

Sensing Business Growth Strategy

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1. Sensing Business Overview

2. Core Domains

Light Source Color Measurement
and Object Color Measurement

3. Growth Domains

Automotive Visual Inspection
and Hyperspectral Imaging

4. Future Strategy



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Beyond Our Vision

Using **optical and color sensing technologies** to support customers' **high-quality manufacturing** and contribute to a **sustainable society**

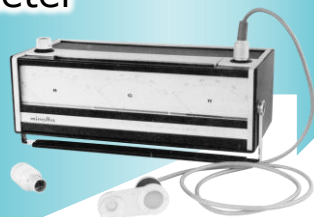
Measuring Instruments and Equipment Developed by the Sensing Business and the business Areas Where We Deliver Value

Konica Minolta's measuring instruments and equipment

In 1968, our spectroradiometer was installed aboard Apollo 8. Since then, we have continued to advance our photometric and colorimetric technologies in line with the evolution of display technologies



Spectroradiometer



TV color analyzer

Core Domains



Light source color measurement

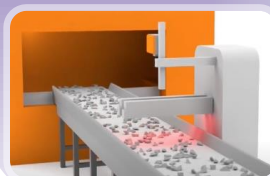


Object color measurement

Growth Domains



Automotive visual inspection

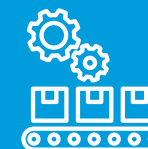


Hyperspectral imaging (HSI*)

Target Markets



Display



Manufacturing

Industries that measure the color of physical products



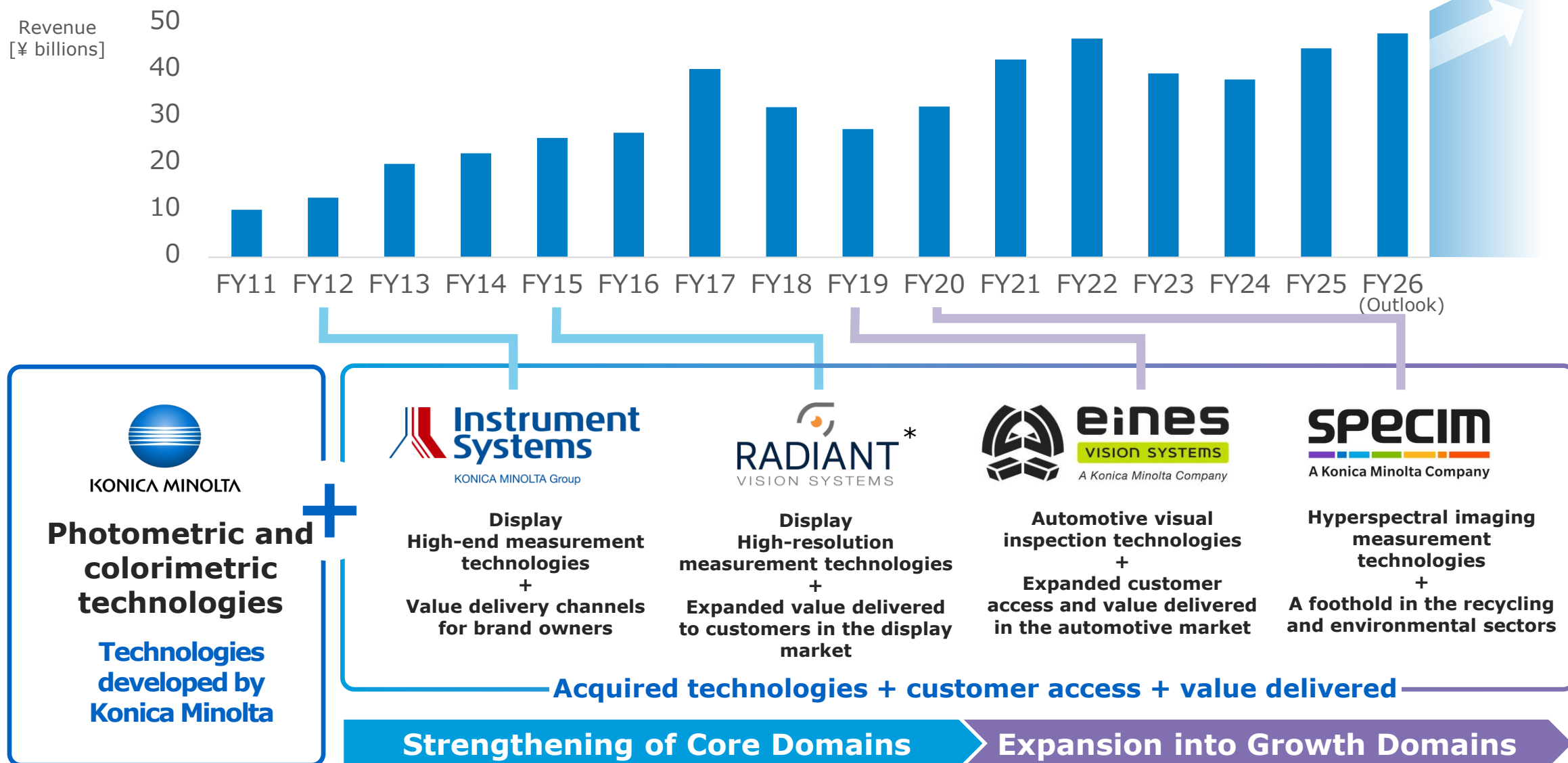
Automotive



Recycling and energy
and other markets

*HSI: A technology that visualizes information across a wide range of wavelengths

Sensing Business Revenue and the Evolution of Our Business, Domains and Technology Capabilities



* Integrated into Konica Minolta Sensing Americas, Inc. in April 2026

Technology that analyzes light and transforms it into valuable information



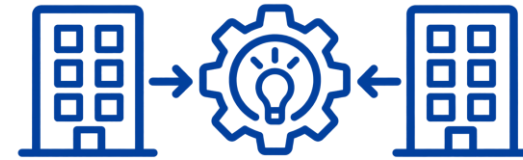
Accurately measure light and color

Consistent measurement results, regardless of who measures, where or when

Deliver results at the required speed



The ability to translate customer needs into solutions and **address their challenges**



Development capabilities that meet the high-level requirements of brand owners

Value proposition capabilities that address a broad range of customer challenges

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Core Domains



Light source color
measurement



Object color
measurement

Growth Domains



Automotive visual
inspection

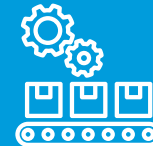


Hyperspectral
imaging

Target Markets



Display



Manufacturing

Industries that measure the color
of physical products



Automotive



Recycling and energy
and other markets

Core Domains | Key Features of Light Source Color and Object Color Measuring Instruments

Light Source Color Measuring Instruments



Measures the color, brightness and unevenness

of light sources such as displays

Object Color Measuring Instruments



Measures the color and gloss

of a wide range of products

Customer needs

Accurate measurement results regardless of who measures, where or when

Consistent measurement results across global production and procurement sites

Addressing the diversification of manufacturing sites

Consistent measurement results across development and manufacturing processes

Shortening production ramp-up lead times

Operator-independent measurement results

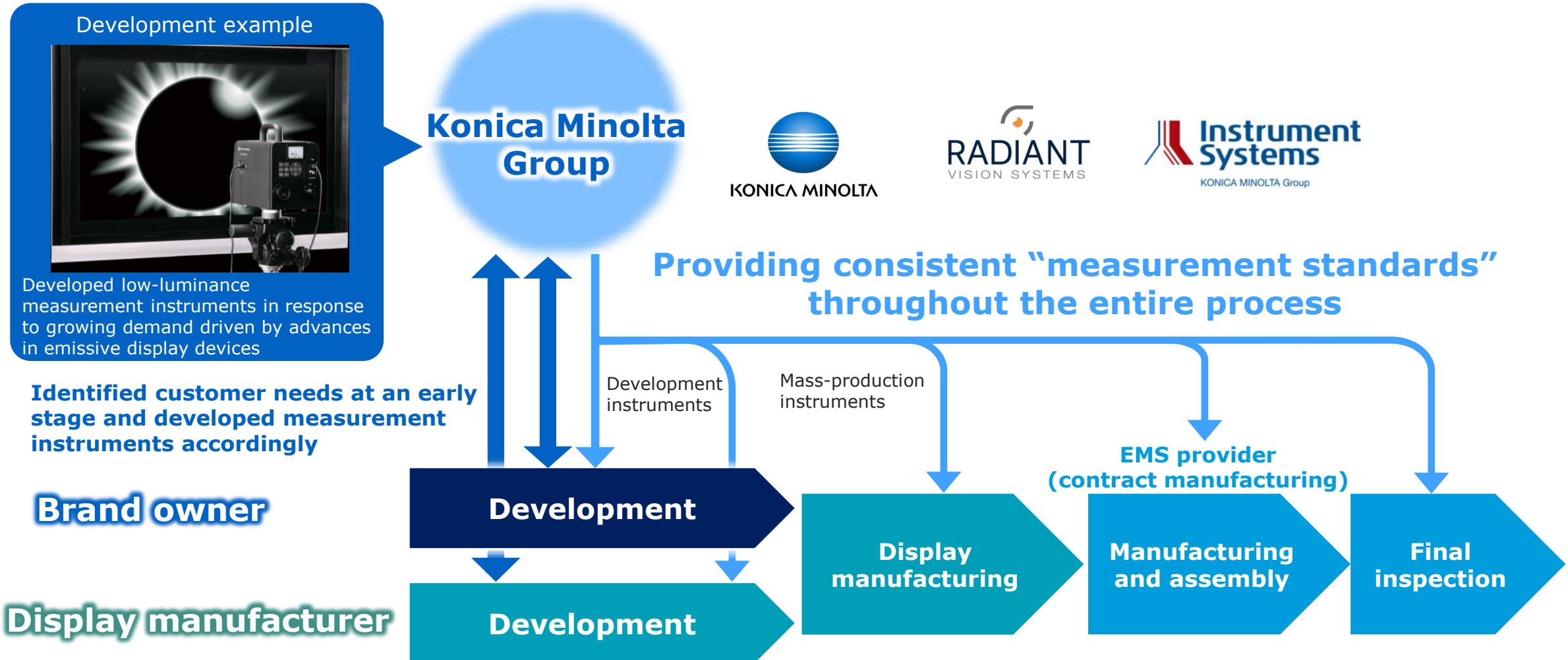
Addressing the decline in skilled technicians

Measurement results unaffected by time or environmental conditions

Ensuring long-term stability and reliability

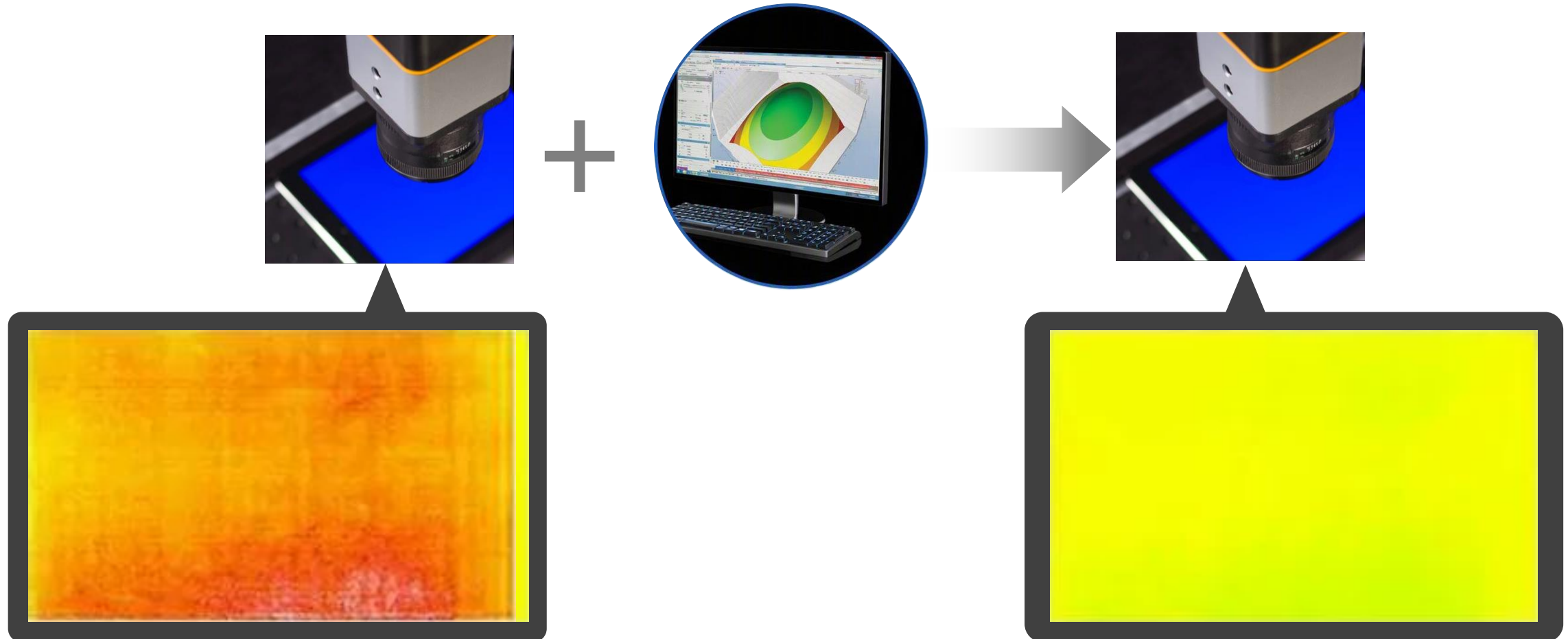
Core Domains | Konica Minolta's Strengths in Technology and Value Delivery for Light-Source Color Measurement

Developing measurement instruments that address the technical challenges of brand owners and display manufacturers and providing consistent “measurement standards” across the entire value chain



Core Domains | Konica Minolta's Technology Strengths: Demura Processing

Hardware quantifies display unevenness at the pixel level. Software corrects unevenness and supports quality improvement in customers' mass-production processes, addressing a key customer challenge



The blue test screen is displayed with its colors replaced to improve visibility and distinguishability.

Core Domains | Growth Strategy for Light Source Color Measurement

Market opportunity

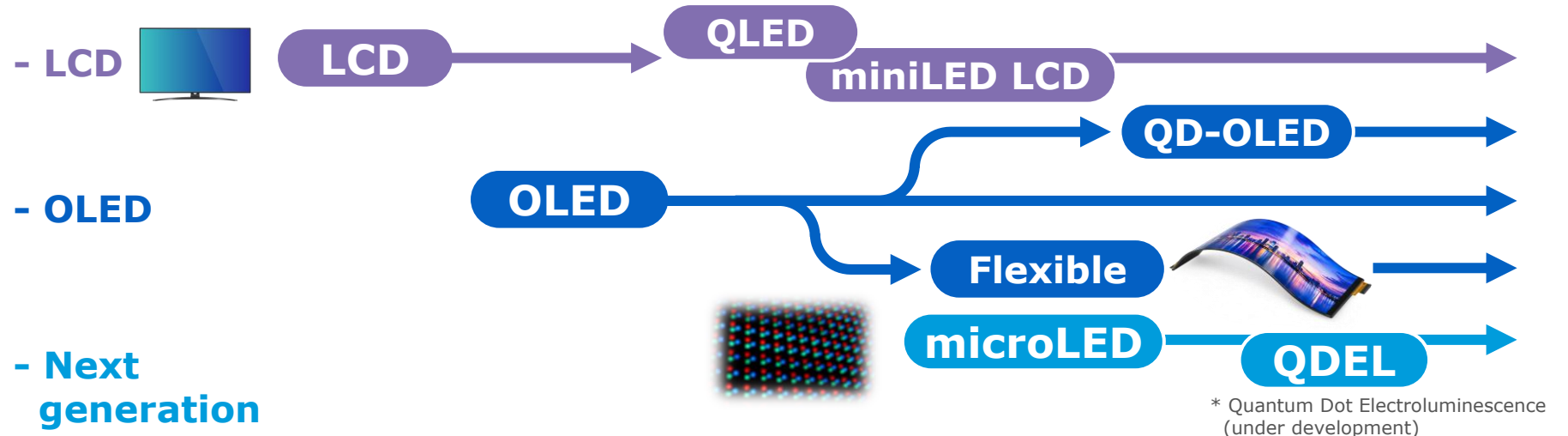
Continued growth in demand for light-source color evaluation as display technologies, devices and specifications evolve

Strategy

Strengthen account management collaboration in the Industry Business and maintain our No. 1 market share

Evolution of display technologies

- **Color reproduction**
(Wide color gamut, HDR)
- **Fast response**
(Reduced image retention)
- **Low power consumption**
(Energy efficiency, longer operating time)
- **Slimmer form factors and greater design flexibility**
(Curved, transparent)



Diversification of devices

- **Diverse use cases**
(Outdoor, in-vehicle, healthcare)
- **Advanced functionality and performance**
(Usability, functional integration)
- **Creation of new value**

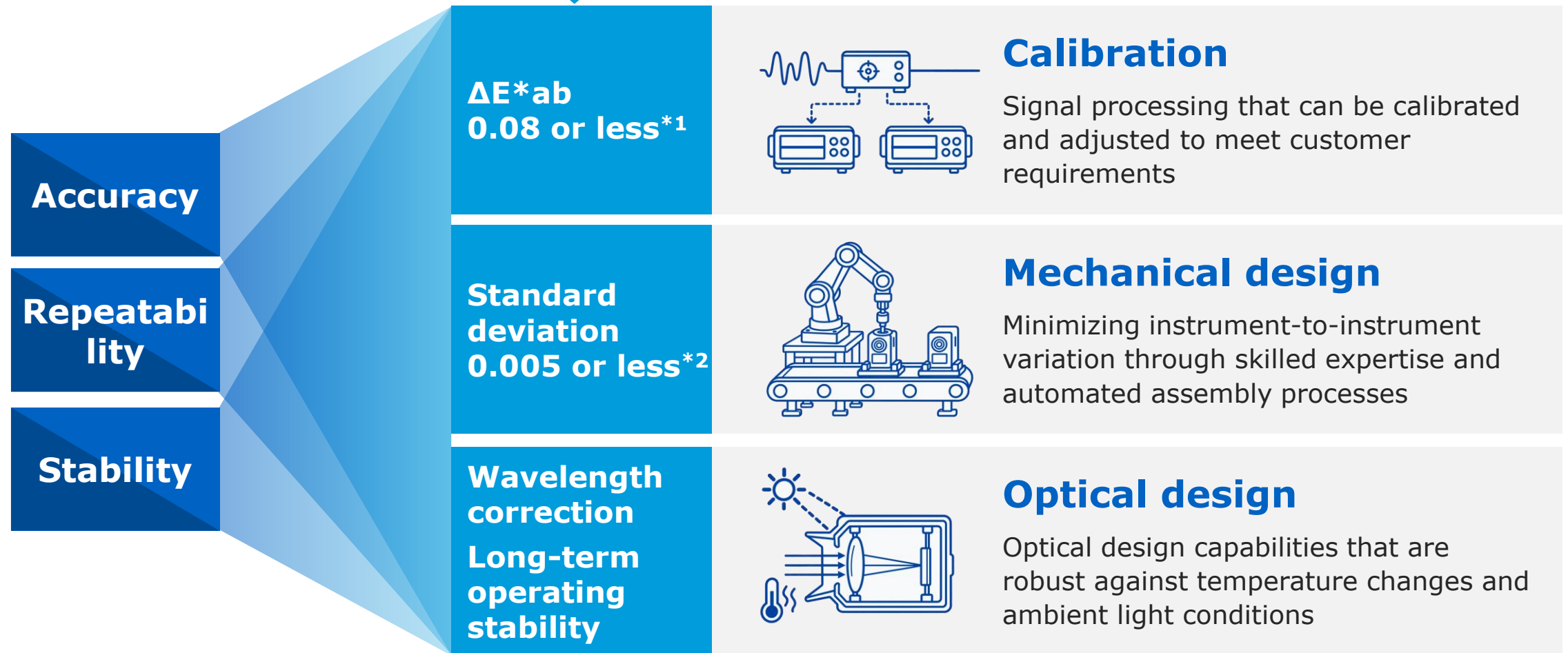
- TV/monitor
- Tablet
- Smartphone
- Smartwatch
- AR/VR



Core Domains | Object Color Measurement: Konica Minolta's Technology Strength

Technology that meets the customer need for consistent measurement results regardless of who measures, where or when

Industry-leading performance



*¹ Instrument-to-instrument variation in measured values: average for 12 colors of BCRA Series II tiles
*² After white calibration, the white calibration tile was measured 30 times at 10-second intervals

Core Domains | Growth Strategy for Object Color Measurement

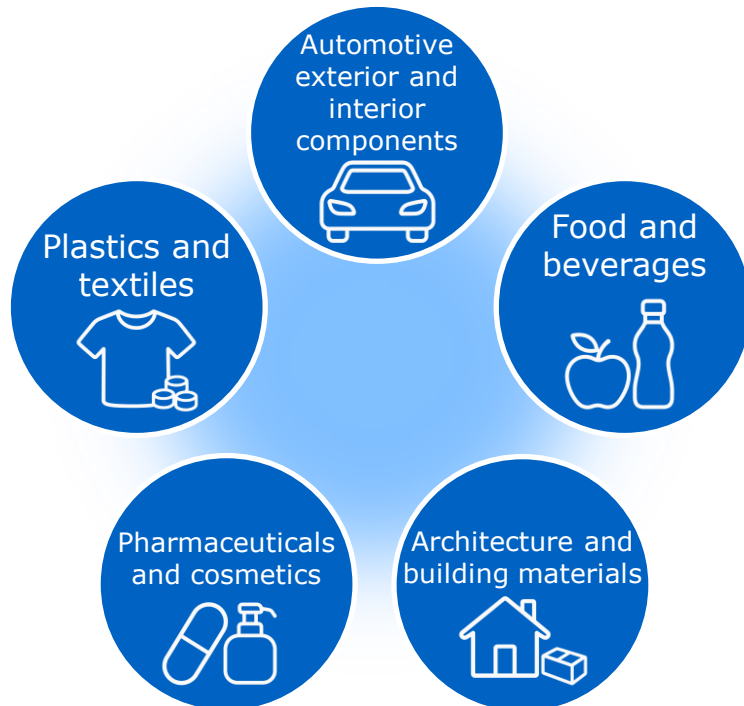
Market opportunity

Growing demand among customers for globally consistent quality, cross-factory data management and measurement automation

Strategy

Integrate with HSI to strengthen our presence in the textile and apparel industries and improve color matching through dedicated software-based global data management

Expansion of applications for object color measurement



Example of applications

Integrated Paint Color Management

Contribute to improving paint quality by leveraging color measurement data



Evolution of value delivered

Provide object color measuring instruments

Accuracy

Repeatability

Stability



Provide software and services

Measurement data



Support customers in improving color matching and reducing defects

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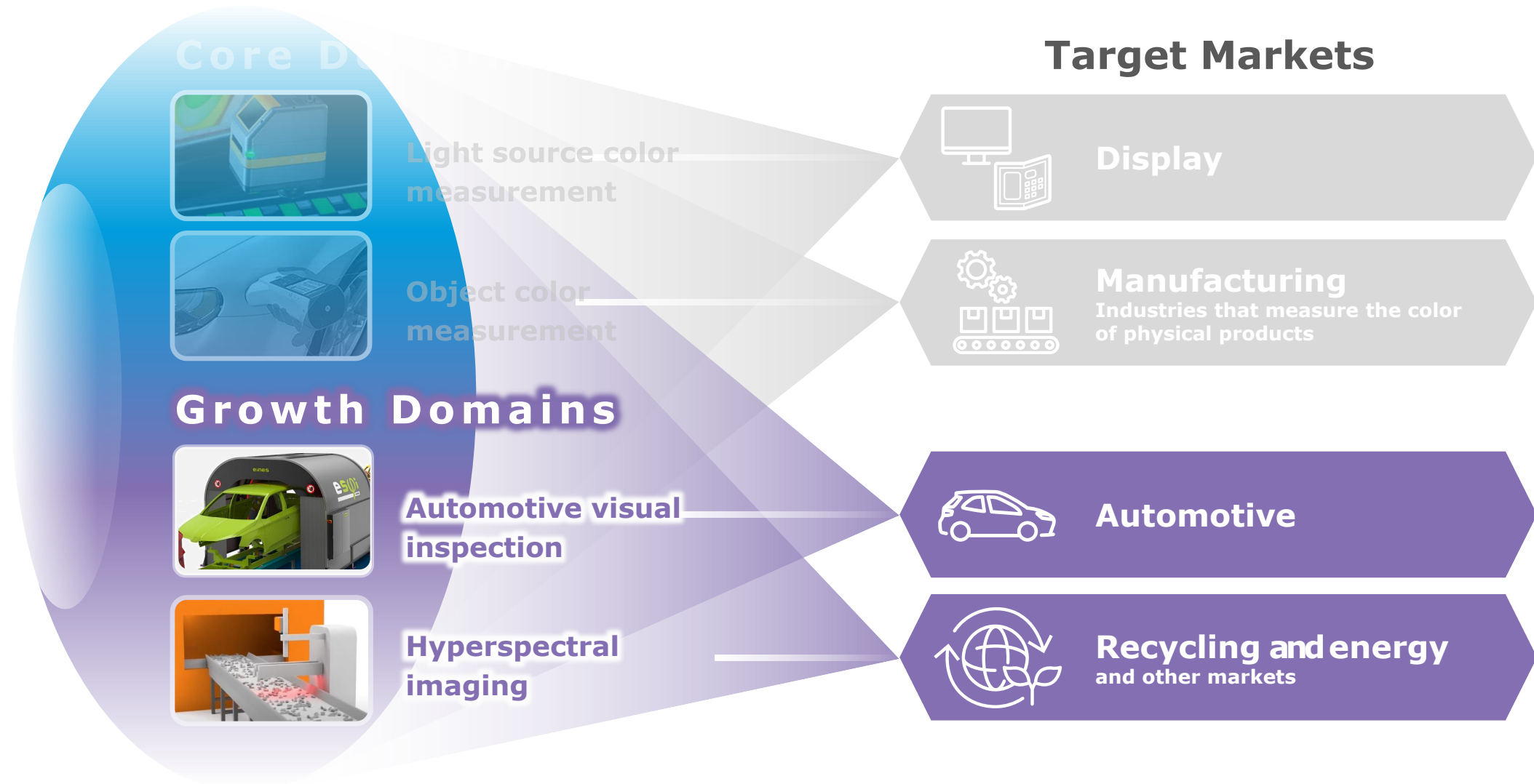
4. Future Strategy



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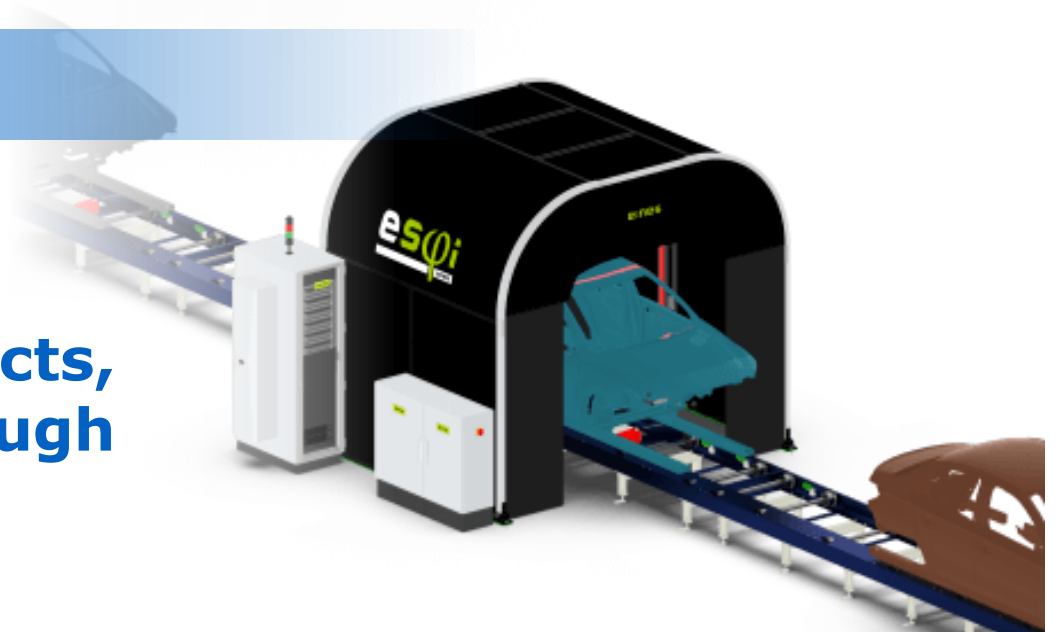


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Automotive Visual Inspection System

For vehicle bodies with sophisticated styling,
**automate inspections of paint defects,
gaps, flushness and assembly through
to final quality inspection**



Customer needs **The ability to identify minute defects quickly and accurately**

Supporting a wide range
of vehicle models, designs
and colors

Detection of minute
defects and other
imperfections on
vehicle bodies

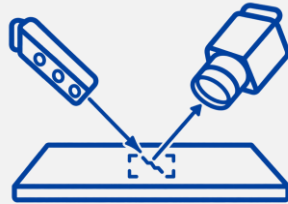
Supporting
production-line
safety and speed
requirements

Does not rely on
highly skilled
operators

Growth Domains | Automotive Visual Inspection: Konica Minolta's Technology Strengths

Technology that automatically identifies defects quickly and accurately without slowing down automotive production lines

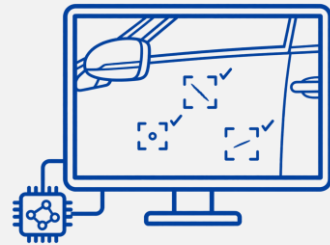
Accuracy



Optical structure

Lighting design based on proprietary know-how and optical design that captures minute defects from changes in reflected light

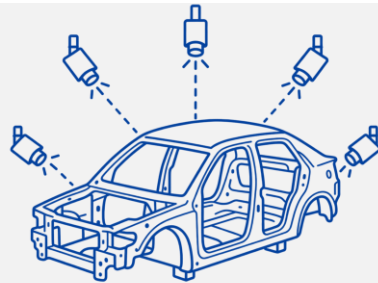
Identification



Defect identification

Identify the types of sub-millimeter scale defects using AI-based image inference

High-speed processing



Synchronized imaging

Engineering capabilities that enable us to capture 40,000 images per vehicle inline without blind spots and adapt to increasing production-line speeds

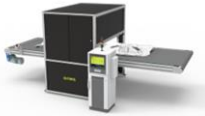
Growth Domains | Automotive Visual Inspection: Expanding Value Delivered Across the Automotive Industry

Launched an all-in-one tunnel inspection system for final inspection in 2025 and expanded the lineup to four models. Inspection systems for automotive parts manufacturers have also been introduced

Global implementation examples

Our products are used across multiple manufacturing processes, supporting process automation

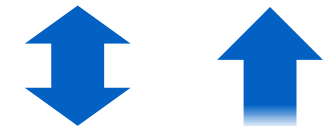
Automotive manufacturing process

	Pressing	Welding	Painting	Assembly	Final inspection
					
Visual inspection	 Vision System for Press Shop Stage		 esphi Sealer Check		 esdi All in One Tunnel
Measurement		 Handheld Metrology eiφis		 Handheld Metrology eiφis	 eiφis + Spec Check

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Develop inspection systems that address automakers' challenges



Automakers
(production engineering department)



Automotive parts manufacturers

Growth Domains | Automotive Visual Inspection: Growth strategy

Market opportunity

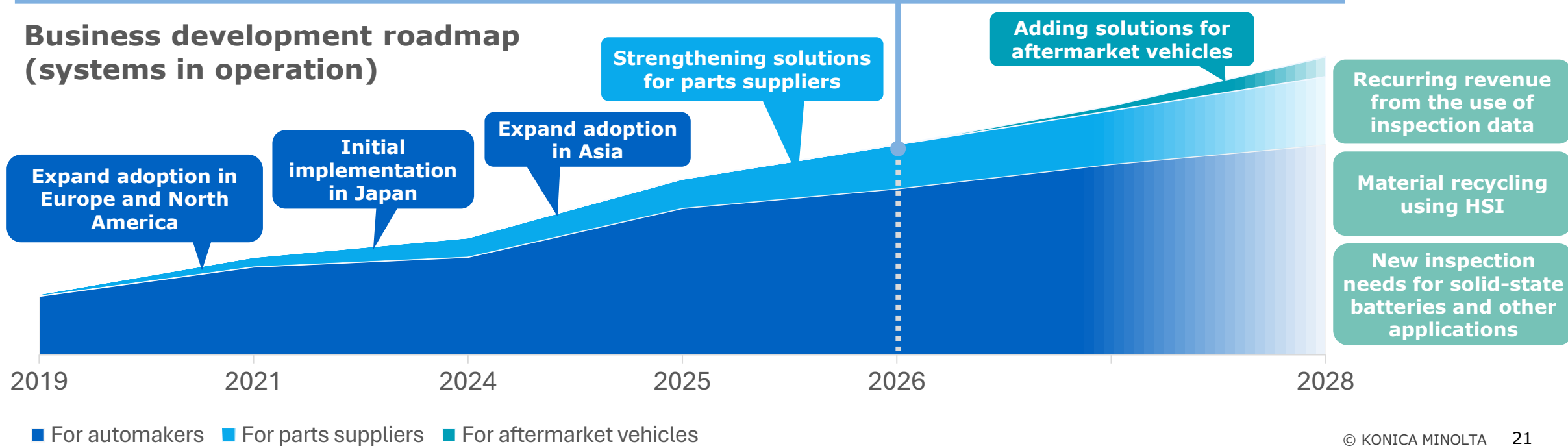
Growing demand for automated inspection in the automotive industry and for solutions supporting the circular economy

Strategy

- Develop new customers and expand adoption of different tunnel-type inspection systems among existing customers
- Strengthen solutions for parts suppliers and aftermarket vehicles

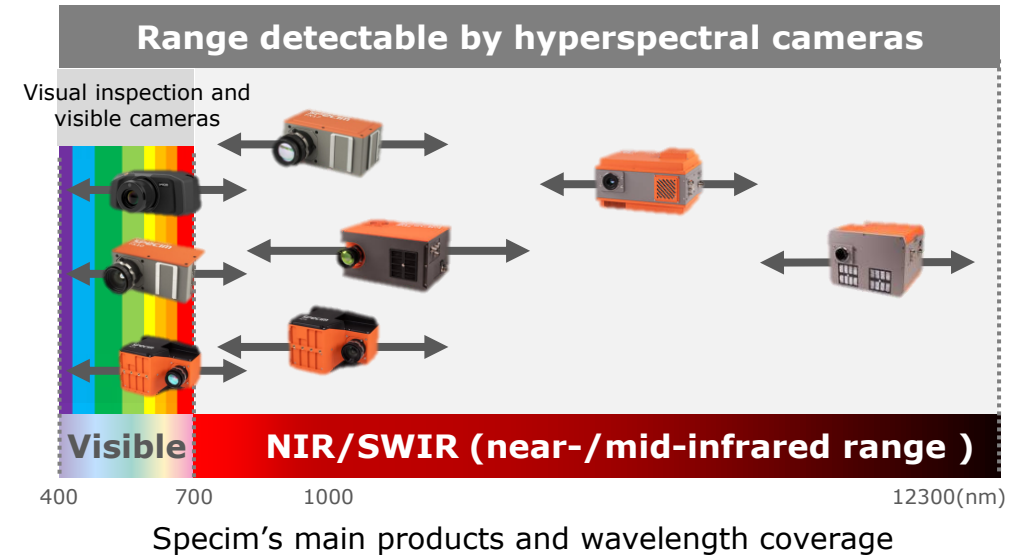
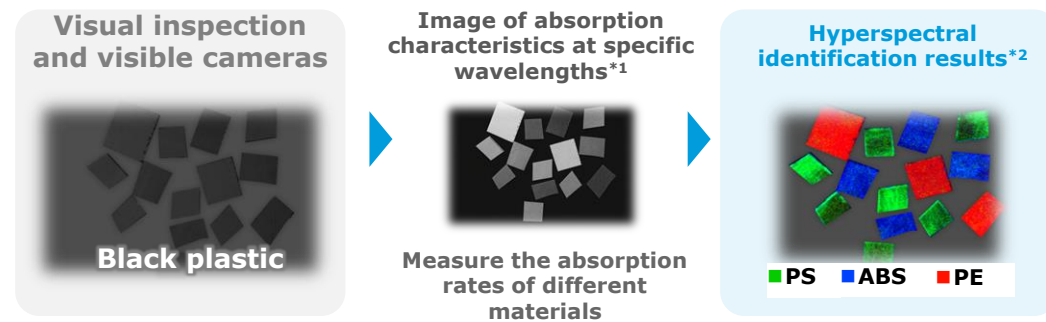
- Adoption is accelerating, supported by steady demand for automation in the United States, installations at multiple companies in Japan and the first order in India
- Received an order for a wheel inspection system in Eastern Europe by leveraging the sales network of the Business Technologies Business

Business development roadmap (systems in operation)



Hyperspectral Imaging

Identify the materials and properties
of objects by detecting wavelengths invisible to visible-light cameras



*1 The output format differs from the actual measurement data

*2 Materials are identified by comparing measurement results across multiple wavelengths with a material library

Customer needs

The ability to distinguish among a wide range of materials

Identify the materials
used in black and colored
products

Identify the condition of
material degradation

Handle mixed and
composite materials

Process large volumes
with minimal manual
labor

Growth Domains | Strengths of Konica Minolta and Specim's Technologies

Accelerate Group-wide solution expansion built around our technology for distinguishing a wide range of materials and properties



Measurement range

Broadband hyperspectral imaging

Capture information across the visible to infrared range (400–12,300 nm)

Condition assessment

Material identification

Have material libraries for plastics, textiles and other materials

Speed enhancement

Multi-band wavelength measurement

Simultaneously acquire spectral data across several hundred bands at intervals of a few nanometers

Customer touchpoint

Leveraging our global customer base

Explore new value creation opportunities enabled by HSI and promote co-creation with customers

Solution

Optical and image-processing technologies and AI utilization

Solution offerings tailored to industry- and customer-specific challenges



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Growth Domains | Growth Strategy for Hyperspectral Imaging

Market opportunity

Growing demand in mineral mining, next-generation energy, recycling and food sorting

Strategy

Business development for growing industrial applications and business expansion through AI-enabled solutions

Mineral mining

Mining operators

Measure mineral content in South America and other regions



Perovskite solar cells

Solar-cell module manufacturers

Measure the thickness of coated perovskite layers for quality control



Solar panels

Miyagi Prefecture

Predict service life by measuring the degree of degradation



Geological and mineral resources

Agricultural vegetation

Food sorting

Existing

Plastic recycling

New

Energy

Functional materials

Apparel

Intelligent recycled materials

MJ MATERIAL TECHNOLOGY

Use for sorting waste plastic feedstock



Home appliances and other products*

Mitsubishi Electric Corporation

Identify the materials in recycled plastics

*Development and validation phase



Textile recycling

GOLDEN LADY COMPANY

Automatically sort materials at legwear fiber recycling facilities



Growth Domains | Example of Hyperspectral Imaging + AI Solutions

Market opportunity

Mandatory Extended Producer Responsibility (EPR) requirements driven by stricter recycling regulations in Europe

Strategy

Expand solutions that combine our HSI strengths with AI, primarily across Europe

Co-creation with customers

Fiber

GOLDEN LADY COMPANY

Automatically sort materials at legwear fiber recycling facilities



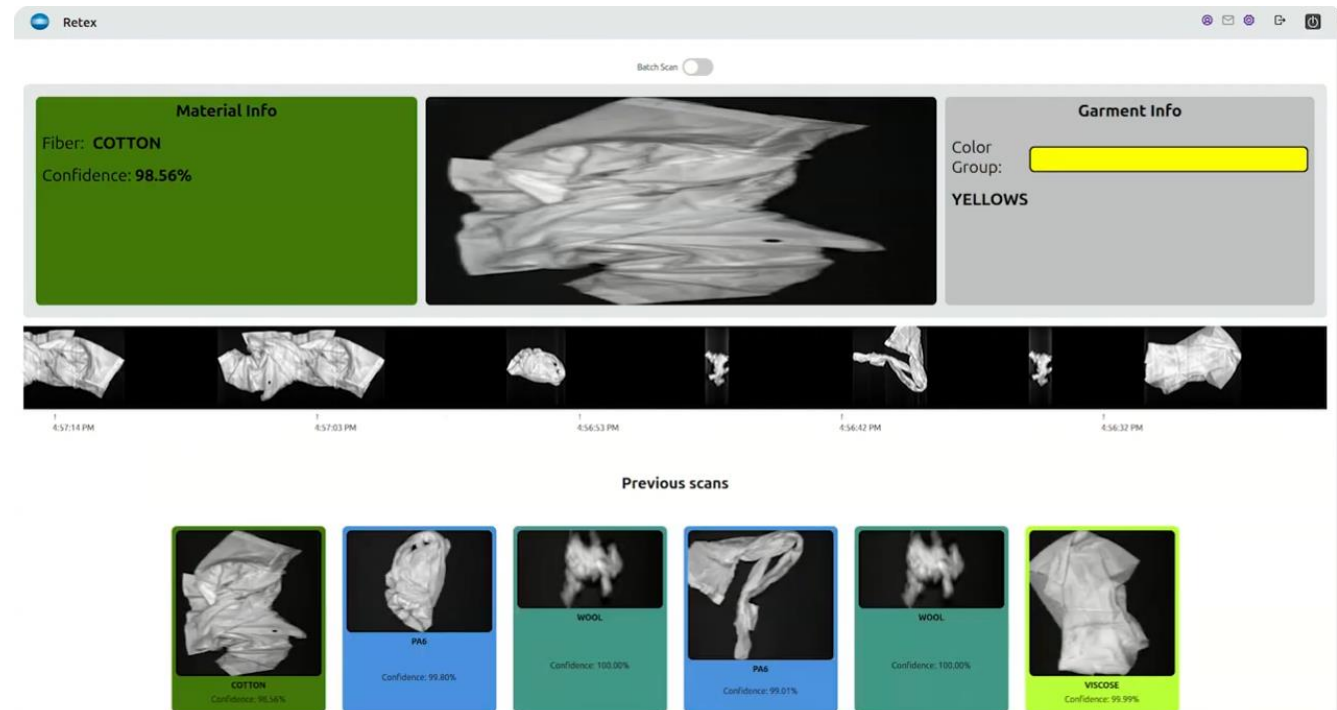
Value creation approach



Material
identification
model



Development
data



Reference: [AI-Powered Textile Recognition in Practice | Specim RETEX](#)

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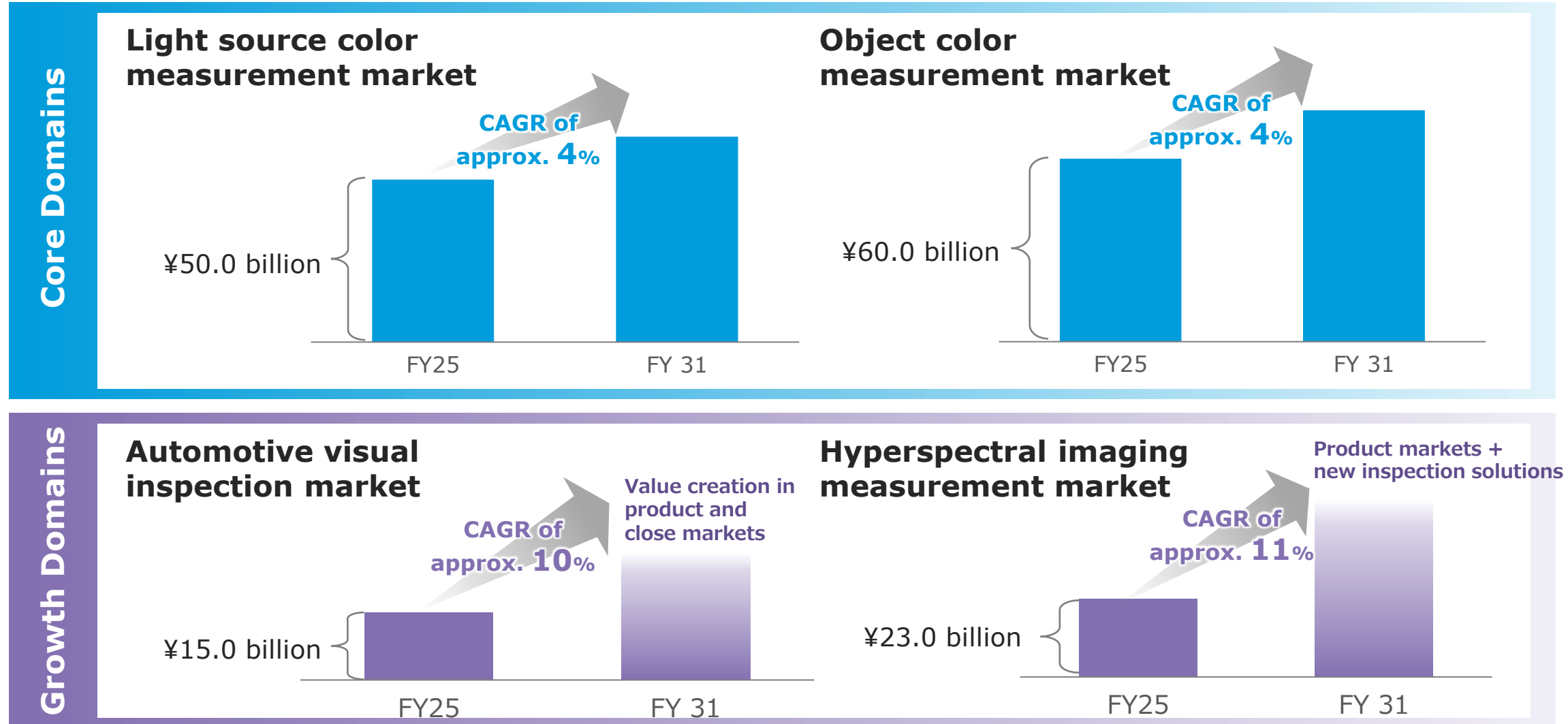


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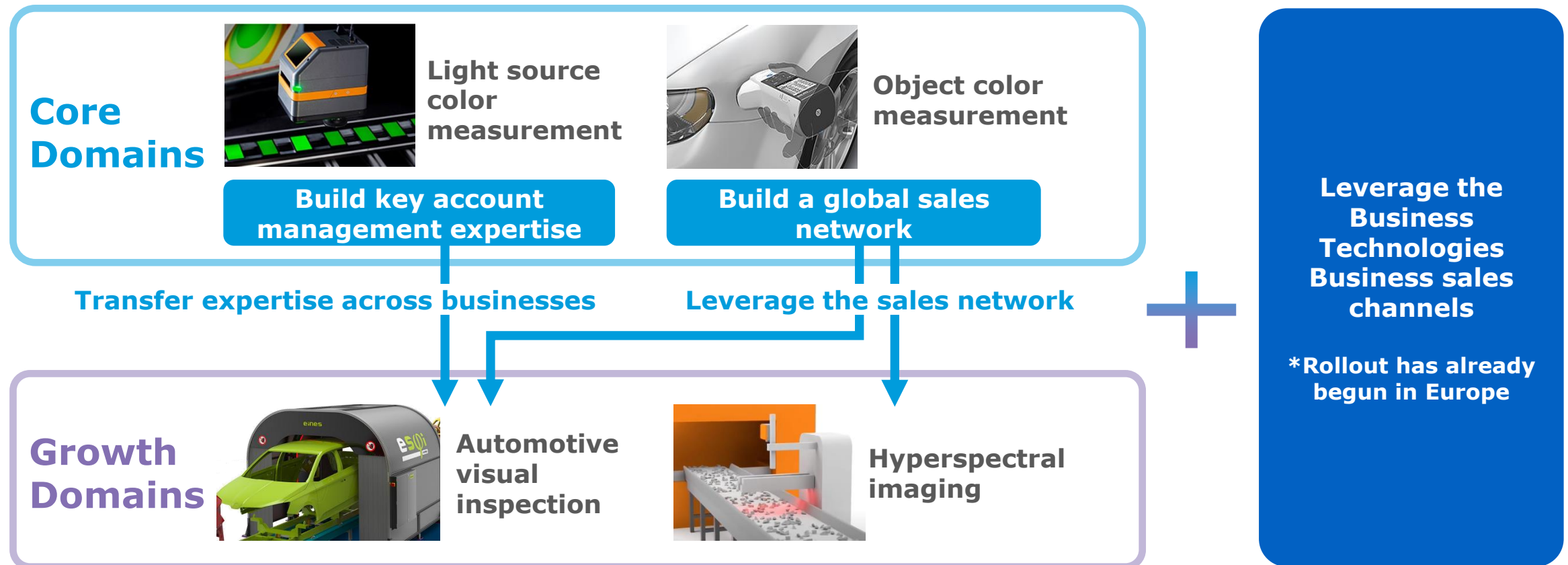
Future Strategy | Market Size of the Core and Growth Domains

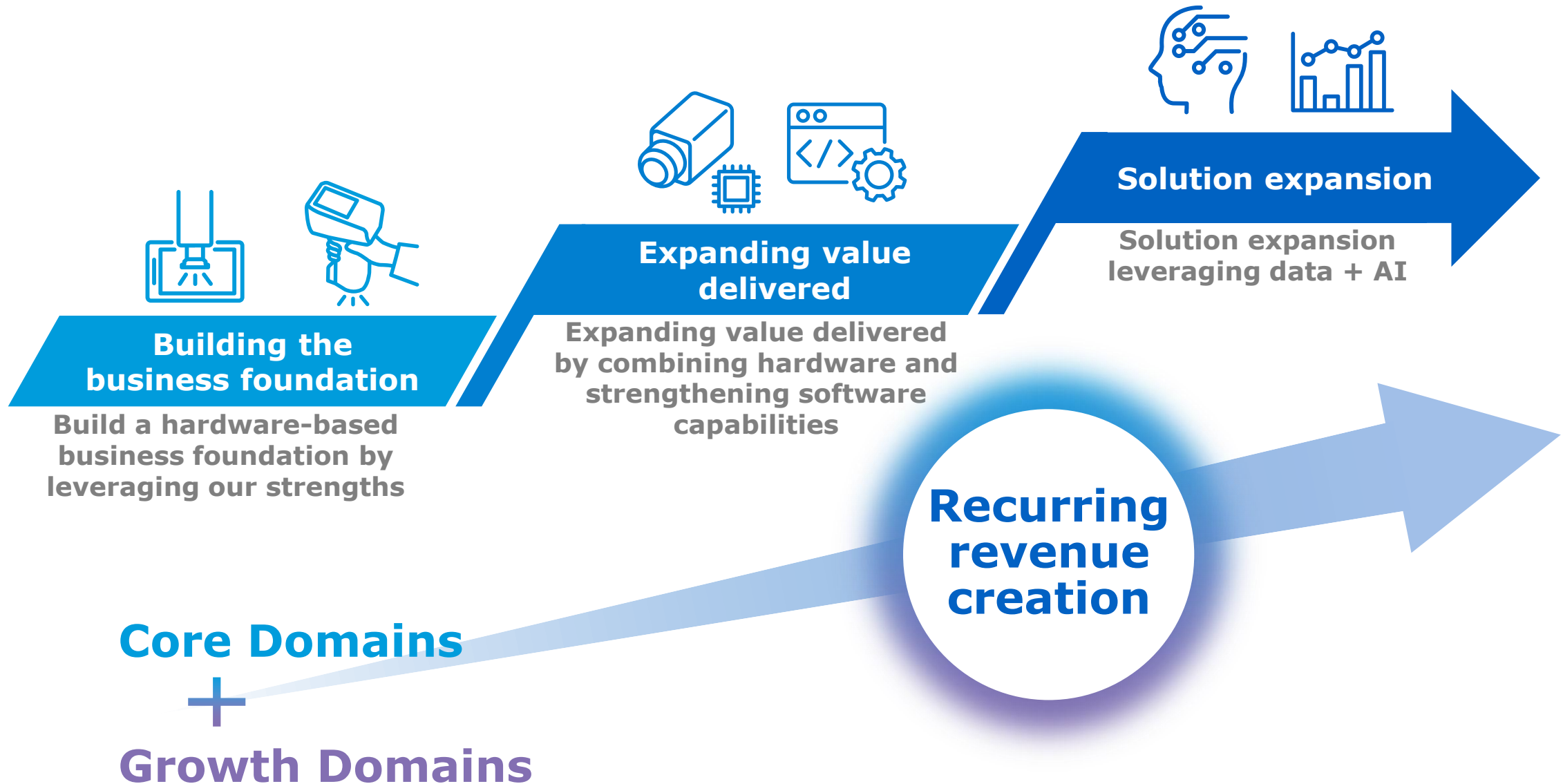
Stable growth is expected in the core domains, while the growth domains are expected to achieve high growth by creating value in the hardware market and expanding into adjacent domains and solutions.



Future Strategy | Leveraging the Konica Minolta Group's Expertise and Customer Base

- Deploy the technology strengths, development capabilities and customer-facing expertise developed in the core domains into the growth domains
- Leverage the Business Technologies Business sales channels, strengthen solution proposal capabilities and accelerate business growth

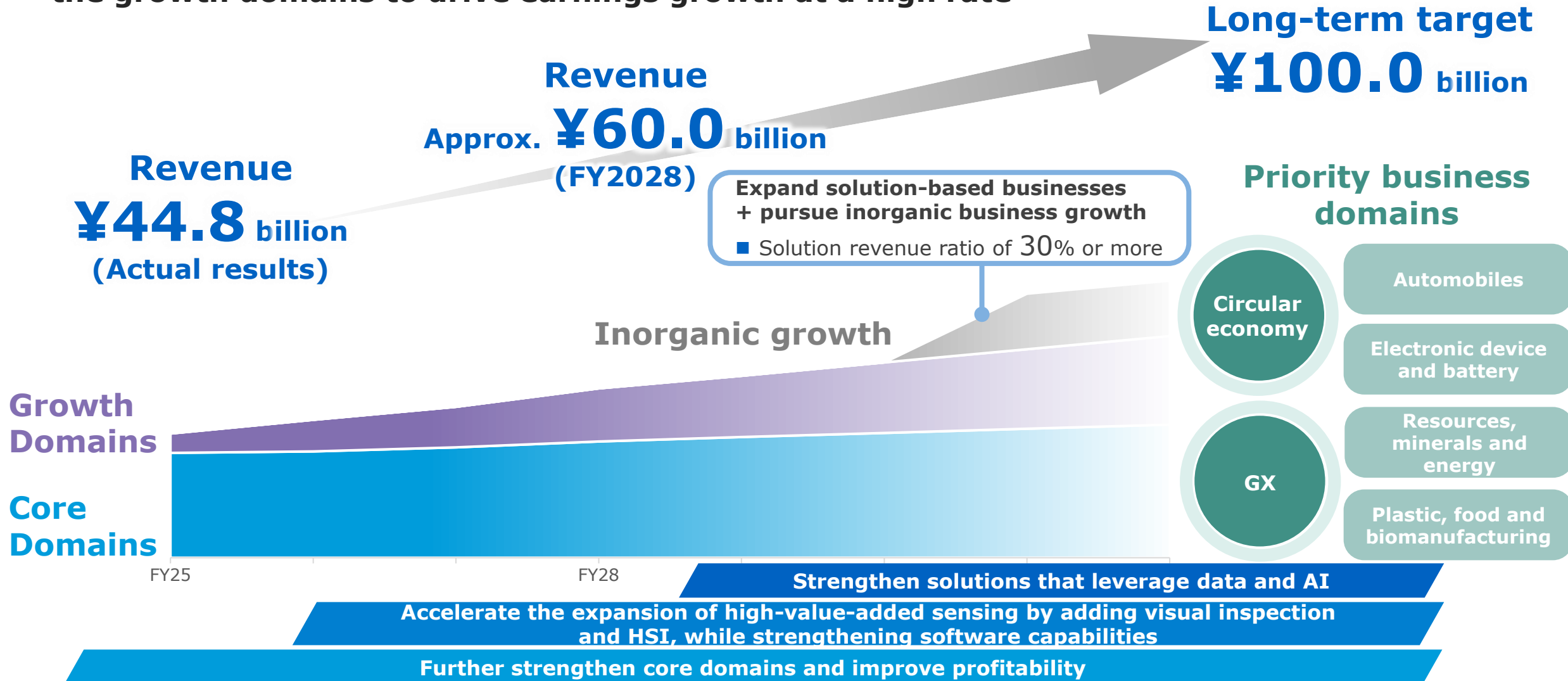






Long-term Targets for the Sensing Business

Maintain stable earnings in the core domains while developing new industrial applications in the growth domains to drive earnings growth at a high rate





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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.