

Konica Minolta Day



150
YEARS

Sustainability Management of Konica Minolta

March 15, 2023

Toshimitsu Taiko

President and CEO

Giving Shape to Ideas



© KONICA MINOLTA



KONICA MINOLTA

150
YEARS

150 YEARS IS JUST THE **START**

Imaging to the People

Create socially significant value by meeting individual needs to “see”, based on the imaging technology

1873



2003



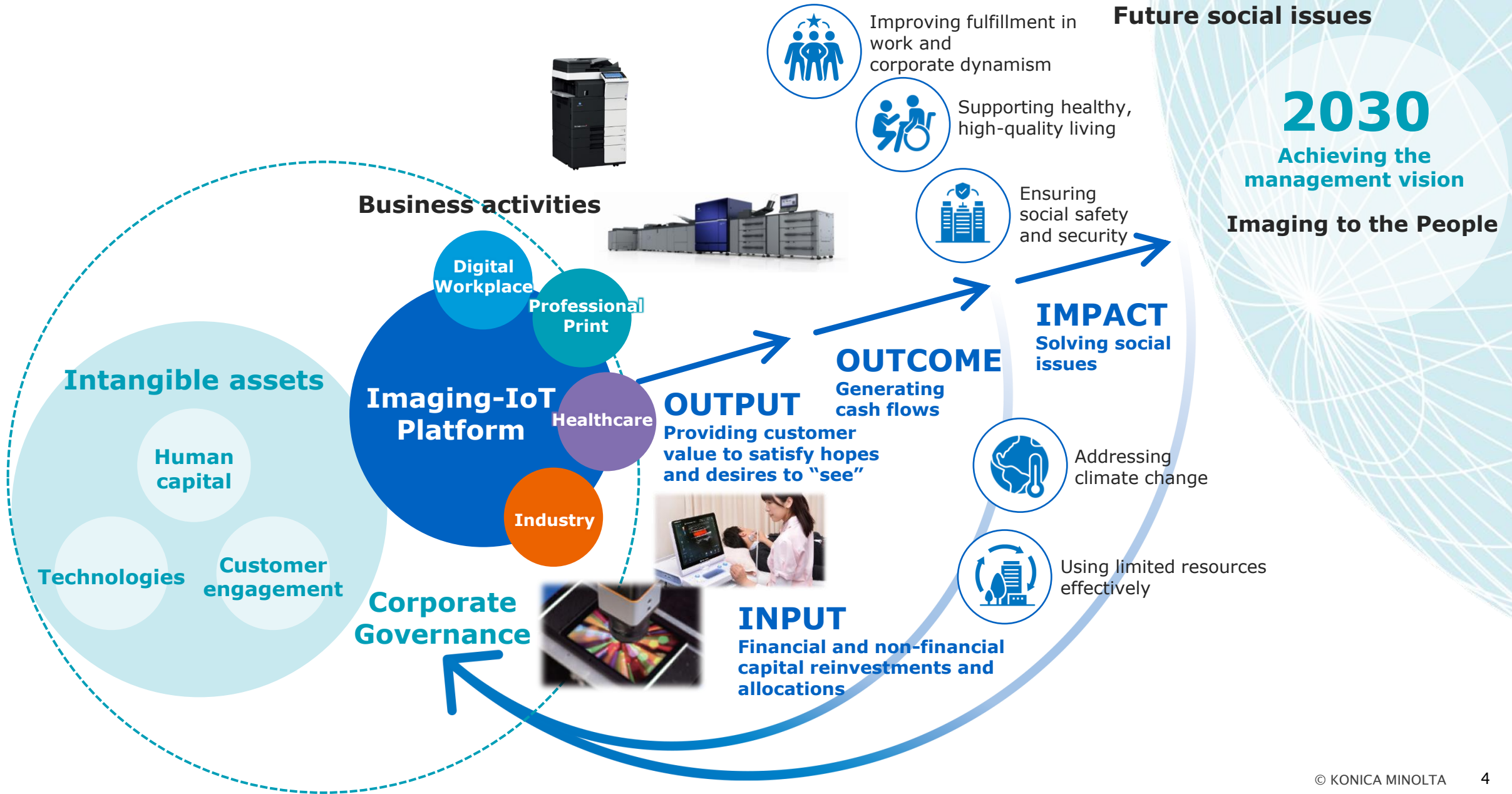
2030



Value Creation Process

Material issues

Future social issues



Toward achieving material issues ~ Today's topics ~

Improving fulfillment
in work and
corporate dynamism



Supporting healthy,
high-quality living



Addressing
climate change



Using limited resources
effectively



Industrial Printing



Sencing (Specim)



Inkjet Components



Medical Imaging



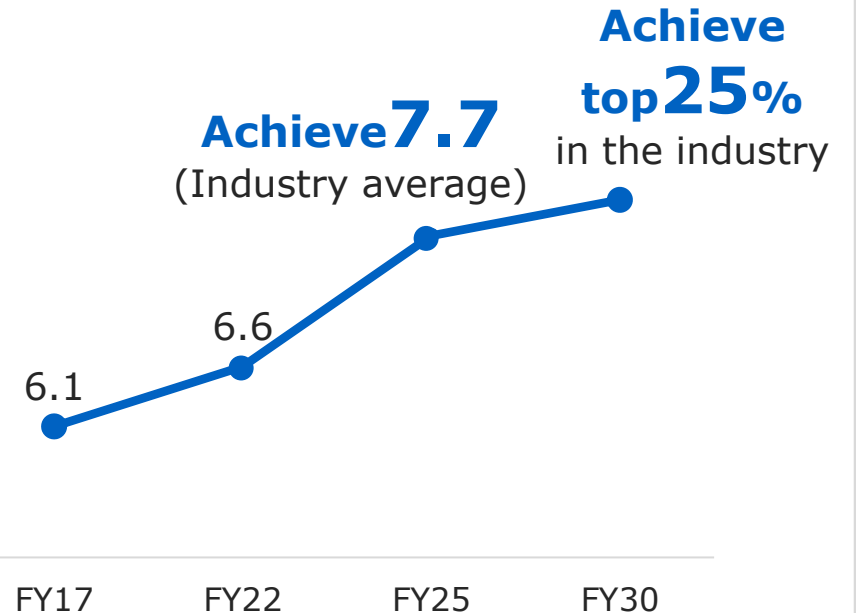
**Contributing to social and environmental issues through business activities
→ Transforming into mid-to-long-term growth drivers**

It is the role of the top to change the Smell of the Place

- Visits to domestic and overseas group companies and direct dialogue with employees (FY22: about 5,000 participants in total)
(Example of questions)
 - “I regret that optical components business is positioned as a low-profit business. What should we improve to become a highly-profitable business?”
 - “Are there businesses that will replace office business at present?”
- Internal financial results briefing session & real-time Q&A (quarterly)
- Sharing CEO’s activities and Q&A on the company intranet
- Resilience training for executives



Engagement Score

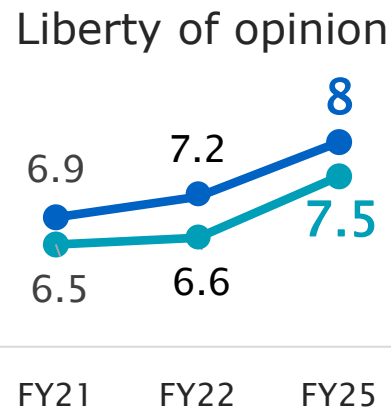
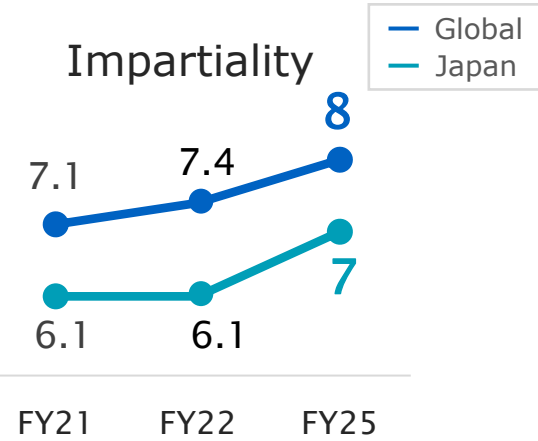
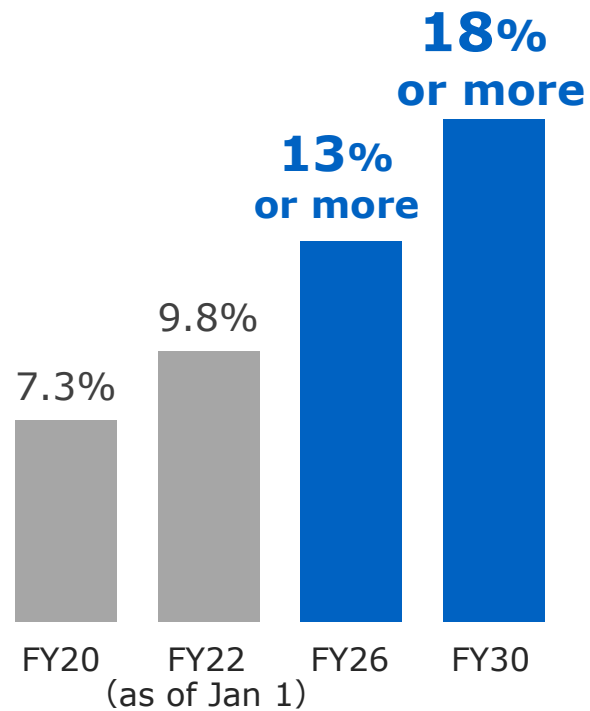


- High interest with a global response rate of **90% or more** and about **175 thousand** comments

Diversity, Equity & Inclusion

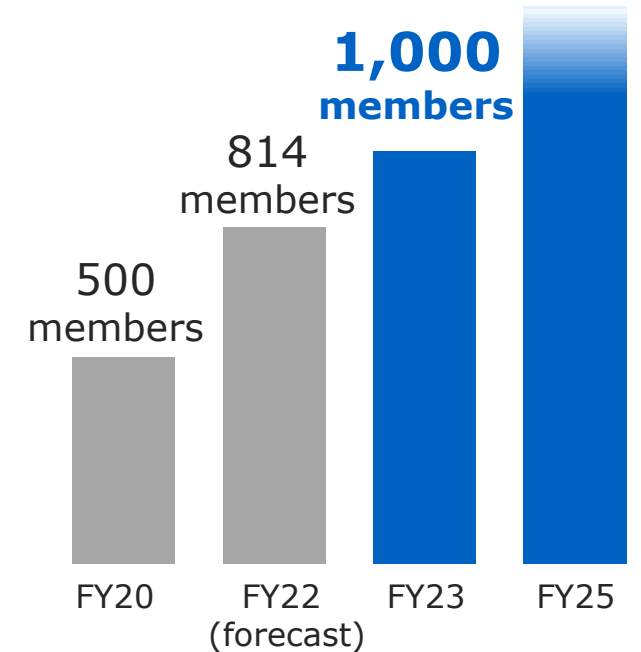
- Diversity Management Declaration (2023)

Percentage management positions held by women at Japan's head office



Imaging-IoT talent

Imaging IoT talents account for **50% or more** of engineers in each business



Early development of genuine global leaders that can compete globally

Development of DX talents

- Develop human capital to promote DX businesses
 - ➔ Approx. 30 DX talents selected globally
 - ➔ Educational programs and individual development programs in cooperation with business school (IMD)

Provision of opportunities for growth and success

- Leveraging human capital across countries and regions
 - ➔ Started a cross-border transfer program through with open entry



Nurturing the next generation of leaders

- Fostering a diversity and global perspective
 - ➔ Short-term overseas dispatch program (started to apply to overseas group employees)



Environment New Target : Zero Carbon by 2050



Addressing climate change

CO₂ emissions Scope 1, 2 and 3

Activities in Konica Minolta product lifecycle



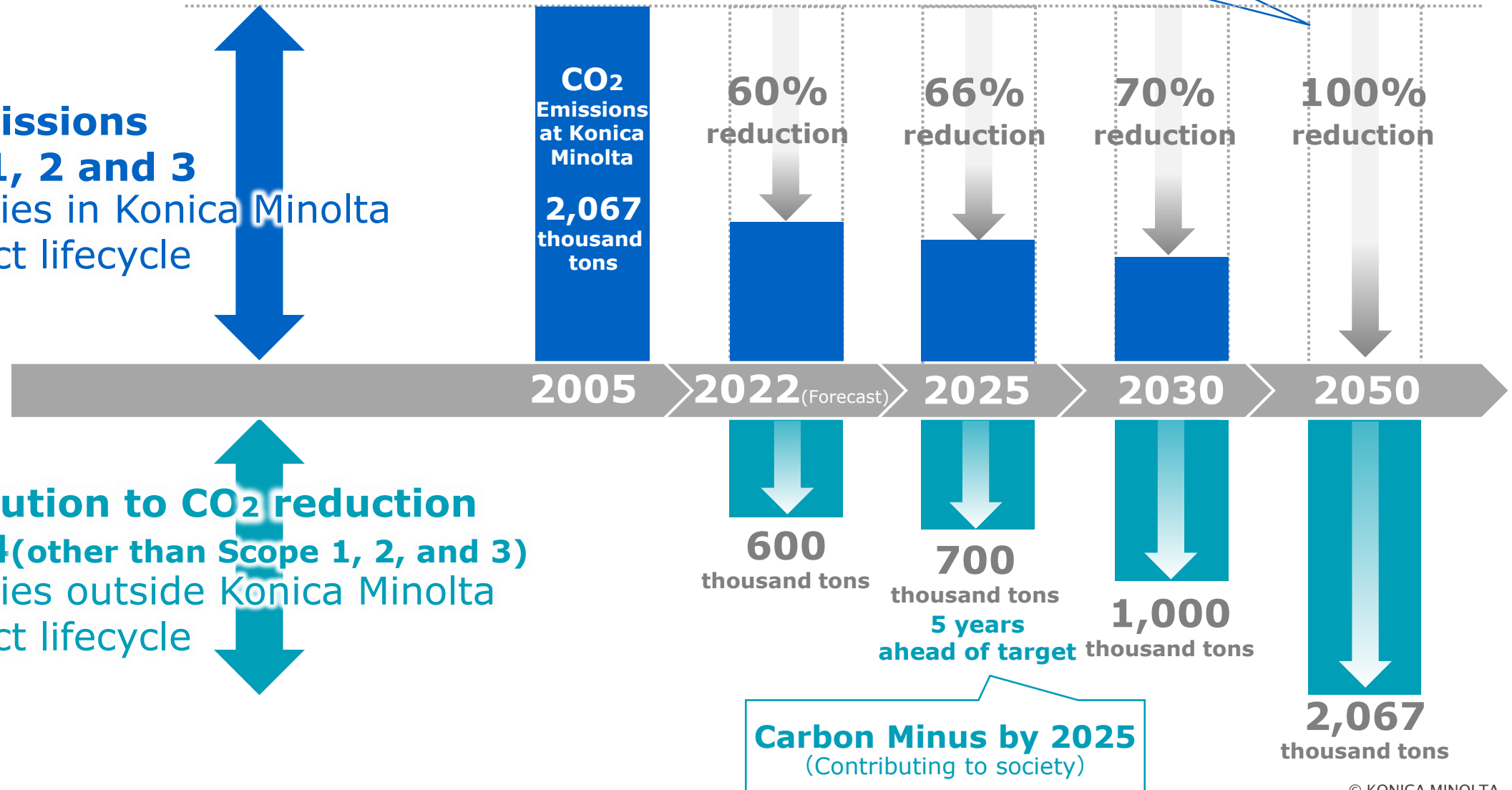
Contribution to CO₂ reduction Scope 4 (other than Scope 1, 2, and 3)

Activities outside Konica Minolta product lifecycle



Carbon zero by 2050
(Our own responsible CO₂)

Target revised 80%→100%



Carbon Minus by 2025
(Contributing to society)

Environment New Target : Toward Zero Natural Resources (Non-Recyclable Resources) by 2050



Using limited resources effectively

Recyclable resources

Recycled materials, biomaterials, etc.

Natural resources

Virgin materials (plastics, metals, etc.)

Amount of natural resources used in our products



Amount of contribution to reduction of natural resources other than our products

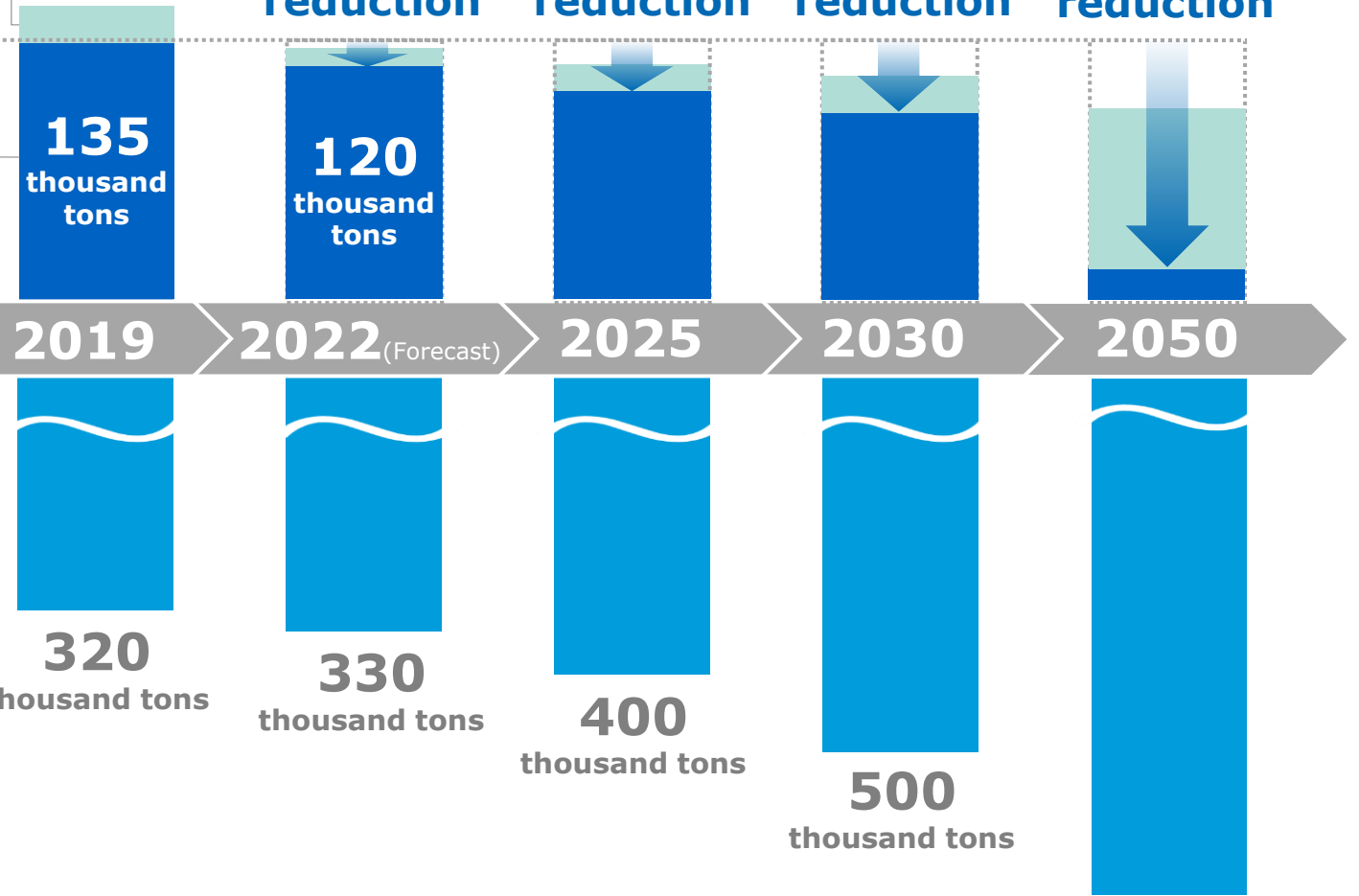


10% reduction

20% reduction

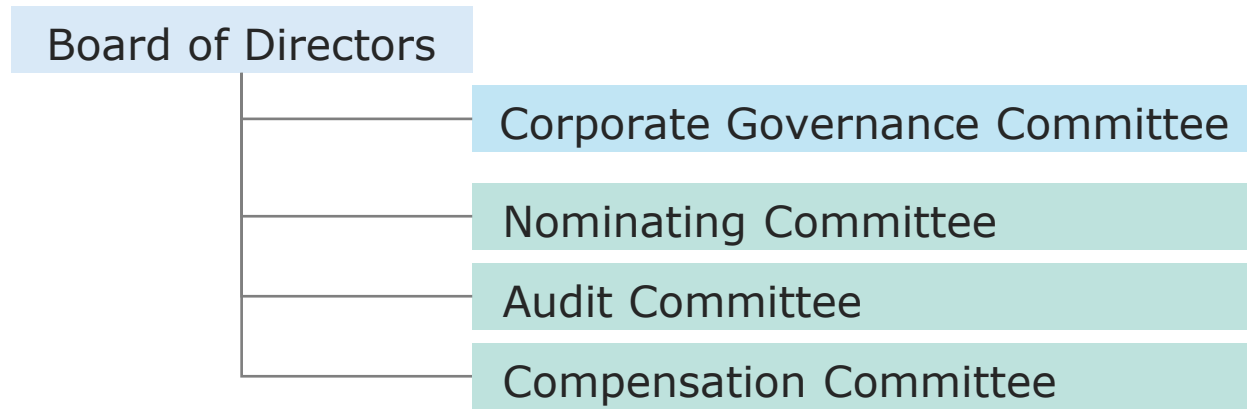
30% reduction

>90% reduction



Further contribution to natural resource reduction

● Establishment of Corporate Governance Committee (Planned in June 2023)

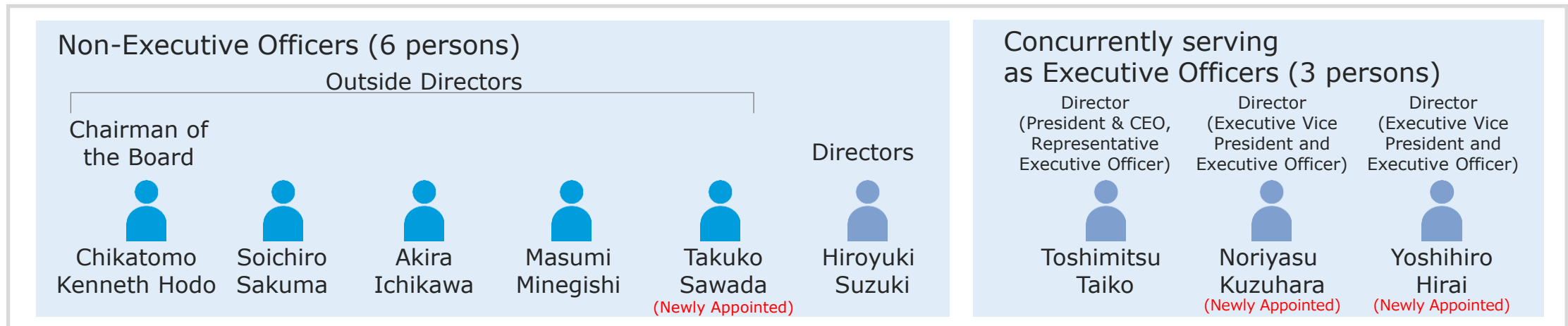


- Ensuring the independence and objectivity of the three statutory committees as company with three committees.
- Reviewing the design and operation for corporate governance as a whole



Continuously evolving the Company's highly effective corporate governance, and passing it on to the future generations

● New Director Structure in FY2023 (Planned)



Skills Matrix of Director Candidates



Toshimitsu Taiko

Chikatomo Kenneth Hodo

Soichiro Sakuma

Akira Ichikawa

Masumi Minegishi

Takuko Sawada
Newly Appointed

Hiroyuki Suzuki

Noriyasu Kuzuhara
Newly Appointed

Yoshihiro Hirai
Newly Appointed

	Toshimitsu Taiko	Chikatomo Kenneth Hodo	Soichiro Sakuma	Akira Ichikawa	Masumi Minegishi	Takuko Sawada	Hiroyuki Suzuki	Noriyasu Kuzuhara	Yoshihiro Hirai
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)	●	●	●		●	●		●	

Evaluation by External Parties



2023
GLOBAL100
THE WORLD'S MOST SUSTAINABLE CORPORATIONS



Konica Minolta, Inc.
Computers & Peripherals and Office Electronics

Top 5%
S&P Global ESG Score 2022

84 /100

As of February 7, 2023.
Position and Score are industry specific and reflect exclusion screening criteria. Learn more at [spglobal.com/esg/yearbook](https://www.spglobal.com/esg/yearbook)

S&P Global Sustainable 1



2022 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)





KONICA MINOLTA

150

YEARS