

DX Strategy

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Under the Medium-term Business Plan (2023-2025), the broader use of AI and data began to deliver tangible results from DX initiatives, including enhanced customer services and improved operational productivity. At the same time, I recognize that challenges remain in using the time freed up through productivity improvements to create greater customer value and in translating individual-level results into organization-wide transformation.

Achieving both greater profitability in our existing businesses and investing in future growth areas is essential to our medium- to long-term growth. I see DX as a key strategy for achieving both. We will reinvest the management resources freed up through greater operational efficiency in creating customer value, and channel the resulting gains into further growth investment. By sustaining this cycle, we aim to evolve DX into a mechanism that continuously generates management resources.

Data and AI form the management foundation that supports this vision. Digital technology is a means, not an end; our goal is to enhance customer value and corporate value.

Under the new Medium-term Business Plan, we position DX and AI investments as strategic investments. We will strengthen our data and AI infrastructure and governance while reforming business processes and developing our human capital. By accelerating AI-driven customer value creation and business transformation, and strengthening the infrastructure and organizational capabilities that support these efforts, we will embed transformation in our corporate culture and continuously enhance our corporate value.

Basic Policy of Our DX Strategy

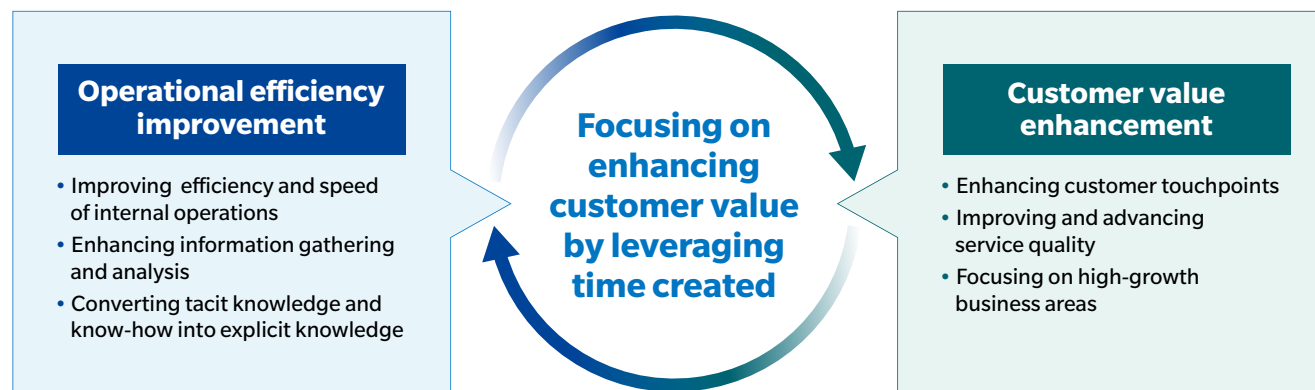
Konica Minolta is advancing DX through AI and data as a key initiative for achieving the goals of the Corporate Plan 2026-2028 (hereinafter, new Medium-term Business Plan). Across a wide range of functions—including sales, service, development, production, supply chain management (SCM), and corporate operations—we are enhancing business processes and decision-making while integrating digital technologies into our products and services to strengthen competitiveness and deliver greater customer value. By leveraging AI and data across our operations, we aim to drive business transformation and sustainably enhance corporate value.

Konica Minolta views the use of AI and data not merely as a means of improving operational efficiency, but as a driver of value

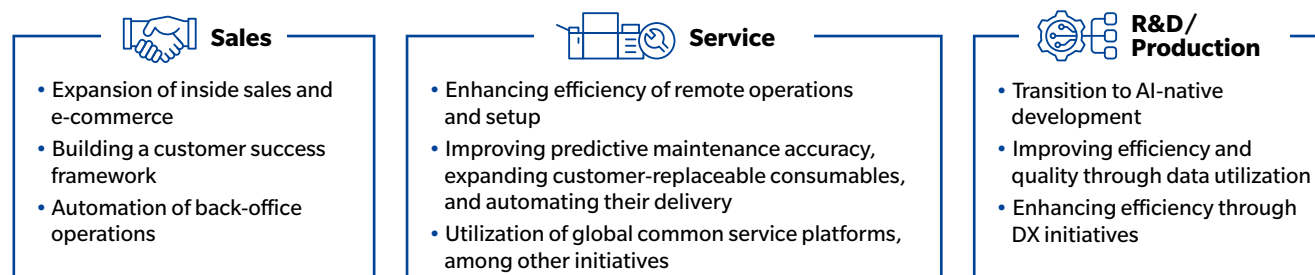
creation and future growth. We are creating an environment in which employees can use AI as a partner in their work, enabling them to improve productivity and focus on higher-value-added tasks. We are also advancing DX with the broader goals of strengthening organizational competitiveness, delivering new value to customers, and creating future business opportunities.

To translate these initiatives into sustained results, we are strengthening our data and AI infrastructure, developing human capital, and enhancing governance, while building mechanisms that enable results generated in individual departments to be shared and leveraged across the Company. Rather than limiting these efforts to local optimization, we are strengthening the foundation for Company-wide DX by creating an environment in which data and AI assets developed across individual businesses can be reused.

DX Strategy Concept



Key Initiatives



DX Strategy

Examples of Value Creation Through the Use of AI

At Konica Minolta, we are leveraging AI to achieve tangible results in both the transformation of internal operations and the creation of value through our products and services.

Internally, we developed an AI to support foreign patent applications. By enhancing research, analysis, translation, and other processes, it reduced the man-hours required for prior art searches by up to 95%. Furthermore, we are reviewing our patent application workflow based on the premise that AI will be used, while driving transformation across our intellectual property operations.

For customers, we offer “tomoLinks,” an AI-powered educational platform. Its “AI that doesn’t provide answers” helps students develop critical thinking skills, while learning data is used to support teachers’ instruction, creating new value in education.

Issue	• Shortage of patent attorneys • Increasing translation costs
Initiatives and Solutions	• Development of AI to support intellectual property operations as a whole • Enhancing the application workflow
Impact	External Partnerships A track record of collaboration with patent firms and industry associations Up to 95% Reduction in man-hours required for prior art searches

Key Challenges in Promoting DX

Achieving Company-wide results from DX requires an integrated approach to data, human capital, and governance. Konica Minolta has identified these as key priorities for advancing DX and is pursuing initiatives accordingly.

With regard to data, we are building a platform that enables data and AI dispersed across different business units and regions to be connected and utilized Company-wide. In addition to providing AI training for all employees and developing specialized talent, we are working to foster a corporate culture in which the use of AI and data is firmly embedded by sharing and rolling out initiatives across departments.

Moreover, we are strengthening AI governance covering the appropriate use of AI, ethics, security, and regulatory compliance, as well as data governance to manage data quality and usage. These are not constraints on the use of AI and data; rather, they are the foundation for achieving both safety and value creation.

Through these initiatives, we are working to build the foundation needed to embed the use of AI and data across the Company.

For more details: use of AI

<https://www.konicaminolta.com/about/csr/social/use-of-ai/index.html>

Issue	• Teachers' workload • Appropriate instruction for each child
Initiatives and Solutions	• Development of an educational platform that provides optimal learning and support for each student
Impact	Used by Local Governments and Schools Nationwide Supporting personalized learning through AI AI That Doesn't Provide Answers Developing critical thinking and problem-solving skills with AI guidance

Our Vision for DX

Konica Minolta aims to build a DX foundation that enables results generated in individual departments to be shared and leveraged across the Company. We are working to create an environment in which data and AI dispersed across different business units and regions can be connected and utilized through a common platform, enabling results achieved in individual departments to be rapidly shared and applied across the Company.

Furthermore, by establishing a platform that enables the Company-wide reuse of data, AI, and applications, we aim to achieve Company-wide DX that goes beyond optimization within individual businesses. We will also foster a corporate culture that leverages AI and data through human capital development and organizational transformation. By evolving the use of AI and data from a one-time initiative into a management foundation that supports continuous value creation, we will contribute to achieving the goals of our new Medium-term Business Plan and sustainably enhancing corporate value.

A DX platform for Company-wide optimization

