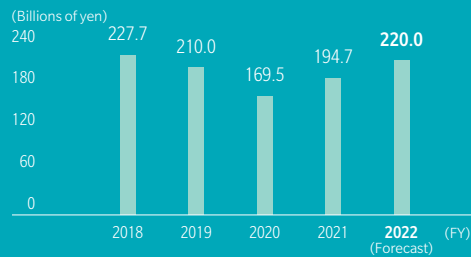


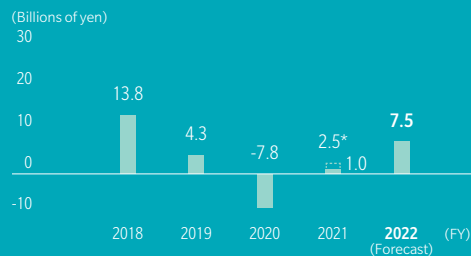
Growth Strategies in Each Business



Revenue



Operating profit



* Excluding an impairment loss on goodwill of 1.5 billion yen

Market Environment Awareness

Opportunities

- In commercial printing, the transition from analog to digital printing is accelerating due to individualization and shortening of product cycles in marketing methods. In industrial printing, this acceleration is happening due to a shortage of skilled workers and growing environmental concerns at printer companies, in addition to shorter product cycles.
- Demand for package and label printing is increasing due to global population growth and increase of private and local branding.

Risks

- The spread of COVID-19, geopolitical risks, and economic volatility have reduced demand for printing and willingness for capital investment.
- Higher cost of sales and supply shortages for customers due to tight supply and price hikes of semiconductors and other components, and the COVID-19 pandemic affecting the entire supply chain and causing higher logistics costs.

CAGR by market (FY2020-2022)

| | |
|---------------------|------|
| Commercial printing | +7% |
| Label printing | +6% |
| Package printing | +15% |

* Konica Minolta estimates

Growth Strategy

- We will develop the digital printing market and reduce environmental impact, such as waste and CO₂ emissions during distribution, by transforming the current analog printing-centered supply chain to one that takes advantage of the benefits of digital printing which improve printing effectiveness.
- We will support DX of printing workflow by combining heavy production printers (HPP) with industrial printing equipment such as UV inkjet press and embellishment press, to expand business both for the Company and for our customers, mainly major printing companies in developed countries. (→P26)
- Intelligent Quality Optimizer function and automated inspection functions (IQ-501) previously available on HPP are now available on light production printers (LPP) and mid-production printers (MPP). We will maintain the top market share of small and medium-sized printing companies in developed countries by advertising their production efficiency and labor-saving qualities. Moreover, we will expand sales in growth markets (China, India) where we have the overwhelming top market share.
- We will mount the IQ-520, which is an IQ-501 designed for label printers, onto a high-speed label printer model and expand sales from mid-scale into large-scale suppliers in the industrial print domain, which is primed for considerable digital print volume growth. We will also grow sales by providing total solutions that bring together UV inkjet press with digital embellishment press to satisfy package printing demand. In addition, we will expand sales of single-pass type textile printers. These efforts will see us greatly increase our non-hardware sales.
- Marketing Services will improve profitability by strengthening automation of assistance to obtain existing marketing tools and expanding digital marketing services through data analysis.

Strategic KPI

| | FY2021 Targets/Results | FY2022 Targets |
|-------------------------------|---------------------------|-------------------|
| HPP market share | | |
| Market share | 35% → 33% | 40% |
| YoY sales Non-hardware | | |
| Production Print | +22% → +12% | +5% |
| Industrial Print | +24% → +47% | +28% |

Growth Strategies in Each Business: Professional Print Business

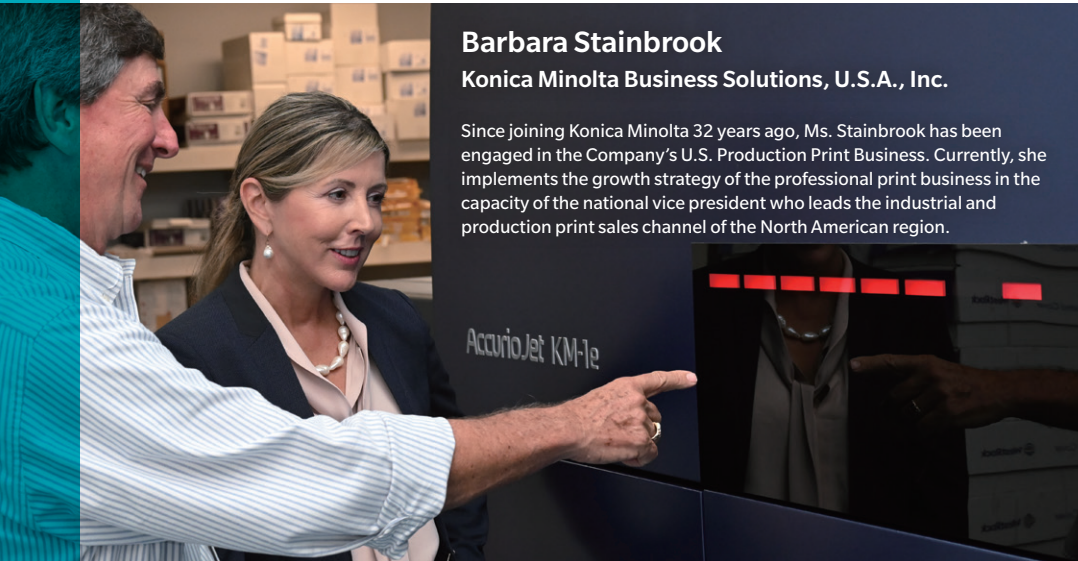
Close Up

Continuing to demonstrate our presence in the North American market as a top digital printing enterprise

Barbara Stainbrook

Konica Minolta Business Solutions, U.S.A., Inc.

Since joining Konica Minolta 32 years ago, Ms. Stainbrook has been engaged in the Company's U.S. Production Print Business. Currently, she implements the growth strategy of the professional print business in the capacity of the national vice president who leads the industrial and production print sales channel of the North American region.



Meeting diverse printing needs: the KM-1 LED UV Inkjet Press Series

We started focusing on on-demand printing that “enables output when and where it is necessary and in the necessary volume” at an early stage, and have driven forward the expansion of the digital printing market over time. The digital press that we are proposing as a replacement for conventional offset (analog) presses is the AccurioJet KM-1e LED UV Inkjet

Press, which can accommodate sheet sizes that exceed B2. In addition to achieving high print quality that stands toe-to-toe with offset printing, the KM-1e can handle printing substrates of varying types and thickness and automated double-sided printing as well as be connected to post-processors inline. Built on the success of the KM-1, the AccurioJet KM-1e, is distinguished for its ability to print on a diverse array of printing materials that include plastic substrates, transparent film, foil paper,

metallic mediums, canvas, and synthetic substrates in addition to standard offset paper stocks.

Customers are choosing the KM-1 series for several reasons. The first reason is that it addresses the shortage of personnel in the printing industry and increases productivity. Because of its superior operability, the press can be operated by staff without specialized expertise to produce high-quality printed materials. The second reason is the reduced environmental impact. Traditional offset printing requires intermediate materials such as films, plates, water and several sheets of paper to prepare for printing and reach optimum quality. Since the KM-1 series does not need these, it reduces required resources. Additionally, because it enables printing where it is necessary and in the necessary volume, the press also helps lower transport quantities of printed materials, which in turn results in transportation-related CO₂ emissions reductions.

In these times that call for business to be sustainable, we anticipate that need to replace offset presses with the KM-1 series will further increase going forward.

Cultivating the commercial and industrial printing markets in the North American region

Our Industrial and Production Print team pursued sales expansion strategies for the KM-1 series with large printing companies and other entities as our target in the large-scale commercial printer sector, where Konica Minolta had no market share up to that stage.

More specifically, in addition to conducting consulting activities for marketing for customer companies and for the production of new printed materials, we provide information through portal sites for customers and training services aimed at operators. In doing so, we endeavored to elevate customer satisfaction levels.

As a result, the installed base of the KM-1 and KM-1e increased tenfold over roughly two years. Moreover, about 90% of these sites of installation were new customers. Average monthly print volumes of these customers are more than 50% greater than those of our preexisting KM-1 customers.

In addition, given that print volumes per month have increased threefold in 24 months, we believe that the KM-1 Series is successfully contributing to an increase in printing orders received by our customer companies and to their transition to digitalization. It is also our understanding that our customers are satisfied with the print quality and ease of use.

Furthermore, by combining the KM-1 with other Konica Minolta digital products such as production, label and decorative printers, we are also focusing on providing total solutions to printing companies.

In the commercial and industrial printing markets, there are still considerable opportunities for us to grow. As someone in the position of leading the sales strategy in our Professional Print Business in the North America region, I will provide our customers with the world-class technology in the inkjet, decorative and label printing sectors that Konica Minolta possesses and do my part for maintaining and improving our position as a major industry player for many years to come.