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

Human Capital

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

Human Capital: Diversity

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

Responsible Supply Chain

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

Human Rights

Customer Satisfaction and Product Safety

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

Use of Artificial Intelligence

Contributing to Society

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

> ESG data

Human Capital

Basic Concept

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
Human Resources Systems and Operations | Building Organization, Culture and DNA
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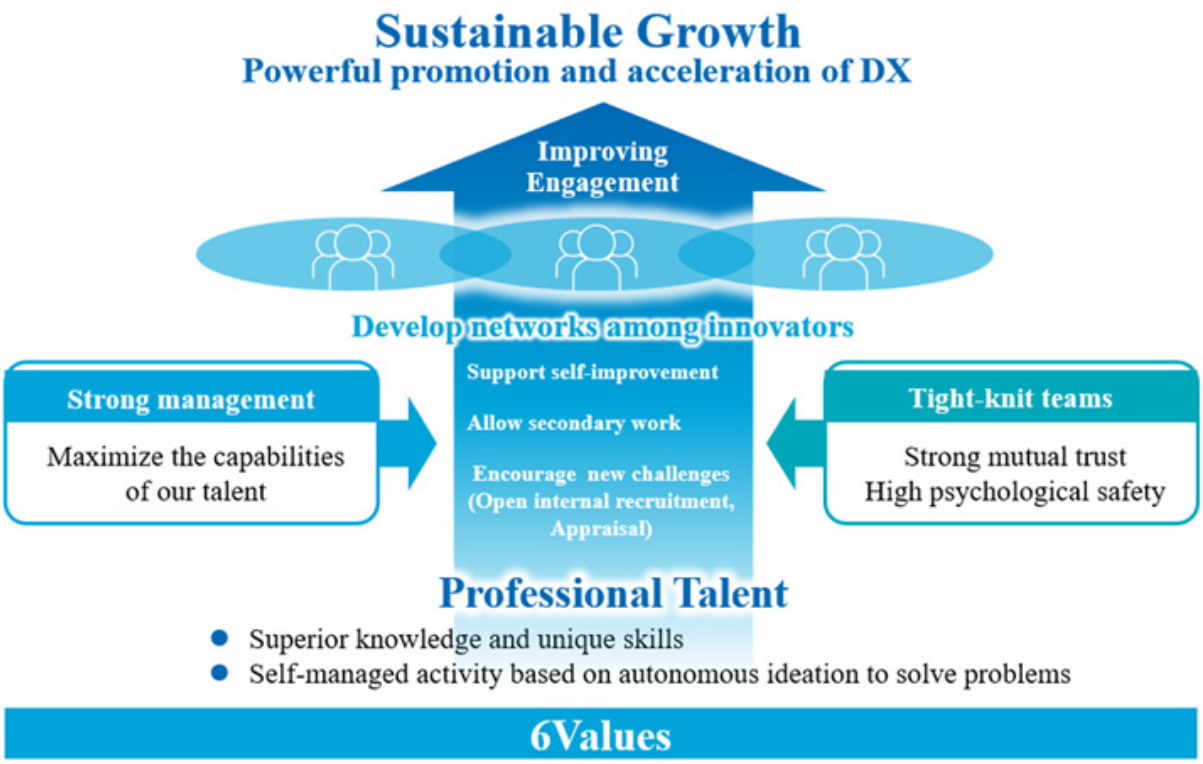
The Evolution to Professional Talent

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



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

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

Human Capital

Attracting, Developing and Promoting the Active Participation of Human Resources

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
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Click to jump to the corresponding section in this page

Konica Minolta's Approach
Strengthen Pipeline of Next-Generation Leadership Candidates
Accelerate Placing the Right Person in the Right Job
Improve Quality of Decisions by Ensuring Diversity in Management Decision Making

Konica Minolta's Approach

Background and Issues

To attract, develop, and promote the active participation of professional human resources, we have established three issues and are taking measures to address them.
1. Pipeline of next-generation leadership candidates
2. Rapidly place the right person in the right job
3. Promote diversity in management decision making

Vision

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

Key Measures and KPIs

Initiatives During the Medium-Term Business Plan DX2022 (FY2020-FY2022)

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

	Result			Target
	FY2020	FY2021	FY2022	FY2022
Strategic assignment of managerial candidates*1 (%)	70	98	100	100
Number of DX leaders*2 trained (people)	-	24	24	40

*1 Percentage of employees assigned to strategic leadership positions

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

Initiatives During the 2025 Medium-Term Business Plan (FY2023-FY2025)

- Strengthen pipeline of next-generation leadership candidates
- Increase the quantity and speed of human resources supply to accelerate business selection and concentration. Enhance imaging IoT human resources and accelerate placement of the right person in the right job
- Improve quality of decisions by ensuring diversity in management decision making

	Result		Target	
	FY2020	FY2022	FY2023	FY2025
Number of imaging IoT human resources*3 (people)	500	814	1000	50% or more engineers in each business

*3 Human resources with the technology to analyze imaging data and various sensor information leveraging AI technologies such as deep learning to support decision-making and assessments at various worksites

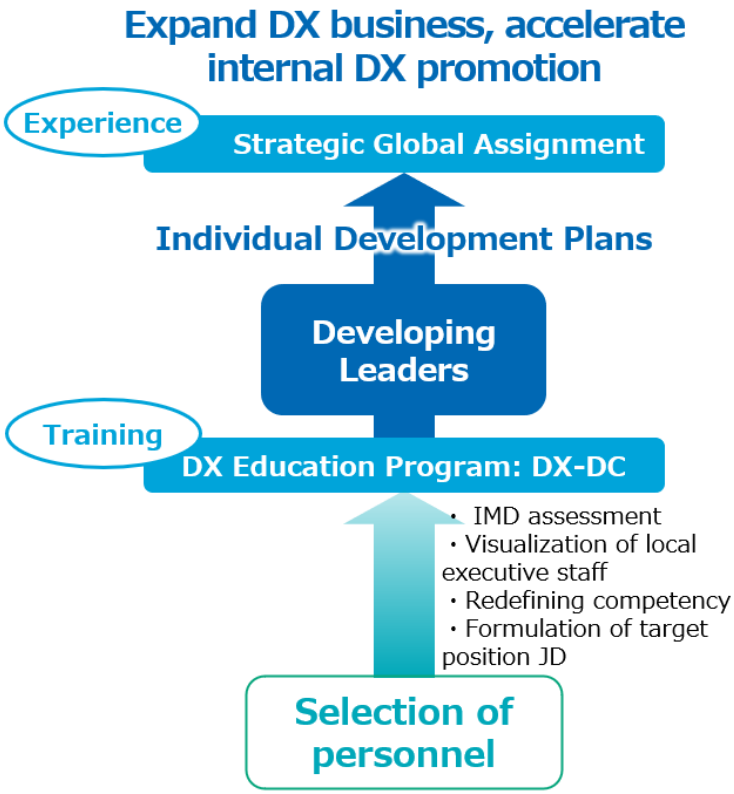
Strengthen Pipeline of Next-Generation Leadership Candidates

CEO Talent Reiview

To systematically assign and develop next-generation leaders to take charge of Company management, we have visualized human resources since fiscal 2020, and established a forum for CEOs and top management to confirm and discuss one-on-one the direction of development. Through these discussions, we clarify organizational issues such as whether there is a candidate for the next top management position or whether we should wait another three to five years for such a candidate. The CEO and top management then assume the role of identifying successor candidates and assign them tasks for further growth, and then check their growth over the next year.
As of April 2023, employees selected by each Business as eligible for Talent Review have been systematically assigned to positions and provided with educational opportunities.

Creation of Global Leaders to Drive DX

Konica Minolta has created a "development model" and is implementing the process for training human resources who arrange to have digital experts located near its customers, which is essential for Konica Minolta to become a DX company. Specifically, we select human resources globally who become candidates, collaborate with top educational institutions in Europe, and design educational programs based on the business direction we are pursuing and current challenges and provide these to the selected candidates. At the same time, we formulate and implement an individual development plan based on the individua's talents revealed through the educational program. In addition, as one of the individual development plans, the cross-border assignment of roles (Americas ➡ Australia, Australia ➡ Americas, Europe ➡ Japan, China ➡ Southeast Asia, etc.) started from April 2022. This initiative will start in the office printing domain, our core business, and expanded to the production print and healthcare businesses from fiscal 2022.



Providing Challenging Opportunities for Next-Generation Leaders Globally

For many years, Konica Minolta, Inc. has conducted a program for sending young employees overseas to sales companies and world-class business schools. The program is an investment in human resources intended to develop true global leaders at an early stage who can compete globally. The program seeks to foster an understanding of diversity, how to work globally and have a global and local perspective and establish a personal basis as a businessperson. In 2022, we expanded this program globally, named it “GLOW”, and made a new start. In addition to the employees of Konica Minolta, Inc., employees of major sales companies in Japan and sales companies in the United States and Vietnam have also applied, and will be sent to various regions from May 2023.

GLOW
START THRIVING GLOBALLY!

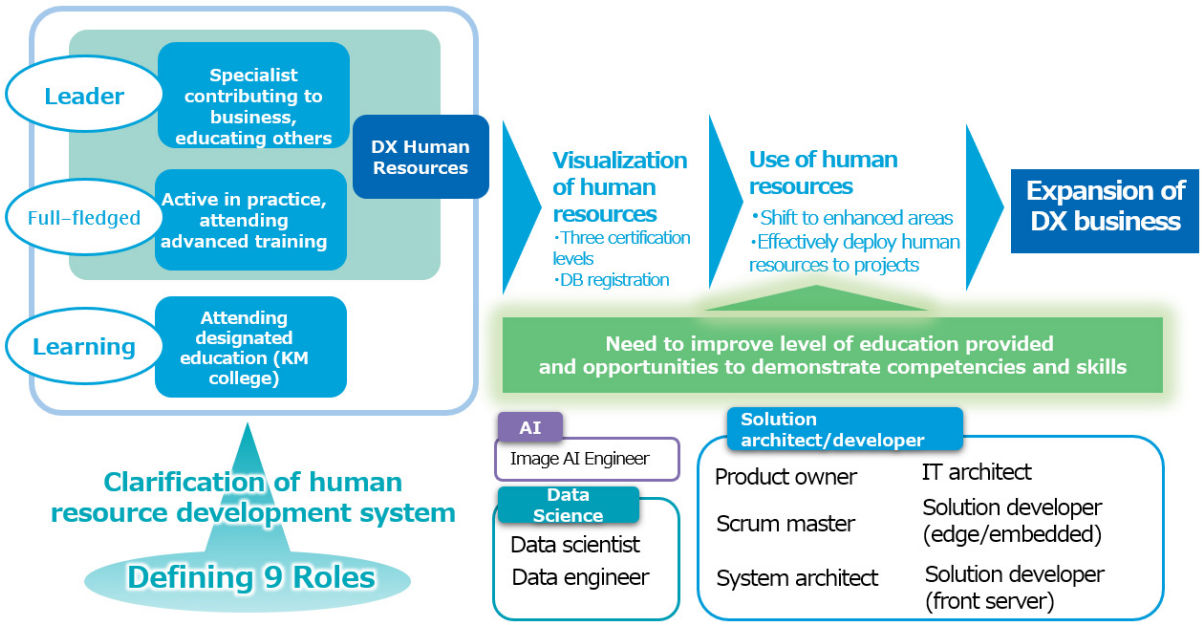
Accelerate Placing the Right Person in the Right Job

Develop and Utilize Imaging IoT Human Resources

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

Over time, we have focused on the development of "imaging IoT technology" that combines the core technologies that we have continued to refine for years together with the latest IoT and AI technology. From fiscal 2014, we have been tackling new business creation, and have therefore promoted the development and acquisition of human resources.
To this end, we are defining the necessary roles and clarifying the training system connected to those roles. In addition, we are visualizing the number and level of human resources for each role and promoting effective human resource allocation.
Currently, we are taking steps to train 1,000 employees to where they can play an active role as imaging IoT human resources by the end of fiscal 2023.

Strengthen human resources to expand DX business



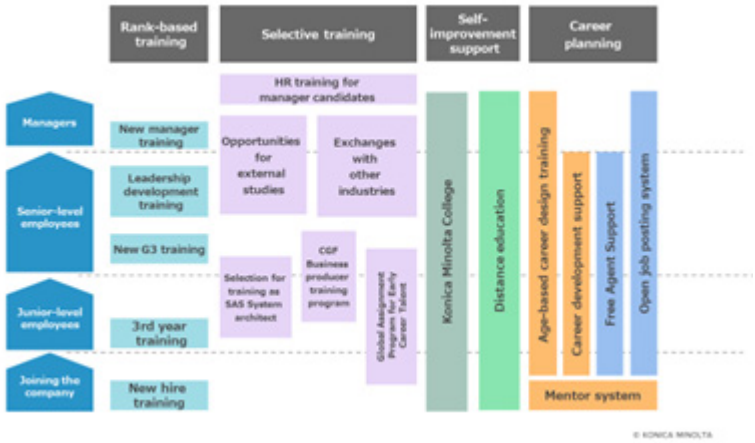
Human Resources Recruitment System

Konica Minolta, Inc. has introduced the Human Resources Recruitment System that allows employees to take on the voluntary transfer to a new position as a mechanism to complement company-led personnel assignments. The aim of this system is to create human resources who actively take on new challenges in their own career development and to foster a corporate culture that respects the can-do spirit. From fiscal 2022, we will expand the number of transfer locations and applicants globally, and we have started posting job openings on the Global Career Page (internal website) assuming transfers among our nine major global companies.

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 has established a support system to promote self-driven growth. Specifically, we have introduced a support system that provides referrals to recommended outside educational institutions and subsidizes the cost of attending educational programs of the individual's choice. A total of approximately 10,100 employees took advantage of such educational programs in fiscal 2022, and the total time they spent was approximately 83,000 hours .

* 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.



Improve Quality of Decisions by Ensuring Diversity in Management Decision Making

Konica Minolta, Inc. is promoting DEI by ensuring diversity to improve the quality of management decisions and continue to create solutions to solve social issues.

› For more information on these initiatives, please see: Human Capital: Diversity

Assessment and Treatment System

To create an organization that continues to provide customers with new value, Konica Minolta, Inc. expects each employee to possess superior knowledge, expertise, and unique skills befitting a true professional, and to act and think independently to solve problems. In order to accelerate employee development, the Company revised its personnel assessment and treatment system for general employees, introducing a 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, and a system to evaluate employees who take on challenges, regardless of the outcome.
Please note that, since the merger, seniority has not been considered in determining employee treatment. Instead, skills and results are evaluated fairly and reflected in promotions and salary increases.
In addition, to achieve the career vision of each individual, we regularly provide important opportunities to take stock of one's own career, and think together with their superiors about their skill development challenges and career development goals (direction and plan for skill development) through their work.

Human Capital

Human Resources Systems and Operations

Basic Concept | Attracting, Developing and Promoting the Active Participation of Human Resources
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Konica Minolta's Approach
Double-Track System for Management Positions
Expansion of System for Promoting Workstyle Reforms

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures

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

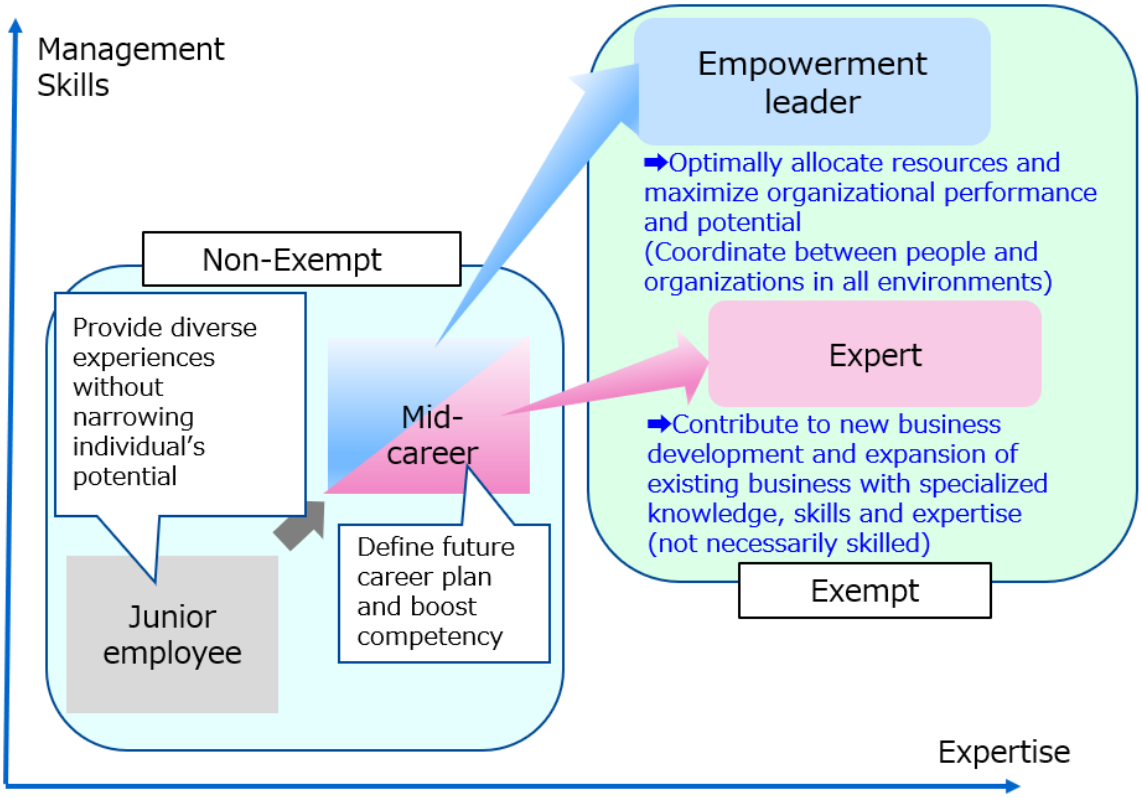
Double-Track System for Management Positions

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

Introduction of Double-Track Personnel System

In order to clarify that the role that we expect future leaders to play is that of leaders of a group of professional human resources, from April 2022, we have decided to abolish the “management position” classification and name which connotes workplace management, and to revise the definition of “management position” to make the existing single-track management system a double-track system. There are three reasons for this change.
(1) Strengthen leaders who energize human resources and organizations, commit to results, and elevate their ability to execute
(2) Develop and retain experts who create innovation and lead with their expertise
(3) Support the diverse career aspirations of employees
The new definition divides the required leadership into two categories as follows. The first is the organizational leaders who energize human resources and the organization and elevate their ability to execute. We call these individuals "Empowerment Leaders" in the expectation that they will maximize the individual potential of human resources. The other is human resources who create innovation beyond existing boundaries and lead with their expertise. We call these individuals "Experts" in the expectation that they will increase their own expertise and contribute to the business by leveraging their expertise. We have decided to call these "Empowerment Leaders" and "Experts" collectively as "Exempt.”
Along with this change in definition, we have defined the required behaviors as "do you have a vision and can you chart your own course," "do you have the ability to produce results," "can you draw on diverse strengths," and "do you continue to develop yourself," and have made these the basis for evaluation.

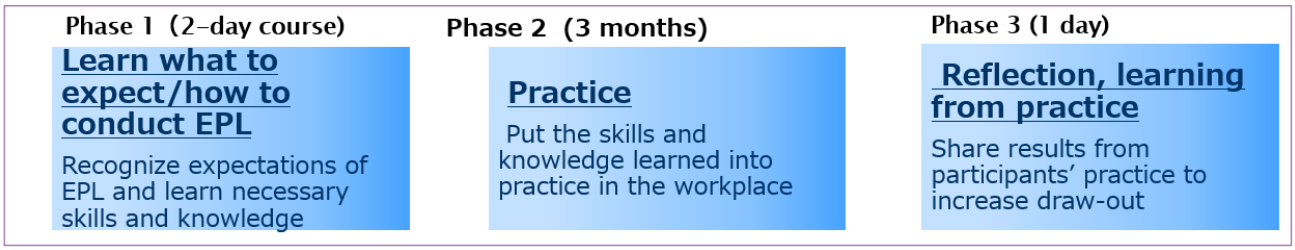
Image of double-track career



Strengthen Empowerment Leaders

To maximize the power of the organization and team, the Empowerment Leader must be a "driver of change" who communicates in their own words the direction that the business should take to members with a wide range of experiences, expertise, and values, and leads them to new answers that they would not have thought of before through frank discussions. At the same time, the empowerment leader is also required to discuss the career aspirations of each and every team member and determine what they need to do to get closer to their career goals and to support them.
This is no easy task; Empowerment Leaders are in a sense “human resources with professional expertise" who empower people and organizations and require a high level of '"human resource empowerment skill' instead of workplace or human resource management.
Therefore, we have prepared and initiated an approximately six-month long enhancement program for all class-three heads (about 300) who directly meet with members of the public starting in fiscal 2022.

What to Do in Each Phase of the Empowerment Leader Enhancement Program



Expansion of System for Promoting Workstyle Reforms

Expanding the Remote Work System

Konica Minolta, Inc. is promoting workstyle reforms and achieving workstyles that are not tied to a single location. In April 2017, Konica Minolta, Inc. launched a remote work system for all employees. The remote work system is also being expanded at its sales companies in and outside of Japan.
As part of this expansion, Konica Minolta has taken steps to set up a work environment for employees, such as replacing computer workstations with PCs that can be taken home, introducing ways to save files in the cloud and access internal systems from outside company premises, and introducing Web-based meeting systems.
These preparations in the work environment enabled the company to respond smoothly to the need to rapidly expand remote work starting in spring 2020.
On the other hand, in-person communication is effective in building relationships with other departments and for gaining insight, learning, and creating new business ideas, and we are promoting the use of revised office layouts and collaboration spaces.

In addition, Konica Minolta is working to support work-life balance by revising its systems and creating an environment so that it can respond flexibly to the circumstances of individual employees.

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

Human Capital

Building Organization, Culture and DNA

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

Konica Minolta's Approach

Background and Issues

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

Vision

When all Group employees share the Konica Minolta vision and tackle their jobs with a sense of purpose and take on challenges (engagement), they are contributing to customers, which then leads to sustainable growth for Konica Minolta. To pursue these kinds of reforms in the organization, the Group listens to the views of all of its employees and carries out improvements based on an understanding of its strengths and issues. The Group believes that this will lead to a corporate culture in which individuals can thrive. To that end, we recognize that top management needs to take the lead in building a team that takes initiative and can withstand adversity.

Key Measures and KPIs

Konica Minolta conducts the Global Employee Survey (GES) to assess its organizational culture via employee engagement scores — which measure whether engagement, the long-term vision, and strategy have been personalized, whether individuals are thriving and whether the environment encourages them to thrive — and then takes action to improve each organization to enhance the competitiveness of the entire Group.

	Result			Target		
	FY 2020	FY 2021	FY 2022	FY 2022	FY 2025	FY 2030
Engagement score	GES designing	6.4 (GES implementation Problem identification and goal setting)	6.6	GES implementation 10% increase in engagement score (compared to FY 2021)	7.7 (Industry average)	Industry top 25%
Response rate	-	90.8%	85%	-		

Resonance with Management Vision and Six Values

Philosophy

In September 2020, Konica Minolta formulated “Imaging to the People,” a long-term management vision statement toward the year 2030. The Company's business activities are based on a system of philosophy consisting of its management philosophy "Creation of New Value," which remained unchanged since its establishment in 2003, its management vision “Imaging to the People," which describes its vision for 2030, and its corporate culture "Six Values," which are the source of its value creation.

Practicing the Six Values of the Konica Minolta Philosophy

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

RETHINK Communications

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

Konica Minolta Awards

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

Transform Awards presentation

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

To foster an organizational climate and workplace environment that encourages employees to experience "job fulfillment and to take on challenges (engagement)," we conduct the Global Employee Survey (GES) of employees worldwide to visualize the current status of each organization and plan and steadily implement actions for improvement by measuring whether engagement, the long-term vision, and strategy have been personalized, whether individuals are thriving and whether the environment encourages them to thrive. These efforts will improve the competitiveness of the entire Group.

Global Employee Survey

	Result		Target		
	FY2021	FY2022	FY2022	FY2025	FY2030
Engagement score	6.4	6.6	GES implementation 10% increase in engagement score (Compared to FY 2021)	7.7 (Industry average)	Industry top 25%
Response rate	90.8%	85%	-		

* Engagement Score: A 10-point evaluation of whether engagement, long-term vision, and strategy have been personalized, whether individuals are thriving, and whether the environment encourages them to thrive.

In fiscal 2022, 85% of Group employees participated in the survey. The survey generated more than 170,000 comments, enabling us to continue to explore issues and plan and make improvements in each organization.
The Group's overall engagement score for fiscal 2022 was 6.6, a 0.2-point increase from fiscal 2021. Due to the business environment and other factors, we were unable to reach our target of a 10% increase over fiscal 2021. However, in the previous year's survey, we identified companies and organizations with significantly low engagement scores and confirmed that scores increased through a review of the improvements and their reliable implementation.

In addition, to improve overall engagement, we have shared positive examples of companies (domestic and overseas) and organizations with remarkable engagement score improvements at management meetings and online within the Company and promoted their implementation across our companies and organizations.
To improve engagement from a medium- to long-term perspective, we have appointed a person in charge within the human resources department (inviting employees from overseas sales companies with knowledge and experience in engagement to Japan) who has conducted interviews with management and employees regarding effective actions. In addition, while referring to positive examples from other companies, we formulate strategies and measures and deploy them Company-wide.

Positive example: Improvement at a Japanese sales company
Having positioned the improvement of engagement as a key measure in our medium-term strategy, we have developed our own survey in addition to the survey (annual) conducted by Konica Minolta Group companies. With various departments involved, the survey results are analyzed to accurately identify company and organizational issues including: (1) efforts to improve psychological safety; (2) development of measures to enhance organizational resilience; (3) stronger action for young employees; and (4) promotion of dialogue with employees including mid-career hires.

Integration of Management Team: Implementation of Resilience Program

Resilience Program

Beginning in 2022, Konica Minolta, Inc. introduced a resilience program for its executive management team.
The program seeks not only to enhance the ability to adapt when facing difficulties, adversity, and high stress, but also to build a strong executive management team and spread its influence far and wide to create a vibrant organization.
This program, led by industrial physicians from inside and outside the company, seeks to help individuals and organizations achieve peak performance, enhance resilience, and integrate and harmonize participating executives through the formation of habits from four perspectives: body, emotion, thought, and attitude through an understanding of human characteristics based on medicine, psychology, and brain science.
The one-year program has transformed the behavior and values of the participating executives and has also promoted inter-organizational collaboration and synergy in operations.

Human Capital

Managing Occupational Safety and Health

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Konica Minolta's Approach | Occupational Safety and Health Management System
Preventing Accidents During Working Hours | Providing Safety Training | Strengthening Safety Management

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures and KPIs

Preventing Occupational Accidents

KPIs	Results			Target				
	FY 2020	FY 2021	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025	FY 2030
Serious accidents*1	0	0	0	Maintain 0 each fiscal year				
Major business losses caused by serious accidents (yen)	0	0	0	Maintain 0 yen each fiscal year	-			

*1 Serious accidents: (1) Death, disease requiring a long recovery period (or the possibility thereof), an injury resulting in a disability (or the possibility thereof), or a specific contagious disease
(2) An accident resulting in the death or injury of three or more workers during work at one point or the contraction of a disease (including accidents not accompanied by lost worktime)

Improvement of the Frequency Rate of Lost-Worktime Injuries

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

FY2020–2022: Reduce to 0.15 or less by Fiscal 2022
(By backcasting from a goal of 0.1 or less by 2030, a new plan was prepared and a revised target value was set.)
FY2023-2025: Reduce to 0.10 or less by 2025

KPI	Benchmark by FY2022 Average in FY2017-2019	Results			Target			
		FY 2020	FY 2021	FY 2022	FY 2022	FY 2023	FY 2024	FY 2025
Frequencyrate of lost-worktime injuries	0.23	0.17	0.19	0.18	0.15	0.14	0.12	Less than 0.10

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

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

Occupational Safety and Health Management System

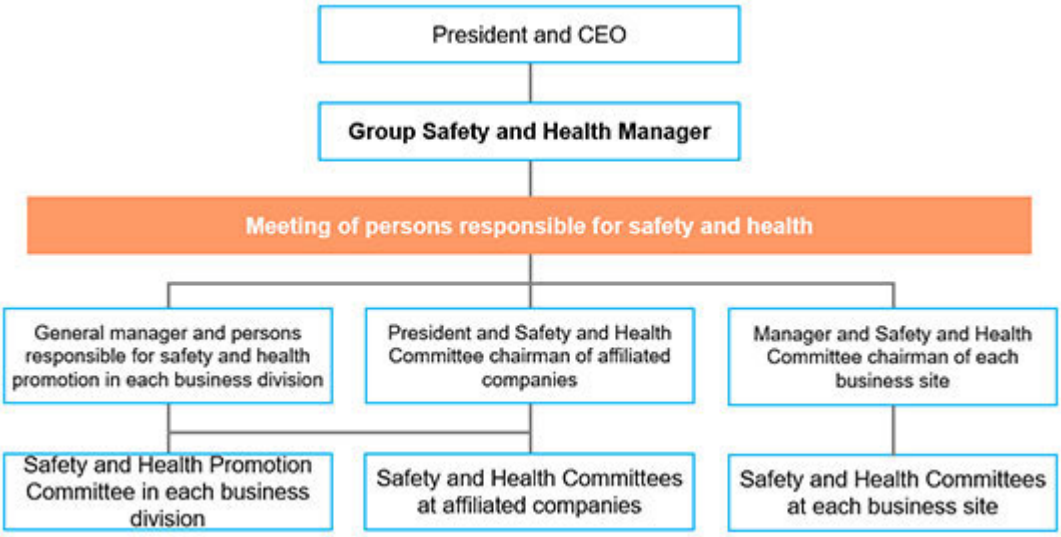
The Konica Minolta Group's occupational health and safety initiatives and activities are guided by the Konica Minolta Occupational Safety and Healthcare Policy. The Occupational Safety and Health Management Regulations, established in accordance with this Konica Minolta Occupational Safety and Healthcare Policy, aim to ensure the health and safety of everyone working in the Group (officers, employees, contract employees, employees dispatched from an agency, and part-time employees) as well as Group service providers (staff contracted from other companies and commissioned businesses providing services within the Group).

› Konica Minolta Occupational Safety and Healthcare Policy

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

Each site in Konica Minolta Inc. and the Group companies in Japan 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. The Company has also set up a contact point that serves as a Safety Suggestion Box for receiving queries by direct email to the manager and the person in charge of safety management. When a query is received via the Safety Suggestion Box, we confirm with the inquiring party about conducting an investigation and sharing information about their query, and the results of and response to the query, and limit the sharing of information so that it poses no disadvantage to the inquiring party. Approximately 50 people across the entire Group are engaged as full-time staff for occupational safety and health.



Konica Minolta Group Occupational Safety and Health Management System

All group companies in Japan and the Group's main production companies outside Japan have adopted an occupational safety and health management system. Some group companies have obtained external certification, ISO 45001. Even companies that have not obtained external certification run and manage safety and health activities in line with their own systems based on the Ministry of Health, Labor and Welfare's Guidelines on Labor, Safety and Health Management Systems, which comply with the ILO Guidelines on occupational safety and health management systems. Of the entire group worldwide, four companies have acquired external certification, representing 13% of the total number of employees (as of March 31, 2023).
The management system targets employees, including temporary employees, but Konica Minolta asks that subcontractors stationed on site and contractors cooperate with safety and health activities through regular safety and health liaison meetings held by site health and safety committees.
Legal compliance management for management systems covers the following Japanese laws and regulations: the Industry Safety and Health Act and related regulations (Ordinance on Industrial Safety and Hygiene, Ordinance on Health Standards in the Office, Ordinance on the Prevention of Organic Solvent Poisoning, etc.), the Labor Standards Act and related regulations (Ordinance of Labor Standards for Women), and other safety and health-related laws (Fire Defense Law, High Pressure Gas Safety Act, Poisonous and Deleterious Substances Control Act, etc.).

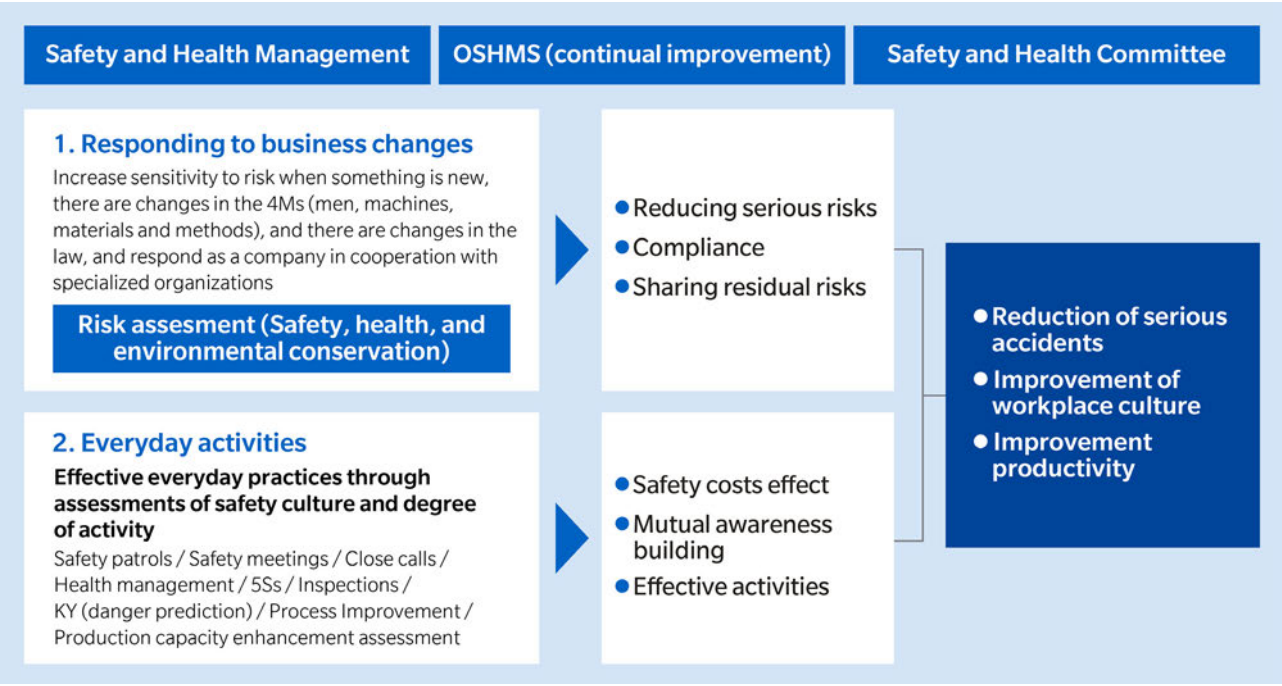
Externally Certified Health and Safety Management Systems in the Konica Minolta Group

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

Preventing Accidents During Working Hours

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

During the three-year period of the Medium-term Business Plan (FY2023–2025), the Group will implement a variety of measures to prevent accidents from occurring during working hours, with the goal of reducing the frequency rate of lost-worktime injuries to 0.10 or less by 2025. With the occupational safety and health management system (OSHMS) and the organization of safety and health committees serving as the cornerstones, the Group works through the PDCA cycle, focusing on risk assessment to deal with business changes and daily activities such as safety inspections and sharing information about near-miss incidents.



Konica Minolta's Safety and Health Initiatives

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 2022, there were no serious accidents.*1 However, there were 9 accidents causing absence from work (involving 5 men and 1 woman in Japan and 3 women outside Japan). The frequency rate of lost-worktime injuries*2 was 0.21 in Japan and 0.14 outside Japan, for a total of 0.18. The severity rate of accidents causing absence from work*3 was 0.0010 in Japan and 0.0042 outside Japan, for a total of 0.0024.
According to the Survey on Industrial Accidents by Japan's Ministry of Health, Labor and Welfare, the average frequency rate of lost-worktime injuries in fiscal 2022 was 1.25 in the Japanese manufacturing industry, and was 0.53 in the Japanese electrical machinery and equipment manufacturing industry. Konica Minolta has been maintaining a rate below this industry average.
The Konica Minolta Group conducts risk assessments when making changes to facilities, chemical substances, personnel, or procedures and through these assessments it has identified priority risks with a high risk of serious consequences such as fires or explosions caused by flammable substances, dust, or electrical accidents, and being caught or entangled in the moving parts of machinery or equipment. Konica Minolta takes measures to prevent workplace accidents, and as a result, of the nine accidents causing absence from work in fiscal 2022, none fell under the category of priority risk, and seven were falls.

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

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

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

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

Providing Safety Training

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

In each workplace 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 Mindset Refresh Education

Beginning in fiscal 2017, Konica Minolta began offering a short (five minutes per session) “refresh” course to remind employees to be aware and take the initiative to protect their own body, and the Company will continue to provide this training. In fiscal 2022, this “refresh” course was given in a monthly e-learning format to around 10,000 employees of Konica Minolta, Inc. and Group companies in Japan as well as expatriate staff, with 90% of employees taking the course in the first half of the fiscal year and 96% in the second half. Thanks to progress made on fostering a culture of safety, the attendance rate improved in the second half.
At the production companies in China and Malaysia share information on accidents that have occurred in the Group using materials that have been translated into English and Chinese. Countermeasures are carried out for every issue to prevent accidents from occurring. In addition, companies also provide education based on video materials—case studies on accidents that have occurred in the Group created by the safety personnel—as part of the sites’ ongoing efforts to raise safety awareness.

Hazard Simulation Education

In Konica Minolta, hazard simulation education using simulation machine began in fiscal 2014, primarily at production sites outside Japan, with the purpose of preventing accidents by allowing employees to experience the fear of accidents through simulated experience of mock accidents involving being dragged into rotators, pulled into V belts, or caught in cylinders. The program was rolled out throughout Japan in fiscal 2017, and it was implemented at all production sites in Japan in fiscal 2018. This initiative was continued in fiscal 2019, and a new realistic training program using virtual reality technology that provides a virtual experience of danger was launched. Following its launch in Japan, it was expanded to manufacturing plants in China starting in fiscal 2021. In fiscal 2023, the Group is expanding it to manufacturing companies in Malaysia.

Initiatives to Share Near Misses (Voluntary Activity)

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

Strengthening Safety Management

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

Accidents Involving Explosions at Konica Minolta Supplies, Inc.

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

Strengthening Risk Assessment (Reviewing System and Structure)

Since fiscal 2016, the Group has developed and continued a company-wide system to conduct risk assessments when new equipment, chemical substances, personnel or procedures are introduced or when 4M changes are made. These are conducted from a comprehensive perspective, including employee safety and health, fire and explosion accidents, and environmental impact.
However, since the two explosions mentioned above occurred, the Group analyzed the situations, down to the root causes. As a result, the Group concluded that it was necessary to eliminate omissions in the identification of risks and their variables, and that strengthening risk assessment was the key to achieving this. In order to prevent major fires and explosions from ever occurring again within the Group, as a specific action, we substantially revised the Occupational Safety and Health Management Regulations in fiscal 2022 based on the opinions of experts inside and outside the Group. In the revision, we set for the system, responsibility, and authority for risk assessment such as that it be conducted by the relevant business division or affiliate. In addition, we established detailed risk assessment regulations to define the rules and procedures for conducting risk assessments.

Safety Management Using Unsafety Marks

In fiscal 2017, the Konica Minolta Group adopted “Unsafety Marks” as a new safety management indicator tailored to Konica Minolta's business operations. It was created with reference to the best practices of leading manufacturers in terms of safety. Each accident including not only those causing absence from work but also those not causing absence from work, commuting accidents and even fires and explosions, is assigned a numerical value based on the type and severity. The values for all the accidents are then totaled to obtain a score for the safety level of a site. Low Unsafety Marks 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 2022, the Group as a whole achieved a 32% reduction, using the average of Unsafety Marks for accidents that occurred between fiscal 2017 and 2019 as a benchmark.In fiscal 2023, we will manage based on targets set in accordance with the new three-year plan.

Council of Personnel Responsible for Safety in Asia

Top management from production and development companies in China and Malaysia are members of the Council of Personnel Responsible for Safety in Asia, which meets twice a year to address employee safety. The Council discusses issues and decides upon policies and measures for improvement in order to promote occupational safety.

Creating a Culture of Safety

For employees to feel fulfillment in their work and demonstrate creativity and originality, it is important that we create a workplace environment that is free of accidents and is healthy and safe. To achieve such an environment, the Konica Minolta Group believes that it must build a culture where “safety takes priority over everything else” and it will pursue the following three initiatives to build a culture of safety during the medium-term business plan starting in fiscal 2023.
1. Strengthen professional safety: Steadily reduce accident risk in business through stronger risk assessment
2. Promote common safety: Provide a multifaceted education to prevent accidents that could occur anywhere in life, such as falls.
3. Promote group safety activities: Support and audit the safety of domestic and overseas subsidiaries and affiliates.

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

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

Human Capital

Health & Productivity Management

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

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Konica Minolta's Approach
Promoting Sound Management through the Fostering of a Culture Committed to “Health-First”
Minimizing the Number of Persons with Health Risks
Measures to Address Overwork
Promoting Health through Visualization of the Level of Employees’ Health
Supporting Women’s Health
Evaluation by External Parties

Konica Minolta's Approach

Background and Issues

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

Vision

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

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

Issue	Percentage of Positive Responses	
	FY2022 results	FY2025 targets
Provides sufficient opportunities and programs for healthy living	80.0%	83.6%
Views employee health as an important management goal	82.6%	87.5%
Supports a healthy lifestyle	78.2%	82.8%

Key Measures and KPIs

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

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

KPI
Organizational Health Score

	FY2022 results	FY2025 targets
Percentage of workplaces where stress levels exceed the appropriate range*	13.3%	9.3%
Average score of the organizational health survey results (10-point scale)	6.1	7.7

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

Presenteeism*

	FY2022 results	FY2025 targets
Percentage of employees with moderate or greater impaired work function due to health problems	18.2%	15.1%

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

Absenteeism*

	FY2022 results	FY2025 targets
Average reduction*1 in the number of days of leave for the person on leave*2	-	17% decrease

* Absenteeism: Condition of not being able to come to work due to illness or poor health.

*1 Percentage of reduction from FY2022 results

*2 Person on leave: Employee on leave of absence (unscheduled absence or leave of absence). The average number of days of leave of absence does not include fixed days off, paid vacations, and absence due to work-related injury.

2) Review of Initiatives During the Previous Medium-term Business Plan (FY2020-FY2022)

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

In addition to improving both physical and mental health for individual employees, Konica Minolta's efforts to quantify and improve the organization's health score under the former medium-term health plan started in fiscal 2020 has driven the Company's sustainable growth.

Organizational Health Score

	Results			Targets
	FY2020	FY2021	FY2022	FY2022
Rate of reduction of Level 4 workplaces (%) *1	38	69	38	50
Percentage moving to higher level of organizational health (%) *2	-	5.1	15.0	10.0

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

*2. The rate of year-on-year change in the number of workplaces whose results in the organizational health survey (5-point scale) improved from less than 3.5 to 3.5 or higher (upper level).

Employee Health Score

	Results			Targets
	FY2020	FY2021	FY2022	FY2022
Number of employees who are at high risk physically (employees with the highest health risks)*1	24% increase	30% decrease	6% decrease	12% decrease
Number of leave-of-absence days taken due to mental health problems*2	15.1% increase	10.1% increase	36.8% increase	13% decrease

Note: Rate of change from fiscal 2019 results

*1 Target scope: Konica Minolta, Inc. However, the scope of targets and results of employees who are at high risk physically has expanded to include Group employees in Japan from fiscal 2021.

*2 Results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.

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 & Productivity management. Based on this declaration, it plans and implements policies under a single management structure (collaborative health) so that the best use can be made of Company resources and its Health Insurance Association. The Company is enthusiastically implementing health-promotion measures while practicing swift decision-making on important issues in cooperation with the health promotion group leader in the Human Resources Department, the executive director of the Health Insurance Association, and other management personnel, with the Corporate Human Resources General Manager acting as managing director of the Health Insurance Association.
Furthermore, the Company is promoting health management based on productivity-related indicators in collaboration with outside consortiums and research institutions such as Collabo-Health.

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

Konica Minolta Group Health Declaration

"Creating a work environment filled with vigor and enthusiasm"

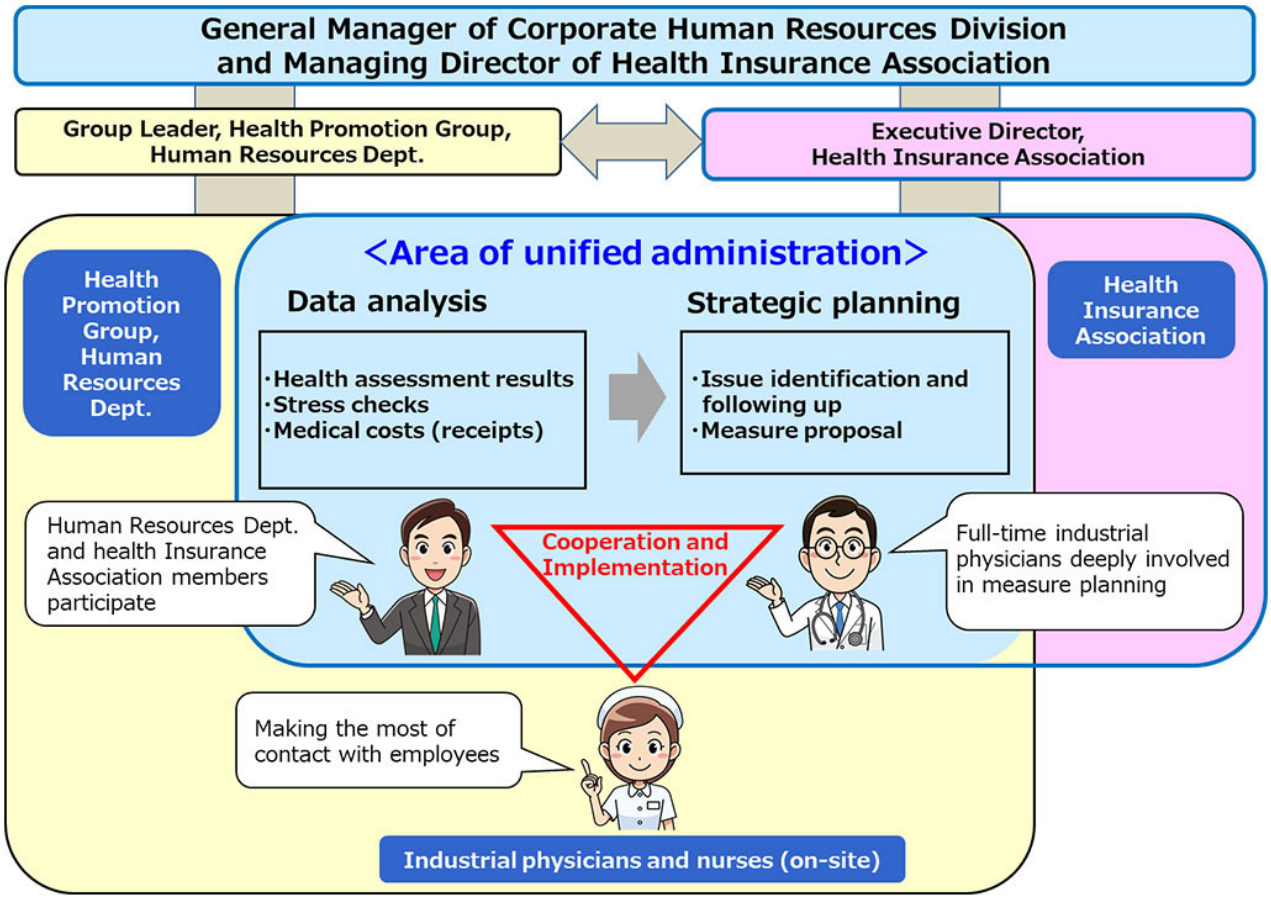
Konica Minolta Group declares that we will contribute to the development of a healthy society by promoting healthy management practices through our corporate culture, which is characterized by the statement "health is first priority". We understand that our employees' health is the key to everything.

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

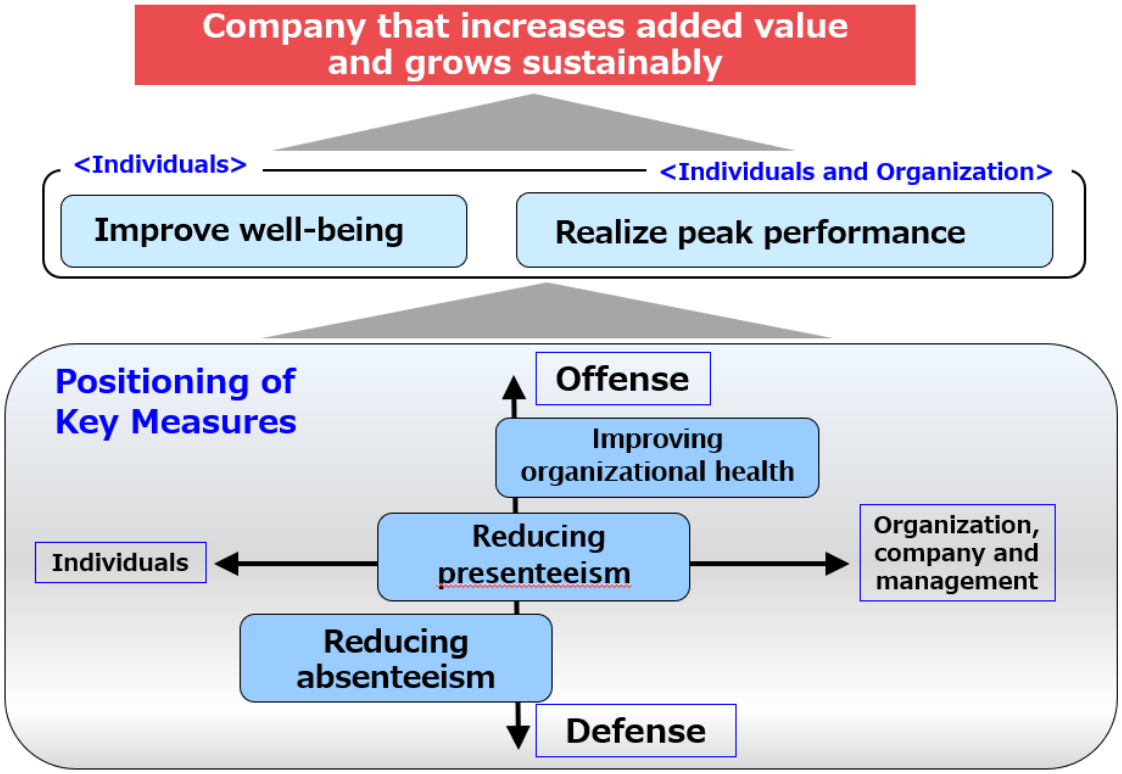
We hope that our employees realize that health is the key component for each individual and family, and for our company; and we expect them to take independent action to improve the maintenance of their health and to proactively engage in our "health is first priority" culture.

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

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



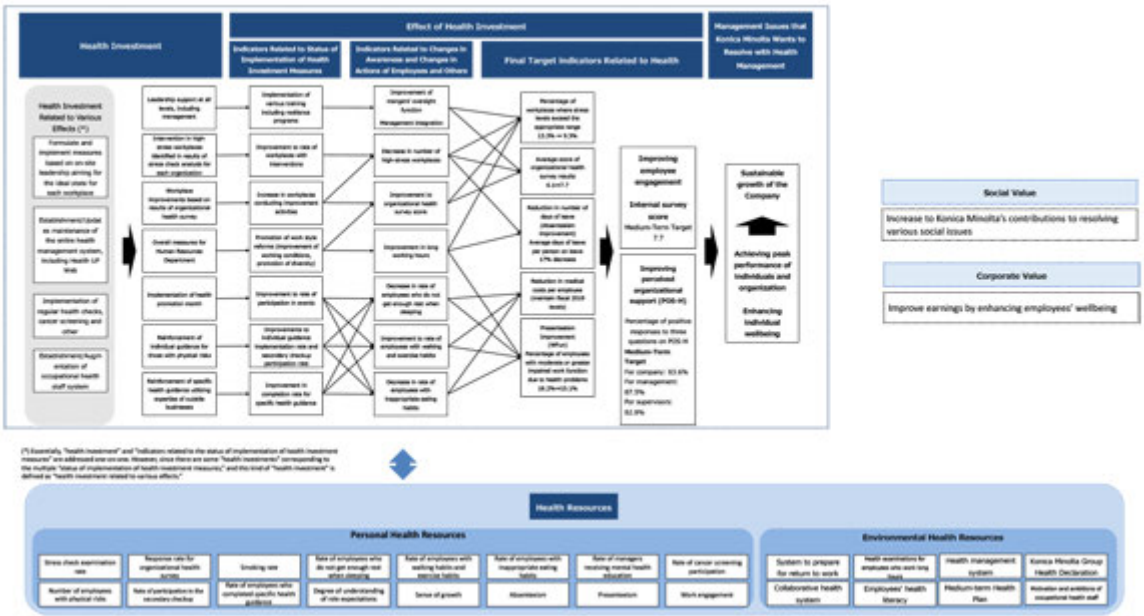
In order to achieve the principles of the Health Declaration, Konica Minolta has formulated and implemented a medium-term health plan since 2014 linked to the Company's medium-term business plan. Started in fiscal 2017, Health Challenge 2019 has focused on minimizing the number of employees and improving lifestyle habits (health movement)by visualizing their health status.
Since fiscal 2020, in its medium-term health plan Happiness Company 2022, the Company has expanded the scope of its initiatives from risk management to improving productivity and dynamism and from individuals to the organization. Since fiscal 2023, we have adopted "Well-Being 2025" with the aim of raising individual and organizational productivity and achieving sustainable corporate growth by improving organizational health and reducing presenteeism and absenteeism.



After fiscal 2020, based on the innovative approach of health investment management accounting, Konica Minolta created a strategy map that systematically organizes how the measures implemented to enhance health (health investment) have affected improvements to employees' health and productivity, and how they led to resolutions to management issues. Konica Minolta is addressing health & Productivity management while linking it to corporate strategies.

Strategy Map for Health Investment Management Accounting

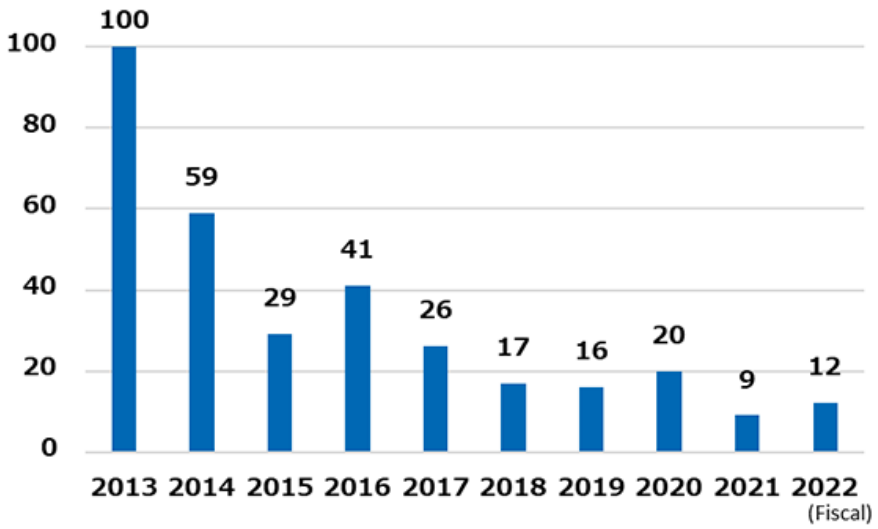
Strategy Map for Health Investment Management Accounting



Minimizing the Number of Persons with Health Risks

Konica Minolta is committed to improving the health of its employees in order to strengthen its talent pool, which is vital to achieving its management strategy. The Group companies in Japan and the Health Insurance Association work together to plan and implement various measures. They categorize those with health risks according to physical and mental health risks and set numerical targets with the aim of reducing the number of people in each category through employee-centered measures.
For physical health management, Konica Minolta is focusing on preventing the development of serious illness for all Group employees in Japan. In particular, as Konica Minolta bolstered efforts by occupational health staff to respond employees with the highest health risks (health guidance and checkup recommendations), the number of such employees in fiscal 2022 was down by about 90% compared to fiscal 2013. Accordingly, hospitalization costs by employee increased only 15% for Konica Minolta while the average in Japan increased 34%.

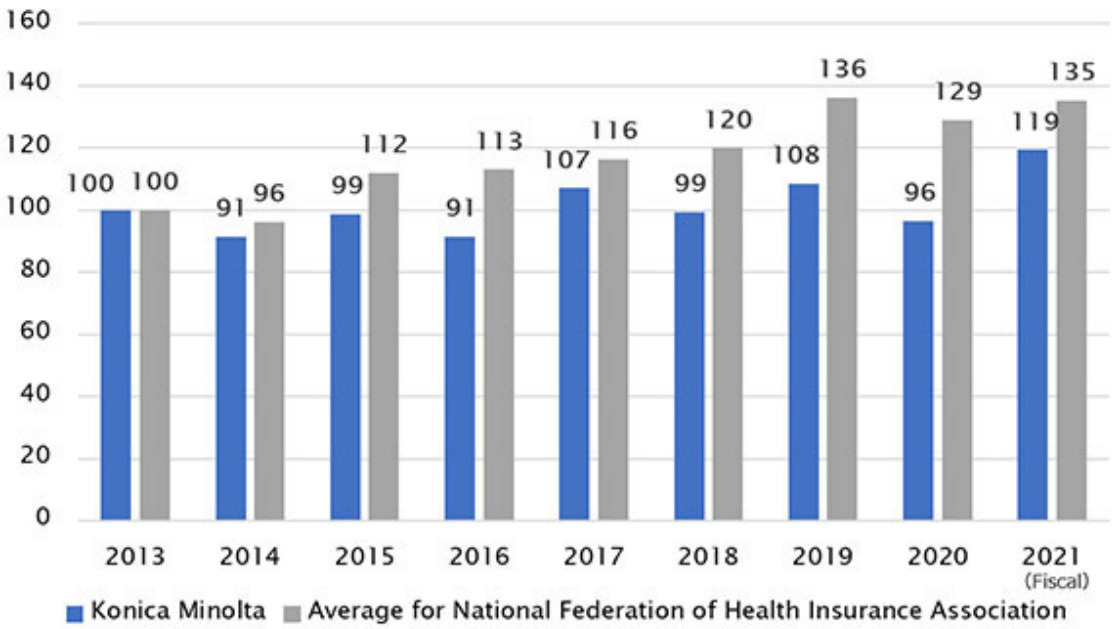
Employees with the Highest Health Risks
(Indexed with FY2013 as 100)



Status of Response to Employees with the Highest Health Risks

	FY 2020	FY 2021	FY 2022
Rate of response by occupational health staff	100%	100%	100%
Rate of checkups at medical facilities	92%	95%	93%

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



In fiscal 2022, despite the continuing spread of COVID-19 since 2020 and the difficulty it has caused because people do not want to get medical examinations, the regular health checkup attendance rate was maintained at 100%. The attendance rate of secondary checkups after health checkups for the employees with the highest health risks is always over 90%. Konica Minolta is working to improve the hospital checkup rate by strengthening its system and encouraging consultation by occupational health staff in coordination with workplace managers.
The rate of cancer screening aimed at early detection and prompt treatment of cancer are given below.

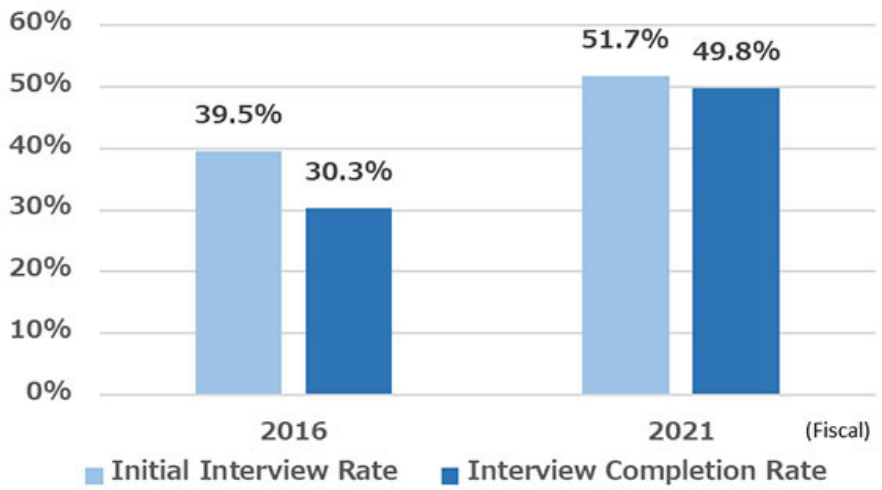
Cancer Screening Uptake Rate in the Past Three Years

Area examined	FY 2020	FY 2021	FY 2022
Lungs	99.3%	99.0%	99.3%
Stomach	87.9%	90.5%	93.3%
Large intestine	94.4%	94.9%	94.8%
Prostate	99.0%	99.1%	99.2%
Breasts	60.5%	67.8%	69.8%
Uterine cervix	36.4%	43.8%	47.4%

Note: Figures are for 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.In fiscal 2022, the initial interview rate and interview completion rate both improved substantially compared to fiscal 2017.

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

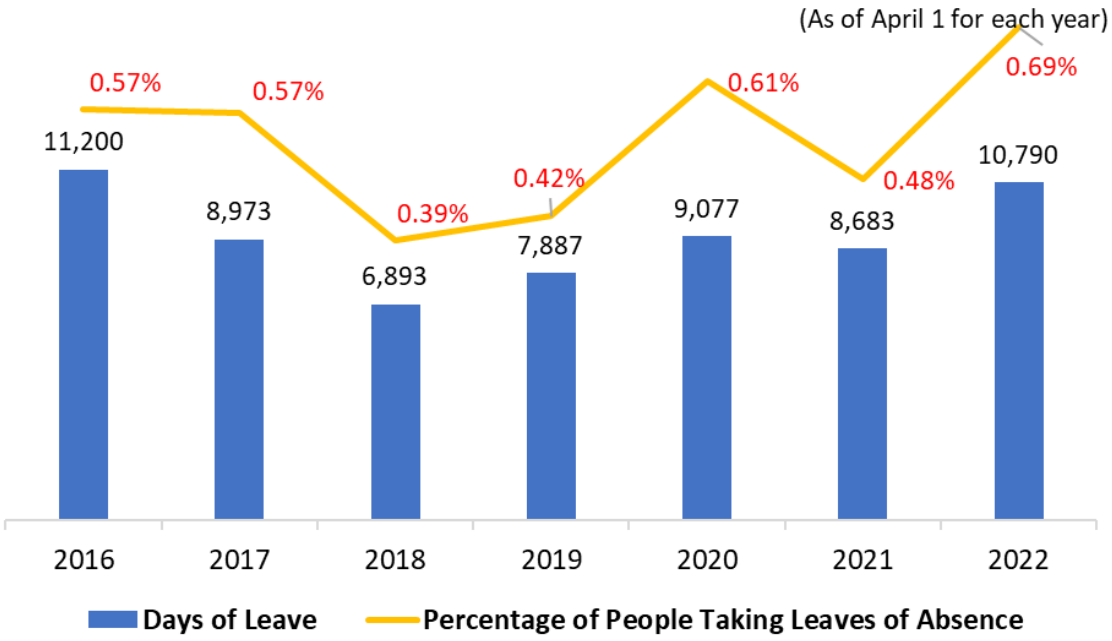


As part of mental health management, stress checks are conducted twice a year for all employees of the Konica Minolta Group in Japan, and more than 90% of employees participate every time (in fiscal 2022, 92% received stress checks). While allowing employees to utilize their results for self-care, Konica 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. As a result,although the number of Level 4 workplaces in fiscal 2022 increased year on year, the number has been decreasing over the medium term, and the percentage of workers with the highest level of stress in the same year was 8.6%, the lowest level ever. In conjunction with this, all Group managers participated regularly in an e-learning program to promote early detection and prompt response for those suffering from mental health issues through a reinforcement of managers' employee oversight function. The participation rate was maintained at around 92%. Survey results showed that 90% of the participants responded that e-learning was beneficial. Konica Minolta plans to expand from a defensive approach to mental health education, focused on reinforcing managers' oversight, to an offensive approach aimed at improving the workplace culture. Moreover, beginning in fiscal 2020, an organization health survey, whose scores have a strong correlation with productivity, was carried out, and the results of analyzing this survey were utilized in workplace improvement activities.

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.
Despite these measures, the number of leave-of-absence days taken due to mental health problems among Konica Minolta employees in fiscal 2022 increased by more than 30% compared to fiscal 2019 due to an increase in the number of employees who have been on a leave-of-absence exceeding one year. In fiscal 2023, we will take steps to reduce the number of leave-of-absence days taken due to mental health problems by further reinforcing managers' oversight and implementing oversight in close cooperation with line personnel.

In the Global Employee Survey (GES) that the Konica Minolta Group routinely conducts, in fiscal 2022, the average score for the statement "My work is meaningful to me and contributes to customers" was 6.3 out of 10 points (6.2 in previous fiscal year), the same as the previous year, showing that many employees feel engaged with the Company. We will continue to encourage our employees to bring about change for growth and further increase their engagement.

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



Note: The number of days of leave for FY2020 and FY2021 was incorrect and has been corrected.

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 work 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 work three months in a row and employees who have logged 45 or more hours of overtime work 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, total annual hours worked per employee have been maintained at the 1,700 hour level each year, curbing employee overwork and creating a healthy and comfortable workplace that allows for good work-life balance. In fiscal 2023, the Company aims to further reduce the number of employees working long hours, while revising the medical checkup appointment system to facilitate medical checkups for those who work long hours.

Employees' work conditions, such as the average number of years of continuous employment, total actual working hours and percentage of employees taking paid vacations, are shown below.

Employees' Work Conditions

	FY 2019	FY 2020	FY 2021	FY 2022
Average number of years of continuous employment	21.1 years	20.9 years	21.5 years	21.1 years
Total actual working hours (monthly average) *1	157 hours	161 hours	169 hours	169 hours
Overtime working hours (monthly average)*1	13 hours	20 hours	26 hours	26 hours
Percentage of paid leave taken	75.0%	51.7%	56.4%	67.3%
Voluntary employee turnover rate	3.1%	2.7%	3.1%	3.6%

*1. In the case of discretionary workers, excess hours for actual working hours rather than deemed working hours were calculated.
Note: Figures are for employees of Konica Minolta, Inc.

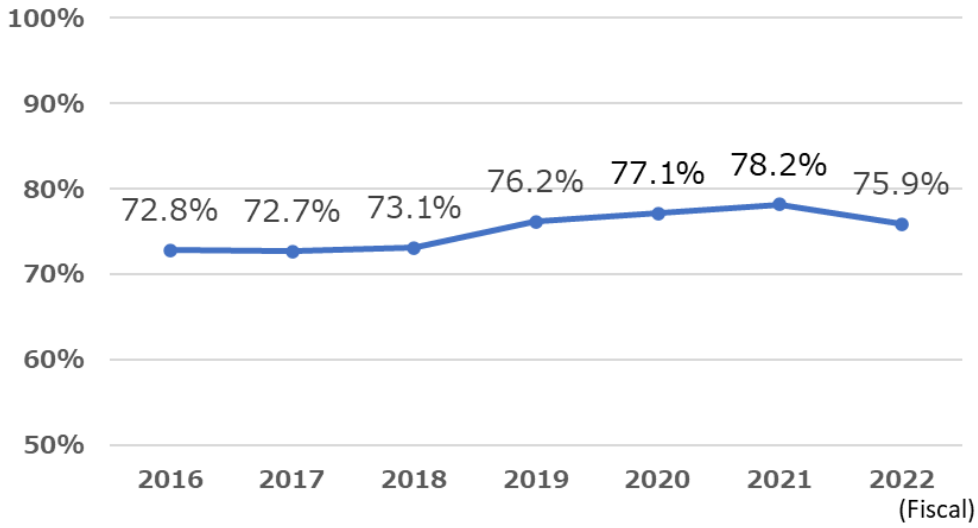
Promoting Health through Visualization of the Level of Employees' Health

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 to raise the level of employees' health.
In Japan, the Group holds walking events in which teams compete against each other in order to instill exercise and walking habits among employees, as well as exercise workshops with outside instructors. It has also introduced Asken, an application and website to improve eating habits and raise awareness. Our walking event that we hold every year has continued even during the pandemic, with more than half of our employees always participating. In fiscal 2022, we focused on blood glucose control and conducted a set of basic seminars (What is blood glucose? Its relationship with performance, etc.) in collaboration with Asken, as well as a practical program to instill this knowledge.

Event for improving intestinal health in collaboration with other companies

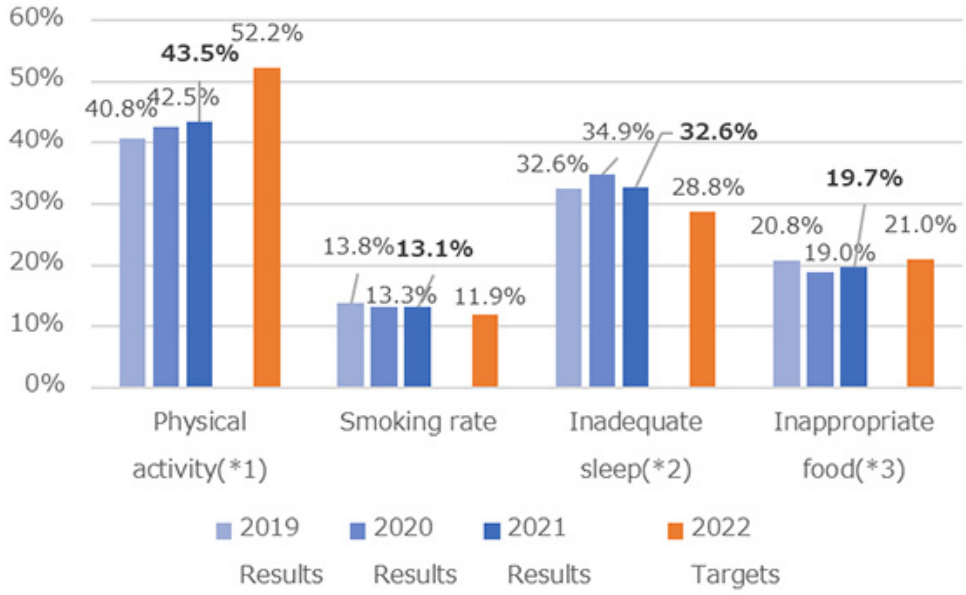
The implementation of a wide range of health promoting events has caused the "percentage of employees already working to improve lifestyle habits (or who want to begin working on this in the future)" to be high in fiscal 2022, although it declined slightly year on year. In addition to improvements in health literacy, there have been many improvements in lifestyle habits such as exercise, sleep, diet and smoking, which are the basics of health.

Percentage of Employees with a High Awareness of Lifestyle Improvement



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

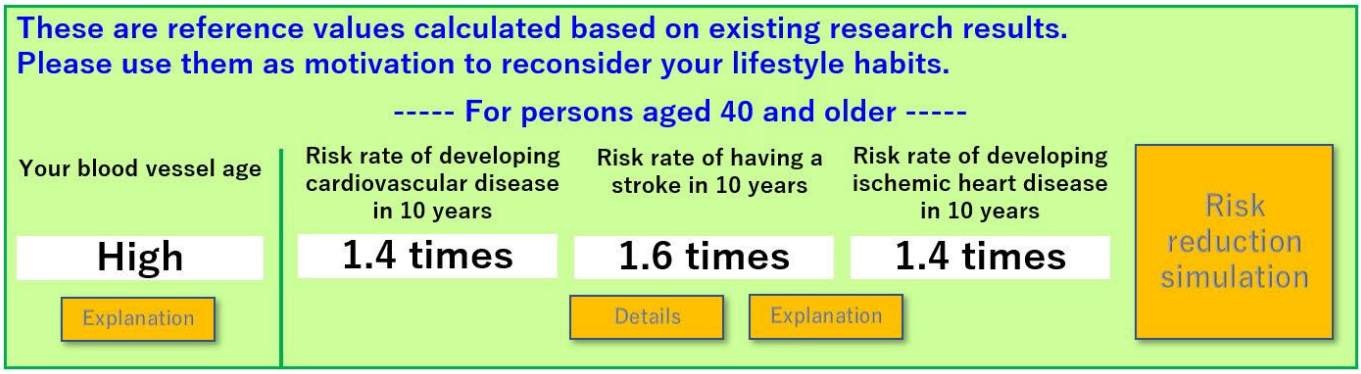
Lifestyle Habits of Employees



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

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

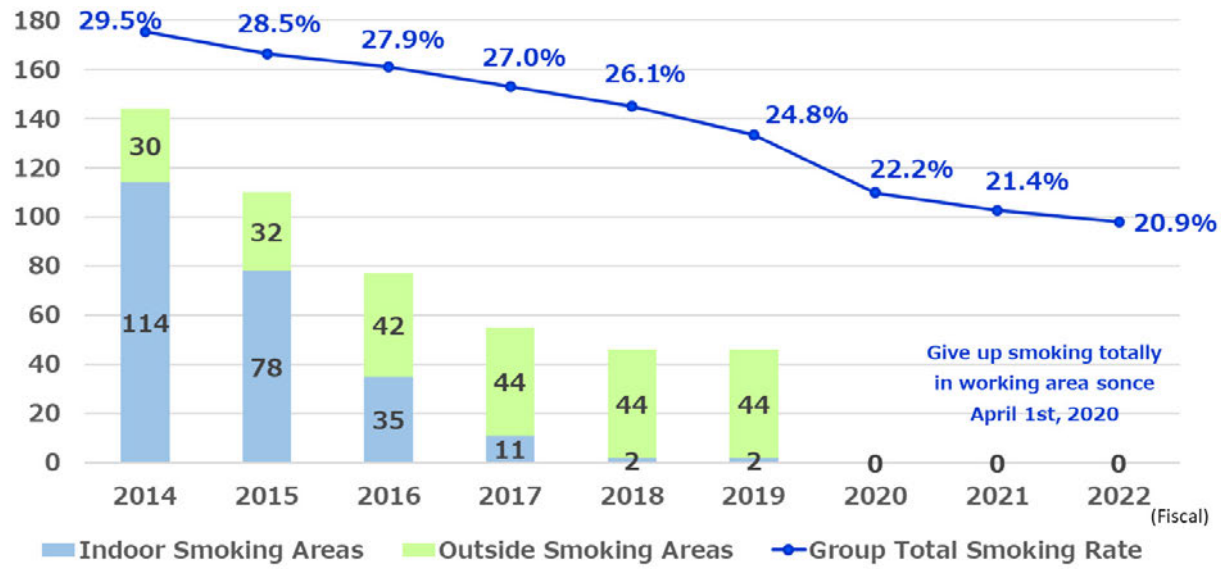
On a website designed to encourage employees to stay healthy, Konica Minolta shows employees a comparison of the average incidence of cardiovascular disease, stroke, and ischemic heart disease within 10 years for their specific age group based on their latest medical examination results. In this way,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



Example presentation of future disease risk on the website

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

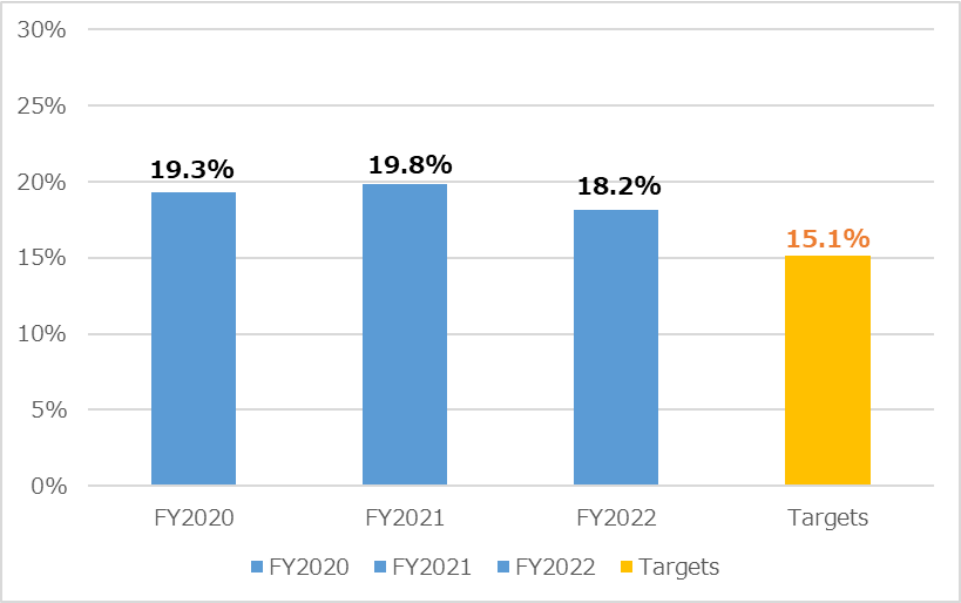
Reduction in the Number of Smoking Areas and the Smoking Rate



Note: Results for Konica Minolta Group companies in Japan

Based on an analysis of survey results to determine the main causes behind presenteeism, we have taken measures to improve neck and shoulder pain, lower back pain, eyestrain, and other physical impairments.
To verify its business effect, we intensively implemented an improvement program leveraging ICT (investment: 9.975 million yen) for a three-month period. As a result, the program alleviated symptoms, improved exercise habits, and reduced mental risks, which was equivalent, in monetary terms, to a 17.5 million yen contribution to profits, justifying the continuation of the program (annual investment: 6 million yen). A survey conducted using WFun, a method that measures impaired work functioning caused by health problems, revealed that those with moderate or higher impaired work functioning declined to 18.2% in fiscal 2022.

Percentage of Employees with Moderate or Higher Impaired Work Functioning

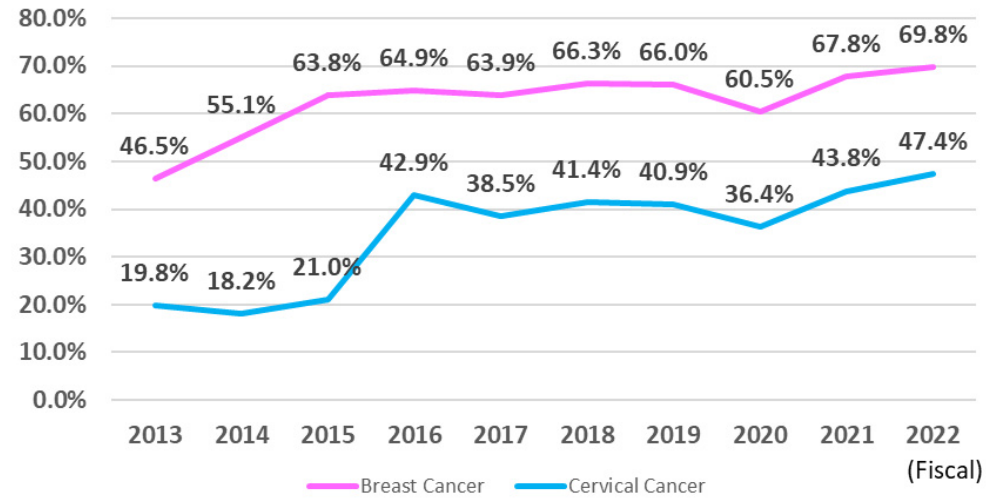


Supporting Women's Health

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

In fiscal 2022, for the convenience of our employees, we successfully increased the number of locations where they can receive their medical exam at the same time as their regular health check, and thereby achieved a record high screening rate. We will continue these efforts to fully support the promotion of women's health.

Screening Rates for Breast Cancer and Cervical Cancer



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

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

Outcomes of the menstrual program

Improved Menstrual Presenteeism

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

Improved 23.5 pt

Before program participation (n=15) Average 54.0%

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

Reduced Number of Days Affected by Menstruation

Reduced 2.1 days

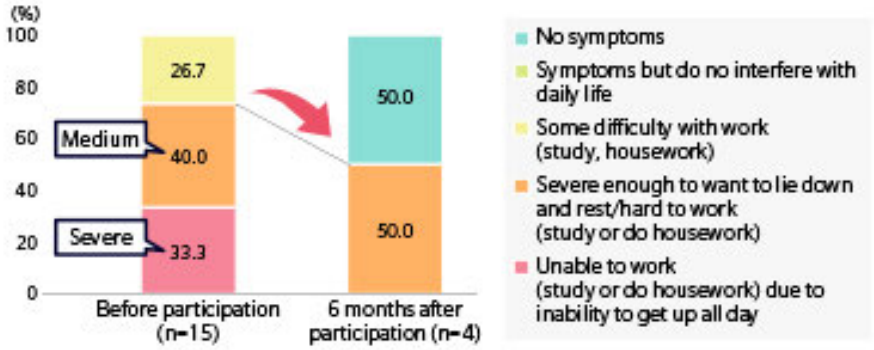
Before program participation (n=15) Average 3.1 days

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

Impact of Menstruation on Daily Life

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

Before participation 73.3% ▶ 6 months after participation 50.0%



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

Outcomes of the menopausal program

Improved Menopausal Presenteeism

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

Improved 6.2 pt

Before program participation (n=30) Average 70.3% ▶ 6 months after program participation (n=17) Average 76.5%

Reduced Number of Days Affected by Menopause

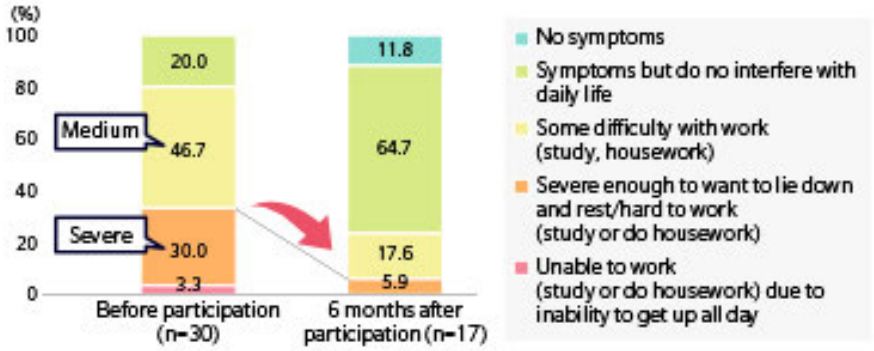
Reduced 3.6 days

Before program participation (n=30) Average 9.6 days ▶ 6 months after program participation (n=17) Average 6.0 days

Impact of Menopausal Symptoms on Daily Life

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

Before participation 33.3% ▶ 6 months after participation 5.9%



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

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

Evaluation by External Parties

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

Based on the Konica Minolta Group Health Declaration, a philosophy that promotes health & productivity management by fostering a culture committed to "health-first," Konica Minolta recognizes that "employee health is the foundation of everything we do," and promotes collaborative health to maximize the resources of the company and health insurance association. Konica Minolta has been recognized for its “health & productivity management” initiatives that consider and strategically implement employee health & productivity management from a managerial perspective. Konica Minolta has been continuously chosen as a certified Health & Productivity Management Outstanding Organization (White 500 Company) by Japan’s Ministry of Economy, Trade and Industry (METI) from 2017 to 2023. In addition, Konica Minolta has been chosen seven times since 2015 as a “Health & Productivity Stock Selection," a joint initiative of the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange.
Five Group companies have been again selected as Certified Health & Productivity Management Outstanding Organizations (White 500 Companies) in fiscal year 2023, just as in fiscal year 2022.

Before the COVID-19 pandemic, Konica Minolta had been actively recruiting mid-career workers to secure human resources who are industry-ready, rather than relying solely on the traditional mass hiring of new graduates.
As a result of publicizing that Konica Minolta is a company that promotes health and productivity management through various media, including the "Smart Work Awards" and other third-party evaluations, as well as strengthening recruitment activities in general, the number of mid-career hires in fiscal 2022 increased by 527.6% over fiscal 2020, and 228.3% over fiscal 2021, despite especially fierce competition for human resources who are industry-ready, such as IT professionals. In addition, in new graduate recruitment, the number of new hires in April 2023 grew 220.5% compared to April 2021 and 136.5% compared to April 2022.
Furthermore, managers in Konica Minolta’s Health Promotion Division listened to the issues of many client companies and are giving advice based on the measures that the Company is implementing and the results of an examination of their effectiveness. Helping companies resolve issues at their request in a support role as they address health & productivity management is expanding interaction with client companies.

2023
健康経営優良法人
Health and productivity
ホワイト500

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

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

Human Capital: Diversity

Basic Concept and Vision of DEI

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

Click to jump to the corresponding section in this page

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

Background and Issues

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

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

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

Basic Concept

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

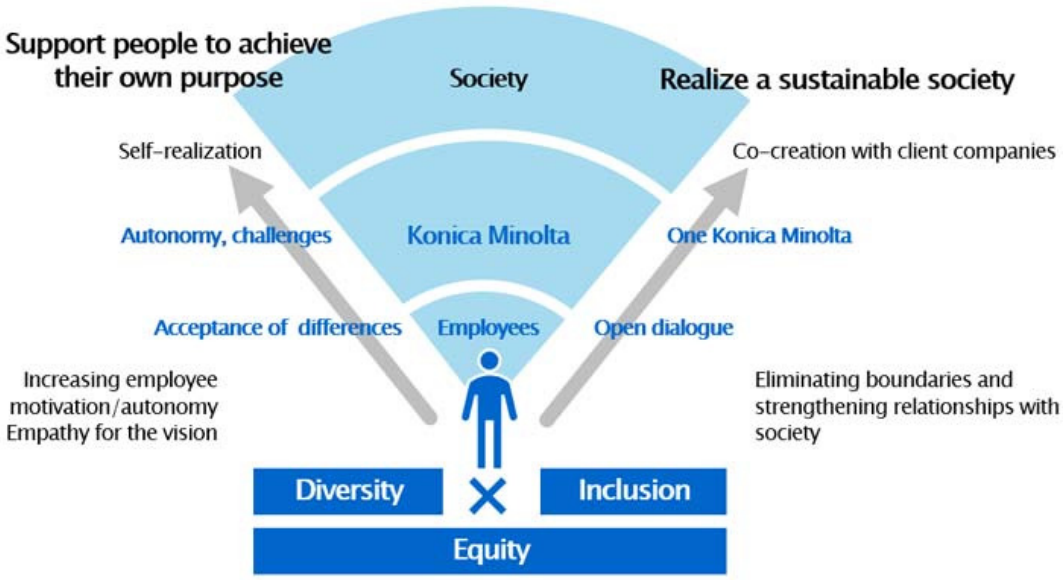
Konica Minolta Group Diversity Management Commitment PDF

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

Konica Minolta promotes the principle of diversity, equity, and inclusion to drive co-creation efforts based on recognizing and understanding the diversity of all stakeholders, thereby continuously creating and offering new value that contributes to the growth of our customers' businesses. Together with our corporate clients, we strive to help build a prosperous, sustainable society where everyone can pursue their own purpose and happiness.

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

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



Vision

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

Key Measures and KPIs

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

Key Measures

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

KPI

Diversity

Percentage of women management at Konica Minolta, Inc.

	Results		Targets	
	FY2021	FY2022	FY2025	FY2029
Konica Minolta, Inc.	9.1%	9.9%	13% or more	18% or more

*Target scope: Regular employees of Konica Minolta, Inc. as of April 1 following each fiscal year
*Targets set as FY2023 to FY2025 policies
＊Results and targets for FY2020 to FY2022 are listed in “Promoting Women’s Workplace Participation.”

Equity

Global Employee Survey Item “Equity”

	Results		Targets
	FY2021	FY2022	FY2025
Konica Minolta Group	7.1	7.4	8.0 or more
Konica Minolta, Inc.	6.1	6.1	7.0 or more

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

Inclusion

Global Employee Survey Item "Facilitating Collective Intelligence"

	Results		Targets
	FY2021	FY2022	FY2025
Konica Minolta Group	6.9	7.2	8.0 or more
Konica Minolta, Inc.	6.5	6.6	7.5 or more

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

Initiatives for FY2022

The following are measures we are continuously taking to proactively achieve our KPI targets.

Diversity	• Promoting Women's Workplace Participation • Employing people with disabilities • Activities that Welcome Differences (strengthen awareness-raising activities) ・Unified awareness-raising activities at the Konica Minolta Group ・Networking activities in each region ・Creating an environment where diversity in sexual orientation and gender identity is accepted
Equity Inclusion	• Fostering a DEI-Based Organizational Culture ・Formulate and implement a DEI promotion plan that leads to business growth. ・Provide learning opportunities for each employee

Promotion System

This system is overseen by the executive officer responsible for diversity enhancement, who is appointed by Konica Minolta's global group president and CEO. Executive officers and corporate vice presidents responsible for their respective businesses and functions implement measures (vertical axis) to achieve the targets, and the DEI Offices at local companies support each geographical Group company (horizontal axis). Through these efforts, the Konica Minolta Group will work together to accelerate the progress of DEI.

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

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

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

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

Human Capital: Diversity

Promoting Women's Workplace Participation

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

Click to jump to the corresponding section in this page

Konica Minolta's Approach
Supporting Career Development of Women
Promoting Work-Life Management
Networking and Educational Activities
Group Company Initiatives

Konica Minolta's Approach

Background and Issues

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

Vision

Konica Minolta views the diversity of its human resources as a source of new and never before seen innovative ideas and solutions. In this sense, diversity is the key to achieving a balance between "supporting people to achieve their own purpose" and "realizing a sustainable society" as stated in its management vision.
We believe that promoting the advancement of women will also foster the advancement of all social minorities, and we seek to further expand the arenas in which women can actively participate in the workforce.

Key Measures and KPIs

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

KPI	Results			Targets			
	FY2020	FY2021	FY2022	FY2022	FY2023	FY2025	FY2029
Percentage of management positions held by women	7.2%	9.1%	9.9%	10% or more	11% or more	13% or more	18% or more
Percentage of women among new graduate recruits	23%	35%	37%	Maintain 30% or more		—	

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

Supporting Career Development for Women

Konica Minolta, Inc. has worked proactively to create an organizational culture in which women can thrive, provide education and training, and augment its systems, using the percentage of management positions held by women since fiscal 2010 as one of its indicators. Since fiscal 2017, we have positioned DEI as a management strategy and the head of each business division have been directly involved in individual development plans and focused on enhancing the pipeline of women leaders based on a strong desire to foster women in leadership positions. In addition to these initiatives, Konica Minolta identifies women with high potential and systematically nurture them so that they can exercise influence in the upper levels of management.

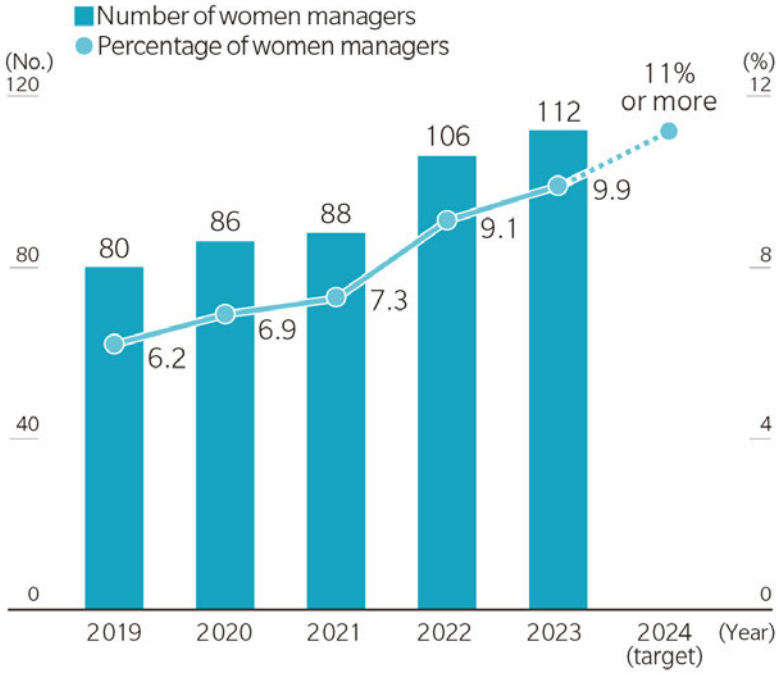
Strengthen Training of Manager Candidates

To reinforce the pipeline of women leaders, since fiscal 2021, we have provided training to women who are close to being appointed to management positions The training seeks to systematically develop their skills and leadership abilities in order to facilitate their promotion to this level.
Taking inventory of past experiences and identifying any shortcomings in experience and skill, we systematically assign duties and develop the competencies needed for career growth, including promotions to this level and above. We also conduct training for woman employees to address their need for additional experience and skills and equip them to better shape their own careers.
We have introduced a "sister program" wherein more experienced women who are already at this level provide person-to-person consultations for women newly appointed to these roles, to help alleviate their concerns and raise their motivation immediately after promotion. In fiscal 2022, we trained a total of 29 people, including 15 women and 14 of their supervisors.

As a result of these efforts, the percentage of management positions management positions held by women has steadily increased each year. It reached 9.9%, nearly achieving our numerical target of 10% for fiscal 2022.

In fiscal 2018, Konica Minolta welcomed its first woman executive officer, and as of June 2023, one outside director and three corporate vice presidents were women, bringing the percentage of director and executive officer positions held by women to 10%.

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



Promoting Work-Life Management

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

Furthermore, we provide a wide range of opportunities for women and their colleagues and supervisors to gain accurate knowledge and learn coping strategies for diseases such as premenstrual and menopausal syndromes that are particular to the life stages of women, so that women can work safely and with peace of mind.

Click here for further details. Women's Health Support

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.
In addition to the childcare leave system, which allows parents to take leave until the child reaches the age of two years and three months, men can take a total of up to five days of leave within one month before or after the expected date of birth as paid "maternity leave."
As a result of strengthening awareness-raising activities for eligible employees and their supervisors and creating and distributing childcare leave handbooks that explain the system and procedures, the parental leave utilization rate by eligible men reached 64.8% in fiscal 2022.

In addition to these, after returning to work from childcare leave and until the child graduates from elementary school, employees of any gender can choose from a variety of work options including shortened working hours, working from home, and remote work regardless of gender. This allows them to continue building their career according to their family circumstances and their own approach.

Payment of a “Next-Generation Fostering Allowance”

Konica Minolta, Inc. established a “next-generation fostering allowance” in fiscal 2012, replacing its family allowance and housing allowance. This provides monetary benefits to employees raising children under the age of 18 to support employees in the child-rearing generation. Employees are eligible to receive subsidies for some of the fees for nursery school and daycare center use through the "Cafeteria Plan System." Furthermore, in fiscal 2008, the Company expanded the eligibility for using accumulated paid leave to include reasons such as infant care, or staying home with a child when school is canceled.

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

See Social Data in ESG Data page for details on use of each system.

Networking and Awareness-Raising Activities

Creating a Network for Mutual Assistance

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

Network for Women in STEM

At Konica Minolta, Inc., more women are being hired as engineers, and women are being assigned to workplaces in which there used to be only men. As the environment changes, there are still workplaces in which there are very few women serving as engineers. For this reason, Konica Minolta established the Network for Women in STEM so that these women don’t have to keep their worries to themselves but can connect with a wide group of colleagues, including people with the same concerns, people who have overcome these concerns, and people who can approach concerns from a completely different perspective. Men and other leaders in occupations other than engineering also participate as supporting members. In addition to online workshops on themes such as balancing home life, child-rearing and career, Konica Minolta has created an environment in which members can talk to others on the team at any time using chat and other systems.

Programs linked to International Women’s Day

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

List of Initiatives through Fiscal 2022

Date Held	Theme	No. of Participants
2018	Connect	300 (held in Japan)
2019	Respect–Understand and acknowledge each other’s differences	1,000 (held in Japan)
2021	RETHINK EMPOWERMENT	650 (held in global)
2022	BREAK THE BIAS	350 (held in each region)

March 2023 - EMBRACE EQUITY

Under the EMBRACE EQUITY theme, programs were held globally and in each region under this common theme. The global program was entitled “Women's Power to Change the Global Economy” and featured guest speakers, with 480 people from 22 countries participating. In addition, a program was held in Japan with a guest speaker who discussed “How to Turn Differences into Strengths” with 200 people attending.

Group Company Initiatives

Initiatives at Konica Minolta Business Solutions U.S.A., Inc.

We have maintained the “Step Forward” activities of the Women's Business Resource Group (BRG) for many years to promote higher retention and opportunities for women. The program consists of monthly lectures on topics such as the growth mindset, personal branding, and navigating career success, with a total of about 4,100 employees participating in 2021.

Initiatives at Konica Minolta Japan, Inc.

Konica Minolta Japan, Inc. established the Diversity Promotion Office in fiscal 2018 and launched full-scale initiatives. Every year since fiscal 2018, we have sent women to outside training programs to support their career development. In fiscal 2022, the Diversity Promotion Office held discussions with division heads about DEI promotion, and first promoted the understanding of human resources with the aim of developing younger people and women in the workforce. In fiscal 2023, we incorporated the expertise of Konica Minolta, Inc. and implemented specific measures.

KPI	Results		Targets		
	FY2021	FY2022	FY2022	FY2023	FY2025
Percentage of Women Managers	5.8%	6.4%	7%	8%	11%

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

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

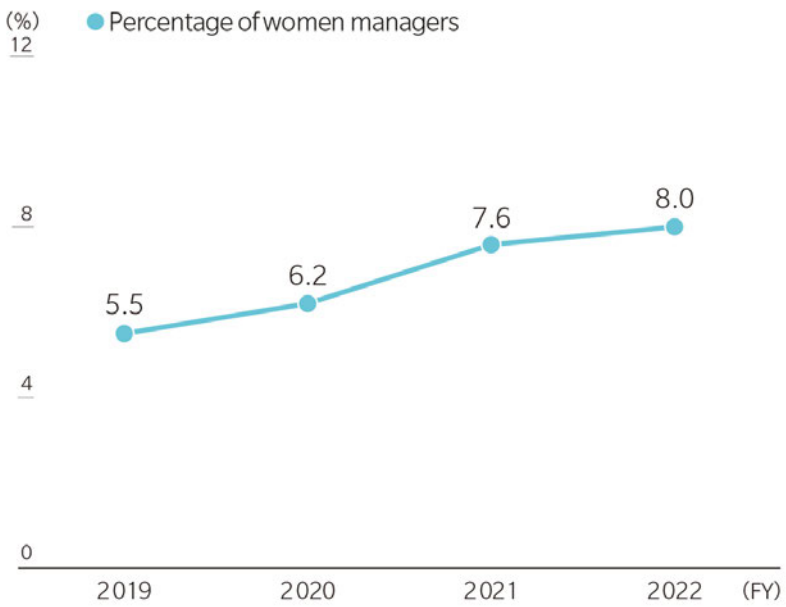
In Japan, we have formulated an action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace to encourage more women to take on leadership positions and broaden their participation, and we are pursuing initiatives to achieve this goal.

Group companies that have formulated action plans and disclosed information:
Konica Minolta, Inc.
Konica Minolta Japan, Inc.
Konica Minolta Mechatronics Co., Ltd.
Kinko's Japan Co., Ltd.
Konica Minolta Supplies Manufacturing Co., Ltd.
Konica Minolta Planetarium Co., Ltd.
Konica Minolta With You, Inc.
Konica Minolta Information System Co., Ltd.

Konica Minolta, Inc. - 4th Phase of Action Plan for Fiscal 2022-2023

(a) Plan duration	April 1, 2022 to March 31, 2024
(b) Numerical targets	10% or more women managers (section manager or above) Percentage taking annual paid leave: 75%
(c) Description of Initiative	1. Selective training of manager candidates 2. Early promotion through enhanced training of young employees 3. Promote systematic use of paid leave
(d) Timing of initiatives	Implemented as needed

Percentage of women managers at Konica Minolta and its consolidated subsidiaries in Japan (as of the end of each fiscal year)



External Evaluation

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

Konica Minolta, Inc.

Konica Minolta Japan, Inc.

Konica Minolta Information System Co., Ltd.

Human Capital: Diversity

Employment of People with Disabilities

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

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

In September 2013, Konica Minolta established the special subsidiary Konica Minolta With You, Inc. to support the independence of people with disabilities through employment. The "With You" in the company name expresses the intention that the company is not just doing something for people with disabilities but rather that it works with them to enhance their participation in society. Through this subsidiary, Konica Minolta is pursuing the social independence and mainstreaming of people with disabilities.
In order for employees to feel pride and satisfaction through their work, Konica Minolta With You, Inc. enables its new employees to experience a variety of jobs during the first three years after joining the company, and helps them to create a long-term career vision with goals to achieve within five years. In this way, the company supports career development for people with disabilities, with the aim of maximizing their professional skills.
Employees with disabilities engage in work that directly contributes to the Group's business, including printing business cards and Konica Minolta product manuals, digitizing documents, data entry, and cleaning and servicing Konica Minolta multi-function printers used by customers. They also support other Group employees by serving customers at a café and shop on site, and by collecting and distributing mail within the company and cleaning meeting rooms and reception rooms.

In addition, Konica Minolta With You, Inc. was recognized as a Monisu Certified Company in March 2023. The Monisu Certification (a certification system for small- and medium-sized enterprises (SMEs) with excellent records of employment of people with disabilities) is a system under which the Minister of Health, Labor and Welfare certifies SMEs that have excellent records of promoting and stabilizing the employment of people with disabilities.

See Social Datain ESG Data page for the percentage of employees with disabilities

Certification Mark for SMEs with Excellent Records of Employment of People with Disabilities
Nickname: Monisu

Printing business cards and product manuals

Customer service at a café on site

Cleaning and servicing Konica Minolta multi-function printers

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

Human Capital: Diversity

Activities that Welcome Differences

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Konica Minolta's Approach
Unified Awareness Activities of the Konica Minolta Group
Networking Activities in Each Region
Creating an Environment That Embraces Diversity in Sexual Orientation and Gender Identity

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 seeks to foster an organizational culture that affirms the identity of each employee and ensures that all individuals who identify as a member of a social minority group can be themselves, so that all of our diverse human resources can maximize their potential.

Key Measures

As a measure to "provide learning opportunities and strengthen awareness-raising activities in order to promote DEI Group-wide," the Konica Minolta Group will work together on programs and networking activities to create a welcoming work environment for individuals who identify as a member of a social minority group.

In addition, Konica Minolta, Inc. will actively recruit mid-career human resources in Japan. When recruiting new college graduates, Konica Minolta will strive to ensure diversity in human resources by actively recruiting foreign nationals and Japanese nationals with overseas living experience.

Unified Awareness Activities of the Konica Minolta Group

Since fiscal 2017, we have used our company portal to promote understanding of DEI among employees of Group companies in Japan by regularly sharing articles including interviews of executives and role models, and best practices for promoting DEI within the Company, as well as by implementing programs company-wide.
Since 2021, staff in charge of promoting DEI in Europe, the U.S., and Japan have gathered to plan global programs, including programs linked to International Women's Day as well as programs held in conjunction with Pride Month* to promote activities that unite the Konica Minolta Group, including overseas Group companies. In addition, the Group also holds programs for Japan based on the global program's theme to encourage more employees to promote DEI.
*June is recognized worldwide as "Pride Month," a time for promoting an awareness of LGBTQ+ rights, and various events are held globally.

Programs linked to International Women's Day

Previous DEI Global Programs

Held	Theme	No. of participants
June 2021	RETHINK EMPOWERMENT Unlock the Power of Diversity with Authenticity and Allyship	550 (held globally) 100 (held in Japan)
November 2021	RETHINK OUR WORKPLACE WITH YOUR VOICE	800 (held globally) 180 (held in Japan)

Fiscal 2022 DEI Program

June 2022 - RETHINK EMPOWERMENT
PROMOTING AWARENESS, INCLUSION, AND ALLYSHIP

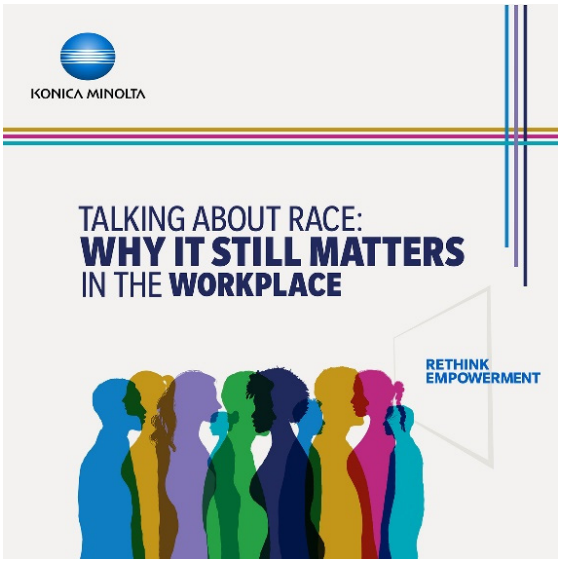
In conjunction with international Pride Month, we held a panel discussion on LGBTQ+ issues again in fiscal 2022. Participating in the discussion were about 340 people from 24 countries around the world, including LGBTQ+ people and allies (supporters) from Group companies in the UK, US, and Australia. In Japan, we also held a program inviting LGBTQ+ people and allies as outside lecturers, with approximately 150 people attending.

The 2021 Global Program provided an opportunity for us to realize that the circle of ally activities has expanded from Europe to domestic Group companies in various countries.

November 2022 - TALKING ABOUT RACE: WHY IT STILL MATTERS IN THE WORKPLACE

We invited experts to discuss how we can solve social minority issues including the issue of race in the workplace and held a Q&A session with 250 participants from 27 countries.

The participants learned that to solve problems it is important to define the vision, visualize the existing situation with the use of data, create a roadmap to achieve the vision, and above all, to start with frank discussion, even about things that are difficult to discuss.



Networking Activities in Each Region

Konica Minolta welcomes the differences of each employee, including their race, gender, nationality, age, disability, sexual orientation and gender identity, religion, and ethnicity. Therefore, we proactively actively engage in activities to understand each other's differences.
For example, Konica Minolta, Inc. supports each employee to act through regional “supporter” activities to promote diversity that is more in line with actual workplace conditions, as well as cross-cultural exchanges led by Muslim employees.

Launch of the "Opportunity Cafe"; Japan

With the participation in the DEI Program held in Japan in June 2021, a network of volunteers was set up to study and think about DEI. We have had wide-ranging discussions about what Konica Minolta has already contributed and what it can contribute in the years ahead.
In fiscal2022, these network volunteers will take the lead in launching the "Opportunity Cafe," a place where they can interact with many more colleagues, deepen mutual understanding, and provide opportunities for all individuals to thrive. We held a total of 14 café sessions comprising seven individual sessions that covered these two themes: (1) understanding diversity, especially gender and LGBTQ+; and (2) creating a comfortable work environment for people with disabilities. We received positive feedback from participants, who said they were able to confront their own biases and re-examine their own behavior.

LGBTQ+ Network “Vibrant”: Europe, USA

Vibrant was launched in the UK in October 2020 and operates based on three core principles: wellbeing, education and networking. The online event “Christmas Social,” held at the end of 2021, fostered understanding of LGBTQ+ issues and recognized the importance of mutual understanding, with some participants commenting that the event helps to create a safer working environment. The global DEI program in June 2021 led to the launch of Vibrant in the USA, which is also working to improve LGBTQ+ understanding while promoting exchange with Europe.

Creating an Environment That Embraces Diversity in Sexual Orientation and Gender Identity

Konica Minolta, Inc. is working to create an environment that embraces diversity in sexual orientation and gender identity. In fiscal 2018, we set up a counseling service for those worried about their sexual orientation and gender identity, and we provide e-Learning for all employees, which is carried out on our internal portal site. We are also upgrading our internal facilities and equipment to make them accessible to all.

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

Human Capital: Diversity

Fostering a DEI-Based Organizational Culture

Basic Concept and Vision of DEI
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Konica Minolta's Approach
Formulate and Implement DEI Promotion Plans That Drive Business Growth
Provide Learning Opportunities for Employees

Konica Minolta's Approach

Background and Issues

To make diversity of talent a source for innovation, it is vital that we not only embrace diverse talent, but also to transmute each employee's differences into strengths and work effectively as a team.
To that end, we need to eliminate biases that interfere with employees exercising their abilities and create a psychologically safe corporate culture where everyone can speak frankly.

Vision

To continue to create solutions to social issues, we respect differences and embrace diverse values to improve employee job satisfaction. We seek to foster a corporate culture that enables employees to share their differing ideas in a wholesome way and to take on challenges while helping each other out.

Key Measures and KPIs

- Formulate and implement independent DEI promotion plans at Konica Minolta, Inc., and major Group companies in response to societal demands and to build the desired organizational culture
- Provide learning opportunities and strengthen awareness-raising activities to promote DEI throughout the Group

Global Employee Survey

	Equity			Freedom of Expression		
	Results		Targets	Results		Targets
	FY2021	FY2022	FY2025	FY2021	FY2022	FY2025
Konica Minolta Group	7.1	7.4	8.0 or more	6.9	7.2	8.0 or more
Konica Minolta, Inc.	6.1	6.1	7.0 or more	6.5	6.6	7.5 or more

*Average score of answers to the following questions on a scale of 0 to 10
Equity: “People from all backgrounds are treated fairly at my company.”
Freedom of Opinion: “At work, my opinions are valued.”
As FY2023 to FY2025 policy, targets were set based on the same industry benchmarks as the FY2021 survey.

Formulate and Implement DEI Promotion Plans That Drive Business Growth

To achieve organizational reforms that will help drive the growth of the business and enable all employees to thrive, Konica Minolta has begun to promote DEI in a manner suiting the unique characteristics of each business and organization.
Konica Minolta has appointed a person in each business and functional division to take charge of promoting DEI and formulating and implementing a three-year promotion plan.
In drafting the overall 3-Year Plan, we addressed the steps of defining our desired vision, understanding our current status, formulating measures, setting KPIs, and clarifying issues from a DEI perspective by leveraging the DEI Office, a specialized office for the promotion, and the Human Resources Department. We have focused on improving the effectiveness and viability of our plan. In addition, we applied the expertise developed through efforts at Konica Minolta, Inc. at Group companies, and key companies have begun formulating their own promotion plans.
Konica Minolta Japan, Inc. has formulated its own promotion policy in collaboration with Konica Minolta, Inc. and has formulated a promotion plan for each division.

Providing Learning Opportunities for Employees

Initiatives at Konica Minolta, Inc.

Konica Minolta, Inc. has been working in parallel to promote understanding among management and employees about the nature of DEI promotion since fiscal year 2016. We are also working to foster a corporate culture that encourages each employee to accept each other's differences and positively take on challenges.

2017-2019	Lectures for Management
2017-2018	Diversity Workshops for Department Managers and above
2019-2021	Workshops for leaders on improving the psychological safety of organizations
2021	E-learning for all employees on Unconscious Bias

Unified Efforts of the Konica Minolta Group

In fiscal 2022, we launched a new DEI learning program that makes DEI more accessible to each employee and enables them to continue learning. We developed the learning program with DEI promotion managers from Group companies, who brought their knowledge and experience to help organize and systematize the topics needed to create an action-oriented learning. We designed the learning to help employees efficiently gain DEI-related skills essential for working at the Konica Minolta Group and for self-improvement. In fiscal 2022, we distributed an English version of the basic learning throughout the Konica Minolta Group, and we are also having it translated in China, Vietnam, and other countries. In Japan, we have also created original content with videos to help improve psychological safety and eliminate unconscious bias. We developed both the videos and the Japanese version of the basic DEI learning program as mandatory courses, and a total of about 9,000 of all Group employees in Japan have already taken this learning in fiscal 2022.

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

Responsible Supply Chain

Basic Concept

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

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 committed to responsible mineral procurement, seeking to prevent violations of human rights in conflict areas from which mineral resources used in products are sourced.

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

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

Responsible Supply Chain

Konica Minolta's Approach

Basic Concept | Konica Minolta's Approach | Konica Minolta's Supply Chain Management
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Konica Minolta's Approach

Background and Issues

The Konica Minolta Group recognizes that, around the world, many people are forced to work with no respect for their rights or in deplorable conditions. Child and migrant workers[*1] are particularly susceptible to these negatives. The Group also understands that companies must fulfill their social responsibilities, including making improvements in the areas of labor issues (human rights), ethics, the environment and health and safety, not only related to their own products, but also along the entire supply chain[*2] involved in delivering these products to customers.

*1 A migrant worker is a person who either migrates within their country of origin (internal migration) or outside it (crossing an international border) to pursue employment.

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

Vision

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

Key Measures and KPIs

CSR procurement

KPI	Result			Target
	FY2020	FY2021	FY2022	
Percentage of suppliers requested to take CSR measures	-	100%	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY20-22) Target year：FY 2022
Number of CSR assessments	Four Group manufacturing sites, 40 suppliers	13 Group manufacturing sites, 30 suppliers	4 Group manufacturing sites, 28 suppliers	CSR assessments carried out at 4 Group manufacturing sites and 28 important suppliers Target year：FY 2022
Number of CSR third-party audits (RBA-VAP)	One supplier	Two Group manufacturing sites, one supplier	Completed audits of 3 Group manufacturing sites, 4 suppliers	Completed CSR third-party audits (RBA-VAP) carried out at 3 particularly important Group manufacturing sites and particularly important suppliers Target year：FY 2022

KPI	Target	Target year
Percentage of suppliers requested to take CSR measures	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY23-25)	FY2025
Number of CSR assessments	Carry out CSR audits at Group manufacturing sites and important suppliers	FY2025
Number of CSR third-party audits (RBA-VAP)	Carry out CSR third-party audits (RBA-VAP) at particularly important Group manufacturing sites and particularly important suppliers	FY2025

Response to responsible mineral procurement

KPI	Results			Target	Target year
	FY 2020	FY 2021	FY 2022		
Percentage of suppliers returning conflict mineral surveys	98%	96%	96%	Maintain at 95% or higher in every year	FY 2025
Percentage responding to requests for surveys from customers	100% response	100% response	100% response	Maintain at 100% or higher in every year	FY 2025

Responsible Supply Chain

Konica Minolta's Supply Chain Management

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

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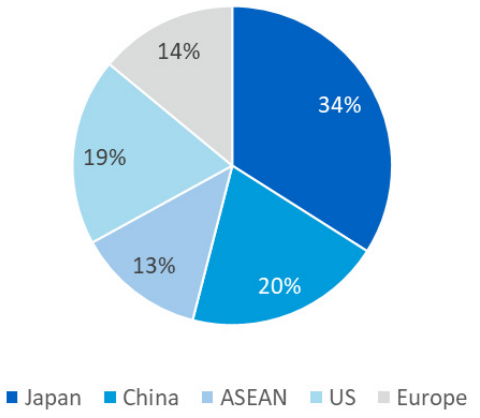
Supply Chain Management | Policies on Procurement | Structure for Promoting CSR Procurement

Supply Chain Management

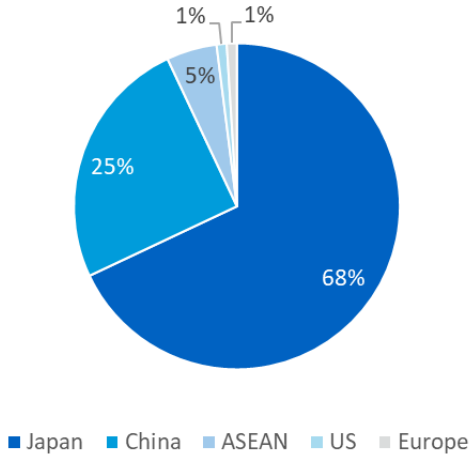
Working to establish a sustainable society in which human rights are respected

As a global company, Konica Minolta operates in about 50 countries around the world. The total value of the Group's procurement is approximately 570 billion yen, and it has 1,242 suppliers. By region, Japan accounts for 34% of this, China for 20%, the United States for 19%, Europe 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 Business Technologies Business, service-related costs accounts for a large proportion of the total cost due to work required for equipment maintenance after sale.
Konica Minolta is shifting from procurement in China to procurement in the ASEAN region, particularly Malaysia, in line with its digital manufacturing approach, which employs manufacturing system that do not overly rely on certain "people, places, countries, or trends."

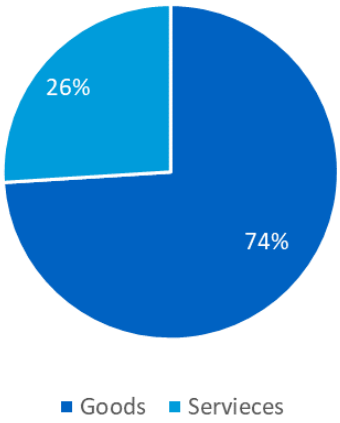
Fiscal 2021 procurement by region (Based on monetary amount of procurement)



Fiscal 2022 procurement by region (Based on number of suppliers procuring materials directly)



Fiscal 2022 Procurement classification analysis
(Based on monetary amount of procurement)



Konica Minolta views all of the suppliers that supply and produce materials such as raw materials and parts or provide logistics and other services as indispensable partners in its business activities.
Konica Minolta is working with suppliers to build a trusting relationship through transparent and equitable transactions in order to achieve the shared goal of providing innovative products and services in a timely manner to customers all over the world.
Konica Minolta recognizes that there are workers all over the world who are forced to work with no consideration of their rights or who have to work in deplorable circumstances. There are also child and migrant workers*1 from various countries, who are particularly susceptible to these negative circumstances.
Konica Minolta promotes CSR procurement throughout its supply chain,*2 helping to create sustainable societies. The company believes that enterprises are not only responsible for their products, but also socially responsible to improve conditions of labor (human rights), ethics, the environment, safety and health, throughout the supply chain that delivers products to customers. Konica Minolta practices CSR procurement in order to realize these improvements at its manufacturing bases, and works closely with the suppliers who supply raw materials and parts for its products.
In order to fulfill social expectations such as respect for human rights, Konica Minolta not only addresses this issue at Group production sites but also cooperates with manufacturing and logistics suppliers. It also believes this improves the corporate value of both Konica Minolta and its suppliers. Further, this cooperation enables the customers to purchase the company's products with peace of mind and to know that, by doing so, they are contributing to the development of a sustainable society.
Konica Minolta recognizes that CSR procurement is more than just the social responsibility of a global company; it is also convinced that improving working conditions make employee satisfaction higher and attrition rates lower. This in turn reduces business risk and raises quality throughout the supply chain. There are plenteous reasons for the proactive approach.

*1 A migrant worker is a person who either migrates within their country of origin (internal migration) or outside it (crossing an international border) to pursue employment.

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

Konica Minolta's CSR Activities in the Supply Chain

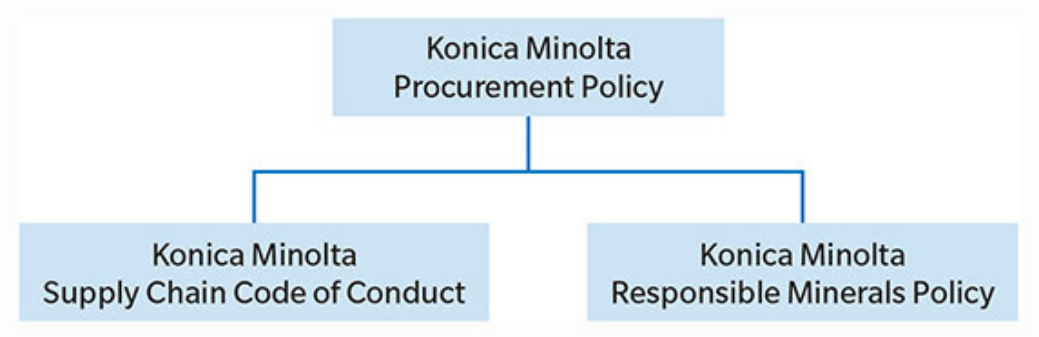
Policies on Procurement

Establishing supply chain policies and continuously pursuing improvements

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

Building on this policy, the Group established the Konica Minolta Supply Chain Code of Conduct 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.). The basic contract with suppliers includes “compliance with the Konica Minolta Supply Chain Code of Conduct,” and the Group requests that suppliers comply with this Code. In addition, before entering a partner relationship with Konica Minolta, a prospective supplier must complete a questionnaire on labor rights, the environment, ethics, and health and safety, based on the Konica Minolta Supply Chain Code of Conduct, and must also undergo an on-site inspection by Konica Minolta employees.

* RBA : Responsible Business Alliance



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, 2022

Toshimitsu Taiko
Konica Minolta, Inc.
President and CEO

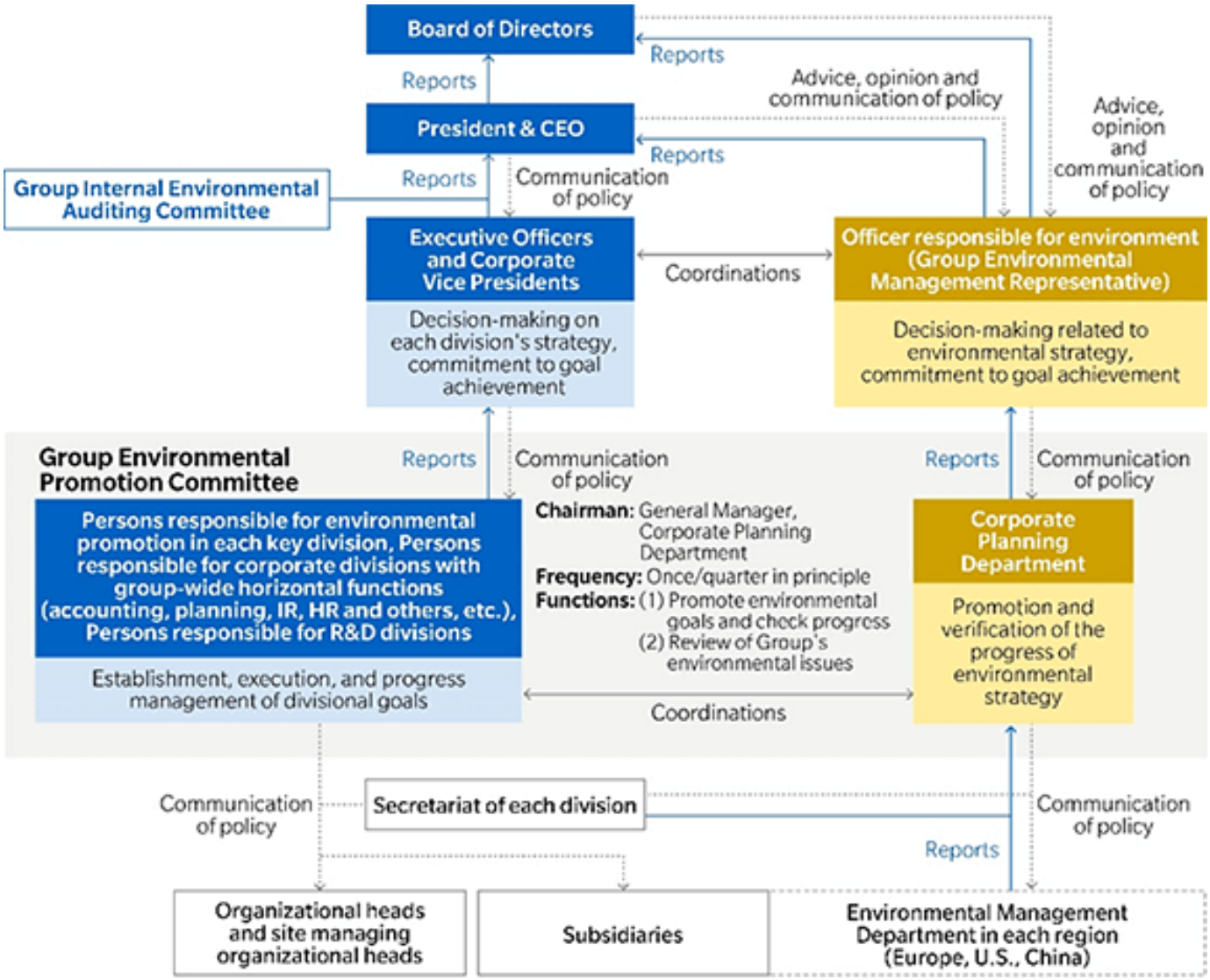
- Konica Minolta Supply Chain Code of Conduct
- Konica Minolta Responsible minerals policy
- Konica Minolta Procurement Policy

Structure for Promoting CSR Procurement

Establishing a structure for promoting CSR procurement throughout the supply chain

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

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



Konica Minolta's structure for promoting CSR procurement

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

Responsible Supply Chain

Implementing CSR Procurement

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Cooperating with External Organizations
Konica Minolta's CSR Procurement Initiatives

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.

- News release on 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 200 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 / Non-Harassment
7. Freedom of Association

Environment

1. Environmental Permits and Reporting
2. Pollution Prevention and Resource Reduction
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 and Illness
4. Industrial Hygiene
5. Physically Demanding Work
6. Machine Safeguarding
7. Sanitation, Food, and Housing
8. Health and 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. Responsible Sourcing of Minerals
8. Privacy

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*1 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. 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.

*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

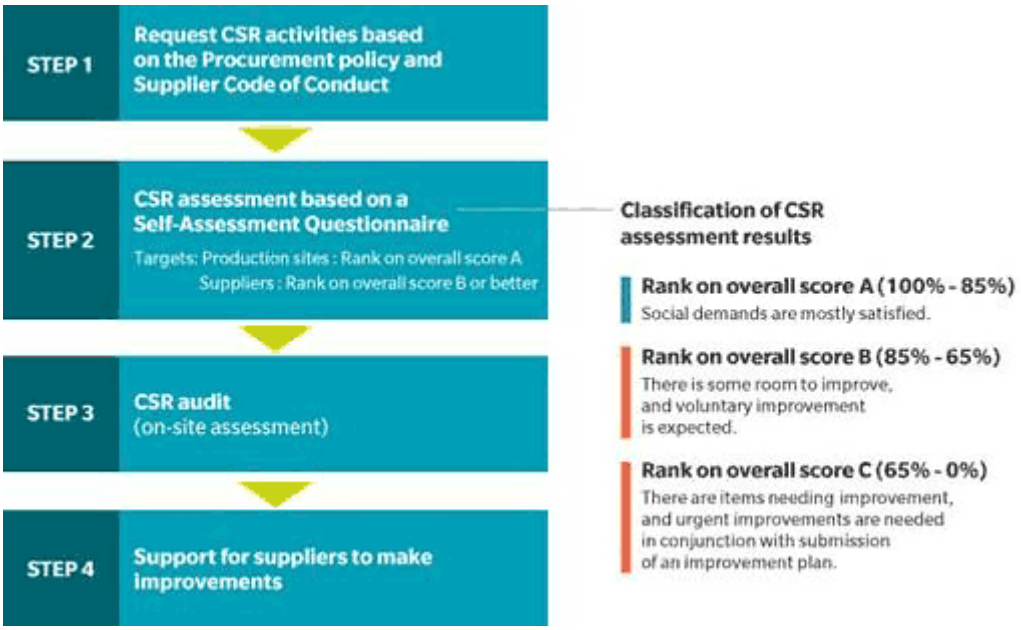
Konica Minolta is engaged in a program to promote CSR procurement by requesting suppliers participation in CSR activities, assessments, and audits, thus helping them to improve.

Konica Minolta has implemented a four-step CSR procurement promotion program to address any issues related to labor conditions (human rights), ethics, the environment, and health and safety in its supply chain.
First, suppliers are requested to carry out CSR activities based on clearly articulated standards to be maintained in line with Konica Minolta's procurement policies and Supply Chain Code of Conduct. Suppliers from which the Group makes purchases directly are asked to acknowledge and implement the Code to their upstream suppliers.
103 suppliers (84 tier-1 suppliers, 19 tier-2 suppliers) identified to be particularly important to Konica Minolta's business in terms of transaction volume, and the irreplaceability or importance of the parts they handle have been asked to use the Responsible Business Alliance's Self-Assessment Questionnaire (RBA SAQ) to carry out a CSR assessment that confirms the extent of their implementation of the Konica Minolta Supply Chain Code of Conduct. Important business suppliers account for approximately 80% of our direct procurement value. 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.
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.

- Konica Minolta Supply Chain Code of Conduct

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

- RBA Code of Conduct (Source: RBA website)



Konica Minolta's CSR Procurement Promotion Program

Targets and Results

Plan Duration FY2020 to FY2022					
Key Measures and KPIs	Targets	Performance			Target Year
		FY2020	FY2021	FY2022	
Percentage of suppliers asked to take CSR activities	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY20-22)	-	100%	-	Fiscal 2022
Number of CSR assessments	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies)	4 Group manufacturing sites, 40 suppliers	13 Group manufacturing sites, 30 suppliers	4 Group manufacturing sites, 28 suppliers	
Number of CSR Audit	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites)	One supplier	Two Group manufacturing sites, one supplier	Audits completed at three Group manufacturing sites, 4 suppliers	

Plan Duration FY2023 to FY2025		
Key Measures and KPIs	Target	Target year
Percentage of suppliers asked to take CSR activities	Request CSR from 100% of suppliers during the medium-term plan period (FY2023-FY2025)	FY 2025
Number of CSR assessments	Conduct CSR assessments at Group production sites and important suppliers	
Number of CSR Audit	Conduct CSR third-party audits (RBA-VAP) at especially important production sites and suppliers	

Requesting CSR Activity to Suppliers

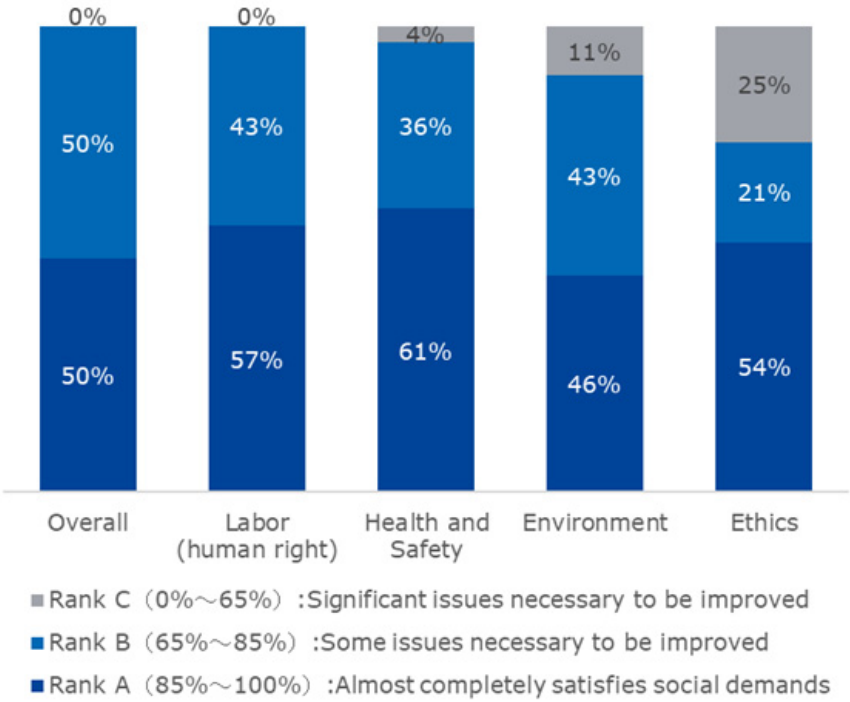
Suppliers worldwide are sent copies of Konica Minolta's procurement policies and the Konica Minolta Supply Chain Code of Conduct and Konica Minolta Responsible Minerals Policy Statement and asked to comply with them. The aim is to get suppliers to understand and promote the CSR procurement policies and 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%. In fiscal 2021, the Company conducted written confirmation of compliance in line with the revision of the Supply Chain Code of Conduct, and the collection rate was 100%.

CSR Assessments Using a Self-Assessment Questionnaire

CSR assessments using a Self-Assessment Questionnaire are conducted at production sites and important suppliers in order to assess the level of implementation of the Konica Minolta Supply Chain Code of Conduct.
Konica Minolta has conducted CSR assessments using the self-assessment questionnaire based on the RBA 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 2022, four Group production sites and 28 suppliers conducted 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 suppliers. These assessment results met the target, but scores tended to be low in the areas of health and safety, the environment, and ethics. Items related to safety training for employees, water and waste reduction programs, and external audits of ethics were among the factors contributing to the decline. We asked suppliers whose assessments have declined to make voluntary improvements.

Fiscal 2022 results of CSR assessment for supplier
(percentages for rank on overall and specific components)



CSR Audits

This is an implementation level with no CSR audit requirement under the above CSR procurement promotion program, but additional CSR audits are conducted based on customer requests at the production companies and at certain suppliers that produce MFPs and printing equipment and consumables. CSR audits include Konica Minolta CSR Audits*1 conducted by Konica Minolta employees and RBA third-party audits (VAP audits)*2 conducted by RBA-certified third parties.

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

*2 RBA third-party audits (VAP audits): A third-party RBA-accredited auditing organization that verifies compliance with the RBA Code of Conduct based on auditing standards, identifies areas in need of improvement, and encourages corrective action. RBA is one of the most trusted third-party CSR audits in the world.

In the CSR audit, the Company uncovered issues related to the management of total working hours, the implementation of safety and health education and building an internal audit system, but we are making improvements. No issues were found in the RBA standards (A2.1, D7.1), particularly in relation to child labor and responsible mineral sourcing. There are no suppliers with whom transactions have been terminated.

CSR Audit Results (10 companies in total)

- Konica Minolta Business Technologies (Wuxi)
- Konica Minolta Business Technologies (Dongguan)
- Konica Minolta Business Technologies (Malaysia)
- Konica Minolta Supplies Manufacturing Co., Ltd.
- Konica Minolta Supplies Manufacturing France S.A.S.
- Allied Precision Manufacturing
- Dong Guan Konka Mould Plastic Co., Ltd.
- Three contract manufacturers of MFP/printing equipment

In fiscal 2022, VAP audits were conducted at Konica Minolta Business Technologies (Wuxi) in China, Konica Minolta Business Technologies (Dongguan), Konica Minolta Business Technologies (Malaysia), and four contract manufacturers of MFPs and printing equipment. In particular, Konica Minolta Business Technologies (Malaysia) identified issues including management of working hours and recording or work-related considerations for pregnant or childcare providing employees, but all corrective actions have been completed and the highest Platinum certification was achieved.

*The VAP audit program consists of three levels, Platinum, Gold, and Silver, depending on the score. For further information, click here:

CSR Audit at Konica Minolta Business Technologies (Malaysia) Sdn.

CSR Audit at Konica Minolta Business Technologies (Wuxi) CO., Ltd.

Support for Improvement (Capacity Building) – Training Stakeholders and Support for Improvement

To build internal stakeholder and supplier capacity, Konica, Minolta provides training and support for corrective action based on the results of the CSR assessments and audits.
The training is designed to enable participants to understand the respect for human rights required by customers and society, societal demand for CSR procurement, legal and regulatory trends, the RBA Code of Conduct, and their relationship to business, so that they can make CSR procurement activities their own and actively take part.
In fiscal 2021, Konica Minolta trained approximately 100 employees from the human resources, procurement (buyer), environmental, and other divisions of Konica Minolta's own manufacturing companies, and provided training at the plants of MFP contract manufacturers.

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

In its support of corrective action, Konica Minolta explains the objective and assessment content of RBA to suppliers who do not properly understand the questionnaire's content at the time of the CSR assessment and provide advice on the required documents and initiatives. Konica Minolta also assisted the Dong Guan Konka Mould Plastic Co., Ltd. in China, which conducts CSR audits, by training its internal auditors to help it build a system that enables it to voluntarily conduct internal audits make continuous improvements. In addition, we share examples of improvements made at Konica Minolta with the plants of MFP contract manufacturers that have undergone VAP audits and we support their corrective actions.

Responsible Supply Chain

Practicing Responsible Minerals Procurement

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Konica Minolta's Initiatives for Responsible Minerals Procurement
Framework for Initiatives
Cooperating with External Organizations
Targets and Results

Konica Minolta's Initiatives for Responsible Minerals Procurement

Konica Minolta is addressing Responsible Minerals procurement to prevent human rights violations associated with conflict.

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

Seeking to prevent conflict-related violations of human rights such as child and forced labor, the Organization for Economic Co-operation and Development (OECD) established Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas and requires that companies take responsible initiatives in the supply chain. Additionally, Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, which was passed in 2010 in the United States, requires companies listed on a U.S. stock exchange to disclose information about conflict minerals[*1] derived from regions of conflict. In addition, the EU Conflict Minerals Regulation went into effect in 2021, and the EU also released a list of Conflict-Affected and High-Risk Areas under Regulation. Corporate organizations also pursue initiatives for Responsible Minerals procurement, including the Responsible Minerals Initiative (RMI)[*2], which has a global reach, and in Japan the Responsible Minerals Trade Working Group, established as part of the Japan Electronics and Information Technology Industries Association (JEITA)[*3].

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

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

*3 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.

Framework for Initiatives

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

Step 1. Establish strong company management systems

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

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

- Konica Minolta Responsible Minerals Policy Statement
- The Minerals Grievance Platform

Step 2. Identify and assess risk in the supply chain

Using the Conflict Minerals Reporting Template (CMRT), Extended Minerals Reporting Template (EMRT) issued by RMI, Konica Minolta implements surveys on minerals of necessity for the high functionality of Konica Minolta products (3TG, cobalt and mica). The survey confirms the content of 3TG, cobalt and mica surveys the country of origin, identifies the smelters or refiners in the company's supply chain, and confirms their due diligence. Based on the results of the survey and information about the identified smelters or refiners in the supply chain, Konica Minolta assesses the risk to the supply chain overall, by each business partner, and by each product. These results are reported to the officer in charge.

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

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

Step 4. Carry out independent third-party due diligence audits for smelters or refiners

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

* smelters or refiners that conform to the Responsible Minerals Assurance Process managed by RMI.

Step 5. Report annually on supply chain due diligence

Konica Minolta's Responsible Minerals initiatives are disclosed every year on this website.

Cooperating with External Organizations

Konica Minolta promotes programs on responsible minerals in cooperation with external organizations.

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

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

Targets and Results

Konica Minolta conducts conflict mineral surveys in its Digital Workplace Business and Professional Printing Business, which account for about 76% of its sales, and works to make risk assessments conflict-free. The Company also responds appropriately to all customer requests for responsible mineral sourcing.

Response to Responsible Minerals procurement

KPI	Results			Target	Target year
	FY 2020	FY 2021	FY 2022		
Percentage of suppliers returning conflict mineral surveys	98%	96%	96%	Maintained at 95% or higher in every year	FY 2025
Percentage responding to requests for surveys from customers	100% response	100% response	100% response	Maintained at 100% or higher in every year	FY 2025

Response to Customers' Request for Survey

In fiscal 2022, many customers in the Digital Workplace Business, Professional Print Business and Industry Business requested Responsible Minerals surveys. Konica Minolta responded to all customers by submitting completed Responsible Minerals survey reports. Inquiries about responsible minerals other than surveys were responded to appropriately, based on survey results and the company's own initiatives. Konica Minolta has been conducting surveys on cobalt since fiscal 2018, and on mica since fiscal 2021. It is appropriately responding to requests from customers for surveys.

Conflict Minerals Survey

In our Digital Workplace and Professional Printing businesses, we conducted the Conflict Minerals Survey, the Cobalt and the Mica Survey in fiscal 2022. The survey response rates were 96% and 92%, respectively.
We also conduct Responsible Minerals surveys in our Industry businesses.
In conducting these surveys, we also ask our suppliers to conduct due diligence to ensure supply chain transparency and conflict-free operation by reducing the number of unknown responses about smelter information.

Due diligence conducted on Conflict Minerals, Cobalt and Mica survey responses identified 416 smelters, 256 RMAP1 purchased smelters, and 19 Active smelters2. We also identified 132 countries in the supply chain that are considered 3TG countries of origin (as of March 31, 2023).

As a result of these surveys, we confirmed that one of our main products, toner, and some of our other products such as optical lenses, and functional films, were conflict-free. No evidence of conflict involvement was found in any of the supply chains surveyed.

Smelter Due Diligence Results by Metal

	Identified Smelters or refiners	Smelters or refiners verified as conflict-free or in the audit process	Percentage
Gold	171	100	58%
Tantalum	34	33	97%
Tin	82	62	76%
Tungsten	48	35	73%
Total 3TG	335	230	69%
Cobalt	70	42	60%
Mica	11	3	27%
Total	416	275	66%

- List of smelters / refiners
- List of country of origin

* 1 Smelters that comply with the Responsible Minerals Assurance Process (RMAP) administered by RMI

* 2 Active smelters: Smelters that are under RMAP audit or are scheduled for audit.

Other Initiatives

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

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Responsible Supply Chain

Procurement Initiatives

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- 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 2022, Konica Minolta went directly to the manufacturing sites of 60 suppliers in and outside Japan and conducted on-site assessments, working with suppliers to strengthen the chemical substances management system. In addition, the Company confirms activities in areas such as labor, health and safety, the environment, and ethics at its suppliers' manufacturing sites.

In addition, Konica Minolta has established an educational system focused on laws and regulations as well as on-site management that it uses to train suppliers' internal assessors in an effort to support the independent management of chemical substances on the part of suppliers. Education on changing trends and Konica Minolta's initiatives was added to CSR procurement initiatives starting in fiscal 2018. In fiscal 2022, Konica Minolta conducted approximately 130 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.

Due to the COVID-19 pandemic, the meeting has switched since fiscal 2019 from face-to-face to online-based and is held for suppliers in Japan, China and ASEAN countries.

In fiscal 2022, the switch to a online-based format made it possible for more suppliers to participate, with approximately 450 attendees from 262 companies making it a meaningful opportunity for communication.

Fiscal 2018 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 Rights

Click to jump to the corresponding section in this page

Basic Concept · Management System for Human Rights · Human Rights Due Diligence
1. Identifying and Assessing Adverse Human Rights Impacts · 2. Integrating and Acting upon the Findings
3. Tracking Responses · 4. Information Disclosure · Remedy and Grievance Mechanism · Stakeholder Engagement

Basic Concept

Human rights are universally valued rights that all people are born with. In today's world, there is a growing awareness that businesses can have a great impact on human rights.
As a company with global business operations, Konica Minolta specifies respect for human rights as one of the most basic requirements in its business activities in the Konica Minolta Group Charter of Corporate Behavior, Human Rights Policy, and Supply Chain Code of Conduct. Under these policies, the Group conducts human rights due diligence and respects human rights.

- Konica Minolta Group Charter of Corporate Behavior
- Konica Minolta Group Human Rights Policy
- Konica Minolta Supply Chain Code of Conduct

In addition, Konica Minolta supports and respects the following internationally accepted standards:

- Universal Declaration of Human Rights
- International Conventions on 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

Management System for Human Rights

Human Rights Due Diligence Process

In compliance with the United Nations Guiding Principles on Business and Human Rights, Konica Minolta has created a human rights policy, it conducts human rights due diligence, and established a remedy and grievance mechanism to promote its initiatives.

Policy

The Konica Minolta Group Human Rights Policy was established based on the United Nations Guiding Principles on Business and Human Rights. Based on this policy, the Konica Minolta Group asks its business partners and other parties connected to the Group's business not to violate human rights.

Human Rights Due Diligence

Konica Minolta has created a human rights due diligence system to identify potential and actual human rights risks that its business activities may pose to stakeholders, to review and implement measures for the prevention and mitigation of adverse human rights impacts, and to disclose information on progress status.
When making new or additional investments, the Group include human resource-related checks in its due diligence process to assess investment suitability.

Remedy and Grievance Mechanism

Using a system that enables employees to report human rights concerns, if there is a clear indication that Konica Minolta directly caused or was involved in any adverse impact on human rights, it will promptly investigate and take corrective action through appropriate internal and external procedures.

Stakeholder Engagement

Konica Minolta will also engage stakeholder dialogue to enhance its efforts to respect human rights.

Human Rights Due Diligence

1. Identifying and Assessing Adverse Human Rights Impacts (Impact Assessment)

First, the Group identified stakeholders who are subject to actual or potential negative impacts and any existing human rights issues caused by its business activities and transactions.

Identification of Human Rights Issues and Stakeholder Relationship

Human rights-related issues (from RBA Code of Conduct)	Workers		Stakeholders other than workers	
	Group employees	Employees of suppliers & contractors (production, development, other)	Product users/ customers	Local communities/ Indigenous people
Freely chosen employment (Freedom to choose occupation and freedom of movement)(incl. slavery, bonding, immigrant workers)	✓	✓	✓	✓
Young workers		✓	✓	✓
Working hours (Appropriate working hours and allotment of holidays)	✓	✓		✓
Occupational injury and illness (Prevention of damage to health due to workload)	✓	✓		✓
Wages and benefits	✓	✓		✓
Humane treatment (Sexual harassment, power harassment)	✓	✓		✓
Non-discrimination (Ethnicity, age, gender, national origin, gender identity and sexual orientation, wages, promotions, rewards, and access to training etc.)	✓	✓	✓	✓
Freedom of association (collective bargain)	✓	✓		✓
Privacy	✓	✓	✓	

Next, the Group assessed the impact of the adversely affected stakeholder who was identified and their human rights issue, and then identified the human rights issues that are considered high priority. The assessment is periodically reviewed, and the human rights issues that are identified as high priority are set as targets, and the departments in charge of human resources, legal affairs, procurement, quality, IT, and sustainability consider measures and implement them.

Human Rights Issues Identified as High Priority

・Group employees
Protection of working hours, health and safety, wages and benefits, and privacy, prohibition of harassment and discrimination

・Employees of our suppliers, partners, and others
Prohibition of forced labor, human trafficking, child labor, harassment, and discrimination, protection of working hours, health and safety, wages and benefits, and privacy, freedom of association, right to collective bargaining

・Local Communities/Indigenous Peoples
Prohibition of forced labor, human trafficking, child labor, harassment, and discrimination, protection of working hours, health and safety, wages and benefits, freedom of association, right to collective bargaining

・Customers
Prohibition of forced labor, human trafficking, child labor, and discrimination, and protection of privacy

2. Integrating and Acting upon the Findings

Group Employees

To prevent health problems caused by overwork, an email instructing the worker to curb their overtime is sent to employees who work 30 hours or more during the month and to their supervisors to control long working hours. Supervisors are required to submit a Work Improvement Plan of their employees to prevent them from working long hours for two consecutive months.

For further information on these initiatives, please see: Promoting sound management by fostering a health-first culture

Furthermore, to create a healthy, safe, and comfortable working environment, the safety and health management regulations seek to ensure the safety of Group employees (directors, employees, contractors, temporary employees, and part-time workers) and onsite contractors (contractors and subcontractors who perform work on Group premises) and strive to prevent workplace accidents.

For further information on these initiatives, please see: Occupational Health and Safety Management System

To prevent all forms of discrimination, sexual harassment, and abuse of power, the Group prohibits discrimination and harassment in its "Guidance for the Charter of Corporate Behavior" and "Compliance Manual." In addition, Konica Minolta has established "Sexual Harassment Prevention Guidelines" and conduct harassment prevention training to educate its employees. Thanks for measures such as rigorous age verification when hiring in each country, there have been no cases of child labor. Similarly, there have also been no cases of forced labor. The Group also educates its managers on sexual harassment and abuse of power.

For further information on these initiatives, please see: Compliance Education

Employees of Our Suppliers, Partners, and Others

To fulfill its social responsibility across the supply chain, Konica Minolta has created a system throughout the Group to promote the Development of CSR Procurement.
CSR procurement is based on the RBA framework, with CSR assessment using self-assessment questionnaires, and risk assessment and remediation through CSR audits. The CSR assessment using the self-assessment questionnaire is ranked into three levels of A through C according to the questionnaire results, with Group production sites receiving an overall rank of A and suppliers receiving an overall rank of B or higher. Even if the target rank is met or fulfilled, the Group asks that voluntary improvements be made if any items receive a low assessment, including labor (human rights) issues.
CSR audits include the Konica Minolta CSR audit conducted by Konica Minolta employees and the RBA third-party audit conducted by RBA-accredited third parties. Remedial support is also provided based on the results of the CSR assessment and CSR audit to verify the status of corrective measures.

For further information on Konica Minolta's CSR procurement initiatives, please see

Local Communities/Indigenous Peoples

The mining of tungsten, tantalum, gold, and tin mineral resources in the Democratic Republic of Congo and surrounding areas has been identified as a potential source of funding for conflicts. Konica Minolta deals with conflict minerals according to the OECD's Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict and High-Risk Areas under "A Five-Step Framework for Risk-Based Due Diligence in the Minerals Supply Chain."

For further information on these initiatives, please see: Responsible Mineral Sourcing > Framework for Initiatives

Customers

Konica Minolta has established a Companywide system to promote product security headed by the person in charge of quality and is working to prevent serious security incidents in all products and services through its business divisions under the supervision of the Quality Division. The Company has established "Product Security Guidelines" to achieve secure development and operation and is promoting secure development and operation processes for products and services Groupwide.
Development and operation in compliance with the Product Security Guidelines, in principle, apply to all products and services of the Konica Minolta Group, and is implemented throughout the entire product and service life cycle, from planning and proposal to disposal and termination of service, as well as activities in the supply chain, such as development and operation contractors and suppliers.
In addition, Konica Minolta regularly convenes the cross-sectional "Product Security Promotion Committee" to discuss product security issues and share information on best practices both inside and outside the Company to continuously improve product security.

For further information on these initiatives, please see: Promoting Secure Development and Operation Processes

Furthermore, to ensure the appropriate use of AI, we have established the Responsible AI Office, a cross-company organization consisting of all divisions involved in AI use. The Responsible AI Office, in cooperation with the persons responsible for promoting AI use appointed to each business division, supports developers to conduct appropriate risk assessment at the product planning stage, and conducts educational and awareness-raising activities for all employees.

For more information on these initiatives, click the link to AI Use > AI Governance Structure

3. Tracking Responses

Group Employees

The total annual working hours per employee is kept at around 1,700 hours each year to prevent employee overwork and create a healthy and comfortable workplace with a work-life balance. In fiscal 2023, Konica Minolta will revise its health checkup appointment system that facilitates checkups for employees who work long hours with the aim of further reducing the number of such employees.

For further information on these initiatives, please see: Measures to Address Overwork

In fiscal 2022, no serious accidents [*1] occurred. Nine incidents causing absence from work occurred. Six occurred in Japan (5 male and 1 female victims) and three overseas (3 female victims). The frequency rate of lost-worktime injuries[*2] was 0.21 in Japan, 0.14 overseas, and 0.18 in Japan and overseas combined. The severity rate of accidents causing absence from work[*3] was 0.0010 in Japan and 0.00042 overseas.
The average frequency rate of lost-worktime injuries in the manufacturing industry in Japan in fiscal 2021 was 1.25 according to the Ministry of Health, Labour and Welfare's Survey on Industrial Accidents, while the average for the electrical machinery and equipment manufacturing industry was 0.53, thus remaining below the average for similar industries.

*1:Serious accidents:
(1) Death, illness requiring (or likely to require) long-term medical care, injury resulting in (or likely to result in) disability, and specific infectious disease
(2) Accidents that result in the death, injury, or illness on the job of three or more workers at one time (including lost worktime).
*2 Number of workers absent from work per million of total hours worked by Konica Minolta employees
*3 Number of days of lost work per 1,000 hours of total hours worked by Konica Minolta employees

For further information on these initiatives, please see: Preventing Workplace Injuries

To comply with the minimum wage in each region and maintain a wage level that allows employees to feel rewarded for their work, Konica Minolta conducted a study on living wages in fiscal 2021. A living wage consists of basic living expenses and taxes, with the basic living expenses estimated using the Market Basket Method, but the Basic Needs Budget standard is used in some countries. Since regional differences in the same country must be considered, living wages are calculated by referencing the Japanese Trade Union Confederation and the Wage Indicator Foundation. No special issues were found among employees, business partners, contractors, and others.

To maintain a work environment where employees feel “motivated and willing to take on challenges (engagement),” the Company conducts a Global Employee Survey (GES) of its employees worldwide on their attitudes toward work and the workplace. The current state of its corporate culture is measured by the engagement score* , and each organization takes action to improve its score, thereby raising the competitiveness of the entire Group.
*The survey is rated on a 10-point scale to determine whether the workplace environment encourages performing individuals to thrive. In fiscal 2021, approximately 90% of the Group's employees participated in this survey, which elicited over 160,000 comments and enabled each organization to delve more deeply into issues and continuously plan and implement improvements.
In fiscal2021, the engagement score for the Group was 6.4, up 0.3 points from fiscal 2017.

For further information on these initiatives, please see: Rewarding Work Environment and Employee Retention

Employees of Our Suppliers, Partners, and Others

In fiscal 2022, 4 Konica Minolta Group production sites and 28 suppliers received CSR assessments. All the production sites received an overall rating of A, while all suppliers received an overall rating of B or higher, and no suppliers were rated high-risk.

For further information on these initiatives, please see: Konica Minolta’s CSR Procurement Initiatives

The sites for Konica Minolta's final production of its mainstay digital workplace and professional print businesses are in Japan, China, and ASEAN countries. Konica Minolta emphasizes audits at these sites so that as a manufacturer it can perform high-quality manufacturing and CSR-conscious production activities. 88% of RBA third-party audits (VAP audits) and Konica Minolta CSR audits at MFP and printing equipment production companies have been conducted. Previous CSR audits have uncovered issues such as the management of total working hours, the providing of education about labor and ethics, and the creation of an internal audit system. For all seven audited companies, the Group has drawn up and performed required improvement plans for all these issues and has confirmed that improvements are complete through closure audits. In the RBA third-party audits (VAP audits) and Konica Minolta CSR audits, the rate of noncompliance was 15%, corrective action has been completed for 100% of all Priority items, and corrective action has been completed for 63% of all other non-compliances. Konica Minolta will continue to make improvements by turning the PDCA cycle.

Local Communities/Indigenous Peoples

The survey response rates to the Conflict Minerals Survey and the EMRT (Cobalt and Mica) Survey in the core Digital Workplace and Professional Print businesses were 96% and 90%, respectively. By performing due diligence on the Conflict Minerals and EMRT Survey responses, the Group identified 416 smelters, 256 RMAP-acquired smelters. The Group also confirmed that some of its major products (toner, optical lenses, and functional films) were not involved in conflict. No evidence of conflict involvement was found in any of the supply chains examined.

For further information on these initiatives, please see: Responsible Mineral Sourcing > Framework for Initiatives

Customers

The Group has been working to eliminate serious information security incidents by setting “the number of serious information security incidents” and “major business losses related to information security” as KPIs. In fiscal 2022, as in the previous fiscal year, the Group again achieved the target. Konica Minolta will continue to pursue various initiatives to develop and operate secure products and services.

For further information on these initiatives, please see

As an example of these initiatives, when we use AI in new products or services, each department conducts risk assessments at the product planning stage, and the results are discussed by the AI Ethics Review Committee in order to reduce the risk of problems arising from inappropriate AI use.

Since fiscal 2021, we have worked to improve employee literacy by proving in-house training for all employees of domestic Group companies to put our basic policy into action based on AI ethics-related issues occurring in society and our approach to them. To date, about 10,000 employees have taken the training.
In addition to continuing our annual training for all employees, we will provide specialized training tailored to the audience, such as training for risk assessment personnel, in order to improve the overall training.

For further information on these initiatives, please see: Use of Artificial Intelligence

4.Information Disclosure

Konica Minolta will regularly disclose the details of its initiatives on a timely basis via its website.

Remedy and Grievance Mechanism

Group Employees

Konica Minolta has established an Whistle-blowing System (Help Line) not only within the Group in Japan but also overseas. The Help Line is an anonymous reporting system, and whistleblowers are not subject to adverse treatment.
In fiscal 2022, of the Help Line cases reported that related to human rights (abuse of power /sexual harassment/discrimination /inappropriate treatment), 7 were domestic and 17 were overseas. In fiscal 2022, no material issues requiring public disclosure were reported to the Helpline.

Employees of Our Suppliers, Partners, and Others , Local Communities and Indigenous Peoples:

In addition to employees, we have expanded the Help Line to include suppliers in Japan, China, and ASEAN, and we are gradually extending it to stakeholders in North America.

For further information onthese initiatives, please see: Internal Reporting System (Helpline)

Customers

Konica Minolta has established KONICA MINOLTA PSIRT* as a Companywide organization to manage information on the vulnerabilities of its products and services, and to pursue necessary measures. When KONICA MINOLTA PSIRT receives a vulnerability report from an outside stakeholder about Konica Minolta's products or services, it takes appropriate action in compliance with the international vulnerability handling process.

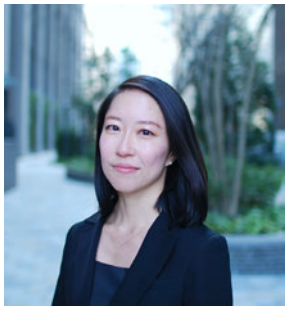
For further information on these initiatives, please see: Strengthening Product and Service Security > Vulnerability Information Collection and Response

Stakeholder Engagement

In January 2023, we held discussions with domestic and overseas businesses and human rights experts as well as the UNDP on our human rights initiatives. Among the views expressed when we conducted our human rights due diligence were the need to promote initiatives that focus deeply on the issues and outcomes from the standpoint of rights holders. We will continue to pursue our initiatives based on the feedback we have received.

Business and Human Rights Experts who we Talked With

Since business and human rights initiatives impact a wide range of stakeholders including employees, business partners, and local communities, it is important to disclose the relationship between human rights issues and stakeholders. I look forward to combining the human rights perspectives with the everyday efforts of each division through in-house training along with the early detection and prevention of human rights issues through the grievance mechanism, stronger measures to deal with downstream supply chains, and the impact of the environment and climate change on human rights.



Akiko Sato, Liaison Officer for the Business and Human Rights project of UNDP

Alice Cope, Chief of Operations/Director, Pillar Two

Hideaki Umetsu, Partner, Mori Hamada & Matsumoto

Group Employees

Konica Minolta shows that it guarantees freedom of association and the right to collective bargaining through its participation in the United Nations Global Compact. Konica Minolta, Inc. has concluded a collective labor agreement, and regular meetings of the joint management council are held four times a year with the president's attendance to provide an opportunity to explain the Company's management situation to the labor union and give the labor union an opportunity to explain its policies to Company management. Many other Group companies also have their own labor unions and employee associations and have built good labor-management relations.

Employees of Our Suppliers, Partners, and Others:

Through supplier briefings and the procurement collaboration system, the Konica Minolta Procurement Policy is explained, procurement results and plans for the next fiscal year are reported, and targets and issues are shared. At the same time, the Group encourages its suppliers to further improve their quality, delivery, productivity, and environmental performance by commending suppliers for their outstanding achievements.

For further information on these initiatives, please see:

Customers

Konica Minolta has established call centers and web-based consultation services around the world for each of its products and services. Not only does it swiftly respond to inquiries and information on product defects received at each contact point, but Konica Minolta is also consolidating this information to monitor quality status and customer requests. The Company has also established an AI Ethics Review Committee with outside experts to verify the appropriate use and application of AI technology.

For further information on these initiatives, please see: Strengthening Customer Relationships

Customer Satisfaction and Product Safety

Basic Concept and Management System

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

Click to jump to the corresponding section in this page

Basic Concept Quality Management System

Basic Concept

Aspiring to maximize customer satisfaction and trust

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

Quality Management Policy

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

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

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

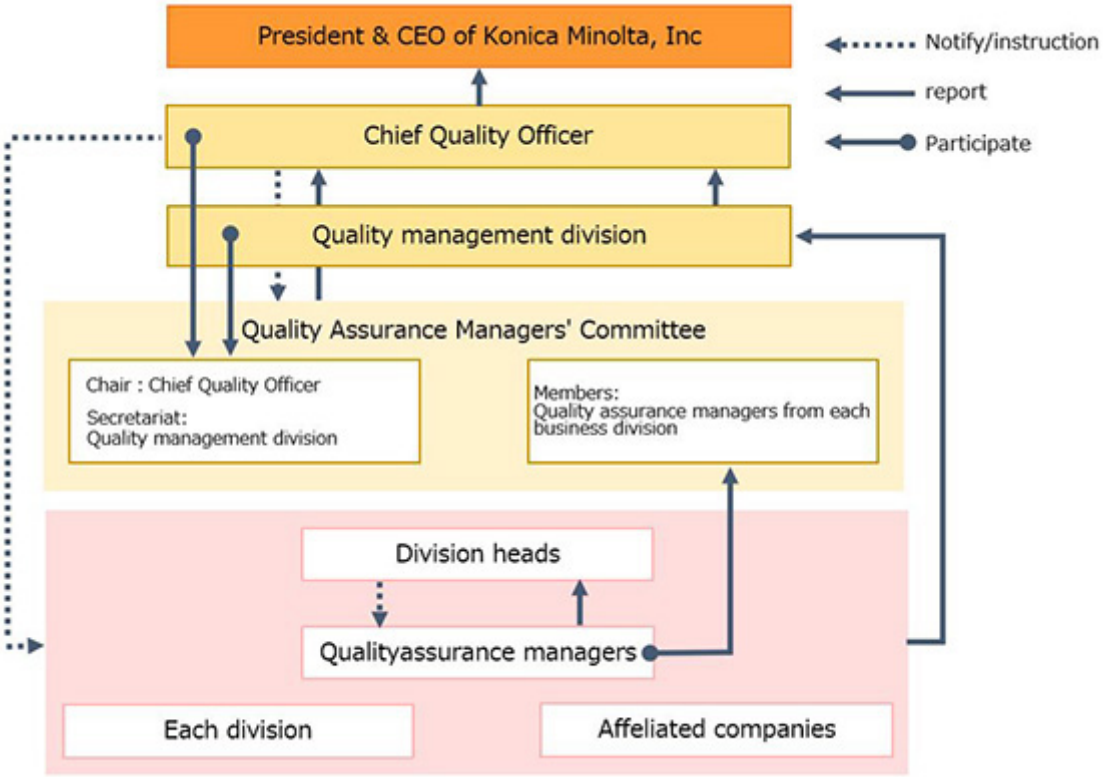
Konica Minolta Quality Policy (excerpts)
The Konica Minolta Group ensures maximum satisfaction and trust of its customers, paying the utmost attention to customers and giving top priority to the quality of products and services.
Our concept is to make steady progress in quality based on quantitative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

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

Quality Management System

The Chief Quality Officer oversees all quality management operations.

Konica Minolta, Inc. has established a Quality Assurance Managers' Committee that supervises Group-wide quality management. This committee is chaired by the Chief Quality Officer, who has responsibility for and authority over all quality matters for the entire Group. The committee meets on a quarterly basis, in principle. In addition to promoting quality planning and monitoring progress, it shares and scrutinizes information concerning quality assurance. Furthermore, each business works to continuously improve quality by thoroughly implementing the PDCA cycle for quality issues.



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

Customer Satisfaction and Product Safety

Konica Minolta Quality Policy

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

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

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

“ Management Based On Facts”

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

April 1, 2022

Toshimitsu Taiko
President and CEO
Konica Minolta, Inc.

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Achieving Top-Tier Quality and Reliability

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Konica Minolta's Approach
Improving the Quality Assurance System
Taking Steps to Ensure Safety
Taking Steps to Improve Quality

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures and KPIs

● Reinforcing efforts to ensure safety when using products and services

KPI	Results			Targets			
	FY2020	FY2021	FY2022	FY2022	FY2023	FY2024	FY2025
Number of serious product-related accidents*	0	0	0	0	0		
Major business losses related to product safety (JPY)	0	0	0	0	-		

* Serious product-related accidents refer to those accidents that cause serious harm to the product user's life and/or body and accidents that cause serious damage to assets other than the product.

* Scope of aggregation: All Konica Minolta products

See Social Data in ESG Data page for the results of previous years

Improving the Quality Assurance System

Taking various steps to improve the quality assurance system

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

Investigating Quality Problems via Regular Meetings

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

Addressing Market Quality Issues

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

Enhancing Product Safety Standards

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

Taking Steps to Ensure Safety

Expanding efforts to ensure product safety throughout the entire Group

Product Safety Training

Konica Minolta has developed a Group-wide product safety education system for technicians involved in design and development, manufacturing technology, procurement, and quality assurance. The courses are designed to increase technicians' knowledge of product safety issues and increase their awareness of potential problems. We have also created refresher courses for those who wish to continue to acquire knowledge and stay aware of the latest developments and they can be repeatedly taken. A questionnaire was given to trainees after the course was finished to verify that it is benefiting them in their actual work. The results have been fed back to the training planners to help improve the content of the program. Going forward, Konica Minolta will continue to improve employees' product safety awareness and raise the level of their skills by providing continuing education.

Application of Risk Maps

Konica Minolta utilizes risk maps as a way to assess product safety. These maps describe the degree of risk by the severity and frequency of aftermarket accidents. Using these maps, the Group undertakes objective assessments of the risk of product quality problems in the market and evaluates the effect of countermeasures. The Group pursues high safety levels by using the risk maps as risk assessment tools in the development process as well.
Specifically, the Business Technologies Business and the Healthcare Business consolidate, scrutinize, and identify, in accordance with stated rules, information provided by customers worldwide. With respect to information involved in product safety, they apply risk management techniques. By clarifying its criteria, the Group can respond quickly to the market, determine essential causes, and improve procedures.

Safe Product Design Based on Combustion Test Data from a Laboratory

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

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

Taking Steps to Improve Quality

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

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

Konica Minolta is accelerating its Group-wide effort to disclose information regarding quality problems and cross-deploy countermeasures as a policy "One Konica Minolta." The goal is to increase sensitivity to quality issues, thereby resolving problems early on and ensuring better response.
As a specific measure of the cross-deploying efforts, the Group conducts Production Capability Assessments at production sites, including sites outside Japan. Members of each site serve as assessors in this effort to perform mutual cross-assessments of businesses. Assessments are designed to visualize issues at each site by quantifying different aspects, such as the 5S's (Sort, Straighten, Shine, Standardize, and Sustain), visualization, elimination of inefficiencies, and factory management. The 5S's and visualization are intended to encourage proactive improvements on the production floor by presenting ideals as guidelines. Additionally, good practices are cross-deployed by sharing assessment results and examples of initiatives from each site on the company intranet.
From fiscal 2019, measures were taken to further prevent quality fraud by making improvements based on the guidelines. Horizontal deployment of good practices was also promoted.
Specifically, all Konica Minolta Group production sites, including those overseas, conduct quality fraud prevention self-assessments based on the guidelines, and the results are verified by Quality Management Operations. We also provide training to maintain and raise awareness of the importance of quality.

Initiative for the Development of Quiet Products

Konica Minolta is pursuing the development of quiet products that do not disturb the office environment by measuring and analyzing various sounds that are generated by MFPs and printers. As part of this effort, the company carried out joint development with a university to find a method for analyzing noise generated by products. After devising a method, the company could predict the noise level of planned products, thereby facilitating the development of quieter office products for more pleasant work environments.
Konica Minolta has obtained ISO/IEC 17025* accreditation for testing product noise levels. By utilizing its test laboratory with world-class acoustic characteristics, the company is able to carry out the in-house acoustic measurements needed to apply for Germany's "Blue Angel Mark" eco-label.

The inside of the acoustic test laboratory

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

Verifying a Variety of Paper Types

In commercial printing, customers require the ability to print on various kinds of stock, including heavy-weight, light-weight, glossy, and rough-finish papers. Regarding MFPs in offices, the use of recycled paper or thin paper is increasing due to consideration for the environment.
In response to these needs and to make products compatible with more types of paper, Konica Minolta is conducting verification of image reproduction and paper feeding on a diverse array of paper types. The characteristics of several hundred types of paper from around the world are measured, and the optimal settings for each type are verified by conducting printing tests on actual MFPs.
Based on the measurement and verification results obtained, the optimum printing conditions for each paper type are "packaged," and profiles are created to enable high-quality printing on various papers. By equipping its digital printing presses with these paper profiles, Konica Minolta delivers highly reliable condition settings for various types of paper. This in turn enables even greater operating efficiency for customers. In addition, a sensor in the printer automatically detects the type and weight of the paper being fed and selects the optimal settings from the on-board paper profiles, making operation simpler and skill-free.

Media Evaluation Center

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Customer Satisfaction and Product Safety

Enhancing the Security of Products and Services

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Konica Minolta's Approach | Promoting Secure Development and Operation Processes
Gathering and Addressing Vulnerability Information | Responding in the Event of a Product Security Incident

Konica Minolta's Approach

Background and Issues

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

Vision

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

Key Measures and KPIs

Complete elimination of serious product security incidents

KPI	Results			Targets			
	FY2020	FY2021	FY2022	FY2022	FY2023	FY2024	FY2025
Number of serious product security incidents*	0	0	0	0	0		
Major business losses related to product security (JPY))	0	0	0	0	-		

* Serious security incidents refer to those product security incidents that cause serious and significant harm to the products and services user's business

Promoting Secure Development and Operation Processes

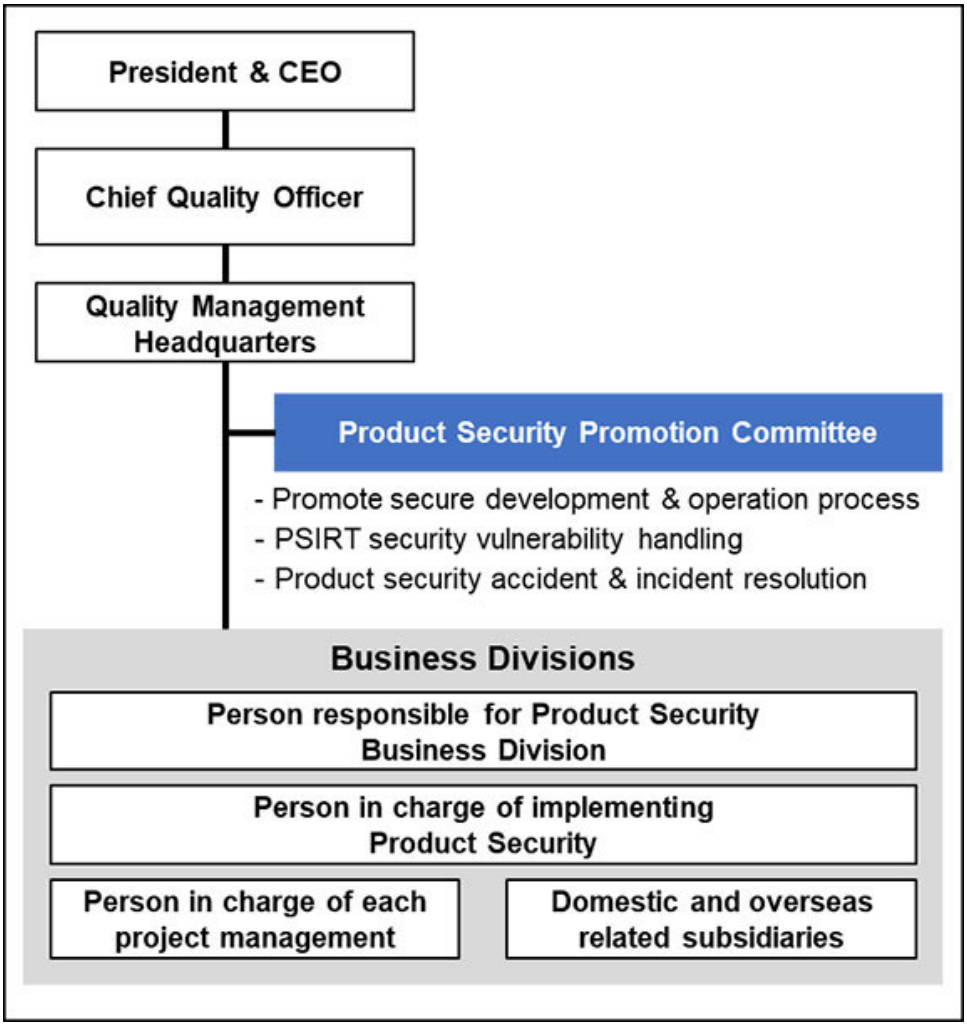
Konica Minolta is committed to developing and operating secure products and services.

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

Product Security Guidelines

Konica Minolta has established 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 to all products and services of the Konica Minolta Group. This commitment lasts the entire life cycle, from the planning and proposal of products and services to their disposal and end of service, and includes the supply chain, such as development and operation contractors and suppliers. In addition, Konica Minolta regularly holds company-wide product security promotion meetings to discuss product security issues, and strives to continuously enhance its security level by sharing information on the most effective practices from inside and outside the company.

Company-wide promotion system



Konica Minolta, Inc. established a company-wide system for implementing product security, giving the Chief Quality Officer responsibility for it. Under the supervision of the Quality Management Headquarters, the company is expanding the product security promotion activities to all of business divisions.

Threat Analysis and Security Measures

When developing products and services, Konica Minolta conducts threat analyses in the upstream stage of development in order to eliminate system design vulnerabilities and prevent security incidents from occurring down the line. Envisioned security threats to assets that need to be protected are comprehensively identified, and security measures to counter those threats are studied and reflected in the requirements definition.
Moreover, Konica Minolta set up a Secure Development CoE consisting of internal security experts to assist the improvement of professional skills related to product security in each department.

Vulnerability Assessment

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

Secure Operation and Maintenance

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

Product Security Education

Konica Minolta has prepared several educational programs for employees to ensure the implementation of secure development and operation processes with the aim of improving employee awareness and skills in product and service security. The company held programs new employee education, product security general education, and threat analysis workshops, executes product security education for all employees involved in products and services which are to be security considered. The company will continue to expand and enhance its educational programs, aiming for a higher level of understanding.

Gathering and Addressing Vulnerability Information

Konica Minolta will continue to gather and address vulnerability information after shipment and/or operation commencement of products and services, to continue providing safe and secure products and services.

Gathering and Addressing Disclosed Vulnerability Information

New vulnerability information for software is discovered and reported daily. More than 20,000 new vulnerabilities (actual result in fiscal 2021) were reported by NIST's[*2] NVD[*3] in the United States in that one year alone. That is why it is necessary to gather vulnerability information and address the vulnerabilities even after the launch of products and services. Konica Minolta monitors this information on a daily basis, including open databases of vulnerability information other than NVD. This allows Konica Minolta to catch information that may affect its products and services at an early stage and spread it throughout the company while implementing countermeasures and mitigation steps as necessary to reduce risks for affected products and services.

*2 NIST: National Institute of Standards and Technology

*3 NVD: National Vulnerability Database, released by NIST

KONICA MINOLTA PSIRT

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

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

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

*4 PSIRT: Product Security Incident Response Team

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

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

*7 PSIRT Services Framework: https://www.first.org/standards/frameworks/psirts/psirt_services_framework_v1.1

*8 ISO/IEC 29147: Information technology — Security techniques — Vulnerability disclosure: https://www.iso.org/standard/72311.html

*9 ISO/IEC 30111: Information technology — Security techniques — Vulnerability handling processes: https://www.iso.org/standard/69725.html

*10 Information Security Early Warning Partnership Guideline: https://www.ipa.go.jp/security/english/about_partnership.html

Responding in the Event of a Product Security Incident

In the event of a product or service security incident in the market, Konica Minolta will strive to respond promptly.

Escalation System in the Event of a Product Security Incident

Konica Minolta works to prevent security incidents through secure development and operation processes and to gather and address vulnerability information after launch, but the possibility of problems caused by design bugs and operational oversights or errors is not zero. In addition, cyber-attack methods continue to become subtler and more sophisticated, making it nearly impossible to completely eliminate security incidents.
Konica Minolta responds to market quality issues based on its Group Market Quality Control Rules. In the event of a product or service security incident, it registers information in a Group-wide serious accident report database, the same as when product quality-related issues occur, and immediately sends the information to relevant persons within the company, including the Chief Quality Officer. Information is also sent to the Chief IT Officer and to CSIRT, and a company-wide effort is made to quickly recover from security incidents, analyze their causes, and prevent recurrence. In the unlikely event of a leakage of a customer's confidential information or personal information due to an incident caused by a product or service, Konica Minolta will apologize and explain the facts to the customer and promptly report the incident to the relevant authorities and organizations.

Customer Satisfaction and Product Safety

Creating New Quality Value

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

Click to jump to the corresponding section in this page

Konica Minolta's Approach
Working to Improve Customer Relationship Management
Creating a Quality Assurance System in Service Business Areas in the IoT Era
Creating Customer Value through Design Thinking
Support Systems

Konica Minolta's Approach

Background and Issues

Long-term customer relationships are essential to the success of Konica Minolta's businesses in office equipment, medical devices, measuring instruments, and other products. In the service business domain in particular, we need to stay close with our customers even after providing services by responding to their increasingly diverse and sophisticated needs and anticipating potential challenges.Consequently, Konica Minolta understands the importance of visiting customer sites in order to build trusting relationships, foster collaboration, and 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.
Konica Minolta will continue to incorporate design thinking to derive the value truly sought by customers and provide products and services from a more customer-focused perspective.

Key Measures

- Continue conducting satisfaction surveys and implementation of improvements based on these results

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.

Specialized Organization Closely Connected to the Customer Created to Provide Customer Value

We have created a specialized organization to increase the speed of decision-making and implementation of mounting and build stronger relationships of trust with customers in areas such as industrial and textile printing, where requests for customization from customers are frequent. The specialized organization works closely with the development, quality assurance, customer service, and business divisions to communicate directly with customers, which enables it to quickly respond to special media, provide optimal customization of workflows and software, and make functional improvements that increase equipment reliability. These customer-focused efforts and requests have helped us to increase customer print volume and the number of new installations.

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® for these points of contact. In fiscal 2019, the system was expanded to more countries, and in fiscal 2020, a service improvement process was started based on the system. It will enable the needs and negative experiences of every customer to be ascertained in real time, in order to make rapid improvements. The Division is working to further improve its NPS® by developing PDCA cycles to address overall issues brought to light by the NPS® surveys, and individual customer issues identified by the transaction survey.

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

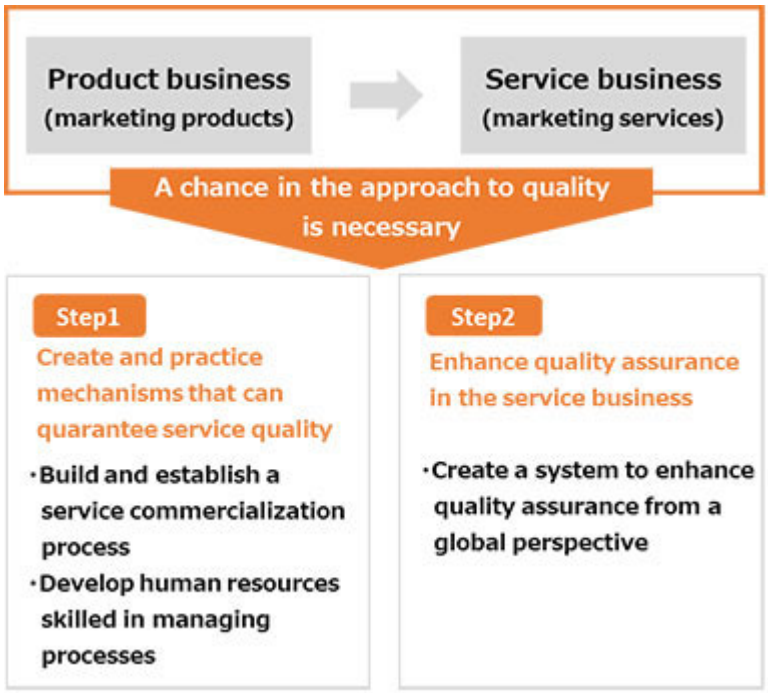
NPS® survey has expanded the number of countries in which it implements PDCA cycles. As of April 2023, the program has been deployed in 25 countries, including Japan, the United States, Europe and the Asia Pacific region. The NPS® survey results have improved every year since the full-scale global survey in fiscal 2014. In fiscal 2017 the score was 9 points higher than in fiscal 2014, thereby achieving the high target that was set. The fiscal 2018 score fell to just 6 points* above fiscal 2014 level, but by fiscal 2020 the score was back up, to 11 points above the fiscal 2014 level. In fiscal 2020, the score improved by 11 points over fiscal 2014. However, in fiscal 2021, NPS® declined significantly* due to a drop in customer satisfaction related to product delivery and toner shipping. In fiscal 2022,NPS® improved in Japan, Asia Pacific, and some regions of Europe, but declined compared to the previous year, although the decline stopped in the U.S. and some European regions in the first half of 2022. Konica Minolta takes these results seriously and will continue to work to regain its customers' trust by pursuing customer care projects and other measures.

* Due to a global hardware shortage and toner supply delays caused by toner production accidents at Konica Minolta in fiscal 2021, which greatly inconvenienced customers

We also measure customer satisfaction in our Healthcare and Industry businesses and leverage the results to improve product and service quality to satisfy customers.

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

In service business areas, 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 building and 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.



Creating Customer Value through Design Thinking

Developing Quality Improvement Activities from the Customer's Perspective

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

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

Promoting Service Development Using Design Thinking

Led by the Design Center, and with cooperation from the business divisions, Konica Minolta is introducing design thinking and developing value-added services based on a customer perspective, rather than a manufacturer's perspective.
Design thinking is the process and mindset of defining issues based on empathy for the customer, generating ideas based on issues, and refining value.

Through the incorporation of design thinking, Konica Minolta is 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

Support Systems

System Built to Provide Globally Uniform Support

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

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

The Customer Relations Department of Konica Minolta's Business Technologies Business has established a CR Master's Program, an education and certification program that systematizes the company's unique customer relations activities with the purpose of improving the skills of personnel who promote customer relations at sales companies around the world.
Later, the sales companies that participate in this program requested that a training program be made available to all employees, not just customer relations members. Konica Minolta met these requests in fiscal 2017 by establishing Customer Relations White Belt, an e-learning program that provides an overview of the customer-centric approach and action guidelines for front-line members.
Clear and succinct training materials were prepared in both English and Japanese, and shared with all sales companies. They were well received by those companies, which have already started using them for training. Translations will be needed for several sales companies where the local language is not English or Japanese, but these materials have already received high praise from sales companies that have begun the training.
In fiscal 2020, Konica Minolta opened a community site for CR promoters, aiming to improve the quality of CR activities globally by sharing examples of CR activities in each country.

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

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

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

Promoting the Adoption of Remote Maintenance

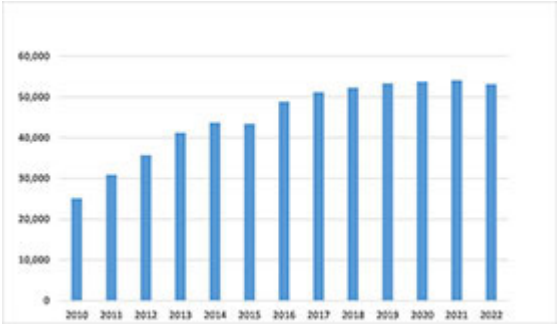
Products provided by the Healthcare Business are used in life-threatening medical settings, so there is a need for especially rapid responses to product failures and problems. Konica Minolta has established a call center that is operating around the clock, every day of the year, to eliminate interruptions on the medical frontlines. The company established key performance indicators (KPI) focusing on reduction of customer wait time on the phone, improvement of the call center's ability to resolve problems on its own, and improving customer satisfaction. It works to provide better services in all of these areas.
As part of that effort, the call center in Japan has been actively promoting the adoption of remote maintenance for the quick resolution of problems by remotely operating products at customers' locations through the Internet. This allows problems to be fixed remotely without having to send out customer engineers, while reducing downtime for products and services and shortening diagnostic interruptions in healthcare settings.
In fiscal 2021, around 70% of the calls received by the call center were from customers using remote maintenance. As a result, downtime has been shortened by about 50,000 hours per year,*1 representing an approximately twofold reduction in downtime compared to fiscal 2010. The use of remote maintenance has also cut down on driving by engineers, thereby lowering gasoline consumption and CO2 emissions.
In fiscal 2017, Konica Minolta became the first company in the Japanese healthcare industry to obtain COPC certification,*2 and it will continue to maintain and develop the quality of its call center by meeting the strict certification standards.

*1 Calculated based on Konica Minolta's indicators

*2 COPC certification: An international quality standard for call centers only provided to organizations with outstanding performance.

Remote Maintenance System

Reduction in downtime



Customer Satisfaction and Product Safety

Providing Useful Products to Meet Social Needs

Basic Concept and Management System | Konica Minolta Quality Policy
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Universal Design Security Functions for MFPs

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.

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

Universal design Examples of initiatives for MFPs (multi-functional peripherals) in the United States

Example 2: CUD Certification Obtained for Color-measuring Instruments

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

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

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

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

CM-5 Spectrophotometer

Security Functions for MFPs

Offering document security management as a standard feature

Document Security Solutions

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

User Authentication

This function can restrict access for individual users.

Department Management

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

Network Security

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

Memory Erase

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

Box Security

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

PDF Encryption

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

Ensuring the Reliability of Security Features

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

Biometric Security Solutions

Reliable and quick security management using finger vein authentication

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

AU-102 Biometric Authentication Unit

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

Use of Artificial Intelligence

Click to jump to the corresponding section in this page

Background and Issues | Basic Concept | Our Vision | AI Governance Structure | In-House Training

Background and Issues

Konica Minolta's management vision is "Imaging to the People," and the Company has been striving toward two goals: "Support people to achieve their own purpose" and "Realize a sustainable society." To achieve this vision, the Company has been actively using AI in the development of products and services, as well as in its corporate activities, including R&D, manufacturing and sales.

Introduction to AI-based Technologies

- Technologies of Konica Minolta
- FORXAI Platform for Image IoT

On the other hand, the inappropriate use of AI can cause various problems, including privacy or human rights violations. In our view, the appropriate and active use of AI in the imaging technology field, where Konica Minolta's roots and strengths, will lead to The Creation of New Value as stated in our corporate philosophy. To that end, we must establish an AI governance structure within the Company and improve the AI literacy of all employees. In addition, the use of AI that we encourage is not the restriction of modern technology use, but to assure that we use the technology safely and securely. To achieve our management vision and realize sustainable growth, we must provide reliable AI technologies, co-create with customers, partner companies, research institutions including universities, and actively participate in outside initiatives.

Basic Concept

We seek to achieve a better, human-centric society through appropriate and active AI use.

As a company that operates globally, we share a common Groupwide understanding of the appropriate use of AI, and we will work together to achieve a better, more human-centric society through its active use. We instituted a basic policy in June 2021 based on this underlying approach.

- Konica Minolta Group Basic Policy on the Use of Artificial Intelligence

Our Vision

Establish AI Governance Structure and Improve Employees' AI Literacy

To ensure that we use AI in accordance with the basic policy at Konica Minolta, we will establish an internal AI governance structure and conduct risk assessments in each department. We will also conduct risk assessments throughout the entire lifecycle, from the planning stage to the operational stage.
In addition, to improve all employees' AI use literacy, we will provide AI use training every year. We will also provide training tailored to a specified target, including those who conduct risk assessments and those in leadership positions. Moreover, we will hold lectures by internal and external experts for employees to keep them well-informed about the use and application of AI.
The above initiatives are already underway at Japan Group companies, and we will gradually expand them to Group companies in other regions and countries.

Collaboration with Customers, Partner Companies, and Research Institutions Including Universities

Through the exchange of information with customers, partner companies, and research institutions including universities, and participation in related organizations, we will cooperate with stakeholders to help achieve a human-centric and sustainable world.
In addition, we will submit and present academic studies to widely communicate our efforts to the world, collect the latest information, and exchange views that will lead to further improvement.

AI Governance Structure

To ensure that we appropriately use and apply AI throughout the Konica Minolta Group, we have established the Responsible AI Office, a cross-Company organization consisting of all divisions involved in the use and application of AI.
In cooperation with those appointed to be in charge of promoting AI use in each business division, the Responsible AI Office supports developers to conduct proper risk assessments at the product planning stage, and also trains and educates all employees.

The AI Ethics Review Committee, which consists of the directors in charge of the divisions involved in AI use, internal AI technology experts, and external AI ethics experts, reviews the results of the risk assessments submitted by each division. The AI Ethics Review Committee meets every other month to review such matters and to share the latest information on social trends regarding AI use, which helps to improve our Companywide initiatives.

Risk Assessment

We have created our own in-house checklist for the use and application of AI with reference to various guidelines. When we use AI for new products or services, each division conducts a risk assessment at the product planning stage using this checklist, and the AI Ethics Review Committee reviews the results to reduce the risk of problems arising from the inappropriate use of AI. We regularly review and improve the checklist as we accumulate case studies with various teams including business divisions.

In-House Training

Since fiscal 2021, we have been working to improve the AI literacy of employees by providing in-house training for all Japan Group company employees to put our basic policy into action considering the AI ethics-related problems arising in society and our approach to them. To date, approximately 10,000 employees have taken the training. In addition to continuing our annual training for all employees, we will also provide specialized training tailored to a targeted audience including risk assessment personnel to improve their skills.

Contributing to Society

Basic Concept

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

For smiling faces around the world

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

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

Konica Minolta's Philosophy and Social Contribution

In order for a company to be sustainable, it must continue to grow while helping to solve the challenges facing society. In other words, it must create value for both its business and the broader society.

Companies today are increasingly expected to address various social issues, such as those identified by the Sustainable Development Goals (SDGs) adopted by the United Nations in September 2015.

In fiscal 2020, Konica Minolta established a long-term management vision for 2030 and summarized it with the phrase “Imaging to the People.” The Company clarified the direction of its medium and long-term value creation for solving social issues. By backcasting from its vision for 2030, it formulated the medium-term business plan, DX2022, and in fiscal 2023, it formulated a new medium-term business plan with fiscal 2025 as the final year. While supporting business transformation for the people who work on the frontlines of various industries and sectors, Konica Minolta seeks to build a world where more people can lead fulfilling lives and feel motivated and happy.

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

Konica Minolta's Contribution Fields and Strategy

Konica Minolta looks ahead to anticipate social issues 10 years from now and articulates the social value it must provide to help solve them. The company has identified important material issues for priority focus. The aim is to better align business activities with resolution of social issues.

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

- **Healthcare** — Konica Minolta supports the aging societies and the health of working women with its technologies. It aims to detect disease early, improve the quality of life for every individual, and support healthy, high-quality living.
- **Environment** — as a manufacturer, Konica Minolta not only works on responsible production in the scope of its value chain, but also expanding its contribution to local communities and external parties in order to reduce the environmental impact of society as a whole.
- **Education and academics** — Konica Minolta is helping to provide science and engineering education for the next generation of young people who will lead the development of the digital society of tomorrow. The company also makes broad contributions to technological progress through academic societies and the Konica Minolta Science and Technology Foundation.

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

Konica Minolta's Social Contribution Achievements

During the fiscal 2022 (the fiscal year ended March 2023), Konica Minolta group companies worldwide collectively made financial contributions of approximately 187 million JPY, in-kind donations of 55 million JPY equivalent, and manpower participation of 84 million JPY equivalent through its social contribution activities.

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

Contributing to Society

Health, Medicine, and Sports

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

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

Helping to Solve Social Challenges Through the Digital Transformation of Nursing Care Facilities

Japan has become a super-aged society. According to the Ministry of Health, Labour and Welfare, it is estimated that Japan will be about 340,000 caregivers short of what it needs by 2025, and the cost of the nation's long-term care insurance system continues to rise.

The government of Japan has made a major shift to scientific nursing care in order to promote care that supports independent living. This emphasizes measures to curb the need for nursing care as a cost control measure. However, many nursing care facilities in Japan have not yet fully embraced IT and IT literacy.

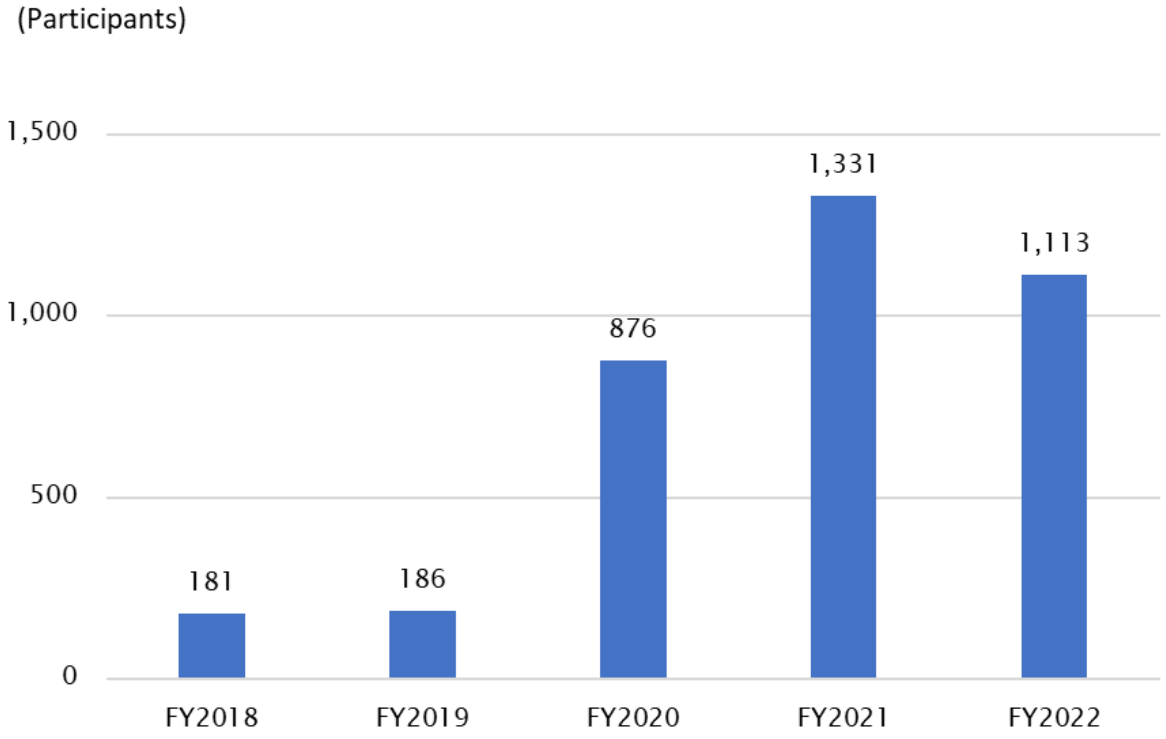
To help, Konica Minolta regularly holds free seminars for nursing care providers to help their facilities embrace the digital transformation necessary to enable scientific nursing care. The company is working to help bring IT to these facilities, for instance by providing accessible explanations of scientific nursing care and systems while presenting case studies of actual digital transformation of care facilities.

Konica Minolta began hosting its own seminars in fiscal 2018. The introduction of webinars in fiscal 2020 greatly increased the number of participants, and as of the end of fiscal 2022, a total of about 3,600 people have attended these events.

Since starting in 2016 to commercialize and promote Care Support Solutions, which transform nursing care workflows using ICT, Konica Minolta has been developing services that help improve the quality of life for care recipients. Based on the HitomeQ brand concept of "working with customers to create a world where all stakeholders beam with anticipation," Konica Minolta aims to use HitomeQ Care Support* to work with and help transform nursing care sites.

* Konica Minolta's HitomeQ Care Support is a service that improves quality of care and operational efficiency. It does this using sensors and smartphones and by employing proprietary image sensing technology and behavior analysis. In addition to system delivery, Konica Minolta provides full system support. This starts with identification of issues through operation diagnosis, and includes installation support, the creation of an organization that can effectively utilize ICT, and even support for ongoing data-based care operations.

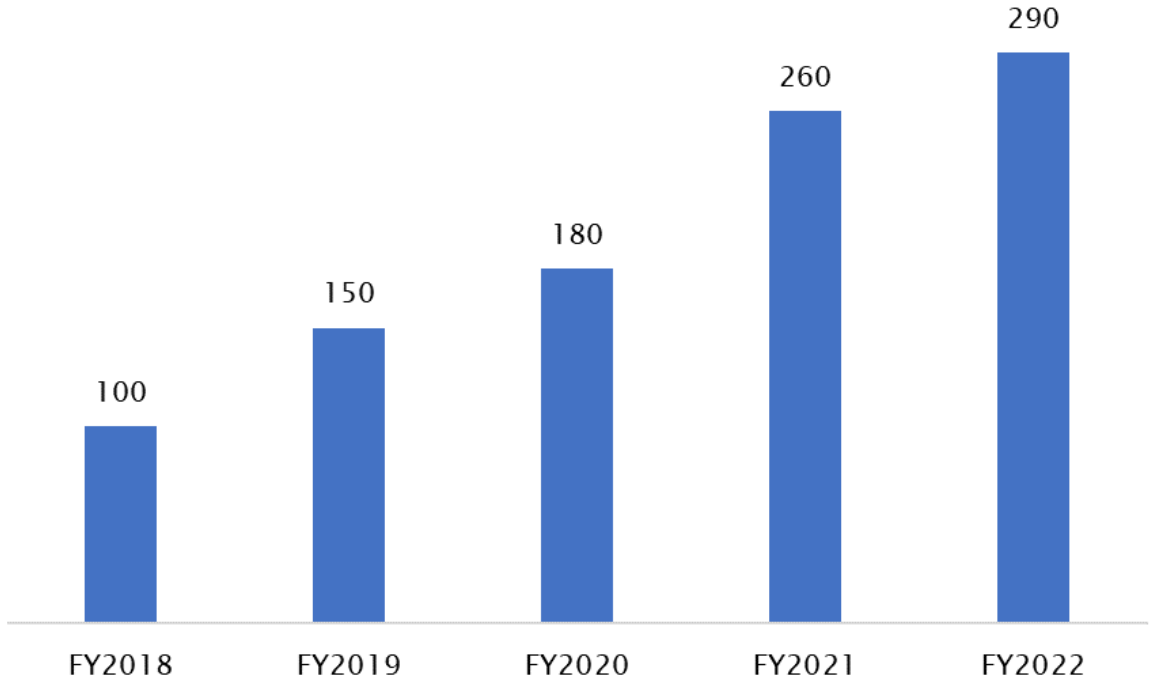
Participants at Konica Minolta Seminars



Starting in fiscal 2020, the event has been held online, bringing in 6.0 times more participants in fiscal 2022 than in fiscal 2019.

Facilities That Have Adopted HitomeQ Care Support

(Index with the fiscal 2018 figure set at 100)



The number of facilities that have adopted the Konica Minolta system has increased 2.9 times in four years.

Cooperating in a Project to Eradicate Kernicterus to Reduce Neonatal Mortality (Myanmar)

Transcutaneous bilirubinometer donation ceremony held at Yangon Children's Hospital on December 27, 2019

Taking a baby's measurements using a JM-105 transcutaneous bilirubinometer

Konica Minolta participated in the Kernicterus Eradication Project, an international development promotion project for medical technologies, commissioned by Japan's Ministry of Health, Labour and Welfare, with the National Center for Global Health and Medicine as the responsible entity, conducted in Myanmar from 2017 to 2019. Konica Minolta lent and maintained necessary measuring instruments and analyzed data.

The neonatal mortality rate in Myanmar is said to be about 20 times that of Japan, and kernicterus is thought to be one of the causes. This disease causes abnormal brain functions and cerebral palsy when the concentration of bilirubin, the substance that causes jaundice, exceeds a certain level in newborns in the early stage after birth. In the past, Kernicterus was considered to be one of the three major causes of cerebral palsy in Japan, but it decreased markedly due to early detection and treatment using measuring instruments (transcutaneous bilirubinometers). Due to lack of expertise and resources, rigorous jaundice management was difficult in Myanmar, where there existed no effective early detection system.

In light of this, the goal for the project was set as establishing and spreading a jaundice management process appropriate for the local situation. Dr. Saneyuki Yasuda of Kagawa University Hospital led the project, which started by collecting data with the help of the Myanmar Pediatric Society. Konica Minolta provided training in jaundice management to public birthing center personnel, including the largest obstetrics departments in Myanmar: Yangon Central Women's Hospital and West Yangon General Hospital, both in the heart of Yangon. Konica Minolta donated eleven JM-105 transcutaneous bilirubinometers to the Myanmar Pediatric Society.

In 1980, Konica Minolta was the first company in the world to develop a transcutaneous bilirubinometer, contributing to the eradication of kernicterus in Japan. Using this project as a model case, the company will continue to contribute to the spread of jaundice management in Asia.

Early Detection of Breast Cancer

Konica Minolta's Pink Ribbon campaign symbol

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

› Digital Mammography Products

Raising Awareness of the Importance of Early Detection of Breast Cancer

China

Women's Health Forum

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

Supporting Cancer Advocacy Organizations

The Konica Minolta Group provides support for organizations that assist breast cancer patients and their families in each area.
In North America, Konica Minolta Healthcare Americas, Inc. assists the Susan G. Komen organization and other organizations.
In Australia, Konica Minolta Business Solutions Australia Pty. Ltd. helps out the Breast Cancer Network of Australia.
In the UK, Konica Minolta provides a range of support to each organization, including monetary donations, donations of its office equipment and supplies, and participation by employee volunteers at charity events and fund-raising activities. Employees of Konica Minolta Business Solutions (UK) Ltd., for example, participate in a charity run organized by Alma Zois-Panhellenic Association of Women With Breast Cancer.
Konica Minolta also supports organizations related to various kinds of cancer across the world, in Northern America, Australia, Malasia, etc.

Social Contribution in Local Sports

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

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

Contributing to Society

Environmental Actions in the Society

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

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

Konica Minolta's Environmental Strategy and Social Contribution

Japan

Open environmental conference organized by Konica Minolta

Energy saving diagnosis at customer's factory

Protecting the global environment is a challenge facing all humankind. Konica Minolta promotes environmental conservation by making charitable donations and encouraging the volunteer activities of its employees. Konica Minolta also shares its environmental management expertise with stakeholders, including customers and business partners. The company aims to expand the environmental efforts of its stakeholders in order to accelerate their efforts to reduce environmental impact.

Konica Minolta shares its environmental management expertise via seminars and lectures, not only for companies but also for local governments and academia. The company holds environmental seminars for companies and organizations across various industries and fields. Since fiscal 2014, a total of 2,555 companies and organizations, or 5,614 people, have participated.

To help clients and other companies reduce their environmental impact, Konica Minolta engages in Green Marketing activities. This involves sharing them with Konica Minolta's know-how and tools that are useful for improving environmental management. These activities have helped strengthen the relationship with these companies and create business opportunities, which has then led to product and service transactions. In addition, Konica Minolta engages in Carbon Neutral Partner activities to help business partners reduce their environmental impact and costs.

Going beyond addressing its own environmental impact, Konica Minolta is working to reduce the impact of society as a whole. It does this by assisting various stakeholders, such as customers, business partners, and local communities, to reduce their own environmental footprint.

- Konica Minolta's environmental policy
- Eco Vision 2050
- Green Marketing activities
- Carbon Neutral Partner activities

Supporting a Charity for Protecting the Japanese Red-Crowned Crane

Japan

Not long ago, the number of red-crowned cranes* indigenous to Japan plummeted due to the deterioration of their native habitat. 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 1,900. Konica Minolta has been a supporter of the crane-protection activities since the establishment of the sanctuary. As part of this effort, Konica Minolta co-sponsors the Konica Minolta Japanese Red-Crowned Crane Charity.

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

- Tsurui-Ito Tancho Sanctuary

Beekeeping with the Aim ofBiodiversity

France

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

Beekeeping on the roof

Contributing to global reforestation with the Arbor Day Foundation

U.S.A.

Konica Minolta Business Solutions U.S.A. raises the sustainability awareness among its employees by offering the opportunity to participate in volunteer activities with non-profit organizations. For the past several years, it has supported the non-profit Mahwah Environmental Volunteers Organization (MEVO) through volunteering and donations.
Volunteers help plant and harvest crops while learning about the local environment, as well as sustainable gardening and agriculture. For the past several years, Konica Minolta has worked with the Arbor Day Foundation and has helped plant more than 20,000 trees in areas where forest fires have recently occurred.

New York/ New Jersey Trail Conference

Employees participating in Mahwah Environmental Volunteers Organization (MEVO)

Supporting Environmental Conservation Activities in Australia

Over the years, Konica Minolta Business Solutions Australia Pty. Ltd. has raised funds and sent employee volunteers to support organizations which work to protect the environment. Most recently, for Landcare Week in fiscal 2017, 25 employees took part in weed removal and native tree planting in a bushland area.

Supporting Forest Conservation Activities

Japan

Konica Minolta is a participant and a partner in a variety of forest protection initiatives. One of these is the Takao Forest Society. Focusing on the natural vegetation in the national forest located in Uratakao, in the western part of the Tokyo Metropolis, the Society aims, by thinning the trees, planting more, clearing undergrowth, and so on, to re-create a lush forest where coniferous trees mingle with broad-leaved varieties. Konica Minolta is a corporate member of the Society, and its employees take part in the Society's activities, working up a sweat for the cause of fostering better forests. In addition, the printing of their quarterly newsletter is provided by Konica Minolta, using own digital printing system.

Konica Minolta also sends out employee volunteers to take part in environmental conservation activities, conducts community cleanups around its sites, and provides support to organizations at sites around the world.

Partnership between KMBSF and ONF

France

Konica Minolta Business Solutions France (KMBSF) has developed a new partnership with ONF (Office National des forêts [national bureau of the forests]) in order to strengthen its support for France's ecosystems. ONF is one of France's major biodiversity actors.

This partnership has two components:

- Konica Minolta will support biodiversity preservation projects around France, and its employees will participate.
- For each sale of a Second Life device, KMBSF will financially support the Corra Pond restoration project in the forest of Saint-Germain.

This is a picture of Corra Pond. It is located near Paris and is one the main biodiversity projects KMBSF has decided to fund in partnership with the national forest preservation organization.

Contributing to Society

Scholarship, Research, and Education

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

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

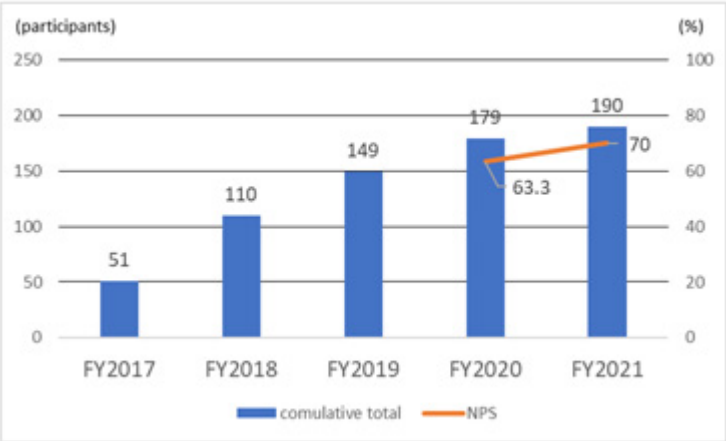
Developing the IoT Talent of the Future

Japan

FY2021 Hackathon participants

Konica Minolta promotes human resource development by providing young people with opportunities to take on challenges. By holding various events focused on AI and imaging IoT technology, the company aims to raise up young innovators who will help solve the problems facing the world today by making the most of these cutting-edge technologies to innovate. Konica Minolta has been able to attract outstanding human resources with the programs it sponsors, and this has led to the recruitment of talent in technology and the growth of its priority imaging IoT business.
By hosting hackathons, ideathons and programs that shape ideas, Konica Minolta has been providing opportunities for experiences that create new value. Since 2017, about 30 motivated students have been selected each time for these activities, with a focus on graduate students, undergraduate students, junior college students, and vocational school students. The company's imaging IoT engineers also participate in these events as mentors, with the aim of deepening the students' understanding of imaging IoT through hands-on activities. The event participants have been very satisfied with their experiences. In fiscal 2020, a participant feedback questionnaire was added and the result shows a high Net Promoter Score (NPS) . Konica Minolta will continue to use the NPS to improve the quality of this program, which should in turn help to attract even more highly motivated students.
In addition, Konica Minolta co-sponsored the DCON competition (2020) for public and private technical college students from across Japan to create proposals for solving social issues using deep learning. The company also helps develop entrepreneurial human resources and those with strong deep learning skills, through online learning and other means.

Hackathon Participants and NPS



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.

Note: We last offered these lectures in 2019.

› Details of the "guest lectures" conducted by new employees

Helping Young People Form Careers

India

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

Supporting the Career Development of Women in the IT Industry

Germany
Czech Rep.

Workshop

Konica Minolta collaborated with the NGO Impact Hub and Czechitas on capacity building to support women's career development and to build up the IT knowledge of women in the Czech Republic and Germany.

As a program co-sponsor, Konica Minolta dispatched IT experts to workshops designed to enhance the IT knowledge and entrepreneurial knowhow of women who aspire to find employment in the IT industry, change jobs, or launchtheir own business.
The goal was to promote the career development of women in the IT industry and thereby encourage diversity in this industry.

Supporting Childhood Education

Children visiting the company on their graduation trip

Konica Minolta sees education of the next generation as vital to the world's future. This is why the Group provides various kinds of educational support.
In Northern America, Konica Minolta Business Solutions USA has continuously participated in Books2BETTER, a program that donates books to children, and Back to School program, which provides children with school supplies.

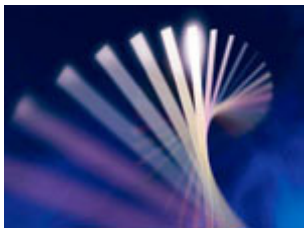
The Books2BETTER program calls on employees throughout the U.S. to help collect books to be donated to schools, libraries, non-profits, and other organizations for preschool children from low-income families.

In China, Konica Minolta supports Project Hope, a campaign launched in 1989 by the China Youth Development Foundation to promote school attendance among children. The support for this project started in 2006 with the donation of funds to cover the construction costs for building an elementary school in Zhuanghe, Dalian (Liaoning Province), and has been ongoing in various other ways.
Representatives of Konica Minolta Opto (Dalian) Co., Ltd., a company manufacturing optical lenses and other products, visit schools on China's annual Children's Day (June 1) to deliver grants and stationery.

Konica Minolta Opto (Shanghai) Co., Ltd., a company manufacturing optical lenses and other products, provides support for local elementary schools in order to improve the learning environment for the children of migrant workers.

Konica Minolta Science and Technology Foundation

Japan



The Konica Minolta Science and Technology Foundation grew out of the Tachibana Hozenkai Foundation, which was established in 1966 through the last will and testament of the late Sennosuke Sugiura, one of the founders of Konica Corporation, the predecessor of Konica Minolta, Inc. Tachibana Hozenkai's purpose was to contribute to the advancement of science and culture by providing support for research in the field of photographic science.
Taking over the activities of Tachibana Hozenkai in 1993, and later established as a public interest incorporated foundation, the Konica Minolta Science and Technology Foundation provides assistance and support for science and technology research (with a particular focus on the fields of light and imaging) with the aim of advancing science and technology, developing the arts and sciences, and promoting cultural enrichment.
Konica Minolta supports this mission and helps the Foundation fulfill it through donations and other financial support to continue and expand its activities.

› Konica Minolta Science and Technology Foundation (link to Japanese site)

Community Contribution through Planetariums

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

› Konica Minolta Planetarium Co., Ltd.

Contributing to Society

Disaster Recovery and Volunteerism

Konica Minolta supports disaster relief efforts in Japan and around the world. It also makes donations to support people with disabilities through company funds.

Basic Concept | Health, Medicine, and Sports | Environmental Actions in the Society
Scholarship, Research, and Education | Disaster recovery and volunteerism

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

Japan

Signing ceremony for disaster cooperation agreement

In fiscal 2014, Konica Minolta, Inc. signed a Disaster Cooperation Agreement with the city of Hino in Tokyo and the Hino Municipal Hospital. Under the agreement, the company installed a private electric generator at the well it owns at Tokyo Site Hino so that the well can be operated even during a power outage. The well can supply the large amounts of water needed during a disaster for dialysis and treatment at medical facilities as well as drinking and everyday water for community residents. Thus, the well was improved as the "Spring of Relief" disaster preparedness water resource. In fiscal 2021, the Company expanded the area of coverage to include Hachioji City, Tokyo, and it continues contributing to the safety and security of the community by cooperating with medical institutions and waterworks departments.

Participation in Efforts to Support Disaster-Affected Areas

Japan

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

Support for a Children's Sports Class

Japan

Soccer Class

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

Establishment of a Corporate Foundation to Assist People with Disabilities

France

Fondation d' entreprise

Fondation d' entreprise

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

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

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

Konica Minolta respects and observes international social norms and carries out fair and transparent corporate activities to be a global company that is vital to society. Corporate governance that contributes to sustainable growth and improvements in medium- and long-term corporate value requires that appropriate risk-taking be encouraged in management, while establishing and implementing highly effective oversight of business execution. With this in mind, Konica Minolta is building a corporate governance structure from the perspective of the supervisors.

Corporate Governance

- Corporate Governance System
- Internal Controls

Risk Management

- Communication with Shareholders and Investors

Compliance

- Basic Concept and Promotion System of Compliance
- Compliance Promotion Activities
- Putting Compliance into Practice

Information Security

- Konica Minolta Information Security Policy

> ESG data

Governance

Corporate Governance

Basic Views

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

- Basic Policy on Corporate Governance (290KB)
- Corporate Governance Report (817KB)

Corporate Governance System

- Basic views with regard to governance system
  - Basic Views
  - Structure of Corporate Governance Systems（As of June 20, 2023）
- Detail of Corporate Governance System
  - Board of Directors
  - Executive Officers
  - Nominating Committee
  - Audit Committee
  - Compensation Committee

Internal Controls

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

Corporate Governance

Corporate Governance System

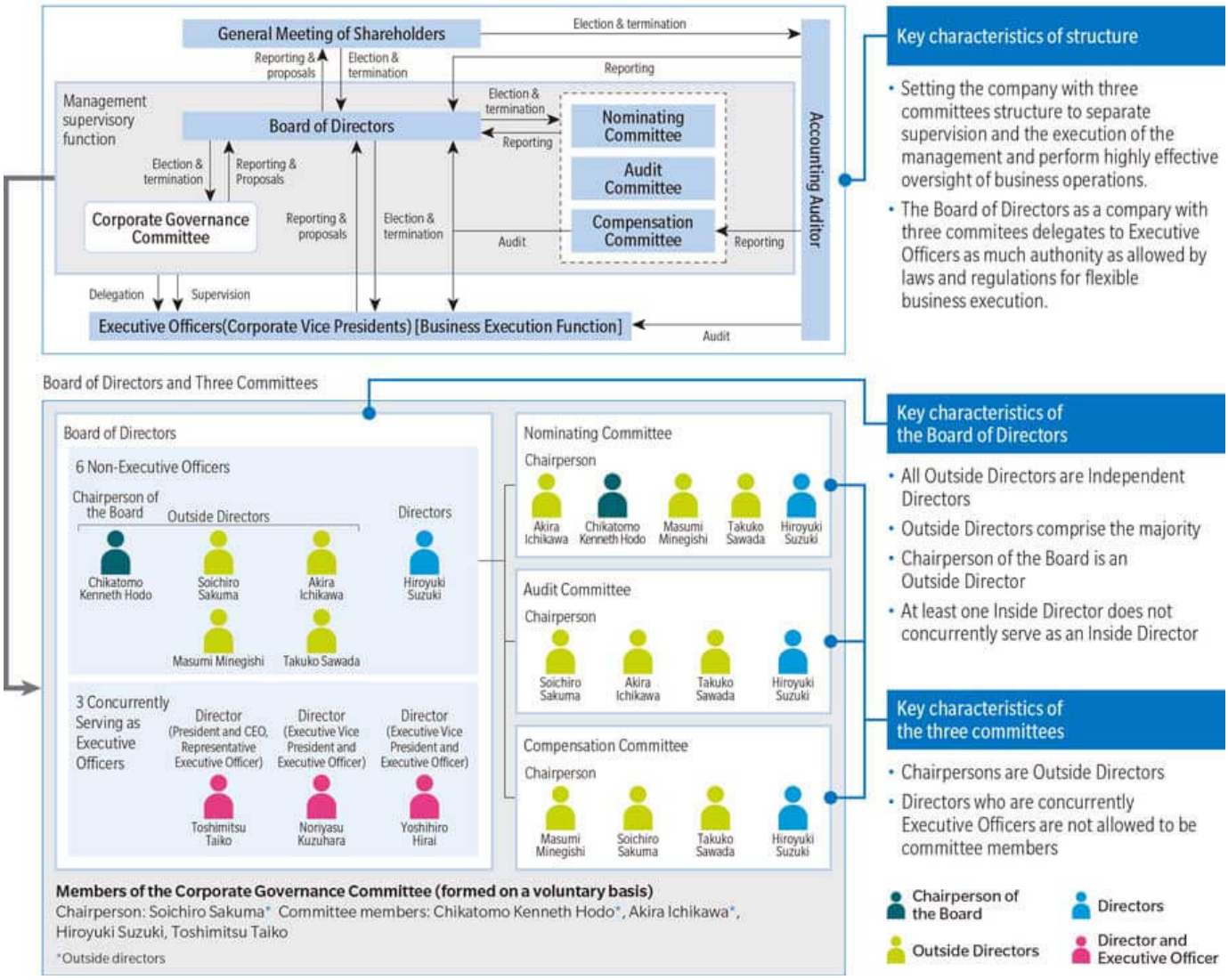
Basic views with regard to governance system

Basic Views

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

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

Structure of Corporate Governance Systems (As of June 20, 2023)



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.

Corporate Governance Commitee

The company established the Corporate Governance Committee on June 20, 2023. Since the ordinary general meeting of shareholders held in June 2022, Outside Directors have become the majority in the Board of Directors, and an Outside Director has assumed the chairpersonship of the Board of Directors. Accordingly, the establishment of the Corporate Governance Committee is aimed at reorganizing corporate governance and evolving it to a higher level. As a dedicated committee under the Board of Directors, the Corporate Governance Committee was established to comprehensively consider in a cross-cutting manner the overall design and operation of corporate governance, such as the formulation of operational rules that should be stipulated separately from the legal roles of each of the three statutory committees. The committee consists of about five members, with a majority of Outside Directors, and the chairperson is selected from among Outside Directors.

Governance Structure and Operations

- Operations of the Board of Directors
  - Operation
  - Attendance
  - Activities of the Board of Directors and the three committees
  - Provision of Information and Support System for Outside Directors
  - Training of Directors
  - Evaluation of Board of Directors Effectiveness
- Policy and Procedures for Appointing Director Candidates, and the Applicable Approaches and Standards, etc
  - Policy and Procedures for Appointing Director Candidates
  - The Applicable Approaches and Standards for Appointing Director Candidates
  - Description in the Reference Materials for the General Shareholder Meeting
- Executive System and Appointment of Executive Officers
  - Executive System
  - Selection or Dismissals of Executive Officers
- Compensation for Directors and Executive Officers
  - Compensation Policy
  - Indicators for Performance-based Bonuses, Reasons for the Selection of These Indicators, and Method for Determining the Amount of Performance-based Bonuses
  - Activities of the Compensation Committee, etc.
  - Amount of Compensation Paid to Directors and Executive Officers
  - Guidelines on Officer Ownership of Konica Minolta Shares
- Group Auditing System
  - Audit Committee System and Roles
  - Corporate Audit Division Systems and Role

Corporate Governance System

Governance Structure and Operations

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

Operations of the Board of Directors

Operation

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 2022 were as shown in the table below.

Furthermore, the attendance rate at meetings of the Board of Directors and the three committees for the five outside directors (Chikatomo K. Hodo, Sakie T. Fukushima, Soichiro Sakuma, Akira Ichikawa, and Masumi Minegishi) was 99.4%.

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 (listed companies) in principle.

	Board of Directors	Nominating Committee	Audit Committee	Compensation Committee	Total
Number of meetings	13	10	13	8	44
Attendance rates for all directors (%)	100	100	100	97	99.6
Attendance rates for outside directors (%)	100	100	100	95.8	99.4

Activities of the Board of Directors and the Three Committees in Fiscal 2022

1. Board of Directors
   In fiscal 2022, the Board of Directors' agenda was set under the Board Chair's policy which defines themes to be discussed by the Board of Directors in three areas of strategic impact, i.e., (1) Business Portfolio Transformation, (2) Improved Execution Capability and (3) Restoring Confidence and Trust, with some topics receiving further discussion at Directors' Roundtable Meetings. Business portfolio transformation was the subject of particularly intense discussion primarily at the Directors' Roundtable Meeting. The Board requested the executive side to make "business selection and concentration" a top priority. This led to the formulation of the 2025 medium-term business plan.

2. Nominating Committee
   In fiscal 2022, in accordance with the Director Election standards, the Nominating Committee engaged in careful discussion concerning the policy for selecting director candidates to optimize the following factors.

i) Board of Director

<Chairperson of the Board of Directors>

The Chairperson of the Board of Directors shall be appointed from among Directors who do not concurrently serve as Executive Officers as stipulated in the Articles of Incorporation of the Company. In the previous fiscal year, the Company has appointed an Outside Director as the Chairperson of the Board of Directors, who had a wealth of experience as an Outside Director of companies, as well as that of other companies, a deep understanding of the Company's governance, and was deemed appropriate as a leader in managing the Board of Directors based on aptitude. For the same reason, we have again selected an Outside Director to chair the Board of Directors.

<Total number of Directors and ratio of number of Directors>

In accordance with the following provisions of the Basic Policy on Corporate Governance, the Company decided to continue with the previous fiscal year's composition (total of nine Directors, of which five are Outside Directors, four are Internal Directors, six are Non-Executive Directors, and three Executive Directors), which has been confirmed by the Nominating Committee.

- 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.
- To ensure management transparency and supervisory objectivity, one-third or more of the total number of Directors are Independent Outside Directors, and Directors who do not concurrently serve as Executive Officers constitute the majority of the total Directors.
- To further enhance deliberations on making important management decisions, in addition to the President & CEO, Representative Executive Officer, several Executive Officers in charge of principal duties shall be appointed as Directors.

The Company believes that the number of Outside Directors should be five to six to enable both diversity of discussion and speed of decision-making.

<Number of Internal Directors who do not concurrently serve as Executive Officers>

Likewise, in order to comply with the following provisions of the Basic Policy on Corporate Governance and to ensure a certain level of audit quality as a full-time Members of the Audit Committee, the Company has decided to maintain the same composition (one member) as in the previous fiscal year.

- To enhance the management supervision function and to strengthen cooperation with the Independent Outside Directors as well as communication and coordination with Executive Officers, more than one Inside Director who do not concurrently serve as Executive Officer will be appointed.

ii) Candidates for Outside Directors

We have selected a new candidate who is expected to offer useful supervision and advice on the Company's management issues on the basis of their abundant, global-level knowledge of R&D, management strategy formulation, new business development and DX promotion.

iii) Candidates for Inside Directors

This fiscal year, we have selected a candidate for the position of Director who will not concurrently serve as an Executive Officer, who has extensive experience in internal audit and is expected to enhance the effectiveness of the Audit Committee as a full-time Audit Committee member. In addition to the President & CEO, two candidates were selected for the position of Director concurrently serving as Executive Officer: Executive Officer in charge of Corporate Planning and Strategy, and Executive Officer in charge of Accounting and Finance.

In addition, the Nominating Committee provides supervision and advice in response to reports from the President & CEO regarding the President's Succession Plan (fiscal 2022-).

3. Audit Committee

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

4. Compensation Committee
   In fiscal 2022, in parallel with discussions at the Board of Directors concerning the creation of the medium-term business plan starting from fiscal 2023, the Compensation Committee deliberated and considered a review of the compensation system to further strengthen incentives for achieving targets. As a result, some revisions were made in the "Policy for Determining Compensation." The main revisions are as follows:
   - Concerning the ratio of "fixed remuneration," "annual performance-linked monetary remuneration," and "stock-based remuneration" for Executive Officers, the ratio of "fixed remuneration" was reduced by 5%, and that 5% was transferred to "annual performance-linked monetary remuneration." This is intended to further increase incentives to work on key measures for each fiscal year of the medium-term business plan.
   - The indexes of evaluation for performance-linked monetary compensation for the fiscal year were revised to three indicators: current net income, total asset turnover, and KMCC-ROIC, in line with the policies and strategies of the medium-term business plan.
   - The evaluation indicator for (performance-linked) medium-term stock compensation was revised to ROE, and the CO_2 emissions reduction rate and employee engagement score were introduced as nonfinancial indicators.

Provision of Information and Support System for Outside Directors

1. Provision of Information to Outside Directors
   The actions described in Training of Directors below are taken.
   Also, each outside director is provided with information including the market trend, IR, and crisis management.

2. Supporting System for Outside Directors
   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 2022 are listed below.

   (1) Internal announcement event
   A total of 10 Outside Directors participated in internal presentations (Value Creation Forum) in four business areas, either on-site or online. Four Outside Directors are also participating in internal presentations online (Business Process Innovations Officers Debriefing).

   (2) External exhibitions
   One Outside Director visited the IGAS 2022 International Graphic Arts Show for Comprehensive Printing Technology & Solutions.

3. New inside directors are provided opportunities to attend governance training held by external institutions, and information about various seminars is given to inside and outside directors as opportunities to participate when appropriate.

Evaluation of Board of Directors Effectiveness

In 2003, the company became a company with committees (now a company with three committees). To determine if the corporate governance system is functioning as intended, the company started performing self-assessments in 2004 concerning the Board of Directors' effectiveness. Self-assessments have been performed every year since then in order to make improvements.
Since then, every year the past year's activities are reviewed and self-assessments of the Board of Directors' and three committees' effectiveness are carried out in order to confirm that the development and administration of the corporate governance system is contributing to sustainable growth and improvements to medium- and long-term corporate value. Based on these results, the issues that the Board of Directors needs to address in the next fiscal year are clarified and measures to improve effectiveness further are planned.
For fiscal 2022 evaluation of the effectiveness of the Board of Directors, which marked a milestone with the change of the Chairperson of the Board of Directors, a questionnaire and interviews were conducted by an external organization with the aim of increasing objectivity by including a third-party perspective (the previous external evaluation was conducted in fiscal 2016). In addition to standard questions asked by the external organization, the questionnaire included questions designed to elicit issues specific to the Company, and interviews with each Director were designed to identify issues through more in-depth dialogue, as well as to lead to awareness through self-assessment.
The results of the evaluation will be utilized in the activities of the Corporate Governance Committee in fiscal 2023 to further advance the Company's corporate governance. Please refer to the page 22-25 of the Corporate Governance Report for further information on the evaluation of the effectiveness.

Corporate Governance Report (821KB)

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

Policy and Procedures for Appointing Director Candidates

Based on reviews concerning the composition, standards for selection, etc. of the Board of Directors and committees by the Corporate Governance Committee, the Nominating Committee raises its policy to upgrade its selections of Director candidates by performing yearly examinations from the standpoints of balance of knowledge, experience and capabilities, and diversity, and uses the following process to make selections. (With the establishment of the Corporate Governance Committee in June 2023, going forward the Committee will review the composition of the Board of Directors and committees and their standards for the selection.)

<Board of Directors>

1) Confirmation of Directors who will resign due to standards for the number of years as a Director or age and expected number of new Outside Director and new Inside Director candidates.

<Outside Director Candidates>

2) To select Outside Director candidates, after the Nominating Committee confirms the selection process, the members of this committee determine the knowledge, experience and capabilities that will be required of new Outside Directors in order to enable them to be a good match with Outside Directors to be reelected.
3) The Nominating Committee chairperson asks for a broad range of recommendations for candidates, based on information from Nominating Committee members, other Outside Directors and the President & CEO. To provide reference information, the Board of Directors Office distributes to Nominating Committee members etc. a candidate database, centered on "chairpersons" of global companies, that includes information about independence, age, concurrent positions and other characteristics of candidates.
4) The Nominating Committee takes into consideration the items listed below in order to narrow down the number of candidates, from the recommended individuals obtained through the preceding process in order to determine an order of priority.
   - Selection standards for Directors
   - Standard for independence of Outside Directors
   - Balance of knowledge, experience and capabilities required for Outside Directors and diversity (skill matrix)
5) The Chairperson of the Nominating Committee and, if necessary, a member appointed by the Chairperson, will interview the candidates in order of candidacy, and approach them about assuming the position of Outside Director.

<Inside Director Candidates>

6) Candidates for “Internal Directors” shall be discussed between the President & CEO and the Internal Nominating Committee on the basis of the following points; proposed candidates for Directors who shall not concurrently serve as Executive Officers, and proposed candidates for Directors who shall concurrently serve as Executive Officers, once the President & CEO has shared with the Internal Nominating Committee his/her concept for the executive structure for the next fiscal year.
   - Selection standards for Directors
   - Roles of Directors who do and do not concurrently serve as Executive Officers
   - Required skills, experience and other characteristics of Directors who do and do not concurrently serve as Executive Officers (skill matrix)

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

The Applicable Approaches and Standards for Appointing Director Candidates

1.Board of Directors

(1) Approach to the Overall Board of Directors Composition

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

1) To ensure management transparency and supervisory objectivity, oversight of management, it is required 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) The Company considers five to six Outside Directors to be appropriate for ensuring both diversity of discussion and speed of decision-making.
3) To enhance the management supervision function, liaise with the independent outside directors and strengthen communication and cooperation with executive officers, more than one inside directors not concurrently serving as executive officers will be appointed.
4) To further enhance deliberations on important decisions from a management standpoint, in addition to the president and CEO, several executive officers in charge of principal duties will be appointed as directors.
5) The Nominating, Audit and Compensation committees are all chaired by outside directors to ensure transparency and objectivity. In addition, to ensure that each committee adequately fulfills its respective roles, each committee is composed of around five members, and a majority of its members is independent outside directors.
6) For more information about the diversity of the Board of Directors, see "Balance of career and skill required for outside director candidates and diversity."

(2) Selection Standards for Directors

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

1) Good physical and mental health
2) A person that is well liked, dignified, and ethical
3) Completely law-abiding
4) In addition to having objective decision-making abilities for management, the person must have good foresight and insight
5) Someone with no potential conflict of interest or outside business relations that may affect management decisions in the company's main business areas, and who has either organizational management experience in the business, academic, or governmental sectors or specialized knowledge in technology, accounting, law, or other fields.
6) For outside directors, a candidate with a history of performance and insight in their field, someone with sufficient time to fulfill the duties of a director, and who has the ability to execute required duties as a member of the three relevant committees.
7) The Nominating Committee 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. In principle, the term of office for an outside director is up to six years. Specifically, the basic term of office is four years. With a resolution of the Nominating Committee, however, the term of office may be extended once for a prescribed period of two years.
8) Potential director candidates must not be excluded on the basis of gender, nationality, country of origin, cultural background, race, ethnicity or similar reason.
9) In addition, the candidate must have the abilities necessary for a director to run and build a public corporation that is transparent, sound, and efficient.

2.Outside Directors

(1) Criteria on the Independence of Outside Directors

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

1) Person affiliated with Konica Minolta
   - Former employee of the Konica Minolta Group
   - Having a family member (spouse, child, or any blood or marital relative twice removed or less) that has served as a director, executive officer, auditor or top manager in the Konica Minolta Group during the past five years.
2) Person affiliated with a major supplier/client
   - Currently serving as a managing director, executive officer, or employee of a major supplier/client company/group that receives 2% or more of its consolidated sales from the Konica Minolta Group or vice versa.
3) Specialized service provider (lawyer, accountant, tax accountant, patent lawyer, judicial scrivener, or a consultant for management, finance, technology, or marketing)
   - Specialized service provider that received annual compensation of ¥5 million or more from the Konica Minolta Group during the past two years.
4) Other
   - A shareholder holding more than 10% of the voting rights in the company (executive directors, executives, or employees in the case of a corporate body)
   - A director taking part in a director exchange
   - A director, executive officer, auditor or equivalent position-holder of a company that competes with the Konica Minolta Group, or someone holding 3% or more of the shares of a competing company
   - Having some other significant conflict of interest with the Konica Minolta Group

The Company, under the rules of the Nominating Committee, in principle, limits the period in office of Outside Directors up to six years (reappointment limit). Specifically, the basic term of office is four years, and it may be extended once for two years upon approval of the Nominating Committee. 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." Moreover, potential director candidates must not be excluded on the basis of gender, nationality, country of origin, cultural background, race, ethnicity or similar reason.
2) Candidates should have the character, skill and experience needed for strengthening and upgrading management in order to enable the Board of Directors to determine the company's strategic direction.
3) To ensure that the Board of Directors can provide useful oversight and advice regarding the Company's management issues, it must have members with diversity of knowledge, experience and abilities, and this needs to be considered when reappointing eligible outside directors or selecting new candidates. Decisions should be made with a view to ensuring the Board's ideal skill matrix, including requirements for industries of origin, main management experience, and areas of specialty.
4) In selecting new outside director candidates for appointment at the General Meeting of Shareholders in 2023, the above-mentioned points of view were weighted heavily. The candidates selected have abundant, global-level knowledge of R&D, management strategy formulation, new business development and DX promotion, and are expected to provide valuable oversight and advice.

(3) Expected Roles of Outside Directors.

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

3.Inside Directors

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

1) An inside director who is not concurrently an executive officer and who has the ability to ensure the quality of audits is selected as a full-time Audit Committee member.
The inside director who serves as a full-time Audit Committee member should have extensive management experience as an executive officer of the company in order to improve the effectiveness of the Audit Committee. The qualifications required in particular are experience in accounting and finance or internal audit, business management and core business management.
This inside director also serves as the Nominating Committee member and Compensation Committee member.

2) They are held accountable for their execution and contribute to energetic and meaningful strategic discussions at Board of Directors meetings. Requirements for these inside directors include responsibility for overseeing major elements of the company's operations such as strategic planning, accounting and finance, technology, as well as for overseeing main business operations in the company.

Description in the Reference Materials for the General Meeting of Shareholders (The 119th Ordinary General Meeting of Shareholders)

1. Expertise and experience expected of candidates for Directors (skills matrix)

Director skills matrix

	Toshimitsu Taiko	Chikatomo K. Hodo	Soichiro Sakuma	Akira Ichikawa	Masumi Minegishi	Takuko Sawada	Hiroyuki Suzuki	Noriyasu Kuzuhara	Yoshihiro Hirai
	Director, President &CEO, Representative Executive Officer	Outside Director, Chairman of the Board, Member of Nominating Committee	Outside Director, Chairperson of Audit Committee, Member of Compensation Committee	Outside Director, Chairperson of Nominating Committee, Member of Audit Committee	Outside Director, Chairperson of Compensation Committee, Member of Nominating Committee	Outside Director, Member of Nominating Committee, Audit Committee, and Compensation Committee	Director, Member of Nominating Committee, Audit Committee, and Compensation Committee	Director, Executive Vice President and Executive Officer	Director, Executive Vice President and Executive Officer
Corporate executive experience in listed company	●			●	●				
Global executive management Experience*	●	●	●	●	●	●			●
R&D and manufacturing						●		●	
Sales and marketing	●			●	●	●	●	●	●
Finance and accounting, and understanding of investor perspective		●							●
HR management			●		●				
Governance, internal control, legal affairs			●				●		
Business transformations and new business development (DX)	●	●	●		●	●		●	

* "Global executive management experience" includes both actual experience at a global business and experience relating to overseas business operation.

2. Reasons for selecting the candidates for Directors

President and CEO, Representative Executive Officer	Toshimitsu Taiko	Mr. Toshimitsu Taiko took charge of the Business Technologies Business, the mainstay business of the Company, with the positions of CEO of the US sales subsidiaries, General Manager of each business headquarters, and the Lead Officer responsible for Business Technologies Business, followed by an Executive Officer responsible for Corporate Planning, Investor Relations, etc., to strive to enhance the corporate value of the Group through the formulation and promotion of the Medium-Term Business Plan "DX2022." Since assuming the position of President and CEO, Representative Executive Officer in April 2022, he has united the executive team and worked towards sustainable growth, drawing on lessons learned to date. At the same time, he has established a new Mid-term Business Plan, with the core policies of "business selection and concentration," "thorough cost reduction," and "optimizing management assets." He aims to convert the Group into a structure that displays high corporate value by fiscal 2025 by fulfilling the integrated efforts of all executives toward the optimal solution for the Group. The Company's current management challenges are steadily delivery of results in the strengthening businesses and stable revenue businesses, and to change the direction of other businesses and radically revise them. In his President's Policy for fiscal 2023, Mr. Taiko has declared he will oversee the company's strong return to profitability and opening up of its future. He is currently providing strong leadership for the entire Company with a view to achieving the targets of the Mid-term Business Plan by engaging in bold initiatives to tackle difficult management issues. Therefore, 15 given that this will be his second year as President and CEO, Representative Executive Officer, the Nominating Committee has nominated Mr. Taiko as a candidate for Director. The Company expects that Mr. Taiko can contribute to effective discussions on important management decisions while fulfilling his accountability as the Director, President and CEO, Representative Executive Officer at the Board of Directors' meetings, and requests that shareholders elect him as a Director.
Outside Director	Chikatomo Kenneth Hodo	Mr. Chikatomo Kenneth Hodo has been in management of a company providing business consulting and IT services for years at Accenture Japan Ltd. He has extensive experience and a broad range of knowledge on digital business as a corporate executive. In addition, Mr. Hodo has a high degree of independence from the Company as stated below. Following his election as a Director in June 2018, Mr. Hodo has performed well as a member of the Board of Directors and other committees, and was selected to become the Company's first Outside Director to serve as Chairman of the Board of Directors in June 2022. As Chairman of the Board of Directors, he has formulated the Operations Policy of the Board of Directors, where he clarifies the key points of the Board of Directors' initiatives, and leads the implementation of the policy. In addition, a third-party organization was used for the evaluation of the effectiveness of the Board of Directors this fiscal year to re-examine the Company's corporate governance, including the operation of the Board of Directors under the new structure. Fiscal 2022 activities are listed in "Primary activities of Outside Directors and a summary of the tasks performed on the expected roles" in the business report (page 65). Mr. Hodo has been in charge of the duty, securing sufficient time. The Company expects that Mr. Hodo can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests that shareholders elect him as an Outside Director.
Outside Director	Soichiro Sakuma	At Nippon Steel Corporation and Nippon Steel & Sumitomo Metal Corporation (currently Nippon Steel Corporation), Mr. Soichiro Sakuma was involved for many years in management in the manufacturing sector and was in charge of main head office functions, including general administration, human resources, environment and IT, mainly in legal and internal control & audit. He has extensive experience and a broad range of knowledge as a corporate executive. In addition, Mr. Sakuma has a high degree of independence from the Company. Following his election as a Director in June 2020, Mr. Sakuma has performed well as a member of the Board of Directors and other committees. Fiscal 2022 activities are listed in "Primary activities of outside directors and a summary of the tasks performed on the expected roles" in the business report (pages 65). Therefore, the Company expects that Mr. Sakuma can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests that shareholders elect him as an Outside Director.

Outside Director	Akira Ichikawa	Mr. Akira Ichikawa has been a senior executive at Sumitomo Forestry Co., Ltd., which operates various businesses, including those related to lumber and building materials, housing and construction, and overseas housing and real estate, where he promoted sustainability management, and raised that company's corporate value over the medium- to long-term. In addition to such extensive management experience and broad-ranging insight as a corporate executive, he has a high degree of independence with respect to the Company. Following his election as a Director in June 2021, Mr. Ichikawa has performed well as a member of the Board of Directors and other committees. Fiscal 2022 activities are listed in "Primary activities of Outside Directors and a summary of the tasks performed on the expected roles" in the business report (page 66). Mr. Ichikawa has been in charge of the duty, securing sufficient time. Therefore, the Company expects that Mr. Ichikawa can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests that shareholders elect him as an Outside Director.
Outside Director	Masumi Minegishi	Mr. Masumi Minegishi has led the transformation of Recruit Holdings Co., Ltd. into a global tech company through the expansion of the human resources business into the information business and digitalization and globalization. In addition to his wealth of management experience and broad insights as a top leader of companies with DNA related to the commercialization of IT services and business development capabilities, he has a high degree of independence for the Company. Following his election as a Director in June 2022, Mr. Minegishi has performed well as a member of the Board of Directors and other committees. Activities from June 2022 onward are listed in "Primary activities of Outside Directors and a summary of the tasks performed on the expected roles" in the business report (page 66). Mr. Ichikawa has been in charge of the duty, securing sufficient time. Therefore, the Company expects that Mr. Minegishi can continue contributing to the maintenance and upgrading of its corporate governance as before, and requests that shareholders elect him as an Outside Director.
Outside Director	Takuko Sawada	Ms. Takuko Sawada has played a central role in promoting the previous and current medium-term business plans at Shionogi & Co., Ltd., and has also focused on establishing global functions and collaborating with industry, government, and academia in Japan and overseas. In addition to her extensive global experience and insight in R&D, management strategy formulation, new business development DX promotion, and more, she has a high degree of independence for the Company. Therefore, the Company expects that Ms. Sawada can contribute to the maintenance and improvement of the Company's governance by monitoring and offering advice from a global perspective based on her experience in management, and requests that shareholders elect her as an Outside Director.
Director	Hiroyuki Suzuki	The Company believes that it is important for the Audit Committee to include a full-time Inside Director who has extensive business management experience and expertise involving the collection of information. Mr. Hiroyuki Suzuki will attend management meetings of Executive Officers as a Member of the Audit Committee. He will work to optimize the quality and quantity of information for the audit by the Committee as he will grasp and confirm validity of the determination process about operations, which are commissioned to the Executive Officers by the Board of Directors, as well as the operational status of the internal control system and will provide the Audit Committee with feedback on such information. After engaging in the secretariat duties to support the Audit Committee at the Audit Committee Office of the Company, Mr. Suzuki has also overseen internal audit as the General Manager of the Company's Corporate Audit Division. Mr. Suzuki has extensive experience and considerable expertise related to internal control. Since 2019, Mr. Suzuki has engaged in supervising management as an Inside Director at the Company not concurrently serving as Executive Officer and properly fulfilled his duties at the Audit and Compensation Committees as an Inside Member. Therefore, the Company believes that Mr. Suzuki can continue enhancing corporate value by securing the effective operation of its corporate governance, and requests that shareholders elect for him to continue.

Director	Noriyasu Kuzuhara	The Company believes that it is important to select Executive Officers in title who are in charge of primary duties so that they can engage in active and essential discussions at meetings of the Board of Directors. Mr. Noriyasu Kuzuhara has realized continuous business growth as the officer responsible for technology development and business in the Company's core performance materials business, and as Division President of the Material & Component Business Headquarters. In addition, as Executive Vice President and Executive Officer responsible for corporate planning, he has worked to enhance the corporate value of the Group by utilizing his extensive knowledge of technology, R&D, and manufacturing particularly to formulate strategies for areas to be strengthened in the transformation of the business portfolio. The Company believes Mr. Kuzuhara can demonstrate accountability to the Board of Directors and participate in important management decisions. Therefore, the Company requests that shareholders elect for him as a Director.
Director	Yoshihiro Hirai	The Company believes that it is important to select Executive Officers in title who are in charge of primary duties so that they can engage in active and essential discussions at meetings of the Board of Directors. Mr. Yoshihiro Hirai has a high level of expertise and extensive experience in finance and accounting, as well as knowledge of financial strategy from a global perspective. In addition, as Executive Vice President and Executive Officer, he has been in responsible for accounting, finance, and risk management since April of this year, and has worked to enhance the corporate value of the Group by promoting the new Medium-Term Business Plan. The Company believes Mr. Hirai can demonstrate accountability to the Board of Directors and participate in important management decisions. Therefore, the Company requests that shareholders elect for him as a Director.

Executive System and Appointment of Executive Officers

Executive System

1. Under a mandate from the Board of Directors, executive officers make decisions about operations and then execute them. The business execution is overseen by the Board of Directors and reviewed by the Audit Committee to ensure the efficiency, adequacy, legality and soundness of management.

2. Executive officers are appointed by the Board of Directors, which selects the president and CEO, selects senior executive officers from among the executive officers, and establishes a division of duties among the officers. The executive officers, including the president and CEO, make decisions concerning the execution of duties delegated by the Board of Directors, and execute their duties.

Selection or Dismissals of Executive Officers

1. The Board of Directors uses a fair, timely and appropriate method to select people who have the capabilities to serve as executive officers. These individuals must be able to create new value for the Group and earn the support of internal and external stakeholders. Standards for making these judgments about capabilities are defined in "Standards for the Selection of Executive Officers."
   Individuals must have the ability and experience for the internal and external management of the Group's business operations. Qualification standards also take into consideration knowledge about specialized fields and technologies, an individual's age when the time for renewing the appointment comes, and other items. In addition, the Board of Directors selects individuals with a strong commitment to ethics, the ability to put customers first, the ability to drive innovation, strong motivation to achieve goals, and other such characteristics.

2. To select new executive officers, candidates who have completed senior executive candidate training must pass through the first stage of the selection process, which involves submitting documents and completing an interview. Next, an assessment is performed in order to reach a highly objective and appropriate decision. This process includes input from both an external perspective and from the perspective of people at the Group who frequently interact with these candidates as part of their jobs. An evaluation conference, which consists of the president and CEO and the executive officer responsible for personnel, is held to examine the results of this process. This results in the selection of candidates to become executive officers.

3. To determine the new team of executive officers, the president and CEO selects from the list of executive officer candidates the individuals believed to be well suited to serve as executive officers. Next, a proposal for the selection of executive officers for the new fiscal year is prepared and submitted to the Board of Directors, with a list of the duties for each executive officer.

4. Prior to the submission of this proposal to the Board of Directors, the Nominating Committee performs oversight of the whole process, including a confirmation that a suitable process was used. Oversight includes receiving the proposal for the new executive officer team (including the proposed new executive officer selections from the president and CEO) and a report about the proposed duties of each executive officer.

5. The Nominating Committee considers observing the character of executive officer candidates is an important matter and utilizes opportunities such as attending meetings of the Board of Directors and reporting to informal gatherings of directors. After receiving the proposal for the selection of executive officers mentioned above from the president and CEO, the Nominating Committee discusses the content of the proposal, creates a summary of its conclusions regarding matters such as the appropriateness of candidates and training issues, and provides these as feedback to the president and CEO.

6. The Board of Directors takes the “Standards for the Selection of Executive Officers” into full consideration when deciding whether or not to dismiss an executive officer.

Compensation for Directors and Executive Officers

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

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

Compensation Policy (Fiscal 2023)

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 “annual performance-linked monetary remuneration” shall be determined based on the level of performance in the relevant fiscal year (consolidated operating profit), the degree of achievement of annual performance targets, and the progress of each Executive Officer in advancing strategically important policies. The amount based on the degree of attainment of annual performance targets is determined in the 0% to 200% range of the standard amount of compensation. The targets are major consolidated performance indicators (profit for the year, total asset turnover ratio and KMCC-ROIC*) associated with results of operations. 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. Mid-term management targets shall be consisted of important consolidated financial indicators (ROE) considering for mid-term management policy, as well as non-financial indicators (CO_2 emissions reduction and employee engagement score).

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

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

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

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

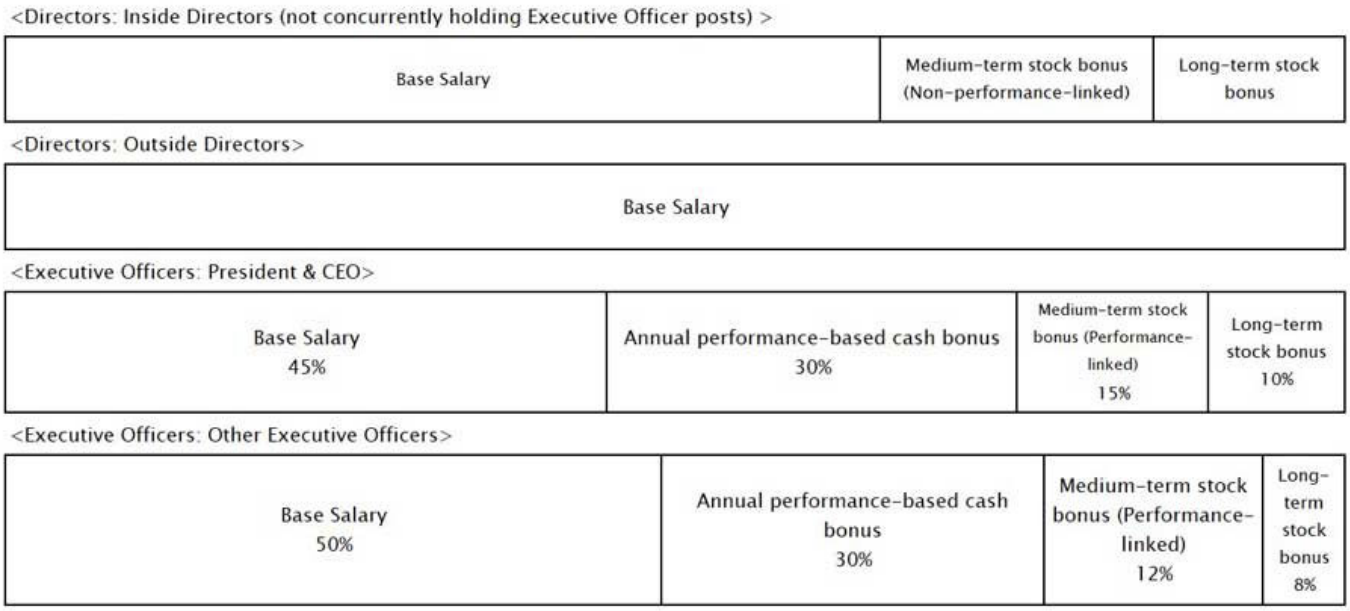
5. The standard for compensation of the president and chief executive officer is a 45:30:25 mix of a base salary, an annual performance-based cash bonus, and a medium term performance-based stock bonus. For the other executive officers, the base salary ratio is set higher than that for the president.
   In addition, the ratio of the medium-term stock bonus (performance-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.

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

1. Annual performance-based cash bonus

(1) Overview (Items and 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	Profit for the year	Total Asset Turnover	KMCC-ROIC	Reflects progress of each executive officer's key measures
		40%	30%	30%	
	Linked with Group consolidated performance result level	Linked with annual performance target attainment rate			

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

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

2) The indicators for the portion according to attainment of performance targets are the amount of profit for the year, total asset turnover ratio, and KMCC-ROIC. These indicators attach strong significance to the Company's sustainable growth and the enhancement of the medium- to long-term corporate value. Current profit, was selected in order to improve ROE by achieving a fundamental recovery in profitability and to secure funds for dividends, total asset turnover was chosen with the aim of reducing total assets and interest-bearing debt while ensuring cash allocation, while KMCC-ROIC was selected to increase the efficiency of invested capital. In addition, these indicators have been weighted at 40%, 30% and 30%, respectively.

3) The reason for this is that the "Individual Evaluation" takes as indicators the progress of each Executive Officer's strategic priority policies and targets, and evaluates them using perspectives and items that are different from those of the "Performance Level" and "Achievement of Performance Targets." In particular, we take care to implement in a timely and appropriate manner measures that are strategically necessary to improve our corporate value in the medium- to long-term, even if they do not appear in financial indicators or are accompanied by a temporary deterioration of financial indicators. For the portion according to personal appraisal, factors such as 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) The amount paid for the portion according to attainment of performance targets is calculated by multiplying the payment rate calculated from the annual performance target attainment rate (calculated based on the weighting of each indicator) by a set amount according to position. This is intended to leverage the combined power of all our Executive Officers toward the group's optimal solution by applying the Group's Executive Officers to its consolidated performance on a joint basis. The rate of the payment varies from 0% to 200%, depending on the attainment level of the target.

3) The "Individual Evaluation" is calculated by multiplying the standard amount for each position by the evaluation of the state of achievement of strategic priority policies for each Executive Officer, which is drafted by the President & CEO (the evaluation ranges from 0% to 200%, taking 100% as a base). In order to ensure objectivity and fairness in this evaluation, the Compensation Committee shall receive an explanation from the President & CEO at the beginning of each fiscal year of each Executive Officer's strategic priorities and targets, and confirm consistency with the annual management plan outline and medium-term business plan determined by the Board of Directors.

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

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

(1) Overview (Items and indicators)

Item	Medium-term stock bonus (performance-linked)		
Assessment Index * All items are based on the Group	Group consolidated financial indicators	Non-financial indicators	
	ROE	The CO_2 emissions reduction rate	Employee engagement score
	80%	10%	10%
	Linked with attainment rate of medium term business plan targets		

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

In order to achieve sustainable growth and increase corporate value over the medium to long term, we use ROE as a financial indicator, and our CO_2 emission reduction rate and employee engagement score as non-financial indicators (all on a group-wide basis). ROE was selected to enhance profitability from an investor's perspective, the CO_2 emissions reduction rate was selected to link environmental value to business growth while addressing the social issue of climate change, and employee engagement score was selected to maximize performance by developing and acquiring human resources and strengthening organizational capabilities. In addition, these indicators have been weighted at 80%, 10% and 10%, respectively.

(3) Methods for determining the amount of compensation

1) The number of stock to be distributed is determined by multiplying the payment rate calculated from the target attainment rate in the final fiscal year of the medium-term business plan, reflected with the weighting of the indicator, by the number of points set for the position accumulated over the same period, with one point equaling one share that will be transferred as compensation.
The rate of the payment varies from 0% to 200%, depending on the attainment level of the target.
2) Points set per position is calculated by dividing the amount of resources allocated per position by a reference stock price.
3) The reference stock price 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, etc.

Month	Attendance	Main agenda items ◆: Resolution adopted ◇: Deliberated ○: Reported △: Other
May 2022	All 5 attended	◆ Compensation for individual Executive Officers in FY2022 (annual base salary) ◆ Compensation for Chairperson of the Board as the Independent Director ◆ Revision of internal rules for executive compensation ◆ Financial compensation linked to fiscal year performance of executive officers in FY2021 ◆ Stock compensation for executive officers in FY2021
June 2022	All 4 attended	◆ Chairperson selection ◆ Compensation Committee's FY2022 annual policy and annual plan ◆ Individual compensation for officers starting July 2022 (annual base salary)
July 2022	All 4 attended	◇ Examination of executive compensation system review
September 2022	All 4 attended	◇ Examination of executive compensation system review
November 2022	All 4 attended	◇ Examination of executive compensation system review ○ Report on executive compensation survey
December 2022	All 4 attended	◇ Examination of executive compensation system review
February 2023	All 4 attended	◇ Examination of executive compensation system review
March 2023	3 attended	◆ Partial revision of the Policy for Determining Compensation and internal rules for executive compensation ◆ Compensation for individual executive officers in FY2023 (annual base salary)

Month	Attendance	Main agenda items ◆: Resolution adopted ◇: Deliberated ○: Reported △: Other
May 2023	All 4 attended	○ Voluntary return of a portion of executive officer compensation
May 2023	All 4 attended	◆ Financial compensation linked to fiscal year performance of Executive Officers in FY2022 ◆ Stock compensation for Executive Officers in FY2022 ◆ Partial revision of the Policy for Determining Compensation and internal rules for executive compensation ○ Strategic priority policies for Executive Officers in FY2023

Amount of Compensation Paid to Directors and Executive Officers for the Year Ended March 2023

(Unit: 1 million yen)

		Total	Total base salary		Performance-linked compensation		Stock bonus	
			Persons	Amount	Persons	Amount	Persons	Amount
Directors	Outside	79	6	79	-	-	-	-
	Inside	74	3	55	-	-	3	18
	Total	153	9	134	-	-	3	18
Executive officers		338	7	291	7	35	7	11

Notes

1. The number above includes one Outside Director and two Inside Directors who resigned at the date of the 118th Ordinary General Meeting of Shareholders held on June 17, 2022. At the end of the period (March 31, 2023), the Company has five Outside Directors, one Inside Director (not concurrently holding Executive Officer posts) and seven Executive Officers.
2. In addition to the three inside directors shown above, the company has another three inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.
3. 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. The amount includes the amount of medium-term stock bonus (performance-linked) to be delivered in proportion to the achievement rate of the targets of the medium-term business plan.
5. In addition to the above compensation, the following payment was made during the current fiscal year under review in accordance with the resolution of the Compensation Committee at that time for the previous compensation upon retirement, which was abolished in June 2005.
   - One Director 1 million yen (retired on June 17, 2022)

There is no director whose total amount of remuneration, etc. exceeds 100 million yen in the current fiscal year.

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 the “medium-term stock bonus (performance-linked)”, “medium-term stock bonus (non-performance linked)”, and “long-term stock bonus” 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 four directors (who do not hold positions as executive officers), three of whom are outside directors. The chairperson of the Audit Committee is selected from among the outside directors. To ensure effective operation of the committee, it has established its own office (Audit Committee Office) with staff members who are independent of any sections committed to actual business operations. The Audit Committee members evaluate the legality and validity of the management decisions made by directors, executive officers, and corporate vice presidents, and monitor and validate internal control systems, assess the adequacy of the accounting auditors, and determine the agenda of the general meeting of shareholders regarding the appointment and dismissal of accounting auditors. In principle, a committee meeting is held before the meeting of the Board of Directors, so that the committee members can present their opinions to the meeting of the Board of Directors, if deemed appropriate.

Corporate Audit 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 monitoring, and performs internal audits of Konica Minolta and its subsidiaries, as well as major overseas affiliated companies. Using the risk-assessment approach, the division evaluates these companies in terms of the reliability of their financial statements, the efficiency and effectiveness of their businesses operations, and the level of their legal compliance. The division also conducts follow-up audits in which it examines improvement measures taken by respective companies in response to suggestions provided by internal auditors. For reporting, the division has established dual reporting lines, and audit reports regarding internal audits are reported to the president and the Audit Committee each time.
In addition, major subsidiaries have their own internal audit divisions which work closely with the Corporate Audit Division of Konica Minolta Inc., and enhance the internal audit function of the entire Group.

Corporate Governance

Internal Controls

Internal Control Measures

Board of Directors adopts resolution on the establishment of internal control system

In recent years, corporate scandals and lack of compliance have become social problems. In order to prevent these issues, companies are required to strengthen internal controls. Konica Minolta is required to establish and maintain an internal control system by Japan’s Companies Act.

Konica Minolta, Inc. reviews the company's internal control system every March, and the Board of Directors then renews its resolution on the development of the internal control system. An outline of the recent resolution and the operational status of internal control system was published in the business report for the fiscal year ended March 2023. We continue to strive to ensure the legality, rationality, and efficiency of our business activities by reviewing, as occasion demands, systems and rules of management and operation throughout the Group's business activities.

Complying with Japan's Financial Instruments and Exchange Law

Conducting an internal assessment of consolidated Group subsidiaries around the world

The Japanese Financial Instruments and Exchange Law (JSOX) was adopted during the fiscal year ended March 2009 in order to prevent corporate accounting fraud and ensure the reliability of financial reporting.

Konica Minolta, Inc. conducts an internal assessment of 145 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, 2023).

Governance

Risk Management

Basic Concept

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

Risk Management System

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

Building a Risk Management System

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

Risk Information

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

Building a Crisis Management System

Establishing a system for minimizing the business and social impact of crises
Konica Minolta has established a system for minimizing the business and social impact of crises that may arise from a range of risks by taking prompt and appropriate action and by releasing information. The Crisis Management Committee, chaired by a director or an executive officer for crisis management appointed by the Board of Directors, discusses and formulates crisis countermeasures and procedures for action. Furthermore, the emergency contact system has been enhanced to enable the President and CEO, in addition to the director and executive officer for crisis management, to assess the situation and make decisions quickly. A system has also been established to enable the President and CEO to take leadership in critical areas in a crisis.

Factors and Examples of Crisis Risks (excerpts)

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

Business Continuity Management (BCM)

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

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

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

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

Reinforcing Crisis Response and BCM

The Group's major sites escaped severe damage in the Great East Japan Earthquake that struck on 2011, and the BCP did not have to be implemented. However, for the first month after the disaster, the president of Konica Minolta, Inc. held an Earthquake Response Meeting every morning to gather information, give appropriate instructions, and ensure consistent information disclosure. Since then, the Group has taken measures to improve its preparedness for front-line action in the event of a major disaster that occurs without warning.
Specifically, the initial response manual at all Group sites was revised so that operations would reliably continue during periods of chaos, at night and on holidays. The effectiveness of the manual was tested with actual drills, and the PDCA cycle is being used to improve it further.
In the event of a large-scale earthquake, the headquarters in the Marunouchi area of Chiyoda, Tokyo would serve as the Disaster Response Headquarters. Seven teams, headed by the President and CEO, would promptly respond. This system is reviewed in Group disaster preparedness training held once a year. In this training, the Disaster Response Headquarters, including top management, works with a site chosen as the hypothetical epicenter to quickly ascertain the extent of the damage, decide on a response and make decisions. In November 2021, training was carried out for a scenario involving the occurrence of a quake off the coast of Awaji Island, near Kobe, requiring a disaster control headquarters to be set up. Many headquarters employees participated remotely.
Konica Minolta has its own information-sharing tools for use in disasters. Its Emergency Information Data Base System is able to map the extent of damage at sites in the Konica Minolta Group in Japan, thereby providing an overall picture of the damage. The Safety Confirmation System prompts employees to report on their safety and the safety of their family members in the event of an earthquake. Konica Minolta also uses internal social media as an information-sharing tool for use in emergencies that occur at night or on holidays. Employing disaster prevention ICT, these tools support a smooth response from the initial response stage through the BCP stage. When the earthquake occurred in northern Osaka in June 2018, the Group used these ICT tools and confirmed that they were effective for information- sharing in the initial stage.
In January 2020, as the novel coronavirus began to spread, Konica Minolta established a crisis management system focused on production sites in China and initiated a group-wide response. After that, it expanded the scope of the system to European and North American sales and production companies in March, and to sites in Japan in April. Measures have been implemented to provide employee and business continuity support.
When the explosions occurred in July and August 2021 at Konica Minolta Supplies Manufacturing Tatsuno Factory, a Crisis Management Committee consisting of employees at the factory and Konica Minolta (headquarters and production departments) was formed to share information and determine countermeasures to be taken. The committee's work has initiated a neighborhood and public relations response, as well as measures to ensure safety and prevent recurrence.
With regard to the crisis in Ukraine that erupted in February 2022, a Crisis Management Committee consisting of representatives from Konica Minolta (headquarters and sales departments) and Ukraine was formed to share information and formulate a response to the crisis.

Group disaster preparedness training

Risk Management

Communication with Shareholders and Investors

Basic Concept

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

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

Active Deployment of Investor Relations Activities

Actively engaging in IR activities for institutional and individual investors

Every quarter, Konica Minolta holds financial results briefings for securities analysts and institutional investors. The Company has also designated IR Days and holds business briefings to help investors gain a better understanding of Konica Minolta's business strategies and strengths. Individual interviews and meetings are also held after these briefings, as necessary, to provide follow-up information. The Company visits institutional investors, although these have been primarily held online during the COVD-19 pandemic. Konica Minolta also actively participates in investor conferences held by brokerages, both in Japan and overseas, in an ongoing effort to communicate directly with investors.
In recent years, ESG investment, which considers corporate approaches to the environment, society, and governance in addition to financial performance, has been rapidly growing. Konica Minolta proactively disseminates information in response to the interests of such investors.

Implementation Status of Various Briefings (FY2022)

Financial Results Briefing	Every quarter
Investor Conference	six meetings
Private Investor Briefings	One meeting with 172 participants
Small meetings (President and CEO)	Two meetings
	Securities analysts
Business briefing session	One meeting
ESG briefing session	One meeting with 116 participants（securities analysts, investors and medias)
Individual meetings	A total of some 390 meetings (100 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.

At the FY2022 financial results meeting, in addition to an overview of our business, we carefully explained the progress of structural reforms and cost reductions that our top management led and promoted to restore company-wide profitability, as well as the monthly sales recovery trend and KPIs for each business. We also held a business briefing session to explain the businesses that will lead the Company in terms of profitability and growth rate for sustainable growth over the medium-to-long term. In addition, we have actively increased the number of online events held after the spread of COVID-19, and we now use both online and face-to-face methods to have more opportunities for individual dialogue with domestic and foreign institutional investors. Meanwhile, against the backdrop of increasing stock ownership by individual investors, we have held company briefing sessions for individual investors to explain our business conditions and management strategies, which have been viewed by many people. In addition, more and more investors are considering non-financial information such as ESG in their investment decisions year-by-year, and we believe that it will become increasingly important for management, including top management, to directly communicate with and inform to with these investors. Meetings with institutional investors specializing in ESG have been held by the executive officer in charge of it And governance meetings also have been held on an ongoing basis by the chairman of the board of directors and outside directors to actively engage in dialogue and communicate the management foundation, including intangible assets, for the sustainable growth of the Company. In particular, in FY2022, a briefing session on ESG was held to explain the Company's sustainability management, and a panel discussion was held between the President & CEO and outside directors.

Going forward, Konica Minolta will continue to increase opportunities for management, including top management, to engage in direct investor dialogues worldwide, as well as the briefings. The aim is for investors to be able to better understand and support Konica Minolta's sustainable growth, which is vital to society.

Strengthening the Dissemination of Information

In fiscal 2022, 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, in the Gomez IR Website Ranking the IR website has won the gold medal for the tenth consecutive year. Subsequently, “the Nikko IR Website Enhancement Ranking” recognized it with an award for excellence. Thus, the Konica Minolta IR website has continued to receive high praise from these major evaluation organizations.

The Integrated Report 2022 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. The company was also recognized for having "Most-improved Integrated Reports" by external asset managers of Japan's Government Pension Investment Fund (GPIF), and the report has received high external acclaim.

Communication with Shareholders and Investors

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

In order to ensure fair and timely disclosure of IR information, Konica Minolta has an investor relations section on the Group's website which is updated regularly with the latest information. Available in Japanese and English, the site provides financial results information, financial data, and other materials. After every quarterly results announcement, videos of briefings, briefing materials with comments, and the main Q&A content are released on the website.

Corporate Governance Report

The June 2015 adoption of the Corporate Governance Code has resulted in greater emphasis being placed on corporate governance initiatives. The company's views on corporate governance, which it has worked on actively since the early days of management integration, were compiled into a Corporate Governance Report and disclosed on the Japanese and English websites.

- Corporate Governance Report (Japanese)
- Corporate Governance Report (English)

Measures to Vitalize the General Shareholder Meetings and Smooth Exercise of Voting Rights.

Early Notification of General Shareholder Meeting

The Company sends the convocation notices at least three weeks in advance of the scheduled date of the General Shareholder Meeting to shareholders in order to enable them to have sufficient time to deliberate on the proposed Agenda of Items. Simultaneously, the convocation notices and its English translation is posted on the Company's website.

Scheduling General Shareholder Meetings to Avoid the Peak Day

The meeting is scheduled to avoid the peak day so that as many shareholders as possible can attend.

Allowing Electronic Exercise of Voting Rights

Shareholders can exercise voting rights via the Internet by accessing the website for exercising voting rights designated by the Company through a personal computer, smartphone or cellular phone.
Japanese and overseas institutional investors can vote by using ICJ's electronic voting platform. However, pre-registration is required for the use of the platform.

Participation in Electronic Voting Platform

The Company posts convocation notices and its English translation on ICJ's electronic voting platform. Japanese and overseas institutional investors who have pre-registered for the use of the platform can directly access the contents of the convocation notices for deliberation, thus enhancing their convenience.

Providing Convocation Notice in English

As explained above, the Company posts English translations of convocation notices on the website. In addition, English translations of convocation notices are also placed on the electronic voting platform.

Compliance

Basic Concept and Promotion System of Compliance

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities | Putting Compliance into Practice

Click to jump to the corresponding section in this page

Basic Concept | Group Compliance Promotion System | Global Group Support System | Planning Compliance Promotion and Verifying Progress | Whistle-blowing System (Help Line)

Basic Concept

Promoting compliance, including corporate ethics and internal corporate rules

It is not only necessary to comply with laws, but also to follow corporate ethics and internal rules. Compliance of the Konica Minolta Group consists of adhering to three elements: Laws, corporate ethics and internal rules.
Konica Minolta Inc. explains the required measures to all Konica Minolta Group companies and its personnel. It implements the necessary measures under a global promotion system to strongly encourage compliance. Initially, in order to transfer the philosophy and management vision based on the "6 Values" into the actions of each individual, and to adequately express the Konica Minolta philosophy, the "Konica Minolta Group Charter of Corporate Behavior" has been revised in 2022.
Moreover, the Konica Minolta Group Guidance for the Charter of Corporate Behavior, which describes specific actions to be taken was established so that all officers and employees of the Group around the world can share an understanding of the respective items in the Charter and put them into practice of compliance.
Practicing compliance and earning stakeholder trust will lead to ongoing improvements in business performance and corporate value. Compliance is an asset that is expected to generate revenue for the Group in the future.
Konica Minolta will continue to practice compliance on a global, Group-wide scale, while taking into consideration differences in laws, cultures and customs found in various countries and regions.

Scope of Compliance at Konica Minolta

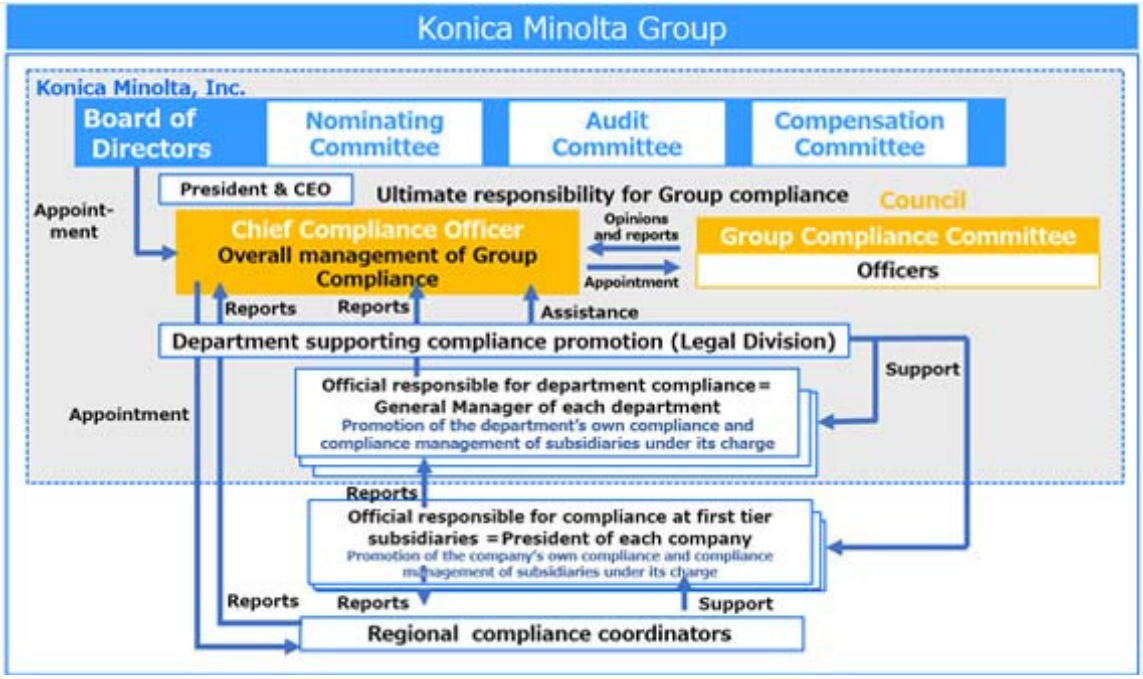
Konica Minolta Group Charter of Corporate Behavior

Group Compliance Promotion System

Building a system to promote consistent compliance Group-wide

At Konica Minolta, the Chief Compliance Officer, a person appointed by the Board of Directors, determines important matters for the promotion of the Group's compliance and is responsible for promoting and overseeing compliance activities such as anti-corruption measures and personal information protection. The Chief Compliance Officer reports directly to the President and CEO of Konica Minolta, Inc., who has ultimate responsibility for Group compliance. To fulfill that responsibility, the Chief Compliance Officer convenes the Group Compliance Committee, which is composed of officers responsible for compliance from Business Units and Corporate Divisions in charge of Group-wide functions.

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



Note: An executive officer or a corporate vice president plays the role of Chief Compliance Officer.
Group Compliance Promotion System

Global Group Support System

Strengthening the coordination of Group compliance

The Legal Division at Konica Minolta, Inc. drafts plans to address important matters and measures regarding the promotion of the compliance, serving as a Group compliance support office assisting the Chief Compliance Officer. The Legal Division also assists each department and subsidiary with its activities, directly and indirectly, and 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 2022, the Group compliance support office and regional compliance coordinators worked together to help newly acquired companies inside and outside Japan as well as small Group companies to adopt compliance measures, seeking to instill compliance throughout the entire Konica Minolta Group.

Planning Compliance Promotion and Verifying Progress

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

Konica Minolta identifies material issues by looking at trends in social expectations and the results of compliance risk assessments, and prepares a medium-term promotion plan. Furthermore, based on the medium-term plan, a group compliance promotion plan is prepared for each fiscal year, and each department and group company is required to implement measures accordingly. In fiscal 2022, each department, including subsidiaries under their management, formulated their own plans and implemented measures that took into consideration risks in their respective business domains.
The officers responsible for each department at Konica Minolta, Inc., and at each group company inside Japan are required to submit monthly reports on the progress of their measures, as well as any compliance issues in that department or company, to the Chief Compliance Officer. The officers responsible for compliance at each Group company outside Japan must do likewise on a quarterly basis. When a serious compliance issue arises which may cause a violation against Konica Minolta Group Charter of Corporate Behavior, it must be reported to the Chief Compliance Officer immediately.
Based on these reports submitted to the Chief Compliance Officer, the Group compliance support office and regional compliance coordinators cooperate as needed to conduct activities Group-wide. Any remaining issues are reflected in the plan for the following year.

The Corporate Audit Division, which reports directly to the President & CEO, conducts internal audits of Konica Minolta, Inc. and its worldwide subsidiaries. The audits also look at compliance, and detailed checks are made to ensure that measures are being implemented according to the annual plans of target group companies, and to confirm that the system to ensure thorough compliance is functioning properly. When an issue is identified, a corrective plan is prepared and implemented with the assistance of the support office and the relevant regional compliance coordinator. Progress is then verified through follow-up audits.
There were no significant compliance violations of the Konica Minolta Group Charter of Corporate Behavior in fiscal 2022 as noted in the “Governance Data” section of the ESG Data page.

Whistle-blowing System (Help Line)

Building and improving Whistle-blowing Systems at each Group company

In the Konica Minolta Group in Japan, the Group-wide Help Line is available so that employees can use it to seek consultation and directly contact the general manager of the Legal Division, the persons in charge of Help Line, or an outside lawyer via various channels such as telephone and email, when they become aware of any conduct that poses a risk of non-compliance.

Konica Minolta has also established whistle-blowing systems 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 a whistle-blowing system for its employees in North America, including its subsidiaries in Canada. In Europe, the Integrity Hotline has served as a 24-hour, multi-lingual reporting system for all Group employees in Europe. In China, a whistle-blowing 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 has established whistle-blowing Hotlines for Group companies in Southeast Asia. In addition, whistle-blowing Hotline in countries other than those listed above is handled directly by Konica Minolta, Inc., in addition to each company’s “whistle-blowing hotline”.
Furthermore, the whistle-blowing hotlines have been expanded to include suppliers in Japan, China, and ASEAN, and are being gradually rolled out to stakeholders in North America. These whistle-blowing hotlines can be contacted and consulted anonymously. In addition, the whistleblowers do not suffer any negative repercussions for having contacted or consulted the hotlines. Each report made is examined fairly, equitably and with integrity to determine the need for an investigation.
The 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 whistle-blowing systems to the Audit Committee regularly.
In fiscal 2022, there were 11 reports to the whistle-blowing hotlines in Japan and 38 reports to the overseas hotlines. 7 of these reports in Japan and 17 of these overseas were regarding human rights issues.
There were no significant incidents reported from these hotlines that warrant disclosure in fiscal 2022.

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities | Putting Compliance into Practice

Compliance

Compliance Promotion Activities

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities | Putting Compliance into Practice

Click to jump to the corresponding section in this page

Disseminating the Group Charter of Corporate Behavior
Compliance Training

Disseminating the Group Charter of Corporate Behavior

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

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior as principles for all officers and employees of the Group, even in different countries and regions. Furthermore, the Charter is posted on the Group's intranet in dozens of languages (Japanese, English, Chinese, German, French, Spanish, Portuguese, Italian, Russian, Korean, Thai, Vietnamese, Malaysian and others) so that all officers and employees of the Group can share an understanding the Charter and put it into practice.

Konica Minolta Group Charter of Corporate Behavior

Having Officers and Employees Submit a Written Compliance Acknowledgement

Konica Minolta has implemented a measure whereby officers and employees of Group companies submit a written acknowledgement that they will give top priority to compliance in their conduct, with an understanding of the Konica Minolta Group Charter of Corporate Behavior, the Compliance Promotion Declaration by the presidents of subsidiaries, and the significance of using and how to use the whistle-blowing systems. Konica Minolta requires that officers, managers, and employees of all Group companies worldwide submit a written compliance acknowledgement that they will behave with propriety and social responsibility and that they thoroughly understand and adhere to compliance requirements.

As of March 31, 2023, compliance acknowledgements had been received from 100% of the officers and employees of all Group companies worldwide, demonstrating a high level of compliance awareness within the Group.

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

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. The companies use every opportunity to promote awareness of this document among employees of subsidiaries.

Creation of Code of Conduct and Compliance Manuals

In April 2022, we revised the Konica Minolta Group Charter of Corporate Behavior, which contains principles that guide compliance for all executive officers and employees, and the Konica Minolta Group Guidance for the Charter of Corporate Behavior, which shows specific behaviors for putting those principles into practice.

Employees worldwide are required to comply with their own Group company compliance manuals and codes of conduct, which are aligned with the social ethics and laws of their respective countries, based on the Konica Minolta Group Charter of Corporate Behavior and Konica Minolta Group Guidance for the Charter of Corporate Behavior. Group companies post codes of conduct and compliance manuals, which are based on the Konica Minolta Group Charter of Corporate Behavior and the Konica Minolta Group Guidance for the Charter of Corporate Behavior, on their intranet so they are widely known.

Compliance Training

Conducting a broad range of compliance training in and outside Japan

Konica Minolta, Inc. provides its employees at each level with various training programs on compliance. Programs are conducted every year for new hires, mid-career employees, mid-level employees, new managers, and new executives. Various trainings on laws and regulations are held annually for employees of all Group companies in Japan. In fiscal 2022, trainings were held on the Corrupt Practices Act, the Antimonopoly Act, the Subcontract Act, the Act on the Protection of Personal Information, the EU's General Data Protection Regulation (GDPR), and security export control. Training to prevent workplace harassment was also provided. Each business division and Group company in Japan also conducts compliance training with characteristics suited to their respective business environments.
At Group companies outside Japan, the regional compliance coordinators formulate an annual training plan and conduct their own training based on each country's laws. Group companies in North America and Europe provide business ethics training to all employees through e-learning every year.
Each year the company continues to provide compliance training for the newly appointed presidents of Group companies. Through these training programs, Konica Minolta ensures that presidents of subsidiaries constantly improve their sense of ethics and promote compliance. Tailor-made (interactive) refresher training also has been held for presidents of Group companies who have been in their position for at least three years. The aim was to further promote compliance.

Furthermore, the Group has also provided executive compliance training for management in Japan, North America, ASEAN and China, and this is being progressively implemented.

Basic Concept and Promotion System of Compliance | **Compliance Promotion Activities** | Putting Compliance into Practice

Compliance

Putting Compliance into Practice

Basic Concept and Promotion System of Compliance | Compliance Promotion Activities | Putting Compliance into Practice

Click to jump to the corresponding section in this page

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

Practicing Compliance Based on the Charter of Corporate Behavior

Based on the Konica Minolta Group Charter of Corporate Behavior, which sets out action guidelines to embody the Konica Minolta Philosophy, and the Konica Minolta Group Guidance for the Charter of Corporate Behavior, which describes how to put the Charter into practice, the company conducts a comprehensive risk assessment every six months to identify compliance-related risks such as corruption (bribery, improper payoffs, conflict of interest, etc.), antitrust law violations (private monopoly, unfair trade practices, unfair restraint of trade, etc.), and violations of the Act on the Protection of Personal Information. These risks are reported to the Risk Management Committee, and are then identified as important compliance issues. Then the issues identified are addressed as priorities.
In addition, the Group has introduced a system that highly evaluate talented personnel who act in accordance with the Konica Minolta Philosophy, and a system to evaluate employees who take on challenges, regardless of the outcome. On the other hand, to promote the practice of compliance, the Group disciplines compliance violations that contradict the Charter of Corporate Behavior and the Guidance for the Charter of Corporate Behavior in accordance with the employment regulations of each company.

- Konica Minolta Group Charter of Corporate Behavior

Anti-Corruption Initiatives

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

Along with economic globalization, the need for anti-corruption measures has increased, and relevant regulations are being strengthened not only within Japan, but also for international commercial transactions. The guidelines for preventing corruption are set forth under Section 2, “Fair and Transparent Business Activities” of the Konica Minolta Group Guidance for the Charter of Corporate Behavior. They include an anti-corruption policy, policies on contributions and political donations, political activities, sponsorships, and charity donations, a prohibition on insider trading, conflict of interest, and a response to antisocial forces.

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 2022, the Group used a worldwide compliance promotion system to continue to educate its personnel on these two priority issues, in line with the relevant laws, business environments, and customary practices. The compliance issues, risks, and progress of education in each region are reported to the Chief Compliance Officer via monthly or quarterly compliance reports.
Konica Minolta revises its anti-corruption guidelines in countries and regions in and outside Japan in response to changes in their respective laws, cultures, and social conditions, and ensures that all Group employees are fully aware of them.
As part of the company's comprehensive anti-corruption efforts, standards and rules have been in operation concerning the provision of gifts and entertainment to clients. They have been prepared by referring to the country rankings in the annual Corruption Perceptions Index (CPI) reported by Transparency International (TI), and are applicable to Konica Minolta organizations operating in countries where the risk of corruption is high. Accounting monitoring and verification have been conducted and deployed at each subsidiary, and reports are sent every quarter to the compliance department.
There were no incidents regarding bribery or corruption in fiscal 2022.

Compliance with Antitrust Laws

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

Konica Minolta recognizes that when violations of an antitrust law occur, the impact on companies, the economy and society is extremely serious. Section 2, "Fair and Transparent Business Activities" of the Konica Minolta Group Guidance for the Charter of Corporate Behavior stipulates the following. Complying with applicable laws, regulations, etc. related to prohibition of monopolization, fair competition, and fair trade in respective countries and regions in which it operates, and for fairness and transparency in transactions between companies. Antitrust law measures have again been designated as a Konica Minolta group-wide priority in the Group's fiscal 2022 compliance promotion plan. The Group compliance support office and the regional compliance coordinators have taken the lead in providing education to relevant employees at Konica Minolta, Inc. and its subsidiaries worldwide, in line with the laws and business environment in each region.
This initiative will be continued in the future. Monthly and quarterly reports on the progress of compliance promotion are regularly submitted to the Chief Compliance Officer, including the status of education on antitrust law measures, as well as antitrust law issues and risks.
In fiscal 2022, there were no incidents related to antitrust laws.

Export Control for International Peace and Security

Practicing strict export control to maintain international peace and security

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

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

Tax Policy

Konica Minolta has established a group-wide tax policy.

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

Konica Minolta Group Tax Policy (204KB)

Advertising Activities

Konica Minolta has established the Konica Minolta Group Charter of Corporate Behavior and the Konica Minolta Group Guidance for the Charter of Corporate Behavior as its global standard for the disclosure of useful and reliable information.
In its advertising, Konica Minolta gives first priority to compliance with the relevant laws and industrial regulations in each region of the world. Beyond the basic laws, the company endeavors to conduct fair and proper advertising, taking into account the voluntary restrictions and advertising standards that apply in each of its business fields, as well as respecting public morality and the viewpoints of stakeholders.
For example, laws and standards that the company observes in Japan include regulations governing advertisements such as the Act against Unjustifiable Premiums and Misleading Representations, the Standards for the Representation of Copiers and Multi-Function Printers of the Japan Business Machine and Information System Industries Association, the Code of Ethical Practice of the Japan Advertisers Association, and screening standards for various media.

Governance

Information Security

Information Security | Konica Minolta Information Security Policy

Click to jump to the corresponding section in this page

Basic Policy | Promoting Information Security | Protecting Personal Information

Basic Policy

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 responsible for IT planning who is appointed as the Chief IT Security Officer, 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. Meetings of information security promoters, with a representative from each business in attendance, are held every quarter. At these meetings, progress on risk response plans and actions taken — particularly incident summaries — are reported to the Information Security Control Officer and instructions for necessary responses are issued. In this way, the PDCA cycle is followed.
Furthermore, measures to prevent unauthorized use and information leakage are implemented through the enactment and operation of rules relating to the management of confidential information and the establishment of systems for restricting and monitoring access to confidential information and its removal off-site. Also, education on the protection of personal information and information security is given at least once a year to all officers and employees, including non-regular employees, of Group companies in Japan.
Outside Japan as well, Group companies work to obtain ISO 27001 certification. Also, all Group companies outside Japan are required to provide all employees with education on information security at least once a year.
Especially with respect to cyber-attacks, that have increased in recent years, by following the Cybersecurity Management Guidelines formulated by Japan's Ministry of Economy, Trade and Industry, our management team is aware of the importance of cyber security risk countermeasures and implements global security measures for IT, including establishing a Konica Minolta Computer Security Incident Response Team named KM-CSIRT, that responds to incidents throughout the Group.
Finally, Konica Minolta is putting in place IT security controls, which are a part of the IT controls required under the Financial Instruments and Exchange Act (Japanese Sarbanes-Oxley Act) while ensuring compatibility within the Group.

*KM-CSIRT: Konica Minolta’s Computer Security Incident Response Team)

Protecting Personal Information

Konica Minolta takes full precautions to protect the personal information of customers.
Konica Minolta, has established the Global Personal Data Protection Policy and regulations for protection of the personal data of the Konica Minolta Group, which address the EU's General Data Protection Regulation (GDPR). In accordance with this policy and rules, the Group has established a worldwide system for protecting personal information and properly manages the personal information in its possession. Employees are also kept up-to-date on the policy and rules through e-Learning and other methods of training.
Moreover, a third party conducts an audit in line with the screening items for ISO/IEC 27001, the international standard for information security management. This confirms that laws, regulations and other norms are observed in line with the policy.
In the event 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.
An incident occurred due to unauthorized access and misuse of administrative privilege in fiscal 2022. We have implemented appropriate response measures by our incident response system and tightened IT security to prevent recurrence.

Information Security | Konica Minolta Information Security Policy

Information Security

Konica Minolta Information Security Policy

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

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

"Management Based On Facts"

1. Direction of Information Security Initiatives

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

2. Compliance with Laws and Other Requirements

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

3. Establishment of Information Security Management System

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

4. Risk Response

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

5. Protection from Threats

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

6. Information Security Education and Training

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

7. Continuous Improvement

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

8. Active Disclosure

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

April 1, 2022

Toshimitsu Taiko
President and CEO
Konica Minolta, Inc.

Evaluation by External Parties

Evaluation by External Parties | Archive

Evaluations by International ESG Rating Agencies

Konica Minolta Given the Highest Evaluation by CDP and Included on the Climate A List 2021

Konica Minolta, Inc. has been awarded a global leadership position on the Climate A List by CDP, an international not-for-profit organization engaged in activities to realize a sustainable economy, for the seventh time. (December 2022)
Konica Minolta, Inc. has also been certified as the Supplier Engagement Leader by CDP. (March 2023).

- News Release (Climate A List 2022)
- Topics(Supplier Engagement Leader)

Konica Minolta Ranked in the Top 5% of Companies within Its Industry in S&P Global's Sustainability Yearbook 2023

Konica Minolta, Inc. (Konica Minolta) is pleased to announce that the company was listed in the Top 5% of the most sustainable companies in its industry in the Sustainable Yearbook 2023 by S&P Global, the world's leading credit rating company headquartered in the U.S. This is the 13th straight year that Konica Minolta has been named in the Sustainability Yearbook. (February, 2023)

- News Release

Konica Minolta Listed among 2023 Global 100 Most Sustainable Corporations in the World

Konica Minolta, Inc. has been listed among the “2023 Global 100 Most Sustainable Corporations in the World” for fifth consecutive year by Canada-based Corporate Knights.(January, 2023)

› News Release

Inclusion in Prominent Investment Indices

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

■ Dow Jones Sustainability Index Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA	Konica Minolta has been included in the Asia Pacific Index each year since 2009, which is run by S&P Global (December, 2022)
■ FTSE4Good Index FTSE4Good ■ FTSE Blossom Japan Index FTSE Blossom Japan ■ FTSE Blossom Japan Sector Relative Index FTSE Blossom Japan Sector Relative Index	Konica Minolta has been included in the FTSE4Good Index consecutively since 2003, and the FTSE Blossom Japan Index since its establishment in 2017. In addition, it has been included in the FTSE Blossom Japan Relative Index, which has been adopted as a benchmark for the latest ESG passive funds since 2022 Those indexes are created by FTSE Russell. › News Release FTSE4Good Index Series

■ MSCI Japan ESG Select Leaders Index 2023 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX ■ MSCI Japan Empowering Women Index 2023 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, 2023) › News Release MSCI ESG Research
■ EcoVadis Sustainability Rating GOLD 2023 ecovadis Sustainability Rating	Konica Minolta, Inc. has been awarded a Gold Level Recognition Medal in the EcoVadis sustainability ratings issued by EcoVadis of France.(February, 2023)
■ Prime Status by ISS-ESG Corporate ESG Performance Prime RATED BY ISS ESG	Since 2011, Konica Minolta has been awarded Prime Status by the US-based ISS ESG (formerly oekom research AG) which is the Responsible Investment arm of Institutional Shareholder Services Inc., as one of the leading global companies for corporate social responsibility (CSR) within the industry segment of Electronic Devices & Appliances. (May, 2023) ISS-ESG

* THE INCLUSION OF Konica Minolta, Inc. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HERIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Konica Minolta, Inc. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

Awards for activities for Sustainability

Konica Minolta Awarded as the 4.5 Star in Nikkei SDGs Management Survey

NIKKEI SDGs Management Survey 2022

Konica Minolta, Inc. has been awarded as the 4.5 Star in Nikkei SDGs Management Survey conducted by Nikkei Inc (December 2022).

2022 Health & Productivity Stock Selection program

2022 健康経営銘柄 Health and Productivity

Konica Minolta Included in the Health & Productivity Stock Selection for Five Years in a Row, Seven Times in Total. The Health & Productivity Stock Selection is a joint program organized by the Ministry of Economy, Trade and Industry of Japan and Tokyo Stock Exchange. (March, 2021)

› News Release

Hall of Famer in the Environmental Communication Awards

Konica Minolta, Inc. has been recognized as a Hall of Famer in the Environmental Communication Awards organized by the Ministry of the Environment, Government of Japan and the Global Environmental Forum. (February 2021)

› Topics

Gomez IR Site Ranking 2022

Konica Minolta was selected as an Outstanding Company: Gold Prize in the Gomez IR Site Ranking, which evaluates the user friendliness and fullness of information of IR websites (December, 2022) and listed of Superior Companies in the Gomez ESG Site Ranking (August, 2022) by Morningstar.

Daiwa IR Internet IR Excellence Award

Konica Minolta won an Internet IR Excellence Award and Internet IR Sustainability Excellence Award from Daiwa Investor Relations Co. Ltd. (December, 2022)

Nikko IR“Annual survey of all Japanese listed companies’ websites

Konica Minolta won the highest-level AAA Website in the annual survey of all Japanese listed companies’ websites in FY2022 conducted by Nikko Investor Relations Co., Ltd. (December, 2022)

Konica Minolta Selected as an Excellent Company in the “Covid-19 Response” Section (“Customer Care” Category) in the DX Survey 2021

Konica Minolta has been selected as an excellent company in the “Customer care” category in the “Covid-19 response” section in the Digital Transformation Survey (DX Survey) 2021, conducted to recognize companies that excel at making strategic use of IT. (June, 2021)

News release

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

Konica Minolta Wins the Second ESG Finance Awards Japan: Minister of the Environment Award

Konica Minolta, Inc. has won the Silver Award in the Environmentally Sustainable Company Category of the second ESG Finance Awards Japan (Minister of the Environment Award) organized by the Ministry of the Environment, Government of Japan. (February, 2021)

News Release

Nikkei Environmental Management Survey

Konica Minolta, Inc. was ranked first place in the overall manufacturing sector at the 18th(2015), 19th(2016), 22nd(2019) Environmental Management Survey by Nikkei Inc. (May, 2019)

Topics

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

Konica Minolta Selected Under the DX Stock 2020 Program

DX銘柄2020
Digital Transformation

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

› News Release

The Grand Prix Award at the Nikkei SDGs Management Grand Prix

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

News release

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)

Stakeholder Engagement

Basic Concept

Konica Minolta believes that dialogue with diverse stakeholders including customers, employees, the local and global communities, business partners, shareholders and investors is essential to create both social and business value.
Therefore, each division in charge engages in daily dialogue, and the company also proactively creates opportunities for communication, including at the executive level, while disclosing information using various communication tools to help people understand Konica Minolta's approach.
The opinions acquired from conversations with stakeholders are reviewed and urgent concerns are reported to management, facilitating improvements in management, products and services.

Stakeholder Engagement Activities

Customers Employees Local and global communities Business partners Shareholders and investors

Customers

Konica Minolta does business around the world. The major customers of Konica Minolta's main business operations are corporations, government agencies, and hospitals.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● Providing customer service via websites and call centers ● Providing product information via websites and newsletters ● Conducting customer satisfaction surveys ● Exchanging information via visits to customers ● Exchanging information at showrooms and trade shows ● Holding seminars	● Increasing customer satisfaction by providing top-tier quality and reliability from the customer's perspective	● Improving product and service quality based on results of customer satisfaction surveys ● Solving customers' issues

Employees

Konica Minolta employs 39,775 people worldwide. Of those, 25% are in Japan, 25% are in Europe, 19% are in the U.S., and 31% are in China and elsewhere in Asia and other locations. (Figures are based on total regular employees of consolidated companies, as of March , 2023.)

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● Interactive intranet ● Group journal ● Employee engagement survey ● Dialogue with labor unions ● Whistle-blowing System ● Discussion during inspection tours of production sites by senior staff ● Video messages from the CEO	● Enhancing human capital—the source of value creation—based on health management ● Enhancing human capital so that individuals thrive by fostering a culture that increases productivity, creativity, and job satisfaction	● Establishing environments that spark innovation to create value ● Implementing various human resources development programs ● Improving lifestyle habits by presenting future disease risk for each individual

Local and global communities

Throughout its global operations, Konica Minolta acts as a responsible member of every community where it operates.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● Activities that contribute to local communities ● Community briefings and invitational events ● Sending speakers to lectures and places of education ● Industry group activities ● Environmental reports and websites ● Global public relations activities through international publications and websites	● Communicating with local communities and disclosing corporate information in a timely and fair manner ● Existing in harmony with local communities ● Developing the next generation of employees	● Enhancing information disclosed in a timely manner via international publications and websites ● Planning activities that contribute to local communities

Business partners

Konica Minolta procures raw materials, parts and components from many suppliers for each of the Group's businesses. The majority of these suppliers are located in Japan, China, and elsewhere in Asia.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● Holding suppliers' meetings ● Procurement Collaboration System ● Conducting CSR surveys (self-assessment questionnaires) ● Visiting suppliers to exchange information	● Co-creation of shared value by business partners, customers, and Konica Minolta ● CSR in the supply chain	● Strengthening relationships by sharing information with business partners

Shareholders and investors

Since Konica Minolta, Inc. has relatively high ownership by institutional and foreign shareholders, the company is expected to proactively take part in IR initiatives on a global basis.

See Communication with Shareholders and Investors for basic concept and implementation status of the communication.

Tools and Opportunities for Communication	Main Issues	Incorporation of Feedback into Management, Products and Services
● Shareholders' meetings ● Briefings for investors ● Visits to investors ● Briefings for business analysts and institutional investors ● Integrated reports ● IR website	● Sustainable growth and increasing corporate value through constructive dialogue	● Increasing management quality through constructive dialogue with shareholders and investors

Participation in Initiative

Click to jump to the corresponding section in this page

Toward the Realization of a World Where No One is Left Behind
Toward the Realization of the Paris Agreement
Toward the Building of a Proper Supply Chain
Toward the Realization of a Circular Economy
Toward Biodiversity Conservation
Other

Toward the Realization of a World Where No One is Left Behind

Endorsement of the United Nations Global Compact

In December 2008, Konica Minolta signed the United Nations Global Compact and became a member of the Global Compact Japan Network. The Global Compact identifies ten universal principles in the four areas of human rights, labor, the environment, and anti-corruption, and requires companies around the world to continue their efforts to realize these principles.

- The Ten Principles of the UN Global Compact
- The United Nations Global Compact Website
- UN Global Compact Content Index

Response to Task Force on Climate-related Financial Disclosures (TCFD)

Konica Minolta believes that accurately assessing the risks and opportunities related to climate in its business operations and actively disclosing information to investors and a wide range of other stakeholders is essential for a company capable of sustainable growth. In light of this, Konica Minolta agreed to support the final report "Recommendations of the Task Force on Climate-related Financial Disclosures" of the Task Force on Climate-related Financial Disclosures (TCFD), established by the G20 Financial Stability Board (FSB).
The Group discloses its climate change initiatives using the TCFD framework, and regularly holds dialogues with investors and other stakeholders at TCFD Consortium Roundtables conducted by the TCFD Consortium, of which the Group has been an original member since its inception in 2019.

Toward the Realization of the Paris Agreement

Participation in Japan Climate Initiative to Achieve Paris Agreement

The Japan Climate Initiative (JCI) is a platform in which companies, local governments, NGOs, and other organizations participate with the aim of achieving a decarbonized society. Konica Minolta joined as an initial member when the JCI was established in July 2018. At JCI's Japan Climate Action Summit 2019, the officer responsible for environment, participated in a panel discussion, speaking as a person on the frontlines of corporate efforts to achieve a carbon-free society. He described how Konica Minolta is helping to build a decarbonized society as part of its goal of achieving “Carbon Minus” status worldwide. He explained that the Group is working with society and customers to reduce CO_2 emissions for society by an amount greater than the emissions directly related to the Company’s products and operations (Scope 1, 2 and 3 emissions).
In 2023, Konica Minolta announced through JCI that it is calling on the Japanese government to accelerate the introduction of renewable energy and to introduce effective carbon pricing as soon as possible.

<JCI message>

- The Japanese government to raise its renewable energy share to 40-50% in its 2030 electricity mix
- JCI Comment on Japan’s new GHG target by 2030
- Now is the time to accelerate renewable energy deployment

As one of a diverse group of non-state actors, Konica Minolta promises to put itself at the forefront of global endeavors to achieve the decarbonized society sought by the Paris Agreement.

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

Konica Minolta joined RE100, a global leadership initiative operated by The Climate Group, an international NGO that promotes decarbonization with the aim of achieving the goals of the Paris Agreement.

Konica Minolta aims to procure 100% of the power used in its own business activities from renewable energy sources by 2050. By doing so, Konica Minolta will accelerate its efforts to achieve Eco Vision 2050 while also helping to reduce global CO_2 emissions by expanding the use of renewable energy. As a medium-term step toward achievement of its long-term goal, Konica Minolta set a target of sourcing renewable energy for more than 50% of its energy use by 2030. The Group will start reviewing its power procurement contracts one by one at production sites and sales sites, starting with countries and regions where renewable energy power is relatively widespread, and switch over to renewable energy, beginning with those sites where it is possible.Going forward, Konica Minolta will continue to look for the most suitable methods for each region worldwide and will step up efforts to expand the procurement of renewable power.

For more details:

- Introducing Renewable Energy at Company Sites

Activities Intended to Spread Renewable Electricity [RE-Users]

In June 2023, Konica Minolta announced through the Renewable Energy Institute its policy proposals regarding issues and solutions for spreading renewable electricity in Japan.

<RE-Users policy proposal>

- Issues and Recommendations on Renewable Electricity Procurement

CO_2 Reduction Target Approved by the SBT Initiative

In 2017, Konica Minolta set an interim CO_2 emissions reduction target to "reduce CO_2 emissions throughout the product lifecycle by 60% by 2030 from fiscal 2005 levels" by backcasting from its long-term vision.
This target was approved as a science-based target by the international SBT Initiative*, an international initiative to promote sustainable companies in conformity with the Paris Agreement.

* SBT Initiative: Jointly established in 2015 by CDP (formerly the Carbon Disclosure Project), the United Nations Global Compact, the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF). The SBT Initiative's aim is to promote the achievement of science-based targets (SBTs) for greenhouse gas emissions reduction, in order to keep the increase in global average temperature to well below 2°C above pre-industrial levels.

Participation in the Race to Zero Campaign

Konica Minolta is participating in the Race to Zero campaign launched on World Environment Day 2020 (June 5) by the United Nations Framework Convention on Climate Change (UNFCCC).
As a non-state actor, we seek to reduce greenhouse gas emissions to net zero by not later than 2050, and cut them in half by 2030.

Participating in the "Challenge Zero" Initiative of Japan Business Federation (Nippon Keidanren)

Konica Minolta endorses Nippon Keidanren's Declaration on "Challenge Zero."* The Group participates by sharing specific information on how it is innovating to meet ambitious goals that will contibute to a carbon-free Japan. By actively striving to develop net-zero emissions technology and generating an upward spiral of environmental protection and business growth, the Group aims to help achieve Keidanren's "Society 5.0 for SDGs" initiative, which aims to solve social issues through innovation.

* Challenge Zero (Challenge Net Zero Carbon Innovation):
A new initiative launched in June 2020 by the Japan Business Federation (Keidanren), in collaboration with the Japanese government. It aims to proactively publicize and support innovative action taken by companies and organizations to help build the decarbonized society which is the long-term goal of the Paris Agreement (the international framework on climate change).

Challenge Zero website

Achieving Net-Zero Plastic-Related CO_2 Emissions in Multi-functional peripherals with Material Technologies That Use Biomass-Derived and Waste Resources

Konica Minolta aims to achieve net-zero plastic-related CO_2 emissions from its Multi-functional peripherals (MFPs) by developing even more advanced technologies for recycling waste materials as high-performance materials. The use of biomass-derived materials and waste materials to create high-performance materials for MFPs and other devices generally faces an uphill climb: performance is typically lower and ensuring consistent product quality is more difficult than when using virgin materials made from petroleum. The company's technologies make it possible to utilize biomass-derived materials instead of the petroleum-based materials typically used in MFPs and consumables such as toner. Konica Minolta is developing new types of plastics that solve these problems, leveraging its years of experience with original material and molding technologies, and combining material development, material selection and processing technology.
Practical appication of these technologies will go beyond the MFPs Konica Minolta sells. The company will also provide them via its Environmental Digital Platform, sharing them with various companies, expanding the circle of cooperation globally, and dramatically increasing the effect.

Toward the Building of a Proper Supply Chain

Responsible Business Alliance (RBA)

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

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

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

Responsible Minerals Initiative：RMI

Konica Minolta promotes programs on responsible mineral procurement in cooperation with external organizations.

Konica Minolta is a member of RMI, which leads global initiatives on responsible mineral procurement. RMI's Responsible Minerals Reporting Template is adopted worldwide. RMI also operates a program that certifies which smelters or refiners are conflict-free, and it operates other activities designed to promote a responsible supply chain for mineral procurement.
In Japan, Konica Minolta participates in JEITA's Responsible Minerals Trade Working Group. This working group promotes programs on responsible mineral procurement among IT and electronics companies in Japan.

Toward the Realization of a Circular Economy

Participation in Japan Partnership for Circular Economy (J4CE)

In April 2021, Konica Minolta joined the Japan Partnership for Circular Economy (J4CE),* which was established by the Ministry of the Environment, Ministry of Economy, Trade and Industry and the Japan Business Federation. Konica Minolta is pursuing open innovation that transcends corporate and industrial boundaries, and fostering social implementation of a circular economy by publicly declaring its commitment to ambitious challenges that will bring society closer to a cyclical economy.

* Japan for Circular Economy (J4CE) is a platform for a decarbonized, decentralized society and circular economy established in March 2021 in a collaboration between the Ministry of the Environment, Ministry of the Economy, Trade and Industry and the Japan Business Federation.

Japan Partnership for Circular Economy (J4CE)

Toward Biodiversity Conservation

Endorsement of the Initiative on Declaration of Biodiversity by Keidanren

Konica Minolta supports the Initiative on Declaration of Biodiversity by Keidanren, established by the Keidanren and the Keidanren Committee on Nature Conservation. With the aim of realizing a sustainable society, the Company is promoting efforts to address the seven items that comprise the Declaration of Biodiversity by Keidanren and Action Policy (Revised Edition).

Keidanren Initiative for Biodiversity Conversation

Other

Participation in the Electrical and Electronics Industries' "Carbon Neutrality Action Plan"

Konica Minolta is participating in the Carbon Neutrality Action Plan, an industry-wide effort to reduce global warming promoted by the Liaison Group of Japanese Electrical and Electronics Industries for Global Warming. As Phase 2 of the Action Plan, a challenge target was set to reduce CO_2 emissions by about 46% from the fiscal 2013 level by 2030. To achieve this goal, we are working on reduction activities as a member company.

Electrical and Electronics Industries' "Carbon Neutrality Action Plan"

Publication of advocacy articles

Konica Minolta shares information on its cutting-edge environmental initiatives, such as its climate change response, with the world at summits and important international conferences.

Past advocacy articles

June 2015, G7 in Schloss Elmau, Germany

November 2015, COP21 in Paris, France

May 2016, G7 in Ise-Shima, Japan

November 2016, COP22 in Marrakesh, Morocco

May 2017, G7 in Taormina, Italy

ESG Data

This section collects and reports on a variety of sustainability-related data published on our website and past corporate reports. Environmental (E), Social (S) and Governance (G) data, which is summarized over time for easy comparison, is provided in Excel format.

- Environmental Data
- Social Data
- Governance Data

Important data is assured by KPMG AZSA Sustainability Co., Ltd. For more information on third-party assurance, please click here.

環境データ2023 Environmental Data 2023

2023年11月16日更新 Updated November 16, 2023

☆ 当該情報は各年度に第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
☆ The figures for each year have been assured by a third party respectively. For more detail, please refer to the CSR report, the website or the Environmental Data in each year.

☆ 各データについての算定基準は、当該データが記載されている表の下に記載しています。
☆ Calculation standards for the figures are listed below the table containing the relevant data.

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

事業活動にともなう環境負荷の全体像 Overall View of Environmental Impacts Resulting from Business Activities

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
INPUT										
調達 Procurement										
資源 Resources	石油由来資源投入量 Petroleum-based resources	千t kt	48.2	49.1	49.5	52.4	50.8	39.0	34.5	39.3
	非石油由来資源投入量 Non-petroleum-based resources	千t kt	61.3	62.4	65.9	70.7	67.4	49.8	41.9	49.5
生産・研究開発 Production/ Research and Development										
エネルギー Energy	電力☆ Electricity☆	百万kWh Million kWh	388	376	315	309	300	283	294	296
	うち再生可能エネルギー由来電力※1☆ Of which, renewable electricity [1]☆	百万kWh Million kWh				4.7	14.3	19.7	23.4	42.1
	うち購入量※1☆ Of which, amount of purchased [1]☆	百万kWh Million kWh				2.1	12.2	16.0	19.3	37.8
	化石燃料☆ Fossil fuels☆	TJ	2,349	2,258	2,464	2,426	2,380	2,323	2,396	2,153
水 Water	取水量☆ Total water withdrawal☆	千m^3 Thousand m^3	3,543	3,542	3,346	3,496	3,184	2,889	2,686	2,937
	循環水使用量 Water recycled/reused	千m^3 Thousand m^3	43.1	12.1	14.2	16.0	45.5	46.1	45.6	24.2
資源 Resources	内部リサイクル量 Amount of recycled internally	千t kt	4.6	4.8	5.2	5.8	5.6	6.1	6.7	5.0
物流 Distribution										
エネルギー Energy	化石燃料☆ Fossil fuels☆	TJ	377.1	444.6	390.2	364.5	476.9	312.4	572.4	1,160.6
資源 Resources	包装材料使用量 Packaging materials usage	千t kt	23.8	27.8	26.1	26.0	24.3	23.4	20.4	24.6
販売・サービス Sales and service										
エネルギー Energy	電力☆ Electricity☆	百万kWh Million kWh	68.1	72.1	77.2	87.5	79.7	69.0	77.2	67.9
	うち再生可能エネルギー由来電力※1☆ Of which, renewable electricity [1]☆	百万kWh Million kWh					6.0	8.1	13.3	11.2
	うち購入量※1☆ Of which, amount of purchased [1]☆	百万kWh Million kWh					5.3	7.4	12.7	10.3
	化石燃料<オフィス>☆ Fossil fuels (offices)☆	TJ	66.2	83.2	76.5	61.1	83.8	78.7	69.8	66.6
	化石燃料<車両>☆ Fossil fuels (vehicles)☆	TJ	710.2	690.8	739.0	697.3	667.6	426.1	489.6	502.6
水 Water	取水量 Total water withdrawal	千m^3 Thousand m^3	296	302	327	337	308	312	294	294
使用 Usage										
エネルギー Energy	電力☆ Electricity☆	百万kWh Million kWh	514.5	467.5	438.0	420.9	393.6	392.9	357.2	336.8
回収 Recovery										
資源 Resources	製品回収量 Product recovery	千t kt	16.1	15.2	16.8	17.9	14.2	13.6	11.2	13.6
OUTPUT										
調達 Procurement										
大気 Atmosphere	CO_2排出量☆ CO_2 emissions☆	千t-CO_2 kt-CO_2	403.6	395.2	416.8	437.0	415.8	295.0	247.1	296.4
生産・研究開発 Production/ Research and Development										
大気 Atmosphere	CO_2排出量(ロケーション基準※2) ☆ CO_2 emissions (location based [2])☆	千t-CO_2 kt-CO_2	306.9	298.2	281.8	272.6	257.3	241.9	252.2	235.4
	CO_2排出量(マーケット基準) CO_2 emissions (market based)	千t-CO_2 kt-CO_2								227.1
	SOx	t	0	0	0	0	0	0	0	0.3
	NOx	t	79.7	52.7	71.1	77.2	98.9	56.8	83.1	73.3
	ばいじん Dust and soot	t	1.7	0.6	0.5	0.4	0.4	0.6	0.8	0.9
排水 Discharged water	排水量 Total water discharged	千m^3 Thousand m^3	3,082	3,096	2,710	2,922	2,857	2,546	2,380	2,585
	COD	t	1.1	0.09	0.6	0.6	0.1	0.2	0.05	0.4
	リン Phosphorous	t	0.6	0.02	0.02	0.1	0.01	0.01	0	0.09
	窒素 Nitrogen	t	3.2	1.6	1.8	2.8	0.7	1.7	0.5	1.4
廃棄物 Waste	総排出物量 Total waste volume	千t kt	20.1	19.6	20.1	22.6	19.9	19.1	21.0	19.8
	内部減量化量 Waste reduced internally	千t kt		0.4	0.6	0.4	0	0	0	0
	外部排出物量☆ Waste discharged externally☆	千t kt	15.5	14.5	14.4	16.3	14.2	13.1	14.3	14.8
	再資源化量※1☆ Amount recycled [1]☆	千t kt	15.2	19.0	19.3	21.9	19.7	18.9	20.7	19.6
	最終処分量※1☆ Final disposal [1]☆	t	46.2	70.8	128.8	57.0	6.3	10.0	10.4	12.1
化学物質 Chemical substances	VOC(揮発性有機化合物)大気排出量※3 ☆ Atmospheric emissions of VOCs [3]☆	t	229	218	212	210	230	174	192	173

物流 Distribution										
大気 Atmosphere	CO_2排出量☆ CO_2 emissions☆	千t-CO_2 kt-CO_2	27.3	32.1	28.3	26.4	34.4	22.6	40.9	82.6
販売・サービス Sales and service										
大気 Atmosphere	CO_2排出量<オフィス>(ロケーション基準※2)☆ CO_2 emissions (offices, location based[2])☆	千t-CO_2 kt-CO_2	36.7	39.0	41.7	46.8	41.6	35.5	37.4	33.2
	CO_2排出量<オフィス>(マーケット基準) CO_2 emissions (offices, market based)	千t-CO_2 kt-CO_2								33.5
	CO_2排出量<車両>☆ CO_2 emissions (vehicles)☆	千t-CO_2 kt-CO_2	48.0	46.7	50.0	47.2	45.2	28.8	33.2	34.0
廃棄物 Waste	外部排出物量 Waste discharged externally	千t kt	3.2	3.3	3.6	3.7	3.4	3.4	3.2	3.2
	再資源化量 Amount recycled	千t kt	1.4	1.4	1.5	1.6	1.5	1.5	1.4	1.4
	最終処分量 Final disposal	t	98.1	100.2	108.4	111.5	102.0	103.3	97.4	97.3
使用 Usage										
大気 Atmosphere	CO_2排出量☆ CO_2 emissions☆	千t-CO_2 kt-CO_2	258.3	234.7	219.9	211.3	197.6	197.2	179.3	169.1
回収 Recovery										
資源(製品回収) Resources (product recovery)	製品回収再資源化量 Product recovered and recycled	千t kt	16.0	15.0	16.6	17.7	14.1	13.4	11.1	13.5

温室効果ガスの算定対象は地球温暖化対策推進法に規定される3,000t-CO_2を超えるものとしています。
In accordance with Japan's Act on Promotion of Global Warming Countermeasures, the scope of this calculation is greenhouse gases exceeding 3,000 t-CO_2.

※1：再生可能エネルギー由来電力、再生可能電力購入量、再資源化量、最終処分量については2021年度から保証を受けています。
*1: Regarding renewable electricity, amount of purchaced renewable electricity, recycled resources and final disposal, the figures have been assured by a third party respectively from FY2021 onwards.

※2：SCOPE2 ロケーション基準の算定では、電力使用における排出係数に以下を使用しています。
電気：<日本>電気事業連合会が公表する2005年度全電源平均値
<海外>GHGプロトコルが公表する各国の2005年度CO2排出係数
再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定しています。
*2: Scope 2 location-based calculations use the following emission factors for electricity use.
Electricity in Japan: Fiscal 2005 average value of all electrical power sources, as specified by the Federation of Electric Power Companies of Japan
Electricity outside Japan: Fiscal 2005 emissions coefficients applicable to each country, as specified by the GHG Protocol.
When calculating emissions from the use of electricity derived from renewable energy sources, the emission factor is set to zero.

※3：VOC大気排出量の2015年度から2021年度において、過去の算定に誤りが発見されたため、数値を修正しました。
*3: Figures of Atmospheric emissions of VOCs for fiscal 2015-2021 have been corrected due to an error in tabulation.

CDPによる評価 Evaluation by CDP

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
気候変動 Climate change		A	A	A-	A-	A	A	A
サプライヤーエンゲージメント Supplier engagement				A	A-	A	A	A

環境データ2023 Environmental Data 2023

☆ 当該情報は各年度に第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
☆ The figures for each year have been assured by a third party respectively. For more detail, please refer to the CSR report, the website or the Environmental Data in each year.

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

エネルギー・CO_2 Energy/CO_2

サプライチェーンCO_2排出量 CO_2 Emissions in the Supply Chain
（単位 unit：t-CO_2）

		概要 Overview	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
サプライチェーンCO_2排出量 総計 **Total CO_2 emissions in the supply chain**			1,421,835	1,342,630	1,339,459	1,391,055	1,320,950	1,130,727	1,081,701	1,200,957
スコープ 1 **Scope 1**		**Scope 1 合計☆** **Total Scope1☆**	167,360	162,195	175,266	169,835	166,845	147,379	158,938	151,422
		生産・研究開発 Production / R&D	116,525	111,899	122,120	120,324	118,166	115,270	122,918	114,899
		販売・サービス Sales and service	50,835	50,297	53,146	49,511	48,680	32,109	36,020	36,522
スコープ 2 (ロケーション基準※1) **Scope 2 (location based[1])**		**Scope 2 (ロケーション基準※1) 合計☆** **Total Scope2 (location based[1])☆**	224,298	221,665	198,174	196,742	177,200	158,890	163,846	151,128
		生産・研究開発 Production / R&D	190,370	186,253	159,647	152,319	139,090	126,604	129,273	120,459
		販売・サービス Sales and service	33,928	35,412	38,527	44,423	38,110	32,286	34,573	30,669
スコープ 2 (マーケット基準) **Scope 2 (market based)**		**Scope 2 (マーケット基準) 合計** **Total Scope2 (market based)**								143,147
		生産・研究開発 Production / R&D								112,184
		販売・サービス Sales and service								30,964
スコープ 3 ※ **Scope 3 ***	**Scope 3 合計** **Total Scope3**		1,030,177	958,769	966,018	1,024,478	976,905	824,458	758,918	898,407
	カテゴリー 1☆ Category 1☆	購入した物品、サービス Purchased goods and services	403,562	395,235	416,845	437,036	415,783	295,044	247,088	296,379
	カテゴリー 2 Category 2	資本財 Capital goods	128,356	95,023	94,428	128,100	123,952	140,788	103,497	106,872
	カテゴリー 3 Category 3	燃料およびエネルギー関連活動 Fuel- and energy-related activities	7,381	11,196	12,227	12,062	10,355	10,355	9,696	12,250
	カテゴリー 4 Category 4	輸送・流通（上流） Upstream transportation and distribution	43,916	48,430	46,716	45,350	53,067	41,317	58,006	96,490
	カテゴリー 5 Category 5	事業から発生する廃棄物 Waste generated in operations	19,786	13,651	13,982	26,276	15,306	16,183	14,130	14,638
	カテゴリー 6 Category 6	出張 Business travel	27,312	23,187	23,022	24,153	22,090	4,853	5,889	11,314
	カテゴリー 7 Category 7	従業員の通勤 Employee commuting	13,931	13,003	12,133	11,798	11,629	5,322	6,357	7,135
	カテゴリー 8 Category 8	リース資産（上流） Upstream leased assets	423	776	776	624	497	497	497	498
	カテゴリー 9 Category 9	輸送・流通（下流） Downstream transportation and distribution	14,086	15,418	13,825	13,532	16,894	12,373	26,585	63,963
	カテゴリー 10 Category 10	販売した製品の加工 Processing of sold products	44,216	37,483	41,237	55,665	55,110	50,455	60,016	52,257
	カテゴリー 11☆ Category 11☆	販売した製品の使用 Use of sold products	258,259	234,705	219,868	211,282	197,599	197,213	179,334	169,061
	カテゴリー 12 Category 12	販売した製品の廃棄 End-of-life treatment of sold products	64,507	62,999	63,771	55,722	52,310	48,066	46,168	65,032
	カテゴリー 13 Category 13	リース資産（下流） Downstream leased assets	-	3,861	3,790	0	0	0	0	279
	カテゴリー 14 Category 14	フランチャイズ Franchises	1,095	1,045	956	553	594	457	603	501
	カテゴリー 15 Category 15	投資 Investments	3,346	2,756	2,443	2,326	1,718	1,534	1,050	1,740

※スコープ３におけるCO_2排出量　算定方法
*Method of Calculation in Each Category of Scope 3 Emissions

※1：SCOPE2 ロケーション基準の算定では、電力使用における排出係数に以下を使用しています。
電気：＜日本＞電気事業連合会が公表する2005年度全電源平均値
＜海外＞GHGプロトコルが公表する各国の2005年度CO2排出係数
再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定しています。

*1: Scope 2 location-based calculations use the following emission factors for electricity use.
Electricity in Japan: Fiscal 2005 average value of all electrical power sources, as specified by the Federation of Electric Power Companies of Japan
Electricity outside Japan: Fiscal 2005 emissions coefficients applicable to each country, as specified by the GHG Protocol.
When calculating emissions from the use of electricity derived from renewable energy sources, the emission factor is set to zero.

製品ライフサイクルCO_2排出量☆ Product Lifecycle CO_2 Emissions☆

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
製品ライフサイクルCO_2排出量総計 Total Product lifecycle CO_2 emissions	千t-CO_2 kt-CO_2	1,081	1,046	1,038	1,041	992	821	790	851
調達 Procurement stage	千t-CO_2 kt-CO_2	404	395	417	437	416	295	247	296
生産/研究開発 Production/R&D	千t-CO_2 kt-CO_2	307	298	282	273	257	242	252	235
物流 Distribution	千t-CO_2 kt-CO_2	27	32	28	26	34	23	41	83
販売・サービス（オフィス、車両） Sales and service (offices and vehicles)	千t-CO_2 kt-CO_2	85	86	92	94	87	64	71	67
製品使用 Product use	千t-CO_2 kt-CO_2	258	235	220	211	198	197	179	169

【調達活動でのCO_2排出量】
対象範囲：コニカミノルタが設計かつ販売する、情報機器および消耗品、機能材料、光学コンポーネント、ヘルスケア製品
算定基準：情報機器および消耗品については販売数量や生産数量、その他製品については資源投入量に、それぞれの製品を構成する素材の排出原単位等を乗じて算出しています。
【CO_2 emissions in procurement stage】
Boundary: Office equipment and consumable supplies, optical components, equipment for healthcare system designed and sold by Konica Minolta, Inc.
Standards: Calculated by multiplying the sales amount or production amount of office equipment and consumables by a cradle-to-gate CO_2 emission factor for each of the materials that make up a product; and for other products, multiplying the amount of material used by a cradle-to-gate CO_2 emission factor for that material.

【生産/研究開発活動でのCO_2排出量】
対象範囲：全世界の生産・研究開発拠点
算定基準：各拠点のエネルギー使用量に、以下の係数を乗じて算出しています。
燃料：地球温暖化対策推進法（温対法）に規定される係数
電気：＜日本＞電気事業連合会が公表する2005年度全電源平均値
＜海外＞GHGプロトコルが公表する各国の2005年度CO_2排出係数
再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定しています。
【CO_2 emissions in production/R&D stage】
Boundary: All production and R&D sites around the world
Standards: CO_2 emissions are calculated by multiplying the amount of energy used at each site by the following coefficients
Fuel: Coefficients stipulated in Japan's Act on Promotion of Global Warming Countermeasures
Electricity in Japan: Fiscal 2005 average value of all electrical power sources, as specified by the Federation of Electric Power Companies of Japan
Electricity outside Japan: Fiscal 2005 emissions coefficients applicable to each country, as specified by the GHG Protocol.
When calculating emissions from the use of electricity derived from renewable energy sources, the emission factor is set to zero.

【物流活動でのCO_2排出量】
対象範囲：情報機器、光学コンポーネント、機能材料、ヘルスケア製品に関する、国際間物流、日本国内物流、中国およびマレーシアの生産物流（工場から港まで）
算定基準：主に貨物重量に輸送距離を乗じ、その値に輸送手段別のCO_2排出係数を乗じて算出しています。光学コンポーネントについては売上高より推計しています。
国際間物流、中国ならびにマレーシア生産物流 ： GHGプロトコルが公表する CO_2排出係数
日本国内物流 ： ロジスティクス分野におけるCO_2排出量算定方法共同ガイドラインVer.3.0 に規定される係数
再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定しています。
【CO_2 emissions in distribution stage】
Boundary: Japanese domestic distribution, Chinese and Malaysian production distribution (from factory to port), and international distribution of office equipment, optical components, performance materials, and equipment for healthcare systems
Standards: CO_2 emissions are calculated by multiplying transport distance by cargo weight, and then multiplying that value by the CO_2 emissions coefficient of each means of transportation. Estimated for optical components based on sales.
Chinese and Malaysian production distribution and international distribution: Coefficients specified by the GHG Protocol
Japanese domestic distribution: Coefficients stipulated in Japan's CO_2 Emissions Calculation Method for Logistics Operations—Joint Guidelines Ver.3.0

【販売活動でのCO_2排出量】
対象範囲：全世界の連結対象の全販売会社
算定基準（オフィス）：拠点のエネルギー使用量に、以下の係数を乗じて算出しています。エネルギー使用量には一部推定値を含みます。
燃料：地球温暖化対策推進法（温対法）に規定される係数
電気：＜日本＞電気事業連合会が公表する2005年度全電源平均値
＜海外＞GHGプロトコルが公表する各国の2005年度CO_2排出係数
再生可能エネルギー由来電力を使用した場合、当該電力の排出係数はゼロとして算定しています。
算定基準（車両）：車両用燃料の使用量に,以下の係数を乗じて算出しています。燃料使用量には一部推定値を含みます。
燃料：地球温暖化対策推進法（温対法）に規定される係数
【CO_2 emissions in Sales and service stage】
Boundary: All consolidated sales companies around the world
Standards (Offices): CO_2 emissions are calculated by multiplying the amount of energy used at sites by the following coefficients. The amount of energy used includes some estimated values.
Fuel: Coefficients stipulated in Japan's Act on Promotion of Global Warming Countermeasures
Electricity in Japan: 2005 average value of all electrical power sources, as specified by the Federation of Electric Power Companies of Japan
Electricity outside Japan: 2005 emissions coefficients applicable to each country, as specified by the GHG Protocol.
When calculating emissions from the use of electricity derived from renewable energy sources, the emission factor is set to zero.
Standards (Vehicles): CO_2 emissions are calculated by multiplying the amount of vehicle fuel used by the following coefficients. The amount of fuel used includes some estimated values.
Fuel: Coefficients stipulated in Japan's Act on Promotion of Global Warming Countermeasures

【製品使用時のCO_2排出量】
対象範囲：情報機器、ヘルスケア製品（光学コンポーネントについては、他社製品の一部として組み込まれるため除外しています）
算定基準：市場稼働台数（年度ごとの販売台数と製品寿命から推計）に、想定される機種ごとの年間電力消費量とCO_2排出係数（GHGプロトコルが公表する2005年度全世界平均値）を乗じて算出しています。
年間電力消費量は、情報機器は国際エネルギースタープログラムに規定されたTEC値（Ver 2.0）、ヘルスケア製品は製品仕様などに基づいています。
【CO_2 emissions during product Use】
Boundary: Office equipment and equipment for healthcare system
(Optical components are excluded since they are used as parts of other companies' products)
Standards: CO_2 emissions are calculated by multiplying the number of units operating in the market (inferred from sales units each year and the life of the product) by the estimated annual amount of electrical consumption for each model and the CO_2 coefficient equal to the fiscal 2005 world average value specified by the GHG Protocol.
The annual amount of electricity consumption for office equipment is estimated based on the Typical Electricity Consumption (TEC Ver 2.0) value set by the International Energy Star Program, and for equipment or healthcare systems it is estimated based on each product's specifications.

生産段階でのCO_2排出量☆ CO_2 Emissions at the Production Stage☆

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
生産段階でのCO_2排出量総計 CO_2 emissions at the production stage	千t-CO_2 kt-CO_2	307	298	282	273	257	242	252	235
日本 Japan	千t-CO_2 kt-CO_2	246	234	218	216	212	203	215	207
アジア（日本を除く） Asia (excluding Japan)	千t-CO_2 kt-CO_2	59	62	62	54	44	37	36	28
北米・欧州 North America/Europe	千t-CO_2 kt-CO_2	1	2	2	2	2	2	2	0.2

生産段階でのCO_2排出量（原単位推移） CO_2 Emissions at the Production Stage（per unit of sales）

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
原単位 Per unit of sales	t-CO_2/億円 t-CO_2/100 million yen	30	31	27	26	26	28	28	21

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.
計算式：生産段階でのCO_2排出量総計÷グループ総売上高
Formula: Total CO_2 emissions at the production stage / Total group sales

非再生可能エネルギーの消費量 Total Non-Renewable Energy Consumption

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
非再生可能エネルギー消費量※1☆ Total non-renewable energy consumption[1]☆	MWh	1,323,847	1,290,350	1,303,180	1,277,815	1,229,191	1,110,007	1,155,088	1,066,715

注：集計範囲は全世界の連結対象の全社です。
Note: The scope of data covers all consolidated companies worldwide.

※1：非再生可能エネルギー消費量については2021年度から保証を受けています。
*1: Regarding non-renewable energy consumption, the figures have been assured by a third party respectively from FY2021 onwards.

再生可能エネルギーの利用状況 Status of Renewable Energy Use

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
再生可能エネルギー由来電力使用量総計※1☆ Total electricity derived from renewable energy sources [1]☆	MWh	1,147	1,150	1,552	4,686	20,297	27,774	36,732	53,319
発電量※2 Generated volume [2]	MWh	137	134	127	26	26	26	25	22
購入量※2 Purchased volume [2]	MWh	1,011	1,016	1,425	4,660	20,272	27,748	36,707	53,297
電力使用量（コジェネ発電量含まず） Electricity use (not including cogeneration)	MWh	455,713	448,155	392,306	396,386	380,014	352,297	370,856	363,951
コジェネ発電量 Generated volume from cogeneration	MWh	9,051	13,515	30,669	71,321	72,222	69,023	68,084	68,743
電力使用量（コジェネ発電量含む） Electricity use (including cogeneration)	MWh	464,763	461,670	422,975	467,707	452,236	421,321	438,941	432,694
再生可能エネルギー由来電力比率※3 Renewable energy-derived electricity utilization rate [3]	%	0.2%	0.2%	0.3%	1.1%	5.3%	6.5%	8.3%	12.3%

注：集計範囲は全世界の連結対象の全社です。
Note: The scope of data covers all consolidated companies worldwide.

※1：再生可能エネルギー由来電力については2021年度から保証を受けています。
*1: Regarding electricity derived from renewable energy sources, the figures have been assured by a third party respectively from FY2021 onwards.

※2：GHGプロトコルの定義に従い、発電量・購入量の分類を見直しました。
*2: The classifications of electricity generated and purchased are reviewed according to GHG Protocol definitions.

※3：2015-2019年度は、コニカミノルタグループ全体の電力使用量（コジェネ発電量含まず）に占める再生可能エネルギー由来電力の比率。2020年度からは、コニカミノルタグループ全体の電力使用量に占める再生可能エネルギー由来電力の比率。数値は小数点以下第2位を切り捨てています。
*3: Ratio of electricity derived from renewable energy sources to the entire Konica Minolta Group's electricity use (not including cogeneration) for FY2015-FY2019; ratio of electricity derived from renewable energy sources to the entire Konica Minolta Group's electricity use from FY2020. Figures are rounded down to the second decimal place.

エネルギー使用量☆ Energy Use☆

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
エネルギー使用量総計 Total energy use	TJ	6,144	5,942	5,551	5,448	5,318	5,095	5,269	5,049
日本 Japan ※	TJ	5,322	5,060	4,658	4,617	4,512	4,333	4,492	4,264
アジア（日本を除く） Asia (excluding Japan) ※	TJ	779	831	840	781	754	717	724	730
北米・欧州 North America/Europe	TJ	43	50	53	51	52	45	53	55

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

エネルギー使用量（原単位推移） Energy use （per unit of sales）

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
原単位 Per unit of sales ※	TJ/億円 TJ/100 million yen	0.60	0.62	0.54	0.51	0.53	0.59	0.58	0.45

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.
計算式：エネルギー使用量総計÷グループ総売上高
Formula: Total energy use / Total group sales

使用エネルギー内訳 Energy Use by Type

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
使用エネルギー総計 Total energy used	TJ	6,144	5,942	5,551	5,448	5,318	5,095	5,269	5,030
電力 Electricity ※	TJ	3,795	3,684	3,088	3,022	2,939	2,772	2,872	2,897
都市ガス Utility gas	TJ	2,175	2,071	2,272	2,202	2,158	2,137	2,220	1,926
LNG	TJ	123	135	138	158	161	130	116	167
その他 Others	TJ	50	51	55	65	60	56	60	40

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

環境データ2023 Environmental Data 2023

☆ 当該情報は各年度に第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
☆ The figures for each year have been assured by a third party respectively. For more detail, please refer to the CSR report, the website or the Environmental Data in each year.

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

資源 Resources

資源投入 Input of Resources

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
石油由来資源 投入量 Petroleum-based resources input	千t kt	48.2	49.1	49.5	52.4	50.8	39.0	34.5	39.3
非石油由来資源 投入量 Nonpetroleum-based resources input	千t kt	61.3	62.4	65.9	70.7	67.4	49.8	41.9	49.5
内部リサイクル量 Internal recycling	千t kt	4.6	4.8	5.2	5.8	5.6	6.1	6.7	5.0
包装材料使用量 Packaging materials used	千t kt	23.8	27.8	26.1	26.0	24.3	23.4	20.4	24.6

【石油由来資源 投入量・非石油由来資源 投入量】
対象範囲：コニカミノルタが製造・販売する、情報機器および消耗品、機能材料、光学コンポーネント、ヘルスケア製品
算定基準：製品仕様等に基づいて、素材・部品重量に材質ごとの石油由来資源使用重量比率を乗じて算出しています。
【Petroleum-based resources input, Nonpetroleum-based resources input】
Boundary: Office equipment and consumable supplies, performance materials, optical components, and equipment for healthcare systems produced and sold by Konica Minolta, Inc.
Standards: Calculated by multiplying the raw material or part weight by content percentage of petroleum-based resources set for each material, based on the product specification

【内部リサイクル量】
対象範囲：全世界の生産・研究開発拠点
算定基準：生産工程から発生する排出物のうち、グループ外の業者に排出されず工場内で原料として再投入される量
【Amount of recycled internally】
Boundary: All production and R&D sites around the world
Standards: Amount of waste from production processes that is not discharged outside Konica Minolta sites and is re-inputed as raw material

【包装材料使用量】
対象範囲：情報機器および消耗品、機能材料、光学コンポーネント、ヘルスケア製品の包装に使用する素材・部品
算定基準：販売実績に基づく製品の販売台数に、各製品1台当たりの包材重量(製品仕様等に基づく)を乗じて算出しています。
【Packaging materials usage】
Boundary: Raw material and parts used in packaging for office equipment and consumable supplies, performance materials, optical components, and equipment for healthcare systems
Standards: Calculated by multiplying the weight of packaging material per single product (based on product specifications, etc.) by the number of units of the product sold, based on sales results

廃棄物 Waste

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
再資源化量 Total waste recycled	t	21,221	20,397	20,826	23,455	21,148	20,357	22,133	20,956
排出物総処分量 Total waste disposed	t	18,741	17,809	17,944	20,033	17,598	16,483	17,496	18,018
最終処分量 Total waste landfilled	t	144	171	237	168	108	113	108	109

注：集計範囲は全世界の連結対象の全社です。
Note: The scope of data covers all consolidated companies worldwide.

生産活動からの排出物量 Waste from production activities

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
総排出物量総計 Total waste volume	t	20,139	19,603	20,077	22,585	19,851	19,121	20,981	19,759
日本 Japan	t	14,337	14,084	15,008	17,758	15,779	16,093	18,191	16,250
アジア（日本を除く） Asia (excluding Japan)	t	5,330	4,976	4,411	4,138	3,319	2,559	2,361	3,036
北米・欧州 North America/Europe	t	472	543	658	690	754	469	429	473
外部排出物量総計☆ Waste discharged externally☆	t	15,499	14,497	14,360	16,346	14,225	13,066	14,275	14,802
日本 Japan	t	9,839	9,088	9,418	11,618	10,231	10,107	11,587	11,386
アジア（日本を除く） Asia (excluding Japan)	t	5,188	4,866	4,284	4,039	3,241	2,490	2,259	2,943
北米・欧州 North America/Europe	t	472	543	658	690	754	469	429	473
外部排出物量（原単位推移） Waste discharged externally (per unit of sales)	t/億円 t/100 million yen	1.5	1.5	1.4	1.5	1.4	1.5	1.6	1.3
再資源化量（内部リサイクル量+外部リサイクル量）総計 ※1☆ Total amount of recycled resources (internally and externally recycled) [1]☆	t	19,821	18,967	19,279	21,864	19,692	18,882	20,742	19,568
日本 Japan	t	14,063	13,583	14,207	17,018	15,548	15,790	17,958	16,065
アジア（日本を除く） Asia (excluding Japan)	t	5,286	4,854	4,409	4,156	3,390	2,623	2,356	3,030
北米・欧州 North America/Europe	t	472	529	662	690	754	470	429	473
最終処分量（埋立量）総計※1☆ Total amount of final disposal (landfill waste) [1]☆	t	46	71	129	57	6	10	10	12
日本 Japan	t	6	7	3	3	3	7	8	8
アジア（日本を除く） Asia (excluding Japan)	t	41	64	126	54	3	3	3	4
北米・欧州 North America/Europe	t	0	0	0	0	0	0	0	0
再資源化率 Percentage recycled or reused	%	98.4%	98.6%	98.8%	98.8%	99.2%	98.8%	98.9%	99.0%
最終処分率 Percentage of final disposal	%	0.2%	0.4%	0.6%	0.3%	0.03%	0.05%	0.05%	0.06%

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

※1：再資源化量及び最終処分量については2021年度から保証を受けています。
*1: Regarding recycled resources and final disposal, the figures have been assured by a third party respectively from FY2021 onwards.

【外部排出物量】
対象範囲：全世界の生産・研究開発拠点
算定基準：生産外部排出物重量※2 の実測値の合計
※2 生産外部排出物量：生産・研究開発拠点で生じる、コニカミノルタに排出者責任のあるすべての排出物（廃棄物等）のなかで、コニカミノルタの拠点外に排出される量。
ただし、生産との関連のない排出物等は一部除外しています。
【Waste discharged Externally】
Boundary: All production and R&D sites around the world
Standards: The total actual weight of waste discharged externally from production*2
*2: Of the waste (refuse, etc.) generated at production and research and development sites for which Konica Minolta has responsibility as generator of waste, the amount discharged outside the Konica Minolta site. However, some wastes unrelated to production are excluded.

【再資源化量】
対象範囲：全世界の生産拠点および研究開発拠点
算定基準：再資源化重量（内部リサイクル量+外部リサイクル量）の合計です。
内部リサイクル量：生産工程から発生する排出物のうち、コニカミノルタの拠点外に排出されず原料として再投入される量
外部リサイクル量：外部排出物量のうち、コニカミノルタの拠点外に排出されたのちリサイクルされる量
【Amount recycled】
Boundary: All production and R&D sites around the world
Standards: The total of the weight of recycled materials (internally recycled amount + externally recycled amount)
Internally recycled amount: Amount of waste from production processes that is not discharged outside Konica Minolta sites and is re-inputed as raw material
Externally recycled amount: Amount of waste that is recycled after being discharged outside Konica Minolta sites

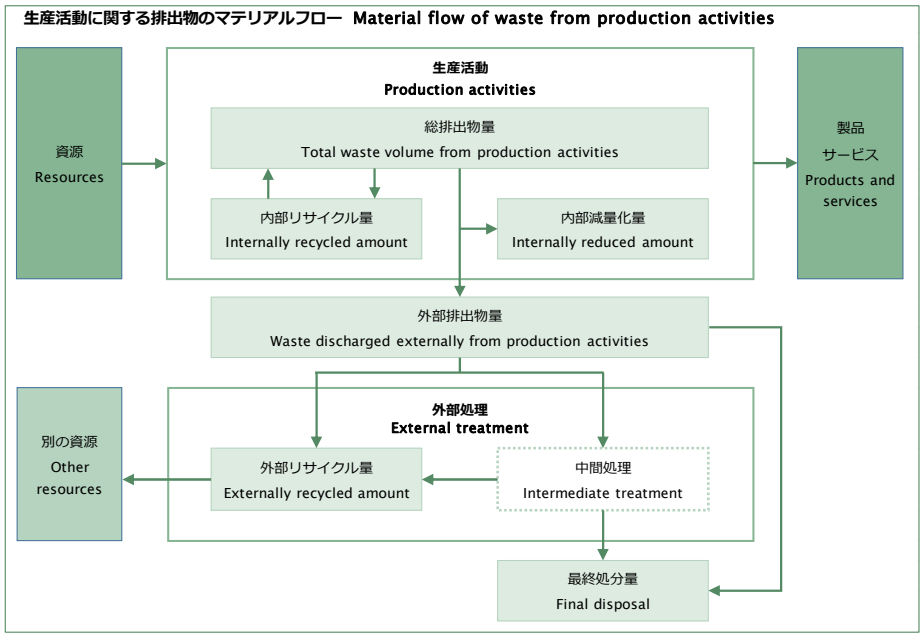
【最終処分量】
対象範囲：全世界の生産・研究開発拠点
算定基準：最終処分量重量（生産外部排出物量×最終処分率）の合計。最終処分率は個別に処理業者にヒアリングした値に基づいています。
再資源化後の残渣を除きます。直接埋立量と中間処理残渣埋立量の合計です。
【Final disposal】
Boundary: All production and R&D sites around the world
Standards: The total weight of final disposal (Weight of waste discharged externally from production × Percentage of final disposal)
Percentage of final disposal are calculated based on the value from industrial waste disposal companies.
Except for residues after recycling. The figures are the sum of direct landfill and landfill of residual after intermediate treatment.

製品回収・リサイクル Product Recovery and Recycling

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
製品回収量（全世界） Poduct recovery volume (worldwide)	千t kt	16.1	15.2	16.8	17.9	14.2	13.6	11.2	13.6
製品回収再資源化量（全世界） Recycling volume for recovered products (worldwide)	千t kt	16.0	15.0	16.6	17.7	14.1	13.4	11.1	13.5
製品回収再資源化率（全世界） Recycling ratio for recovered products (worldwide)	%	99.1%	98.8%	98.9%	99.4%	99.1%	99.2%	99.2%	99.0%

注：集計範囲は情報機器事業の製品です（主要販社）。
Note: The scope of the aggregate includes Business Technologies Business (major sales companies) products.

生産活動に関する排出物のマテリアルフローは下記を参照ください。
See the figure below for the material flow of waste from production activities.



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☆ 当該情報は各年度に第三者保証を受けました。詳細は各年度のCSRレポート、ウェブサイトまたは環境データを参照ください。
☆ The figures for each year have been assured by a third party respectively. For more detail, please refer to the CSR report, the website or the Environmental Data in each year.

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

水 Water

取水源別の取水量 Water Withdrawal by Source

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
取水量総計※1☆ Total water withdrawal [1]☆	千m^3 Thousand m^3	3,839	3,845	3,673	3,833	3,492	3,201	2,980	3,231
上水 総計※1 Potable Water [1]	千m^3 Thousand m^3	1,621	1,636	1,726	1,743	1,588	1,488	1,441	1,485
上水（生産）※2 ※3 ☆ Potable Water (production activity) [2 3]☆	千m^3 Thousand m^3	1,324	1,333	1,398	1,407	1,280	1,176	1,147	1,192
上水（販売）※4 Potable Water (sales activity) [4]	千m^3 Thousand m^3	296	302	327	337	308	312	294	294
雨水※1☆ Rainwater [1]☆	千m^3 Thousand m^3								0.2
地表水 Fresh Surface Water (lakes, rivers, etc.)	千m^3 Thousand m^3	0	0	0	0	0	0	0	0
地下水※1 ※3 ☆ Groundwater [1 3]☆	千m^3 Thousand m^3	2,218	2,209	1,947	2,089	1,904	1,714	1,539	1,745
海水 Seawater	千m^3 Thousand m^3	0	0	0	0	0	0	0	0
生産随伴水 Produced/Entrained Water	千m^3 Thousand m^3	0	0	0	0	0	0	0	0

※1：集計範囲は全世界の連結対象の全社です。
*1: The scope of data covers all consolidated companies worldwide.

※2：集計範囲は全世界の生産拠点および研究開発拠点です。取水量(上水道、工業用水)の合計です。
*2: The scope of data covers all production and R&D sites worldwide. The total amount of water intake (city water, industrial water)

※3：上水及び地下水については2021年度から保証を受けています。
*3: Regarding potable water and groundwater, the figures have been assured by a third party respectively from FY2021 onwards.

※4：集計範囲は全世界の連結対象の販売・サービス拠点です。取水量原単位に各拠点の人数を掛け推計しています。
*4: The scope of data covers all consolidated sales and service bases worldwide. Figures are estimated by multiplying the water withdrawal intensity by the number of people at each site.

注 2016年度から、工業用水も上水として計上しています。
Note: Industrial water is included in potable water since fiscal 2016.

取水量☆ Water Withdrawal☆

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
取水量総計（生産）※1 Total water withdrawal (production activity) [1]	千m^3 Thousand m^3	3,543	3,542	3,346	3,496	3,184	2,889	2,686	2,937
日本 Japan	千m^3 Thousand m^3	3,067	3,010	2,846	2,989	2,701	2,459	2,291	2,530
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	474	530	497	503	481	429	393	405
北米・欧州 North America/Europe	千m^3 Thousand m^3	2	2	2	3	2	2	2	2

※1：集計範囲は全世界の生産拠点および研究開発拠点です。
*1: The scope of data covers all production and R&D sites worldwide.

注：土壌・地下水対策用の揚水量を含みます。
Note: The figures include water used for soil and groundwater remediation.

取水量（原単位推移） Total Water Withdrawal (per unit of sales)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
原単位 Per unit of sales	千m^3/億円 Thousand m^3/100 million yen	0.34	0.37	0.32	0.33	0.32	0.33	0.29	0.26

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

計算式：取水量総計(生産) ÷ グループ総売上高
Formula: Total water withdrawal (production) / Total group sales

循環水使用量 Recycled Water Usage

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
循環水使用量総計 Total recycled water usage	千m^3 Thousand m^3	43.1	12.1	14.2	16.0	45.5	46.1	45.6	24.2
日本 Japan	千m^3 Thousand m^3	43.1	12.1	14.2	16.0	45.5	46.1	45.6	24.2
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
北米・欧州 North America/Europe	千m^3 Thousand m^3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

排水量 Water Discharged

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
排水量総計 Total water discharged	千m^3 Thousand m^3	3,080	3,095	2,829	3,066	2,857	2,546	2,380	2,585
日本 Japan ※	千m^3 Thousand m^3	2,641	2,597	2,364	2,607	2,389	2,127	1,985	2,191
アジア（日本を除く） Asia (excluding Japan)	千m^3 Thousand m^3	438	496	462	455	466	417	393	391
北米・欧州 North America/Europe	千m^3 Thousand m^3	2	2	3	3	2	2	2	2

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

※：集計の誤りがあったため2015-2017年度の数値を修正しました。
*: Figures for fiscal 2015-2017 have been corrected due to an error in tabulation.

排水先別の排水量 Water Discharge by Destination

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
公共流域（淡水の地表水） Public water area (fresh surface water)	千m^3 Thousand m^3	1,288	1,234	1,049	1,130	1,064	1,004	893	980
地下水 Groundwater	千m^3 Thousand m^3	0	0	0	0	0	0	0	0
海水 Seawater	千m^3 Thousand m^3	0	0	0	0	0	0	0	0
下水 ※ Sewage*	千m^3 Thousand m^3	1,792	1,861	1,780	1,936	1,793	1,542	1,487	1,605

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

※：集計の誤りがあったため2015-2016年度の数値を修正しました。
*: Figures for fiscal 2015-2016 have been corrected due to an error in tabulation.

排水負荷量 Drainage Load

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
COD負荷量（公共水域）総計 Total COD load (to public waters)	t	0.12	0.09	0.57	0.22	0.11	0.16	0.05	0.40
日本 Japan	t	0.12	0.09	0.57	0.22	0.11	0.16	0.05	0.40
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
リン排出量（公共水域）総計 Total phosphorus discharge (to public waters)	t	0.03	0.02	0.02	0.03	0.01	0.01	0.00	0.09
日本 Japan	t	0.03	0.02	0.02	0.03	0.01	0.01	0.00	0.09
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
窒素排出量（公共水域）総計 Total nitrogen discharge (to public waters)	t	1.68	1.58	1.76	2.17	0.70	1.73	0.51	1.37
日本 Japan	t	1.68	1.58	1.76	2.17	0.70	1.73	0.51	1.37
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

注：各データは、排出量測定の法的義務がある工場の値を積算したものです。
Note: Each data point is an accumulation of values from plants that are legally obligated to measure emissions.

環境データ2023 Environmental Data 2023

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

拠点別環境データ　Environmental Data by Site

コニカミノルタ（株）国内拠点別環境データ（2022年度）　Sites of Konica Minolta, Inc. in Japan (FY2022)

拠点名（所在地） Site name (location)	主要業務内容 Main business contents	CO_2排出量 CO_2 emissions (t-CO_2)	外部排出物量 Waste discharged externally (t)	最終処分量 Final disposal (t)	取水量 Water withdrawal (m^3)	雨水 Rainwater (m^3)	地下水 Ground water (m^3)	上水道 Potable water (m^3)	排水量 Water discharged (m^3)	VOC大気排出量 Atmospheric emissions of VOC (t)	PRTR対象物質大気排出量 Atmospheric emissions of PRTR substances (t)
東京サイト日野 Tokyo Site Hino （東京都日野市） (Hino, Tokyo)	ヘルスケア・印刷用機器材料、周辺機器などの開発・製造・販売 Development, manufacturing and sales of healthcare and printing equipment materials and peripherals	16,362	327	0	374,349	-	374,349	-	340,104	2.1	0
東京サイト八王子 Tokyo Site Hachioji （東京都八王子市） (Hachioji, Tokyo)	情報機器、光学デバイス、ヘルスケア製品などの開発・販売 Development and sales of office equipment, optical devices, and healthcare products	13,965	485	0	74,787	-	64,404	10,383	85,774	*1	0
甲府サイト Kofu Site （山梨県中央市） (Chuo, Yamanashi Prefecture)	照明用部材の製造、ディスプレイ材料用プラスチックフィルムの製造 Manufacturing of parts for illumination, and plastic film for display materials	7,050	76	0.2	80,905	-	60,588	20,317	56,345	*1	0
瑞穂サイト Mizuho Site （愛知県豊川市） (Toyokawa, Aichi Prefecture)	情報機器関連の開発・生産管理 Development and Manufacturing management of office equipment-related products	3,824	268	6.1	12,347	-	-	12,347	12,062	*1	0
三河サイト Mikawa Site （愛知県豊川市） (Toyokawa, Aichi Prefecture)	情報機器関連の開発 Development of office equipment-related products	332	50	0.5	1,092	-	-	1,092	1,092	*1	0
Toyokawa Site 豊川サイト （愛知県豊川市） (Toyokawa, Aichi Prefecture)	情報機器関連の生産管理、プラネタリウムの開発・製造 Manufacturing management of office equipment-related products, and development and manufacturing of planetariums	305	8	0	3,070	-	-	3,070	3,070	*1	0
大阪狭山サイト Osakasayama Site （大阪府大阪狭山市） (Osakasayama, Osaka Prefecture)	光学デバイスの開発・製造 Development and manufacturing of optical products	5,054	39	0.1	50,616	-	25,413	25,203	34,379	*1	0
堺サイト Sakai Site （大阪府堺市） (Sakai, Osaka Prefecture)	産業用計測機器等の開発、製造、販売 Development, manufacturing and sales of measuring instruments for industrial applications	1,844	72	0	25,925	-	17,146	8,779	25,925	*1	0
高槻サイト Takatsuki Site （大阪府高槻市） (Takatsuki, Osaka Prefecture)	情報機器関連、産業光学システムの開発 Development of office equipment-related products and optical systems for industrial use	2,284	20	0.8	18,257	-	-	18,257	16,179	*1	0
神戸・西神・神戸第2サイト Kobe Site, Seishin Site and Kobe Second Site （兵庫県神戸市） (Kobe, Hyogo Prefecture)	ディスプレイ材料用プラスチックフィルムの開発、製造、販売 Development, manufacturing and sales of plastic film for display materials	120,212	2,011	0.6	700,180	-	241,640	458,540	446,919	52.1	44.9
熊本事業所 Kumamoto Office （熊本県玉名郡） (Tamana, Kumamoto Prefecture)	産業用インクジェットヘッドの製造 Manufacturing of ink jet heads for industrial use	2,155	13	0	17,847	-	17,847	-	16,954	*1	0

注：国内拠点のPRTR対象物質大気排出量算出において、取扱量が1トン以下の物質は集計対象外です。
Note: The amount of substances subject to the PRTR Law released to the atmosphere from sites in Japan do not need to be calculated if the quantity handled is no more than 1 ton

*1：算定対象外、または、算定基準で定める基準値以下
*1: Outside the scope of calculation or under the threshold defined in Standards for Calculation

関係会社　国内生産拠点別環境データ（2022年度）　Environmental Data of Affiliate Production Sites in Japan (FY2022)

拠点名・社名（所在地） Site name or Company name (location)	主要製品 Items produced	CO_2排出量 CO_2 emissions (t-CO_2)	外部排出物量 Waste discharged externally （t）	最終処分量 Final disposal （t）	取水量 Water withdrawal (m^3)	雨水 Rainwater (m^3)	地下水 Ground water (m^3)	上水道 Potable water (m^3)	排水量 Water discharged (m^3)	VOC大気排出量 Atmospheric emissions of VOC （t）	PRTR対象物質大気排出量 Atmospheric emissions of PRTR substances （t）
（株）コニカミノルタサプライズ本社・本社工場 Konica Minolta Supplies Manufacturing Co., Ltd. Head Office and Head Office Factory （山梨県甲府市） (Kofu, Yamanashi Prefecture)	複合機・プリンター・印刷用機器用消耗品 Consumables for MFPs, laser printers and printing equipment	10,824	632	0	278,957	-	261,964	16,993	278,957	53.0	14.6
（株）コニカミノルタサプライズ辰野工場 Konica Minolta Supplies Manufacturing Co., Ltd., Tatsuno Factory （長野県上伊那郡辰野町） (Tatsuno-machi, Nagano Prefecture)	複合機・プリンター・印刷用機器用消耗品 Consumables for MFPs, printers, and printing equipment	9,267	1,307	0	451,161	-	449,730	1,431	451,161		
コニカミノルタメカトロニクス（株）本社 Konica Minolta Mechatronics Co., Ltd. Head Office （愛知県豊川市八幡町） (Yawata-cho, Toyokawa, Aichi Prefecture)	複合機・プリンター用消耗品・機構部品 Consumables and mechanism elements for MFPs and printers	2,366	549	0	7,912	175	-	7,737	14,352	*2	0
コニカミノルタメカトロニクス（株）小田渕事業所 Konica Minolta Mechatronics Co., Ltd., Odabuchi Head Office （愛知県豊川市小田渕町） (Odabuchi, Toyokawa, Aichi Prefecture)	複合機・プリンター用消耗品・機構部品 Consumables and mechanism elements for MFPs and printers	438	58	0	0	-	-	0	0	*2	0
コニカミノルタメカトロニクス（株）植田事業所 Konica Minolta Mechatronics Co., Ltd., Ueta Plant (Toyohashi, Aichi Prefecture) （愛知県豊橋市） (Toyohashi, Aichi Prefecture)	複合機・プリンター用消耗品用部材 Parts for consumables for MFPs and laser printers	725	28	0	61,614	-	61,501	113	48,610	*2	0
コニカミノルタメカトロニクス（株）都留事業所 Konica Minolta Mechatronics Co., Ltd., Tsuru Plant （山梨県都留市） (Tsuru, Yamanashi Prefecture)	複合機・プリンター用電装基板 Electrical plates for MFPs and printers	1,024	69	0	5,628	-	-	5,628	5,628	*2	0
コニカミノルタIJプロダクト（株） KONICA MINOLTA IJ PRODUCT CO.,LTD. （山梨県笛吹市） Fuefuki, Yamanashi Prefecture	インクジェットヘッド・光学デバイス Inkjet printheads and optical devices	4,387	1,169	0	170,624	-	170,624	-	170,074	*2	0
コニカミノルタテクノプロダクト（株）本社 Konica Minolta Technoproducts Co., Ltd., Head Office （埼玉県狭山市） (Sayama, Saitama Prefecture)	ヘルスケア用画像機材 Healthcare imaging equipment	2,123	94	0	7,621	-	-	7,621	7,621	*2	0
コニカミノルタケミカル（株） Konica Minolta Chemical Co., Ltd. （静岡県袋井市） (Fukuroi, Shizuoka Prefecture)	化学品 Chemicals	2,683	4,111	0	187,228	-	-	187,228	176,274	28.5	6.5

注：国内拠点のPRTR対象物質大気排出量算出において、取扱量が1トン以下の物質は集計対象外です。
Note: The amount of substances subject to the PRTR Law released to the atmosphere from sites in Japan do not need to be calculated if the quantity handled is no more than 1 ton

*2：算定基準で定める基準値以下
*2: Under the threshold defined in Standards for Calculation

関係会社　海外生産拠点別環境データ（2022年度）　Environmental Data of Affiliate Production Sites Outside Japan (FY2022)

拠点名・社名（所在地） Site name or Company name (location)	主要製品 Items produced	CO_2排出量 CO_2 emissions (t-CO_2)	外部排出物量 Waste discharged externally (t)	最終処分量 Final disposal (t)	取水量 Water withdrawal (m^3)	雨水 Rainwater (m^3)	地下水 Ground water (m^3)	上水道 Potable water (m^3)	排水量 Water discharged (m^3)	VOC大気排出量 Atmospheric emissions of VOC (t)
Konica Minolta Business Technologies (Wuxi) Co., Ltd. （中国 江蘇省無錫市） (Wuxi, Jiangsu Province, China)	複合機、プリンターおよび消耗品 MFPs, printing equipment and consumables	0	829	0	41,819	-	-	41,819	41,819	*2
Konica Minolta Business Technologies (Dongguan) Co., Ltd. （中国 広東省東莞市） (Dongguan, Guangdong Province, China)	複合機、プリンターおよび消耗品 MFPs, printing equipment and consumables	10	818	0	112,814	-	-	112,814	112,814	*2
Konica Minolta Supplies Manufacturing U.S.A.,Inc. （米国 ニューヨーク州） (New York, USA)	複合機・プリンター用消耗品 Consumables for MFPs and laser printers	82	184	0	1,050	-	-	1,050	1,050	*2
Konica Minolta Supplies Manufacturing France S.A.S. （フランス ロレーヌ地域圏） (Lorraine region, France)	複合機・プリンター用消耗品 Consumables for MFPs and laser printers	132	289	0	910	-	-	910	910	*2
Konica Minolta Business Technologies (Malaysia) Sdn. Bhd. （マレーシア マラッカ州） (Malacca, Malaysia)	複合機、プリンターおよび消耗品 Consumables for MFPs and printing equipment	3,584	1,020	0	155,676	45	-	155,631	155,676	*2
Konica Minolta (Xiamen) Medical Products Co., Ltd. （中国 福建省廈門市） (Xiamen, Fujian Province, China)	ヘルスケア製品 Healthcare imaging equipment	140	166	0	372	-	-	372	130	*2
Konica Minolta Opto (Dalian) Co., Ltd. （中国 遼寧省大連市） (Dalian, Liaoning Province, China)	光学デバイス Optical Devices	21,793	91	3.7	86,635	-	-	86,635	73,640	37.1
Konica Minolta Optical Products (Shanghai) Co., Ltd. （中国 上海市） (Shanghai, China)	光学デバイス Optical Devices	2,392	18	0.07	7,863	-	-	7,863	7,077	*2

注：海外拠点は、PRTR制度の対象外です。
Note: Sites outside Japan are not controlled by Japan's PRTR System.

*2：算定基準で定める基準値以下
*2: Under the threshold defined in Standards for Calculation

環境データ2023 Environmental Data 2023

注：数値については四捨五入しているため、合計が合わない場合があります。
Note: Figures may not add up to totals due to rounding.

大気排出・化学物質 Atmospheric Emissions and Chemical Substances

大気排出 Atmospheric Emissions

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
SO_X排出量総計 Total SO_X emissions	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30
日本 Japan	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.30
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NO_X排出量総計 Total NO_X emissions	t	53.2	52.1	90.1	77.2	98.9	56.8	83.1	73.3
日本 Japan	t	53.2	52.1	90.1	77.2	98.9	56.8	83.1	73.3
アジア（日本を除く） Asia (excluding Japan)	t	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
北米・欧州 North America/Europe	t	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
ばいじん排出量総計 Total soot and dust emissions	t	0.86	0.53	0.52	0.41	0.41	0.58	0.80	0.90
日本 Japan	t	0.86	0.53	0.52	0.41	0.41	0.58	0.80	0.90
アジア（日本を除く） Asia (excluding Japan)	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
北米・欧州 North America/Europe	t	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
PRTR対象物質の大気排出量 Atmospheric emissions of PRTR substances	t	80.7	71.5	69.5	85.3	87.8	66.2	68.1	65.9
VOC大気排出量（環境影響度指数）※1 Atmospheric emissions of VOC (Environmental impact index) [1]	ポイント Points	767	708	709	697	846	639	661	605
VOC大気排出量（環境影響度指数 原単位推移）※1 Atmospheric emissions of VOC (Environmental impact index per unit of sales) [1]	ポイント/億円 Points/ 100 million yen	0.074	0.074	0.069	0.066	0.085	0.074	0.073	0.054

※1：VOC大気排出量の2015年度から2021年度において、過去の算定に誤りが発見されたため、数値を修正しました。
*1: Figures of Atmospheric emissions of VOC (Environmental impact index) and Atmospheric emissions of VOC (Environmental impact index per unit of sales) for fiscal 2015-2021 have been corrected due to an error in tabulation.

注：集計範囲は全世界の生産拠点および研究開発拠点です。
Note: The scope of data covers all production and R&D sites worldwide.

注：SOx排出量、NOx排出量、ばいじん排出量は、排出量測定の法的義務がある工場の値を積算したものです。
Note: SOx emissions, NOx emissions, and dust and soot emissions represent the sum of values from plants that are legally obligated to measure emissions.

【VOC大気排出量（環境影響度指数）】
対象範囲：全世界の生産拠点のうち、環境影響度指数 1ポイント／物質以上の物質を対象として、計算された個々の物質の環境影響度指数の総和が10ポイント以上となる拠点
算定基準：VOC大気排出の環境影響度指数の総和
環境影響度指数：コニカミノルタ独自の指数。環境影響度指数(ポイント)＝VOC 大気排出量（t）×有害性係数×立地係数。
有害性係数：直接的または間接的な、人への健康影響および環境影響の重篤度により、1 倍、10 倍、100 倍で設定（神奈川県の安全影響度評価における係数の考え方を参考に、コニカミノルタが独自に設定）
立地係数：工業団地外5、工業団地内1で設定
【Atmospheric emissions of VOC (Environmental impact index)】
Boundary: Production sites around the world with ten or more environmental impact index points, when points are added for every compound that is rated of one point or more.
Standards: The sum of the environmental impact index for atmospheric emissions of VOCs
Environmental impact index: An index unique to Konica Minolta.
Environmental impact index (point) = Atmospheric emissions of VOCs [t] × Hazard coefficient × Location coefficient
Hazard coefficient: Set at 1-fold, 10-fold, or 100-fold depending on the severity of the impact on human health and the environment (set independently by Konica Minolta based on the coefficient used in the safety evaluations conducted by Kanagawa Prefecture in Japan)
Location coefficient: Outside the industrial estate 5, inside the industrial estate 1

FY2022 PRTR対象物質 Substances controlled by Pollution Release and Transfer Register (PRTR) system fiscal 2022

（単位 unit：t）

PRTR法政令番号 PRTR Law identification number	化学物質名 Name of chemical substance	排出量 Amount discharged			外部移動量 Amount transferred externally		リサイクル Recycled
		大気 To air	公共水域 To water	土壌 To soil	廃棄物※ Waste*	下水道 Sewage	
7	アクリル酸ノルマルーブチル n-Butyl acrylate	1.4	0	0	7.1	0	0
13	アセトニトリル Acetonitrile	1.2	0	0	1.5	0	0
81	キノリン Ferric chloride	0	0	0	6.0	0	0
181	ジクロロベンゼン Dichlorobenzene	0	0	0	3.0	0	0
186	ジクロロメタン(別名：塩化メチレン) Dichloromethane (also known as methylene dichloride)	46.8	0	0	453.5	0	1.2
232	N,N-ジメチルホルムアミド(DMF) N,N-Dimethylformamide	0	0	0	660.8	0	0
240	スチレン Styrene	5.8	0	0	21.2	0	0
275	ドデシル硫酸ナトリウム Sodium dodecyl sulfate	0	0	0	0	0	0
277	トリエチルアミン Triethylamine	0	0	0	0	0	0
300	トルエン Toluene	10.2	0	0	545.0	0	0
392	ノルマル-ヘキサン(n-ヘキサン) n-Hexane	0	0	0	0	0	0
395	ペルオキソ二硫酸の水溶性塩 Water-soluble salts of peroxodisulfuric acid	0	0	0	0.8	0	0
412	マンガン及びその化合物(Mnに換算) Manganese and its compounds (Mn equivalent)	0	0	0	0	0.1	0
415	メタクリル酸 Methacrylic acid	0.5	0	0	2.1	0	0
420	メタクリル酸メチル Methyl methacrylate	0	0	0	0	0	0
438	メチルナフタレン Methylnaphthalene	0	0	0	0	0	0
455	モルホリン Morpholine	0	0	0	19.2	0	0

注：集計範囲は日本国内のコニカミノルタグループ生産拠点
*: Boundary of data: Charts cover Konica Minolta Group production sites in Japan.

※：PRTR（環境汚染物質排出・移動登録）制度の定義に従い、再資源化していても有価売却でない場合は廃棄物として集計しました。
*: In accordance with PRTR system definitions, even if materials were recycled later, they were counted here as waste if they were not sold at a profit.

環境データ2023 Environmental Data 2023

環境会計 Environmental Accounting

百万円 Million yen

環境保全活動の分類 Types of Environmental Conservation Activities	主な取り組み内容 Major Initiatives	FY2015 投資額 Investment	FY2015 費用額 Expenditures	FY2015 経済効果 Economic Benefits	FY2016 投資額 Investment	FY2016 費用額 Expenditures	FY2016 経済効果 Economic Benefits	FY2017 投資額 Investment	FY2017 費用額 Expenditures	FY2017 経済効果 Economic Benefits	FY2018 投資額 Investment	FY2018 費用額 Expenditures	FY2018 経済効果 Economic Benefits	FY2019 投資額 Investment	FY2019 費用額 Expenditures	FY2019 経済効果 Economic Benefits	FY2020 投資額 Investment	FY2020 費用額 Expenditures	FY2020 経済効果 Economic Benefits	FY2021 投資額 Investment	FY2021 費用額 Expenditures	FY2021 経済効果 Economic Benefits	FY2022 投資額 Investment	FY2022 費用額 Expenditures	FY2022 経済効果 Economic Benefits
1.事業エリア内コスト Business area cost		622	3,367	20,093	1,528	3,325	19,375	581	3,418	19,958	788	3,446	20,613	762	3,352	21,395	866	3,216	19,531	636	3,425	21,616	657	3,856	20,132
1) 公害防止 Pollution prevention cost	排水処理施設の維持・保全、VOC大気放出低減、化学物質管理 Implemented wastewater treatment facilities maintenance, reduced atmospheric emission of VOCs, and carried out chemicals management	73	1,328	0	62	1,361	0	93	1,367	0	126	1,378	0	122	1,341	0	138	1,286	0	102	1,370	0	105	1,542	0
2) 温暖化防止 Preventing global warming cost	省エネ推進 Promoted energy conservation	365	720	2,420	1,457	745	3,534	372	752	3,361	504	758	3,362	488	737	3,410	554	708	2,885	407	754	3,106	421	848	3,381
3) 資源循環 Resource circulation cost	溶剤回収 Recovered solvents	185	1,319	17,672	9	1,219	15,841	116	1,299	16,598	158	1,309	17,251	152	1,274	17,985	173	1,222	16,646	127	1,302	18,510	131	1,465	16,751
2.上・下流コスト Upstream / downstream costs	製品回収・リサイクル Collected and recycled products	0	2,002	3,044	0	1,921	3,157	0	1,966	3,810	0	1,988	3,659	0	1,916	3,010	0	1,762	3,039	0	1,797	2,930	0	2,058	3,120
3.管理活動コスト Administration cost	環境ISO維持・推進 Implemented environmental management systems	3	1,295	0	0	1,326	0	0	1,257	0	0	1,194	0	0	1,134	0	0	1,078	0	0	1,024	0	0	973	0
4.研究開発コスト R&D cost	省エネ製品・有害物質フリー製品の開発 Developed energy-saving products and products containing no hazardous substances	334	7,266	0	233	6,573	0	232	7,258	0	317	7,504	0	307	6,679	0	348	5,049	0	256	4,676	0	264	4,853	0
5.社会活動コスト Social activity cost	自然環境保全活動 Implemented environmental conservation activities	0	101	0	0	35	0	0	11	0	0	3	0	0	2	0	0	1	0	0	3	0	0	2	0
6.環境損傷コスト Environmental remediation cost	土壌汚染の修復・保全 Restored contaminated soil	13	70	0	6	767	0	0	61	0	13	166	0	10	49	0	0	30	0	8	49	0	3	35	0
7.その他コスト※ Other costs*		0	45	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6	0
合計 Total		973	14,146	23,136	1,767	13,947	22,533	813	13,971	23,769	1,118	14,301	24,273	1,079	13,132	24,405	1,214	11,135	22,550	901	10,973	24,546	925	11,782	23,251

注：FY2017の経済効果は、算定範囲を他年度とそろえて算出しなおしたため、環境報告書2018に記載した数字とは異なります。
Note: The economic benefits for FY2017 have been recalculated by aligning the scope of calculation with other fiscal years, and therefore differ from the figures shown in the Environmental Report 2018.

※：FY2022のその他コストには、中国無錫工場における大気汚染の条例違反に対する罰金、水質防止法違反(化学品の流出)を含む。
*: Other costs in FY2022 include fines for violations of air pollution ordinances and violations of water quality control laws (chemical spills) at the Wuxi plant in China.

環境保全効果 Environmental Conservation Benefits

ライフステージ Stage	効果項目 Type of benefit	単位 Unit	効果 Benefits FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
生産 Production	水使用量の削減※1 Water use reduced[1]	t	25,014	25,247	54,887	111,834	125,505	131,068	139,460	154,477
	電力使用量の削減※1 Electricity reduced[1]	MWh	123,050	127,336	188,210	194,428	203,034	220,071	209,657	207,251
	都市ガス使用量の削減※1 Natural gas reduced[1]	千m^3 Thousand m^3	11,335	13,397	13,649	15,265	16,294	16,782	14,845	17,935
	重油使用量の削減※1 Heavy oil reduced[1]	kl	98	98	98	0	0	0	0	0
	削減対象化学物質の削減※1 Emissions of target chemical substances reduced[1]	t	12	16	16	16	16	16	16	16
	資源投入量の削減※1 Resource input reduced[1]	t	133,160	100,779	10,335	105,326	107,184	100,669	103,685	89,916
	廃棄物の外部リサイクル・リユース※2 External recycling and reuse of waste[2]	t	13,532	12,965	13,074	14,189	12,922	11,975	13,478	13,868
販売 Sales	容器包装の削減※1 Packaging reduced[1]	t	247	544	7	38	419	930	3016	0
	使用済み製品からのリサイクル・リユース※2 Recycling and reuse of materials from used products[2]	t	16,102	15,092	16,618	17,739	14,117	13,447	11,099	13,464
使用 Usage	CO_2排出量の削減※3 CO_2 emissions reduced[3]	t	6,607	5,146	10,891	15,005	14,824	34,993	13,337	28,239

※1：各活動を実施しなかったと仮定した場合の推定使用量から、実績使用量を差し引いて算定しています。
*1: Calculated by subtracting the actual consumption amount from the consumption amount estimated for cases in which the environmental conservation activity was not implemented.

※2：活動によるリサイクル・リユース量を環境保全効果として算定しています。
*2: The environmental conservation benefits are calculated as the volume recycled and reused.

※3：当年度の主要な新製品について、その製品の従来機の使用による想定CO_2排出量から、新製品の使用による想定CO_2排出量を差し引いて算定しています。
*3: CO_2 emissions are calculated for major new products that were shipped in this fiscal year by subtracting the estimated CO_2 emissions associated with the new products in use from the estimated CO_2 emissions associated with the conventional products in use.

お客様使用時の効果 Impact of End User Usage

ライフステージ Stage	効果項目 Type of benefit	単位 Unit	効果 Benefits FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
使用 Usage	消費電力削減量※1 Electricity consumption reduced[1]	MWh	15,619	12,165	21,695	29,890	29,530	69,707	26,568	56,253
	消費電力削減額※2 Electricity bills reduced[2]	百万円 Million yen	225	175	312	430	425	1,004	383	810

※1：各年度に出荷した主要な新製品について、その製品の従来機の使用による想定消費電力量から、新製品の使用による想定消費電力量を差し引いて算定しています。
*1: Electricity consumption reduced is calculated for major new products that were shipped each fiscal year by subtracting the estimated energy consumption of the new products in use from the estimated energy consumption of the conventional products in use.

※2：上記消費電力削減量に、日本国内生産拠点の電力料金の平均単価を乗じて算定しています。
*2: Calculated by multiplying the average electrical power unit price over the Group's production sites in Japan by the amount of electricity consumption reduced.

集計範囲 Boundary for Fiscal 2022 Results

コニカミノルタ株式会社 Konica Minolta, Inc.

国内関係会社 計10社（2019年度以降の社数） 10 Japanese affiliates (number of companies included in fiscal 2019 results)

- コニカミノルタプラネタリウム株式会社 Konica Minolta Planetarium Co., Ltd.
- コニカミノルタ情報システム株式会社 Konica Minolta Information System Co., Ltd.
- 株式会社コニカミノルタサプライズ※1 Konica Minolta Supplies Manufacturing Co., Ltd.[1]
- コニカミノルタメカトロニクス株式会社※2 Konica Minolta Mechatronics Co.,Ltd.[2]
- コニカミノルタケミカル株式会社 Konica Minolta Chemical Co., Ltd.
- コニカミノルタテクノプロダクト株式会社 Konica Minolta Technoproducts Co., Ltd.
- コニカミノルタジャパン株式会社※3 Konica Minolta Japan, Inc.[3]
- コニカミノルタエンジニアリング株式会社 Konica Minolta Engineering Co., Ltd.
- コニカミノルタビジネスアソシエイツ株式会社※4 Konica Minolta Business Associates Co., Ltd.[4]
- キンコーズ・ジャパン株式会社 Kinko's Japan Co., Ltd.

海外関係会社 計23社（2019年度以降の社数） 23 affiliates outside Japan (number of companies included in fiscal 2019 results)

- Konica Minolta Business Technologies (Dongguan) Co., Ltd.
- Konica Minolta Business Technologies (Wuxi) Co., Ltd.
- Konica Minolta Business Solutions (China) Co., Ltd.
- Konica Minolta Supplies Manufacturing U.S.A., Inc.
- Konica Minolta Business Solutions U.S.A., Inc.
- Konica Minolta Business Solutions Europe GmbH
- Konica Minolta Business Solutions Deutschland GmbH
- Konica Minolta Business Solutions (UK) Ltd.
- Konica Minolta Supplies Manufacturing France S.A.S.
- Konica Minolta Business Solutions France S.A.S.
- Konica Minolta Business Solutions Australia Pty. Ltd.
- Konica Minolta Business Technologies (MALAYSIA) SDN. BHD.
- Konica Minolta Opto (Dalian) Co., Ltd.
- Konica Minolta Optical Products (Shanghai) Co., Ltd.
- Konica Minolta Opto (Shanghai) Co., Ltd.
- Konica Minolta Sensing Americas, Inc.
- Konica Minolta Sensing Europe B.V.
- Konica Minolta Sensing Singapore, Pte. Ltd.
- Instrument Systems GmbH
- Konica Minolta Healthcare Americas, Inc.
- Konica Minolta Medical & Graphic Imaging Europe B.V.
- Konica Minolta Medical & Graphic (SHANGHAI) Co., Ltd.
- Konica Minolta (Xiamen) Medical Products Co., Ltd. (2019年度から新たに追加/newly added in fiscal 2019 results)

※1：2018年度に株式会社コニカミノルタサプライズとコニカミノルタサプライズ関西株式会社が合併。それ以前は2社として各々を集計
*1: Konica Minolta Supplies Manufacturing Co., Ltd. and Konica Minolta Supplies Manufacturing Kansai Co., Ltd. merged in fiscal 2018. Prior to that, each company was counted separately.

※2：2019年度にコニカミノルタオプトプロダクト株式会社、コニカミノルタオプトデバイス株式会社、コニカミノルタメカトロニクス株式会社が合併。それ以前は3社として各々を集計。
旧コニカミノルタメカトロニクス株式会社は、2016年度に豊橋精密工業株式会社とコニカミノルタ電子株式会社が合併。
*2: Konica Minolta Opto Products Co., Ltd., Konica Minolta Opto Device Co., Ltd., and Konica Minolta Mechatronics Co., Ltd. merged in fiscal 2019. Prior to that, each company was counted separately.
The former Konica Minolta Mechatronics Co., Ltd. was established in a merger with Toyohashi Precision Products Co., Ltd. and Konica Minolta Electronics Co., Ltd. in fiscal 2016.

※3：2016年度にコニカミノルタヘルスケア株式会社とコニカミノルタビジネスソリューション株式会社が合併。それ以前は2社として各々を集計
*3: Konica Minolta Healthcare Co., Ltd. and Konica Minolta Business Solutions Japan Co., Ltd. merged in fiscal 2016. Prior to that, each company was counted separately.

※4：2017年度にコニカミノルタテクノサーチ株式会社とコニカミノルタビジネスアソシエイツ株式会社が合併。それ以前は2社として各々を集計
*4: Konica Minolta Technosearch Co., Ltd. and Konica Minolta Business Associates Co., Ltd. merged in fiscal 2017. Prior to that, each company was counted separately.

社会データ2023　Social Data 2023

2023年10月24日更新　Updated October 24, 2023

集計期間は各年度3月31日時点。異なる場合は各表に記載。

Aggregation period is as of March 31 of each fiscal year or indicated in each table if otherwise.

従業員の構成　Employee Composition

雇用の種類別 Employee Composition by Employment Status		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
コニカミノルタ（株） Konica Minolta, Inc.		人 persons	8,350	7,611	7,156	7,099	6,963	6,749	6,327	6,394
正規従業員☆ 注1 Regular employees[1]☆		人 persons	6,198	5,770	5,282	5,207	5,102	4,910	4,545	4,407
非正規従業員 注2 Non-regular employees[2]		人 persons	2,152	1,841	1,874	1,892	1,861	1,839	1,782	1,987
国内グループ会社 Group companies in Japan		人 persons	7,584	7,045	7,032	8,582	8,245	7,802	7,761	7,798
正規従業員☆ 注1 Regular employees[1]☆		人 persons	5,766	6,102	6,009	6,071	5,944	5,896	5,737	5,626
非正規従業員 注2 Non-regular employees[2]		人 persons	1,818	943	1,023	2,511	2,301	1,906	2,024	2,172
海外グループ会社 Group companies outside Japan		人 persons	33,516	34,050	34,432	35,688	36,176	32,932	32,421	31,692
正規従業員☆ 注1 Regular employees[1]☆		人 persons	31,368	32,107	32,008	33,082	32,915	30,173	28,839	29,742
非正規従業員 注2 Non-regular employees[2]		人 persons	2,148	1,943	2,424	2,606	3,261	2,759	3,582	1,950
コニカミノルタグループ（全世界） Konica Minolta Group (worldwide)		人 persons	49,450	48,706	48,620	51,369	51,384	47,483	46,509	45,884
正規従業員☆ 注1 Regular employees[1]☆		人 persons	43,332	43,979	43,299	44,360	43,961	40,979	39,121	39,775
従業員の男女人数☆ Number of Employees, by Gender☆	男性 Men	人 persons	30,499	31,044	30,551	30,926	30,560	28,366	26,986	27,290
	女性 Women	人 persons	12,833	12,761	12,548	13,176	13,142	12,358	11,893	12,246
	不明※1 Gender not reported*1	人 persons	-	174	200	258	259	255	242	239
地域別従業員数 Employees by Region	日本 Japan	人 persons	11,964	11,872	11,291	11,278	11,046	10,806	10,282	10,033
	欧州 Europe	人 persons	9,824	10,568	10,706	11,275	11,020	10,216	9,952	10,046
	北米 North America	人 persons	8,848	8,519	9,266	9,270	9,227	8,170	7,892 ※2*2	7,611
	アジア（日本を除く）その他 Asia (not including Japan) and other	人 persons	12,696	13,020	12,036	12,537	12,668	11,787	10,995 ※2*2	12,085
非正規従業員 注2 Non-regular employees[2]		人 persons	6,118	4,727	5,321	7,009	7,423	6,504	7,388	6,109

☆ CSRレポートやウェブサイトに記載された数値に対して2018年度の実績値から第三者保証を受けています。
☆The figures shown on the CSR report and the website have been assured by a third party based on actual figures since FY2018.

注1 正規従業員：他社への出向者を除き、他社からの受け入れ出向者を含む
Note 1. Regular employees: Includes employees seconded from other companies, except for those re-seconded to other companies

注2　非正規従業員：業務請負、派遣社員、臨時社員
Note 2. Non-regular employees: Contract or temporary employees

※1 一部に男女別に集計していない事業所があります
*1 Some offices do not count men and women separately.

※2　「地域別従業員数」の「北米」「アジア（日本を除く）その他」について、FY2021の数値に誤りがあり訂正しました。
*2 The figures for FY2021 in Employees by Region, North America and Asia(not including Japan) and other were incorrect and have been corrected.

従業員の採用　Number of Newly Hired Employees

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
コニカミノルタ(株)　新規採用者数 注 Konica Minolta, Inc.		人 persons			176	186	180	66	103	209
男性 Men		人 persons			128	138	136	50	73	161
女性 Women		人 persons			48	48	44	16	30	48
不明※ Gender not reported*		人 persons			-	-	-	-	-	-
コニカミノルタグループ（全世界）† Konica Minolta Group (worldwide)†										
新規採用者数合計 Total number of new employee hires		人 persons			6,218	7,648	7,950	2,003	5,489	7,226
内部候補者によって補充された比率　Percentage of open positions filled by internal candidates (internal hires)		%			73%	79%	46%	62%	80%	58%
海外現地法人現地採用比率 Percentage of local hires at subsidiaries outside Japan	社長 President	%	61%	60%	63%	65%	65%	65%	66%	58%
	幹部社員 Senior staff	%	53%	53%	55%	52%	54%	51%	54%	40%

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

※一部に男女別に集計していない事業所があります
* Some offices do not count men and women separately.

† コニカミノルタ(株)、国内子会社 14社および海外子会社　30社における正規従業員（非執行取締役および業務請負、派遣社員、臨時社員などの非正規従業員は含まない）。集計範囲は連結グループのうち人数ベースで2015年度は89%以上、2016年度、2017年度は93%以上、2018年度、2019年度は92%、2020年度は89%、2021年度は87%、2022年度は88%以上をカバーする。(以下、同じ。)
† Regular employees of Konica Minolta Co., Ltd., 14 group companies in Japan and 30 group companies outside of Japan. (It does not include non-executive directors and non-regular employees such as business contractors, dispatched employees, and temporary employees.) The scope of the survey covers at least 89% of the consolidated group in terms of the number of employees for FY2015, 93% for FY2016 and FY2017, 92% for FY2018 and FY2019, 89% for FY2020, 87% for FY2021, and 88% for FY2022. (The same applies hereinafter.)

女性従業員の活躍状況 Promotion of Women

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
コニカミノルタ(株) 注 Konica Minolta Inc.*									
新卒採用に占める女性比率※1 Percentage of women in new graduates*1	%							23%	35%
キャリア採用に占める女性比率※1 Percentage of women in mid-career hires*1	%							33%	18%
女性従業員比率 Percentage of women in total work force	%						18.9%	19.4%	19.9%
女性管理職比率 Percentage of all management positions, including junior, middle and top management, held by women	%	3.4%	4.4%	5.5%	6.2%	6.9%	7.3%	8.9%	9.8%
女性初級管理職比率※2 Percentage of junior management positions*2 held by women	%						12.8%	17.6%	19.1%
女性役員比率 Percentage of top management positions held by women	%						4.1%	5.2%	5.9%
コニカミノルタグループ（全世界）† Konica Minolta Group (worldwide)†									
女性従業員比率 Percentage of women in total work force	%	29.6%	29.0%	29.0%	29.7%	29.9%	31.1%	31.2%	31.4%
女性管理職比率 Percentage of all management positions, including junior, middle and top management, held by women	%	15.3%	16.4%	18.9%	18.6%	18.3%	19.8%	19.5%	20.3%
女性初級管理職比率※2 Percentage of junior management positions*2 held by women	%						21.4%	20.3%	21.4%
女性役員比率 Percentage of top management positions held by women	%						15.0%	15.2%	16.9%
売上を生み出す部門の女性比率（%） Percentage of management positions in revenue-generating functions held by women	%						19.0%	23.0%	19.5%
STEM※3関連業務に携わる女性比率（%） Percentage of STEM*3-related positions held by women	%						19.3%	21.9%	21.4%

注： 集計範囲にグループ会社への出向者を含む。2020年度より各年度の3月31日現在の数値を算出しています。
Note: The scope of the data includes employees seconded to group companies. From 2020, Figures are calculated as of March 31 of each fiscal year.

※1 当該年度に入社した人の割合
*1 Percentage of employees who joined the company in the relevant fiscal year

※2 女性初級管理職：会社のマネジメントの階層の中で一番下位の管理職
* 2. Junior management positions: The lowest level of management in the company's hierarchy of management

※3/ *3. STEM: Science, Technology, Engineering and Mathematics

報酬 ☆† Average Remuneration ☆†

			単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
役員※1 Executive level*1	ベース給+ボーナス等他の現金インセンティブ BS+Other cash incentives	男性 Men	千円 thousand JPY						18,057	20,254	22,382
		女性 Women							18,779	21,867	22,843
	ベース給 Base Salary (BS)	男性 Men	千円 thousand JPY						14,350	15,708	17,299
		女性 Women							15,491	16,779	17,318
管理職※2 Management level*2	ベース給+ボーナス等他の現金インセンティブ BS+Other cash incentives	男性 Men	千円 thousand JPY						8,494	9,016	9,381
		女性 Women							7,692	8,181	8,271
	ベース給 Base Salary (BS)	男性 Men	千円 thousand JPY						7,029	7,371	7,570
		女性 Women							6,738	6,935	6,901
非管理職※3 Non-management level*3	ベース給 Base Salary (BS)	男性 Men	千円 thousand JPY						3,974	4,227	4,461
		女性 Women							3,628	3,912	4,148

☆ 第三者保証を受けています。
☆ The figures have been assured by a third party.

注 日本円へは3月31日の為替レートにて換算
Note The amounts are converted to Japanese yen at the exchange rate on March 31.

※1 各度中に支払われた報酬、ボーナス、株式報酬。株式については各年12月10日～翌年１月22日の平均株価で金額換算しています。
*1. Annual base salary, bonus and other incentives such as stock-based compensation in each year. Stock are converted to value based on the average stock price between December 10 and January 22, each year.

※2 各年度中に支払われた基本給、ボーナス
* 2. Annual base salary and other cash incentives such as bonus in each year.

※3 各年度中に支払われた基本給
* 3. Annual base salary in each year.

キャリア人財の活躍状況

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
新規採用に占めるキャリア人財比率 Percentage of mid-career hires	%			45%	53%	40%	41%	61%	69%
従業員に占めるキャリア人財比率 Percentage of mid-career hires among employees	%		14.5%	15.2%	15.9%	16.8%	16.8%	18.1%	21.2%
管理職に占めるキャリア人財比率 Percentage of all management positions, including junior, middle and top management, held by mid-career hires	%		13.0%	15.5%	17.6%	20.1%	20.9%	24.6%	27.5%
経営層※に占めるキャリア人財比率 Percentage of top management positions* mid-career hires	%		13.1%	13.9%	14.2%	16.3%	15.6%	19.1%	22.2%

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

※：部長相当職以上で、執行役員以上を除く
＊：Senior Managers and above, excluding Executive Officers and above

外国籍従業員の活躍状況

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
新卒採用に占める外国籍従業員比率 Percentage of non-Japanese employees among newly hired employees	%	8%	15%	14%	19%	10%	5%	8%	11%
従業員に占める外国籍従業員比率 Percentage of non-Japanese nationals among employees	%		0.9%	1.1%	1.3%	1.5%	1.6%	1.6%	1.6%
管理職に占める外国籍従業員比率 Percentage of all management positions held by non-Japanese nationals	%		0.1%	0.2%	0.2%	0.2%	0.5%	0.4%	0.5%
経営層※に占める外国籍従業員比率 Percentage of top management positions* held by non-Japanese naitonals	%		0.0%	0.0%	0.0%	0.0%	0.2%	0.2%	0.4%

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

※：部長相当職以上で、執行役員以上を除く
*：Senior Managers and above, excluding Executive Officers and above

人種別比率（米国のみ）　Race/Ethnicity (USA employees only)

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
アジア系　Asian	管理職比率　Percentage of all management positions held by Asian people	%						8.5%	9.5%	7.5%
	全体比率　Percentage of Asian people in total work force	%						8.4%	8.5%	8.5%
アフリカ系　Black or African	管理職比率　Percentage of all management positions held by Black or African people	%						3.9%	4.8%	4.9%
	全体比率　Percentage of Black or African people in total work force	%						7.2%	7.4%	7.4%
ヒスパニック系　Hispanic or Latino	管理職比率　Percentage of all management positions held by Hispanic or Latino people	%						8.6%	6.6%	6.7%
	全体比率　Percentage of Hispanic or Latino people in total work force	%						7.1%	8.9%	9.1%
白人系　White	管理職比率　Percentage of all management positions held by white people	%						75.0%	72.2%	74.7%
	全体比率　Percentage of white people in total work force	%						69.3%	67.4%	67.2%
不明　Others (not reported)	管理職比率　Percentage of all management positions held by others	%						5.5%	6.9%	6.1%
	全体比率　Percentage of others in total work force	%						6.4%	7.8%	7.8%

障がい者雇用率　Percentage of Employees with Disabilities

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY21	FY22	FY23
コニカミノルタ　(株)　☆ 注1　Konica Minolta, Inc.[1] ☆	%	2.02%	2.03%	2.19%	2.28%	2.32%	2.39%	2.55%	2.55%	2.68%
コニカミノルタグループ（全世界）†　Konica Minolta Group (worldwide)†	%						1.1%	1.1%	1.2%	-

☆ CSRレポートやウェブサイトに記載された数値に対して、2019年度の実績値から第三者保証を受けています。
☆ The figures shown on the CSR report and the website have been assured by a third party since FY2019.

注1 2015年度から2018年度の集計範囲はコニカミノルタ（株）、コニカミノルタウイズユー（株）、コニカミノルタジャパン（株）、キンコーズ・ジャパン（株）、コニカミノルタメカトロニクス（株）。
2019 年度からはコニカミノルタ情報システム（株）、コニカミノルタプラネタリウム（株）、コニカミノルタビジネスアソシエイツ（株）を新たに追加。各年度6月1日時点。
Note 1. Coverage: From FY2015 to FY2018, Konica Minolta, Inc., Konica Minolta With You, Inc., Konica Minolta Japan, Inc., Kinko's Japan Co., Ltd. and Konica Minolta Mechatronics Co., Ltd.
From FY2019, Konica Minolta Information System Co., Ltd., Konica Minolta Planetarium Co., Ltd., Konica Minolta Business Associates Co., Ltd. are added. Figures are as of June 1 of each fiscal year.

再雇用者数　Number of Rehired Retirees

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
定年退職者数※　Number of retirees*	人 persons	168	166	175	161	193	170	246	288
うち、再雇用者数　Number of rehired among retirees	人 persons	98	103	104	116	150	132	196	219
再雇用者比率　Percentage of rehiring	%	58%	62%	59%	72%	78%	78%	80%	76%

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

※ 定年度退職者数＝定年度退職者＋再雇用者数
* Retirees＝retired employees＋rehired employees

組合組織率　Percentage of Unionization

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
コニカミノルタグループ（全世界）†　Konica Minolta Group (worldwide)†	%	86%	85%	85%	87%	84%	88%	90%	90%

注：集計範囲は非管理職の正規従業員 /
Note: Figures are for non-managerial regular employees.

従業員の定着状況　Retention Status of Employees

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
自己都合退職率　Voluntary employee turnover rate	%	0.7%	0.9%	1.1%	2.0%	3.1%	2.7%	3.1%	3.6%
退職率　Total employee turnover rate	%	-	-	6.8%	2.5%	3.3%	2.9%	3.2%	3.7%
新入社員3年度未満離職率 ※ Percentage of new employees leaving within three years*	%	6.3%	8.8%	11.6%	10.1%	8.9%	14.6%	14.7%	14.1%

注 集計範囲はコニカミノルタ(株)の正規従業員
Note: Figures are for regular employees of Konica Minolta Inc.

※ 3年度未満離職率は、各年度度明け4月1日時点における、3年度前新入社員の離職率
* Figures are for regular employees of Konica Minolta Inc. The percentage of new employees leaving within three years is defined as the percentage of employees who leave their job within three years of joining the company (as of April 1 each year).

ワーク・ライフ・バランスに関する指標 Indicators Related to Work-Life Balance

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
有給休暇取得率 Percentage of paid leave taken	%	57.5%	60.5%	60.9%	60.0%	75.0%	51.7%	56.4%	67.3%
一人当たり年間所定外労働時間 ※ Annual overtime hours worked per employee *	時間 hours	58	52	45	46	53	49	53	55
一人当たり年間総実労働時間 ※ Annual total hours worked per employee *	時間 hours	1,787	1,763	1,756	1,776	1,754	1,764	1,778	1,770

注：集計範囲はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

※裁量労働者については、みなし労働時間で超過時間を算出
* In the case of discretionary workers, excess hours were calclated by deemed working hours.

主な両立支援制度の利用状況 Work-Life Balance Support Program Use

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
母性健康管理休暇 Maternal health management leave	男性 Men	人 persons	-	-	-	-	-	-	-	-
	女性 Women	人 persons	4	2	6	4	6	1	6	2
出産休暇 Maternity leave	男性 Men	人 persons	-	-	-	-	-	-	-	-
	女性 Women	人 persons	32	19	31	26	23	13	31	22
配偶者出産休暇 Spousal maternity leave	男性 Men	人 persons	144	108	122	104	108	94	64	52
	女性 Women	人 persons	-	-	-	-	-	-	-	-
育児休職 Parental leave	男性 Men	人 persons	14	14	27	35	35	58	45	57
	女性 Women	人 persons	53	42	46	45	55	43	47	51
育児短時間勤務 Shorter working hours for childcare	男性 Men	人 persons	3	2	3	3	5	4	4	4
	女性 Women	人 persons	158	132	117	91	82	65	43	37
育児在宅勤務 Work-at-home during child-rearing	男性 Men	人 persons	3	4	4	4	4	- ※*	- ※*	-
	女性 Women	人 persons	20	27	30	24	24	- ※*	- ※*	-
介護休職 Nursing care leave	男性 Men	人 persons	1	2	1	1	0	1	1	1
	女性 Women	人 persons	0	0	0	0	0	1	3	4
介護短時間勤務 Shorter working hours for nursing care	男性 Men	人 persons	0	0	0	0	0	0	1	1
	女性 Women	人 persons	0	1	2	1	3	1	1	1

注：対象はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

※在宅勤務が全従業員に定着したため集計していません。
* The figure is not calculated since telecommuting has become common among all employees.

育児休職復職率 Percentage of Employees who Return to Work after Childcare Leave

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
復職率 Work resumption rate	%	100%	100%	100%	100%	100%	100%	99%	99%

注: 対象はコニカミノルタ（株）の正規従業員
Note: Figures are for regular employees of Konica Minolta, Inc.

人財育成教育研修実施状況 Training & Development Inputs

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
コニカミノルタ(株) Konica Minolta, Inc.	のべ受講者数(年間) Total persons attended (annual)	人 persons					約9,600 Approx. 9,600	約8,600 Approx. 8,600	約8,600 Approx. 8,600	約10,100 Approx. 10,100
	のべ受講時間(年間) Total hours attended (annual)	時間 hours					約83,000 Approx. 83,000	約64,000 Approx. 64,000	約59,000 Approx. 59,000	約83,000 Approx. 83,000
	従業員一人当たりの年間平均研修時間 Average hours of training per year per employee	時間 hours					約16 Approx. 16	約13 Approx. 13	約13 Approx. 13	約18 Approx. 18
コニカミノルタグループ(全世界) † Konica Minolta Group (worldwide) †	従業員一人当たりの年間平均教育研修時間 Average hours per FTE of training and development	時間 hours						16.7	16.4	10.8
	従業員一人当たりの年間平均教育研修費用 Average amount spent per FTE on training and development	千円 thousand JPY						22	76	26

画像IoT人財※1数
Number of Image IoT Talent *1

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
画像AIエンジニア※2 Image AI Engineer*2	人 persons								49
データサイエンティスト ※3 Data Scientist*3	人 persons				254	71	154	218	332
データエンジニア※4 Data Engineer*4	人 persons								49
コニカミノルタ プロダクトオーナー ※5 Konica Minolta Product Owners*5	人 persons				168	129	47	56	121
コニカミノルタスクラムマスター ※6 Konica Minolta Scrum Master*6	人 persons								27
コニカミノルタ システムアーキテクト ※7 Konica Minolta System Architect*7	人 persons						67	0	82
ITアーキテクト※8 IT Architects*8	人 persons					9	12	10	27
コニカミノルタソリューションディベロッパー（エッジ/組込み） ※9 Konica Minolta Solution Developer (Edge/Embedded)*9	人 persons								8
コニカミノルタソリューションディベロッパー（フロント/サーバー） ※10 Konica Minolta Solution Developer (Front/Server)*10	人 persons								119
合計 Total	人 persons								814

注：集計範囲はコニカミノルタ（株）の正規従業員。FY2022より集計方法を変えています。
FY2021以前：当該スキルの社内資格試験に新規で合格した人数（初級レベルを含む） FY2022以降：当該スキルについて、実務レベル以上の実力を保有すると社内認定された従業員数
Note: Figures are for regular employees of Konica Minolta, Inc.
Figures for FY2021 and earlier refer to the number of employees who have passed internal certification exams for the relevant skills (including elementary level); figures for FY2022 and later refer to the number of employees who have been internally certified as working-level competence in the relevant skills

※1 画像IoTスキル保有者：画像データと各種センサー情報をディープ・ラーニングなどのAI技術を活用して解析し、様々な現場における意思決定や判断を支援する技術を持った人財
*1 Image IoT skill holders: Talent with skills to analyze image data and various sensor information using AI technologies such as deep learning to support decision-making at various business settings.

※2 画像AIエンジニア：機械学習・ディープラーニング技術等をベースとした画像認識アルゴリズムを軸とし、差別化された価値あるソリューションの開発・改良・運用を行うことができる人財
*2 Image Ai Engineer: Talent with skills to develop, improve and operate differentiated and valuable solutions with a focus on image recognition algorithms based on machine learning, deep learning technologies

※3 データサイエンティスト：各種データから意思決定やワークフローの課題を抽出し、解決策を構築できる人財
* 3. Data Scientist: Talent with skills to identify decision-making and workflow issues by reviewing various types of data and then establish solutions

※4 データエンジニア：データ活用でビジネス課題を解決するために、たまったデータを分析可能な形にできる人財
*4. Data Engineer: Talent with skills to solve business problems by turning accumulated data into an analyzable form

※5 コニカミノルタ プロダクトオーナー：ビジネスとソフトウェア技術の両方に精通し、ソフトウェア開発への投資対効果を最大化する人財
* 5. Konica Minolta Product Owner: Talent well versed in both business and software technology who can maximize return on investment in software development

※6 コニカミノルタスクラムマスター：組織とチームに効果的にアジャイルを導入・推進し、リリース達成とその支援に責任を持つことができる人財
*6. Konica Minolta Scrum Master: Talent with skills to effectively implement and promote Agile into the organization and teams and take responsibility for releases and support

※7 コニカミノルタシステムアーキテクト：主にクラウドのインフラとシステム構成、アプリケーションアーキテクチャを設計する人財
* 7. Konica Minolta System Architect: Talent with skills to design cloud infrastructure and system configurations and application architectures.

※8 ITアーキテクト：ITサービスを顧客へ提供するためのプロセスやアーキテクチャの実現を担う人財
* 8. IT Architect: Talent responsible for realizing the processes and architecture to provide IT services to customers

※9 コニカミノルタソリューションディベロッパー（エッジ/組込み）：IoTソリューションに搭載するエッジデバイス/組込みシステムを開発、実装する人財
*9. Talent with skills to develop and implement edge devices/embedded systems for IoT solutions

※10 コニカミノルタソリューションディベロッパー（フロント・サーバー）：製品サービスを構成するWebアプリケーション・バックエンドシステムをクラウド上に実装する人財
*10. Talent with skills to implement the web application back-end systems for product services in the cloud

従業員の健康管理への対応 Promoting Health Management

		単位 Uni	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
最も健康リスクの高い従業員数(2013年度を100とした場合の指数) Employees with the highest health risks (Indexed with FY2013 as 100)		-	100	59	29	41	26	17	16	20	9	12
従業員一人当たりの入院費(2013年度を100とした場合の指数) Hospitalization expenses per employee (Indexed with FY2013 as 100)	コニカミノルタグループ Konica Minolta Group	-	100	91	99	91	107	99	108	96	119	-
	健保連平均 Average for the National Federation of Health Insurance Association	-	100	96	112	113	116	120	136	129	135	-
特定保健指導該当者における初回面談実施率 Initial interview implementation rate with those eligible for specific health guidance		%				39.5%			75.6%	64.4%	51.7%	-
特定保健指導該当者における面談完了率 Interview completion rate with those eligible for specific health guidance		%				30.3%			71.5%	55.7%	49.8%	-
メンタル不調によるのべ休務日数（年間） ※1 Total days of leave taken due to mental health problems (annual) *1		日 days		12,251	9,580	11,200	8,973	6,893	7,887	9,077	8,683	10,790
メンタル不調による休務者割合 ※1 Percentage of employees taking leave due to mental health problems*1		%		0.64%	0.60%	0.57%	0.57%	0.39%	0.42%	0.61%	0.48%	0.69%
月次超過時間が80時間以上の従業員数 Number of employees who logged 80 or more hours of monthly overtime		人 persons			557	449	304	253	219	243	872	977
喫煙率 Trend in smoking rate		%		29.5%	28.5%	27.9%	27.0%	26.1%	24.8%	22.2%	21.4%	20.9%
構内喫煙所数（屋内） Number of smoking areas on the premises (indoor)		箇所 sites		114	78	35	11	2	2	0	0	0
構内喫煙所数（屋外） Number of smoking areas on the premises (outdoor)		箇所 sites		30	32	42	44	44	44	0	0	0
従業員一人当たりのプレゼンティーイズム※2損失額（1ヵ月平均） Loss due to presenteeism*2 per employee (monthly average)		円 JPY				68,398	61,115	64,803	45,976	67,015	71,824	77,814

注 集計範囲はコニカミノルタ国内グループ全従業員
Note: Figures are for all employees of the Konica Minolta Group in Japan

※1 集計期間は各年度4月1日時点
*1 Figures are calculated as of April 1 of each fiscal year.

※2 プレゼンティーイズム：何らかの健康問題によって、業務の能率が落ちている状況
*2 Presenteeism: a status in which work efficiency declines due to some health problem

各種がん検診受診率 Cancer Screening Uptake Rate

	単位 Uni	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
肺 Lungs	%							99.1%	99.3%	99.0%	99.3%
胃 Stomach	%							95.8%	87.9%	90.5%※*	93.3%
大腸 Large intestine	%							94.1%	94.4%	94.9%	94.8%
前立腺 Prostate	%							97.6%	99.0%	99.1%	99.2%
乳 Breasts	%	46.5%	55.1%	63.8%	64.9%	63.9%	66.3%	66.0%	60.5%	67.8%※*	69.8%
子宮頸 Uterine cervix	%	19.8%	18.2%	21.0%	42.9%	38.5%	41.4%	40.9%	36.4%	43.8%※*	47.4%

注 集計範囲はコニカミノルタ国内グループ全従業員
Note: Figures are for all employees of the Konica Minolta Group in Japan

※「胃」「乳」「子宮頸」について、FY2021の数値に誤りがあり訂正しました。
*The FY2021 figures in "Stomach," "Breasts" and "Uterine cervix" were incorrect and have been corrected.

労働災害発生状況 Occupational Accidents

			単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
就業中の死亡事故発生件数 Number of fatal accidents during work	グループ正規従業員 注1 Group regular employees[1]		件 case	0	0	0	0	0	0	0	0
	グループ派遣社員 Employees dispatched from an agency		件 case	0	0	0	0	0	0	0	0
	業請従業員 注2 Staff contracted from other companies[2]		件 case	0	0	0	0	0	0	0	0
休業災害発生状況 Accidents causing absence from work	休業者数 Number of employees taking leave from work	国内拠点 注3 At sites in Japan[3]	人 persons	6	4	7	8	7	8	6	6
		海外拠点 注4 At sites outside Japan[4]	人 persons	12	6	5	5	6	1	4	3
	休業度数率 Rate of lost-worktime injuries	国内拠点 注3 At sites in Japan[3]	※1*	0.23	0.13	0.22	0.25	0.23	0.27	0.21	0.21
		海外拠点 注4 At sites outside Japan[4]	※1*	0.44	0.21	0.20	0.20	0.23	0.04	0.17	0.14
		国内/海外拠点 注5 At sites in / outside Japan[5]	※1*	0.34	0.17	0.21	0.23	0.23	0.17	0.19	0.18
	休業日数 Number of days of absence	国内拠点 注3 At sites in Japan[3]	日 days	14	44	237	59	195	254	106	34
		海外拠点 注4 At sites outside Japan[4]	日 days	340	52	98	86	73	2	184	110
	休業強度率 Severity rate of accidents causing absence from work	国内拠点 注3 At sites in Japan[3]	※2**	0.0004	0.0012	0.0062	0.0015	0.0052	0.0071	0.0031	0.0010
		海外拠点 注4 At sites outside Japan[4]	※2**	0.0103	0.0015	0.0032	0.0029	0.0023	0.0001	0.0066	0.0042

注1 国内拠点と海外生産拠点の正規従業員と派遣社員
Note 1. Regular employees and temporary employees at sites in Japan and production sites outside Japan

注2 生産拠点の業請従業員
Note 2. Contract workers at production sites in Japan

注3 集計範囲は国内のコニカミノルタグループの従業員と派遣社員
Note 3. Figures are for employees of Konica Minolta Group Japan, including those dispatched from an agency

注4 集計範囲は中国のグループ会社およびマレーシアの生産会社の従業員と派遣社員
Note 4. Figures are for employees of Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency.

注5 集計範囲は国内のコニカミノルタグループの従業員と派遣社員および中国のグループ会社およびマレーシアの生産会社の従業員と派遣社員
Note 5. Figures are for employees of Konica Minolta Group in Japan, as well as employees of the Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency

※1 度数率：在籍労働者ののべ実労働時間数100万時間当たりの休業者数
*1 Rate of lost-worktime injuries: The number of persons absent from work per one million total actual working hours for current employees

※2 強度率：在籍労働者ののべ実労働時間数1000時間当たりののべ労働損失日数
*2 Accident severity rate: The total number of days absent from work per 1,000 total actual working hours for current employees

製品事故発生状況 Product-related Accidents

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
製品の重大事故発生件数 ※1 Number of serious product-related accidents[1]	件 case	0	0	0	0	0	0	0	0
製品の重大セキュリティ事故発生件数 ※2 Number of serious security incidents in products and services[2]	件 case	0	0	0	0	0	0	0	0

注: 集計対象：すべてのコニカミノルタ製品
Note: Scope: All Konica Minolta products

※1 重大事故：製品使用者の生命、身体に重大な被害を及ぼした場合、製品以外の財産に重大な被害を及ぼした場合を対象とします。
*1. Serious product-related accidents refer to those accidents that cause serious harm to the product user's life and/or body and accidents that cause serious damage to assets other than the product.

※2 重大セキュリティ事故：製品セキュリティに関し、製品使用者のビジネスに深刻かつ重大な影響を及ぼした場合を対象とします。
*2. Serious security incidents refer to those product-security incidents that cause serious and significant harm to the product user's business

お客様満足度調査によるNPS※スコア推移（情報機器事業）
NPS* Score from Customer Satisfaction Surveys (Business Technologies Business)

	単位 Unit	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
NPS増加点（2014年比） NPS score increase（compared to FY2014）	-	0	3	6	9	6	8	11	0	-

注: 調査対象は直販の顧客企業
Note: Survey subjects: Corporate customers to which Konica Minolta sells directly

※ Net Promoter Score®（NPS®）：企業や製品、サービスを他者に推奨する割合を測定した指標
*Net Promoter Score®（NPS®）: an indicator that measures the percentage of customers who recommend the company and its products and services to others.

Net Promoter Score®およびNPS®は、ベイン・アンド・カンパニー、フレッド・ライクヘルド、サトメトリックス・システムズの登録商標です。 Net Promoter Score® and NPS® are registered trademarks of Bain & Company, Inc., Fred Reichheld and Satmetrix Systems, Inc.

CSR調達への取り組み Implementing CSR Procurement

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
お取引先へのCSRの要請割合 Percentage of suppliers requested to carry out CSR activities		%			100%	-	-	-	100%	-
CSR診断数 Number of CSR assessments	グループ生産拠点 Group production sites	件 case			3	18	2	4	13	4
	重要なお取引先 Important suppliers	件 case			50	15	41	40	30	28
CSR監査数 Number of CSR audits	特に重要なグループ生産拠点 Particularly important group production sites	件 case			2	0※	0	0	2	3
	特に重要なお取引先 Particularly important supplier	件 case			1	0	1	1	1	4

※ 特に重要なグループ生産会社2拠点の指摘事項改善確認を実施 Confirmation of improvement of issues pointed out at 2 important group production sites

コニカミノルタグループ調達金額 Konica Minolta Group Procurement Amount

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
調達金額 Total value of the Group's procurement	億円 100 million JPY		5,200	5,500	5,700	5,300	4,600	4,500	5,700

調達地域比率（調達金額ベース） Procurement amount, by region (Based on monetary amount of procurement)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
日本 Japan	%		33%	34%	35%	36%	37%	39%	34%
中国 China	%		32%	29%	27%	26%	22%	19%	20%
ASEAN	%		13%	14%	11%	11%	13%	17%	13%
米国 US	%		11%	12%	13%	14%	15%	14%	19%
欧州 Europe	%		11%	11%	14%	14%	13%	11%	14%

調達分類比率（調達金額ベース） Procurement classification analysis (Based on monetary amount of procurement)

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
物品 Goods	%				73%	73%	75%	72%	74%
サービス Services	%				27%	27%	25%	28%	26%

紛争鉱物調査に関する対応 Addressing the Issue of Conflict Minerals

	単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
お取引先からの回答回収率 Response rate from suppliers regarding the conflict minerals survey	%	95%	97%	99%	98%	95%	98%	96%	96%
お客様からの紛争鉱物調査要請への対応率 Response rate from customers to survey requests	%	100%	100%	100%	100%	100%	100%	100%	100%
RMAP適合製錬／精製業者(数) ※1 The number of RMAP-compliant smelters or refiners[1]	社数 companies	210	244	252	252	232	235	235	221
RMIが認識している製錬／精製業者(数) ※2 The number of smelters or refiners recognized by RMI[2]	社数 companies	303	311	313	312	296	318	338	335

注：デジタルワークプレイス事業、プロフェッショナルプリント事業、ヘルスケア事業、インダストリー事業における紛争鉱物調査結果
Note: Results of Digital Workplace Business, Professional Print Business, Healthcare Business and Industry Business Conflict Minerals Survey

※1/*1. RMAP: Responsible Minerals Assurance Process

※2/*2. RMI: Responsible Minerals Initiative

社会貢献活動実績 Social Contribution Achievements

		単位 Unit	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
社会貢献活動の内訳 Social Contribution Achievements Breakdown	金銭的支援 Cash contributions	万円 10 thousand JPY					13,600	12,200	17,100	18,700
	人的支援 Time (employee volunteering)	万円相当 10 thousand JPY equivalent					20,200	10,600	13,600	8,400
	物品支援 In-kind giving						9,100	47,200	4,800	5,500

ガバナンスデータ2023 Governance Data 2023

2023年8月21日更新 Updated August 21, 2023

取締役会の出席率 Attendance Rates for the Board of Directors

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
取締役会の構成 Board of directors structure	取締役数 Board of Directors		10	10	12	12	12	11	9
	うち独立社外取締役 Outside / Independent directors		4	4	5	5	5	5	5
	うち女性取締役 Women directors		0	0	0	1	1	1	1
開催回数 Number of meetings	取締役会 Board of Directors		13	14	12	12	12	14	13
	指名委員会 Nominating Committee		7	10	7	6	7	10	10
	監査委員会 Audit Committee		13	13	13	13	13	13	13
	報酬委員会 Compensation Committee		8	8	6	7	9	12	8
	計 Total		41	45	38	38	41	49	44
全取締役の出席率（%） Attendance rates for all directors (%)	取締役会 Board of Directors		99	99	100	100	99	100	100
	指名委員会 Nominating Committee		97	100	100	100	97	100	100
	監査委員会 Audit Committee		100	100	99	100	100	100	100
	報酬委員会 Compensation Committee		100	98	100	100	100	100	97
	計 Total		99	99	99	100	99	100	99
社外取締役の出席率（%） Attendance rates for outside directors (%)	取締役会 Board of Directors		100	98	100	100	100	100	100
	指名委員会 Nominating Committee		100	100	100	100	100	100	100
	監査委員会 Audit Committee		100	100	98	100	100	100	100
	報酬委員会 Compensation Committee		100	96	100	100	100	100	96
	計 Total		100	99	99	100	100	100	99

取締役、執行役ごとの報酬等の額 Amount of Compensation Paid to Directors and Executive Officers

			合計（百万円） Total (million yen)	固定報酬 Total base salary		業績連動報酬 Performance-linked compensation		株式報酬 Stock bonus		株式報酬型ストック・オプション Stock compensation-type stock options	
				人員（名）Persons	金額（百万円）Amount (million yen)	人員（名）Persons	金額（百万円）Amount (million yen)	人員（名）Persons	金額（百万円）Amount (million yen)	人員（名）Persons	金額（百万円）Amount (million yen)
FY2022※1*1	取締役 Directors	社外 Outside	79	6	79	-	-	-	-	-	-
		社内 Inside	74	3	55	-	-	3	18	-	-
		計 Total	153	9	134	-	-	3	18	-	-
	執行役 Executive officers		338	7	291	7	35	7	11	-	-
FY2021※2*2	取締役 Directors	社外 Outside	64	6	64	-	-	-	-	-	-
		社内 Inside	169	3	127	-	-	3	42	-	-
		計 Total	234	9	192	-	-	3	42	-	-
	執行役 Executive officers		391	10	280	10	29	10	81	-	-
FY2020※3*3	取締役 Directors	社外 Outside	64	6	64	-	-	-	-	-	-
		社内 Inside	188	3	124	-	-	3	64	-	-
		計 Total	253	9	188	-	-	3	64	-	-
	執行役 Executive officers		724	22	465	22	121	22	137	-	-
FY2019※4*4	取締役 Directors	社外 Outside	63	6	63	-	-	-	-	-	-
		社内 Inside	159	4	127	-	-	4	31	-	-
		計 Total	222	10	190	-	-	4	31	-	-
	執行役 Executive officers		615	24	525	24	55	24	34	-	-

注: 業績連動報酬については、当事業年度において費用計上すべき額を記載しています。株式報酬については、取締役（社外取締役を除く）及び執行役に対して付与されるポイントの見込み数に応じた将来の当社株式交付等の報酬見込額を算定し、当事業年度において費用計上すべき額を記載しています。
Note: Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated. Regarding the stock-based compensation, the amounts shown are those to be recorded as expenses in the fiscal year concerned, based on calculation of the expected amount of compensation including future granting of the company's shares, in accordance with the expected number of points granted to Directors (excluding outside directors) and executive officers.

※1 人数には、2022年６月17日開催の第118回定時株主総会開催日に退任した社外取締役１名及び社内取締役２名を含んでいます。2023年３月31日現在、社外取締役は５名、社内取締役（執行役非兼務）は１名、執行役は７名。社内取締役は、上記の３名のほかに３名（執行役兼務）おりますが、その者の報酬等は執行役に含めて記載しています。
*1 The numbers include one outside director and two inside directors who stepped down as of the date of the 118th Shareholders' Meeting held on June 17, 2022. At the end of the period (March 31, 2023), the company has five outside directors, one inside director (not concurrently holding executive officer posts) and 7 executive officers. In addition to the three inside directors shown above, the company has another three inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.

※2 人数には、2021年６月17日開催の第117回定時株主総会開催日に退任した社外取締役及び執行役の各１名を含んでいます。2022年３月31日現在、社外取締役は５名、社内取締役（執行役非兼務）は３名、執行役は９名。社内取締役は、上記の３名のほかに４名（執行役兼務）おりますが、その者の報酬等は執行役に含めて記載しています。
*1 The numbers include one outside director and one executive officer who stepped down as of the date of the 117th Shareholders' Meeting held on June 17, 2021. At the end of the period (March 31, 2022), the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 9 executive officers. In addition to the three inside directors shown above, the company has another four inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.

※3 人数には、2020年6月30日開催の第116回定時株主総会開催日に退任した社外取締役1名および同年5月31日付で退任した執行役１名を含んでいます。2021年3月31日現在、社外取締役は5名、社内取締役（執行役非兼務）は3名、執行役は23名。社内取締役は、上記の3名のほかに４名（執行役兼務）いますが、その者の報酬等は執行役に含めて記載しています。
*2 The numbers include one outside director who stepped down as of the date of the 116th Shareholders' Meeting held on June 30, 2020 and one executive officer who retired on May 31, 2020. As of March 31, 2021, the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 23 executive officers. In addition to the three inside directors shown above, the company has another four inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.

※4 人数には、2019年6月18日開催の第115回定時株主総会開催日に退任した社外取締役並びに社内取締役の各1名を含んでいます。2020年3月31日現在、社外取締役は5名、社内取締役（執行役非兼務）は3名、執行役は24名。 社内取締役は、上記の4名のほかに4名（執行役兼務）いますが、その者の報酬等は執行役に含めて記載しています。また、第115回定時株主総会開催日に執行役を退任し、取締役に就任した1名については、執行役分と取締役分をそれぞれ分けて人員並びに報酬額を記載しています。
*3 The numbers include one outside director and one inside director who stepped down as of the date of the 115th Shareholders' Meeting held on June 18, 2019. At the end of the period (March 31, 2020), the company has five outside directors, three inside directors (not concurrently holding executive officer posts) and 24 executive officers. In addition to the four inside directors shown above, the company has another four inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers. Also, with respect to the one person who stepped down from an executive officer position and became a director as of the date of the 115th Shareholders' Meeting, this person's presence and compensation as an executive officer and director are split and included in the respective categories.

報酬等の総額が１億円以上である者の報酬等の総額等

Total Compensation for Those Individuals with a Total Compensation of 100 million Yen or More

(百万円 million yen)

	役職・氏名 Position / Name	会社区分 Company type	合計 Total	固定報酬 Total base salary	業績連動報酬※2 Performance-linked compensation[2]	株式報酬※3 Stock bonus[3]	株式報酬型ストック・オプション Stock compensation-type stock options
FY2022	該当なし N/A	-	-	-	-	-	-
FY2021	該当なし N/A	-	-	-	-	-	-
FY2020	取締役 代表執行役社長兼CEO 山名 昌衛 Shoei Yamana President & CEO	提出会社 Submitting company	100	60	13	27	-
	執行役 Richard K. Taylor ※1 Executive Officer Richard K. Taylor[1]	連結子会社 Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	169	93	75	-	-
FY2019	執行役 Richard K. Taylor ※1 Executive Officer Richard K. Taylor[1]	連結子会社 Consolidated subsidiary Konica Minolta Business Solutions U.S.A., Inc.	147	91	56	-	-

※1. 執行役Richard K. Taylorは、連結子会社Konica Minolta Business Solutions U.S.A., Inc.のCEO（2021年３月31日付退任）。
*1. Executive Officer Richard K. Taylor is the CEO of the consolidated subsidiary, Konica Minolta Business Solutions U.S.A., Inc.（Resigned on March 31, 2021）

※2. 業績連動報酬については、当事業年度において費用計上すべき額を記載。
*2. Regarding the performance-linked compensation, the amounts which were recorded as expense in the period are stated.

※3. 「役員報酬について」に記載の取締役及び執行役が受ける個人別の報酬決定に関する方針第6条に基づき、執行役Richard K.Taylorは株式報酬制度の対象外。
*3. Based on Article 6 of the policy for determining the individual compensation entitlement of directors and executive officers described in "Compensation for Directors and Executive Officers" above, executive officer Richard K. Taylor is not covered by the stock compensation plan.

コンプライアンス Compliance

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
コンプライアンス推進活動 Activities to Promote Compliance								
グループ行動憲章に関する教育受講率※1 Participation rate in education on the Group Charter of Corporate Behavior[1]				99.9%	100%	100%	100%	100%
コンプライアンス最優先確認書の提出率※1 Submission rate of written compliance acknowledgement[1]				99.9%	100%	100%	100%	100%
内部通報合計（件） Total number of reports to the internal hotlines					79	58	63	49
日本 Japan					32	14	21	11
人権関連※2 Human rights issues[2]					19	8	17	7
公表を必要とする重要問題 Significant incidents that warrant disclosure					0	0	0	0
海外 Overseas					47	44	42	38
人権関連※2 Human rights issues[2]					24	21	19	17
公表を必要とする重要問題 Significant incidents that warrant disclosure					0	0	0	0
コンプライアンス問題の発生件数(件) Number of incidents of compliance issues								
詐欺、横領 Fraud, embezzlement	0	0	0	0	0	0	0	0
贈賄、腐敗行為 Bribe, corruption	1	0	0	0	0	0	0	0
独占禁止法、下請法 Antitrust law violations	0	0	0	0	0	0	0	0
景品表示法違反件数 Number of infractions of the Act against Unjustifiable Premiums and Misleading Representations					0	0	0	0
個人情報漏洩※3 Personal information leakage[3]	0	0	0	0	0	0	0	0
利益相反 Conflict of Interest								0
マネーロンダリング、インサイダー取引 Money Laundering or Insider trading								0
差別やハラスメントで公表を必要とする重要問題 Discrimination or Harassment (Significant incidents that warrant disclosure)								0
その他 Others	0	0	0	0	0	0	0	0
政治献金(円) Political contributions (JPY)				0	0	0	0	0

※1. 全世界グループ会社の役員・従業員対象。
*1. Data covers officers and employees of all Group companies.

※2. 人権関連：パワハラ／セクハラ／差別／不適切な扱い
*2. Human rights issues (power harassment/sexual harassment/discrimination/improper treatment)

※3. 顧客の個人情報漏洩に関する規制機関・第三者機関等からの具現化した不服申し立て
*3. The number of substantiated complaints concerning customer privacy from regulatory bodies, third-parties, etc.)

政治献金やその他の支出 Political Contributions and Other Expenditures

(百万円 million yen)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022
ロビー活動 Lobbying, interest representation or similar	0	0	0	0	0	0	0	0
政治活動・政治団体への支出 Local, regional or national political campaigns / organizations / candidates	0	0	0	0	0	0	0	0
業界団体などへの支出 Trade associations or tax-exempt groups (ex. Think tanks)	56.2	58.3	54.0	56.9	61.7	64.7	65.4	70.6
その他 (投票法案又は国民投票に関連する支出) Other (ex. Spending related to ballot measures or referendums)	0	0	0	0	0	0	0	0

2022年度の主な支出先 Major Recipients of Contributions in FY2022

団体名　Name of the organization (支出　Expentidures)	団体の概要　Outline of the organization
一般社団法人ビジネス・機械・情報システム産業協会 Japan Business Machine and Information System Industries Association	一般社団法人 ビジネス機械・情報システム産業協会(JBMIA)は、ビジネス機械とそれに付随する情報システム産業の発展に貢献する団体です。 The Japan Business Machine and Information System Industries Association (JBMIA) is an organization that supports the development of the business equipment and ancillary information system industry.
一般社団法人 日本経済団体連合会 Japan Business Federation	経団連は、日本の代表的な企業1,494社、製造業やサービス業等の主要な業種別全国団体108団体、地方別経済団体47団体などから構成されています（2022年4月1日現在）。 The Japan Business Federation is made up 1,494 of Japan's most representative companies, 108 national organizations representing key industries such as the manufacturing and service industries, and 47 economic organizations representing specific regions, among others (as of April 1, 2022).
一般社団法人 電子情報技術産業協会 Japan Electronics and Information Technology Industries Association	一般社団法人電子情報技術産業協会（JEITA）はIT・エレクトロニクス分野において日本を代表する業界団体として、当業界と日本経済の発展に重要な役割を担っている団体です。 As an industry organization representing Japan in the IT and electronics sector, the Japan Electronics and Information Technology Industries Association (JEITA) plays an important role in developing this industry and the Japanese economy.
一般社団法人 グローバル・コンパクト・ネットワーク・ジャパン United Nations Global Compact Network Japan （560,000 JPY）	国連グローバル・コンパクト（UNGC）は、各企業・団体が責任ある創造的なリーダーシップを発揮することによって、社会の良き一員として行動し、持続可能な成長を実現するための世界的な枠組み作りに参加する自発的な取り組みです。世界各国のローカルネットワークは、持続可能な発展を目指すプラットフォームとして活動しています。グローバル・コンパクト・ネットワーク・ジャパン（GCNJ）は、2003年12月に日本におけるローカルネットワークとして発足しました。 The United Nations Global Compact (UNGC) is a voluntary initiative in which companies and organizations act as good citizens by exercising responsible and creative leadership and participate in developing global frameworks to achieve a sustainable society. Local networks around the world function as platforms that aim for sustainable development. The Global Compact Network Japan (GCNJ) was established as a local network in Japan in December 2003.
The Responsible Business Alliance （35,000USD）	大手電子機器企業のグループによって2004年に設立された責任ある企業同盟（RBA）は、以前は電子産業市民連合（EICC）であり、権利と健康の支援に取り組む電子機器、小売、自動車、玩具の企業で構成される非営利団体です。 The Responsible Business Alliance (RBA) was established in 2004 by a group of major electronic equipment companies, and was previously known as the Electronic Industry Citizenship Coalition (EICC). This non-profit organization is made up of electronic parts, retail, auto and toy companies involved in supporting rights and health.
bitkom	Bitkomは。1999年に設立され、IT、ソフトウェア、通信、製造業などを中心に2,000社以上の企業が参加しており、その内訳はグローバル企業、1000社以上の中小企業、500社以上のスタートアップです。 bitkom was established in 1999, and has more than 2,000 participating companies, particularly IT, software, telecommunications and manufacturers. These include global companies, more than 1,000 small- and medium-sized companies and over 500 start-ups.
I&P europe	I&P Europe - Imaging and Printing Associationは、画像・印刷業界の製品メーカーや技術プロバイダーが参加するヨーロッパの団体です。 I&P Europe - Imaging and Printing Association is a European association of product manufacturers and technology providers for the imaging and printing industry.
RE100(日本語) RE100(English) （6,000USD）	RE100は、The Climate GroupとCDPによって運営される企業の自然エネルギー100%を推進する国際ビジネスイニシアティブです。企業による自然エネルギー100%宣言を可視化するともに、自然エネの普及・促進を求めるもので、世界の影響力のある大企業が参加しています。 RE100 is an international business initiative administered by The Climate Group and CDP that supports companies making the transition to 100% renewable energy. As well as making companies' pledges to use 100% renewable energy visible, it seeks to spread and promote natural energy. Major companies with a global reach participate.
気候変動イニシアティブ Climate Change Initiative	気候変動対策に積極的に取り組む企業や自治体、団体、NGOなど、国家政府以外の多様な主体のゆるやかなネットワークです。 The Climate Change Initiative is a loose network of diverse entities other than national governments, including companies, local governments, organizations and NGOs that are actively involved in addressing climate change.
The Information Technology Industry Council (ITI)	ITIは、世界をリードするイノベーション企業のためにアドボカシーを行う組織です。 The Information Technology Industry Council (ITI) is the premier advocacy and policy organization for the world's leading innovation companies.

List of Policies

Konica Minolta's Policies and regulations are listed here. Please refer to the correct page of the activity report for information on initiatives based on these policies.

- Konica Minolta Group Charter of Corporate Behavior

- Basic Policy on Corporate Governance
- Disclosure Policy
- Konica Minolta Group Tax Policy

- Konica Minolta Occupational Safety and Healthcare Policy
- Konica Minolta Group Health Declaration
- Konica Minolta Group Diversity Management Commitment
- Konica Minolta Group Human Rights Policy
- Konica Minolta Group Basic Policy on the Use of Artificial Intelligence
- Konica Minolta Group Information Security Policy
- Global Personal Data Protection Policy of Konica Minolta Group
- Konica Minolta Environmental Policy
- Konica Minolta Quality Policy
- Konica Minolta Procurement Policy
  - Konica Minolta Supply Chain Code of Conduct
  - Konica Minolta Responsible Minerals Policy
- Konica Minolta Basic Policy on Corporate Citizenship

- Policy for Fulfilling Stewardship Responsibilities

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; Scope1 CO_2 emissions; Scope2 CO_2 emissions; energy use; electricity derived from renewable energy sources; non-renewable energy consumption; waste discharged externally from manufacturing; recycled resources; landfill waste; atmospheric emissions of volatile organic compounds (VOCs); water withdrawal (potable water, ground water, and rainwater); the average remuneration by gender and job position; 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 ★ or ☆.

KPMG

Independent Assurance Report

To the Director, President & CEO, Representative Executive Officer of Konica Minolta, Inc.

We were engaged by Konica Minolta, Inc. (the "Company") to undertake a limited assurance engagement of the environmental and social performance indicators marked with ★ or ☆ (the "Indicators") for the period from April 1, 2022 to March 31, 2023 (except for the 'Percentage of Employees with Disabilities', which is as of June 1, 2023) included in its Konica Minolta Inc. Sustainability Report 2023 (the "Report") for the fiscal year ended March 31, 2023.

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 the head office/Kofu factory of Konica Minolta Supplies Manufacturing Co., Ltd. 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 Management

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 Management 1, we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Kazuhiko Saito, Partner, Representative Director
KPMG AZSA Sustainability Co., Ltd.
Tokyo, Japan
January 12, 2024

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

General Disclosures | Material topics | Economic | Environmental | Social

GRI 1 used GRI 1: Foundation 2021

Universal Standards

GRI2：General Disclosures 2021

GRI Standards	Requirements	References (Reasons for omission)
1. The organization and its reporting practices		
2-1	a. report its legal name; b. report its nature of ownership and legal form; c. report the location of its headquarters; d. report its countries of operation.	Corporate Information > Company Overview Corporate Information > Company Overview Global Network
2-2	a. list all its entities included in its sustainability reporting; b. if the organization has audited consolidated financial statements or financial information filed on public record, specify the differences between the list of entities included in its financial reporting and the list included in its sustainability reporting; c. if the organization consists of multiple entities, explain the approach used for consolidating the information, including: i. whether the approach involves adjustments to information for minority interests; ii. how the approach takes into account mergers, acquisitions, and disposal of entities or parts of entities; iii. whether and how the approach differs across the disclosures in this Standard and across material topics.	Corporate Information > Business Units Sustainability Report Editorial Policy
2-3	a. specify the reporting period for, and the frequency of, its sustainability reporting; b. specify the reporting period for its financial reporting and, if it does not align with the period for its sustainability reporting, explain the reason for this; c. report the publication date of the report or reported information; d. specify the contact point for questions about the report or reported information.	Sustainability Report Editorial Policy Financial Data by Year
2-4	a. report restatements of information made from previous reporting periods and explain: i. the reasons for the restatements; ii. the effect of the restatements.	Sustainability Reporting Policy Sustainability Report Archives

GRI Standards	Requirements	References (Reasons for omission)
2-5	a. describe its policy and practice for seeking external assurance, including whether and how the highest governance body and senior executives are involved; b. if the organization's sustainability reporting has been externally assured: i. provide a link or reference to the external assurance report(s) or assurance statement(s); ii. describe what has been assured and on what basis, including the assurance standards used, the level of assurance obtained, and any limitations of the assurance process; iii. describe the relationship between the organization and the assurance provider.	Sustainability Reporting Policy External Assurance
2.Activities and workers		
2-6	a. report the sector(s) in which it is active; b. describe its value chain, including: i. the organization's activities, products, services, and markets served; ii. the organization's supply chain; iii. the entities downstream from the organization and their activities; c. report other relevant business relationships; d. describe significant changes in 2-6-a, 2-6-b, and 2-6-c compared to the previous reporting period.	Corporate Information At a Glance Financial Results / Presentation Materials Stakeholder Engagement Responsible Supply Chain: Konica Minolta's Supply Chain Management
2-7	a. report the total number of employees, and a breakdown of this total by gender and by region; b. report the total number of: i. permanent employees, and a breakdown by gender and by region; ii. temporary employees, and a breakdown by gender and by region; iii. non-guaranteed hours employees, and a breakdown by gender and by region; iv. full-time employees, and a breakdown by gender and by region; v. part-time employees, and a breakdown by gender and by region; c. describe the methodologies and assumptions used to compile the data, including whether the numbers are reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; d. report contextual information necessary to understand the data reported under 2-7-a and 2-7-b; e. describe significant fluctuations in the number of employees during the reporting period and between reporting periods.	ESG Data (See Social Data) External Assurance
2-8	a. report the total number of workers who are not employees and whose work is controlled by the organization and describe: i. the most common types of worker and their contractual relationship with the organization; ii. the type of work they perform; b. describe the methodologies and assumptions used to compile the data, including whether the number of workers who are not employees is reported: i. in head count, full-time equivalent (FTE), or using another methodology; ii. at the end of the reporting period, as an average across the reporting period, or using another methodology; c. describe significant fluctuations in the number of workers who are not employees during the reporting period and between reporting periods.	ESG Data (See Social Data)

GRI Standards	Requirements	References (Reasons for omission)
3.Governance		
2-9	a. describe its governance structure, including committees of the highest governance body; b. list the committees of the highest governance body that are responsible for decision making on and overseeing the management of the organization's impacts on the economy, environment, and people; c. describe the composition of the highest governance body and its committees by: i. executive and non-executive members; ii. independence; iii. tenure of members on the governance body; iv. number of other significant positions and commitments held by each member, and the nature of the commitments; v. gender; vi. under-represented social groups; vii. competencies relevant to the impacts of the organization; viii. stakeholder representation.	Corporate Governance > Corporate Governance System Basic Approach and Systems for Sustainability Management Corporate Governance Report
2-10	a. describe the nomination and selection processes for the highest governance body and its committees; b. describe the criteria used for nominating and selecting highest governance body members, including whether and how the following are taken into consideration: i. views of stakeholders (including shareholders); ii. diversity; iii. independence; iv. competencies relevant to the impacts of the organization.	Corporate Governance > Corporate Governance System > Governance Structure and Operations Corporate Governance Report
2-11	a. report whether the chair of the highest governance body is also a senior executive in the organization; b. if the chair is also a senior executive, explain their function within the organization's management, the reasons for this arrangement, and how conflicts of interest are prevented and mitigated.	Corporate Governance > Corporate Governance System > Governance Structure and Operations
2-12	a. describe the role of the highest governance body and of senior executives in developing, approving, and updating the organization's purpose, value or mission statements, strategies, policies, and goals related to sustainable development; b. describe the role of the highest governance body in overseeing the organization's due diligence and other processes to identify and manage the organization's impacts on the economy, environment, and people, including: i. whether and how the highest governance body engages with stakeholders to support these processes; ii. how the highest governance body considers the outcomes of these processes; c. describe the role of the highest governance body in reviewing the effectiveness of the organization's processes as described in 2-12-b, and report the frequency of this review.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process
2-13	a. describe how the highest governance body delegates responsibility for managing the organization's impacts on the economy, environment, and people, including i. whether it has appointed any senior executives with responsibility for the management of impacts; ii. whether it has delegated responsibility for the management of impacts to other employees; b. describe the process and frequency for senior executives or other employees to report back to the highest governance body on the management of the organization's impacts on the economy, environment, and people.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process

GRI Standards	Requirements	References (Reasons for omission)
2-14	a. report whether the highest governance body is responsible for reviewing and approving the reported information, including the organization's material topics, and if so, describe the process for reviewing and approving the information; b. if the highest governance body is not responsible for reviewing and approving the reported information, including the organization's material topics, explain the reason for this.	Basic Approach and Systems for Sustainability Management Material Issue Evaluation and Identification Process
2-15	a. describe the processes for the highest governance body to ensure that conflicts of interest are prevented and mitigated; b. report whether conflicts of interest are disclosed to stakeholders, including, at a minimum, conflicts of interest relating to: i. cross-board membership; ii. cross-shareholding with suppliers and other stakeholders; iii. existence of controlling shareholders; iv. related parties, their relationships, transactions, and outstanding balances.	Corporate Governance Corporate Governance Report
2-16	a. describe whether and how critical concerns are communicated to the highest governance body; b. report the total number and the nature of critical concerns that were communicated to the highest governance body during the reporting period.	Risk Management Basic Concept and Promotion System of Compliance
2-17	a. report measures taken to advance the collective knowledge, skills, and experience of the highest governance body on sustainable development.	Corporate Governance Report
2-18	a. describe the processes for evaluating the performance of the highest governance body in overseeing the management of the organization's impacts on the economy, environment, and people; b. report whether the evaluations are independent or not, and the frequency of the evaluations; c. describe actions taken in response to the evaluations, including changes to the composition of the highest governance body and organizational practices.	Corporate Governance Report
2-19	a. describe the remuneration policies for members of the highest governance body and senior executives, including: i. fixed pay and variable pay; ii. sign-on bonuses or recruitment incentive payments; iii. termination payments; iv. clawbacks; v. retirement benefits; b. describe how the remuneration policies for members of the highest governance body and senior executives relate to their objectives and performance in relation to the management of the organization's impacts on the economy, environment, and people.	Corporate Governance > Corporate Governance System > Governance Structure and Operations
2-20	a. describe the process for designing its remuneration policies and for determining remuneration, including: i. whether independent highest governance body members or an independent remuneration committee oversees the process for determining remuneration; ii. how the views of stakeholders (including shareholders) regarding remuneration are sought and taken into consideration; iii. whether remuneration consultants are involved in determining remuneration and, if so, whether they are independent of the organization, its highest governance body and senior executives; b. report the results of votes of stakeholders (including shareholders) on remuneration policies and proposals, if applicable.	Corporate Governance

GRI Standards	Requirements	References (Reasons for omission)
2-21	a. report the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees(excluding the highest-paid individual); b. report the ratio of the percentage increase in annual total compensation for the organization's highest-paid individual to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual); c. report contextual information necessary to understand the data and how the data has been compiled.	-
4. Strategy, policies and practices		
2-22	a. report a statement from the highest governance body or most senior executive of the organization about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.	Message from the CEO Message from the Executive Officer
2-23	a. describe its policy commitments for responsible business conduct, including: i. the authoritative intergovernmental instruments that the commitments reference; ii. whether the commitments stipulate conducting due diligence; iii. whether the commitments stipulate applying the precautionary principle; iv. whether the commitments stipulate respecting human rights; b. describe its specific policy commitment to respect human rights, including: i. the internationally recognized human rights that the commitment covers; ii. the categories of stakeholders, including at-risk or vulnerable groups, that the organization gives particular attention to in the commitment; c. provide links to the policy commitments if publicly available, or, if the policy commitments are not publicly available, explain the reason for this; d. report the level at which each of the policy commitments was approved within the organization, including whether this is the most senior level; e. report the extent to which the policy commitments apply to the organization's activities and to its business relationships; f. describe how the policy commitments are communicated to workers, business partners, and other relevant parties.	List of Policies Basic Approach and Systems for Sustainability Management Konica Minolta Group Charter of Corporate Behavior Konica Minolta Group Human Rights Policy Human Rights Responsible Supply Chain
2-24	a. describe how it embeds each of its policy commitments for responsible business conduct throughout its activities and business relationships, including: i. how it allocates responsibility to implement the commitments across different levels within the organization; ii. how it integrates the commitments into organizational strategies, operational policies, and operational procedures; iii. how it implements its commitments with and through its business relationships; iv. training that the organization provides on implementing the commitments.	Basic Approach and Systems for Sustainability Management Human Rights Responsible Supply Chain
2-25	a. describe its commitments to provide for or cooperate in the remediation of negative impacts that the organization identifies it has caused or contributed to; b. describe its approach to identify and address grievances, including the grievance mechanisms that the organization has established or participates in; c. describe other processes by which the organization provides for or cooperates in the remediation of negative impacts that it identifies it has caused or contributed to; d. describe how the stakeholders who are the intended users of the grievance mechanisms are involved in the design, review, operation, and improvement of these mechanisms; e. describe how the organization tracks the effectiveness of the grievance mechanisms and other remediation processes, and report examples of their effectiveness, including stakeholder feedback.	Basic Concept and Promotion System of Compliance Human Rights > Remedy and Grievance Mechanism

GRI Standards	Requirements	References (Reasons for omission)
2-26	a. describe the mechanisms for individuals to: i. seek advice on implementing the organization's policies and practices for responsible business conduct; ii. raise concerns about the organization's business conduct.	Basic Concept and Promotion System of Compliance Human Rights > Remedy and Grievance Mechanism
2-27	a. report the total number of significant instances of non-compliance with laws and regulations during the reporting period, and a breakdown of this total by: i. instances for which fines were incurred; ii. instances for which non-monetary sanctions were incurred; b. report the total number and the monetary value of fines for instances of noncompliance with laws and regulations that were paid during the reporting period, and a breakdown of this total by: i. fines for instances of non-compliance with laws and regulations that occurred in the current reporting period; ii. fines for instances of non-compliance with laws and regulations that occurred in previous reporting periods; c. describe the significant instances of non-compliance; d. describe how it has determined significant instances of non-compliance.	Basic Concept and Promotion System of Compliance
2-28	a. report industry associations, other membership associations, and national or international advocacy organizations in which it participates in a significant role.	Basic Approach and Systems for Sustainability Management Participation in Initiative
5. Stakeholder engagement		
2-29	a. describe its approach to engaging with stakeholders, including: i. the categories of stakeholders it engages with, and how they are identified; ii. the purpose of the stakeholder engagement; iii. how the organization seeks to ensure meaningful engagement with stakeholders.	Basic Approach and Systems for Sustainability Management Stakeholder Engagement
2-30	a. report the percentage of total employees covered by collective bargaining agreements; b. for employees not covered by collective bargaining agreements, report whether the organization determines their working conditions and terms of employment based on collective bargaining agreements that cover its other employees or based on collective bargaining agreements from other organizations.	Human Rights

General Disclosures Material topics Economic Environmental Social

GRI3：Material topics 2021

GRI Standards	Requirements	References (Reasons for omission)
3-1	a. describe the process it has followed to determine its material topics, including: i. how it has identified actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights, across its activities and business relationships; ii. how it has prioritized the impacts for reporting based on their significance; b. specify the stakeholders and experts whose views have informed the process of determining its material topics.	Material Issue Evaluation and Identification Process
3-2	a. list its material topics; b. report changes to the list of material topics compared to the previous reporting period.	Sustainability Strategy Material Issue Evaluation and Identification Process
Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 1: Improving Fulfillment in Work and Corporate Dynamism Attracting, Developing and Promoting the Active Participation of Human Resources Building Organization, Culture and DNA Basic Concept and Vision of DEI

GRI Standards	Requirements	References (Reasons for omission)
Material Issue 2: Supporting Healthy, High-Quality Living		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 2: Supporting Healthy, High-Quality Living Health & Productivity Management
Material Issue 3: Ensuring Social Safety and Security		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 3: Ensuring Social Safety and Security Achieving Top-Tier Quality and Reliability Management of Chemical Substances in Products Enhancing the Security of Products and Services

GRI Standards	Requirements	References (Reasons for omission)
Material Issue 4: Addressing Climate Change		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 4: Addressing Climate Change Addressing Climate Change：Konica Minolta's Approach Addressing Climate Change：Plan and Results
Material Issue 5: Using Limited Resources Effectively		
3-3	a. describe the actual and potential, negative and positive impacts on the economy, environment, and people, including impacts on their human rights; b. report whether the organization is involved with the negative impacts through its activities or as a result of its business relationships, and describe the activities or business relationships; c. describe its policies or commitments regarding the material topic; d. describe actions taken to manage the topic and related impacts, including: i. actions to prevent or mitigate potential negative impacts; ii. actions to address actual negative impacts, including actions to provide for or cooperate in their remediation; iii. actions to manage actual and potential positive impacts; e. report the following information about tracking the effectiveness of the actions taken: i. processes used to track the effectiveness of the actions; ii. goals, targets, and indicators used to evaluate progress; iii. the effectiveness of the actions, including progress toward the goals and targets; iv. lessons learned and how these have been incorporated into the organization's operational policies and procedures; f. describe how engagement with stakeholders has informed the actions taken (3-3-d) and how it has informed whether the actions have been effective (3-3-e).	Material Issue 5: Using Limited Resources Effectively Building a Recycling-Oriented Society：Konica Minolta's Approach Building a Recycling-Oriented Society：Plan and Results

Topic Standards

*Disclosures on material topics

Economic

GRI Standards	Requirements	References (Reasons for omission)
GRI 201: Economic Performance		
201-1	a. Direct economic value generated and distributed (EVG&D) on an accruals basis, including the basic components for the organization's global operations as listed below. If data are presented on a cash basis, report the justification for this decision in addition to reporting the following basic components: i. Direct economic value generated: revenues; ii. Economic value distributed: operating costs, employee wages and benefits, payments to providers of capital, payments to government by country, and community investments; iii. Economic value retained: 'direct economic value generated' less 'economic value distributed'. b. Where significant, report EVG&D separately at country, regional, or market levels, and the criteria used for defining significance.	Financial Results / Presentation Materials Audited Financial Report
201-2	a. Risks and opportunities posed by climate change that have the potential to generate substantive changes in operations, revenue, or expenditure, including: i. a description of the risk or opportunity and its classification as either physical, regulatory, or other; ii. a description of the impact associated with the risk or opportunity; iii. the financial implications of the risk or opportunity before action is taken; iv. the methods used to manage the risk or opportunity; v. the costs of actions taken to manage the risk or opportunity.	Climate-related Financial Information Disclosure（TCFD） Sustainability Targets and Results ESG Data (See Environmental Data)
201-3	a. If the plan's liabilities are met by the organization's general resources, the estimated value of those liabilities. b. If a separate fund exists to pay the plan's pension liabilities: i. the extent to which the scheme's liabilities are estimated to be covered by the assets that have been set aside to meet them; ii. the basis on which that estimate has been arrived at; iii. when that estimate was made. c. If a fund set up to pay the plan's pension liabilities is not fully covered, explain the strategy, if any, adopted by the employer to work towards full coverage, and the timescale, if any, by which the employer hopes to achieve full coverage. d. Percentage of salary contributed by employee or employer. e. Level of participation in retirement plans, such as participation in mandatory or voluntary schemes, regional, or country-based schemes, or those with financial impact.	Financial Results / Presentation Materials

GRI Standards	Requirements	References (Reasons for omission)
201-4	a. Total monetary value of financial assistance received by the organization from any government during the reporting period, including: i. tax relief and tax credits; ii. subsidies; iii. investment grants, research and development grants, and other relevant types of grant; iv. awards; v. royalty holidays; vi. financial assistance from Export Credit Agencies (ECAs); vii. financial incentives; viii. other financial benefits received or receivable from any government for any operation. b. The information in 201-4-a by country. c. Whether, and the extent to which, any government is present in the shareholding structure.	-
GRI 202: Market Presence		
202-1	a. When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the entry level wage by gender at significant locations of operation to the minimum wage. b. When a significant proportion of other workers (excluding employees) performing the organization's activities are compensated based on wages subject to minimum wage rules, describe the actions taken to determine whether these workers are paid above the minimum wage. c. Whether a local minimum wage is absent or variable at significant locations of operation, by gender. In circumstances in which different minimums can be used as a reference, report which minimum wage is being used. d. The definition used for 'significant locations of operation'.	Human Rights
202-2	a. Percentage of senior management at significant locations of operation that are hired from the local community. b. The definition used for 'senior management'. c. The organization's geographical definition of 'local'. d. The definition used for 'significant locations of operation'.	ESG Data (See Social Data)
GRI 203: Indirect Economic Impacts		
203-1	a. Extent of development of significant infrastructure investments and services supported. b. Current or expected impacts on communities and local economies, including positive and negative impacts where relevant. c. Whether these investments and services are commercial, in-kind, or pro bono engagements.	Contributing to Society
203-2	a. Examples of significant identified indirect economic impacts of the organization, including positive and negative impacts. b. Significance of the indirect economic impacts in the context of external benchmarks and stakeholder priorities, such as national and international standards, protocols, and policy agendas.	-
GRI 204: Procurement Practices		
204-1	a. Percentage of the procurement budget used for significant locations of operation that is spent on suppliers local to that operation (such as percentage of products and services purchased locally). b. The organization's geographical definition of 'local'. c. The definition used for 'significant locations of operation'.	-
GRI 205: Anti-corruption		
205-1	a. Total number and percentage of operations assessed for risks related to corruption. b. Significant risks related to corruption identified through the risk assessment.	Putting Compliance into Practice

GRI Standards	Requirements	References (Reasons for omission)
205-2	a. Total number and percentage of governance body members that the organization's anti-corruption policies and procedures have been communicated to, broken down by region. b. Total number and percentage of employees that the organization's anti-corruption policies and procedures have been communicated to, broken down by employee category and region. c. Total number and percentage of business partners that the organization's anti-corruption policies and procedures have been communicated to, broken down by type of business partner and region. Describe if the organization's anti-corruption policies and procedures have been communicated to any other persons or organizations. d. Total number and percentage of governance body members that have received training on anti-corruption, broken down by region. e. Total number and percentage of employees that have received training on anti-corruption, broken down by employee category and region.	Putting Compliance into Practice ESG Data (See Governance Data)
205-3	a. Total number and nature of confirmed incidents of corruption. b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption. c. Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption. d. Public legal cases regarding corruption brought against the organization or its employees during the reporting period and the outcomes of such cases.	Putting Compliance into Practice
GRI 206: Anti-competitive Behavior		
206-1	a. Number of legal actions pending or completed during the reporting period regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant. b. Main outcomes of completed legal actions, including any decisions or judgments.	Putting Compliance into Practice
GRI 207: TAX		
207-1	a. A description of the approach to tax, including: i. whether the organization has a tax strategy and, if so, a link to this strategy if publicly available; ii. the governance body or executive-level position within the organization that formally reviews and approves the tax strategy, and the frequency of this review; iii. the approach to regulatory compliance; iv. how the approach to tax is linked to the business and sustainable development strategies of the organization.	Putting Compliance into Practice Konica Minolta Group Tax Policy
207-2	a. A description of the tax governance and control framework, including: i. the governance body or executive-level position within the organization accountable for compliance with the tax strategy; ii. how the approach to tax is embedded within the organization; iii. the approach to tax risks, including how risks are identified, managed, and monitored; iv. how compliance with the tax governance and control framework is evaluated. b. A description of the mechanisms for reporting concerns about unethical or unlawful behavior and the organization's integrity in relation to tax. c. A description of the assurance process for disclosures on tax and, if applicable, a reference to the assurance report, statement, or opinion.	Putting Compliance into Practice Konica Minolta Group Tax Policy Basic Concept and Promotion System of Compliance Risk Management
207-3	a. A description of the approach to stakeholder engagement and management of stakeholder concerns related to tax, including: i. the approach to engagement with tax authorities; ii. the approach to public policy advocacy on tax; iii. the processes for collecting and considering the views and concerns of stakeholders, including external stakeholders.	Putting Compliance into Practice Konica Minolta Group Tax Policy

GRI Standards	Requirements	References (Reasons for omission)
207-4	a. All tax jurisdictions where the entities included in the organization's audited consolidated financial statements, or in the financial information filed on public record, are resident for tax purposes. b. For each tax jurisdiction reported in Disclosure 207-4-a: i. Names of the resident entities; ii. Primary activities of the organization; iii. Number of employees, and the basis of calculation of this number; iv. Revenues from third-party sales; v. Revenues from intra-group transactions with other tax jurisdictions; vi. Profit/loss before tax; vii. Tangible assets other than cash and cash equivalents; viii. Corporate income tax paid on a cash basis; ix. Corporate income tax accrued on profit/loss; x. Reasons for the difference between corporate income tax accrued on profit/loss and the tax due if the statutory tax rate is applied to profit/loss before tax. c. The time period covered by the information reported in Disclosure 207-4.	Corporate Information > Company Overview

General Disclosures Material topics Economic Environmental Social

Environmental

GRI Standards	Requirements	References (Reasons for omission)
GRI 301: Materials ＊Disclosures on material topics		
301-1 ＊	a. Total weight or volume of materials that are used to produce and package the organization's primary products and services during the reporting period, by: i. non-renewable materials used; ii. renewable materials used.	ESG Data (See Environmental Data >Resources) Eco Leaf Environmental Label
301-2 ＊	a. Percentage of recycled input materials used to manufacture the organization's primary products and services.	Eco Leaf Environmental Label
301-3 ＊	a. Percentage of reclaimed products and their packaging materials for each product category. b. How the data for this disclosure have been collected.	Recovery and Recycling of Used Products Reduction of Use of Packaging Materials Information unavailable / incomplete: Data on recycled packaging materials has not been compiled at this time.
GRI 302: Energy ＊Disclosures on material topics		
302-1 ＊	a. Total fuel consumption within the organization from non-renewable sources, in joules or multiples, and including fuel types used. b. Total fuel consumption within the organization from renewable sources, in joules or multiples, and including fuel types used. c. In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption d. In joules, watt-hours or multiples, the total: i. electricity sold ii. heating sold iii. cooling sold iv. steam sold e. Total energy consumption within the organization, in joules or multiples. f. Standards, methodologies, assumptions, and/or calculation tools used. g. Source of the conversion factors used.	ESG Data (See Environmental Data > Energy・CO_2) Information unavailable / incomplete: Data on energy sold has not been compiled at this time.
302-2 ＊	a. Energy consumption outside of the organization, in joules or multiples. b. Standards, methodologies, assumptions, and/or calculation tools used. c. Source of the conversion factors used.	ESG Data (See Environmental Data) Information unavailable / incomplete: Data other than energy used in transportation and distribution (upstream) and product use has not been compiled at this time.
302-3 ＊	a. Energy intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of energy included in the intensity ratio; whether fuel, electricity, heating, cooling, steam, or all. d. Whether the ratio uses energy consumption within the organization, outside of it, or both.	ESG Data (See Environmental Data > Energy・CO_2)

GRI Standards	Requirements	References (Reasons for omission)
302-4 *	a. Amount of reductions in energy consumption achieved as a direct result of conservation and efficiency initiatives, in joules or multiples. b. Types of energy included in the reductions; whether fuel, electricity, heating, cooling, steam, or all. c. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. d. Standards, methodologies, assumptions, and/or calculation tools used.	ESG Data (See Environmental Data)
302-5 *	a. Reductions in energy requirements of sold products and services achieved during the reporting period, in joules or multiples. b. Basis for calculating reductions in energy consumption, such as base year or baseline, including the rationale for choosing it. c. Standards, methodologies, assumptions, and/or calculation tools used.	ESG Data (See Environmental Data)
GRI 303: Water and Effluents		
303-1	a. A description of how the organization interacts with water, including how and where water is withdrawn, consumed, and discharged, and the water-related impacts caused or contributed to, or directly linked to the organization's activities, products or services by a business relationship (e.g., impacts caused by runoff). b. A description of the approach used to identify water-related impacts, including the scope of assessments, their timeframe, and any tools or methodologies used. c. A description of how water-related impacts are addressed, including how the organization works with stakeholders to steward water as a shared resource, and how it engages with suppliers or customers with significant water-related impacts. d. An explanation of the process for setting any water-related goals and targets that are part of the organization's management approach, and how they relate to public policy and the local context of each area with water stress.	Consideration of Biodiversity/Water Resources in Production Activities
303-2	a. A description of any minimum standards set for the quality of effluent discharge, and how these minimum standards were determined, including: i. how standards for facilities operating in locations with no local discharge requirements were determined; ii. any internally developed water quality standards or guidelines; iii. any sector-specific standards considered; iv. whether the profile of the receiving waterbody was considered.	Consideration of Biodiversity/Water Resources in Production Activities
303-3	a. Total water withdrawal from all areas in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water. b. Total water withdrawal from all areas with water stress in megaliters, and a breakdown of this total by the following sources, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Produced water; v. Third-party water, and a breakdown of this total by the withdrawal sources listed in i-iv. c. A breakdown of total water withdrawal from each of the sources listed in Disclosures 303-3-a and 303-3-b in megaliters by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	ESG Data (See Environmental Data > Water)

GRI Standards	Requirements	References (Reasons for omission)
303-4	a. Total water discharge to all areas in megaliters, and a breakdown of this total by the following types of destination, if applicable: i. Surface water; ii. Groundwater; iii. Seawater; iv. Third-party water, and the volume of this total sent for use to other organizations, if applicable. b. A breakdown of total water discharge to all areas in megaliters by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). c. Total water discharge to all areas with water stress in megaliters, and a breakdown of this total by the following categories: i. Freshwater (≤1,000 mg/L Total Dissolved Solids); ii. Other water (>1,000 mg/L Total Dissolved Solids). d. Priority substances of concern for which discharges are treated, including: i. how priority substances of concern were defined, and any international standard, authoritative list, or criteria used; ii. the approach for setting discharge limits for priority substances of concern; iii. number of incidents of non-compliance with discharge limits. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	ESG Data (See Environmental Data > Water)
303-5	a. Total water consumption from all areas in megaliters. b. Total water consumption from all areas with water stress in megaliters. c. Change in water storage in megaliters, if water storage has been identified as having a significant water-related impact. d. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used, including whether the information is calculated, estimated, modeled, or sourced from direct measurements, and the approach taken for this, such as the use of any sector-specific factors.	-
GRI 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).	Not applicable

GRI Standards	Requirements	References (Reasons for omission)
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.	Not applicable
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.	Not applicable
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 ＊Disclosures on material topics		
305-1 ＊	a. Gross direct (Scope 1) GHG emissions in metric tons of CO^2 equivalent. b. Gases included in the calculation; whether CO^2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO^2 emissions in metric tons of CO^2 equivalent. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 ESG Data (See Environmental Data) Information unavailable / incomplete: Data on biogenic carbon dioxide (CO^2) emission has not been compiled at this time.

GRI Standards	Requirements	References (Reasons for omission)
305-2 *	a. Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO^2 equivalent. b. If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO^2 equivalent. c. If available, the gases included in the calculation; whether CO^2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. d. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. e. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. f. Consolidation approach for emissions; whether equity share, financial control, or operational control. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 ESG Data (See Environmental Data)
305-3 *	a. Gross other indirect (Scope 3) GHG emissions in metric tons of CO^2 equivalent. b. If available, the gases included in the calculation; whether CO^2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Biogenic CO^2 emissions in metric tons of CO^2 equivalent. d. Other indirect (Scope 3) GHG emissions categories and activities included in the calculation. e. Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions. f. Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source. g. Standards, methodologies, assumptions, and/or calculation tools used.	Eco Vision 2050 ESG Data (See Environmental Data) Information unavailable / incomplete: Data on biogenic carbon dioxide (CO^2) emission has not been compiled at this time.
305-4 *	a. GHG emissions intensity ratio for the organization. b. Organization-specific metric (the denominator) chosen to calculate the ratio. c. Types of GHG emissions included in the intensity ratio; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). d. Gases included in the calculation; whether CO^2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all.	ESG Data (See Environmental Data > Energy・CO_2)
305-5 *	a. GHG emissions reduced as a direct result of reduction initiatives, in metric tons of CO^2 equivalent. b. Gases included in the calculation; whether CO^2, CH4, N2O, HFCs, PFCs, SF6, NF3, or all. c. Base year or baseline, including the rationale for choosing it. d. Scopes in which reductions took place; whether direct (Scope 1), energy indirect (Scope 2), and/or other indirect (Scope 3). e. Standards, methodologies, assumptions, and/or calculation tools used.	Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System) Production Activities to Solve Environmental Issues (Green Factory Certification System) ESG Data(Environmental Data)
305-6 *	a. Production, imports, and exports of ODS in metric tons of CFC-11 (trichlorofluoromethane) equivalent. b. Substances included in the calculation. c. Source of the emission factors used. d. Standards, methodologies, assumptions, and/or calculation tools used.	Not applicable

GRI Standards	Requirements	References (Reasons for omission)
305-7	a. Significant air emissions, in kilograms or multiples, for each of the following: i. NOX ii. SOX iii. Persistent organic pollutants (POP) iv. Volatile organic compounds (VOC) v. Hazardous air pollutants (HAP) vi. Particulate matter (PM) vii. Other standard categories of air emissions identified in relevant regulations b. Source of the emission factors used. c. Standards, methodologies, assumptions, and/or calculation tools used.	ESG Data (See Environmental Data > Atmospheric Emissions and Chemical Substances)
GRI 306: Waste	＊Disclosures on material topics	
306-1 ＊	a. For the organization's significant actual and potential waste-related impacts, a description of: i. the inputs, activities, and outputs that lead or could lead to these impacts; ii.whether these impacts relate to waste generated in the organization's own activities or to waste generated upstream or downstream in its value chain.	Material Issue: Using Limited Resources Effectively Identifying Environmental Material Issues
306-2 ＊	a. Actions, including circularity measures, taken to prevent waste generation in the organization's own activities and upstream and downstream in its value chain, and to manage significant impacts from waste generated. b. If the waste generated by the organization in its own activities is managed by a third party, a description of the processes used to determine whether the third party manages the waste in line with contractual or legislative obligations. c. The processes used to collect and monitor waste-related data.	Material Issue: Using Limited Resources Effectively Management of Chemical Substances in Products Resource Conservation and Recycling in Production Operations Ensuring Product and Chemical Substance Safety Consideration of Biodiversity/Water Resources in Production Activities Decarbonization of Suppliers (Carbon Neutral Partner Activities) Green Procurement System Reduction of Use of Packaging Materials Recovery and Recycling of Used Products ESG Data (See Environmental Data > Resources)
306-3 ＊	a. Total weight of waste generated in metric tons, and a breakdown of this total by composition of the waste. b. Contextual information necessary to understand the data and how the data has been compiled.	Overall View of Environmental Impacts ESG Data (See Environmental Data > Resources)
306-4 ＊	a. Total weight of waste diverted from disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. c. Total weight of non-hazardous waste diverted from disposal in metric tons, and a breakdown of this total by the following recovery operations: i. Preparation for reuse; ii. Recycling; iii. Other recovery operations. d. For each recovery operation listed in Disclosures 306-4-b and 306-4-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste diverted from disposal: i. onsite; ii. offsite. e. Contextual information necessary to understand the data and how the data has been compiled.	Overall View of Environmental Impacts ESG Data (See Environmental Data > Resources) Information unavailable / incomplete: Disclosure by hazardous / non-hazardous category is not provided.

GRI Standards	Requirements	References (Reasons for omission)
306-5 *	a. Total weight of waste directed to disposal in metric tons, and a breakdown of this total by composition of the waste. b. Total weight of hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. c. Total weight of non-hazardous waste directed to disposal in metric tons, and a breakdown of this total by the following disposal operations: i. Incineration (with energy recovery); ii. Incineration (without energy recovery); iii. Landfilling; iv. Other disposal operations. d. For each disposal operation listed in Disclosures 306-5-b and 306-5-c, a breakdown of the total weight in metric tons of hazardous waste and of non-hazardous waste directed to disposal: i. onsite; ii. offsite. e. Contextual information necessary to understand the data and how the data has been compiled.	Overall View of Environmental Impacts ESG Data (See Environmental Data > Resources) Information unavailable / incomplete: Disclosure by hazardous / non-hazardous category is not provided.
GRI 307: Environmental Compliance		
307-1	a. Significant fines and non-monetary sanctions for non-compliance with environmental laws and/or regulations in terms of: i. total monetary value of significant fines; ii. total number of non-monetary sanctions; iii. cases brought through dispute resolution mechanisms. b. If the organization has not identified any non-compliance with environmental laws and/or regulations, a brief statement of this fact is sufficient.	Environmental Management System
GRI 308: Supplier Environmental Assessment		
308-1	a. Percentage of new suppliers that were screened using environmental criteria.	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

General Disclosures Material topics Economic Environmental Social

Social

GRI Standards	Requirements	References (Reasons for omission)
GRI 401: Employment		
401-1	a. Total number and rate of new employee hires during the reporting period, by age group, gender and region. b. Total number and rate of employee turnover during the reporting period, by age group, gender and region.	ESG Data (See Social Data)
401-2	a. Benefits which are standard for full-time employees of the organization but are not provided to temporary or part-time employees, by significant locations of operation. These include, as a minimum: i. life insurance; ii. health care; iii. disability and invalidity coverage; iv. parental leave; v. retirement provision; vi. stock ownership; vii. others. b. The definition used for 'significant locations of operation'.	Human Resources Systems and Operations
401-3	a. Total number of employees that were entitled to parental leave, by gender. b. Total number of employees that took parental leave, by gender. c. Total number of employees that returned to work in the reporting period after parental leave ended, by gender. d. Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender. e. Return to work and retention rates of employees that took parental leave, by gender.	ESG Data (See Social Data)
GRI 402: Labor/Management Relations		
402-1	a. Minimum number of weeks' notice typically provided to employees and their representatives prior to the implementation of significant operational changes that could substantially affect them. b. For organizations with collective bargaining agreements, report whether the notice period and provisions for consultation and negotiation are specified in collective agreements.	Human Rights
GRI 403: Occupational Health and Safety ＊Disclosures on material topics		
403-1 ＊	a. A statement of whether an occupational health and safety management system has been implemented, including whether: i. the system has been implemented because of legal requirements and, if so, a list of the requirements; ii. the system has been implemented based on recognized risk management and/or management system standards/guidelines and, if so, a list of the standards/guidelines. b. A description of the scope of workers, activities, and workplaces covered by the occupational health and safety management system, and an explanation of whether and, if so, why any workers, activities, or workplaces are not covered.	Managing Occupational Safety and Health

GRI Standards	Requirements	References (Reasons for omission)
403-2 *	a. A description of the processes used to identify work-related hazards and assess risks on a routine and non-routine basis, and to apply the hierarchy of controls in order to eliminate hazards and minimize risks, including: i. how the organization ensures the quality of these processes, including the competency of persons who carry them out; ii. how the results of these processes are used to evaluate and continually improve the occupational health and safety management system. b. A description of the processes for workers to report work-related hazards and hazardous situations, and an explanation of how workers are protected against reprisals. c. A description of the policies and processes for workers to remove themselves from work situations that they believe could cause injury or ill health, and an explanation of how workers are protected against reprisals. d. A description of the processes used to investigate work-related incidents, including the processes to identify hazards and assess risks relating to the incidents, to determine corrective actions using the hierarchy of controls, and to determine improvements needed in the occupational health and safety management system.	Managing Occupational Safety and Health ESG Data (See Social Data)
403-3 *	a. A description of the occupational health services' functions that contribute to the identification and elimination of hazards and minimization of risks, and an explanation of how the organization ensures the quality of these services and facilitates workers' access to them.	Managing Occupational Safety and Health
403-4 *	a. A description of the processes for worker participation and consultation in the development, implementation, and evaluation of the occupational health and safety management system, and for providing access to and communicating relevant information on occupational health and safety to workers. b. Where formal joint management–worker health and safety committees exist, a description of their responsibilities, meeting frequency, decision-making authority, and whether and, if so, why any workers are not represented by these committees.	Managing Occupational Safety and Health
403-5 *	a. A description of any occupational health and safety training provided to workers, including generic training as well as training on specific work-related hazards, hazardous activities, or hazardous situations.	Managing Occupational Safety and Health
403-6 *	a. An explanation of how the organization facilitates workers' access to non-occupational medical and healthcare services, and the scope of access provided. b. A description of any voluntary health promotion services and programs offered to workers to address major non-work-related health risks, including the specific health risks addressed, and how the organization facilitates workers' access to these services and programs.	Health & Productivity Management Information unavailable / incomplete: Data for groups outside of Japan has not been compiled at this time.
403-7 *	a. A description of the organization's approach to preventing or mitigating significant negative occupational health and safety impacts that are directly linked to its operations, products or services by its business relationships, and the related hazards and risks.	Implementing CSR Procurement

GRI Standards	Requirements	References (Reasons for omission)
403-8 *	a. If the organization has implemented an occupational health and safety management system based on legal requirements and/or recognized standards/guidelines: i. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system; ii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been internally audited; iii. the number and percentage of all employees and workers who are not employees but whose work and/or workplace is controlled by the organization, who are covered by such a system that has been audited or certified by an external party. b. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. c. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Managing Occupational Safety and Health Information unavailable / incomplete: Only the number and percentage of workers covered by the occupational health and safety system is disclosed at this time.
403-9 *	a. For all employees: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number and rate of fatalities as a result of work-related injury; ii. The number and rate of high-consequence work-related injuries (excluding fatalities); iii. The number and rate of recordable work-related injuries; iv. The main types of work-related injury; v. The number of hours worked. c. The work-related hazards that pose a risk of high-consequence injury, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to high-consequence injuries during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Any actions taken or underway to eliminate other work-related hazards and minimize risks using the hierarchy of controls. e. Whether the rates have been calculated based on 200,000 or 1,000,000 hours worked. f. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. g. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Managing Occupational Safety and Health ESG Data (See Social Data) Information unavailable / incomplete: For non-employee workers, only agency workers and contractors are compiled at this time.

GRI Standards	Requirements	References (Reasons for omission)
403-10 *	a. For all employees: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. b. For all workers who are not employees but whose work and/or workplace is controlled by the organization: i. The number of fatalities as a result of work-related ill health; ii. The number of cases of recordable work-related ill health; iii. The main types of work-related ill health. c. The work-related hazards that pose a risk of ill health, including: i. how these hazards have been determined; ii. which of these hazards have caused or contributed to cases of ill health during the reporting period; iii. actions taken or underway to eliminate these hazards and minimize risks using the hierarchy of controls. d. Whether and, if so, why any workers have been excluded from this disclosure, including the types of worker excluded. e. Any contextual information necessary to understand how the data have been compiled, such as any standards, methodologies, and assumptions used.	Health & Productivity Management ESG Data (See Social Data) Information unavailable / incomplete: Data for non-employee workers has not been compiled at this time.
GRI 404: Training and Education *Disclosures on material topics		
404-1 *	a. Average hours of training that the organization's employees have undertaken during the reporting period, by: i. gender; ii. employee category.	Attracting, Developing and Promoting the Active Participation of Human Resources ESG Data (See Social Data) Information unavailable / incomplete: Information by gender and employee category has not been compiled at this time.
404-2 *	a. Type and scope of programs implemented and assistance provided to upgrade employee skills. b. Transition assistance programs provided to facilitate continued employability and the management of career endings resulting from retirement or termination of employment.	Attracting, Developing and Promoting the Active Participation of Human Resources
404-3 *	a. Percentage of total employees by gender and by employee category who received a regular performance and career development review during the reporting period.	Attracting, Developing and Promoting the Active Participation of Human Resources Information unavailable / incomplete: Data has not been compiled at this time.
GRI 405：Diversity and Equal Opportunity *Disclosures on material topics		
405-1 *	a. Percentage of individuals within the organization's governance bodies in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups). b. Percentage of employees per employee category in each of the following diversity categories: i. Gender; ii. Age group: under 30 years old, 30-50 years old, over 50 years old; iii. Other indicators of diversity where relevant (such as minority or vulnerable groups).	Promoting Women's Workplace Participation ESG Data (See Social Data) Information unavailable / incomplete: Percentage by age group is not disclosed at this time.

GRI Standards	Requirements	References (Reasons for omission)
405-2 *	a. Ratio of the basic salary and remuneration of women to men for each employee category, by significant locations of operation. b. The definition used for 'significant locations of operation'.	ESG Data (See Social Data) Information unavailable / incomplete: Ratio is not disclosed at this time. Remuneration by gender/class is disclosed.
GRI 406: Non-discrimination		
406-1	a. Total number of incidents of discrimination during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	Basic Concept and Promotion System of Compliance
GRI 407: Freedom of Association and Collective Bargaining		
407-1	a. Operations and suppliers in which workers' rights to exercise freedom of association or collective bargaining may be violated or at significant risk either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to support rights to exercise freedom of association and collective bargaining	Human Rights
GRI 408: Child Labor		
408-1	a. Operations and suppliers considered to have significant risk for incidents of: i. child labor; ii. young workers exposed to hazardous work. b. Operations and suppliers considered to have significant risk for incidents of child labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. c. Measures taken by the organization in the reporting period intended to contribute to the effective abolition of child labor	Human Rights
GRI 409: Forced or Compulsory Labor		
409-1	a. Operations and suppliers considered to have significant risk for incidents of forced or compulsory labor either in terms of: i. type of operation (such as manufacturing plant) and supplier; ii. countries or geographic areas with operations and suppliers considered at risk. b. Measures taken by the organization in the reporting period intended to contribute to the elimination of all forms of forced or compulsory labor.	Human Rights
GRI 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 Standards	Requirements	References (Reasons for omission)
GRI 411: Rights of Indigenous Peoples		
411-1	a. Total number of identified incidents of violations involving the rights of indigenous peoples during the reporting period. b. Status of the incidents and actions taken with reference to the following: i. Incident reviewed by the organization; ii. Remediation plans being implemented; iii. Remediation plans that have been implemented, with results reviewed through routine internal management review processes; iv. Incident no longer subject to action.	-
GRI 412: Human Rights Assessment		
412-1	a. Total number and percentage of operations that have been subject to human rights reviews or human rights impact assessments, by country.	Implementing CSR Procurement Human Rights
412-2	a. Total number of hours in the reporting period devoted to training on human rights policies or procedures concerning aspects of human rights that are relevant to operations. b. Percentage of employees trained during the reporting period in human rights policies or procedures concerning aspects of human rights that are relevant to operations.	-
412-3	a. Total number and percentage of significant investment agreements and contracts that include human rights clauses or that underwent human rights screening. b. The definition used for 'significant investment agreements'.	-
GRI 413: Local Communities		
413-1	a. Percentage of operations with implemented local community engagement, impact assessments, and/or development programs, including the use of: i. social impact assessments, including gender impact assessments, based on participatory processes; ii. environmental impact assessments and ongoing monitoring; iii. public disclosure of results of environmental and social impact assessments; iv. local community development programs based on local communities' needs; v. stakeholder engagement plans based on stakeholder mapping; vi. broad based local community consultation committees and processes that include vulnerable groups; vii. works councils, occupational health and safety committees and other worker representation bodies to deal with impacts; viii. formal local community grievance processes.	-
413-2	a. Operations with significant actual and potential negative impacts on local communities, including: i. the location of the operations; ii. the significant actual and potential negative impacts of operations.	-
GRI 414: Supplier Social Assessment		
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 Human Rights

GRI Standards	Requirements	References (Reasons for omission)
GRI 415: Public Policy		
415-1	a. Total monetary value of financial and in-kind political contributions made directly and indirectly by the organization by country and recipient/beneficiary. b. If applicable, how the monetary value of in-kind contributions was estimated.	ESG Data (See Governance Data)
GRI 416: Customer Health and Safety ＊Disclosures on material topics		
416-1 ＊	a. Percentage of significant product and service categories for which health and safety impacts are assessed for improvement.	Achieving Top-Tier Quality and Reliability
416-2 ＊	a. Total number of incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services within the reporting period, by: i. incidents of non-compliance with regulations resulting in a fine or penalty; ii. incidents of non-compliance with regulations resulting in a warning; iii. incidents of non-compliance with voluntary codes. b. If the organization has not identified any non-compliance with regulations and/or voluntary codes, a brief statement of this fact is sufficient.	Achieving Top-Tier Quality and Reliability
GRI 417: Marketing and Labeling		
417-1	a. Whether each of the following types of information is required by the organization's procedures for product and service information and labeling: i. The sourcing of components of the product or service; ii. Content, particularly with regard to substances that might produce an environmental or social impact; iii. Safe use of the product or service; iv. Disposal of the product and environmental or social impacts; v. Other (explain). b. Percentage of significant product or service categories covered by and assessed for compliance with such procedures.	Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System) Environmental Labels and Certifications Management of Chemical Substances in Products Recovery and Recycling of Used Products Achieving Top-Tier Quality and Reliability 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 ＊Disclosures on material topics		
418-1 ＊	a. Total number of substantiated complaints received concerning breaches of customer privacy, categorized by: i. complaints received from outside parties and substantiated by the organization; ii. complaints from regulatory bodies. b. Total number of identified leaks, thefts, or losses of customer data. c. If the organization has not identified any substantiated complaints, a brief statement of this fact is sufficient.	Information Security

GRI Standards	Requirements	References (Reasons for omission)
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
		Corporate Governance
Human rights	1. Due diligence 2. Human rights risk situations 3. Avoidance of complicity 4. Resolving grievances 5. Discrimination and vulnerable groups 6. Civil and political rights 7. Economic, social, and cultural rights 8. Fundamental principles and rights at work	Implementing CSR Procurement
		Practicing Responsible Minerals Procurement
		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
		Building Organization, Culture and DNA
		Health & Productivity Management
		Managing Occupational Safety and Health
		Attracting, Developing and Promoting the Active Participation of Human Resources
The environment	1. Prevention of pollution 2. Sustainable resource use 3. Climate change mitigation and adaptation 4. Protection of the environment, biodiversity and restoration of natural habitats	Environmental Management System
		Creating Products and Solutions to Solve Environmental Issues (Green Products Certification System)
		Production Activities to Solve Environmental Issues (Green Certification System)
		Sales Activities to Solve Environmental Issues (Green Marketing Activities)
Fair operating practices	1. Anti-corruption 2. Responsible political involvement 3. Fair competition 4. Promoting social responsibility in the value chain 5. Respect for property rights	Compliance
		Responsible Supply Chain

Core subjects	issues	Website
Consumer issues	1. Fair marketing, factual and unbiased information and fair contractual practices 2. Protecting consumers' health and safety 3. Sustainable consumption 4. Consumer service, support, and complaint and dispute resolution 5. Consumer data protection and privacy 6. Access to essential services 7. Education and awareness	Environmental Labels and Certifications
		Achieving Top-Tier Quality and Reliability
		Creating New Quality Value
		Putting Compliance into Practice
		Information Security
Community involvement and development	1. Community involvement 2. Education and culture 3. Employment creation and skills development 4. Technology development and access 5. Wealth and income creation 6. Health 7. Social investment	Contributing to Society

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

Global Compact

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

Guidelines Index

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

HARDWARE

SICS Industry：Technology & Communications Sector HARDWARE

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

TOPIC	CODE	ACCOUNTING METRIC	Website
	TC-HW-410a.2	Percentage of eligible products, by revenue, meeting the requirements for EPEAT registration or equivalent	Environmental Labels and Certifications • EPEAT (Electronic Product Environmental Assessment Tool) To read about how Konica Minolta incorporates environmentally friendly principles into product design, click below. Environmental Management System • Product Assessment System Turning Waste into High-Value Materials (High-Functionality Recycling) • Incorporating Resource Saving and Circular Economy Concepts in Products Resource Conservation and Recycling in Production Operations • Promoting Resource Conservation and Recycling at Production Sites Promoting Decarbonization in Distribution • Reconsidering Distribution Routes and Consolidating Logistics Facilities • Milk Run Logistics (Common Collection of Cargos) Reduction of Use of Packaging Materials Promoting Decarbonization with Products and Solutions • Energy Conservation in MFPs and Digital Printers
	TC-HW-410a.3	Percentage of eligible products, by revenue, meeting ENERGY STAR® criteria	Environmental Labels and Certifications • International Energy Star Program
	TC-HW-410a.4	Weight of end-of-life products and e-waste recovered, percentage recycled	ESG Data (Ref.Environmental Data > Resources) For more information on product recycling initiatives, click below. Recovery and Recycling of Used Products
Supply Chain Management	TC-HW-430a.1	Percentage of Tier 1 supplier facilities audited in the RBA Validated Audit Process (VAP) or equivalent, by (a) all facilities and (b) high-risk facilities	Human Rights > Tracking Responses • Employees of Our Suppliers, Partners, and Others 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	
Materials Sourcing	TC-HW-440a.1	Description of the management of risks associated with the use of critical materials	Practicing Responsible Minerals Procurement > Framework for Initiatives Turning Waste into High-Value Materials (High-Functionality Recycling) • Incorporating Resource Saving and Circular Economy Concepts in Product > High-Functionality Recycling That Increases the Value of Materials (Application of Recycled Materials) Konica Minolta's Supply Chain Management • Supply Chain Management

Sustainability Reporting Policy

The Konica Minolta Sustainability Website (hereinafter, the "site") reports on specific initiatives to address material issues that Konica Minolta (hereinafter, the "Company") is pursuing. The Company also issues an annual Integrated Report that summarizes information of interest to investors and shareholders, as well as financial and non-financial information that is of great importance to Konica Minolta. The purpose of the site, however, is to provide even more detailed sustainability information.
In recent years, with the growing investor interest in non-financial corporate information, the Company decided to disclose all of its sustainability information promptly and comprehensively on this website. It stopped publishing both its CSR Report and Environmental Report in 2020.
The online content is prepared based on various global guidelines and the information needs of stakeholders.
A PDF version of the site is posted on this website 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.
In addition, in the event of changes in consolidated subsidiaries during the period, such as the acquisition or the opening or closing of new bases, environment-related data for production companies with a significant environmental impact are reflected in the actual results on a monthly basis.

Reporting Period

In principle, the site covers activities undertaken from April 1, 2022 to March 31, 2023. Some sections may include information on earlier initiatives or more recent activities. At the site, “fiscal 2022” refers to the fiscal year that started April 1, 2022 and ended March 31, 2023.

Publication Date

October 2023 (Next report: scheduled for September 2024; previous report: September 2022)

Adherence to Global Guidelines

- Global Reporting Initiative (GRI) Standards
  Konica Minolta reports in accordance with the GRI Standards for the period from April 1, 2022 to March 31, 2023.
- Sustainability Accounting Standards Board (SASB)
- United Nations Global Compact
- ISO 26000, ISO30414
- 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 2022 (April 1, 2022 to March 31, 2023; except for the 'Percentage of Employees with Disabilities', which is as of June 1, 2023). Please refer to the external assurance statement for more information.

Related Information

Obtain other Konica Minolta publications from the Document Download page.

● Integrated Report (Annual Report) ● Corporate Governance Report ● Intellectual Property Report ● IT Performance Report

For inquiries regarding the information on this site:

Sustainability Department, Corporate Planning Division
Konica Minolta, Inc.

› Contact

Disclaimer

In addition to facts about past or present circumstances, this site contains descriptions of the Group's current plans and projections for the future. These descriptions are based on information that is currently available and have been deemed reasonable based on the Group's current status. The Group's actual performance could differ from its predictions due to future changes in the business environment.
This PDF file has been prepared by converting the website information as of October 2023, and was disclosed in January 2024.
The independent assurance report posted in this PDF is obtained for this PDF.