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Business Strategy

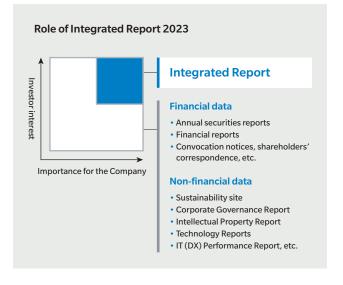
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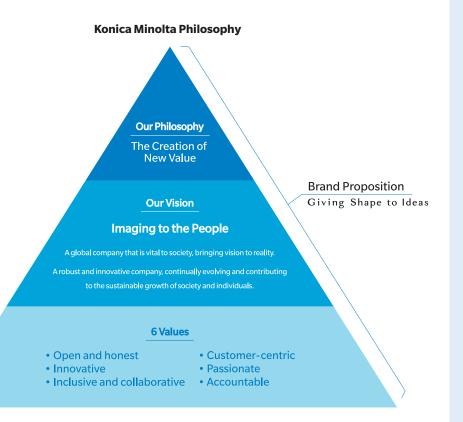


Notes on outlook for future results

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.

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.



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



Support people to achieve their own purpose

(Meet needs of personalization and diversification)



Realize a sustainable society

(Resolve social issues becoming apparent)



Meet customers' needs to "see"

Commitment to imaging, which is constantly evolving + Value creation capabilities at the front line

Material issues









Improving fulfillment in work and corporate dynamism

Supporting healthy, high-quality living

security

Ensuring social Addressing safety and climate change

Using limited resources effectively

Fulfilling the desires of customers around the world to "see" and helping make society more fulfilling

Leveraging the imaging technologies that we have developed in the camera and film businesses over the 150 years since our founding, we have fulfilled the desires of customers around the world to "see", visualized life and business challenges and co-created value to solve them with our customers. Going forward, we will continue to make our customers' daily lives joyful and inspiring, and contribute to the success of their businesses, improving society and helping people achieve their own purpose.

An evolving legacy of meeting individual's need to "see"



film technology





Visualization of manufacturing quality

Visualization for beautiful images

Visualization of serious accidents and abnormalities

Visualization of diseases and their risks

Visualization for high-resolution images

Visualization of data necessary for business

Value proposition

Industry Business

Achieving highly accurate quality control



Improving functions and performance of displays



Delivering immersive experiences



Achieving safety and security in society



Healthcare Business

Achieving early diagnosis of diseases



Contributing to disease prevention



Professional Print Business

Delivering high-definition digital printing



Contributing to adding value to printed materials



Digital Workplace Business

Delivering documents with high quality and high speed



Making proposals to solve business process issues



Driving genre-top strategies across four businesses

Healthcare Business

Professional Print Business

Digital Workplace Business

Business Description

Sensing

Provision of various measuring devices such as light source color and object color measurement, visual inspections, etc.

Performance materials

Provision of functional films for displays

Industry Business

Inkjet (II) components

Provision of inkjet heads and ink

Optical components

Provision of various lenses

Imaging-IoT solutions

Provision of surveillance cameras and Gas Monitoring Solutions, development and provision of services using the imaging-IoT platform "FORXAI"

Visual solutions

Development, production, and operation of planetariums

· Medical imaging (Healthcare)

Provision of digital X-ray diagnostic imaging systems, ultrasound diagnostic imaging systems, and medical IT services such as PACS

Precision medicine

Provision of genetic testing services and drug discovery support services

Production print

Provision of toner-based digital color printing presses and workflow solutions for printing sites

Industrial print

Provision of B2 inkjet printing machines, label printing machines, embellishment press, and textile printing machines

Provision of color MFPs and input/output solutions for document workflows

DW-DX

IT services and digitalization support for small and medium-sized enterprises, and video and image analysis services for offices

Target Customers/Industries

- Display industry
- Printing industry
- Automotive industry
- Electronic components and parts industry
- Social infrastructure (plants, etc.) etc.

- Hospitals/Clinics
- Pharmaceutical companies

- Printing companies
- Label/Packaging printing companies
- Apparel manufacturers

- Private companies
- Government agencies
- Educational institutes

Genre-top Products

Light source color measuring instruments More than 50% share in alobal measuring instruments for display



VA-TAC film for LCD TVs Top market share in the world



Cassette DR (Digital X-ray diagnostic imaging systems) Top share in the Japanese clinic market



Diagnostic ultrasound

Top share in the Japanese orthopedic market



Color digital printers

Top share in about 40 countries around the world (No. 1 or 2)



Top share in about 40 countries around the world





Creating value through co-creation

with customers originated

Industry

▶ p.49

from social issues

Business

activities

Relationship

p.4

Management With customers

Financial capital

▶ p.22

capital

We will utilize intangible assets centered on "relationship with customers," "technology integration," and "diverse human capital" to create greater value that leads to solutions to social issues by co-creation with customers who are key players in each industry. In this way, we will build highly profitable businesses and aim to sustainably increase our corporate value.

Backcasting

Origination of social issues

Material issues p.29



Improving fulfillment in work and corporate dynamism

> Supporting healthy, high-quality living

Emerging social issues

- Decrease in working population due to low birth rate and aging population
- Growing healthcare costs and social welfare spending
- Shortage of healthcare workers

Rapid changes in

international affairs

- management vision **Imaging to the People** p.2
- Rising information security risk
- The threat of terrorism and natural disaster
 - Climate change
 - Resource depletion

Solving social issues



Ensuring social safety and security



climate change

IMPACT



Usina limited resources effectively

Co-creation with customers

OUTCOME

Generating cash flows

OUTPUT

Providing customer value to satisfy hopes and desires to "see"

INPUT

Financial and non-financial capital reinvestments and allocations

Diverse human capital **p.41**

Technology

integration

p.35

▶ p.57

Digital

Workplace

Healthcare

▶ p.53

Professional

Print

▶ p.55

Governance ▶ p.63