

List of Targets and Results

Sustainability Targets and Progress FY2020-FY2025

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

Improving Fulfillment in Work and Corporate Dynamism

Vision for 2030: Increase labor productivity for corporate clients, society, and Konica Minolta. Make time for creativity, and promote workplaces where all individuals can thrive.

Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status	
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets		
Increasing customer productivity and making time for creativity													
Creating an organization that draws out potential talent so that individuals can shine	Social and environmental value	Strategic assignments for manager candidates (%) *1	70	70	98	100	100	100					○
		Number of DX leaders*2 trained (people)	-	-	24	27	24	40					×
		Imaging-IoT human resources *3	500	-	-	-	814	-	1000	-	50% or more engineers in each business unit	-	-
		Employee engagement score*5	GES designing	GES designing	6.4 (GES implementation Problem identification and goal setting)	GES implementation Problem identification and goal setting	6.6	10% score increase in GES compared to FY2021	-	-	7.7 (Industry average)	Top 25% of the industry	×
		Equity*6 Note 1	-	-	7.1 (6.1)	-	7.4 (6.1)	-	-	-	8.0 (7.0) or more	-	-
		Freedom of opinion*7 Note 1	-	-	6.9 (6.5)	-	7.2 (6.6)	-	-	-	8.0 (7.5) or more	-	-
		Percentage (%) of management positions*8 held by women*9	7.2	-	9.1	8	9.9	10% or more	11% or more	-	13% or more	18% or more*10	△
Percentage of women among new graduate recruits (%)*9	23	30% or more	35	30% or more	37	Maintain 30% or more	Maintain 30% or more	-	-	-	○		

Note: Target scope: Konica Minolta, Inc. However, the scope of targets of the GES score (*4) is the Konica Minolta Group (worldwide) and the data for Konica Minolta, Inc. in parentheses in Note 1.

*1 Percentage of employees assigned to strategic leadership positions *2 DX leader: Leaders who can meet customer needs with digital solutions *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

*4 GES score: The average score of responses, on a scale of 0 to 10, to relevant questions in the Global Employee Survey

*5 Engagement: Applicable question "How likely is it you would recommend Konica Minolta as a place to work?" (This has been corrected due to an error in the question description. The same question has been used in the evaluation since FY2021)

*6 Equity: Applicable question "people of all backgrounds treated fairly in my department/team?"

*7 Freedom of opinion: Applicable question "Is your opinion respected in your department/team?"

*8 Management positions referred to as "Exempt" in Konica Minolta, Inc.

*9 Time of compilation: As of April 1 of the following fiscal year.

*10: Target value as of April 1, 2030.

Supporting Healthy, High-Quality Living

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

Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status	
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets		
Promote Health and High Quality of Life at Corporate Clients													
Building Safe and Comfortable Workplaces Where Employees Feel Motivated	Social and environmental value	Rate of reduction in Level 4 workplaces*1 (%) *2	38	15	69	30	38	50					×
		Percentage of workplaces where stress levels exceed the appropriate range*3	-	-	-	-	13.3%	-	12.5%	11.3%	9.3%	-	-
		Percentage moving to higher level of organizational health (%)*4	-	-	5.1	5	15	10					○
		Average score of the organizational health survey (10-point scale) results	-	-	-	-	6.1	-	6.4	6.9	7.7	-	-
		Number of employees who are at high risk physically (employees with the highest health risks) Note1	24% increase	4% decrease	30% decrease	8% decrease	6% decrease	12% decrease					×
		Presenteeism: Percentage of employees with moderate or greater impaired work function due to health problems*5	-	-	-	-	18.2%	-	17.1%	16.1%	15.1%	-	-
		Absenteeism*6	15.1% increase	3% decrease	10.1% increase	7% decrease	36.8% increase	13% decrease					×
	Average reduction*7 in the number of days of leave for the person on leave*8	-	-	-	-	-	-	3% decrease	9% decrease	17% decrease	-	-	

Note. Target scope: Konica Minolta, Inc. However, the scope of targets and results of employees who are at high risk physically(Note1) has expanded to include Group employees in Japan from fiscal 2021.

Note 2. As a result of a change to the calculation method in fiscal 2021, results have been revised retroactively to fiscal 2020 figures.

*1 Level 4 workplaces: Workplaces deemed to have the highest level of stress based on the results of a four-level stress check

*2 Rate of change from fiscal 2019 results

*3 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)

*4 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).

*5 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.)

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

*7 Percentage of reduction from FY2022 results

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

Ensuring Social Safety and Security

Vision for 2030: Enhance safety and security in the workplaces of corporate clients and in society. Minimize risks posed by Konica Minolta products and services.

Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status	
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets		
Provide Safety and Security in the Work and Daily Lives of Corporate Clients													
Minimizing Risks Related to the Safety and Security of Konica Minolta Products and Services	Eliminate substances that affect health	Social and environmental value	Number of serious accidents*1 caused by chemical substances	0	0	0	0	0	0	0	0	○	
		Economic value	Serious business losses due to chemical substance management (JPY)	0	0	0	0	0	0	0	0	0	○
	Reinforce efforts to ensure health when products and services are used	Social and environmental value	Number of serious product-related accidents*2	0	0	0	0	0	0	0	0	0	○
		Economic value	Major business losses related to product safety (JPY)	0	0	0	0	0	0	0	0	0	○
	Completely eliminate serious information security incidents	Social and environmental value	Number of serious information security incidents*3	0	0	0	0	0	0	0	0	0	○
		Economic value	Major business losses related to information security (JPY)	0	0	0	0	0	0	0	0	0	○

*1 Serious accident: A case that causes serious harm to the product user's life and/or body and cases that cause serious and significant impact on the business of the product user

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

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

Addressing Climate Change

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

Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2050	FY2022 Target Achievement Status		
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets	Targets			
Reducing Energy Usage and CO2 Emissions by Transforming Customer Processes	Social and environmental value	Amount of contribution to CO2 reduction*1 (thousand tons)	578	590	585	700	624	640	630	720	800	1,000	2,060	△	
	Economic value	Solution sales (billion yen)	51	56	56	66	76	71	89	97	100	-	-	○	
Energy Usage and CO2 Emissions Reduction Related to Konica Minolta Sites, Business Partners, Products and Services	CO2 emissions over the product lifecycle*2	Social and environmental value	Reduction of CO2 emissions (thousand tons)	821	-	790	-	850	970	-	-	800	650	0 (net zero)	○
			Reduction rate (%) over FY2005	60	-	61	-	58	57	-	-	61	70	100	○
	Reduction of environmental impact of Konica Minolta production sites *3	Social and environmental value	Reduction of CO2 emissions (thousand tons)	4	4	12	10	18	18	6	13	20	-	-	○
		Economic value	Monetary equivalent of energy reduction (million yen)	79	89	2,700	2,100	450	350	280	560	840	-	-	○
	Reduction of environmental impact through the use/procurement of Konica Minolta products and services	Social and environmental value	Amount of CO2 reduced through procurement of renewable energy (thousand tons)	7	6	10	12	20	20	3	8	34	-	-	○
			Percentage of electricity derived from renewable energy (%)	6.5	-	8.3	-	12.3	10	-	-	-	50	100	○
	Reduction of environmental impact at suppliers using DX*3	Social and environmental value	Reduction of CO2 emissions (thousand tons)	14	16	25	28	53	50	22	47	78	-	-	○
		Economic value	Green Products *4 sales (billion yen)	676	770	597	690	777	690	-	-	840	-	-	○
	Reinforcing Engagement with Customers Using DX	Social and environmental value	Amount of contribution to CO2 reduction*1 (thousand tons)	1.1	1.0	2.8	2.1	6.4	5.0	1.8	3.5	4.1	-	-	○
		Economic value	Monetary equivalent of energy reduction (million yen)	16	15	43	32	103	77	42	81	94	-	-	○
Reinforcing Engagement with Customers Using DX	Economic value	Number of customer relationships strengthened*5	285	320	303	-	338	408	372	-	-	-	-	△	
		Number of times participating in business talks*6	212	160	153	-	230	181	257	-	-	-	-	○	
		Sales Contributions*7 (million yen)	692	700	892	-	989	1,000	1,100	-	-	-	-	△	

Note: Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.

*1 Contribution to CO2 reduction: Volume of CO2 emissions reduced at customers, business partners and the broader society

*2 CO2 emissions over the product lifecycle, from procurement, production, distribution, sales and service to use by the customer

*3 Cumulative reductions for each fiscal year from FY2020 - FY2022 and FY2023 - FY2025. Total reduction amount for each fiscal year due to the measures implemented from the first fiscal year of each period to the relevant fiscal year

*4 Green Products: Name changed from Sustainable Solution in FY2023. Promotes the solving of social and environmental issues by defining and certifying solutions that help to solve social and environmental issues and expand sales

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

*6 Business negotiation participation: Number of proposed products for which a quotation was submitted out of the number of enhanced customer relations

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

Using Limited Resources Effectively

Vision for 2030: Promote the effective use of resources at Konica Minolta, while also helping corporate clients and suppliers to achieve effective use.

Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status		
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets			
Effective Use of Resources by Transforming Customer Business Processes	Social and environmental value	Reduction of waste discharge of customers (thousand tons)	320	330	320	350	340	350	360	380	400	500	△	
	Economic value	Solution sales (billion yen)	53.0	58.0	59.9	71.0	79.3	78.0	89.0	97.0	100.0	-	○	
Toward Zero Natural Resources *1	Social and environmental value	Natural resources used *1 (thousand tons)	-	-	-	-	104	-	-	-	108	95	-	
		Reduction rate (%) over FY2019	-	-	-	-	20	-	-	-	19	30	-	
Effective Use of Resources Relating to Konica Minolta Sites, Suppliers, Products and Services	Reduction of environmental impact of Konica Minolta production sites*2	Social and environmental value	Reduction of waste discharge (thousand tons)*3	0.6	0.5	1.3	1.0	1.7	1.7	0.2	0.5	0.8	-	○
		Economic value	Monetary equivalent of waste reductions (million yen)	130	110	260	200	470	300	Goal setting	-	-	-	○
	Reduction of environmental impact through the use of Konica Minolta products and services	Social and environmental value	Amount of resources saved and recycled (thousand tons)	12	14	12	14	12	15	13	14	14	-	△
		Economic value	Green Products *4 Sales (billion yen)	676	770	597	690	777	690	-	-	840	-	○

Note: Targets and results have been revised retrospectively to fiscal 2020 figures as the method of calculating the effects of measures was changed in fiscal 2021.

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

*2 Cumulative reductions for each fiscal year from FY2020 - FY2022 and FY2023 - FY2025. Total reduction amount for each fiscal year due to the measures implemented from the first fiscal year of each period to the relevant fiscal year.

*3 Set as a target that includes the reduction of plastic waste at major sites in Japan as part of activities to reduce and recycle plastic waste from products that use plastic based on the Act on Promotion of Resource Circulation for Plastics enacted in Japan

*4 Green Products: Name changed from Sustainable Solution in FY2023. Promotes the solving of social and environmental issues by defining and certifying solutions that help to solve social and environmental issues and expand sales.

Cross-cutting Activities Supporting Material Issues

Attract ESG investment by providing solutions to social issues and sustainable growth

Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets	
Attract ESG investment by providing solutions to social issues and sustainable growth	Social and environmental value	ESG initiatives continue to earn top marks	High assessment	High assessment	High assessment	High assessment	High assessment	High assessment	High assessment	High assessment	High assessment	○

Response to Social Trends in Regards to Supply Chain													
Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status	
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets		
CSR procurement	Social and environmental value	Percentage of suppliers requested to carry out CSR activities	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	100%	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2020-FY2022)	-	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025)	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025)	100% of suppliers asked to take CSR measures during the medium-term plan's period (FY2023-FY2025)	-	○	
		Number of CSR assessments	Four Group manufacturing sites, 40 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	13 Group manufacturing sites, 30 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	Four Group manufacturing sites, 28 suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers (about 100 companies) during the medium-term plan's period (FY2020-FY2022)	CSR assessments carried out at all Group manufacturing sites and important suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers	CSR assessments carried out at all Group manufacturing sites and important suppliers	-	○
		Number of CSR third-party audits (RBA-VAP)	One supplier	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	Two Group manufacturing sites, one supplier	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	Audits carried out at three Group manufacturing sites, four suppliers	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers (total of seven sites) during the medium-term plan's period (FY2020-FY2022)	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers	CSR third-party audits (RBA-VAP) carried out at particularly important Group manufacturing sites and particularly important suppliers	-	○
	Economic value	Number of final product production sites receiving RBA certification (Silver or higher)*	0	0	0	3	7	7	8	8	8	-	○
	Economic value	Loss of sales opportunities	0	0	0	0	0	0	0	0	0	-	○
Practicing responsible minerals procurement	Social and environmental value	Percentage of suppliers returning conflict mineral surveys (%)	96	Maintained at 95% or higher in every year	96	Maintained at 95% or higher in every year	96	Maintained at 95% or higher in every year	Maintained at 95% or higher in every year	Maintained at 95% or higher in every year	Maintained at 95% or higher in every year	Maintained at 95% or higher in every year	○
		Percentage responding to requests for surveys from customers (%)	100% response	Maintained at 100% or higher in every year	100% response	Maintained at 100% or higher in every year	100% response	Maintained at 100% or higher in every year	Maintained at 100% or higher in every year	Maintained at 100% or higher in every year	Maintained at 100% or higher in every year	Maintained at 100% or higher in every year	○

* Total number of manufacturing sites that have conducted third-party audits for new or continuing RBA certification and hold SILVER or higher RBA certification.

Occupational Safety and Health												
Themes	Indicators	FY2020		FY2021		FY2022		FY2023	FY2024	FY2025	FY2030	FY2022 Target Achievement Status
		Results	Targets	Results	Targets	Results	Targets	Targets	Targets	Targets	Targets	
Preventing occupational accidents	Social and environmental value	Serious accidents*1	0	0	0	0	0	0	0	0	-	○
	Economic value	Major business losses caused by serious accidents(JPY)	0	0	0	0	0	0	0	0	-	○
	Social and environmental value	Rate of lost-worktime injuries*2 (%)	0.17	0.21	0.19	0.19	0.18	0.15	0.14	0.12	0.10 or less	0.10 or less

*1 Serious accidents: (1) Death, disease requiring a long recovery period (or the possibility thereof), an injury resulting in a disability (or the possibility thereof), or a specific contagious disease

(2) An accident resulting in the death or injury of three or more workers during work at one point or the contraction of a disease (including accidents not accompanied by lost worktime)

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