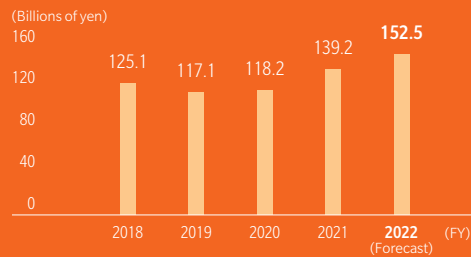


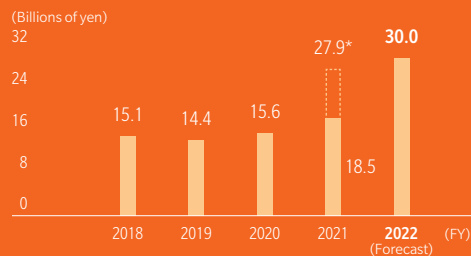
Growth Strategies in Each Business



Revenue



Operating profit



Market Environment Awareness

Opportunities

- Increasingly higher resolution and larger sized in mobile and TV displays, and expanding applications in a variety of devices.
- Increasing automation and laborsaving in manufacturing sites in the automotive, recycling, food, and pharmaceutical industries. Demands for increased stability and productivity in quality and components testing, as well as improved working conditions.
- Increasing demand for network cameras and image analysis services due to growing societal need for disaster and accident prevention, stable operation of manufacturing equipment, crime prevention and monitoring in various types of facilities, and improved efficiency in sales activities.

Risks

- Uncertainty risk regarding tighter regulations and geopolitics in various regions.
- Substitution risk due to new technological development.

CAGR by market (FY2020-2022)

Sensing	Light source color / object color	+4%
	Automotive exterior	+15%
Performance materials	Large TVs (LCD+OLED)	+15%
	Medium-sized devices(mobile devices)	+11%
Inkjet	Industrial applications	+34%
	POD	+28%

* Our estimations

Growth Strategies

- In the sensing field, we made measurement of light source color and object color for various displays, where we hold more than 50% market share, into a core business, and will expand the target domains of measurement through strategic acquisitions and alliances. In visual inspections, we will diversify application in domains where we can differentiate ourselves, including automobiles. Moreover, we will expand our inspection and sorting businesses in fields like recycling, food, and pharmaceuticals, where market growth is anticipated, by using hyperspectral imaging (HSI), which measures non-visible light. (→P20)
- In the materials and components field, we will provide key devices essential for advancing input and output in the digitalization of industry. We will also raise value throughout the entire supply chain and optimize workflow by providing high value-added products from upstream of the supply chain. Performance materials are to be used in displays for a wide range of products, including large TVs, small and medium-sized mobile devices, and in-vehicle displays, which are all growing. We will increase production capacity of SANUQI film and increase productivity by launching an off-line processing facility (→P21). Inkjet heads will be used for on-demand manufacturing in addition to sign graphics. We will also expand sales for industrial applications with high growth potential, such as printed circuit board manufacturing. (→P22)
- In the imaging-IoT field, we will globally deploy imaging-IoT platform "FORXAI", which brings together proprietary imaging AI technologies with a range of sensor devices that read images and video data. We plan to increase the value we provide by working with partners to develop world-class human behavior and object recognition technologies.

Strategic KPI

	FY2021 Targets & Results	FY2022 Targets
Sensing	Strategic investment business (visual inspection and HSI industry applications)revenue ratio: 14% → 9.5%* (Result)	Strategic investment business revenue ratio: 17%
Performance materials	Expanding growth domains (materials for large-sized TVs and various film functions for small and medium-sized devices)	<ul style="list-style-type: none"> Large-sized TVs: 30% or more of our phase difference films Various film functions for mobile devices: 50% or more (as percentage of sales)
Inkjet	Business expansion via new head and ink products	<ul style="list-style-type: none"> Industrial print and POD growth rate: total 20-30%
Imaging IoT	Imaging IoT platform partners: 75 → 105 companies (Result)	Partners: 125 companies

* Sales increased YoY, but did not achieve target of 14% due to significant expansion of core business.

Growth Strategies in Each Business: Industry Business Sensing

Close Up | Hyperspectral imaging that makes the invisible “visible”



Katja Lefèvre
Specim Spectral Imaging Oy Ltd.

Joined Specim in 2006 while working on PhD thesis in Space Physics at university. Assigned to Offering and Solution Department, which is responsible for customer presales, etc., after working in the department in charge of airborne products and their data processing tools.

HSI technology expected to solve various social problems

Hyperspectral imaging (HSI), a high-performance technology that melds high precision spectroscopy and imaging technology, makes it possible to capture not only wavelengths visible to the human eye but also wavelengths invisible to the human eye, such as near infrared and far infrared light. Therefore, it

is possible to capture both information in nonvisible parts of the light spectrum, such as that related to material components and characteristics, and all decomposed light information down to the pixel.

Traditionally, HSI has been used primarily in the fields of environment science, agriculture, and geology to monitor vegetation growth, forest fire risk, water quality, and other items, and the technology has been positioned as an

important one to tackle global social issues, including natural resource drain, climate change, and natural biodiversity.

On the other hand, in recent years, the use of HSI has expanded to include various other fields, including optimization, control, and digitalization of product quality verification through inline/real-time measurements in production environments. HSI can provide not only efficient and accurate inspection in the visible range, such as object color and display color measurement in 2D, but also can be widely used in applications that exceed what the human eye can do, such as sorting by material type in recycling industry, detecting foreign objects and inspecting food package sealing in food product manufacturing, and identifying mineral kinds and measuring film thickness in 2D in industry. It is hoped that HSI will be a revolutionary solution useful for improving resource recovery rates, which is indispensable for transitioning to a circular supply chain, and undertaking food and material production with little CO₂ emissions throughout the lifecycle.

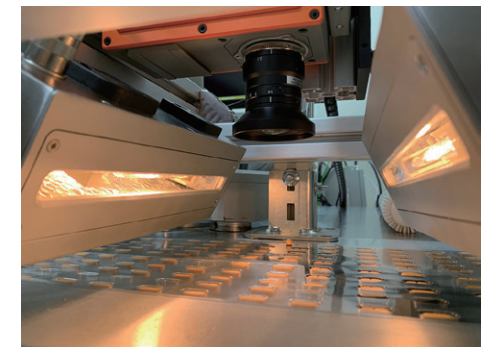
Introducing HSI technology globally as a member of the Konica Minolta Group

Although a small company with headquarters in Finland and only 80 employees, Specim is a group of highly capable professionals of various nationalities, sexes, and skills. As the Head of Offering and Customer Solutions, I am in charge of service and customer solutions and help customers solve their problems by constructing a product portfolio that meets market needs. As

for routine work, I am involved in numerous activities, such as explaining our technology and applications to customers and managing and developing products and services, which includes advice and technical support so the customers can make good use of products they purchase.

For many years, Specim has been working to develop technology that even customers with little or no scientific background can easily introduce. On the other hand, the number of potential applications for HSI is enormous, and we have scratched only the surface so far. To broadly spread this appealing technology, we have to, therefore, focus even more on education activities.

The company's visibility and global support network rapidly improved once we joined the Konica Minolta Group. As a member of the Konica Minolta Group, we will continue to focus on developing and spreading the use of HSI by leveraging this network.



Quality test of pharmaceutical products using HSI camera

Growth Strategies in Each Business: Industry Business Performance Materials

Close Up | SANUQI, a high-performance film that will revolutionize the display industry

SANUQI, a next generation COP film that pushes the evolution of displays

Konica Minolta is one of the few manufacturers capable of supplying polarizer protection film for LCDs, boasting the highest share in the industry for high value-added phase difference films for LCD TVs and thin films for notebook PCs and smartphones.

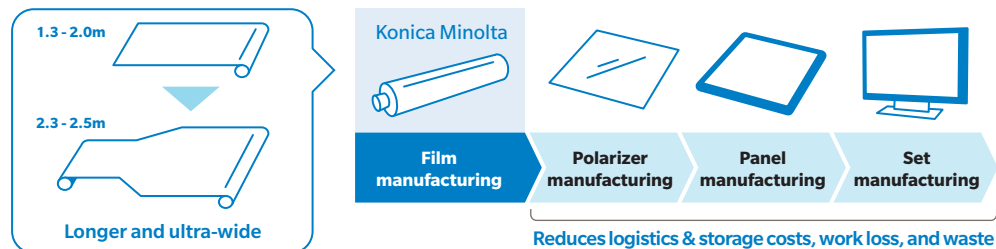
In recent years, as customer needs have diversified, the needed functions of polarizer protection films have become increasingly sophisticated in terms of anti-reflection, UV-cut, and high durability functions, and their use has expanded to include foldable and ultra-thin film smartphones. In response to this, we have developed a next-generation COP "SANUQI" film, as a replacement for the

conventional TAC film.

SANUQI film is a high-quality optical film refined from our core solution solvent casting technology and integrated with the latest DX technology. SANUQI has reduced optical loss compared to conventional TAC films due to the combination of materials and film-casting process, resulting in a high-definition finish for TV panels.

We brainstormed with our customers about commercializing SANUQI film and found that the traditional processing conditions for our previous products would not be sufficient to maximize the potential of this new material. So, we worked closely with our customers, sometimes checking their production processes directly, to create processing conditions that optimize the capabilities of SANUQI film.

Contributing to increased productivity in the display supply chain



Shinichi Kurakata
R&D Operations
Performance Materials Business Unit
Konica Minolta, Inc.

He has been involved in the development of manufacturing technology for new materials and products, beginning with polymers for photosensitive material. Since 2018, he has been involved in the launching of the new manufacturing line at the Kofu site as a Development Group Leader for SANUQI-VA (a phase difference film for TVs). He has been in his current position since 2021.

And we are currently engaged in development including new applications for SANUQI film that take advantage of its high heat-resistance and high toughness, for OLED displays, in-vehicle displays, and new foldable and bendable displays.

Longer lengths and ultra-wide widths help customers reduce costs and waste

In polarizer protective films, the recent rise in demand for large displays has increased the need for longer and wider films.

In order to meet such needs, we have utilized our proprietary technologies and

production lines to develop an ultra-wide film that is twice as long as usual and can meet the demand for 2.3 to 2.5 m widths, ahead of our competitors. By providing longer, ultra-wide SANUQI films with long-term storage capability upstream in the display supply chain, we are helping our customers reduce logistics and storage costs, work loss due to converting, and waste.

We will continue to pursue product performance and leverage our strengths in providing products upstream in the supply chain to achieve workflow transformation and build and strengthen long-term relationships of trust with our customers.

Growth Strategies in Each Business: Industry Business Inkjet (IJ)

Close Up

The increasing use of inkjet technology in a wide range of industries

Seiji Nakashima
Inkjet (IJ) Components Business Unit
Konica Minolta, Inc.

Joined Konica Minolta in 2014 after working in overseas sales in the electronic component and printing industries. Established a European sales and technical support base for the "Nassenger" IJ textile printer in Italy, where he worked on expanding sales. Currently serves as Assistant Senior General Manager and General Manager of Sales in the IJ Components Business Unit.



Doing our part to significantly shorten processes and reduce drainage

Originally, printing processes using IJ were applied with considerable frequency to paper-centered printing and large outdoor advertisements using billboards. In recent years, with progress in the evolution of IJ heads, the use of IJ has also expanded to non-paper fields such as printed electronics (PE)*.

A conventional process for creating and

manufacturing printed circuit boards is conducted by using photographic development-type pattern generation. This process emits Volatile Organic Compounds (VOC) and generates large volumes of liquid waste through washing, among other challenges. Additionally, the presence of an exposure process using masks serves to increase costs in low-volume production. By replacing part of the creation and manufacturing process with IJ that are capable

of printing the necessary amount of materials in the necessary location when it is necessary to do so, in addition to realizing a maskless process, we successfully made major improvements to the work environment due to making it free of VOC and liquid waste.

* Printed electronics: Technology through which printing techniques are used to form electronic circuits, sensors, elements and so forth.

Supporting customer manufacturing through high performance and dependability

The record of our IJ heads as exemplified by their use in PE for more than ten years now has compelled our customers to highly recognize them for both their product performance and dependability. We support the manufacturing

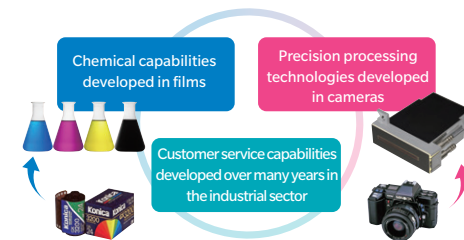
efforts of customers who should not stop their production lines.

At the same time, because the functional inks used in industrial IJ are based on strong solvents, IJ heads are prone to breaking, which presents a considerable challenge. With that in mind, we have pursued improvements in head materials in cooperation with chemical-related engineers to improve the durability of those heads. Additionally, we are also focusing on providing meticulous customer handling in order to transform the manufacturing processes of customers who are unaccustomed to IJ technology. Those efforts include assisting them with the circuit design that drives IJ heads and proposing systems that are capable of supplying ink stably.

By leveraging our "precision processing technologies" cultivated through cameras, our "chemical capabilities" that allows us to accommodate solvents and other materials with various properties and our "customer handling capabilities" that we have used to accommodate each customer on a custom basis, we are meeting a diverse array of IJ adoption needs.

Going forward, we will endeavor to expand the use of new functional inks and IJ heads to printed-circuit boards, displays, construction materials and other industrial uses to complement preexisting printing uses, and strive to expand sales of IJ heads.

Strengths of Konica Minolta



Expanding inkjet uses to a multitude of manufacturing fields

Printing uses		Industrial applications		
Sign graphics	Soft and other packaging	Printed-circuit boards	Displays	Construction materials