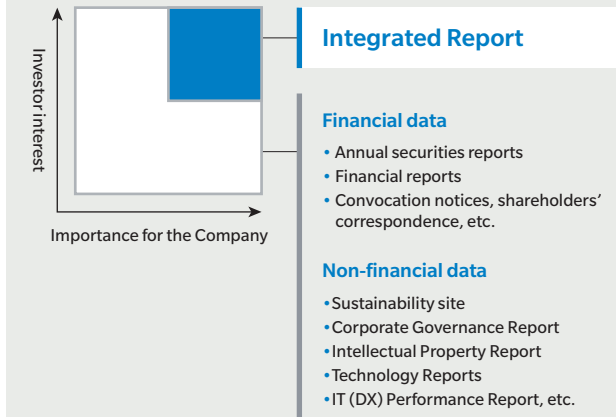


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**Role of Integrated Report 2022**



**Notes on outlook for future results**

The plans, strategies and statements related to the outlook for future results in this document are in accordance with assumptions and beliefs determined by our management based on currently available information, and include elements of risk and uncertainty. However, it should be noted that there is a possibility that actual results could differ significantly due to such factors as social and economic conditions. In this report, unless otherwise indicated, "the Company" refers to Konica Minolta, Inc.

**About "RETHINK" (on the Front Cover)**

RETHINK is a consistent message Konica Minolta is sharing. By "rethinking" many different things, we will identify the real issues and resolve them using new perspectives and technologies.

