

Konica Minolta Environmental Policy

The Konica Minolta Group aims to promote sustainable development and profitable growth. We integrate environmental, economic and social perspectives into our business strategies so that our business activities are implemented in harmony with human lives and with the environment in all aspects.

Our concept is to make steady progress toward resolution of environmental challenges based on quantitative measurement and analysis of reliable data in regard to environmental performance and impact. This basic concept is demonstrated in the following affirmation:

"Management Based on Facts"

1. Working toward a sustainable society as a global citizen

In response to the call for a sustainable society, we will conduct business activities from the perspective of on-going enhancement of performance in environmental preservation, economic growth and social responsibilities (ethics). Every one of us will enhance its knowledge and awareness on the environment, economies and societies on a global scale and act with responsibility in pursuit of a sustainable society.

2. Compliance with laws and other requirements

We will comply with legal requirements in respective countries and regions, as well as our Group standards. In addition, we will respect, in an equitable manner, expectations of our stakeholders and consensus in the international community.

3. Consideration for the environment throughout the entire life cycle of products and services

We are committed to reducing the environmental load in all stages throughout the entire life cycle of products and services, recognizing that responsibility for a product rests with its manufacture.

4. Initiatives to counter global warming

We will continuously reduce greenhouse gas emissions that derive from our business activities from the perspective of the life cycle of our products and services throughout the entire Group, recognizing that global warming is one of the most important world issues.

5. Initiatives toward a recycling-oriented society

We are always reviewing what we can do as a corporate citizen in order to create recycling-oriented society while striving for minimizing consumption of natural resources and promoting "Zero Waste Emission" activities. In addition, we will accelerate initiatives for the recovery and recycling of end-of-life products and packaging materials.

6. Prevention of chemical pollution and minimization of potential risks to the environment

We will take every countermeasure for preventing chemical pollutions, recognizing that chemical substances can impose significant impact on human health and safety and the environment. At the same time, we will continuously suppress use of chemicals and reduce discharge volume in order to minimize environmental risks.

7. Promotion of information disclosure

We will execute accountability to all the stakeholders by actively disclosing environmental information and ensuring risk communication. We will as well make every effort to accomplish our commitment to the societies. Our Environmental Policy is to be disclosed to the public.

8. Establishment of environmental objectives and targets

We establish and administer environmental objectives, targets, and management programs to translate this Environmental Policy into reality. We will continuously review such objectives, targets and programs for further improvement of our environmental performance.

April 1, 2017
Konica Minolta, Inc.
President and CEO



Shohei Yamana

In order for a company to grow sustainably in the future, it is essential not only to pursue economic value but also to address important issues facing society including environmental problems. Based on the environmental policy, Konica Minolta will continue to reduce environmental impact across the whole product lifecycle, from product development through procurement, manufacturing, distribution, sales, customer service and recycling, under the philosophy of "The Creation of New Value."

In the product lifecycle, we will expand our business by M & A and enter new projects in our business activities, including suppliers, outsourcing partners and customers.

Eco Vision 2050

“Carbon Minus” by 2050: The Evolution of the Long-Term Environmental Target Eco Vision 2050

Given the urgency of global environmental issues, global businesses have a great responsibility to help build a more sustainable society by reducing environmental impact.

With Eco Vision 2050, Konica Minolta exemplifies its determination to fulfill its long-term environmental responsibilities. The company is taking a series of actions to achieve “Carbon Minus” status.

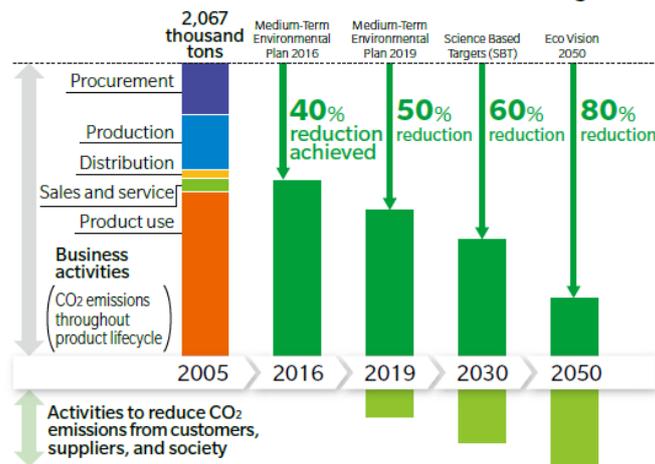
With Eco Vision 2050, Konica Minolta aims to reduce the CO₂ emissions from its products throughout their entire lifecycle by 80% compared to fiscal 2005 levels by 2050. The addition of “Carbon Minus” is Konica Minolta’s commitment to achieve a CO₂ emissions reduction effect that exceeds the CO₂ emissions produced by Konica Minolta’s business activities in cooperation with stakeholders such as business partners, customers and local communities.

If the company can reduce its CO₂ emissions by 80% by 2050, the remaining 20% will be approximately 400,000 tons. By helping stakeholders utilize Konica Minolta’s technologies and expertise to reduce their own CO₂ emissions by 400,000 tons or more, the net outcome will be that society’s overall CO₂ emissions resulting from Konica Minolta’s activities will be negative.

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- Eco Vision 2050**
1. Reduce CO₂ emissions throughout the product lifecycle by 80% by 2050, compared to fiscal 2005 levels. Also through cooperation with stakeholders, achieve CO₂ emission reductions greater than product lifecycle emissions, and realize Carbon Minus status.
 2. Promote recycling and effective use of Earth's limited resources
 3. Work to promote restoration and preservation of biodiversity

CO₂ Emissions Reduction and Carbon Minus Targets



Responding to the Task Force on Climate-related Financial Disclosures (TCFD)

The Task Force on Climate-related Financial Disclosures (TCFD), established by the G20 Financial Stability Board (FSB), released its final report, entitled “Recommendations of the Task Force on Climate-related Financial Disclosures,” in June 2017.

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. Being one of the supporters of the TCFD, Konica Minolta agreed to support the final report. As its first action based on the recommendations, Konica Minolta will begin using the TCFD’s framework when disclosing its climate change initiatives.

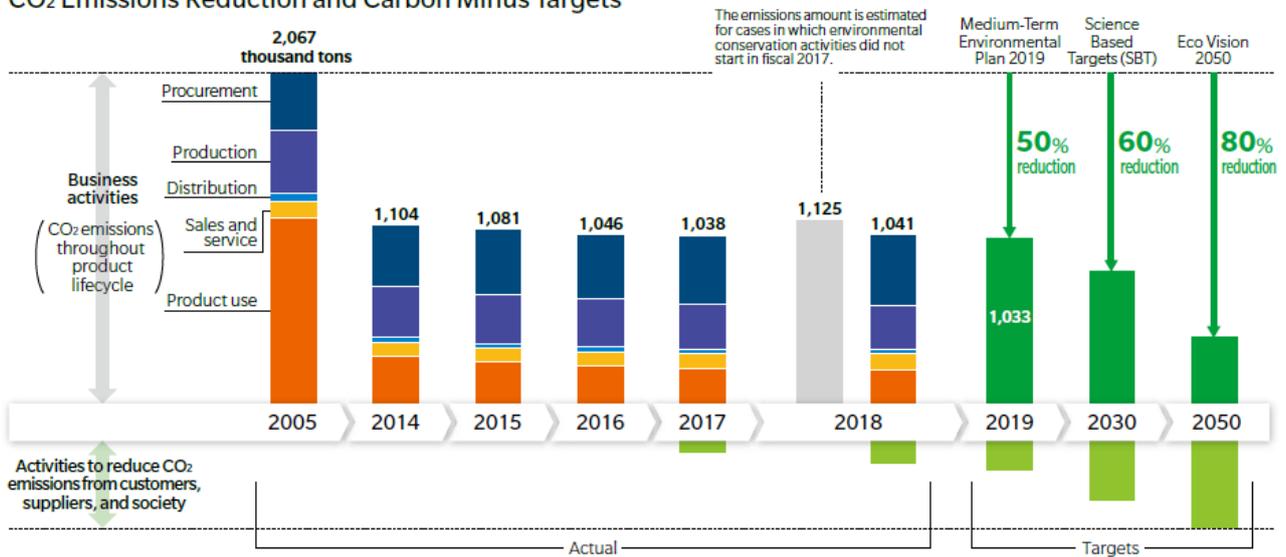
Items	Description of activities	Point of reference
Corporate Governance	<p>Konica Minolta recognizes that global warming is a serious risk for companies and, as a result, in 2008 the Board of Directors approved Eco Vision 2050, the company’s long-term environmental vision. This plan sets the ambitious target of reducing CO₂ emissions throughout the product lifecycle by 80% by 2050, compared to fiscal 2005 levels. Konica Minolta views climate change as an opportunity, and with this approach, in 2017 the company made a new commitment to becoming “Carbon Minus,” in other words helping to reduce society’s overall CO₂ emissions through its business activities. Konica Minolta is pursuing programs across its supply chain to achieve this goal. The President and CEO, who has the ultimate responsibility for as well as authority over climate change issues, appoints the Director of Environmental Management from among the executive officers. The Director of Environmental Management prepares the Medium-Term Environmental Plan, which is approved by the Board of Directors as the company’s overall management plan. The Director of Environmental Management reports to the President every month on the progress made in pursuing environmental management. The President and CEO reports to the Board of Directors on operations every month.</p>	<ul style="list-style-type: none"> > Eco Vision 2050 > Medium-Term Environmental Plan 2019 > Corporate Governance > Environmental management
Strategy	<p>As climate change becomes more apparent, it will create social problems and economic impacts, resulting in both risks and opportunities for Konica Minolta’s business. In the manufacturing industry in particular, it will be essential over the long term to find alternatives for fossil resources, pursue the optimal energy efficiency for production and products, and take mitigation and adaptation initiatives to fight climate change. In the short and medium terms, Konica Minolta anticipates rising prices for fossil resources, demand for energy savings, interruptions in the supply chain due to weather abnormalities, and a shift to a paperless system in industry. If steps are not taken to address these challenges, it will lead to substantial capital investments and higher costs, and a loss of business opportunities. This is why Konica Minolta is transforming itself into a digital</p>	<ul style="list-style-type: none"> > Participation in International Initiatives > CSR Targets and Results > Eco Vision 2050 > Medium-Term Environmental Plan 2019

	<p>company that provides solutions with insight into implicit challenges, creating solutions that help to solve social issues by actively incorporating cutting-edge technology into products and integrating them with digital input and output technology, which is Konica Minolta's strength. The company is also working to address environmental issues such as climate change, the depletion of resources, and waste, all as integral parts of its medium- and long-term business strategy. Companies in the manufacturing industry can reduce their environmental impact by decreasing production volumes, transport, inventory and waste. Konica Minolta is helping to resolve these issues, for example, by providing on-demand equipment for industrial printing for packages, labels and textiles. To reduce the consumption of paper in offices, Konica Minolta provides digital workplace solutions that foster the shift to a paperless system while improving the efficiency of operational flows. Addressing the problem of the massive amount of energy data centers use to analyze big data, Konica Minolta's edge-computing technology helps minimize energy consumption by enabling as much data analysis as possible to be done on-site.</p> <p>In all these ways and more, Konica Minolta is integrating business growth with its efforts to redress environmental issues and views environmental management as a key business strategy (refer to page 9 for details on risks and opportunities).</p>	
<p>Risk Management</p>	<p>Konica Minolta views environmental risk, including climate change, as one of its management risks. These risks are addressed by the Risk Management Committee, chaired by an executive officer appointed by the Board of Directors.</p> <p>This Committee conducts risk assessment on corporate activities, and confirms the risks thus identified as well as countermeasures, while also checking that the risk management system is functioning effectively and making changes as necessary. The Risk Management Committee regularly reports to the Audit Committee, which consists of directors who are not also executive officers.</p>	<ul style="list-style-type: none"> > CSR Targets and Results > Eco Vision 2050 > Medium-Term Environmental Plan 2019 > Corporate Governance
<p>Metrics and Targets</p>	<p>Konica Minolta has established its Eco Vision 2050, which aims to reduce CO₂ emissions over the product lifecycle and bring carbon emissions to negative levels, as its metric for managing the risks and opportunities posed by climate change. Results are reported every year.</p> <p>The goal for reducing CO₂ emissions across the product lifecycle includes all of Scopes 1 and 2 (CO₂ emissions generated during the production stage and the sales and service stage) and the main components of Scope 3 (CO₂ emissions generated during the procurement stage, transportation and distribution stage, and product use stage). In the long term, Konica Minolta aims to reduce CO₂ emissions by 60% by 2030 and by 80% by 2050, and in the short term, the company aims to cut emissions by 50% by 2019, all compared to fiscal 2005 levels. In fiscal 2018, emissions were down 49.6% (refer to the graph below for the targets and results).</p>	<ul style="list-style-type: none"> > CSR Targets and Results > Eco Vision 2050 > Medium-Term Environmental Plan 2019 > Green Products > Green Factory Activities > Environmental Data Summary

The Medium-Term Environmental Plan, which designates 2019 as the target year, sets the target for the company's Green Factory activities of reducing CO₂ emissions in the production stage by 19,000 tons and also sets cost-cutting targets. In fiscal 2018, Konica Minolta succeeded in reducing CO₂ by 26,500 tons and also achieved its cost-cutting targets. In its Green Products initiative, Konica Minolta has set targets of reducing CO₂ emissions in the product use stage by 17,200 tons in fiscal 2019 and generating 770 billion yen in sales of Certified Sustainable Green Products. In fiscal 2018, Konica Minolta reduced CO₂ by 15,000 tons and recorded sales of Sustainable Green Products amounting to 778.5 billion yen.

"Carbon Minus" refers to Konica Minolta's commitment that its business will have a net minus impact on the overall CO₂ emissions of society. If the company can reduce its CO₂ emissions throughout the product lifecycle by 80% by 2050, the remaining 20% will be approximately 400,000 tons. Accordingly, the company's Carbon Minus goal is to reduce the CO₂ emissions of society by at least 400,000 tons by 2050. There are limits to what a single company can do on its own to achieve Carbon Minus status, so Konica Minolta is expanding its activities to include business partners and customers, with the aim of more broadly reducing CO₂ emissions. Konica Minolta expects this effort not only to boost its contributions to the environment across the entire supply chain, but also to reduce costs and increase sales.

CO₂ Emissions Reduction and Carbon Minus Targets



Konica Minolta's Climate-Related Risks and Opportunities

The Paris Agreement provides a framework for the world to move more quickly and ambitiously to build a low-carbon global society. At the same time, there are concerns that the needed changes will not happen fast enough and climate change will have a harsh impact on the world.

If Konica Minolta does not take measures to address climate change, it faces a risk of higher costs and loss of business opportunities. Konica Minolta recognizes that it can create opportunities by taking action sooner. For example, Konica Minolta's proprietary IoT technology, such as edge computing, which does not require large-capacity servers, goes far in reducing energy load and reducing greenhouse gas emissions. Environmental issues could be an opportunity for higher demand for this kind of technology and stronger sales. As part of its ongoing energy conservation activities, Konica Minolta not only reduces costs at its own factories, but also strives to create new business initiatives by collaborating with suppliers and business partners.

Climate-related Risks and Opportunities along the Supply Chain

	Impact on procurement	Impact on direct operations	Impact on product and service demand
Transition risks and opportunities	Higher procurement and manufacturing costs <ul style="list-style-type: none"> Higher prices for fossil resources and fossil fuels Response to emissions regulations and laws in line with measures to mitigate impact of climate change Temporary suspension of production due to restrictions on electric power supply 		Increase in product development costs <ul style="list-style-type: none"> New regulations on product energy efficiency and the market in line with measures to mitigate impact of climate change Decline in product competitiveness due to unsustainable use of resources and non-reusable design
	Reduction in procurement and manufacturing costs <ul style="list-style-type: none"> Manufacturing and supply chain development that achieves sustainable use of energy and resources 		Higher sales <ul style="list-style-type: none"> Edge computing, which does not require a data center Digital workplace to support a paperless society Technology for upgrading recycled plastics Digital on-demand printing
Physical risks and opportunities	Lower revenue due to a reduction in production capacity <ul style="list-style-type: none"> Supply chain interruptions following large-scale natural disasters Depletion of water resources and restrictions on water intake 		Higher sales <ul style="list-style-type: none"> IoT solutions to improve farm employees' food productivity

Participation in RE100, Which Aims to Run Businesses with 100% Renewable Energy

In January 2019, Konica Minolta joined RE100, a global leadership initiative that brings together businesses committed to sourcing 100% renewable energy for their operations.

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 CO₂ emissions by expanding the use of renewable energy. As a medium-term step toward achievement of its long-term goal, Konica Minolta set an internal target of sourcing renewable energy for 30% 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.



CO₂ Reduction Target Approved by the SBT Initiative

When formulating the Medium-Term Environmental Plan 2019, Konica Minolta backcasted from Eco Vision 2050 to set a medium-term goal for the year 2030, to reduce CO₂ emissions by 60% from fiscal 2005 levels. The goal was approved by the international SBT Initiative* as a target with a scientific basis.

* 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 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. 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.



Medium-Term Environmental Plan

Concept of the Medium-Term Environmental Plan 2019

Greater Business Contribution by Helping Solve Environmental Issues

Under its management vision, Konica Minolta aims to be a global company that is vital to society. To realize this vision, it is necessary to identify social challenges as business opportunities and generate innovative solutions, which in turn will drive Konica Minolta's own sustainable growth.

The Medium-Term Environmental Plan 2019, launched in fiscal 2017, is an integrated environmental and business plan. The aim is to grow the business, including sales and profits, by helping to solve environmental challenges.



Creation of Shared Value with Stakeholders to Realize “Carbon Minus” Status

When working to overcome environmental challenges on a global scale, there is a limit to what can be achieved by just one company. This is why it is essential to expand the impact of environmental efforts by working with stakeholders such as suppliers, customers, and local communities.

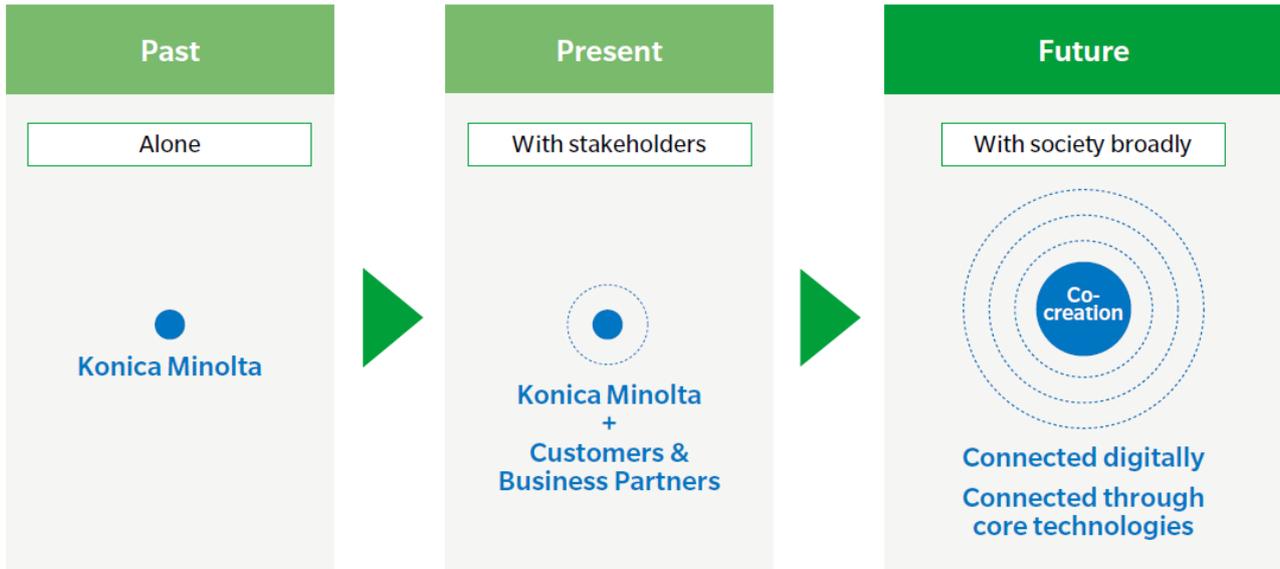
Under its Medium-Term Environmental Plan 2019, the company is working toward the Carbon Minus goal indicated in Eco Vision 2050. The aim is to reduce the environmental impact of society as a whole by collaborating with stakeholders, including business partners and customers.

Furthermore, the company has been developing an environmental digital platform since fiscal 2018 as a measure to collaborate with more companies.

For example, by creating a database of energy-saving methods used internally and sharing it with business partners, Konica Minolta can help suppliers to devise and implement their own energy-saving measures. By sharing these activities with customers and expanding the circle of cooperation globally, Konica Minolta believes that it can make a dramatic contribution to solving global environmental problems.

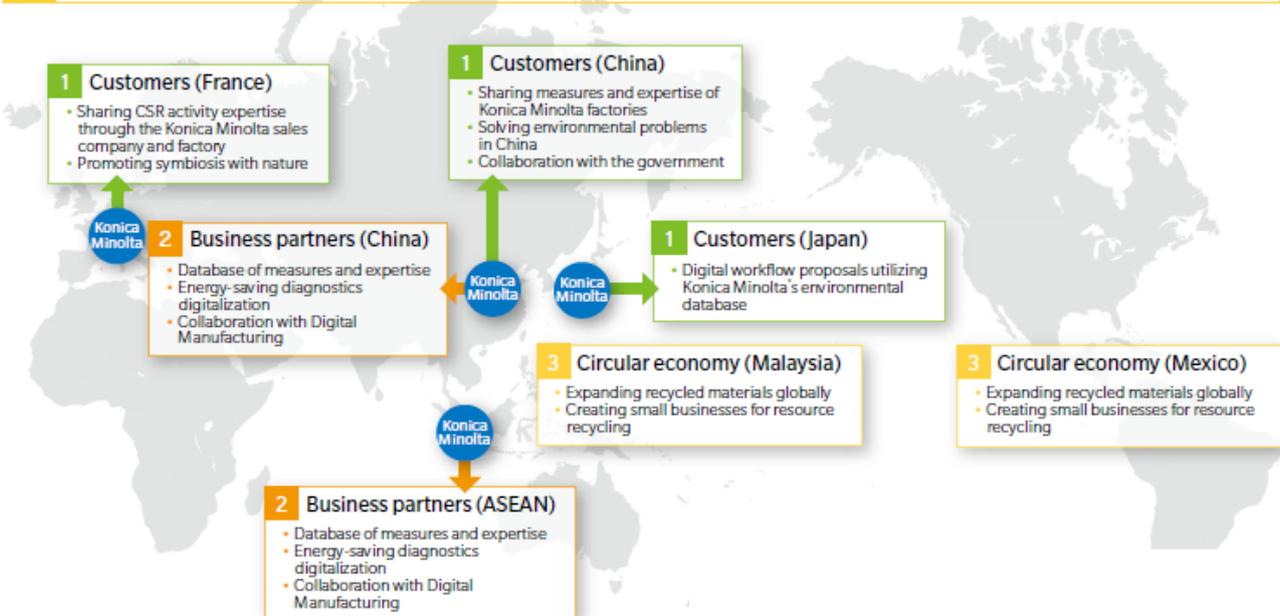
[> Environmental digital platform](#) (P.65)

Medium-Term Approach to Environmental Activities



Measures to Achieve “Carbon Minus” Status

- 1 Solutions for customer environmental challenges: Customer CO₂ emissions reduction, resource saving, and sales contribution
- 2 Environmental support for suppliers: Supplier CO₂ emissions reduction, resource saving, and cost reduction
- 3 Circular economy (recycled materials): CO₂ emissions reduction for society, waste problem solutions, and creation of new businesses and employment

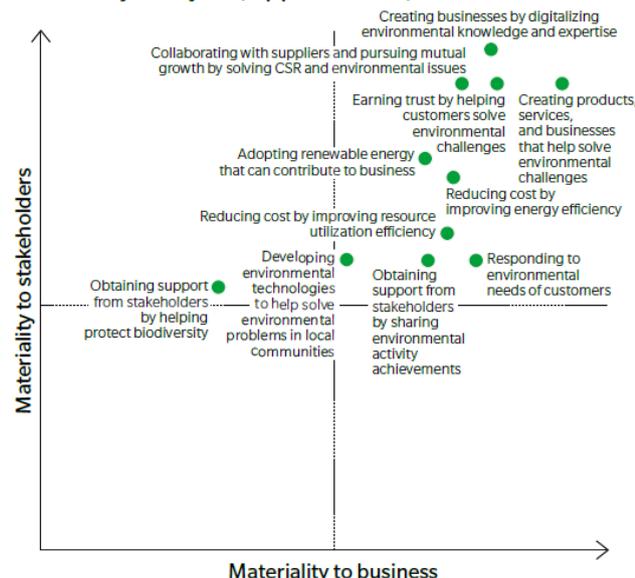


Identifying Material Issues from Both Risks and Opportunities

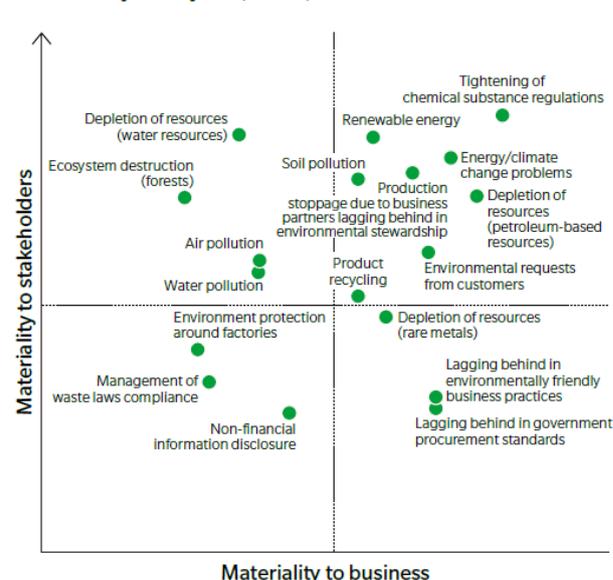
When formulating the medium-term environmental plan, Konica Minolta identified various environmental factors related to its business in terms of both risks and opportunities. Based on these findings, material issues were selected where solutions can lead to business growth. The company reviews each material issue annually to ensure the issues selected and related plans are appropriate.

Through this process, goals for reinforcing the business are matched with environmental targets. The plan then becomes a commitment for both top management and the entire organization, resulting in effective environmental management.

Materiality Analysis (Opportunities)



Materiality Analysis (Risks)



Goals of the Medium-Term Environmental Plan 2019

Green Products (planning and development)

Business Value	Environmental Value
Creation of Sustainable Green Products (SGPs) sought by customers and society	
Sales · Sustainable Green Products sales: 770 billion yen (sales ratio: 70%) Cost reductions · Resource-saving cost reduction	Preventing global warming · CO ₂ emissions reduction during product usage: 17.2 thousand tons · CO ₂ emissions reduction in the procurement stage: 45.9 thousand tons Supporting a recycling-oriented society · Effective resource utilization: 11.3 thousand tons Reducing chemical substance risks · Control emissions + Social issue solutions based on SDGs
Complying with government procurement standards and environmental label requirements	
Sales · Eliminate lost sales opportunities	Environment overall · Reduce environmental impact through compliance with standards
Dependably complying with product-related laws and regulations	
Risk avoidance · Eliminate effect on sales	Reducing chemical substance risks · Reduce hazardous chemical substance risk by conforming to laws and regulations

Green Factories (procurement and production)

Business Value	Environmental Value
Excellent Green Factory activities	
Cost reductions <ul style="list-style-type: none"> Energy and resource cost reduction 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction in production activities: 19 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 2.8 thousand tons Restoring and preserving biodiversity <ul style="list-style-type: none"> Water consumption reduction: 220 thousand m³
Expansion of Green Supplier activities	
Cost reductions <ul style="list-style-type: none"> Supplier cost reductions Sales <ul style="list-style-type: none"> Measures and expertise database creation, and knowledge commercialization 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction at suppliers: 5 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization at suppliers: 0.25 thousand tons + Social issue solutions based on SDGs
Expanded adoption of renewable energy	
Sales <ul style="list-style-type: none"> Eliminate lost sales opportunities 	Preventing global warming <ul style="list-style-type: none"> Renewable energy ratio: 1% + Social issue solutions based on SDGs
Supply chain risk response	
Risk avoidance <ul style="list-style-type: none"> Eliminate environmental impact from procurement, production, and sales 	Environment overall <ul style="list-style-type: none"> Environmental impact reduction through standards compliance

Green Marketing (distribution, sales and service, and collection and recycling)

Business Value	Environmental Value
Strengthening relationships with customers globally	
Sales <ul style="list-style-type: none"> Acquire sales opportunities 	Environment overall <ul style="list-style-type: none"> Reduce customers' environmental impact + Social issue solutions based on SDGs
Optimizing the supply chain and linking environmental initiatives	
Cost reductions <ul style="list-style-type: none"> Reduce cost of distribution and packaging 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction in distribution: 0.3 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 0.04 thousand tons
Complying with laws on collection and recycling of used products	
Risk avoidance <ul style="list-style-type: none"> Eliminate effect on sales 	Supporting a recycling-oriented society <ul style="list-style-type: none"> Resource recycling through collection and recycling of used products

Fiscal 2018 Targets and Results

Fiscal 2018 Targets and Results

Self-assessment of performance 100% or above: ○ 80% or above, less than 100%: △ Less than 80%: ×

Green Products (planning and development)

Fiscal 2018 targets		Fiscal 2018 results			
Business Value	Environmental Value	Business Value		Environmental Value	
(1) Creating of Sustainable Green Products (SGPs) sought by customers and society					
Sales <ul style="list-style-type: none"> Sustainable Green Products sales: 700 billion yen (sales ratio: 65%) Cost reductions <ul style="list-style-type: none"> Resource-saving cost reduction 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction during product use: 13.2 thousand tons CO₂ emissions reduction in the procurement stage: 39.8 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 10.4 thousand tons 	Sales <ul style="list-style-type: none"> Sustainable Green Products sales: 778.5 billion yen (sales ratio: 74%) Cost reductions <ul style="list-style-type: none"> Resource-saving cost reduction 	○	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction during product use: 15.0 thousand tons CO₂ emissions reduction in the procurement stage: 41.8 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 12.6 thousand tons 	○
(2) Complying with government procurement standards and environmental label requirements					
Sales <ul style="list-style-type: none"> Eliminate lost sales opportunities 	Environment overall <ul style="list-style-type: none"> Reduce environmental impact through compliance with standards 	Sales <ul style="list-style-type: none"> Eliminated lost sales opportunities 	○	Environment overall <ul style="list-style-type: none"> Reduced environmental impact through compliance with standards 	○
(3) Dependably complying with product-related laws and regulations					
Risk avoidance <ul style="list-style-type: none"> Eliminate effect on sales 	Reducing chemical substance risks <ul style="list-style-type: none"> Reduce hazardous chemical substance risk by conforming to laws and regulations 	Risk avoidance <ul style="list-style-type: none"> Eliminated effect on sales 	○	Reducing chemical substance risks <ul style="list-style-type: none"> Reduced hazardous chemical substance risk by conforming to laws and regulations 	○

Green Factories (procurement and production)

Fiscal 2018 targets		Fiscal 2018 results			
Business Value	Environmental Value	Business Value		Environmental Value	
(1) Excellent Green Factory activities					
Cost reductions <ul style="list-style-type: none"> Energy and resource cost reduction 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction in production activities: 23.4 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 4.8 thousand tons Restoring and preserving	Cost reductions <ul style="list-style-type: none"> Energy and resource cost reduction 	○	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction in production activities: 26.5 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 7.1 thousand tons 	○

	biodiversity <ul style="list-style-type: none"> Water consumption reduction: 213 thousand m³ 			Restoring and preserving biodiversity <ul style="list-style-type: none"> Water consumption reduction: 274 thousand m³ 	
(2) Expansion of Green Supplier activities					
Cost reductions <ul style="list-style-type: none"> Supplier cost reductions 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction at suppliers: 5.4 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization at suppliers: 0.35 thousand tons 	Cost reductions <ul style="list-style-type: none"> Supplier cost reductions 	○	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction at suppliers: 9.1 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization at suppliers: 0.63 thousand tons 	○
(3) Expanded adoption of renewable energy					
Sales <ul style="list-style-type: none"> Eliminate lost sales opportunities 	Preventing global warming <ul style="list-style-type: none"> Renewable energy ratio: 0.6% 	Sales <ul style="list-style-type: none"> Eliminated lost sales opportunities 	○	Preventing global warming <ul style="list-style-type: none"> Renewable energy ratio: 1.5% 	○
(4) Supply chain risk response					
Risk avoidance <ul style="list-style-type: none"> Eliminate environmental impact from procurement, production, and sales 	Environment overall <ul style="list-style-type: none"> Environmental impact reduction through standards compliance 	Risk avoidance <ul style="list-style-type: none"> Eliminated environmental impact from procurement, production, and sales 	○	Environment overall <ul style="list-style-type: none"> Environmental impact reduction through standards compliance 	○

Green Marketing (distribution, sales and service, and collection and recycling)

Fiscal 2018 targets		Fiscal 2018 results			
Business Value	Environmental Value	Business Value		Environmental Value	
(1) Strengthening relationships with customers globally					
Sales <ul style="list-style-type: none"> Acquire sales opportunities 	Environment overall <ul style="list-style-type: none"> Reduce customers' environmental impact 	Sales <ul style="list-style-type: none"> Acquired sales opportunities 	○	Environment overall <ul style="list-style-type: none"> Reduced customers' environmental impact 	○
(2) Optimizing the supply chain and linking environmental initiatives					
Cost reductions <ul style="list-style-type: none"> Reduce cost of distribution and packaging 	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction in distribution: 0.4 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 0.02 thousand tons 	Cost reductions <ul style="list-style-type: none"> Reduced cost of distribution and packaging 	○	Preventing global warming <ul style="list-style-type: none"> CO₂ emissions reduction during distribution: 0.6 thousand tons Supporting a recycling-oriented society <ul style="list-style-type: none"> Effective resource utilization: 0.03 thousand tons 	○
(3) Complying with laws on collection and recycling of used products					
Risk avoidance <ul style="list-style-type: none"> Eliminate effect on sales 	Supporting a recycling-oriented society <ul style="list-style-type: none"> Resource recycling through collection and recycling of used products 	Risk avoidance <ul style="list-style-type: none"> Eliminated effect on sales 	○	Supporting a recycling-oriented society <ul style="list-style-type: none"> Resource recycling through collection and recycling of used products 	○