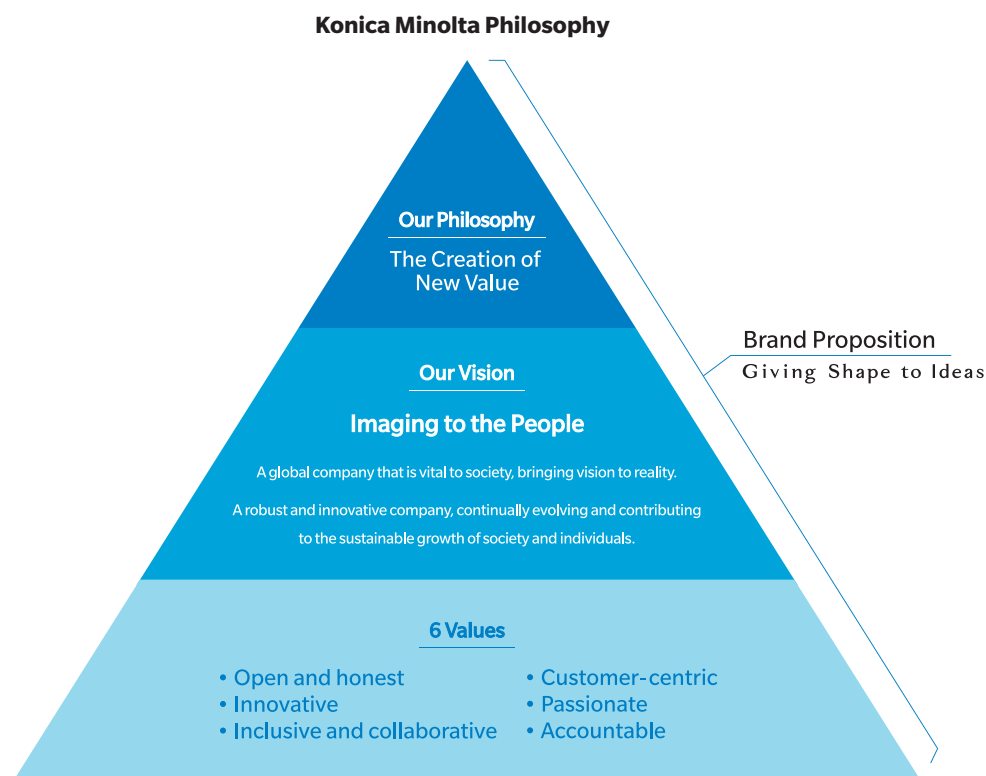


Konica Minolta Philosophy

2030 Long-term Management Vision “Imaging to the People”

Since its founding, Konica Minolta has met the hopes and desires to “see” of customers around the world with its core imaging technologies, which include image input/output and processing, developed through its camera and photo businesses. It is in our DNA to continue to create new value in response to these hopes and desires.

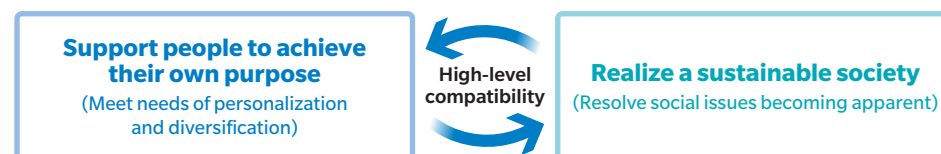
Under our philosophy “The Creation of New Value,” we aim to realize our vision of “Imaging to the People” based on 6 Values that guide our corporate culture as a wellspring of value creation.



Konica Minolta’s Position

In formulating our long-term management vision, we discussed Konica Minolta’s position in society, and based on the trends of global multipolarity, demographic change, and the spread of DX in 2020, we looked ahead to the year 2030 and envisioned “a society where people can continue to create value and grow by utilizing vast amounts of data, and each individual can work autonomously.” On the other hand, meeting increasingly personalized and diverse needs will create social issues such as resource shortages, the impact of climate change, rising social security costs, and disparities in opportunities for employment and creation. These issues are to be solved and can be business opportunities for companies.

Based on this belief, Konica Minolta has concluded that its position is to meet the diverse needs of people and solve social issues seamlessly, with its unique imaging technology at its core, and has incorporated this into its long-term vision, “Imaging to the People.”



Material Issues

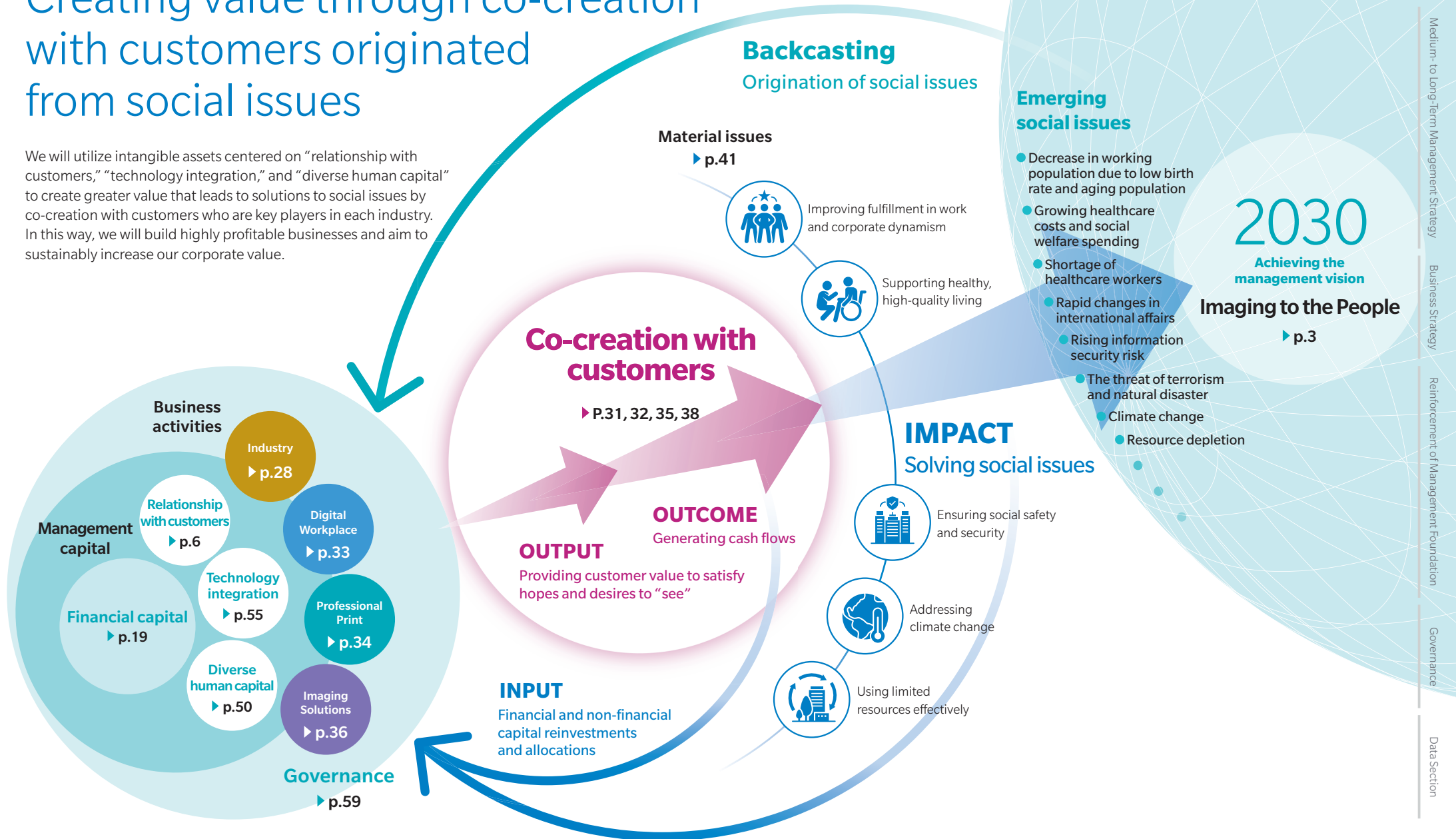
We have identified five material issues by envisioning the social issues that will arise in 2030, ten years after the formulation of the long-term management vision, and clarifying the social value that Konica Minolta should provide in order to solve these issues. These material issues represent themes that can generate particularly high social value by bringing together Konica Minolta’s intangible assets. For each of these five material issues, Konica Minolta has defined its Vision for 2030 and clarified the direction of value creation over the medium to long term. (For details on the identification of material issues, please refer to [page 41](#).)



Value Creation Process

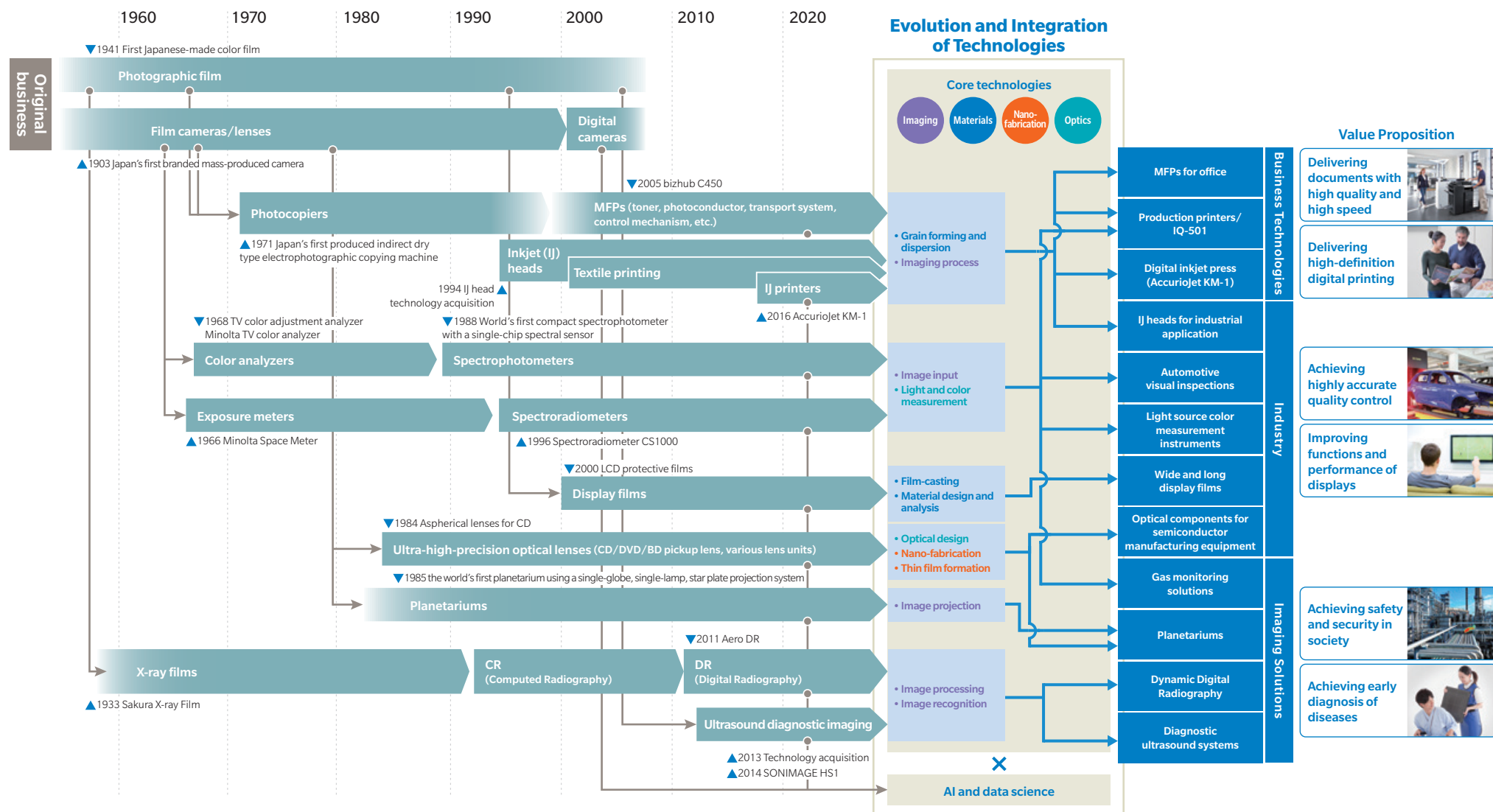
Creating value through co-creation with customers originated from social issues

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.


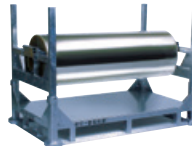






Lineage of Technologies

Continuing to meet people's hopes and desires to "see" by accumulating integration and evolution of technology



Promote a “genre top” strategy in areas with growth potential and favorable odds

Business description		Target customers/Industries	Genre-top products	
Business Technologies Business*	Industry Business <ul style="list-style-type: none"> 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 Inkjet (IJ) components Provision of inkjet heads and ink Optical components Provision of various lenses 	<ul style="list-style-type: none"> Automotive industry Display industry Printing industry Semiconductors, electronic components and parts industry etc. 	Light source color measuring instruments More than 50% share in global measuring instruments for display 	VA-TAC film for LCD TVs Top market share in the world 
	Digital Workplace Business <ul style="list-style-type: none"> Office MFPs and workflow improvement solutions via document input, processing and output DW-DX IT services and digitalization support for small and medium-sized enterprises, and video and image analysis services for offices 	<ul style="list-style-type: none"> Private companies Government agencies Educational institutes etc. 	A3 color MFPs Top share in about 40 countries around the world 	
	Professional Print Business <ul style="list-style-type: none"> Production print Provision of toner-based digital color presses and workflow solutions for printing sites Industrial print Provision of B2 inkjet press, label press, embellishment press, textile printing machines, and other digital printing machines 	<ul style="list-style-type: none"> Printing companies Label/Packaging printing companies Apparel manufacturers etc. 	Digital color printers Top share in about 40 countries around the world 	
	Imaging Solutions Business <ul style="list-style-type: none"> Healthcare Provision of digital X-ray diagnostic imaging systems, ultrasound diagnostic imaging systems, and medical IT services such as PACS (Picture Archiving and Communication System) Imaging-IoT solutions business Provision of IoT network camera solutions and Gas Monitoring Solutions, and caregiving-related solutions 	<ul style="list-style-type: none"> Hospitals/Clinics Social infrastructure (plants, etc.) Care facilities etc. 	Cassette-type digital X-ray systems Top share in the Japanese clinic market 	Diagnostic ultrasound systems Top share in the Japanese orthopedic market 

Other businesses: precision medicine business

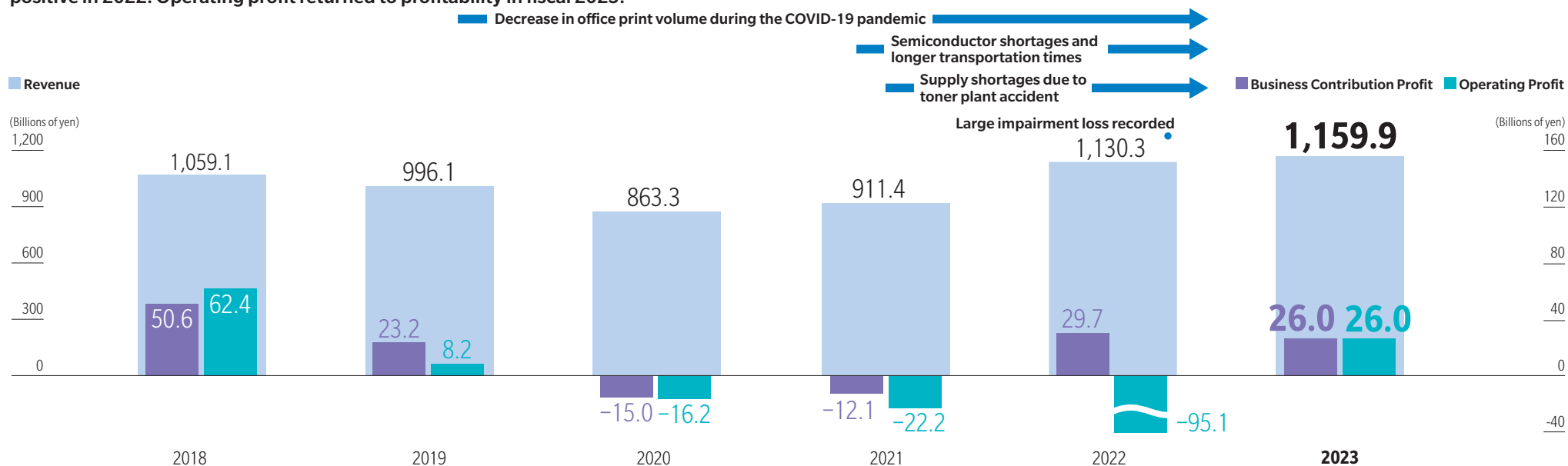
* Name of the internal organization that manages the Digital Workplace Business and Professional Print Business

Performance Data

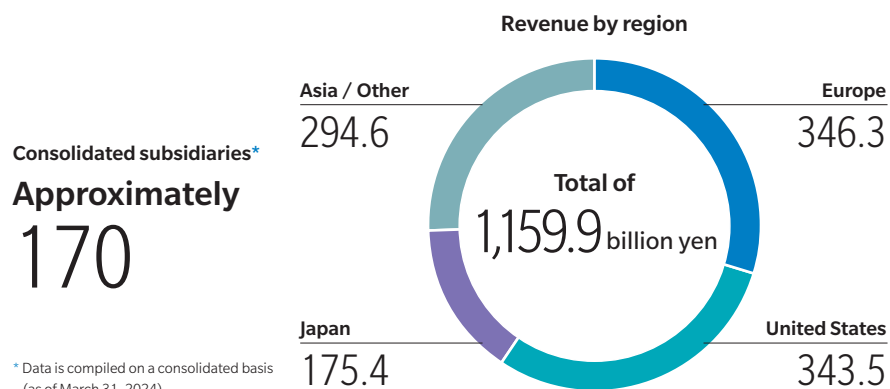
* Business contribution profit: Konica Minolta's unique profit index derived by subtracting cost of sales and SG&A expenses from revenue.

Most recent performance data

Despite the impact of the spread of COVID-19 starting in fiscal 2019, business contribution profit, which shows the earning power of the business, is on a recovery trend, and became positive in 2022. Operating profit returned to profitability in fiscal 2023.

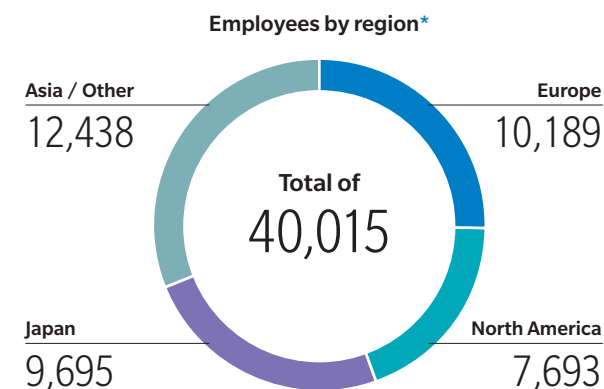


Data by region



Revenue composition by region (by business)

	Europe	United States	Japan	Asia / Other	Total
Business Technologies	37%	30%	10%	23%	100%
Industry	10%	6%	29%	54%	100%
Imaging Solutions	9%	20%	46%	25%	100%



* Data is compiled on a consolidated basis (as of March 31, 2024)