

# Philosophy and Vision

Our purpose is to contribute to the goals of “Support people to achieve their own purpose” and “Realize a sustainable society” by meeting our customers’ ever-changing desire to “see,” with our unique imaging technology at the core. Our statement summarizing this concept is “Imaging to the People,” which expresses our long-term management vision for 2030. To realize this vision, we will pursue our management philosophy of “The Creation of New Value” centered on five material issues, as we seek to improve our long-term corporate value.

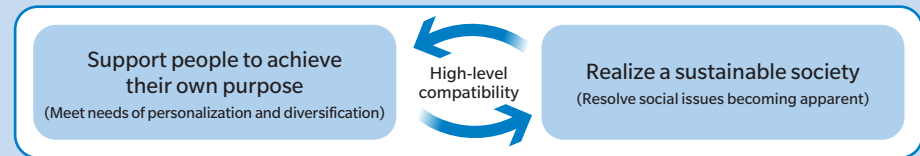
2030

## Long-term Management Vision

# Imaging to the People

- A global company that is vital to society, bringing vision to reality
- A robust and innovative company, continually evolving and contributing to the sustainable growth of society and individuals

### Konica Minolta’s social purpose

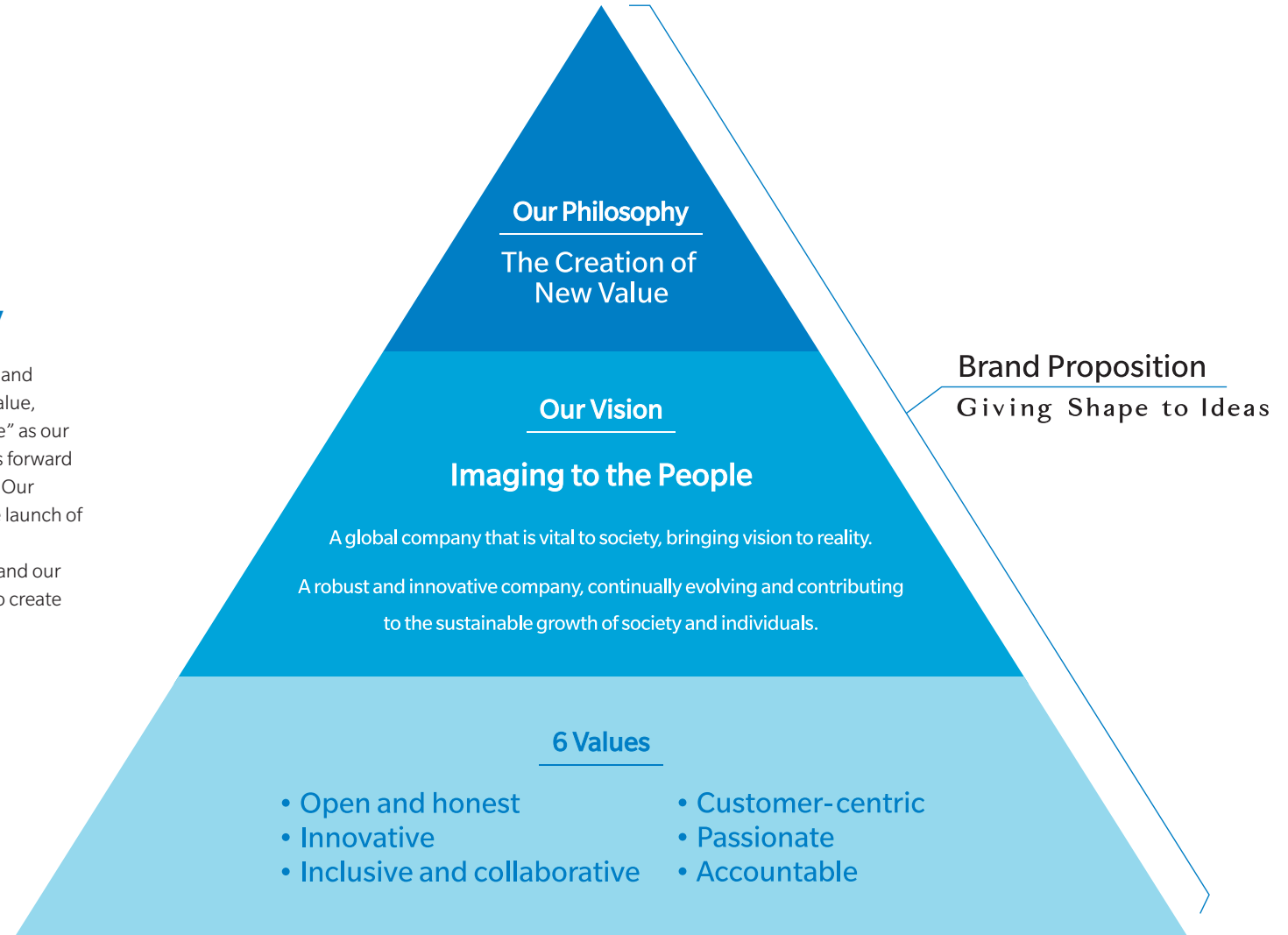


### Material issues



## Konica Minolta Philosophy

Responding to people’s hopes and desires to “see” and drawing on our DNA that has always created new value, Konica Minolta has put forth “Imaging to the People” as our long-term management vision statement that looks forward to 2030. We have brought together this statement, Our Philosophy that has remained unchanged since the launch of Konica Minolta in 2003, our 6 Values that guide our corporate culture as a wellspring of value creation, and our Brand Proposition that is a promise to customers, to create the Konica Minolta Philosophy.

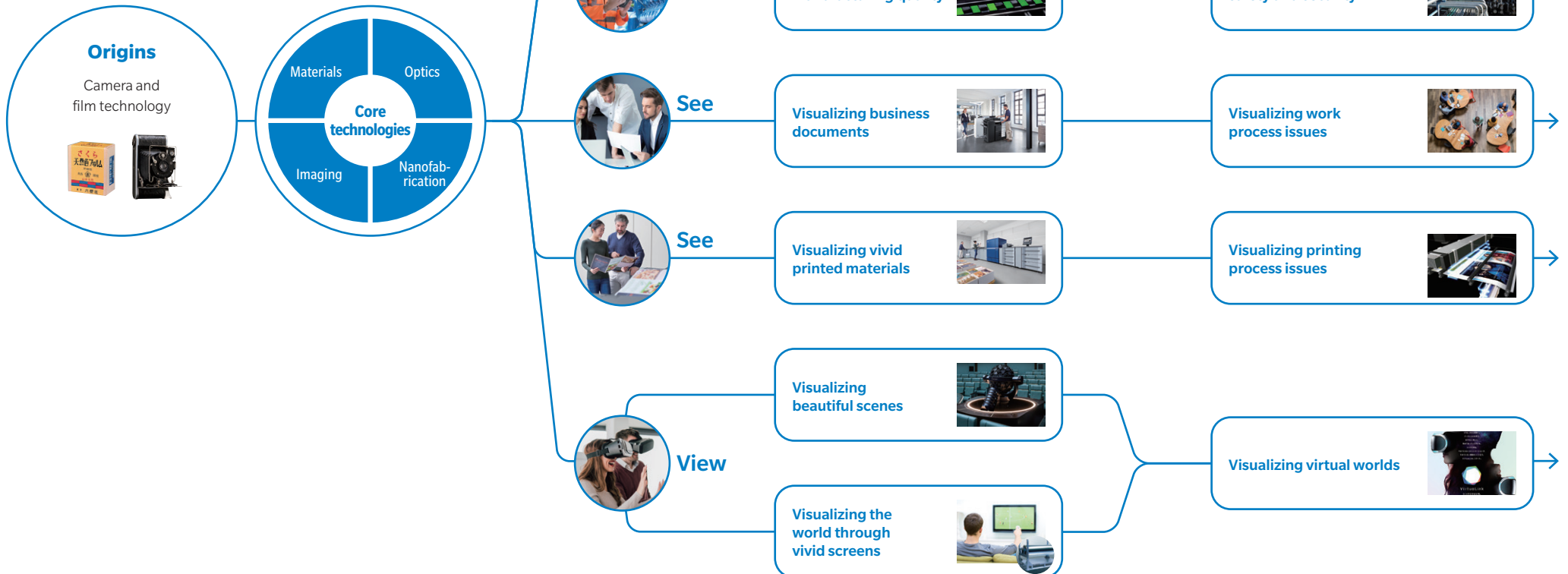


## Konica Minolta's DNA

# Satisfying hopes and desires to “see,” while creating new value



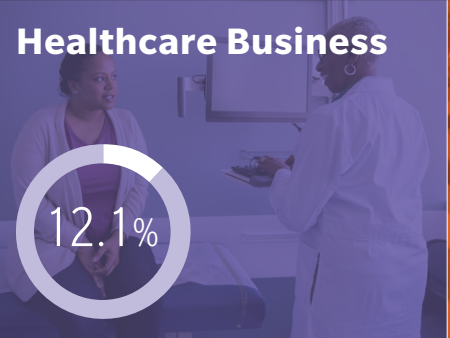

Leveraging the “imaging” technologies that we have developed in the camera and photo businesses over the nearly 150 years since our founding and that comprise mainly image input, output, and processing technologies, we have fulfilled the desires of customers around the world to “see” and helped make society more fulfilling. This is where Konica Minolta's roots lie, and is the DNA that we seek to pass on to the future.

### An evolving legacy of bringing vision to reality



## Konica Minolta Businesses

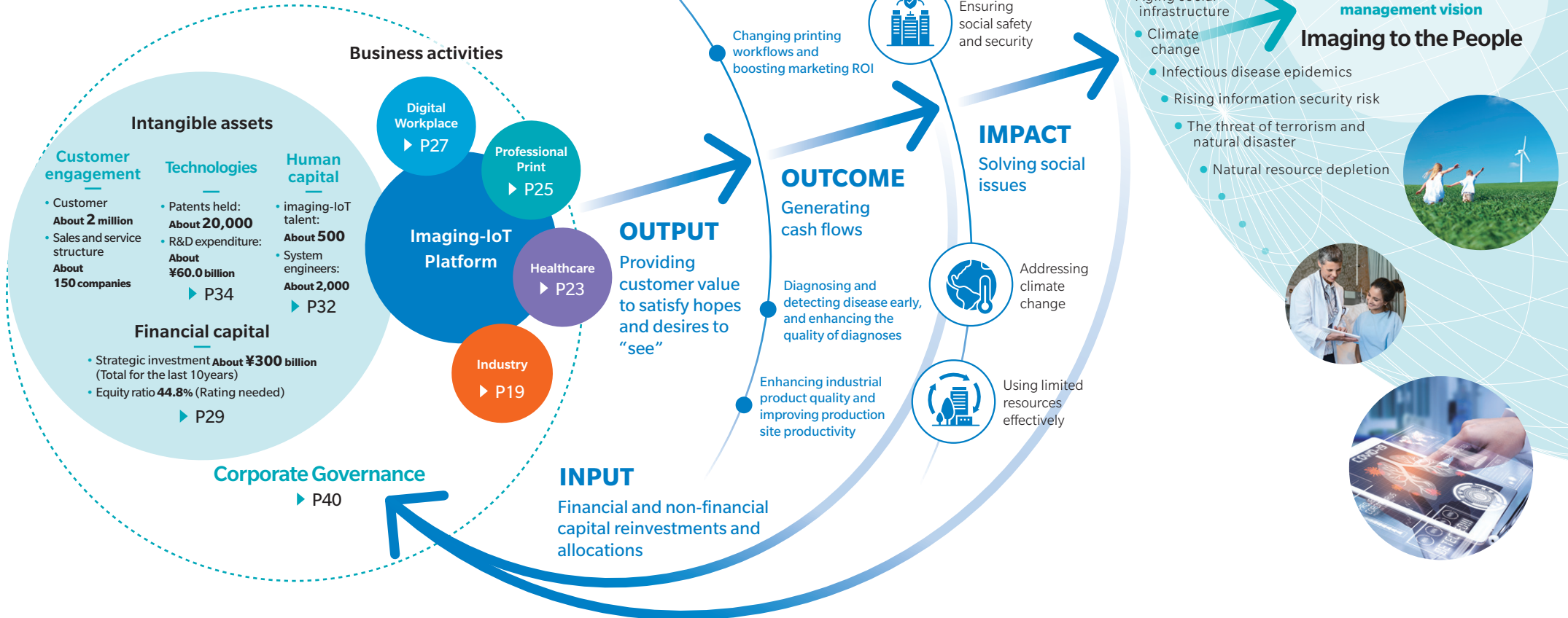
# Providing customer value that meets the desire to “see” through four business

Business portfolio weight (revenue)	 <b>Digital Workplace Business</b> 51.1%	 <b>Professional Print Business</b> 21.4%	 <b>Healthcare Business</b> 12.1%	 <b>Industry Business</b> 15.3%
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Customer base of about 2 million acquired through the Office Business</li> <li>• Ability to propose high-value-added solutions through IT services</li> </ul>	<ul style="list-style-type: none"> <li>• Intelligent quality optimizer function and automatic inspection function based on sensing technology (IQ-501)</li> <li>• Various digital printers, including inkjet printers, and ability to propose total solutions that make use of various printing workplace knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Diagnostic equipment: proprietary technology and market development in the digital field, including AI and dynamic analysis</li> <li>• Medical IT: customer base of about 20,000 facilities in Japan</li> <li>• Genetic diagnosis and pharmaceutical development support: technology and human resources that support high-precision diagnosis and imaging</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced manufacturing that combines four core technologies</li> <li>• Ability to build strong relations with customers</li> <li>• Imaging IoT technology and human resources that combines proprietary AI in the imaging field acquired over many years</li> </ul>
<b>Markets with genre-top</b>	<ul style="list-style-type: none"> <li>• A3 color MFP markets in the U.S./Europe and emerging countries</li> </ul>	<ul style="list-style-type: none"> <li>• Market for digital color printers that leverages IQ-501</li> <li>• Market for proprietary label printing that employs electrophotography technology</li> </ul>	<ul style="list-style-type: none"> <li>• Japanese market for cassette DRs, Japanese orthopedics and obstetrics markets for diagnostic ultrasound systems</li> <li>• Market for medical IT for clinics</li> <li>• Market for generic testing using RNA tests for highest level precision diagnosis in the industry</li> </ul>	<ul style="list-style-type: none"> <li>• Market for light source color measuring instruments for display inspection</li> <li>• Market for phase difference film for LCDs, market for thin films for notebook computers and smartphones, and market for industrial uses for inkjet heads</li> </ul>
<b>Products/solutions</b>	<ul style="list-style-type: none"> <li>• Input/output solution for color MFPs and document workflow</li> <li>• IT infrastructure for office environments, including managed IT services and workflow solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Digital color press based on electrophotography technology and workflow solutions</li> <li>• B2 inkjet press, label press, embellishment press, textile press</li> <li>• Marketing support for brand owners</li> </ul>	<ul style="list-style-type: none"> <li>• X-ray diagnostic equipment, and diagnostic ultrasound systems</li> <li>• Medical IT services, such as informity and PACS</li> <li>• Generic testing services and pharmaceutical development support services (imaging CRO)</li> </ul>	<ul style="list-style-type: none"> <li>• Light source color and object color measuring instruments</li> <li>• Functional films for display devices, inkjet heads and ink, and lenses for industrial uses</li> <li>• Solutions using network cameras</li> <li>• Development, production, and operation of planetariums</li> </ul>
<b>Value provided</b>	<ul style="list-style-type: none"> <li>• An office environment in which anyone can always work securely</li> <li>• Energy-efficient and paperless work methods and reduction in environmental impact</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in environmental impact through digital printing at the right time, of the right volume, at the right place</li> <li>• Elimination of the shortage of skilled analog printing workers through automated, laborsaving, skill-free system</li> <li>• Optimization of total marketing ROI, including for printing</li> </ul>	<ul style="list-style-type: none"> <li>• Early detection and diagnosis through high-value-added imaging and genetic testing.</li> <li>• Realization of high-quality life requiring minimal medical resources along with reduction in pharmaceutical development costs through companion diagnosis and pharmaceutical development support</li> </ul>	<ul style="list-style-type: none"> <li>• Greater quality of final products and inspection processes that are automated or require fewer workers through the use of high performance materials and devices and high-precision measuring instruments</li> <li>• Reduction in transportation costs and waste losses due to ultra-thin, wide and long film and more precise inspections</li> </ul>

## Value Creation Process

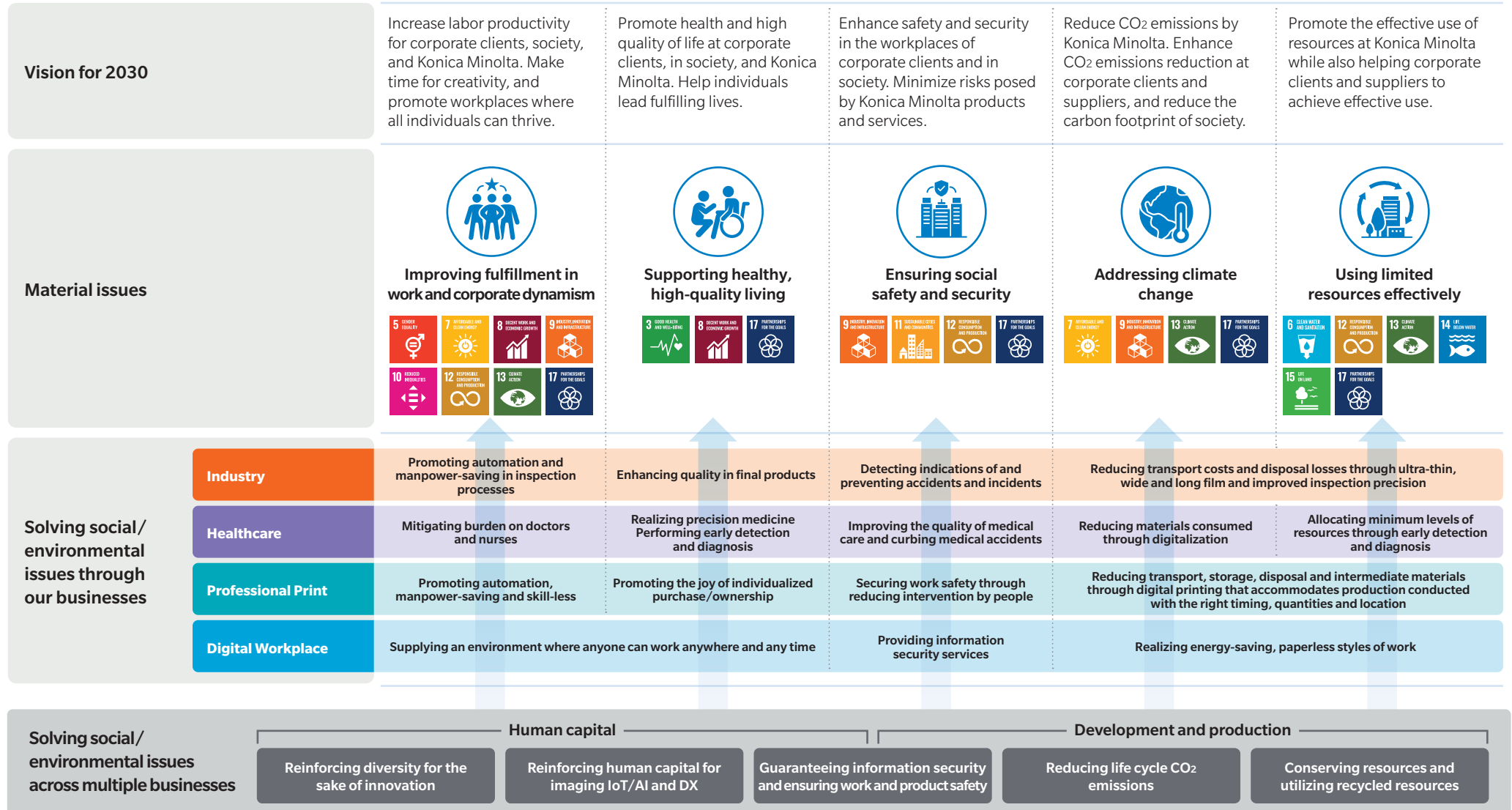
# Focusing on sustainable value creation with an eye to resolving future social issues

Leveraging intangible assets such as customer engagement, technologies, and human capital, Konica Minolta is advancing a digital transformation (DX) based on its own imaging-IoT platform in order to strengthen the competitiveness of its businesses. By providing solutions that satisfy our customers' hopes and desires to "see", each business seeks to achieve the material issues as it works to help solve future social issues.








## Material Issues to Tackle in Order to Realize Our Vision

# Contributing to the solving of social issues through our business activities and working towards elevating our corporate value over the medium to long term



## Material Issues to Tackle in Order to Realize Our Vision

### Opportunities and risks for each material issue and associated initiatives

Material issues	 <b>Improving fulfillment in work and corporate dynamism</b>	 <b>Supporting healthy, high-quality living</b>	 <b>Ensuring social safety and security</b>	 <b>Addressing climate change</b>	 <b>Using limited resources effectively</b>
<b>Opportunities</b>	<p><b>Through Konica Minolta businesses</b></p> <ul style="list-style-type: none"> <li>Improving productivity of customer organizations and increasing time for creativity by providing work-style solutions using digital technologies</li> <li>Improving productivity and employee engagement in the supply chains of customer organizations by providing products and services that transform the workflows of frontline workers</li> <li>Eliminating labor shortages and strengthening cyber security by eliminating the gap in IT access faced by small and medium enterprises</li> </ul> <p><b>Internal action to create value</b></p> <ul style="list-style-type: none"> <li>Realizing the full potential of human capital, who are the source of new value, and creating organizations where individuals thrive</li> </ul>	<p><b>Through Konica Minolta businesses</b></p> <ul style="list-style-type: none"> <li>Promoting disease prevention and early detection by providing high value-added medical services, and reducing medical expenses</li> <li>Streamlining drug development by fostering innovation in pharmaceutical development processes utilizing genetic testing and other technologies</li> <li>Improving healthcare accessibility in developing countries</li> <li>Transforming care staff workflow with imaging IoT-based systems and onsite consulting services and freeing up manpower in the nursing care industry</li> </ul> <p><b>Internal action to create value</b></p> <ul style="list-style-type: none"> <li>Building safe and comfortable workplaces where employees feel motivated</li> </ul>	<p><b>Through Konica Minolta businesses</b></p> <ul style="list-style-type: none"> <li>Supporting the quality produced by corporate clients by offering products and services that facilitate high-precision measurement and inspection</li> <li>Improving safety and security at client sites and for society by providing products and services such as those that make gas leaks visible</li> </ul>	<p><b>Through Konica Minolta businesses</b></p> <ul style="list-style-type: none"> <li>Reducing energy consumption and CO<sub>2</sub> emissions of customers and society by providing manufacturing process solutions</li> <li>Promoting a paperless and ubiquitous computing society by providing solutions for work style reform</li> </ul> <p><b>Internal action to create value</b></p> <ul style="list-style-type: none"> <li>Contributing to dramatic reductions of CO<sub>2</sub> emissions and costs by helping business partners to reduce their environmental impact using DX technologies</li> </ul>	<p><b>Through Konica Minolta businesses</b></p> <ul style="list-style-type: none"> <li>Constructing efficient supply chains for client companies using on-demand production</li> <li>Reducing workflow and supply chain losses for corporate clients</li> </ul>
<b>Risks</b>	<p><b>Affecting Konica Minolta</b></p> <ul style="list-style-type: none"> <li>Mismatches between employee skills and their work due to rapid changes in systems and environments</li> <li>Declines in employee diversity, independence, and ability to innovate due to stagnated efforts to create workplaces that promote diversity</li> </ul>	<p>—</p>	<p><b>Affecting Konica Minolta</b></p> <ul style="list-style-type: none"> <li>Loss of public confidence in the event of a product or service-related accident that results in death or serious injury to a user</li> <li>Public disapproval in the event of a serious information security accident related to a product or service, which results in a personal data leak or privacy infringement</li> <li>Impacts on operations and product shipments due to the use of substances that pollute ecosystems and pose human health hazards</li> </ul>	<p><b>Affecting Konica Minolta</b></p> <ul style="list-style-type: none"> <li>Soaring energy prices, increased material costs due to raw material shortages, and supply instability</li> <li>Greater use of paperless systems due to rising energy prices and raw material shortages</li> <li>Supply chain disruptions due to abnormal weather</li> </ul>	<p><b>Affecting Konica Minolta</b></p> <ul style="list-style-type: none"> <li>Decline in competitiveness due to delayed participation in the circular economy</li> <li>Production delays and holdups due to water-related risks and water resource depletion</li> </ul>
<b>Initiatives</b>	<ul style="list-style-type: none"> <li>Boost productivity of customers and generate their creative time</li> <li>Create organization where “each member can thrive” by drawing out the latent capability of human capital</li> </ul>	<ul style="list-style-type: none"> <li>Provide health and high quality of life to our customers</li> <li>Realize a safe, comfortable workplace (company) where people can work with vitality</li> </ul>	<ul style="list-style-type: none"> <li>Provide safety and security in the work and daily lives of customers</li> <li>Minimize safety and security risk in the Company’s products and services</li> </ul>	<ul style="list-style-type: none"> <li>Reduce customer-side energy and CO<sub>2</sub> through supporting a transformation of their work processes</li> <li>Reduce energy and CO<sub>2</sub> at the Company’s sites and in the Company’s products and services and supplier-side energy and CO<sub>2</sub></li> </ul>	<ul style="list-style-type: none"> <li>Effectively utilize customer-side resources through supporting a transformation of their work processes</li> <li>Effectively utilize resources at the Company’s sites and in the Company’s products and services</li> </ul>