

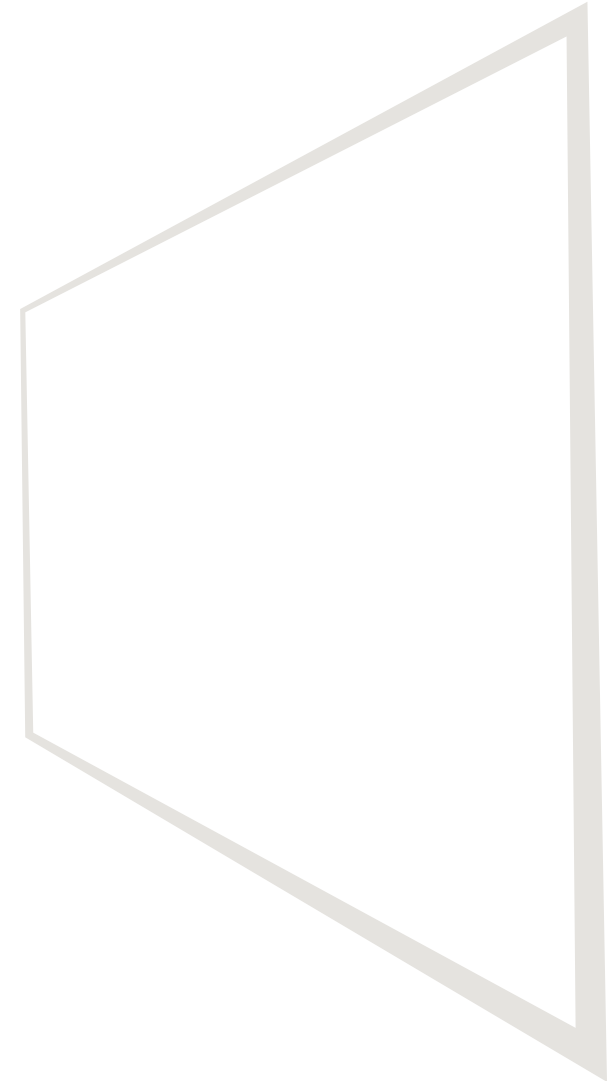
# **Konica Minolta, Inc.**

## **Corporate Plan 2026-2028**

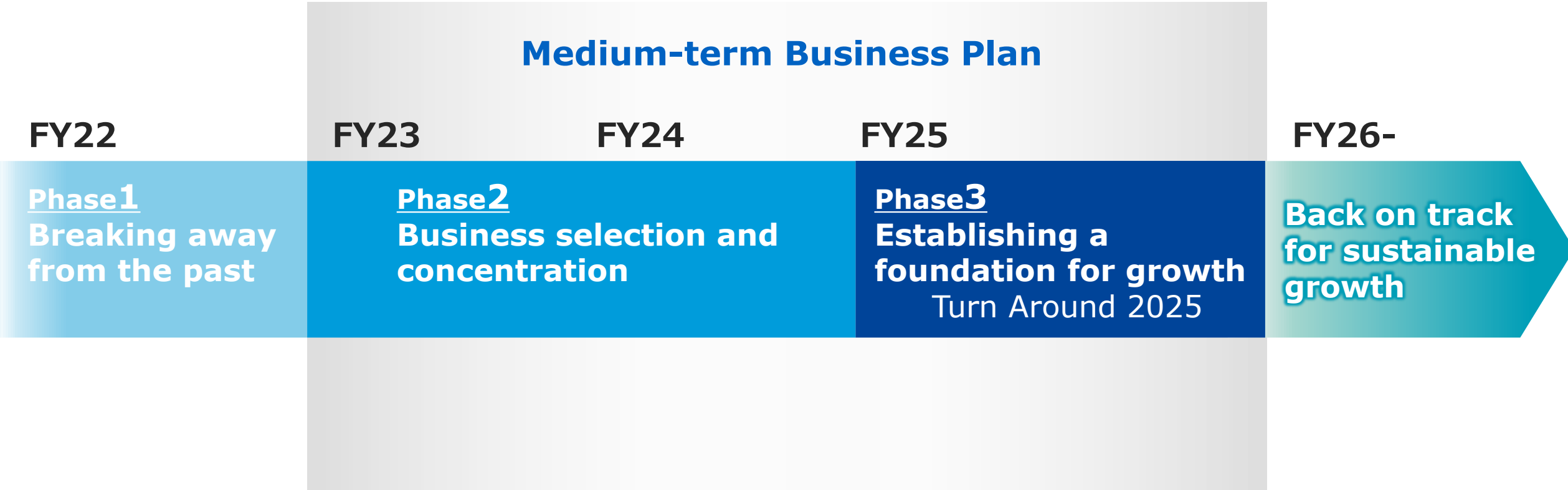
**April 23, 2026**

**Toshimitsu Taiko**

**President and CEO, Representative Executive Officer**



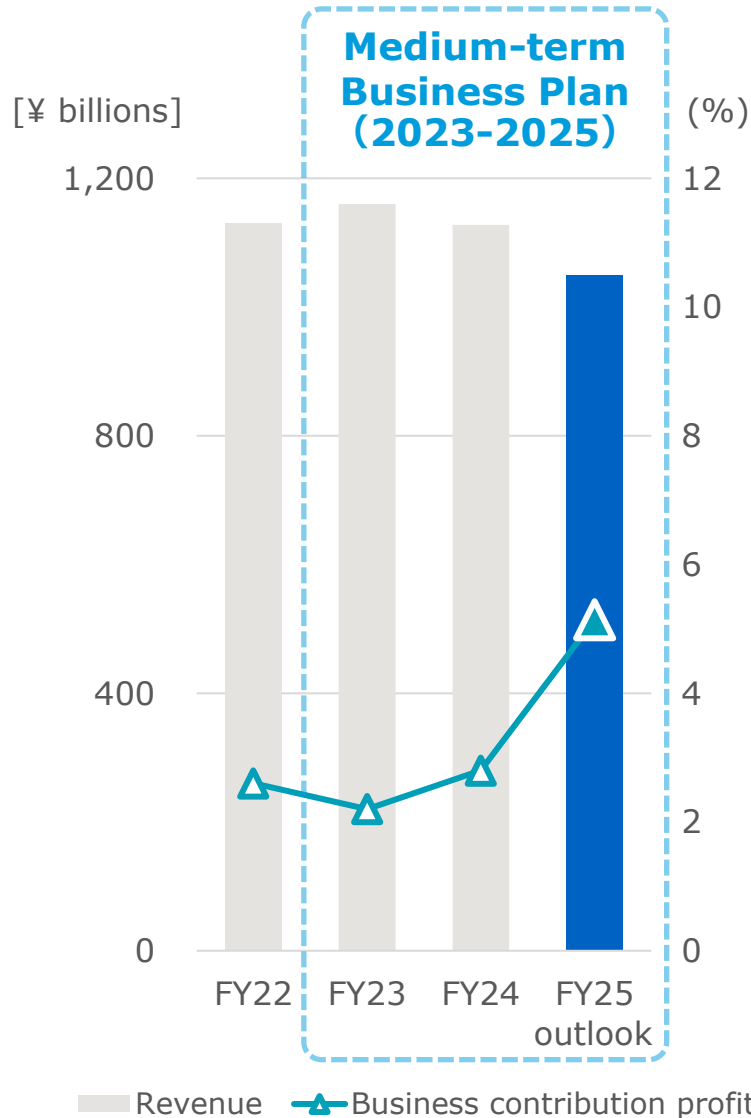
# **Review of the Medium-term Business Plan (2023-2025)**



Business selection and concentration	Non-focused businesses	<ul style="list-style-type: none"> <li>● Precision Medicine: Business Transfer</li> <li>● Marketing Services: Overseas MPM Business Transfer</li> <li>● Optical components: Transfer of equity in one subsidiary in China</li> </ul>
	Direction-changing businesses	<ul style="list-style-type: none"> <li>● DW-DX: Turned profitable in FY25</li> <li>● Imaging-IoT solutions: Transfer of shares of MOBOTIX</li> </ul>
Profitability	Profitability of Business Technologies Business	<ul style="list-style-type: none"> <li>● Increased profits in the Business Technologies Business</li> <li>● Established a JV with Fujifilm Business Innovation</li> <li>● Ended production at the Wuxi plant in China</li> </ul>
	Global structural reform	<ul style="list-style-type: none"> <li>● Optimized human capital</li> <li>● Generating results through productivity improvement initiatives</li> </ul>
	Strengthening the financial structure	<ul style="list-style-type: none"> <li>● Reduction of working capital and interest-bearing liabilities</li> </ul>
Preparing for future growth	Laying the groundwork for a growth foundation	<ul style="list-style-type: none"> <li>● Barrier film for perovskite solar cells, intelligent recycled materials, optical components for semiconductor inspection equipment, etc.</li> </ul>

# Medium-term Business Plan (2023-2025)

## On track to achieve ROE 5% target



		FY25 plan (Announced April 2024)	FY25 outlook (February 2026)
<b>Revenue [¥ billions]</b>	Total	1,050.0	<b>1,075.0</b>
	Strengthening businesses*1	470.0	<b>431.5</b>
<b>Business contribution profit ratio</b>	Company-wide	Over 5%	<b>5.0%</b>
	Industry	20%	<b>16.3%</b>
<b>ROE</b>		Over 5%	<b>5.2%</b>
	Total asset turnover	1.0x	
	Net D/E ratio	0.5-0.55	
<b>Non-financial goals</b>	Employees engagement score	Industry average*2 (7.3)	<b>7.1</b>
	CO <sub>2</sub> emissions of the Company's product lifecycle	800,000 tons or less	<b>Approx. 720,000 tons*3</b>
	Customer avoided CO <sub>2</sub> emissions	800,000 tons or more	<b>Approx. 1 million tons*3</b>

\*1 Strengthening businesses: Industry (performance materials + IJ components + sensing + optical components) + healthcare + Professional Print (production print + industrial print)

\*2 Global technology companies

\*3 Estimates for FY25 as of April 23. The final results will be released in the Company's reports to be issued after June.

# Medium-term Business Plan (2023-2025) | Issues to Be Addressed in the Corporate Plan 2026-2028

## Issues in the Medium-term Business Plan (2023-2025)

- Underachievements of targets in the strengthening businesses\*
- Profitability of some businesses
- Financial balance improvement



## Challenges to address in the Corporate Plan 2026-2028

**Further strengthening the earnings base**

\* Strengthening businesses: Industry (performance materials + IJ components + sensing + optical components) + healthcare  
+ Professional Print (production print + industrial print)

# Corporate Plan 2026-2028

## FY2026-2028 Building the foundation for long-term growth

### ROIC-based management and strengthening business portfolio management

#### Further strengthening the earnings base

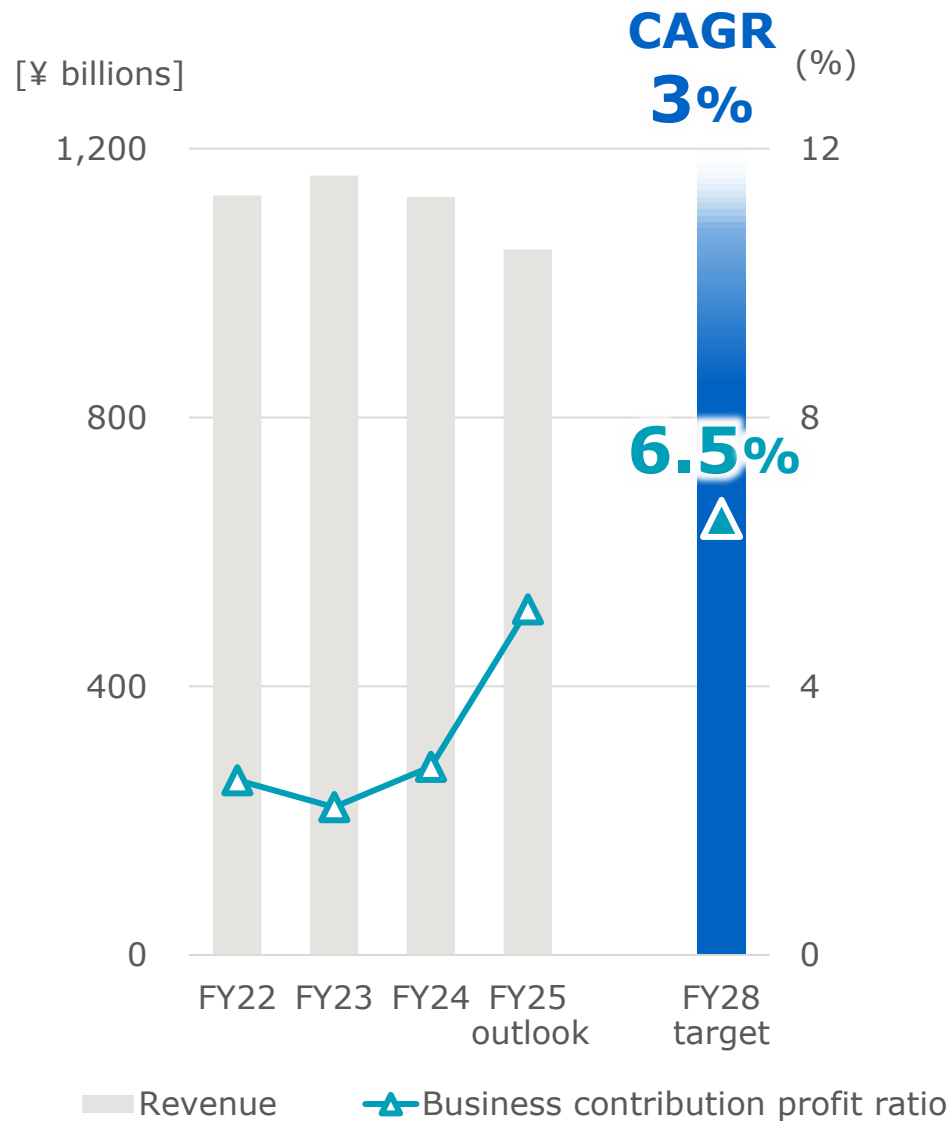
- Improve gross profit ratio
- Reduce SG&A expense ratio
- Improve financial balance
- Enhance capital efficiency



### Commercialization of growth seeds for sustainable growth

<b>FOREX</b>	<ul style="list-style-type: none"><li>● Assumption: 150 USD/JPY and 175 EUR/JPY</li></ul>
<b>Interest rate</b>	<ul style="list-style-type: none"><li>● Outlook: Japan to hike, U.S. to cut, Europe to rise or remain stable</li></ul>
<b>U.S. reciprocal tariffs</b>	<ul style="list-style-type: none"><li>● China: 22.5%, the others: 15%</li></ul>
<b>Energy</b>	<ul style="list-style-type: none"><li>● Energy costs are expected to be impacted by rising geopolitical risks in the Middle East. From FY2027 onward, costs are expected to moderate as agreements are reached in the region.</li></ul>
<b>Materials procurement</b>	<ul style="list-style-type: none"><li>● Factoring in the impact of rising memory prices</li></ul>

# Corporate Plan 2026-2028 | Management Indicators

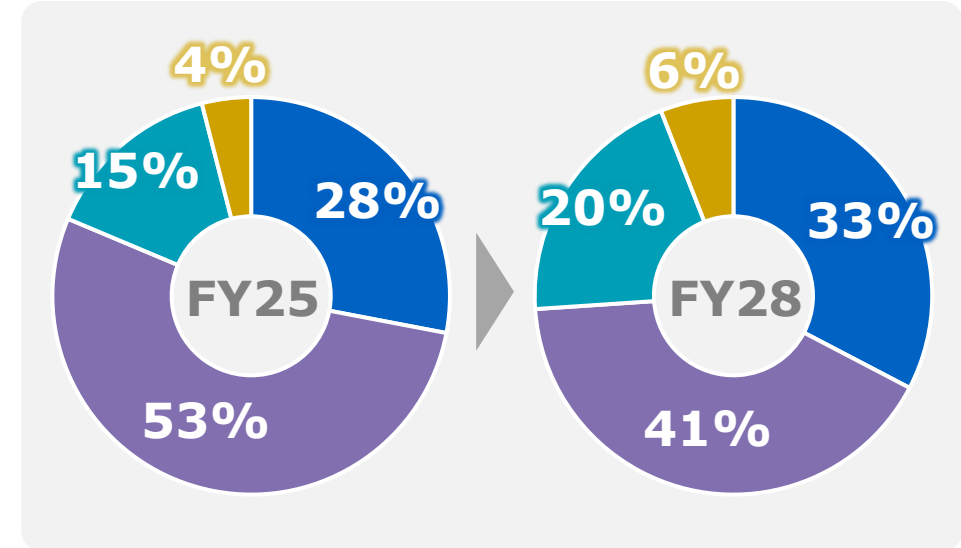


	FY25 outlook (February 2026)	FY28 target
Revenue	<b>1,075.0 billion yen</b>	<b>CAGR 3% FY25-FY28</b>
Business contribution profit ratio	<b>5.0%</b>	<b>6.5%</b>
Net profit ratio	<b>2.5%</b>	<b>3.8%</b>
Financial leverage		<b>2.2</b>
Total asset turnover		<b>0.98x</b>
ROE	<b>5.2%</b>	<b>8%</b>
ROIC		<b>6%</b>

# Corporate Plan 2026-2028 | Sales and Business Contribution Profit by Business

	Revenue		Business contribution profit		
	[¥ billions]	FY25 Outlook (February 2026)	CAGR (FY25-FY28)	FY25 Outlook (February 2026)	CAGR (FY25-FY28)
Industry		129.0	9%	21.0	15%
Digital Workplace		598.0	2%	40.0	0%
Professional Print		250.0	5%	11.0	21%
Imaging Solutions (healthcare, QOL solutions, and visual solutions)		91.0	2%	3.0	24%
Corporate and others (FY25: Including imaging-IoT solutions*1)		7.0	-	-21.0	10% reduction*2
<b>Company-wide total*3</b>		<b>1,075.0</b>	<b>3%</b>	<b>54.0</b>	<b>13%</b>

## Business contribution profit breakdown



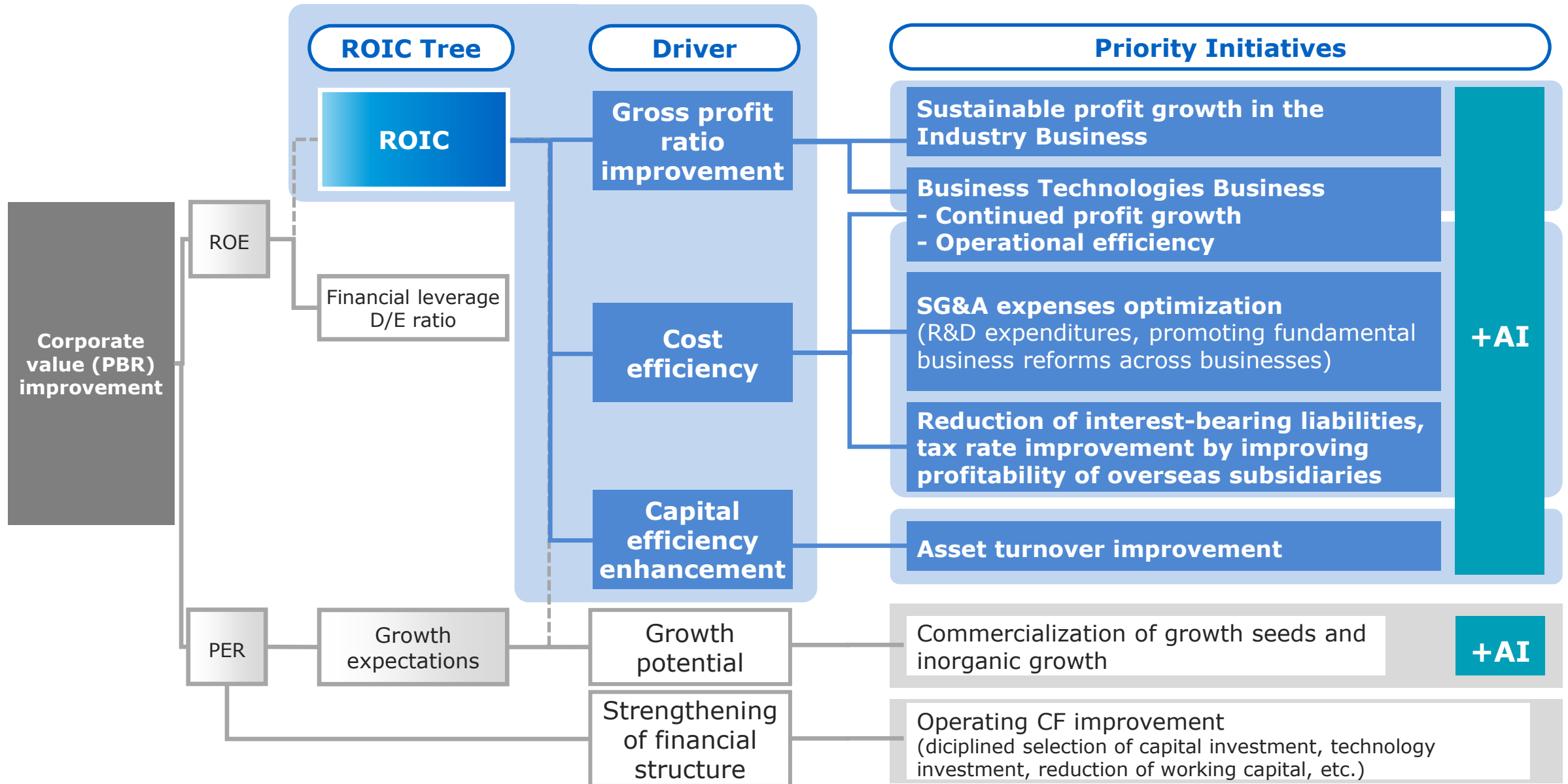
\*1 Imaging-IoT solutions to be embedded across multiple businesses FY26 onward

\*2 Simple comparison, not CAGR

\*3 Not including inorganic growth

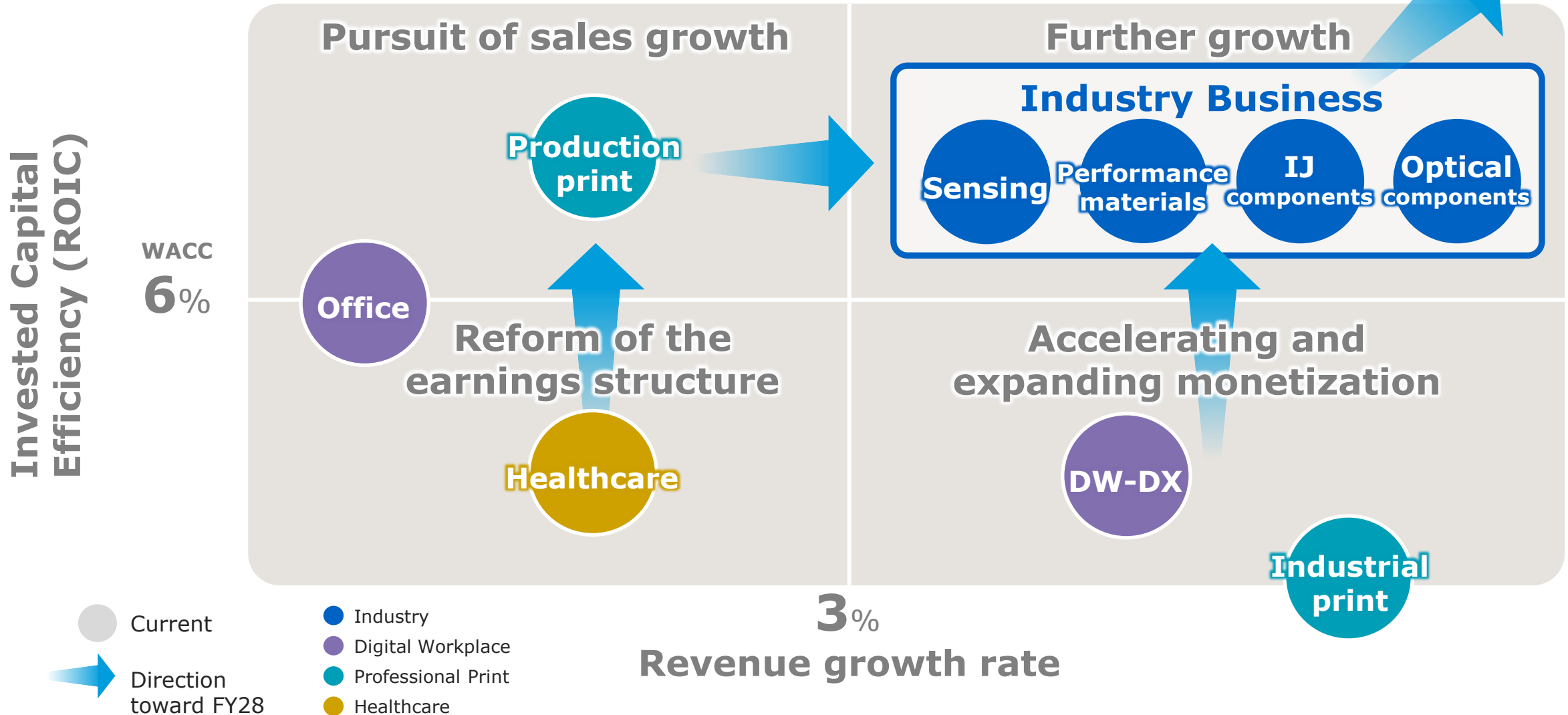
Note: Costs for efficiency improvement through AI utilization are expected to be 8-10 billion yen during the Medium-term Business Plan period.

# Practice of ROIC-Based Management to Improve Corporate Value

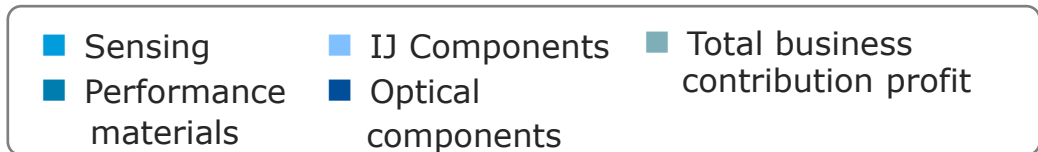
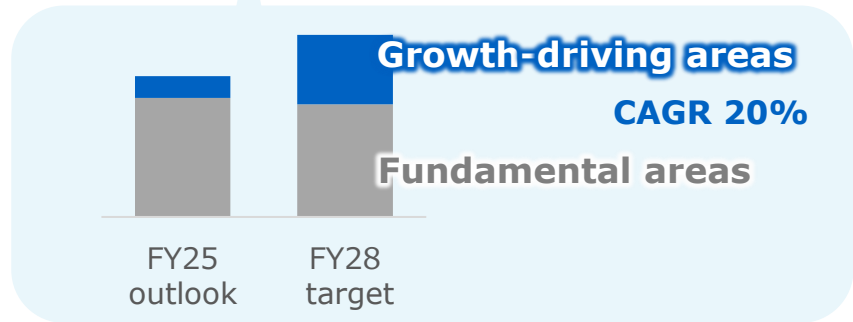
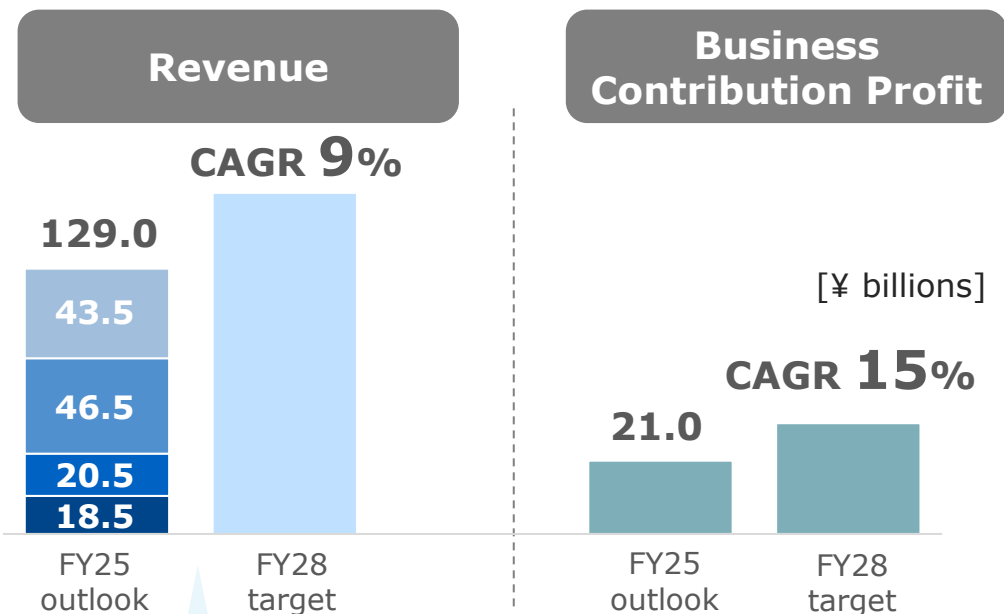


# Business Portfolio Management

Stricter business decisions based on ROIC



Strengthening customer touchpoints in fundamental areas, improving production efficiency, and increasing sales in growth-driving areas



## Further growth Blue: Growth-driving areas

### Sensing Expansion of Hyperspectral Imaging (HSI) and mobility

- HSI: Improve gross profit by expanding applications into the green materials area
- Mobility: Increase revenue by strengthening sales activities closely aligned with major automotive manufacturers
- Strengthen sales capabilities in unity with the Group's global overseas sales companies

### Performance Materials Expansion of new display material films (SANUQI, SAZMA, etc.)

- Sales expansion of retardation film (SANUQI) and protection film (SAZMA)
- Expand production capacity
- Increase profit ratio through widening films and speeding production

### IJ Components Expansion of industrial applications and new applications

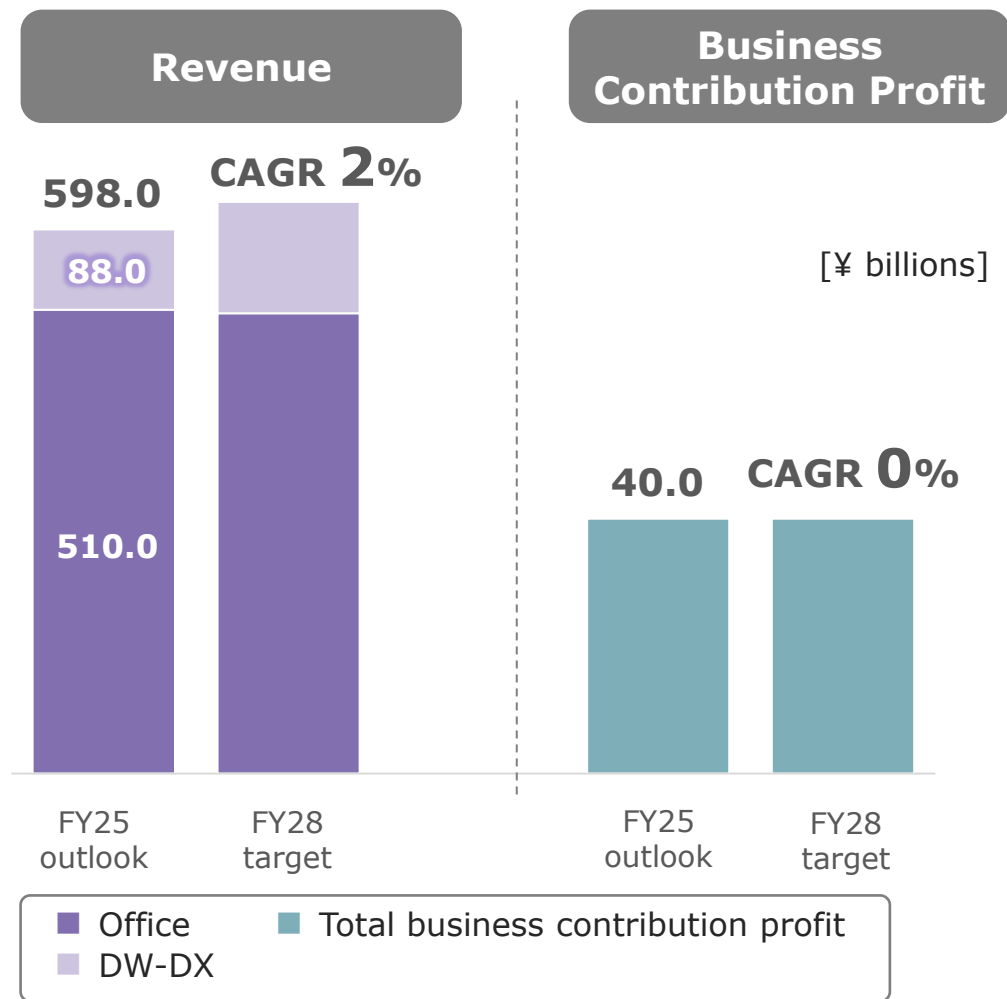
- Sales expansion with new printheads leveraging long throw distance and material compatibility
- Create market by integrating printhead, ink, and system

### Optical Components Expansion of optical components for semiconductor inspection equipment

- Gain market share in the VIS/UV area by increasing production capacity
- Expand in the DUV area through the introduction of technologies

## Achieving sustainable growth and profit generation

- Growth of the Digital Workplace Business by accelerating the integration of office and DW-DX
- Realization of the industry's highest level of productivity through AI transformation (AX)  
(common to the Business Technologies Business)



## Accelerate monetization

### DW-DX

- Enhancing value-added offerings through MFP-driven workflow solutions integrated with AI and security and driving cross-selling expansion
- Expanding recurring revenue through higher unit pricing and strengthened retention
- Establishing a new business model in Japan through AI-powered education SaaS

## Reform earnings structure

### Office

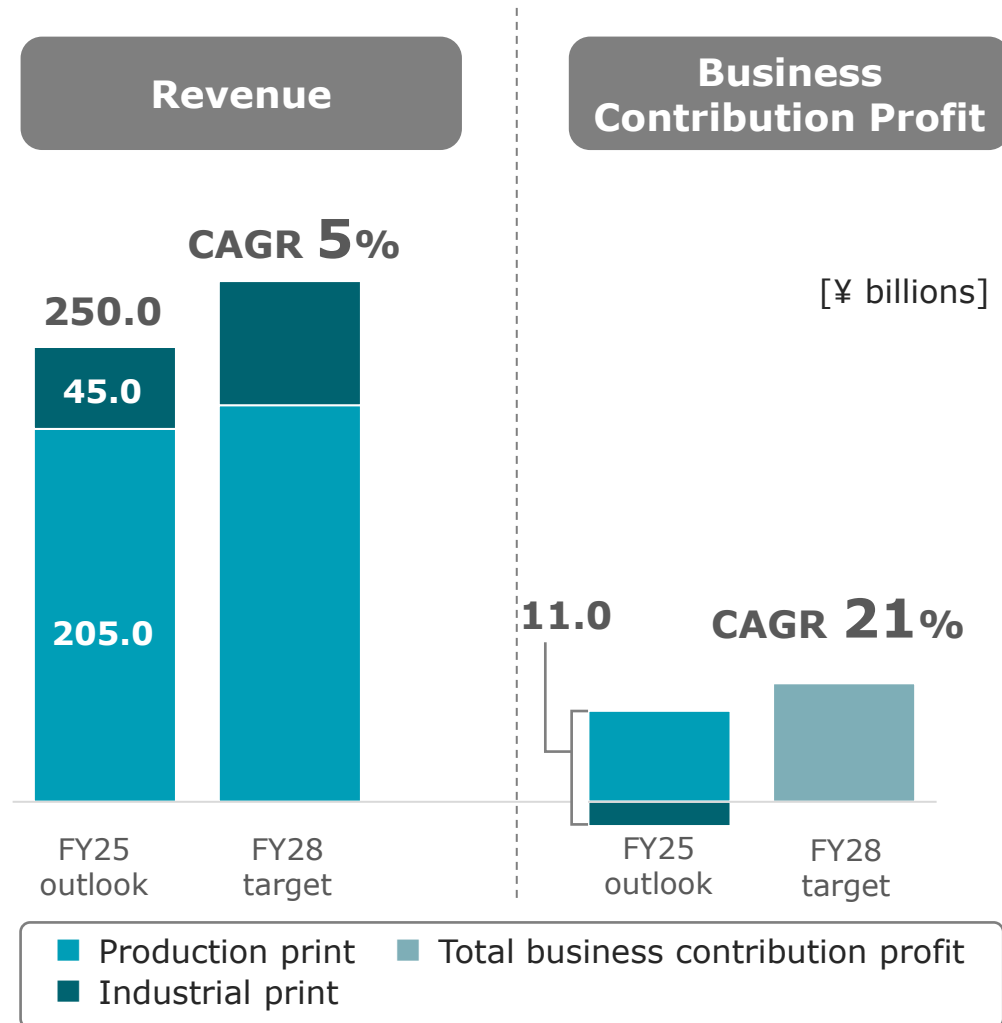
- Assumption: hardware of -1% and non-hardware of -2% (volume-based)
- Improving the non-hardware earnings structure through accelerated remote services and AI utilization

## Common to Business Technologies Business

- AI utilization  
Improving competitiveness in core businesses (development/production/sales/service) and optimizing operational efficiency and fixed costs through AX
- Strengthening business resilience  
Shifting to a cost structure that can respond to demand fluctuations due to the global economic slowdown and supply chain risks, and strengthening BCP measures

## Achieving sustainable growth and profit generation

- Driving analog-to-digital shift and market creation in commercial and industrial print



## Pursuit of sales growth

### Production print

- Accelerating digital shift with equipment (HPP/MPP-centric) + workflow solutions
- Expanding the market through digitalization, and expanding sales and maintaining market leadership of MPPs and HPPs
- Non-hard CAGR: 3% (FY25-28)

## Accelerating monetization

### Industrial print

- Acceleration of digital shift and earnings growth through MIF expansion via product portfolio enhancement and workflow solutions
- Increasing hardware sales and non-hard sales ratio
- Non-hard CAGR: 13% (FY25-28)
- Improving profitability through pricing revisions for products and services and strengthened proposals that address customer challenges

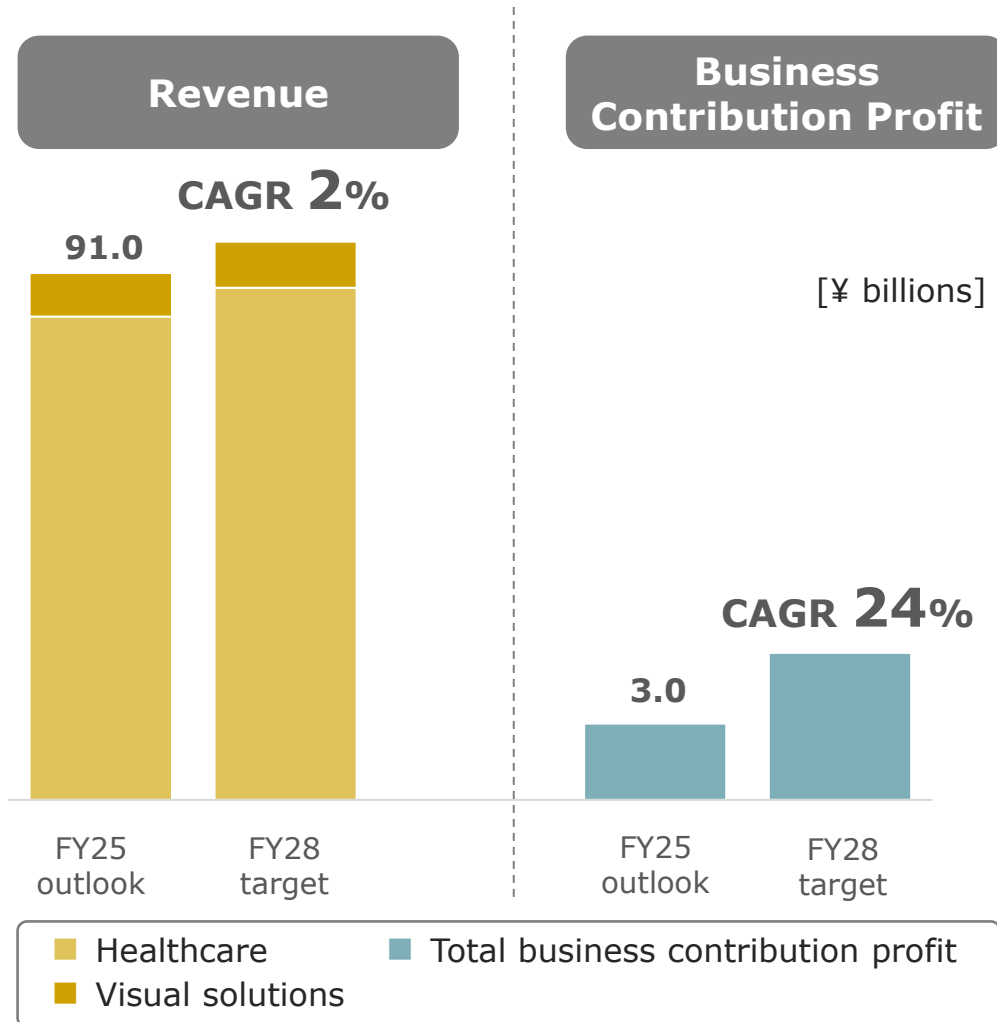
## Common to Business Technologies Business

(refer to p.15)

- AI utilization
- Strengthening business resilience

# Imaging Solutions (Healthcare and Visual Solutions )

Enhancing profitability and improving asset efficiency



## Reform of the earnings structure

### Healthcare

- Reforming business foundation
  - Inventory reduction through SCM enhancement
  - Global manufacturing and procurement costs reduction
- Growing customer base
  - Growth through global expansion of Dynamic Digital Radiography
  - Profitability enhancement through expansion of overseas healthcare IT business
  - Expansion of recurring revenue in digital equipment

### Visual solutions

- Growth through sales expansion of LED solutions

### Imaging-IoT solutions

- Making product-by-product decision (some businesses have been embedded across other businesses)
- Shifting skilled AI talent to growth business

## R&D expenditures

Around **5%** of revenue



### Strategic allocation to maximize investment returns

- Strengthening investment in medium- to long-term growth areas
- Rigorous go/no-go decision-making on themes
- Enhancing R&D efficiency

## Optimizing fixed costs

**0.5-1** ppt improvement



### Optimization of cross-business functions by region

- Standardization of operations in back-office
- AI utilization
- Strengthening regional management
- Maximizing functional capabilities across each function
- Strengthening indirect material procurement

## Tax rate

Approx. **30%**



### Tax expense optimization

- Profitability improvement of overseas subsidiaries

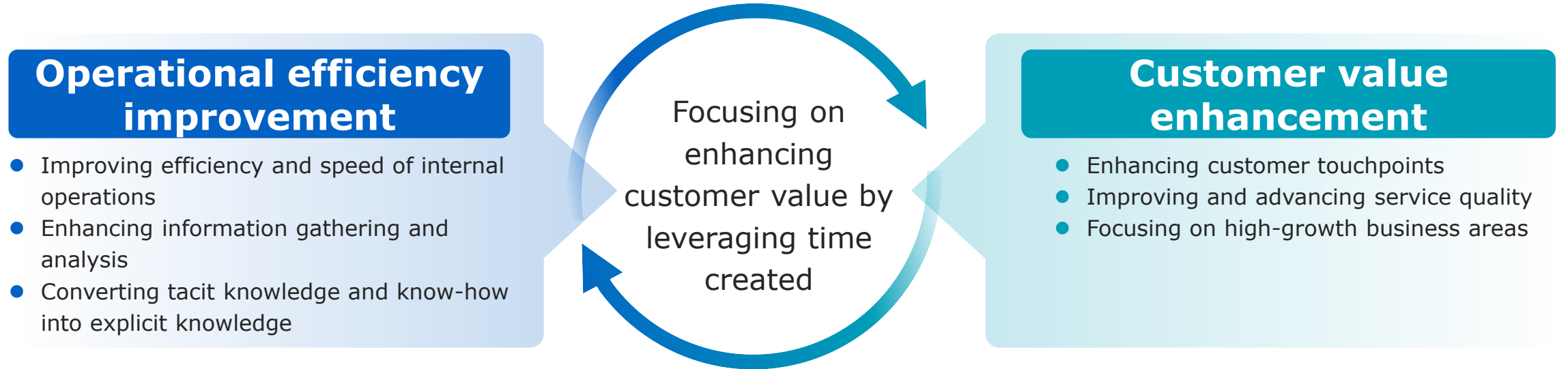
# Enhancing Customer Value and Transforming Operations through AI and Data Utilization

- Enabling the Augmentation of Individual and Organizational Capabilities Beyond Simple Human Substitution



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**Leveraging AI and data to improve operational efficiency, shift to higher value-added activities, and enhance customer value and operational productivity**



## Key initiatives



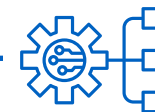
### Sales

- Expansion of inside sales and e-commerce
- Building a customer success framework
- Automation of back-office operations



### Service

- Enhancing efficiency of remote operations and setup
- Improving predictive maintenance accuracy and expanding customer-replaceable consumables with automated delivery
- Utilization of a global common service platform, among other initiatives

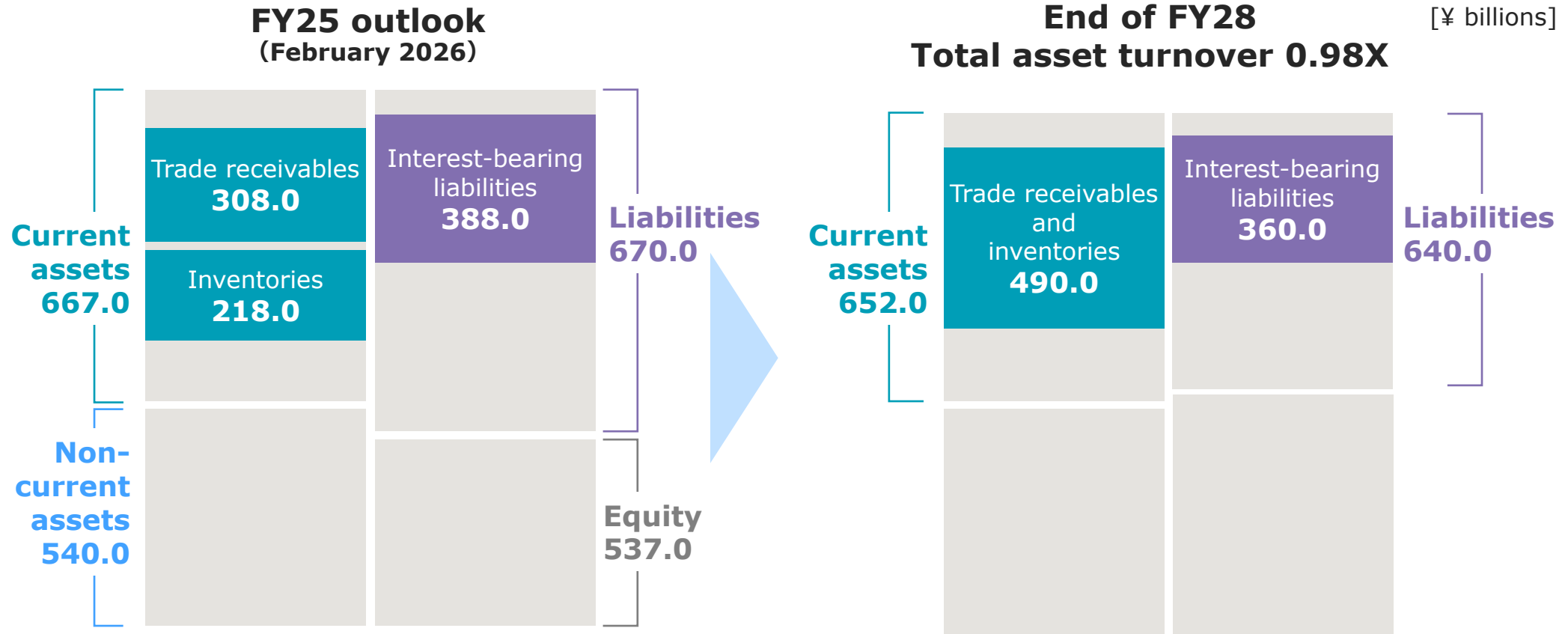


### R&D/ Production

- Transition to AI-native development
- Improving efficiency and quality through data utilization
- Enhancing efficiency through DX initiatives

# Balance Sheet

**Improving asset efficiency and increasing total asset turnover through reductions in inventory and trade receivables, as well as interest-bearing liabilities**

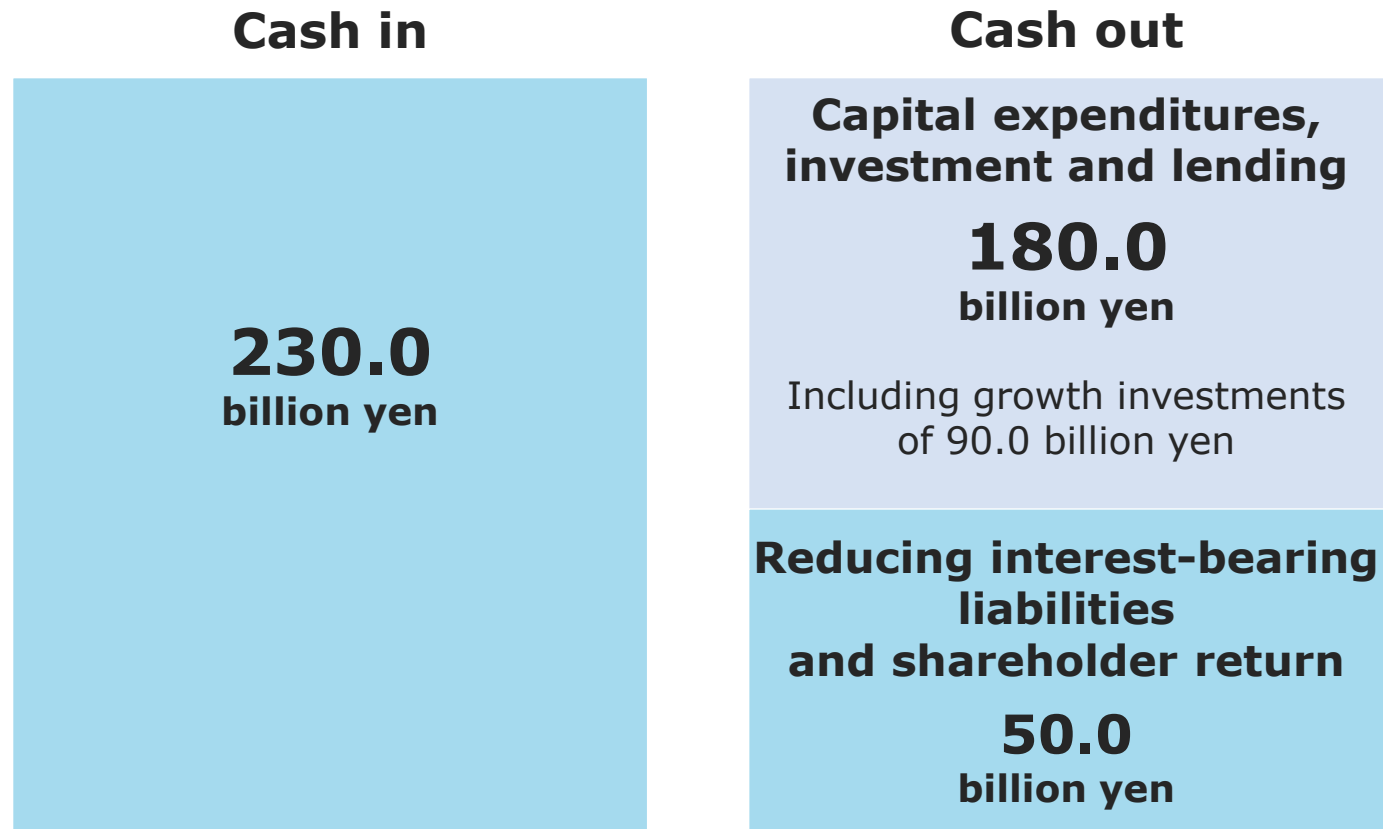




## Capital Allocation

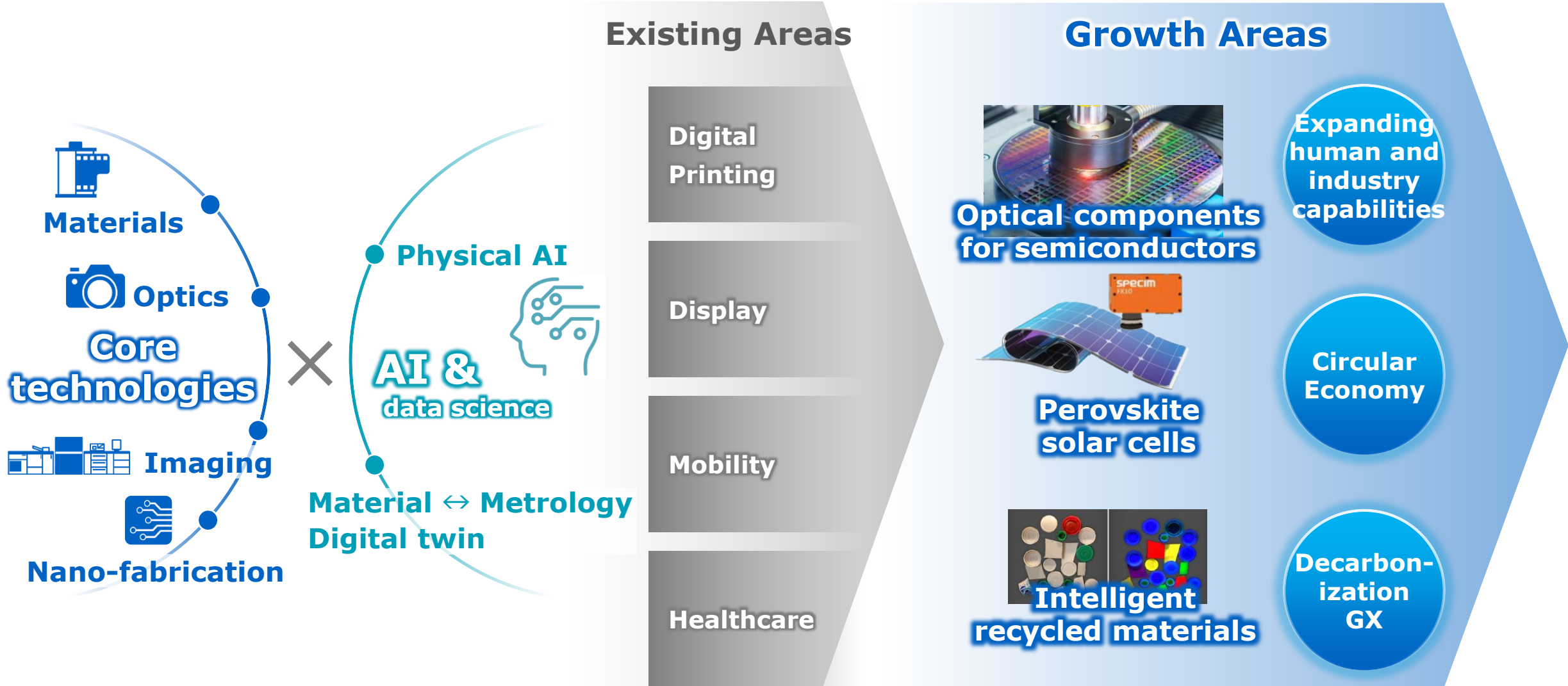
- Prioritizing cash allocation to growth investments
- Balancing allocation between strengthening of the financial structure (reduction of interest-bearing liabilities) and shareholder returns

### FY26-28 Cumulative



# Promoting the Commercialization of Growth Seeds for Sustainable Growth

Leveraging AI with core technologies to expand from existing areas into growth areas

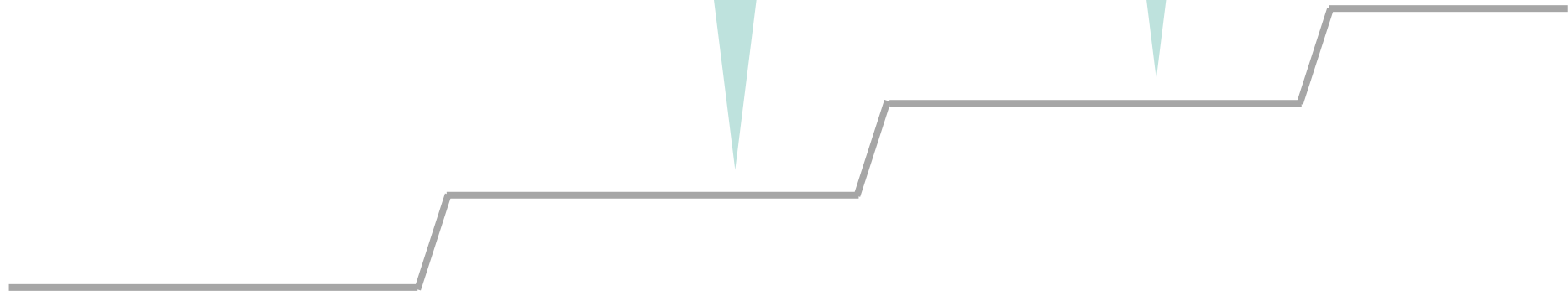


# Ceconcept of the Growth of Growth Seeds

Revenue\* of approximately  
**15-20**  
billion yen

- **Technology-driven inorganic growth (including optical components for semiconductors)**
- **Intelligent recycled materials**
- **Perovskite solar cell-related technologies**

- **Process monitoring of biomanufacturing**
- **New growth seeds**



**FY26**

**Investment aligned with growth stages**

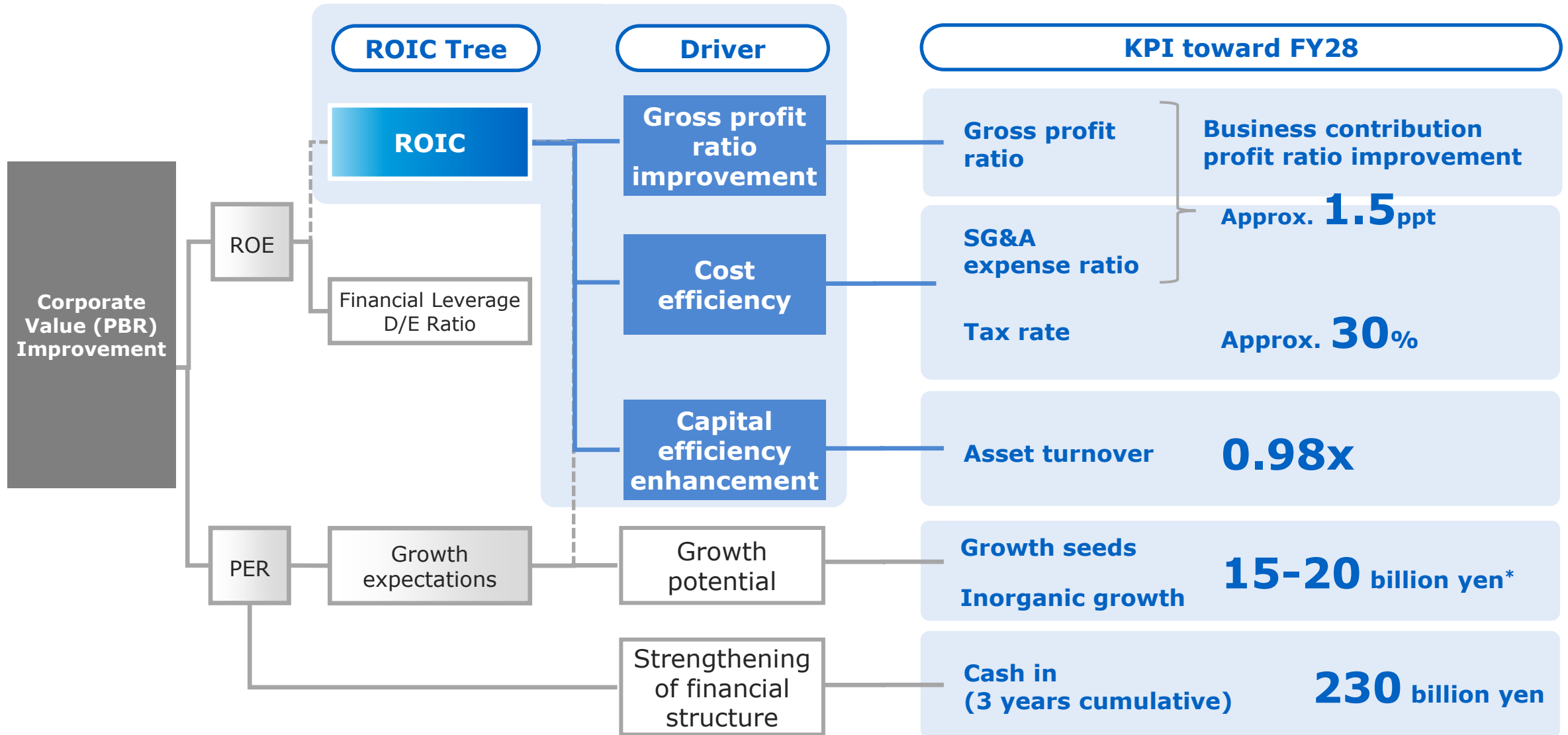
**FY28**

**Monetization of growth investments**

**Long Term**

\* Technology-driven inorganic growth is not included in the targets of Corporate Plan 2026-2028.

# Practice of ROIC-Based Management to Improve Corporate Value | KPI



\* Technology-driven inorganic growth is not included in the targets of Corporate Plan 2026-2028.

[¥ billions]

	FY25 outlook (February 2026)	FY26 guidance
<b>Revenue</b>	1,075.0	<b>Increase of around 2%</b>
<b>Business contribution profit</b>	54.0	<b>Slight increase</b>

- Reflecting macroeconomic assumptions
- Discontinued operations: Part of Tempus AI shares remains unsold as of the end of March 2026

# Sustainability



# Long-term Environmental Vision

## Creating businesses that contribute to decarbonization and circular economy

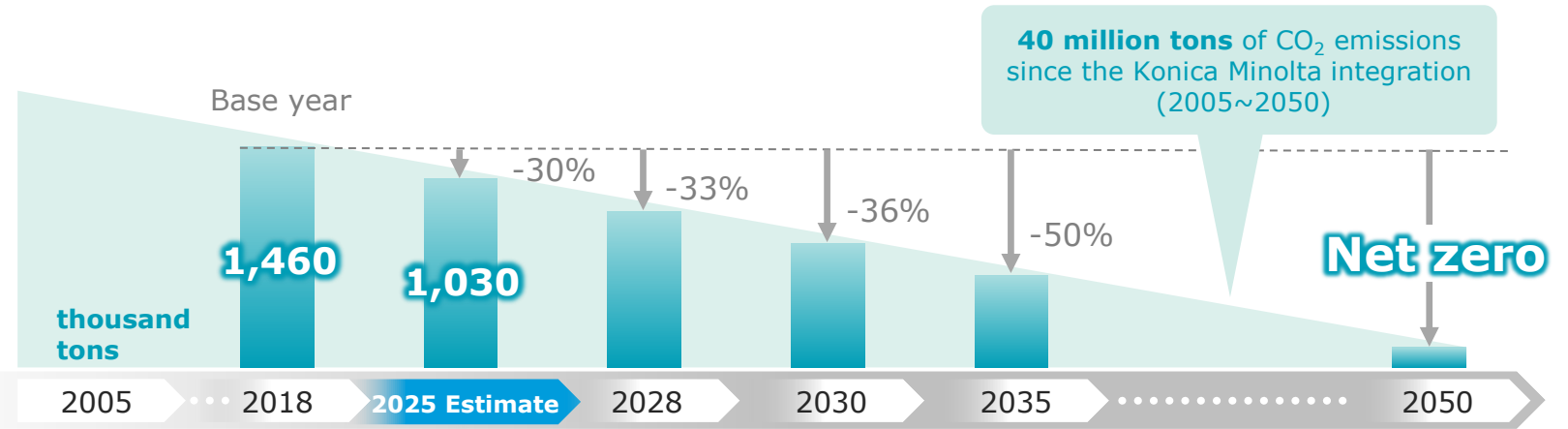
### Product lifecycle CO<sub>2</sub> emissions (Scope 1, 2, and 3)\*<sup>1</sup>

#### Vision 1

### Lifecycle CO<sub>2</sub> emissions (Scope 1, 2, and 3)

### Net Zero in 2050

Continued reduction of 1.5°C level

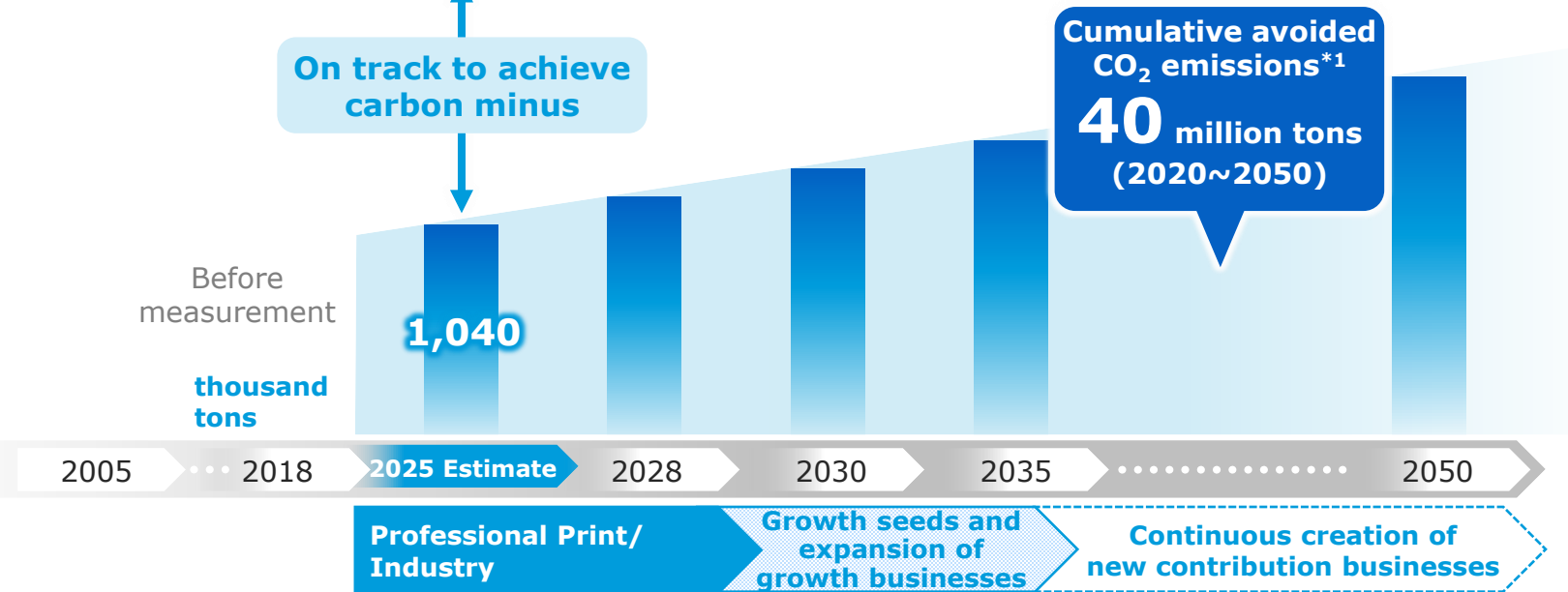


### CO<sub>2</sub> Reduction Contribution\*<sup>2</sup>

#### Vision 2

### Avoided emissions beyond past emissions in 2050

Avoided CO<sub>2</sub> emissions that exceeds cumulative CO<sub>2</sub> emissions since the Konica Minolta integration



\*1 From FY2026, revising the calculation scope and standards for Scope 1, 2, and 3 CO<sub>2</sub> emissions in line with international standards, and improving the accuracy of emissions calculations

\*2 Avoided emissions refer to CO<sub>2</sub> emissions reductions at customers compared with a scenario without the use of Konica Minolta's products, and are reported outside of Scopes 1, 2, and 3 © KONICA MINOLTA

## Transforming into a corporate culture that leverages diversity, fosters mutual growth, and embraces continuous challenges

- Promoting organization-wide utilization of AI
  - Driving operations and organizational design based on AI agent utilization
  - Enhancing AI literacy across all employees
- Strengthening organization–individual alignment to promote collaboration
  - Enhancing dialogue through engagement surveys



## Developing talent that continuously learn, cross business and regional boundaries, and stay committed to results

- Strengthening talent for business continuity and growth
  - Re-skill and up-skill focusing on AI/core technologies
  - Strengthening the recruitment and development of core talent
- Inheriting and sharing knowledge and skills

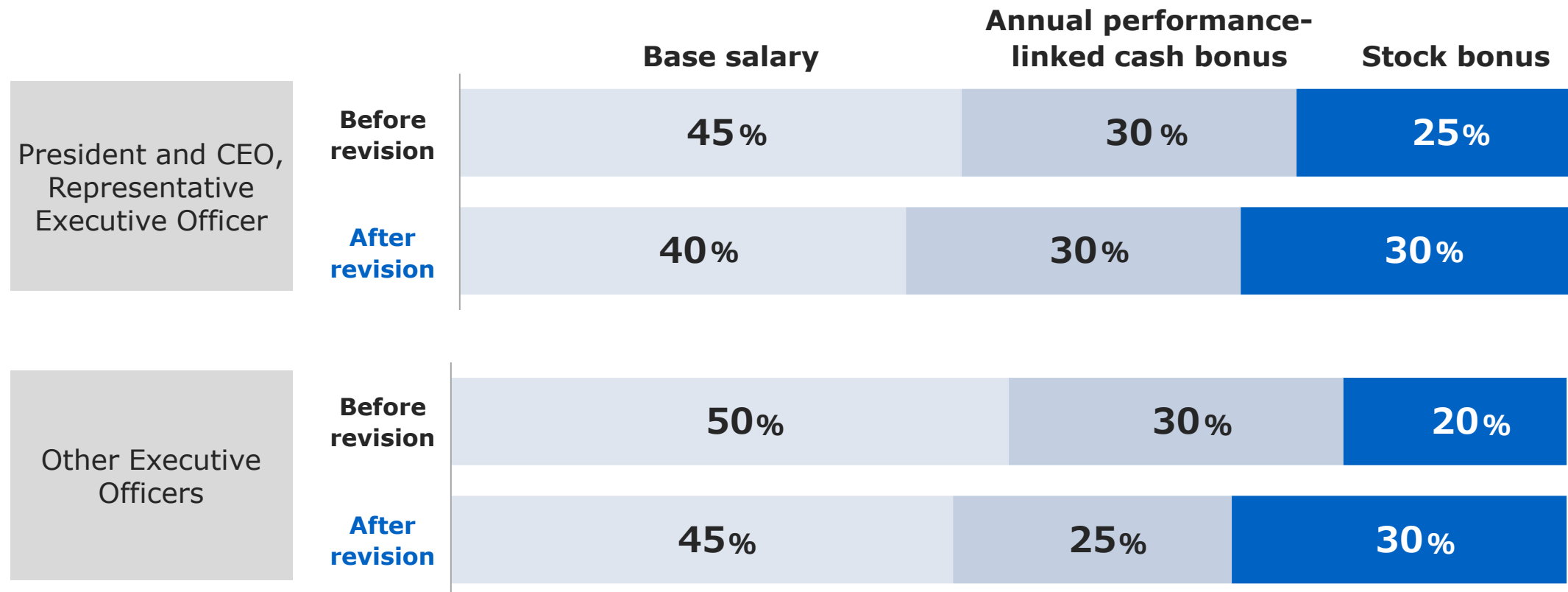
## Building a foundation to support strategic talent management aligned with business strategy

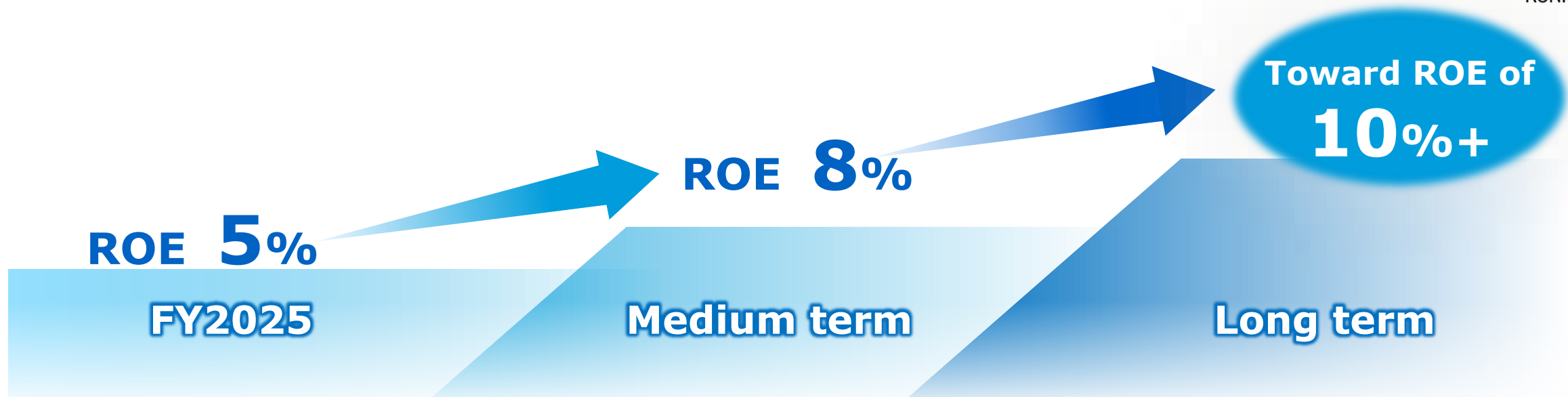
- Clarifying gaps in workforce forecasting aligned with future business plans
- Introduction of a global talent management system

## Revision to the Executive Compensation Linked to the Achievement of the Medium-term Business Plan and Introduction of Total Shareholder Return (TSR)

### Key revisions

- Reduction in base salary ratio
- Increase in stock bonus ratio
- Introduction of a performance-linked stock bonus scheme based on relative total shareholder return (TSR), comparing the Company's TSR (including dividends) with TOPIX  
(Payout: 0% for <50%, equal to relative TSR for  $\geq 50\%$  and <200%, and capped at 200% for  $\geq 200\%$ )





**Management with a focus on stock price**

## Governance

- Introduction of TSR into executive compensation

## Execution Capability Enhancement

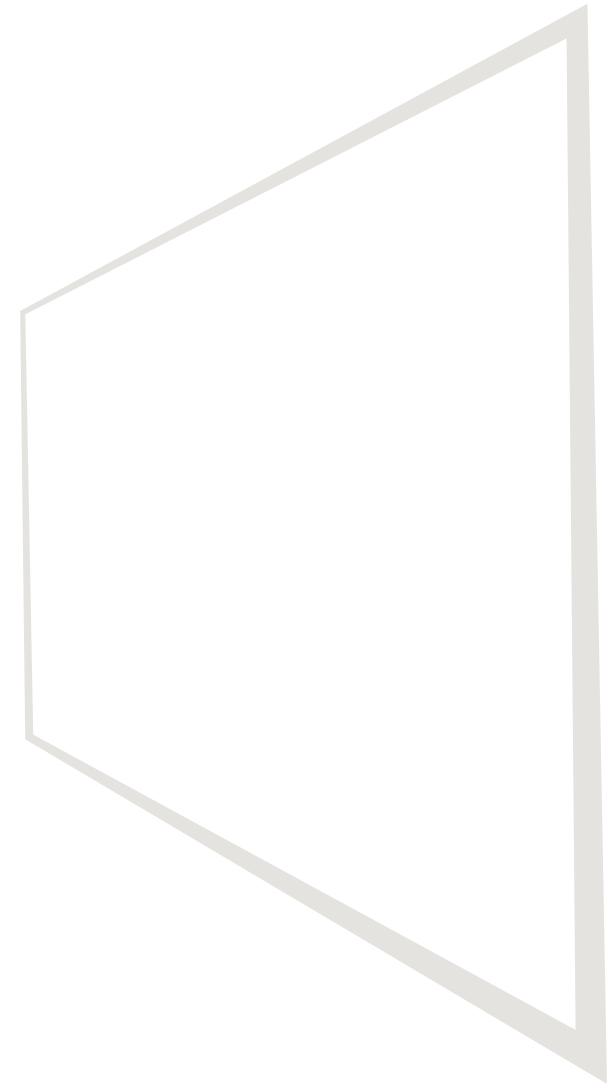
- Execution of growth strategies with a focus on the Industry Business
- Steady commercialization of growth seeds
- Optimization of the cost structure through AI utilization
- Strengthening the financial structure
- Implementation of shareholder returns



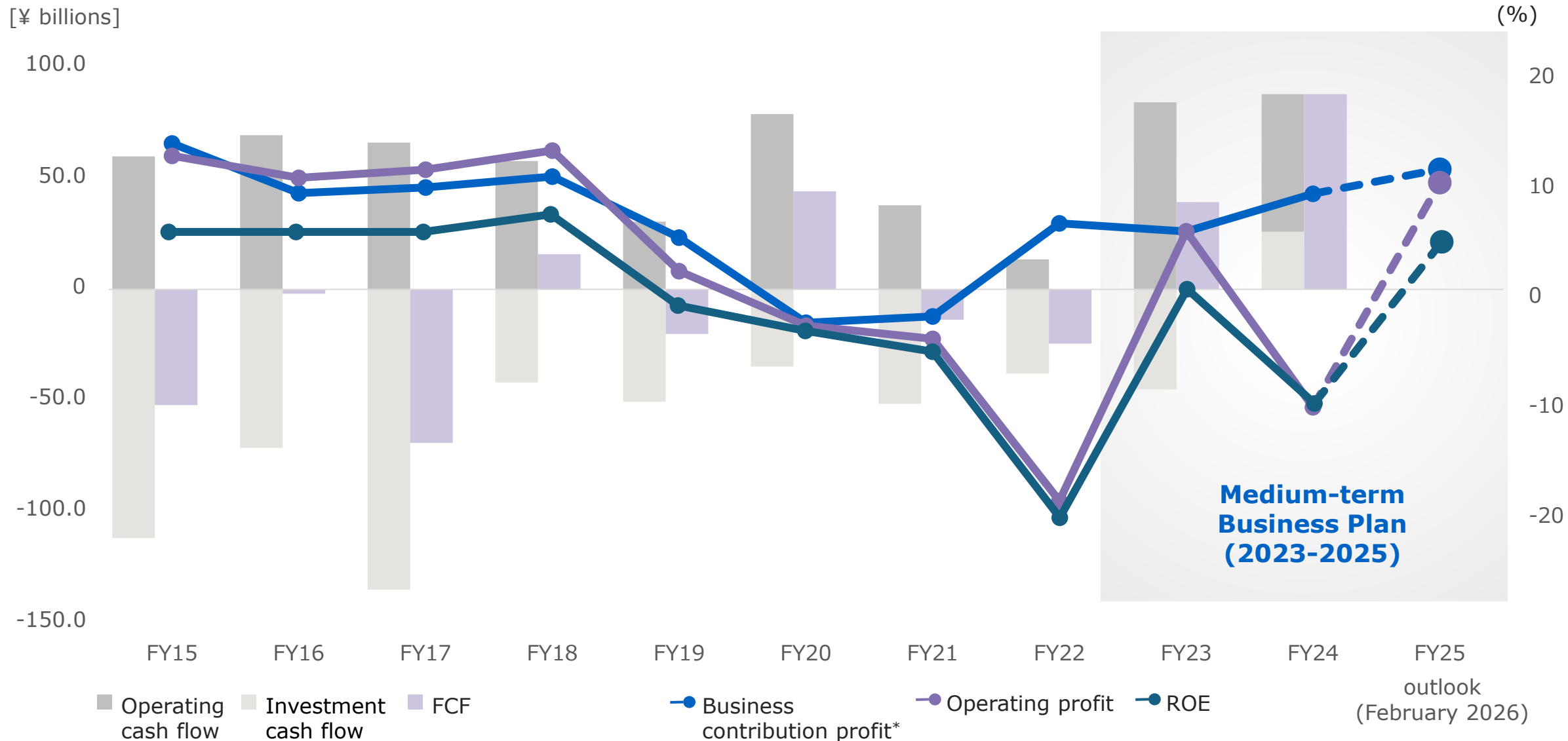
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# APPENDIX



# Historical Data



\* Business contribution profit: The profit index calculated by deducting cost of sales and SG&A expenses from revenue



**KONICA MINOLTA**

*Cautionary Statement:*

*The forecasts mentioned in this material are the results of estimations based on currently available information, and accordingly, contain risks and uncertainties. The actual results of business performance may sometimes differ from those forecasts due to various factors.*

*Remarks:*

*Yen amounts are rounded to the nearest 100 million.*