppliers. Even if overall assessment results meet the targets, Konica Minolta asks suppliers to make voluntary improvements in specific components that showed weakness, including labor (human rights).

Responsible Supply Chain

Employee Human Rights Assessment

Konica Minolta has long undertaken human rights initiatives such as the prohibition of discrimination and the prevention of harassment.

At all production sites subject to confirmation, human rights assessments are carried out as part of the labor (human rights) evaluation performed during CSR procurement activities. These production sites conduct human rights assessments during CSR evaluations once every three years, and make corrections as appropriate.

Respect for Human Rights and Elimination of Discrimination

The entire Group is committed to showing respect for the rights of all employees.

The entire Konica Minolta Group is committed to showing respect for the human rights of each and every employee. The Group seeks to enable all employees to enhance their abilities and professional skills and achieve their career goals. This aspiration is articulated in the Konica Minolta Group Guidance for Charter of Corporate Behavior and the Compliance Manual, where Konica Minolta states its commitment as follows:

- We respect individuality, human rights, and the privacy of all of our employees.
- We seek to eliminate discrimination of all kinds, whether based on race, nationality, gender, gender identity/sexual orientation, religion, belief, or physical disability.
- We seek to eliminate child labor and forced labor.
- We endeavor to create a safe and healthy workplace environment.

Konica Minolta also strives to ensure that all employees are aware of these priorities.
Konica Minolta makes it a rule to strictly confirm the age of applicants when hiring new employees. By taking such steps, it ensures that there is no child labor or forced labor in the Group.

As part of its efforts to promote compliance, Konica Minolta has established consultation offices for addressing human rights violations in each of its host countries.

› Compliance (Group Guidance for the Charter of Corporate Behavior and Compliance Manual)
› Compliance (Internal Hotline Systems)

Harassment Prevention

Striving to create an environment with zero tolerance for harassment

To protect employees against sexual harassment or the abuse of power in the workplace, Konica Minolta has included a prohibition against harassment in the Konica Minolta Group Guidance for the Charter of Corporate Behavior and Compliance Manual. The Group has also established its Sexual Harassment Prevention Guidelines and strives to educate employees by conducting harassment prevention training.
Managers are also given training concerning sexual harassment and power harassment.
As part of its efforts to promote compliance, Konica Minolta has established consultation offices for addressing harassment complaints in each of its host countries.

- Guidance for the Charter of Corporate Behavior and Compliance Manuals Prepared for Each Region
- Compliance (Internal Hotline Systems)

Motivating Treatment

The Konica Minolta Group abides by minimum wage rules in each region and strives to maintain a wage level at which employees can work with motivation.

Labor-Management Relations

Promoting constructive communication between labor and management

Konica Minolta takes part in the UN Global Compact and upholds freedom of association and the effective recognition of the right to collective bargaining. The Konica Minolta Labor Union of Konica Minolta, Inc. has a sizable membership of 4,921 (all regular employees, not including managers), as of March 31, 2020.

Labor-management agreements are concluded between workers and the Group's management, and representatives of both parties hold constructive discussions at management meetings. Many of the Group's other companies also have their own labor unions or employee associations, and these have allowed the companies to build good labor-management relations.

Konica Minolta has a process in which a human resources system investigation committee, consisting of representatives of the human resources department and the labor union, discusses the overall personnel system for employees and works to form a consensus. In fiscal 2019, this committee held discussions on and implemented measures to foster a culture that encourages people to accept challenges and to further promote the taking of annual paid leave.

As of March 31, 2020, the worldwide membership of the Group’s labor unions stood at 84% of non-management employees.

- Participation in the UN Global Compact

Advance Notification of Personnel Transfers

Konica Minolta, Inc. makes it a practice to put forward proposals to the labor union at least one month in advance for personnel transfers involving relocation, and at least two weeks in advance for all other personnel transfers.

It also makes it a practice to consult with the labor union in advance about policy and standards when, for business reasons, it plans to reassign, transfer to a different workplace, second, or transfer to different teams, a large number of union members.

Essential Requirements to Fulfill Sustainability

Information Security

Basic Policy Promoting Information Security Protecting Personal Information

Basic Policy

Information security is the most important issues for any company that wants to effectively utilize all the types of information in its possession. Konica Minolta treats information as a valuable asset, and is working to ensure information security. It does this by practicing proper information management to address risks such as loss, leakage, or destruction of data, while carrying out continual improvements.

Konica Minolta Information Security Policy

Promoting Information Security

Based on the leadership of the President and CEO as well as the officer in charge of the IT planning and management organization, Konica Minolta has established a Group-wide information security management system and is promoting a higher level of IT security and continual improvements at Group companies worldwide.
In order to ensure the security (confidentiality, integrity, and availability) of controlled information, including not only information handled using information technology, but also information on paper and information about services and personnel, all Group companies in Japan have continuously maintained ISO 27001 certification, which is the international standard for information security management, since fiscal 2009. In addition, once a year risk assessments of information security are conducted and a risk response plan is formulated. At quarterly meetings of information security promoters, incident summaries are reported to the Information Security Control Officer and instructions for necessary responses are issued. In this way, the PDCA cycle is followed.
Furthermore, measures to prevent unauthorized use and information leakage are implemented through the enactment and operation of rules relating to the management of confidential information and the establishment of systems for restricting and monitoring access to confidential information and its removal off-site. Also, education on the protection of personal information and information security is given at least once a year to directors and officers, and all employees, including non-regular employees, of Group companies in Japan.
Outside Japan as well, Group companies work to obtain ISO 27001 certification. Also, all Group companies outside Japan are required to provide all employees with education on information security at least once a year.
Especially with respect to cyber attacks, that have increased in recent years, by following the Cybersecurity Management Guidelines formulated by Japan's Ministry of Economy, Trade and Industry, our management team is aware of the importance of cyber security risk countermeasures and implements global security measures for IT, including establishing a Konica Minolta Computer Security Incident Response Team named KM-CSIRT, that responds to incidents throughout the Group.
Finally, Konica Minolta is putting in place IT security controls, which are a part of the IT controls required under the Financial Instruments and Exchange Act (Japanese Sarbanes-Oxley Act) while ensuring compatibility within the Group.

Protecting Personal Information

Konica Minolta takes full precautions to protect the personal information of customers.
Konica Minolta, Inc. 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.
In the event of information leakage, including leakage of personal information held by Konica Minolta, is confirmed or likely has occurred, the information security management system will report it to the Personal Information Protection Officer. The Officer will immediately check the facts and degree of impact and submit the report to the Personal Information Protection Commission in Japan and other appropriate authorities in the respective countries.
In fiscal 2019, a leak of personal data occurred at a site outside Japan. Appropriate response measures were taken using an incident system already in place, and IT security was tightened to prevent a recurrence.

Information Security

Konica Minolta Information Security Policy

Guided by our management philosophy of "The Creation of New Value," we at the Konica Minolta Group are committed to providing products and services that contribute to the development of society.

We are dedicated to maintaining information security (confidentiality, integrity, and availability), which is one of the most important issues related to business activities. Given this commitment, our basic approach to information security is to continuously make improvements by measuring and assessing risks associated with important information assets, and applying effective measures to mitigate those risks.

"Management Based On Facts"

1. Direction of Information Security Initiatives

We will strive to continually provide products and services and develop sound businesses, while recognizing our obligation to protect information assets handled in the course of business activities.

2. Compliance with Laws and Other Requirements

We will comply with the legal requirements of Japan and other countries related to information security, as well as social norms, internal company standards, and contractual security obligations. On this basis, we will properly accommodate agreements made by the international community.

3. Establishment of Information Security Management System

We will establish an information security management system in order to appropriately grasp business risks and changes in the risk environment and to establish and maintain response strategies. We will work to maintain, further develop, and revise the system by establishing objectives for information security.

4. Risk Response

As a manufacturer we will deal with a broad range of risks related to activities from development and production to sales and service. For risk assessment, we will establish criteria to assess the relative importance of each information asset and stringently manage our assets based on these assessments.

5. Protection from Threats

We will take appropriate measures in order to protect information assets from threats such as accidents, hindrances, or improper activity that would prevent the assets from being properly utilized, and in order to prevent information assets from being lost, damaged, altered, or divulged.

6. Information Security Education and Training

We will provide the necessary education and training to all employees and will carry out business while recognizing our societal responsibility to use and manage information assets appropriately.

7. Continuous Improvement

We will strive to continuously make improvements by reviewing this information security policy and our management measures on a regular basis, and as necessary, within the framework of our information security management system.

8. Active Disclosure

We will communicate risks to stakeholders and be accountable to them. This policy will be disclosed to all employees and outside parties.

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

Shoei Yamana

Essential Requirements to Fulfill Sustainability

Contributing to Society

For smiling faces around the world

Helping to solve local social issues around the world,
focusing on issues where we can make a unique contribution

Konica Minolta Basic Policy on Corporate Citizenship
As a responsible global corporate citizen, Konica Minolta makes Group-wide efforts to address social issues that it can contribute to through its businesses to be an entity that is essential to society. we are also committed to contributing to the creation of a sustainable society by continually engaging in activities that meet local challenges in the various countries where it operates.

Konica Minolta's Philosophy and Social Contribution

Konica Minolta sets its mission as "the Creation of New Value." The company exists for this very purpose: to use creative ideas to deliver tangible new value in order to resolve the challenges faced by customers and the broader society.

For companies to be sustainable in the times ahead, they will have to contribute to the resolution of social challenges while continuing to grow. In other words, they will be required to create new value for both the company and society.

Today's companies are also expected to take action to address wide-ranging social issues, such as those specified in the Sustainable Development Goals (SDGs) adopted at the United Nations Sustainable Development Summit in September 2015.

Konica Minolta is no exception; our new Medium-Term Business Plan, SHINKA 2019, embodies strong commitment to being a digital company with insight into implicit challenges to supporting and creating new value to contribute to the evolution of business and the society.

As a citizen of the world, Konica Minolta aims to become vital to the society, not only by providing new value through business but also by solving social challenges.

Konica Minolta's Contribution Fields and Strategy

Konica Minolta has identified the six material issues that to address with priority, with the aim of ensuring that its initiatives with a balance between social issues and business objectives.

In co-relation to its business strategy, Konica Minolta also set its strategic fields of social contribution :

- Healthcare — in objective to deliver good-health and well-being to everyone, by enhancing the importance of early detection of disease, hence improvement of quality of life, Konica Minolta contributes to aging society and working female population's health through its technologies
- 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 environmental impact at a broader scale
- Education and academics — Konica Minolta shares its expertise and competencies for greater technological development through scientific societies and conferences, including the Konica Minolta Science and Technology Foundation. Konica Minolta contributes not only through advanced technologies, but also through the education of the younger generations.

Konica Minolta believes that contributing in the above fields using its resources and expertise is part of its achievement of the SDGs and is for the greater good.

SUSTAINABLE DEVELOPMENT GOALS

Health, Medicine, and Sports

Konica Minolta cooperates in Pink Ribbon activities for the early detection of breast cancer and supports the visually impaired around the world. It also promotes sports, including the sponsorship of running classes, led by the Konica Minolta Track and Field Club across Japan.

Environmental Actions

Konica Minolta focuses on reducing its environmental impact and protecting the environment. It undertakes these endeavors by supporting charities through its business activities and capabilities.

Scholarship, Research, and Education

Konica Minolta supports education in a variety of ways, including providing support for schools in China, promoting school attendance in North America, and helping the career development of women in Europe.

Disaster Relief and Volunteerism

Konica Minolta supports areas hit by disasters in Japan and across the world.
It also supports people with disabilities through company funds.

Konica Minolta's Social Contribution Achievement

During the fiscal year 2019 (fiscal year ended March 2020), Konica Minolta group companies collectively made financial contribution of approximately 136 million JPY, in-kind donation of 91 million JPY equivalent and manpower participation of 202 million JPY equivalent at global scale.
The financial donation can be categorized into charitable donation, commercial initiatives, community investment; 32%, 35%, 33% respectively.
(This includes monetary contributions of 66.77 million JPY to specified public-service promotion corporations and other entities by Konica Minolta domestic group companies.)

Contributing to Society

Health, Medicine, and Sports

Early Detection of Breast Cancer

Konica Minolta's Pink Ribbon campaign symbol

Konica Minolta, Inc., supplies digital mammography units that are effective for early detection of breast cancer. Naturally, Konica Minolta also supports the Pink Ribbon campaign, which emphasizes the importance of early breast cancer detection, in all Group companies around the world.

Digital Mammography Products

Raising Awareness of the Importance of Early Detection of Breast Cancer

China

Women's Health Forum

In China, Konica Minolta (China) Investment continues to work in a variety of ways to promote the early detection of breast cancer.
Between 2007 and 2008, the company held a series of health lectures at Women's Health Forums in Shanghai and Beijing. Focusing on health risks unique to women and everyday health management, and cosponsored by local women's associations and libraries, these lectures were attended by a total of over 3,000 participants.
Further in October 2008, the Breast Cancer Early Diagnosis Project was launched in Shanghai promoted by seven Japanese companies, including Konica Minolta. Under this project, the participating companies bore the costs of carrying out checkups of female office workers aged 35 and over, among whom there is a high incidence of breast cancer. By fiscal year 2018, checkups were performed for approximately 2,900 women in Shanghai, Beijing, and Guangzhou, with breast cancer lectures provided for those who were interested.

Supporting Cancer Advocacy Organizations

The Konica Minolta Group provides support for organizations that assist breast cancer patients and their families in each area.
In North America, Konica Minolta Healthcare Americas, Inc. assists the Susan G. Komen organization and other organizations.
In Australia, Konica Minolta Business Solutions Australia Pty. Ltd. helps out the Breast Cancer Network of Australia.
We provide a range of support to each organization that includes monetary donations, donations of Konica Minolta office equipment and supplies, and participation by employee volunteers in charity events and fund raising activities.
Konica Minolta also supports organizations related to various kinds of cancer across the world, in Northern America, Australia, Malasia, etc.

Social Contribution in Local Sports

In running clinics and jogging classes, Konica Minolta conveys the joy of running and the running knowhow cultivated by the Konica Minolta Track and Field Club over many years. Konica Minolta encourages interaction among community members, from beginners to serious runners, and helps to promote sports through original initiatives.

- Konica Minolta Running Project
- Konica Minolta Track and Field Club

Contributing to Society

Environmental Actions in the Society

Konica Minolta's Environmental Strategy and Social Contribution

Japan

Open environmental conference organised by Konica Minolta

Energy saving diagnosis at customer's factory

Konica Minolta strengthened its environmental strategy Eco Vision 2050 by adding a further ambitious goal : its Carbon Minus concept.

Not only do we contribute to environment through supporting various charities and action, but we aim for contribution through our business and production expertise too.

Specifically, Konica Minolta shares its environmental expertise and knowledge as manufacturing business player through conferences, diagnosis visits and tools provided to companies (Green Marketing activity) and proposing to its supplier better actions for reducing environmental impact through encouraging them with motivating facts and figures (Green Suppliers Activity).

In accumulation since fiscal 2014, Konica Minolta carried out environmental conferences in 2,239 different companies inviting almost 4,700 participants, simply of goodwill.

As of today, 23 main suppliers work with us to reduce their environmental impact.

Aware of the importance of tackling environmental problems industry-wide to drastically increase the problem-solving ability, Konica Minolta launched the Environmental Digital Platform in cooperation with 16 Japanese companies in June 2020 to share and expand environmental know-how among them and create new values together to enhance environmental management efficiency.

Thus, Konica Minolta aims contributing to the Earth and society at greater scale by collaborating with external stakeholders, including suppliers, customers and society. .

- Konica Minolta's environmental policy and strategy
- Green Marketing activity
- Green Suppliers activity

Supporting a Marathon to Fund Tree-Planting in Ethiopia

France

Held in Rennes, the regional capital of Brittany in France, the Green Marathon (Marathon Vert) is a charity run that endorses and helps to sponsor projects that help with reforestation around the world. In its first eight years through 2019, the marathon contributed to the planting of over 840,000 trees in Ethiopia, India, Portugal, Germany, and France. Konica Minolta Business Solutions France has provided support for the marathon since fiscal 2011, and has been a title sponsor since fiscal 2013.

Supporting a Charity for Protecting the Japanese Red-Crowned Crane

Japan

Not long ago, the number of red-crowned cranes* indigenous to Japan plummeted due to the deterioration of their native habitat. The bird was, for a time, on the verge of extinction. However, thanks to the establishment of the Tsurui Ito Red-Crowned Crane Sanctuary in 1987 by the Wild Bird Society of Japan, and to the protection activities undertaken by local residents and concerned organizations, the number of cranes has increased to more than 1,000. Konica Minolta has been a supporter of the crane-protection activities since the establishment of the sanctuary. As part of this effort, Konica Minolta co-sponsors the Konica Minolta Japanese Red-Crowned Crane Charity.

* The red-crowned crane is a large bird with a white body and a patch of red on the crown of its head. Its habitat extends from eastern Eurasia to Hokkaido in Japan.

Supporting Environmental Conservation Activities in Australia

Over the years, Konica Minolta Business Solutions Australia Pyt. Ltd. has been raising funds and sending employee volunteers to support organizations which work to protect the environment. Most recently, for Landcare Week in fiscal 2017, 25 em-ployees took part in weed removal and native tree planting in a bushland area.

Supporting Forest Conservation Activities

Japan

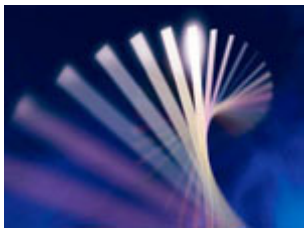
Konica Minolta is a participant and a partner in a variety of forest protection initiatives. One of these is the Takao Forest Society. Focusing on the natural vegetation in the national forest located in Uratakao, in the western part of Tokyo Metropolis, the Society aims, by thinning the trees, planting 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 the employees take part in its activities, working up a sweat for the cause of fostering better forests. In addition, the quarterly newsletter of the Society is printed using Konica Minolta's digital printing system.
Additionally, at sites around the world, Konica Minolta sends out employee volunteers to take part in environmental conservation activities, conduct community cleanups around its sites, and provide support to organizations.

Contributing to Society

Scholarship, Research, and Education

Konica Minolta Science and Technology Foundation

Japan



Tracing its origins back to 1966, the Konica Minolta Science and Technology Foundation has pursued ongoing initiatives focusing on the promotion of imaging science by providing support for research projects in this field. The foundation solicits research projects based on new ideas in the field of imaging science, and presents the Konica Minolta Imaging Science Award for outstanding research projects.
In accordance with the mission of the foundation, Konica Minolta offers financial support for its activities every year.

Community Contribution through Planetariums

Planetariums cultivate intellectual curiosity in science and astronomy, and motivate people to learn about space and to think about the Earth and humankind.
Konica Minolta contributes to society by screening educational projections for elementary school students at Konica Minolta Planetarium “Manten”.
The educational projections provide content specifically for elementary school students on the themes of seasonal constellations and movements of the stars and moon.

- Konica Minolta Planetarium Co., Ltd.

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.

Guest Lectures on the Structure of a Copier

Japan

Since 2012, Konica Minolta, Inc., has offered guest lectures at junior and senior high schools as part of its educational support activities. The theme of these lectures is the structure of a copier and MFPs. The lectures explain the principle of copying using static electricity in a clear manner using familiar examples, and facilitate understanding through hands-on activities using experimental equipment.

In fiscal year 2018, newly graduated employees served as guest lecturers for 688 students at 7 junior high and high schools in Tokyo, Aichi, and Osaka prefectures. In recognition of this initiative, Konica Minolta received an Education Support Grand Prize 2018 and a Platinum Award.

In total since 2012, Konica Minolta has carried out these lectures at 49 different schools for 4,228 students in three cities.

Helping Young People Form Careers

India

In cooperation with a local vocational training institute, Konica Minolta Business Solutions India Private Ltd. has been conducting skills development programs for young people from under-resourced families since 2016. Program participants receive basic training in a wide range of subjects including English, electronic engineering, machinery, and multi-functional peripherals services over a two-month period. This program supports young people facing a shortage of jobs, which has become a challenge for new graduates in India in recent years.

Supporting 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.

Contributing to Society

Disaster recovery and volunteerism

Provision of "Spring of Relief" Water Resources as Disaster Preparedness

Japan

In fiscal 2014, Konica Minolta, Inc. signed a Disaster Cooperation Agreement with the city of Hino in Tokyo and the Hino Municipal Hospital. Under the agreement, the company installed a private electric generator at the well it owns at Tokyo Site Hino so that the well can be operated even during a power outage. The well can supply the large amounts of water needed during a disaster for dialysis and treatment at medical facilities as well as drinking and everyday water for community residents. Thus, the well was improved as the "Spring of Relief" disaster preparedness water resource. Going forward, the company will continue contributing to the safety and security of the community through cooperation with medical institutions, waterworks departments, and fire departments.

Participation in Efforts to Support Disaster-Affected Areas

Japan

The Great East Japan Earthquake that struck in March 2011 caused massive damage to the coastal region as a result of the major tsunami that accompanied the earthquake. In September 2011, the Group sent approximately 100 new employees to the town of Minamisanriku in Miyagi Prefecture, which was one of the disaster-struck areas. Together with other volunteers, they took part in recovery activities such as clearing away debris and cleaning. Since fiscal 2013, the Group has been organizing and dispatching employee volunteers to take part in the Watari Green Belt Project in Miyagi Prefecture. It is a program that promotes the restoration of farmland and the regrowth of the coastal forest, which provides protection against high tides.

Support for a Children's Sports Class

Japan

Soccer Class

The Konica Minolta Group is an annual sponsor of sports events for children in the Tohoku Region of Japan organized by the United Sports Foundation, which conducts social contribution activities through sports. In fiscal 2018, it held the "Konica Minolta presents USF Sports Festival" in Sendai.

Establishment of a Corporate Foundation to Assist People with Disabilities

France

Fondation d' entreprise

Fondation d' entreprise

Konica Minolta's MFPs incorporate the principles of universal design to make them easy to use for people of all ability levels. In an effort to promote the idea of universal design even further, Konica Minolta Business Solutions France S.A.S., a sales company for office equipment and solutions, established the Konica Minolta Enterprise Foundation. In order to facilitate the access of people with disabilities to sports, entertainment, culture, education, and work, the foundation is promoting barrier free access in public places. This initiative, which began as the idea of just five employees, has now gone company-wide. Many employees are making donations and participating in various ways.

Konica Minolta Business Solutions France S.A.S., a sales company for office equipment and solutions, established the Konica Minolta Enterprise Foundation in 2011 in order to facilitate the access of people with disabilities to sports, entertainment, culture, education, and work. The Foundation also allows employees to participate by proposing projects. Foundation funds are applied to a wide variety of projects, from local to national in scale, working in cooperation with a number of non-profit organizations, cultural venues, and institutions. One example of a funded project took place with the Quai Branly Museum in Paris, where the Foundation supported the creation of 3D models to assist people with visual impairments to understand the floor plans of the museum. The fund is also being used to support projects by the French National Forestry Office to build a wheelchair path in the Chamonix Valley, and a facility that allows people in wheelchairs to go swimming along Atlantic Coast beaches.

The Foundation also conducts diverse activities that include maintaining and improving leisure facilities, donating goods for disabled sports, improving entranceways for leisure boats, and purchasing and training service dogs, and donating learning equipment for children with autism.

Guidelines Index

In setting goals for CSR activities, Konica Minolta refers international guidelines including the UN Global Compact and ISO26000. The CSR Report, which consists of the pamphlet and the web-based information, is in accordance with the Global Reporting Initiative Standards: Core Option..

GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

Universal Standards

GRI Standards		Requirements	Page Number/URL
GRI 102: General Disclosures	**1. Organizational profile**		
	102-1	a. Name of the organization.	Corporate Information > Company Overview
	102-2	a. A description of the organization's activities. b. Primary brands, products, and services, including an explanation of any products or services that are banned in certain markets.	Corporate Information > Business Units
	102-3	a. Location of the organization's headquarters.	Corporate Information > Company Overview
	102-4	a. Number of countries where the organization operates, and the names of countries where it has significant operations and/or that are relevant to the topics covered in the report.	Integrated Report (Annual Report) Corporate Information > Company Overview Corporate Information > At a Glance Corporate Information > Company Overview Global Network
	102-5	a. Nature of ownership and legal form.	Corporate Information > Company Overview
	102-6	a. Markets served, including: i. geographic locations where products and services are offered; ii. sectors served; iii. types of customers and beneficiaries.	Corporate Information > Business Units Stakeholder Engagement
	102-7	a. Scale of the organization, including: i. total number of employees; ii. total number of operations; iii. net sales (for private sector organizations) or net revenues (for public sector organizations); iv. total capitalization (for private sector organizations) broken down in terms of debt and equity; v. quantity of products or services provided.	Financial Results / Presentation Materials FY2020 Integrated Report (Annual Report) Company Brochure
	102-8	a. Total number of employees by employment contract (permanent and temporary), by gender. b. Total number of employees by employment contract (permanent and temporary), by region. c. Total number of employees by employment type (full-time and part-time), by gender. d. Whether a significant portion of the organization's activities are performed by workers who are not employees. If applicable, a description of the nature and scale of work performed by workers who are not employees. e. Any significant variations in the numbers reported in Disclosures 102-8-a, 102-8-b, and 102-8-c (such as seasonal variations in the tourism or agricultural industries). f. An explanation of how the data have been compiled, including any assumptions made.	Human Resources Data Summary

GRI Standards		Requirements	Page Number/URL
	102-9	a. A description of the organization's supply chain, including its main elements as they relate to the organization's activities, primary brands, products, and services.	Konica Minolta's Supply Chain Management Implementing CSR Procurement
	102-10	a. Significant changes to the organization's size, structure, ownership, or supply chain, including: i. Changes in the location of, or changes in, operations, including facility openings, closings, and expansions; ii. Changes in the share capital structure and other capital formation, maintenance, and alteration operations (for private sector organizations); iii. Changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers, including selection and termination.	-
	102-11	a. Whether and how the organization applies the Precautionary Principle or approach.	Management System Management of Chemical Substances in Products Reduction of Chemical Substances Risks in Production
	102-12	a. A list of externally-developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes, or which it endorses.	Basic Approach and Systems for Sustainability Management Implementing CSR Procurement Addressing the Issue of Conflict Minerals
	102-13	a. A list of the main memberships of industry or other associations, and national or international advocacy organizations.	Basic Approach and Systems for Sustainability Management Implementing CSR Procurement Addressing the Issue of Conflict Minerals
	2.Strategy		
	102-14	a. A statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and its strategy for addressing sustainability.	Message from the President
	102-15	a. A description of key impacts, risks, and opportunities.	Message from the President Basic Approach and Systems for Sustainability Management Sustainability Strategy Social Innovation Customer Satisfaction and Product Safety Responsible Supply Chain > Konica Minolta's Approach Human Capital Diversity Medium-Term Business Plan Risk Management
	3.Ethics and integrity		
	102-16	a. A description of the organization's values, principles, standards, and norms of behavior.	Philosophy Basic Approach and Systems for Sustainability Management Compliance
	102-17	a. A description of internal and external mechanisms for: i. seeking advice about ethical and lawful behavior, and organizational integrity; ii. reporting concerns about unethical or unlawful behavior, and organizational integrity.	Compliance Promotion System

GRI Standards		Requirements	Page Number/URL
	4.Governance		
	102-18	a. Governance structure of the organization, including committees of the highest governance body. b. Committees responsible for decision-making on economic, environmental, and social topics.	Basic Approach and Systems for Sustainability Management Corporate Governance System Management System Konica Minolta's Supply Chain Management Quality Management
	102-19	a. Process for delegating authority for economic, environmental, and social topics from the highest governance body to senior executives and other employees.	Basic Approach and Systems for Sustainability Management
	102-20	a. Whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental, and social topics. b. Whether post holders report directly to the highest governance body.	Basic Approach and Systems for Sustainability Management
	102-21	a. Processes for consultation between stakeholders and the highest governance body on economic, environmental, and social topics. b. If consultation is delegated, describe to whom it is delegated and how the resulting feedback is provided to the highest governance body.	Basic Approach and Systems for Sustainability Management
	102-22	a. Composition of the highest governance body and its committees by: i. executive or non-executive; ii. independence; iii. tenure on the governance body; iv. number of each individual's other significant positions and commitments, and the nature of the commitments; v. gender; vi. membership of under-represented social groups; vii. competencies relating to economic, environmental, and social topics; viii. stakeholder representation.	Corporate Governance System Corporate Governance Report
	102-23	a. Whether the chair of the highest governance body is also an executive officer in the organization. b. If the chair is also an executive officer, describe his or her function within the organization's management and the reasons for this arrangement.	Corporate Governance System
	102-24	a. Nomination and selection processes for the highest governance body and its committees. b. Criteria used for nominating and selecting highest governance body members, including whether and how: i. stakeholders (including shareholders) are involved; ii. diversity is considered; iii. independence is considered; iv. expertise and experience relating to economic, environmental, and social topics are considered.	Corporate Governance System Corporate Governance Report
	102-25	a. Processes for the highest governance body to ensure conflicts of interest are avoided and managed. b. Whether conflicts of interest are disclosed to stakeholders, including, as a minimum: i. Cross-board membership; ii. Cross-shareholding with suppliers and other stakeholders; iii. Existence of controlling shareholder; iv. Related party disclosures.	Corporate Governance Report
	102-26	a. Highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental, and social topics.	Basic Approach and Systems for Sustainability Management
	102-27	a. Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental, and social topics.	Corporate Governance Report

GRI Standards		Requirements	Page Number/URL
	102-28	a. Processes for evaluating the highest governance body's performance with respect to governance of economic, environmental, and social topics. b. Whether such evaluation is independent or not, and its frequency. c. Whether such evaluation is a self-assessment. d. Actions taken in response to evaluation of the highest governance body's performance with respect to governance of economic, environmental, and social topics, including, as a minimum, changes in membership and organizational practice.	Corporate Governance Report
	102-29	a. Highest governance body's role in identifying and managing economic, environmental, and social topics and their impacts, risks, and opportunities – including its role in the implementation of due diligence processes. b. Whether stakeholder consultation is used to support the highest governance body's identification and management of economic, environmental, and social topics and their impacts, risks, and opportunities.	Basic Approach and Systems for Sustainability Management Environmental Targets and Results Risk Management
	102-30	a. Highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental, and social topics.	Risk Management
	102-31	a. Frequency of the highest governance body's review of economic, environmental, and social topics and their impacts, risks, and opportunities.	Risk Management
	102-32	a. The highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material topics are covered.	Basic Approach and Systems for Sustainability Management
	102-33	a. Process for communicating critical concerns to the highest governance body.	Risk Management Compliance Promotion System
	102-34	a. Total number and nature of critical concerns that were communicated to the highest governance body. b. Mechanism(s) used to address and resolve critical concerns.	Compliance Promotion System
	102-35	a. Remuneration policies for the highest governance body and senior executives for the following types of remuneration: i. Fixed pay and variable pay, including performance-based pay, equity-based pay, bonuses, and deferred or vested shares; ii. Sign-on bonuses or recruitment incentive payments; iii. Termination payments; iv. Clawbacks; v. Retirement benefits, including the difference between benefit schemes and contribution rates for the highest governance body, senior executives, and all other employees. b. How performance criteria in the remuneration policies relate to the highest governance body's and senior executives' objectives for economic, environmental, and social topics.	Corporate Governance System Corporate Governance Report Integrated Report (Annual Report)
	102-36	a. Process for determining remuneration. b. Whether remuneration consultants are involved in determining remuneration and whether they are independent of management. c. Any other relationships that the remuneration consultants have with the organization.	Corporate Governance System Corporate Governance Report Integrated Report (Annual Report)
	102-37	a. How stakeholders' views are sought and taken into account regarding remuneration. b. If applicable, the results of votes on remuneration policies and proposals.	-
	102-38	a. Ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-

GRI Standards		Requirements	Page Number/URL
	102-39	a. Ratio of the percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	-
	5.Stakeholder engagement		
	102-40	a. A list of stakeholder groups engaged by the organization.	Basic Approach and Systems for Sustainability Management Relationship between Konica Minolta and Stakeholders
	102-41	a. Percentage of total employees covered by collective bargaining agreements.	Human Rights Human Resources Data Summary
	102-42	a. The basis for identifying and selecting stakeholders with whom to engage.	Relationship between Konica Minolta and Stakeholders
	102-43	a. The organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Basic Approach and Systems for Sustainability Management Relationship between Konica Minolta and Stakeholders
	102-44	a. Key topics and concerns that have been raised through stakeholder engagement, including: i. how the organization has responded to those key topics and concerns, including through its reporting; ii. the stakeholder groups that raised each of the key topics and concerns.	Basic Approach and Systems for Sustainability Management Relationship between Konica Minolta and Stakeholders
	6.Reporting practice		
	102-45	a. A list of all entities included in the organization's consolidated financial statements or equivalent documents. b. Whether any entity included in the organization's consolidated financial statements or equivalent documents is not covered by the report.	Corporate Information > Company Overview > Global Network
	102-46	a. An explanation of the process for defining the report content and the topic Boundaries. b. An explanation of how the organization has implemented the Reporting Principles for defining report content.	Basic Approach and Systems for Sustainability Management Sustainability Report Editorial Policy
	102-47	a. A list of the material topics identified in the process for defining report content.	Basic Approach and Systems for Sustainability Management
	102-48	a. The effect of any restatements of information given in previous reports, and the reasons for such restatements.	-
	102-49	a. Significant changes from previous reporting periods in the list of material topics and topic Boundaries.	-
	102-50	a. Reporting period for the information provided.	Sustainability Report Editorial Policy
	102-51	a. If applicable, the date of the most recent previous report.	Sustainability Report Editorial Policy
	102-52	a. Reporting cycle.	Sustainability Report Editorial Policy
	102-53	a. The contact point for questions regarding the report or its contents.	Contact
	102-54	a. The claim made by the organization, if it has prepared a report in accordance with the GRI Standards, either: i. 'This report has been prepared in accordance with the GRI Standards: Core option'; ii. 'This report has been prepared in accordance with the GRI Standards: Comprehensive option'.	Core

GRI Standards		Requirements	Page Number/URL
	102-55	a. The GRI content index, which specifies each of the GRI Standards used and lists all disclosures included in the report. b. For each disclosure, the content index shall include: i. the number of the disclosure (for disclosures covered by the GRI Standards); ii. the page number(s) or URL(s) where the information can be found, either within the report or in other published materials; iii. if applicable, and where permitted, the reason(s) for omission when a required disclosure cannot be made.	GRI/ISO26000/United Nations Global Compact Content Indices
	102-56	a. A description of the organization's policy and current practice with regard to seeking external assurance for the report. b. If the report has been externally assured: i. A reference to the external assurance report, statements, or opinions. If not included in the assurance report accompanying the sustainability report, a description of what has and what has not been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; ii. The relationship between the organization and the assurance provider; iii. Whether and how the highest governance body or senior executives are involved in seeking external assurance for the organization's sustainability report.	External Assurance

Topic-specific Standards

* Core requirements

Economic

GRI Standards		Requirements	Page Number/URL
	GRI 201: Economic Performance		
	201-1	a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	Financial Results / Presentation Materials FY2020
	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.	Eco Vision 2050 Environmental Targets and Results Environmental Accounting in Fiscal 2019

GRI Standards		Requirements	Page Number/URL
	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 FY2019
	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'.	-
	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'.	Human Resources Data Summary
	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 Standards		Requirements	Page Number/URL
	GRI 204: Procurement Practices		
	204-1	a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.	-
	GRI 205: Anti-corruption		
	205-1	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	Putting Compliance into Practice
	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
	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.	-
	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.	-

Environmental

GRI Standards		Requirements	Page Number/URL
	GRI 301: Materials		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Eco Vision 2050 Environmental Targets and Results Green Products :Konica Minolta's Approach Green Factories :Konica Minolta's Approach

GRI Standards		Requirements	Page Number/URL
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Konica Minolta Environmental Policy Eco Vision 2050 Management System Environmental Targets and Results Green Products :Konica Minolta's Approach Green Factories :Konica Minolta's Approach Sustainable Green Products Certification System Excellent Green Factory Certification System Resource Conservation and Recycling of Products Resource Conservation and Recycling in Production Operations
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Environmental Targets and Results Management System Sustainable Green Products Certification System Excellent Green Factory Certification System
	301-1	a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: i. non-renewable materials used; ii. renewable materials used.	Resources-Environmental Data Eco Leaf Environmental Label
	301-2	a. Percentage of recycled input materials used to manufacture the organization's primary products and services.	Eco Leaf Environmental Label
	301-3	a. Percentage of reclaimed products and their packaging materials for each product category. b. How the data for this disclosure have been collected.	Product Recycling Reduction of Use of Packaging Materials
	GRI 302: Energy		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Eco Vision 2050 Environmental Targets and Results

GRI Standards		Requirements	Page Number/URL
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Konica Minolta Environmental Policy Eco Vision 2050 Management System Environmental Targets and Results Green Products :Konica Minolta's Approach Green Factories :Konica Minolta's Approach Sustainable Green Products Certification System Excellent Green Factory Certification System Saving Energy and Preventing Global Warming through Products Saving Energy and Preventing Global Warming in Production Operations Reducing CO_2 Emissions from Distribution
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Management System Environmental Targets and Results Sustainable Green Products Certification System Excellent Green Factory Certification System
	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.	Energy / CO_2- Environmental Data
	302-2	a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used.	Environmental Data
	302-3	a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both.	Energy / CO_2- Environmental Data
	302-4	a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.	Environmental Accounting

GRI Standards		Requirements	Page Number/URL
	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.	Environmental Accounting
	GRI 303: Water and Effluents		
	303-1	a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff). b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used. c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. d. An explanation of the process for setting any water-related goals and targets that are part of the organization's management approach, and how they relate to public policy and the local context of each area with water stress.	Addressing Biodiversity in Production Activities
	303-2	a. A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including: i. how standards for facilities operating in locations with no local discharge requirements were determined; ii. any internally developed water quality standards or guidelines; iii. any sector-specific standards considered; iv. whether the profile of the receiving waterbody was considered.	Addressing Biodiversity in Production Activities
	303-3	a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Water- Environmental Data Standards for Calculating Environmental Data

GRI Standards		Requirements	Page Number/URL
	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.	Water- Environmental Data
	303-5	a. Total water consumption from all areas in megaliters. b. Total water consumption from all areas with water stress in megaliters. c. Change in water storage in megaliters, if water storage has been identified as having a significant water-related impact. d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.	-
	GRI 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).	-

GRI Standards		Requirements	Page Number/URL
	304-2	a. Nature of significant direct and indirect impacts on biodiversity with reference to one or more of the following: i. Construction or use of manufacturing plants, mines, and transport infrastructure; ii. Pollution (introduction of substances that do not naturally occur in the habitat from point and non-point sources); iii. Introduction of invasive species, pests, and pathogens; iv. Reduction of species; v. Habitat conversion; vi. Changes in ecological processes outside the natural range of variation (such as salinity or changes in groundwater level). b. Significant direct and indirect positive and negative impacts with reference to the following: i. Species affected; ii. Extent of areas impacted; iii. Duration of impacts; iv. Reversibility or irreversibility of the impacts.	-
	304-3	a. Size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals. b. Whether partnerships exist with third parties to protect or restore habitat areas distinct from where the organization has overseen and implemented restoration or protection measures. c. Status of each area based on its condition at the close of the reporting period. d. Standards, methodologies, and assumptions used.	-
	304-4	a. Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of the organization, by level of extinction risk: i. Critically endangered ii. Endangered iii. Vulnerable iv. Near threatened v. Least concern	Two endangered species have been found at our group sites, the Golden Orchid (Cephalanthera falcata) and the Japanese Lily (Lilium speciosum), both at Tokyo Site Hino. Both species are classified as Vulnerable (VU) on the 4th Version of the Japanese Red Lists maintained by Japan's Ministry of the Environment.
	GRI 305: Emissions		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Eco Vision 2050 Environmental Targets and Results

GRI Standards		Requirements	Page Number/URL
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Konica Minolta Environmental Policy Eco Vision 2050 Management System Environmental Targets and Results Green Products :Konica Minolta's Approach Green Factories :Konica Minolta's Approach Saving Energy and Preventing Global Warming through Products Saving Energy and Preventing Global Warming in Production Operations Reducing CO_2 Emissions from Distribution
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Management System Environmental Targets and Results Sustainable Green Products Certification System Excellent Green Factory Certification System
	305-1	a. Gross direct (Scope 1) GHG emissions in metric tons of CO_2 equivalent. b. Gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 Environmental Data Standards for Calculating Environmental Data
	305-2	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO_2 equivalent. c. If available, the gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 Environmental Data Standards for Calculating Environmental Data

GRI Standards		Requirements	Page Number/URL
	305-3	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO_2 equivalent. b. If available, the gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO_2 emissions in metric tons of CO_2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 Environmental Data Standards for Calculating Environmental Data
	305-4	a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	Energy / CO_2- Environmental Data
	305-5	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO_2 equivalent. b. Gases included in the calculation; whether CO_2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.	Sustainable Green Products Certification System Excellent Green Factory Certification System Environmental Data Standards for Calculating Environmental Data Environmental Accounting
	305-6	a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.	-
	305-7	a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOX ii. SOX iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used.	Atmosphere and Chemical Substance- Environmental Data Standards for Calculating Environmental Data
	GRI 306: Effluents and Waste		
	306-1	a. Total volume of planned and unplanned water discharges by: i. destination; ii. quality of the water, including treatment method; iii. whether the water was reused by another organization. b. Standards, methodologies, and assumptions used.	Water- Environmental Data

GRI Standards		Requirements	Page Number/URL
	306-2	a. Total weight of hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) b. Total weight of non-hazardous waste, with a breakdown by the following disposal methods where applicable: i. Reuse ii. Recycling iii. Composting iv. Recovery, including energy recovery v. Incineration (mass burn) vi. Deep well injection vii. Landfill viii. On-site storage ix. Other (to be specified by the organization) c. How the waste disposal method has been determined: i. Disposed of directly by the organization, or otherwise directly confirmed ii. Information provided by the waste disposal contractor iii. Organizational defaults of the waste disposal contractor	Resources-Environmental Data
	306-3	a. Total number and total volume of recorded significant spills. b. The following additional information for each spill that was reported in the organization's financial statements: i. Location of spill; ii. Volume of spill; iii. Material of spill, categorized by: oil spills (soil or water surfaces), fuel spills (soil or water surfaces), spills of wastes (soil or water surfaces), spills of chemicals (mostly soil or water surfaces), and other (to be specified by the organization). c. Impacts of significant spills.	Soil and Groundwater-Environmental Data
	306-4	a. Total weight for each of the following: i. Hazardous waste transported ii. Hazardous waste imported iii. Hazardous waste exported iv. Hazardous waste treated b. Percentage of hazardous waste shipped internationally. c. Standards, methodologies, and assumptions used.	-
	306-5	a. Water bodies and related habitats that are significantly affected by water discharges and/or runoff, including information on: i. the size of the water body and related habitat; ii. whether the water body and related habitat is designated as a nationally or internationally protected area; iii. the biodiversity value, such as total number of protected species.	Addressing Biodiversity in Production Activities
	GRI 307: Environmental Compliance		
	307-1	a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.	Management System

GRI Standards		Requirements	Page Number/URL
	GRI 308: Supplier Environmental Assessment		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Responsible Supply Chain Implementing CSR Procurement
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Konica Minolta's Supply Chain Management Implementing CSR Procurement
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Targets and Results Konica Minolta's Supply Chain Management Implementing CSR Procurement
	308-1	a. Percentage of new suppliers that were screened using environmental criteria.	Implementing CSR Procurement
	308-2	a. Number of suppliers assessed for environmental impacts. b. Number of suppliers identified as having significant actual and potential negative environmental impacts. c. Significant actual and potential negative environmental impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative environmental impacts with which relationships were terminated as a result of assessment, and why.	Implementing CSR Procurement

Social

GRI Standards		Requirements	Page Number/URL
	GRI 401: Employment		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Human Capital Ensuring Work-Life Balance
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Ensuring Work-Life Balance

GRI Standards		Requirements	Page Number/URL
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Targets and Results
	401-1	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	Human Resources Data Summary
	401-2	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'.	Ensuring Work-Life Balance
	401-3	a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.	Human Resources Data Summary
	GRI 402: Labor/Management Relations		
	402-1	a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Human Rights
	GRI 403: Occupational Health and Safety		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Managing Occupational Safety and Health
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Managing Occupational Safety and Health
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Targets and Results Managing Occupational Safety and Health

GRI Standards		Requirements	Page Number/URL
	403-1	a. The level at which each formal joint management-worker health and safety committee typically operates within the organization. b. Percentage of workers whose work, or workplace, is controlled by the organization, that are represented by formal joint management-worker health and safety committees.	Managing Occupational Safety and Health
	403-2	a. Types of injury, injury rate (IR), occupational disease rate (ODR), lost day rate (LDR), absentee rate (AR), and work-related fatalities, for all employees, with a breakdown by: i. region; ii. gender. b. Types of injury, injury rate (IR), and work-related fatalities, for all workers (excluding employees) whose work, or workplace, is controlled by the organization, with a breakdown by: i. region; ii. gender. c. The system of rules applied in recording and reporting accident statistics.	Managing Occupational Safety and Health Human Resources Data Summary
	403-3	a. Whether there are workers whose work, or workplace, is controlled by the organization, involved in occupational activities who have a high incidence or high risk of specific diseases.	-
	403-4	a. Whether formal agreements (either local or global) with trade unions cover health and safety. b. If so, the extent, as a percentage, to which various health and safety topics are covered by these agreements.	-
	GRI 404: Training and Education		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Developing Human Capital
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Developing Human Capital
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Targets and Results
	404-1	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	Developing Human Capital
	404-2	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Developing Human Capital
	404-3	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	-

GRI Standards		Requirements	Page Number/URL
	GRI 405: Diversity and Equal Opportunity		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Diversity Supporting Women's Career Building Utilizing Employee Experiences Gained Outside the Company and Abroad
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Diversity Supporting Women's Career Building Utilizing Employee Experiences Gained Outside the Company and Abroad
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Targets and Results Supporting Women's Career Building
	405-1	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	Supporting Women's Career Building Human Resources Data Summary
	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'.	-
	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.	-
	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	-

GRI Standards		Requirements	Page Number/URL
	GRI 408: Child Labor		
	408-1	a. Operations and suppliers considered to have significant risk for incidents of: i. child labor; ii. young workers exposed to hazardous work. b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor	Human Rights
	GRI 409: Forced or Compulsory Labor		
	409-1	a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.	Human Rights
	GRI 410: Security Practices		
	410-1	a. Percentage of security personnel who have received formal training in the organization's human rights policies or specific procedures and their application to security. b. Whether training requirements also apply to third-party organizations providing security personnel.	-
	GRI 411: Rights of Indigenous Peoples		
	411-1	a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	-
	GRI 412: Human Rights Assessment		
	412-1	a. Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.	Implementing CSR Procurement
	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.	-

GRI Standards		Requirements	Page Number/URL
	413-2	a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.	-
	GRI 414: Supplier Social Assessment		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Responsible Supply Chain Implementing CSR Procurement
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Responsible Supply Chain > Konica Minolta's Approach Konica Minolta's Supply Chain Management Implementing CSR Procurement
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Targets and Results Konica Minolta's Supply Chain Management Implementing CSR Procurement
	414-1	a. Percentage of new suppliers that were screened using social criteria.	Implementing CSR Procurement
	414-2	a. Number of suppliers assessed for social impacts. b. Number of suppliers identified as having significant actual and potential negative social impacts. c. Significant actual and potential negative social impacts identified in the supply chain. d. Percentage of suppliers identified as having significant actual and potential negative social impacts with which improvements were agreed upon as a result of assessment. e. Percentage of suppliers identified as having significant actual and potential negative social impacts with which relationships were terminated as a result of assessment, and why.	Implementing CSR Procurement
	GRI 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.	-
	GRI 416: Customer Health and Safety		
	103-1	a. An explanation of why the topic is material. b. The Boundary for the material topic, which includes a description of: i. where the impacts occur; ii. the organization's involvement with the impacts. For example, whether the organization has caused or contributed to the impacts, or is directly linked to the impacts through its business relationships. c. Any specific limitation regarding the topic Boundary.	Customer Satisfaction and Product Safety Achieving Top-Tier Quality and Reliability

GRI Standards		Requirements	Page Number/URL
	103-2	a. An explanation of how the organization manages the topic. b. A statement of the purpose of the management approach. c. A description of the following, if the management approach includes that component: i. Policies ii. Commitments iii. Goals and targets iv. Responsibilities v. Resources vi. Grievance mechanisms vii. Specific actions, such as processes, projects, programs and initiatives	Targets and Results Quality Management Achieving Top-Tier Quality and Reliability
	103-3	a. An explanation of how the organization evaluates the management approach, including: i. the mechanisms for evaluating the effectiveness of the management approach; ii. the results of the evaluation of the management approach; iii. any related adjustments to the management approach.	Basic Approach and Systems for Sustainability Management Targets and Results Quality Management
	416-1	a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Achieving Top-Tier Quality and Reliability
	416-2	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Achieving Top-Tier Quality and Reliability
	GRI 417: Marketing and Labeling		
	417-1	a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling: i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.	Sustainable Green Products Certification System Provision of Product Environmental Information Management of Chemical Substances in Products Product Recycling Achieving Top-Tier Quality and Reliability Providing Useful Products to Meet Social Needs
	417-2	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labeling, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Putting Compliance into Practice
	417-3	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Putting Compliance into Practice
	GRI 418: Customer Privacy		
	418-1	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by: i. complaints received from outside parties and substantiated by the organization; ii. complaints from regulatory bodies. b. Total number of identified leaks, thefts, or losses of customer data. c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.	Information Security

GRI Standards		Requirements	Page Number/URL
	GRI 419: Socioeconomic Compliance		
	419-1	a. Significant fines and non-monetary sanctions for non-compliance with laws and/or regulations in the social and economic area in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with laws and/or regulations, a brief statement of this fact is sufficient. c. The context against which significant fines and non-monetary sanctions were incurred.	Putting Compliance into Practice

Guidelines Index

In setting goals for CSR activities, Konica Minolta refers international guidelines including the UN Global Compact and ISO26000. The CSR Report, which consists of the pamphlet and the web-based information, is in accordance with the Global Reporting Initiative Standards: Core Option..

GRI Standards Index | ISO26000 Index | UN Global Compact Index | SASB INDEX

ISO26000

Core subjects	issues	Website
Organizational governance	1. Organizational governance	Basic Approach and Systems for Sustainability Management
		Management and Governance Structure
Human rights	1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social, and cultural rights 8. Fundamental principles and rights at work	Implementing CSR Procurement
		Addressing the Issue of Conflict Minerals
		Human Rights
		Compliance Promotion System
Labour practices	1. Employment and employment relationships 2. Conditions of work and social protection 3. Social dialogue 4. Health and safety at work 5. Human development and training in the workplaces	Diversity
		Human Rights
		Promoting Reform of Corporate Culture and Communication
		Initiatives to Increase the Health of Employees
		Managing Occupational Safety and Health
		Developing Human Capital
The environment	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats	Management System
		Green Products (Product Initiatives)
		Green Factories (Procurement and Production Initiatives)
		Green Marketing
Fair operating practices	1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights	Compliance
		Responsible Supply Chain

Core subjects	issues	Website
Consumer issues	1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness	Information Disclosure
		Assuring Product Safety
		Increasing Customer Satisfaction
		Putting Compliance into Practice
Community involvement and development	1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment	Contributing to Society

Guidelines Index

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..

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Global Compact

Items	Principles	Website
Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and Principle 2: make sure that they are not complicit in human rights abuses.	Implementing CSR Procurement
		Addressing the Issue of Conflict Minerals
		Human Rights
Labour	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining; Principle 4: the elimination of all forms of forced and compulsory labour; Principle 5: the effective abolition of child labour; and Principle 6: the elimination of discrimination in respect of employment and occupation.	Implementing CSR Procurement
		Human Rights
		Diversity
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges; Principle 8: undertake initiatives to promote greater environmental responsibility; and Principle 9: encourage the development and diffusion of environmentally friendly technologies.	Management System
		Green Products (Product Initiatives)
		Green Factories (Procurement and Production Initiatives)
		Green Marketing
Anti-Corruption	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Putting Compliance into Practice

Guidelines Index

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

HARDWARE

TOPIC	CODE	ACCOUNTING METRIC	Website
Product Security	TC-HW-230a.1	Description of approach to identifying and addressing data security risks in products	Enhancing the Security of Products and Services For more information on MFP security features, click below. Providing Useful Products to Meet Social Needs • Security Functions for MFPs
Employee Diversity & Inclusion	TC-HW-330a.1	Percentage of gender and racial/ethnic group representation for (1) management, (2) technical staff, and (3) all other employees	Human Resources Data Summary To learn about Konica Minolta's initiatives for diversity and inclusion, click below. Diversity Supporting Women's Career Building
Product Lifecycle Management	TC-HW-410a.1	Percentage of products by revenue that contain IEC 62474 declarable substances	Management of Chemical Substances in Products • Compliance with IEC 62474 For more information on chemical substance management, click below. Management of Chemical Substances in Products • Prior Check of Substances Contained in Products Reduction of Chemical Substances Risks in Production • Prior Risk Assessment of Chemical Substances Green Procurement System To check substances prohibited or controlled in Konica Minolta products, as outlined in the Green Procurement Guidelines, click below. > MSDS(SDS)・AIS Provision of Product Environmental Information • Environmental Labels

TOPIC	CODE	ACCOUNTING METRIC	Website
	TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Provision of Product Environmental Information • EPEAT (Electronic Product Environmental Assessment Tool) To read about how Konica Minolta incorporates environmentally friendly principles into product design, click below. Management of Chemical Substances in Products • Prior Check of Substances Contained in Products Resource Conservation and Recycling of Products • Upgraded Recycling That Increases the Value of Materials (Application of Recycled Materials) Resource Conservation and Recycling in Production Operations • Promoting Resource Conservation and Recycling at Production Sites Reducing CO_2 Emissions from Distribution • Reconsidering Distribution Routes and Consolidating Logistics Facilities • Milk Run Logistics (Common Collection of Cargos) Reduction of Use of Packaging Materials Saving Energy and Preventing Global Warming through Green Products • Energy Savings of Office Equipment
	TC-HW-410a.3	Percentage of eligible products, by revenue, meeting ENERGY STAR® criteria	Provision of Product Environmental Information
	TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	Environmental Data > Resources For more information on product recycling initiatives, click below. Product Recycling
Supply Chain Management	TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Implementing CSR Procurement • CSR Assessments Using a Self-Assessment Questionnaire • CSR Audits
	TC-HW-430a.2	Tier 1 suppliers' (1) non-conformance rate with the RBA Validated Audit Process (VAP) or equivalent, and (2) associated corrective action rate for (a) priority non-conformances and (b) other non-conformances	Implementing CSR Procurement • CSR Audits
Materials Sourcing	TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Addressing the Issue of Conflict Minerals • Framework for Initiatives Resource Conservation and Recycling of Products • Upgraded Recycling That Increases the Value of Materials (Application of Recycled Materials) Konica Minolta's Supply Chain Management • Supply Chain Management

Evaluation by External Parties

Evaluation by External Parties | Archive

Evaluations by International ESG Rating Agencies

Konica Minolta Awarded as the Silver Class of the SAM Sustainability Awards 2020

Konica Minolta, Inc. has been awarded as the Silver Class of the SAM Sustainability Awards 2020. (January, 2020)

SAM
Sustainability Award
Silver Class 2020

Konica Minolta Listed among 2020 Global 100 Most Sustainable Corporations in the World

Konica Minolta, Inc. has been listed among the “2020 Global 100 Most Sustainable Corporations in the World” for two consecutive years by Canada-based Corporate Knights.(January,2020)

News Release

Konica Minolta has received a score of A- Leadership on Climate Change by CDP

Konica Minolta, Inc. has received a score of A- which is within the Leadership band on Climate Change by CDP, an international not-for-profit organization engaged in activities to realize a sustainable economy. (February, 2020)

Inclusion in Prominent Investment Indices

Konica Minolta, Inc. is currently included in the following ESG indexes.

■Dow Jones Sustainability Index Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	Konica Minolta has been included in the World Index of the Dow Jones Sustainability Indices each year since 2012, and also in the Asia Pacific Index each year since 2009, which is run by S&P Dow Jones Indices in the U.S. and RobecoSAM in Switzerland. (November, 2020)

■FTSE4Good Index FTSE4Good ■FTSE Blossom Japan Index FTSE Blossom Japan	Konica Minolta has been included in the FTSE4Good Index consecutively since 2003, and the FTSE Blossom Japan Index since its establishment in 2017. The both indexes are created by FTSE Russell. (July, 2020) News Release FTSE4Good Index Series
■MSCI Japan ESG Select Leaders Index 2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX ■MSCI Japan Empowering Women Index 2020 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)	Konica Minolta has been included in the MSCI Japan ESG Select Leaders Index, and the MSCI Japan Empowering Women Index since those establishment in 2017 (July, 2020) News Release MSCI ESG Research
■EcoVadis CSR Rating GOLD 2020 ecovadis CSR Rating	Konica Minolta, Inc. has been awarded a Gold Level Recognition Medal in the EcoVadis sustainability ratings issued by EcoVadis of France.(March, 2020) Topics
■Prime Status by ISS-oekom Corporate ESG Performance Prime RATED BY ISS ESG	Since 2011, Konica Minolta has been awarded Prime Status by the Germany-based ISS-oekom (formerly oekom research AG), as one of the leading global companies for corporate social responsibility (CSR) within the industry segment of Electronic Devices & Appliances. (April, 2020) ISS-oekom
■Ethibel Investment Universe member of the INVESTMENT REGISTER ETHIBEL PIONEER & EXCELLENCE	Konica Minolta has been selected for the investment universe of Ethibel Pioneer and Ethibel Excellence operated by the social responsibility investment promotion group Forum ETHIBEL based in Belgium. (May, 2020) Forum Ethibel

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Awards for activities for Sustainability

Konica Minolta Selected Under the DX Stock 2020 Program

Konica Minolta, Inc. has been selected under the Digital Transformation Stock Selection (DX Stock) 2020 program which selects companies that make strategic use of IT.

News Release

2020 Health & Productivity Stock Selection program

As part of the 2020Health & Productivity Stock Selection program promoted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, Konica Minolta, Inc. was selected as an outstanding company. (March, 2020)

News Release

Grand Prize for Environmental Report (Minister of the Environment Award)

Konica Minolta, Inc. has been selected as a winner of the Grand Prize for Environmental Report (Minister of the Environment Award) in the 23rd Environmental Communication Awards hosted jointly by the Ministry of the Environment and the Global Environmental Forum. (February 2020)

News Release

The Grand Prix Award at the Nikkei SDGs Management Grand Prix

Konica Minolta, Inc. won the Grand Prix award at the first Nikkei SDGs Management Survey conducted by Nikkei Inc.(December, 2019)

News release

The 22nd Nikkei Environmental Management Survey

Konica Minolta, Inc. was ranked first place in the overall manufacturing sector at the 22nd Environmental Management Survey by Nikkei Inc. (May, 2019)

Topics

Gomez IR Site Ranking 2019

Konica Minolta was selected as an Outstanding Company: Gold Prize in the Gomez IR Site Ranking by Morningstar, which evaluates the user friendliness and fullness of information of IR websites. (December, 2019)

Internet IR Excellence Award 2019

Konica Minolta won an Internet IR Excellence Award from Daiwa Investor Relations Co. Ltd. (December, 2019)

Evaluation by External Parties | Archive

Evaluation of CSR by External Parties

Evaluation of CSR by External Parties | Archive

Awards for Corporate Governance and IR Activities

Corporate Activity Award (Japan)

Konica Minolta's efforts in establishing objective and specific standards of independence for outside directors, and its publishing written disclosure of selection criteria in order to appoint highly independent outside directors, were recognized with the fiscal 2010 Corporate Activity Award from the Tokyo Stock Exchange. (February, 2011)

Award for Environment

The 19th Nikkei Environmental Management Survey

Konica Minolta, Inc. was ranked first place for two consecutive years in the overall manufacturing sector at the 19th Environmental Management Survey conducted by Nikkei Inc. (January, 2016)

- News Release

Environment Minister's Award for Global Warming Prevention Activity

Konica Minolta, Inc., and its production subsidiaries have been recognized by the Ministry of the Environment, Government of Japan, with a “2013 Environment Minister's Award for Global Warming Prevention Activity (Implementation of Countermeasures).” (December, 2013)

- News Release

Green Apple Award 2013 (The United Kingdom)

Konica Minolta Business Solutions (UK) Ltd., won the Green Apple Award from the Green Organisation in recognition of its recycling activity of used packaging materials. (November, 2013)

Eco Mark Award 2012

Konica Minolta Business Technologies, Inc., won an “Eco Mark Award 2012” Bronze Prize from the Japan Environmental Association in January 2013.

- News Release

The Eco Mark Program

Hong Kong Green Awards 2012

Konica Minolta Business Solutions (HK) Ltd., a sales company in Hong Kong, won a Green Management Bronze Award (Corporate) in the Hong Kong Green Awards 2012 organized by the Hong Kong Green Council.

Green Apple Award 2011

Konica Minolta Business Solutions (UK) Ltd., has won the prestigious Green Apple Award in recognition of its innovative environmental project, "OPS Green Audit Process," an original program that conducts a comprehensive analysis of a customer's document workflow, including its environmental impact. The Green Apple Awards are organized by the Green Organisation, an independent, non-profit environmental group dedicated to promoting environmental conservation. (November, 2011)

- News Release

Evergreen Award

Konica Minolta Business Solutions U.S.A. was awarded the 2009 Evergreen Award in the Technologies and Electronics category by the U.S. General Services Administration (GSA), an important government agency. The Evergreen Award, which was established in 1998, is given to companies that proactively engage in environmentally friendly corporate activities. The award was given in recognition of Konica Minolta's environmental activities, such as providing energy-saving products, promoting zero-waste activities, and recycling toner cartridges. (March, 2010)

Sustainable Building Special Award

Konica Minolta Opto, Inc., completed the construction of a new building at the Osakasayama Site in Osaka, Japan. It won the second annual Osaka Sustainable Building Special Award for fiscal 2008, which is awarded by the Osaka prefectural government. (April, 2008)

Energy Saving Award

- The bizhub C650/C550 color MFPs were awarded the Prize of the Director General of Japan's Agency of Natural Resources and Energy as part of the fiscal 2007 Energy Saving Awards. (January 2008)

1st Responsible Care Award

Konica Minolta Holdings, Inc., received the 1st Responsible Care Award sponsored by the Japan Chemical Industry Association and the Japan Responsible Care Council. (May 2007)

Other Awards

Good Career Company Awards 2018 Presented by Japan's Minister of Health, Labour and Welfare Prize

Konica Minolta, Inc. won the Grand Prize in the Good Career Company Awards 2018 —Japan's Minister of Health, Labour and Welfare Prize, and was recognized as a company that can serve as a model for other companies with regard to supporting employees' self-directed career formation.

NIKKEI Smart Work Awards 2018

NIKKEI Smart Work Awards 2018 Grand Prize

Konica Minolta won the Grand Prize in NIKKEI Smart Work Awards 2018 (January 2018)

- News Release

2016 Health & Productivity Stock Selection program

As part of the 2016 Health & Productivity Stock Selection program promoted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, Konica Minolta, Inc. was selected as an outstanding company. (January, 2016)

The 10th Quality Management Level Research

Konica Minolta, Inc. was ranked first place in the tenth Quality Management Level Research by the Union of Japanese Scientists and Engineers. (November, 2018)

- News Release

The 8th Quality Management Level Research

Konica Minolta, Inc. was ranked first place in the eighth Quality Management Level Research by the Union of Japanese Scientists and Engineers. (November, 2014)

- News Release

iF Product Design Award 2013

Konica Minolta's color MFP (multi-functional peripheral) bizhub C554 series won a German iF Product Design Award 2013 in February 2013.

iF - International Forum Design Hannover

Telework Promotion Awards

Konica Minolta received a Telework Promotion Award presented by the Japan Telework Association. (January, 2011)

Kurumin certification for efforts to foster the next-generation

Konica Minolta Business Technologies, Inc., and the Konica Minolta Technology Center, Inc., obtained *Kurumin* certification from the Japanese Ministry of Health, Labour and Welfare for efforts in helping to foster the next generation. (May 2007)

Good Design Award (Universal Design)

Konica Minolta's bizhub C650/C550/C451 and bizhub C353/C253/C203 color MFPs, as well as the next-generation multi-unit REGIUS Unitea clinical system, received Japan's Good Design Award in fiscal 2007. (October 2007)

Recognition for CSR activities at Konica Minolta group companies in China

■Magnolia Award

The former CEO of Konica Minolta (China) Investment Ltd., a Chinese management company, received the Magnolia Award from the Shanghai government, and he was recognized as an honorary citizen of the city. (October 2009)

■China Award for Outstanding Business Credibility

Konica Minolta (China) Investment Ltd., a Chinese management company, received the 2008 China Award for Outstanding Business Credibility from the China Enterprise Confederation/China Enterprise Directors Association (CEC/CEDA). This award is given to companies that are highly regarded in Chinese society for their aspirational management philosophy and outstanding management system, as well as their reliable business activities and proactive social responsibility. (February 2009)

■Dalian Hope Process Contribution Award

Konica Minolta Opto (Dalian) Co., Ltd., a production company in China, has been recognized for its contributions to the Hope Process, a program to help Chinese children attend school. It received the Dalian Hope Process Contribution Award from the Dalian Committee of the Communist Youth League, the Dalian Youth Development Foundation, and the Dalian Hope Process Office. (March 2008)

■Company with Reliable Labor Guarantees

Konica Minolta Business Technologies (Wuxi) Co., Ltd., a production company in China, has received recognition for its efforts to develop good labor-management relations and for respecting employees. The company has been recognized as a Jiangsu Model Company with Harmonious Labor Relations by the Jiangsu Harmonized Labor Relations Tripartite Committee. It has also been named a Wuxi Leading Company with Harmonious Labor Relations by the Wuxi Leading Group for Building Companies with Harmonious Labor Relations, and has been called a Company with Reliable Labor Guarantees by the Wuxi Municipal Bureau of Labor and Social Security. (December 2007)

■Magnolia Award

The CEO of Konica Minolta (China) Investment Ltd., a Chinese management company, received the Magnolia Award from the Shanghai government. (September 2007)

Evaluation of CSR by External Parties | Archive

Stakeholder Engagement

Basic Concept

Konica Minolta believes that dialogue with diverse stakeholders including customers, employees, the local and global communities, business partners, shareholders and investors is essential to create both social and business value.
Therefore, each division in charge engages in daily dialogue, and the company also proactively creates opportunities for communication, including at the executive level, while disclosing information using various communication tools to help people understand Konica Minolta's approach.
The opinions acquired from conversations with stakeholders are reviewed and urgent concerns are reported to management, facilitating improvements in management, products and services.

Stakeholder Engagement Activities

Stakeholders	Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
Customers Konica Minolta does business around the world. The major customers of Konica Minolta's main business operations are corporations, government agencies, and hospitals.	● Providing customer service via websites and call centers ● Providing product information via websites and newsletters ● Conducting customer satisfaction surveys ● Exchanging information via visits to customers ● Exchanging information at showrooms and trade shows ● Holding seminars	● Increasing customer satisfaction by providing top-tier quality and reliability from the customer's perspective	● Improving product and service quality based on results of customer satisfaction surveys ● Solving customers' issues
Employees Konica Minolta employs 43,961 people worldwide. Of those, 25.1% are in Japan, 25.1% are in Europe, 21.0% are in the U.S., and 28.8% are in China and elsewhere in Asia and other locations. (Figures are based on total regular employees of consolidated companies, as of March 31, 2020.)	● Interactive intranet ● Group journal ● Employee engagement survey ● Dialogue with labor unions ● Internal help line systems ● Discussion during inspection tours of production sites by senior staff ● Video messages from the CEO	● Enhancing human capital—the source of value creation—based on health management ● Enhancing human capital so that individuals thrive by fostering a culture that increases productivity, creativity, and job satisfaction	● Establishing environments that spark innovation to create value ● Implementing various human resources development programs ● Improving lifestyle habits by presenting future disease risk for each individual
Local and global communities Throughout its global operations, Konica Minolta acts as a responsible member of every community where it operates.	● Activities that contribute to local communities ● Community briefings and invitational events ● Sending speakers to lectures and places of education ● Industry group activities ● Environmental reports and websites ● Global public relations activities through international publications and websites	● Communicating with local communities and disclosing corporate information in a timely and fair manner ● Existing in harmony with local communities ● Developing the next generation of employees	● Enhancing information disclosed in a timely manner via international publications and websites ● Planning activities that contribute to local communities
Business partners Konica Minolta procures raw materials, parts and components from many suppliers for each of the Group's businesses. The majority of these suppliers are located in Japan, China, and elsewhere in Asia.	● Holding suppliers' meetings ● Procurement Collaboration System ● Conducting CSR surveys (self-assessment questionnaires) ● Visiting suppliers to exchange information	● Co-creation of shared value by business partners, customers, and Konica Minolta ● CSR in the supply chain	● Strengthening relationships by sharing information with business partners
Shareholders and investors Since Konica Minolta, Inc. has relatively high ownership by institutional and foreign shareholders, the company is expected to proactively take part in IR initiatives on a global basis.	● Shareholders' meetings ● Briefings for investors ● Visits to investors ● Briefings for business analysts and institutional investors ● Integrated reports ● IR website	● Sustainable growth and increasing corporate value through constructive dialogue	● Increasing management quality through constructive dialogue with shareholders and investors

› Communication with Shareholders and Investors

External Assurance

Konica Minolta engaged KPMG AZSA Sustainability Co., Ltd. to provide assurance on whether its data on CO_2 emissions from procurement, research & development, production, product distribution, sales and service, and product usage; energy use; waste discharged externally from manufacturing; atmospheric emissions of volatile organic compounds (VOCs); water consumption; the number of regular employees (by gender); and the percentage of employees with disabilities have been measured, gathered, and disclosed in accordance with the criteria set by the Group. Indicators that have been assured by KPMG AZSA Sustainability Co., Ltd. are marked with ★.

KPMG

Independent Assurance Report

To the President and CEO of Konica Minolta, Inc.

We were engaged by Konica Minolta, Inc. (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with ★ for the period from April 1, 2019 to March 31, 2020 (except for the 'Percentage of Employees with Disabilities', which is as of June 1, 2020) included in its Sustainability Report 2020 (Website information as of December 2020) (the "Report").

The Company's Responsibility

The Company is responsible for the preparation of the Indicators in accordance with its own reporting criteria (the "Company's reporting criteria"), as described in the Report.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Indicators based on the procedures we have performed. We conducted our engagement in accordance with the 'International Standard on Assurance Engagements (ISAE) 3000, Assurance Engagements other than Audits or Reviews of Historical Financial Information' and the 'ISAE 3410, Assurance Engagements on Greenhouse Gas Statements' issued by the International Auditing and Assurance Standards Board. The limited assurance engagement consisted of making inquiries, primarily of persons responsible for the preparation of information presented in the Report, and applying analytical and other procedures, and the procedures performed vary in nature from, and are less in extent than for, a reasonable assurance engagement. The level of assurance provided is thus not as high as that provided by a reasonable assurance engagement. Our assurance procedures included:

- Interviewing the Company's responsible personnel to obtain an understanding of its policy for preparing the Report and reviewing the Company's reporting criteria.
- Inquiring about the design of the systems and methods used to collect and process the Indicators.
- Performing analytical procedures on the Indicators.
- Examining, on a test basis, evidence supporting the generation, aggregation and reporting of the Indicators in conformity with the Company's reporting criteria, and recalculating the Indicators.
- Visiting one of the Company's domestic facilities selected on the basis of a risk analysis.
- Evaluating the overall presentation of the Indicators.

Conclusion

Based on the procedures performed, as described above, nothing has come to our attention that causes us to believe that the Indicators in the Report are not prepared, in all material respects, in accordance with the Company's reporting criteria as described in the Report.

Our Independence and Quality Control

We have complied with the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which includes independence and other requirements founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior. In accordance with International Standard on Quality Control 1, we maintain a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

KPMG AZSA Sustainability Co., Ltd.

KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
January 28, 2021

Comment from the Assurance Provider

Shutaro Takakura, KPMG AZSA Sustainability Co., Ltd.

Konica Minolta has announced its new commitment to achieve "Carbon Minus" status by 2030, well ahead of its previous 2050 target, on this year's sustainability website. In fiscal 2019, the company reports a 50% reduction in CO_2 emissions throughout its entire lifecycle compared to fiscal 2005 levels, by purchasing renewable electricity at some of its manufacturing/sales facilities, and by placing power-saving multi-function printers on the market. It is becoming increasingly important to reduce greenhouse gas emissions not only from one's own operations but also across the entire value chain. In response to this, the company has expanded the scope of its Medium-Term Sustainability Strategy 2022 and set a target to reduce an amount equivalent to two-thirds of the company's entire CO_2 emissions, including those of its value chain, externally through cooperation with customers, suppliers and society. In the future, we expect the company to engage in emission reduction activities with an even wider range of stakeholders.
Regarding human resource data, the company has disclosed information with an emphasis on gender diversity and work-life balance. We believe it will become equally important to disclose information on global human resource utilization in the future. In addition to an increase in demand in the office business field due to the progress of the digital revolution, demand is expected to increase worldwide in the healthcare business field due to the improved quality and access of healthcare services. We look forward to seeing the company expand its reporting to include strategies for how to utilize global human resources in response to the increase in demand for these products, as well as targets and achievements based on those strategies.

Sustainability Reporting Policy

The Konica Minolta Sustainability Website (hereinafter, the "site") reports on specific initiatives to address material issues that Konica Minolta (hereinafter, the "company") is pursuing. The company also issues an annual Integrated Report that summarizes information of interest to investors and shareholders, as well as financial and non-financial information that is of great importance to Konica Minolta. The purpose of the site, however, is to provide even more detailed sustainability information.
In recent years, with the growing investor interest in non-financial corporate information, the company decided to disclose all of its sustainability information promptly and comprehensively on this website. It stopped publishing both its CSR Report and Environmental Report in 2020.
The online content is prepared based on various global guidelines and the information needs of stakeholders.
A PDF version of the Sustainability Website is posted on the Site about two months after the content is initially posted.

Report Boundary

Information on the site covers Konica Minolta, Inc. and its consolidated subsidiaries. When data is given on a specific subset of companies, the boundary is separately indicated.
Note: At this site, “Konica Minolta” refers to the Konica Minolta Group.

Reporting Period

In principle, the site covers activities undertaken from April 1, 2019 to March 31, 2020. Some sections may include information on earlier initiatives or more recent activities. At the site, “fiscal 2019” refers to the fiscal year that started April 1, 2019 and ended March 31, 2020.

Publication Date

December 2020 (Next report: scheduled for August 2021; previous report: August 2019)

Adherence to Global Guidelines

- Global Reporting Initiative (GRI) Standards
  The reporting on this site complies with the Core option of the GRI Standards.
- Sustainability Accounting Standards Board (SASB)
- United Nations Global Compact
- ISO 26000
- Environmental Reporting Guidelines 2018

For a comparison of the GRI Standards, SASB, United Nations Global Compact, and ISO26000, please see the Guideline Comparison Chart.

External Assurance

External Assurance has been performed by KPMG AZSA Sustainability Co., Ltd. for some of the company's environmental and social initiative data for fiscal 2019 (April 1, 2019 to March 31, 2020; except for the 'Percentage of Employees with Disabilities', which is as of June 1, 2020). Please refer to the external assurance statement for more information.

Related Information

Obtain other Konica Minolta publications from the Document Download page.
● Integrated Report ● Company Brochure ● Intellectual Property Report ● Corporate Governance Report
● IT Performance Report

For inquiries regarding the information on this site:

Corporate Sustainability Operations
Konica Minolta, Inc.

Contact

Disclaimer

In addition to facts about past or present circumstances, this site contains descriptions of the Group's current plans and projections for the future. These descriptions are based on information that is currently available and have been deemed reasonable based on the Group's current status. The Group's actual performance could differ from its predictions due to future changes in the business environment.

This PDF file has been prepared by converting the website information as of December 25, 2020, and was disclosed in February 2021. The independent assurance report posted in this PDF is obtained for this PDF.