



KONICA MINOLTA

KONICA MINOLTA, INC.

INTEGRATED REPORT 2026

RETHINK
WHAT'S
POSSIBLE

Giving Shape to Ideas

An Integrated Report That Outlines a Path to Growth Aimed at Enhancing Corporate Value

Under its Medium-term Business Plan (2023–2025) (hereinafter, previous Medium-term Business Plan), Konica Minolta worked to lay the groundwork for sustainable growth by pursuing business selection and concentration and strengthening its earnings base.

Building on the achievements and challenges of our transformation to date, this report presents our management approach and initiatives aimed at enhancing corporate value under Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan), launched in fiscal 2026. It presents these, together with our business, financial, technology, and DX strategies, as our value creation story.

Reflecting feedback received through our dialogue with shareholders and investors, we have also sought to provide more specific disclosures on the link between our business strategy and corporate value enhancement, as well as on the initiatives that support our medium- to long-term growth.

We hope this report will help deepen our stakeholders' understanding of Konica Minolta and serve as a catalyst for further dialogue.



Investor Relations Office team

More content for a better understanding of Konica Minolta

- > Corporate website
- > Shareholder and Investor information
- > Audited Financial Report
- > Financial Results & Financial Results Briefing materials
- > Sustainability website
- > Corporate Governance Report
- > Intellectual Property Report
- > Technology Report

What This Report Seeks to Convey

Recognition of management issues for sustainable growth and actions to address them

Based on the achievements and challenges of our previous Medium-term Business Plan, our new Medium-term Business Plan aims to further strengthen our earnings base and lay the groundwork for long-term growth. Here, we outline the strategies and path to value creation for realizing this vision.

<Related pages>

- CEO interview → [P4](#)
- Konica Minolta as seen by Outside Directors → [P11, 69, 72](#)
- Roadmap → [P17](#)
- Results and challenges of the previous Medium-term Business Plan → [P18](#)
- Overview of the new Medium-term Business Plan → [P19](#)
- Strategy for the Business Technologies Business to achieve both sustainable growth and profit generation → [P26](#)

Growth drivers and initiatives to accelerate business growth

We aim to sustainably enhance corporate value by upgrading our business portfolio, expanding businesses that drive growth, and strengthening our earnings base. Here is an overview of our business strategy for achieving that goal.

- Strategy for the Growth-Driving Industry Business → [P22](#)
- Growth Seeds That Will Drive Future Profit Growth → [P31](#)
- DX and AI Strategy to Accelerate Business Transformation → [P47](#)

A business foundation that supports enhancement of corporate value

We present our initiatives to support the sustainable enhancement of corporate value by strengthening our business foundations in areas such as human capital, production, and procurement, and by enhancing the effectiveness of our sustainability and governance practices.

- Further Enhancing the Effectiveness of Corporate Governance → [P65](#)
- Business Foundations Supporting Value Creation, Including Human Capital, Production, and Procurement → [P43, 49](#)
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Improvements made and new content added based on dialogue with capital markets

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- Measures to promote understanding of the Medium-term Business Plan across the company
- Overview of the Medium-term Business Plan starting in fiscal 2026

Business strategy

- Business strategy focused on important matters
- Specific examples of how the Industry Business drives growth
- Social innovation through new business

Reinforcement of management foundation

- Connecting sustainability with management strategy and business strategy
- Specific examples of using limited resources effectively
- Production and procurement strategy
- Expanding the DX strategy
- Background for developing an intellectual property strategy

Governance

- Key points of the revision to the executive compensation system
- Message from the Chairperson of the Compensation Committee and Outside Director

Frameworks used as references in the preparation of this report

- IFRS Foundation Integrated Reporting Framework
- Ministry of Economy, Trade and Industry of Japan "Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0"



* The Sustainability website discloses information in reference to the GRI Standards and SASB Standards.

GRI Standard Comparison Table:
<https://www.konicaminolta.com/about/csr/csr/vision/gri.html>

SASB Standard Comparison Table:
<https://www.konicaminolta.com/about/csr/csr/vision/gri-sasb.html>

Major international initiatives we endorse

- The United Nations Global Compact
- Sustainable Development Goals (SDGs)
- TCFD (Task Force on Climate-related Financial Disclosures)
- TNFD (Taskforce on Nature-related Financial Disclosures)
- RE100

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.

Part 1

Messages from Management

- 4 CEO Interview
- 10 TOPICS Promoting Employees' Understanding of the New Medium-term Business Plan Through Dialogue Between Management and Employees
- 11 Message from the Chairperson of the Board

From management reform to building a foundation for long-term growth—strengthening business portfolio management with ROIC-based management at the core



Toshimitsu Taiko
Director, President and CEO,
Representative Executive Officer

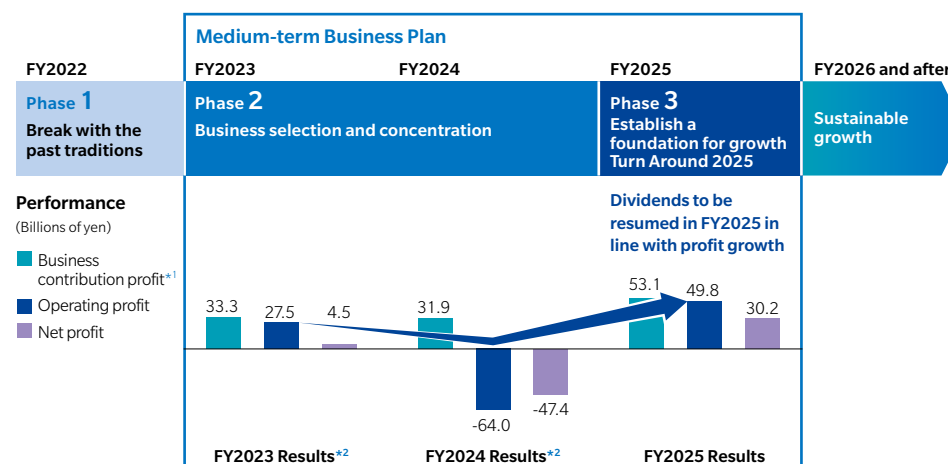
Review of the previous Medium-term Business Plan (2023-2025)

Q How would you summarize the four years since you took office as President?

When I became President in April 2022, Konica Minolta was in a difficult financial position, having posted net losses for three consecutive fiscal years. Under these circumstances, our highest priority was to return to profitability, and I had no hesitation in deciding to undertake the management reforms needed to achieve this.

Under our previous Medium-term Business Plan (2023-2025) (hereinafter, previous Medium-term Business Plan), we classified all business units into four categories—strengthening businesses, maintaining profit businesses, direction-changing businesses, and non-focused businesses—and pursued business selection and concentration from a best-owner perspective. For non-focused businesses, we utilized third-party capital, including through the transfer of the precision medicine and marketing print management (MPM) services businesses. For direction-

Phases of the Medium-term Business Plan (2023-2025)



*1 Business contribution profit is a Konica Minolta-original index, defined as profit determined by subtracting sales cost and SG&A from revenue.

*2 FY2023 and FY2024 results exclude discontinued businesses. FY2023 figures are provided for reference.

changing businesses, the DW-DX unit reviewed its geographic coverage and service areas, while the imaging-IoT solutions unit transferred its shares in MOBOTIX. In the Business Technologies Business, a maintaining profit business centered on the office unit, we terminated production at the Wuxi plant in China to improve future production efficiency and consolidated production at sites in Malaysia, Japan, and China (Dongguan). In addition, we established a joint venture with FUJIFILM Business Innovation Corp. to develop a procurement system for raw materials and components. We also implemented global structural reforms, which had not been planned when the previous Medium-term Business Plan was formulated, as an additional forward-looking measure to reinforce our earnings base.

Alongside these management reforms, we also worked to strengthen the growth foundation of the Industry Business, a strengthening business. Although revenue growth fell short of our initial expectations, mainly due to customers curbing capital investment in the sensing unit, signs of a recovery in demand have emerged, and the business as a whole is on a recovery trend. We also steadily laid the groundwork for future growth seeds, including optical components for semiconductor inspection equipment, barrier films for perovskite solar cells and intelligent recycled materials. As a result, we were able to restore our profitability in fiscal 2025, the final year of the plan, and ROE also improved to 6.1%, exceeding our initial target of 5.0%.

In summary, the three years of the previous Medium-term Business Plan were a period in which, despite difficult management decisions, we clarified the direction we needed to take and steadily implemented measures across the Group with the understanding and cooperation of employees.

Q What issues remain from the previous Medium-term Business Plan, and what issues must continue to be addressed?

Although our profitability is steadily recovering and expanding as a result of management reforms, it has yet to reach the level expected by capital markets, and accelerating growth remains an issue. In addition, the industrial print unit experienced a decline in profitability due to a deterioration in the market environment caused partly by U.S. tariffs. With medium- to long-term market growth in view, we recognize that further accelerating the expansion of these growth businesses and strengthening our profitability are important management issues.

From an organizational perspective, I also feel that we sometimes impose limits on ourselves, constraining our growth. Rather than judging ourselves solely by internal standards such as that we are doing our best or that we have improved versus past performance, it is

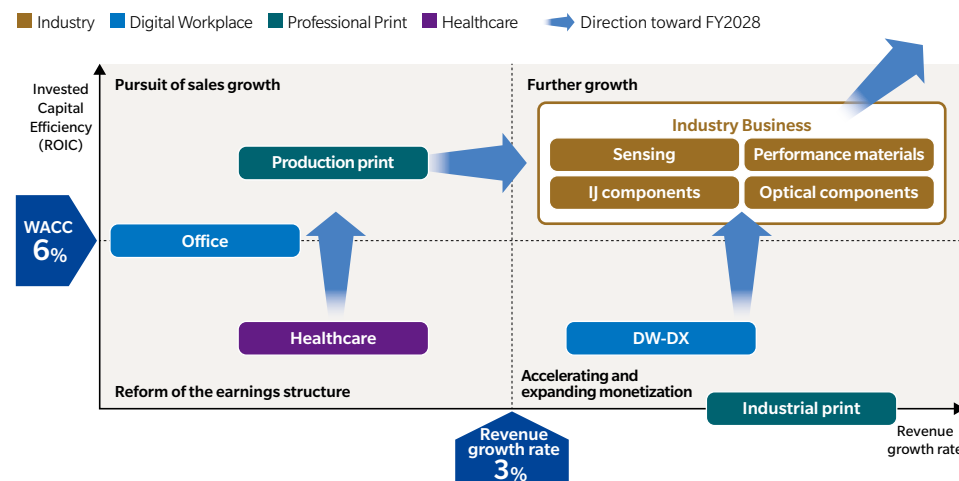
important to change our actions by always starting from an external perspective, such as where we stand relative to competitors and what customers, society, and capital markets expect from us. To continuously enhance corporate value, it is essential that I take the lead and that the senior management team itself remain determined to spearhead ongoing transformation. I also recognize that thoroughly instilling this change in mindset and transforming our corporate culture throughout the Group to evolve into an organization that continues to take on challenges and transform itself are important management issues going forward.

Objectives of Corporate Plan 2026–2028

Q Why did you position the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan) as a plan for “building the foundation for long-term growth”?

Under the previous Medium-term Business Plan, we achieved our ROE target by advancing management reforms through business selection and concentration and global structural reforms. However, we need to further strengthen our profitability to sustainably enhance corporate value. We therefore positioned the three years of the Corporate Plan 2026–2028

ROIC-based business portfolio management



(hereinafter, new Medium-term Business Plan) as a period for building a foundation for long-term growth. We will thoroughly apply ROIC-based decision-making and further strengthen business portfolio management, seeking to achieve both improved capital efficiency and growth. For sustainable growth over the medium to long term, we will also commercialize new businesses positioned as growth seeds while steadily validating their technologies and customer value, developing them into future pillars of earnings.

Q Please explain your policy on business portfolio management.

The new Medium-term Business Plan establishes target levels and directions for each business's ROIC and revenue growth rate. As evaluation criteria, we use our assumed weighted average cost of capital (WACC) of 6% for fiscal 2028 as the hurdle rate and the Group-wide average revenue growth rate of 3% as the benchmark.

The office unit's plan factors in market contraction, while the Industry Business and Professional Print Business are expected to grow faster than the Group-wide average. Of these, we will prioritize strengthening the Industry Business, which exceeds both the ROIC and revenue growth benchmarks, as a core business that will drive Group-wide growth. The production print unit of the Professional Print Business also maintains a high ROIC and has growth opportunities arising from the digitalization of commercial printing. We will pursue revenue expansion and earnings growth while further strengthening our competitive advantage.



We have already been evaluating businesses using ROIC and reviewing the appropriate direction of each business every three years, in addition to conducting annual business reviews. Under the new Medium-term Business Plan, we will now manage progress quarterly to enhance our responsiveness to environmental changes and promptly implement improvement measures for businesses falling behind the plan. Although decisions must also take medium- to long-term market trends and the competitive environment into account, if no improvement can be expected, we will review our business strategy, including potentially narrowing the scope of the business, such as by focusing on specific products or regions.

In fact, in the first quarter of fiscal 2026, we reviewed each product and service in the imaging-IoT solutions unit, transferring some to businesses where synergies could be expected and sequentially withdrawing from others.

To instill this approach to ROIC-based management throughout the Group, we use the ROIC tree (see [page 20](#)) to clarify the measures and KPIs each division should address. Field operations and management will work together to improve capital efficiency and growth potential, leading to sustained growth in corporate value.

Q There were periods of weak share-price performance following the announcement of the new Medium-term Business Plan. How do you view capital markets' assessment of and expectations for the management targets set for fiscal 2028?

Under the new Medium-term Business Plan, amid rising capital costs due to higher interest rates, we have positioned ROE of 8% as our most important financial target for enhancing corporate value. We also established management targets for fiscal 2028 of 3% revenue CAGR, a business contribution profit ratio of 6.5%, a net profit ratio of 3.8%, and Group-wide ROIC of 6% (see [page 19](#)). We set these at levels Konica Minolta must achieve without fail. However, capital markets have particularly expressed the critical view that the profit level of the Digital Workplace Business, a core business of ours, has been insufficient.

In the past, the Company set ambitious targets but failed to achieve its plans, damaging trust from capital markets and placing a heavy burden on employees. Reflecting on that experience, we prioritized steadily delivering results first. Going forward, beyond merely achieving our targets, we will seek to achieve them ahead of schedule and deliver results exceeding expectations, thereby increasing trust from capital markets and improving their assessment of Konica Minolta. We believe that consistently building a track record is precisely what will heighten expectations for enhanced corporate value.

Q Some capital market participants have concerns about the office unit's future prospects and sustainable profitability. What is your view?

In considering the future of the office unit, it is important to anticipate how working styles and office environments will change. The use of AI is currently expected to further expand the digitalization of business processes, potentially accelerating the decline in print demand. Although it is not easy to forecast the impact, waiting until the changes become clear before acting would be too late. Assuming that AI adoption will advance faster than expected and significantly transform business processes, we will take appropriate measures and determine the optimal strategy for the business's future.

We will consider every option, including whether to continue operating the business independently or improve competitiveness and capital efficiency through collaboration with partners. What matters is not responding passively to environmental changes, but anticipating them ourselves and devising the optimal strategy. With this in mind, we will first thoroughly enhance the office unit's earning power and build a business foundation capable of generating stable cash flow even amid structural market changes. In addition, we will accelerate the implementation of measures aimed at improving profitability while taking advantage of positive factors, such as U.S. tariff refunds, that were not factored into the new Medium-term Business Plan at the time of its formulation.

Q What initiatives are planned to improve profitability?

We aim to enhance added value through the use of AI across all our business segments. To provide an example in the Business Technologies Business, we will also further advance our use of AI, promote business process innovation through AI transformation, and achieve industry-leading productivity by enhancing and streamlining our operations (see [pages 26, 47](#)).

To enhance Group-wide earning power, we will also optimize cross-business functions on a regional basis. While Konica Minolta has traditionally focused on governance at the business level, we will improve management efficiency and streamline our cost structure by standardizing business processes and functions and consolidating indirect operations within each region. Through these initiatives, we will build a more robust earnings base capable of continuously generating earnings.

Medium- to long-term growth strategy

Q Please explain your policy for strengthening the Industry Business.

Konica Minolta positions the Industry Business as a core business that will drive medium- to long-term growth. Under the new Medium-term Business Plan, we will increase investment beyond previous levels and prioritize the allocation of management resources to areas that will become future growth drivers, including optical components for semiconductor inspection equipment, the new SANUQI and SAZMA films for displays, and automotive visual inspection systems (see [page 22](#)).

We believe that the sensing unit, in particular, has substantial room for growth. For example, sensing's hyperspectral imaging (HSI) technology is used in many areas the Company positions as growth seeds, including barrier films for perovskite solar cells, intelligent recycled materials, and biomanufacturing. As manufacturing becomes more advanced, we believe the range of applications for sensing technologies will expand further.

The sensing unit has traditionally focused on developing, manufacturing, and selling measuring instruments. Looking ahead, we will accelerate its transformation into a solutions business that contributes to customers' quality and productivity improvements by combining measurement technology with AI, rather than merely providing hardware. Ultimately, we aim to truly evolve this from a measuring instruments business into a measurement business. To achieve this, we will establish the Advanced Sensing Promotion Office within the Technology Development Headquarters in fiscal 2026 to enhance our technology development.

We will also accelerate new value creation and business growth by bringing together technologies, human capital, and customer touchpoints across organizational, regional, and business boundaries (see [page 43](#)).

Products driving growth in the Industry Business

Sensing		Performance materials	IJ components	Optical components
	Object color measuring instruments			
	Light source color measuring instruments			
				

Q How will you cultivate growth seeds?

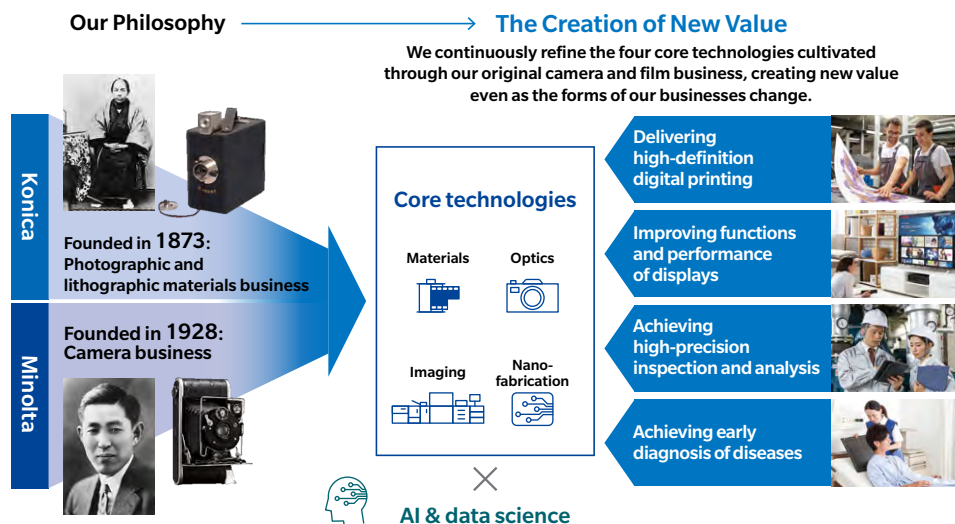
By combining our four core technologies—materials, optics, imaging, and nano-fabrication—with AI and data science, we will expand our businesses into growth areas such as the circular economy, decarbonization, and green transformation (GX) (see [page 31](#)).

In particular, we position optical components for semiconductor inspection equipment (see [page 24](#)) as a driver of future profit growth. Applications in the semiconductor inspection equipment market continue to expand, encompassing not only AI-related demand but also legacy fields, and medium- to long-term growth is expected even after the current surge in semiconductor demand led by AI data centers has run its course. We also plan to begin mass production in fiscal 2027 of products for the deep ultraviolet (DUV) field, where high growth is expected.

In the GX field, amid growing interest in a stable energy supply, attention is increasingly focused on perovskite solar cells, and demand is expected for barrier films (see [page 32](#)), a key component. In addition to the high-barrier film technology cultivated through OLED lighting, we will utilize technologies such as inkjet printheads and HSI to help bring them into real-world application.

Our intelligent recycled materials solution (see [page 33](#)) uses advanced material sorting technology, proprietary sensing technology, and AI to stabilize the quality of recycled plastics

Our Philosophy and Core Technologies



and optimize manufacturing and molding conditions. In collaboration with MJ MATERIAL TECHNOLOGY, which has strengths in manufacturing and supplying recycled materials, we are currently studying plans for mass production at its new plant in Malaysia.

We will invest in these growth seeds in stages according to their growth stage, and we anticipate full-scale profit contributions from fiscal 2029 onward. We will steadily develop them into businesses that enhance future corporate value.

Toward further enhancement of corporate value

Q How will you embody the corporate philosophy of “The Creation of New Value”?

“The Creation of New Value” has unwaveringly been defined as Our Philosophy since Konica Minolta was established in 2003. We have created new value to meet the needs of each era, including the digitalization and colorization of office printing and functional films for displays that utilize technologies cultivated through our photo and camera businesses. From 2015, we pursued major acquisitions in areas such as precision medicine, seeking to create new business pillars. As we reviewed our business portfolio, however, we decided to divest these businesses and determine that Konica Minolta was no longer the best owner. In recent years, we have developed highly distinctive technologies, including Dynamic Digital Radiography systems and the IQ-501 intelligent quality optimizer for digital printing systems, but compared with the past, it is taking longer for them to scale substantially as businesses. Looking ahead 10 to 15 years, creating new value that contributes to solving social issues while achieving sustainable growth is one of my highest management priorities.

To achieve this, the ability to anticipate changes in society and identify new business opportunities is essential. Konica Minolta selects talent with a keen awareness of technology and business to explore new business themes through unconstrained thinking that transcends existing organizational boundaries and brings fresh perspectives. Since April 2025, we have also operated a framework under which executives, including myself, review new business themes monthly with the personnel responsible. By discussing themes directly with those responsible, we have established a system enabling prompt support for promising themes and agile withdrawal decisions. Looking ahead, we will develop this into a framework capable of evaluating business viability and future potential more objectively by incorporating external expertise.

Since becoming President, I have also visited many business sites and gained new insights through repeated dialogue with employees. The aforementioned optical components for semiconductor inspection equipment serve as one example in which dialogue at the frontlines renewed my recognition of the importance of commercialization.

While taking on the challenge of creating new value, we will rigorously apply disciplined investment decisions focused on capital efficiency under quantitative criteria, thereby enhancing both social and corporate value.

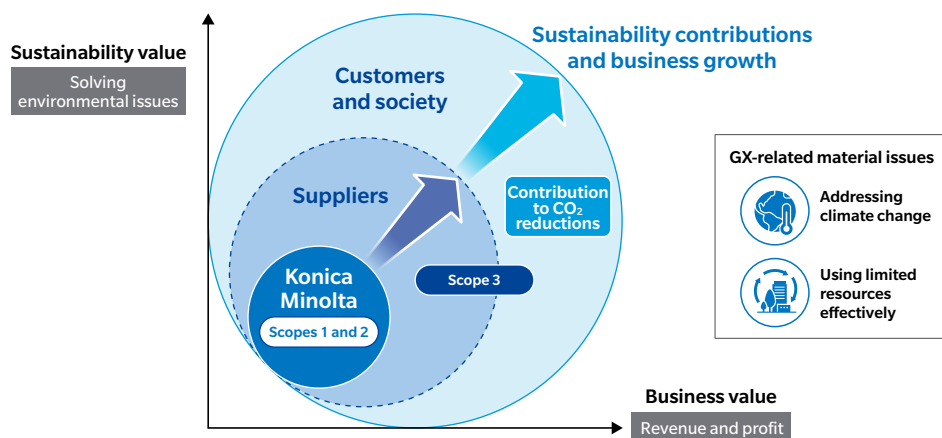
Q Please explain your approach to sustainability management and business growth.

For Konica Minolta, which creates value by solving issues faced by customers and society, advancing our growth strategy is itself an embodiment of sustainability management. The growth seeds mentioned earlier are also business themes deeply related to our material issues, including addressing climate change and using limited resources effectively.

We have strengthened Group-wide initiatives to address climate change, and in 2025, our contribution to CO₂ reductions exceeded CO₂ emissions across the entire product lifecycle, achieving what we define as Carbon Minus (see [page 55](#)). By further advancing these initiatives, we aim to achieve Net zero CO₂ emissions across the entire Konica Minolta product lifecycle by 2050 (see [page 55](#)).

We are also continuing to discuss material issues and reaffirming their alignment with our new Medium-term Business Plan and links to the priority areas of each business. Going forward, we will further examine the nature of the material issues we should address, taking into account changes in the social and business environments.

Balancing sustainability contributions and business growth through co-creation



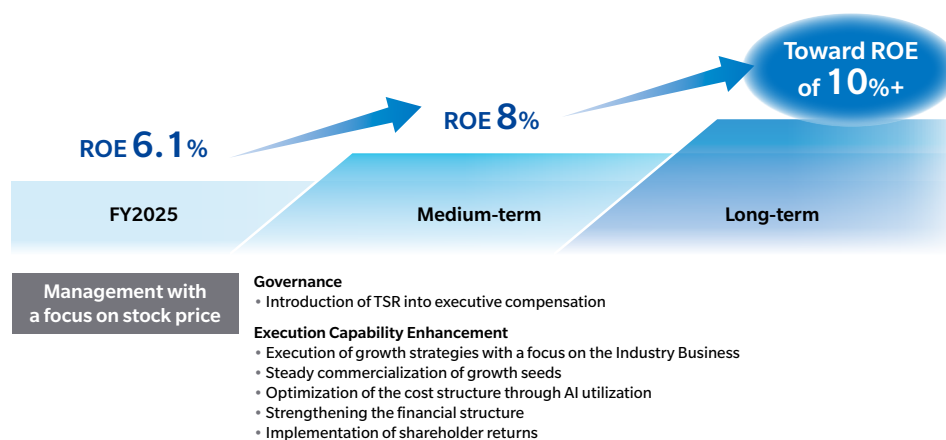
Q Capital markets are taking a critical view of Konica Minolta's current PBR, which is below 1x. How will you improve PBR going forward?

A PBR below 1x reflects the capital markets' assessment of the Company's capital efficiency and growth potential, and as the CEO, I take this assessment very seriously.

Although we target ROE of 8%, this is merely a milestone, and we must aim for ROE of 10% or higher over the medium to long term. To achieve this, in addition to improving profitability, it is essential to use total assets efficiently by optimizing working capital and improving asset efficiency. We also introduced an executive compensation system linked with total shareholder return (TSR) to align the interests of management and shareholders, further strengthening our commitment to enhancing shareholder value. Through these initiatives, we aim to quickly reach a PBR above 1x and realize corporate value that is appropriately recognized by the market.

We position the next three years as a critical period for enhancing corporate value and will deliver results meeting capital markets' expectations. On behalf of Konica Minolta, I sincerely appreciate your continued support of our endeavors.

Toward enhancing corporate value over the medium to long term



Promoting Employees' Understanding of the New Medium-term Business Plan Through Dialogue Between Management and Employees

Konica Minolta places strong emphasis on direct dialogue between employees and senior management, including the President. The Company fosters this dialogue through forums such as CEO LIVE!—a quarterly internal financial results briefing—and town hall meetings, helping deepen employees' understanding of its management policies and strategies. The Company is engaging in ongoing dialogue with employees regarding the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan) through internal briefings and CEO LIVE!



Internal Briefing and Dialogue with Employees on the new Medium-term Business Plan

On April 23, 2026, the day the new Medium-term Business Plan was announced, the Company held an employee briefing. At the briefing, the President explained the business environment surrounding Konica Minolta, outlined its priority strategies, and strongly urged proactive collaboration across departmental and organizational boundaries. In a subsequent live broadcast, management answered questions submitted after the briefing, and responses to questions that could not be addressed during the broadcast were subsequently posted on the internal website. The Company will reflect the opinions received into future initiatives, thereby contributing to concerted Group-wide efforts to enhance corporate value.

Employee Q&A on the new Medium-term Business Plan

Q Why were the targets of the previous Medium-term Business Plan not achieved, and what will change under the new Medium-term Business Plan?



President Taiko:

Under the previous Medium-term Business Plan, we fell short of our targets for certain management indicators other than ROE, partly because growth in our strengthening businesses and profitability improvements in unprofitable businesses did not proceed as anticipated. This time, we aim to steadily achieve our goals by rigorously implementing management decisions that prioritize ROIC and further tightening our business portfolio management.

Q How will the 8% ROE target be translated into actions for individual employees?



Senior Executive Vice President Hirai:

Improving ROE requires not only increasing revenue and profit but also reducing total assets through measures such as improving CCC. When you look at Konica Minolta's ROIC tree, which shows how we can improve ROE, you will find a part that directly relates to your own work. I encourage everyone to keep that connection in mind.

Q Wouldn't education be necessary to improve employees' financial and accounting literacy?



Executive Vice President Oka:

As you suggest, strengthening each employee's financial and accounting literacy is important in helping them recognize the link between their own work and efforts to enhance corporate value, including improving ROE. We have developed assessments and training programs to equip all employees with the necessary knowledge and are rolling them out in stages.

Promoting Understanding of the new Medium-term Business Plan Globally

Following the Company-wide communication of the new Medium-term Business Plan, the officers responsible for each business and corporate function held briefings to promote understanding of the plan by linking it to the business environment and priority measures specific to each area. The President also visited major sites in Europe, the United States, Asia, and other regions, where he held town hall meetings with employees. He candidly discussed the underlying approach and financial targets of the new plan, as well as investors' expectations and recognition of the challenges facing the Company, and engaged in lively exchanges of views. He also emphasized the importance of collaboration across businesses and regions and conveyed that each employee has a role to play in realizing the new Medium-term Business Plan, thereby promoting understanding with a view to advancing the plan as one global organization.



Town hall meeting at Konica Minolta's Amsterdam office in the Netherlands

Message from the Chairperson of the Board

Takuko Sawada
Outside Director,
Chairperson of
the Board



Q1 How was the Board of Directors involved in formulating the new Medium-term Business Plan, and how do you view the market's assessment of it?

Since early in fiscal 2025, the Board of Directors has engaged in extensive discussions and exercised oversight, examining not only whether the numerical targets are appropriate but also whether the strategy contributes to the sustainable enhancement of corporate value. Given the increasingly uncertain business environment, we focused our examination on the following points:

- Building a resilient business portfolio capable of withstanding multiple scenarios
- Achieving an optimal balance between improving capital efficiency and investing in growth
- Strengthening strategy execution capabilities and clarifying priorities
- Improving productivity and enhancing decision-making through the use of AI and data

At the same time, from a capital markets perspective, we have continued to emphasize the need for structural reforms in light of changes in the macroeconomic environment. We have also urged executive management to promptly clarify and communicate the Company's equity story.

Regarding the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan), while the market has shown a certain degree of understanding of the direction of Konica Minolta's transformation, I recognize that we are under close scrutiny regarding the enhancement of profitability in our existing businesses, the pace of our growth story, and the effectiveness of structural reforms, including the utilization of AI. In particular, given that we have not yet sufficiently improved our PBR and capital efficiency, the Board of Directors will exercise even stricter oversight than before.

The Board of Directors has positioned fiscal 2026 as a crucial year for maximizing corporate value and will ensure steady

progress in three areas: deepening and accelerating the business portfolio strategy centered on the Business Technologies Business; rigorously monitoring the execution of strategies in existing businesses toward achieving an ROE of 8%; and improving productivity through cross-functional reforms spanning businesses and corporate functions.

In addition, taking into account the growth story of the Industry Business, we will monitor and oversee, from the perspective of capital efficiency, the soundness of strategies, the appropriateness of risk recognition and responses, the rationale for resource allocation, and the use of AI to improve business operations, productivity, and the quality of decision-making. We will rigorously assess not only the progress of measures aimed at enhancing corporate value, but also the actual delivery of concrete results.

Q2 What management themes do you consider important in establishing a foundation for long-term growth?

I believe there are five themes the Company should focus on as it works to establish a foundation for long-term growth.

First is redefining what our business portfolio should look like. We will rigorously assess executive management's decisions in terms of the appropriateness of each business's positioning based on its ROIC and growth potential, the potential to secure and strengthen competitive advantages, and the timeliness of decisions on strategic restructuring involving the industry as a whole.

Second is commercializing themes that will drive future growth. The new Medium-term Business Plan calls for the use of AI and investment in new growth areas, but what matters is turning these initiatives into viable businesses. The Board of Directors will strengthen its support for developing these themes into future earnings pillars by scrutinizing the prioritization and level of focus on investment themes, ensuring clear execution structures and responsibilities, and assessing progress against milestones.

Third is improving efficiency and increasing visibility into and streamlining the management foundation. A prerequisite for growth is to increase visibility into the Company's organizational structure, which has become increasingly complex as the business has expanded, and reorganize the Company so that it functions as one globally integrated organization. For the Business Technologies Business in particular, strengthening profitability through fundamental structural reforms and productivity improvements is an urgent priority, as stable cash generation through structural optimization and the direction of business

model transformation are directly linked to corporate value.

Fourth is strengthening human capital and organizational capabilities. Making business model transformation, including the use of AI, effective will require developing digital talent, reskilling our people, and strengthening organizational capabilities. The Board of Directors will oversee the alignment between human capital strategy and business strategy, accountability arrangements, and the appropriateness of investments, thereby establishing sources of long-term competitiveness.

Fifth is ensuring resilience. With changes and uncertainty in the external environment as a given, decision-making based on multiple scenarios is essential to enhancing the plan's effectiveness. We view greater visibility into risks and more sophisticated decision-making processes as central themes of governance.

Under the leadership of the current President & CEO, the Company has steadily advanced business selection and concentration and built the capabilities needed to deliver on our promises. The Board of Directors will improve the quality and speed of the management's decision-making and execution, provide constructive engagement and monitoring, and establish a sustainable growth story through dialogue with the capital markets.

Q3 What KPIs does the Board of Directors consider most important, and what is its policy for oversight and monitoring?

The Board of Directors considers ROE and ROIC its most important KPIs. These are fundamental indicators closely related to PBR and important measures of how effectively the Company uses capital to create sustainable value. We next place importance on market confidence as reflected in PER, viewing this as an indicator of progress in transforming the business portfolio, increasing earnings contributions from growth areas, and progress in business restructuring.

As a prerequisite for monitoring medium- to long-term KPIs, we require executive management to present management metrics and KPIs based on a breakdown of ROE, and we exercise oversight based on a shared understanding of the overall story for enhancing corporate value. Our basic stance is that executive management takes responsibility for execution, while the Board of Directors focuses on its supervisory role and assesses, from a capital markets perspective, both the effectiveness of execution and the likelihood that it will deliver the intended results. Not only do we support executive management from these perspectives, but we also hold them to clear accountability and responsibility for delivering results aimed at enhancing corporate value.

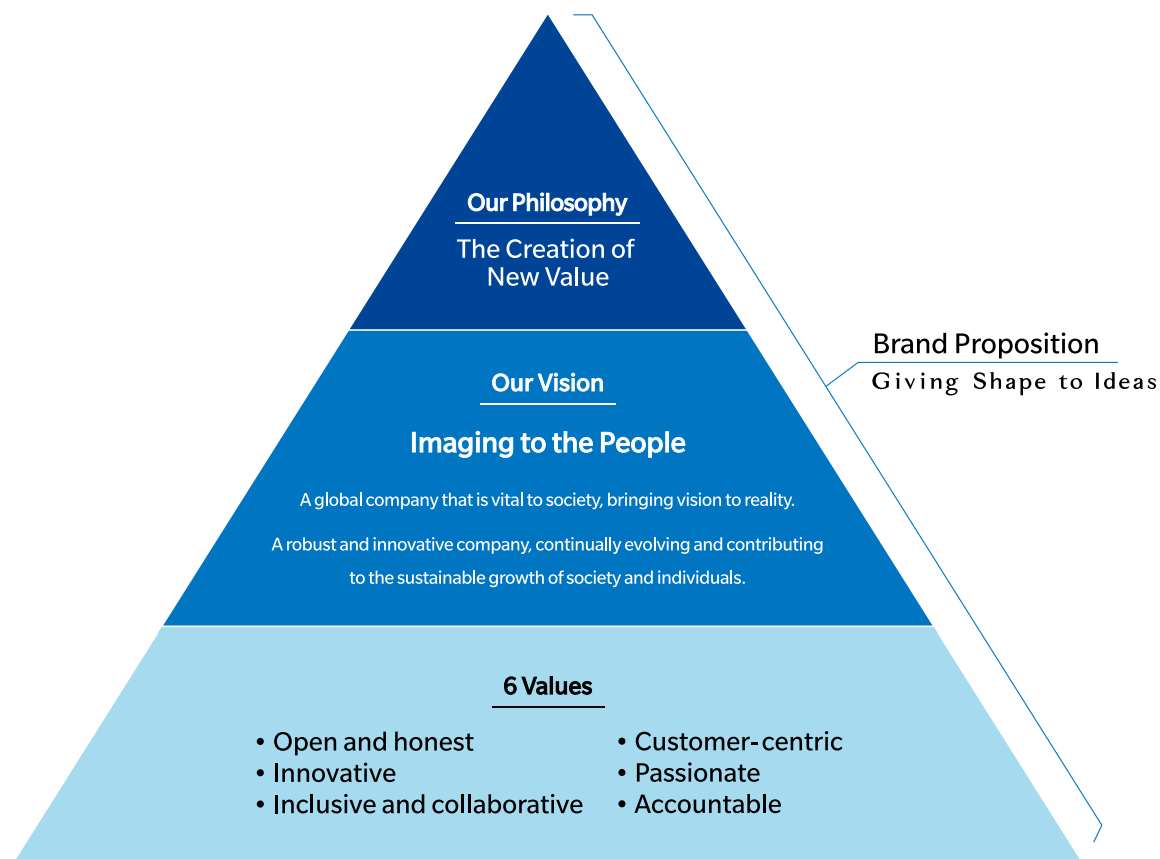
Part 2

Medium- to Long-term Value Creation Story

- 13** Our Philosophy
- 14** Our Technological Evolution
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Konica Minolta's Pursuit of Social Innovation

Our Philosophy

Konica Minolta Philosophy

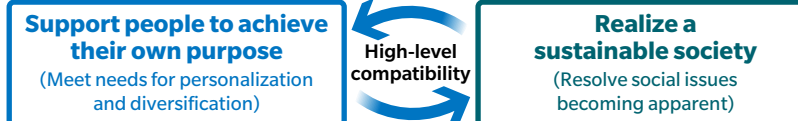


Our Philosophy: The Creation of New Value

For over 150 years, Konica Minolta has met the hopes and desires to “see” of customers around the world, founded in imaging technologies focused on image input, output, and processing. These technologies have been built in the Company’s camera and photographic film businesses that have persisted since its founding. By visualizing customer issues and integrating and evolving our core technologies, we work with our customers to solve their problems. The consistent practice of “The Creation of New Value” as stated in Our Philosophy is deeply rooted in our DNA as a way of contributing to people and society.

Our Position in the World and Management Vision: “Imaging to the People”

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. The resolution of these issues is strongly demanded by society and can also present 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.”

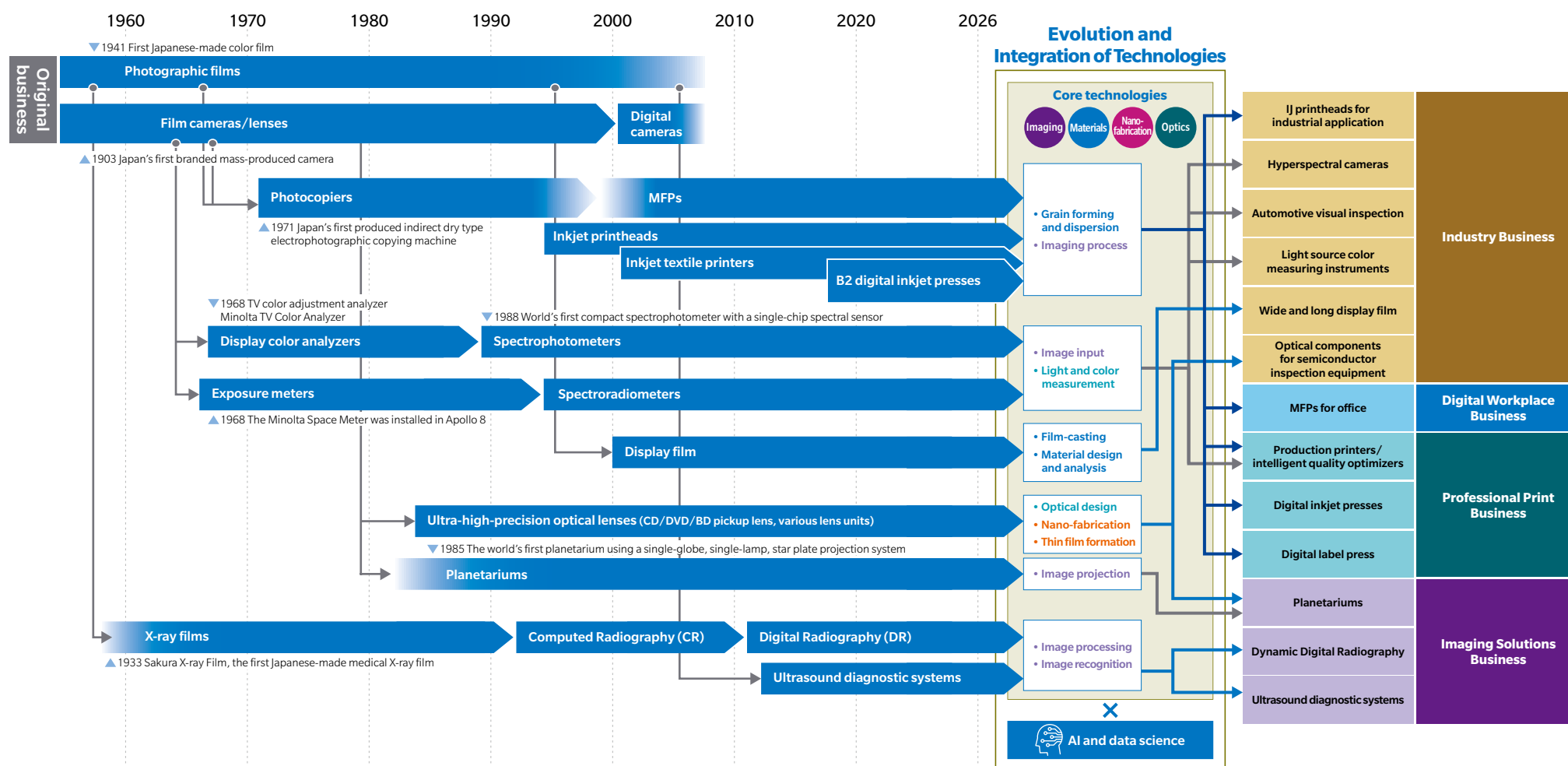


Our Technological Evolution

People's hopes and desires to “see” as a driving force for accumulating integration and evolution of technology, and for creating new value

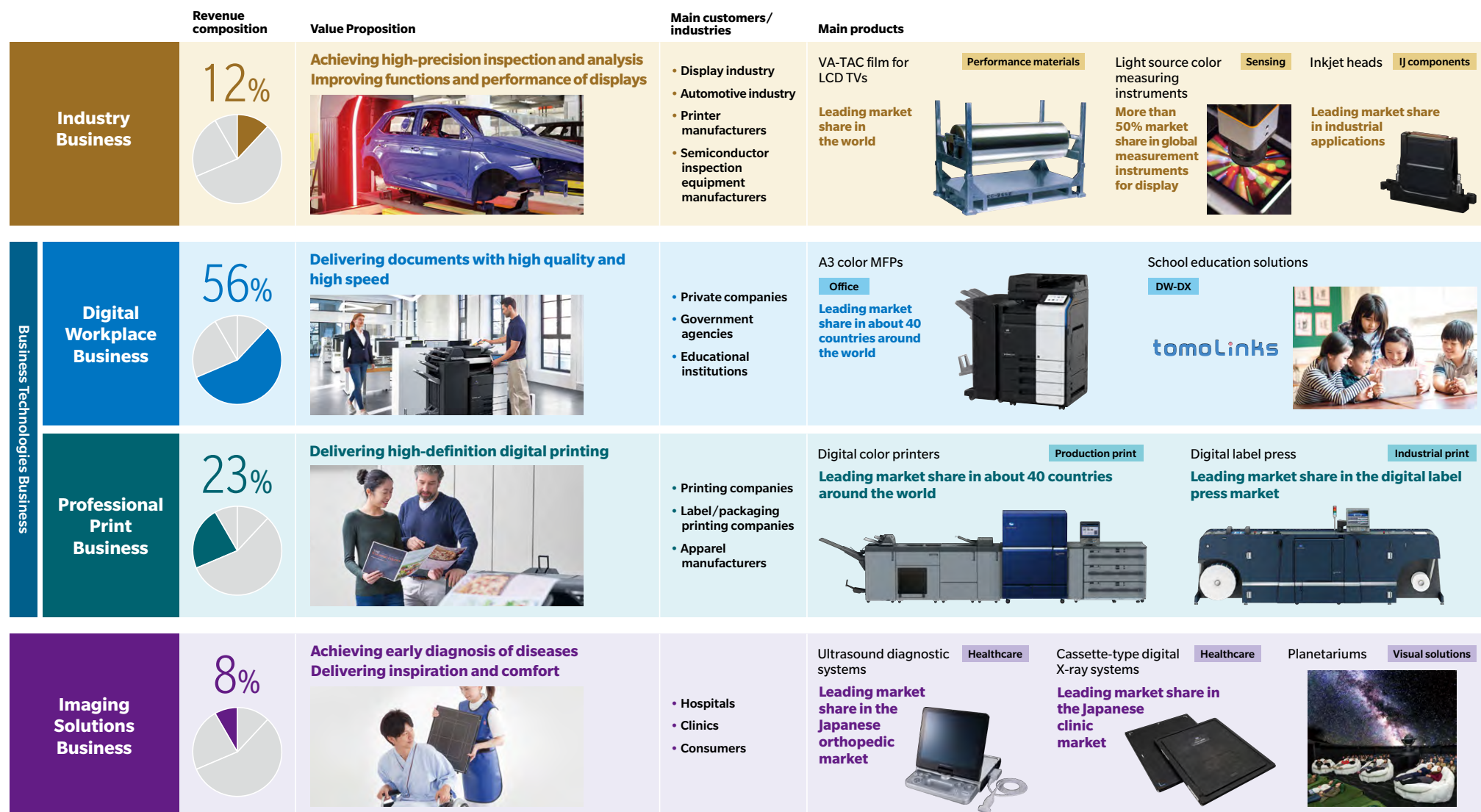
Since its founding, Konica Minolta has continuously refined its core technologies in four areas—imaging, materials, nano-fabrication, and optics—cultivated through its original camera and film business, even as business forms have changed.

By integrating these technologies and combining them with AI and data science technologies, Konica Minolta will continue to meet people's hopes and desires to “see.”



Business Overview

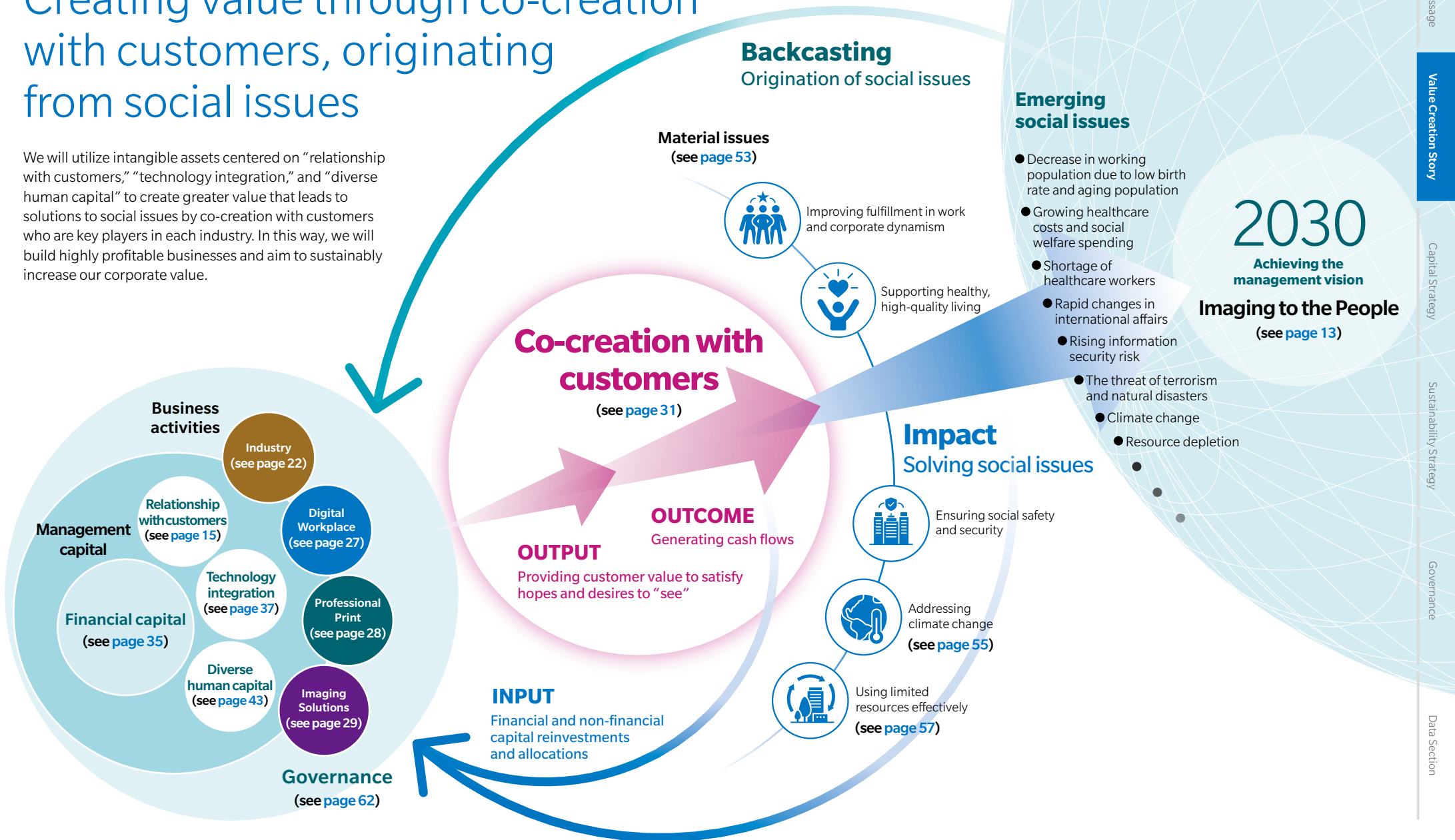
Expand business in areas with growth potential and a high likelihood of success, aiming to become the market leader in those areas



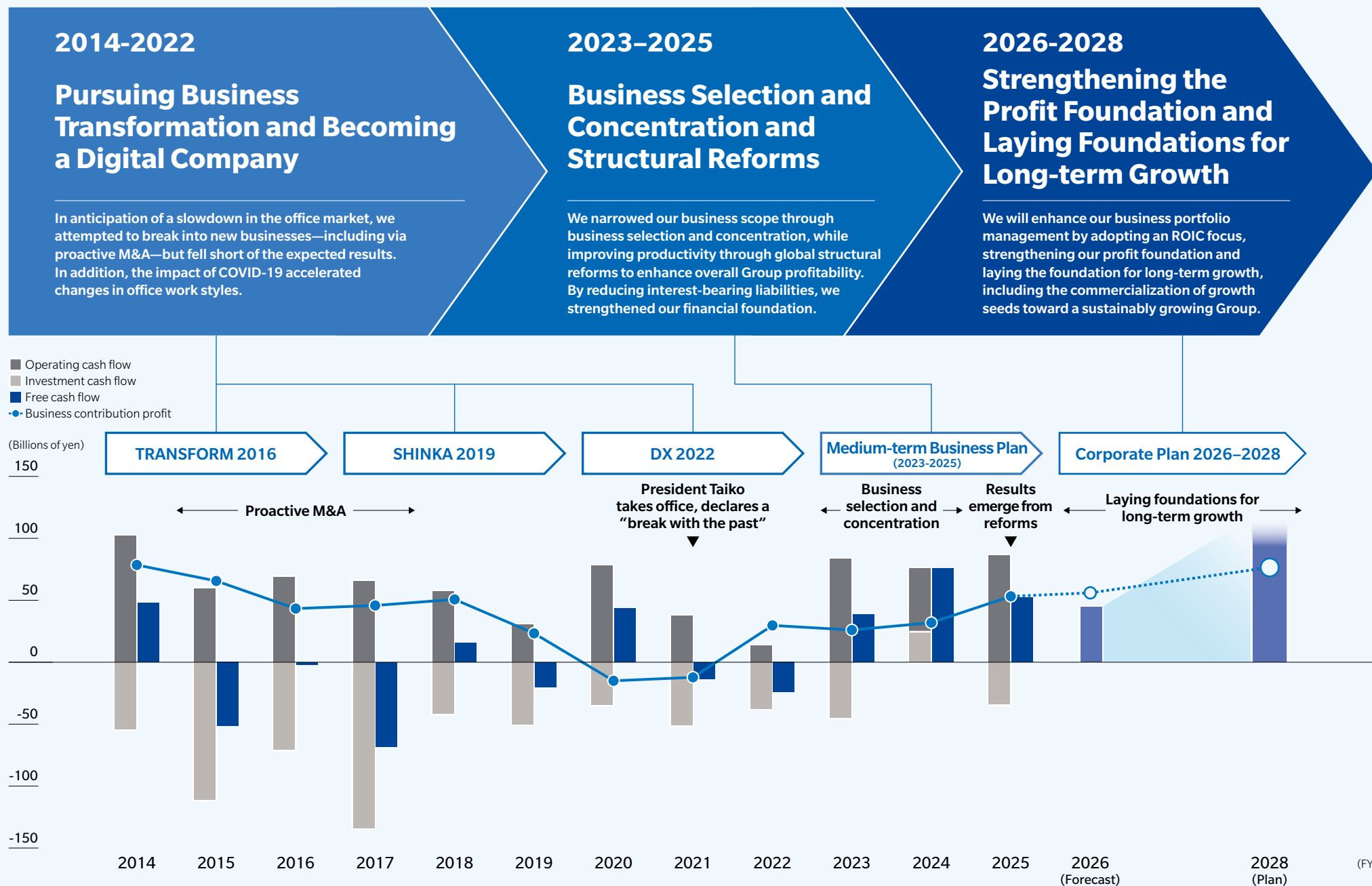
Value Creation Process

Creating value through co-creation with customers, originating 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.



Medium- to Long-term Roadmap (Evolution of Management Reforms)



Review of the Medium-term Business Plan (2023-2025)

Exceeded ROE target in the final fiscal year, reaching 6.1%

Under the Medium-term Business Plan (2023-2025), we worked to strengthen our earnings base by divesting non-focused businesses through business selection and concentration, while also implementing global structural reforms. The benefits from these efforts allowed us to exceed our target ROE of 5% in fiscal 2025.

On the other hand, challenges remain, including the failure to meet targets for our strengthening businesses, profitability issues in certain operations, and the need to further improve our financial balance.

Major results of the Medium-term Business Plan (2023-2025)

Business selection and concentration	Non-focused businesses	- Precision Medicine: Business Transfer - Marketing Services: Overseas MPM Business Transfer - Optical components: Transfer of equity in one subsidiary in China
	Direction-changing businesses	- DW-DX: Turned profitable in FY2025 - Imaging-IoT solutions: Transfer of shares of MOBOTIX
Profitability	Profitability of Business Technologies Business	- Improved profitability of Business Technologies Business - Established a JV with FUJIFILM Business Innovation Corp. - Ended production at the Wuxi plant in China
	Global structural reform	- Optimized human capital - Generating results through productivity improvement initiatives
	Strengthening the financial structure	Reduction of working capital and interest-bearing liabilities
Preparing for future growth	Laying the groundwork for a growth foundation	Barrier films for perovskite solar cells, intelligent recycled materials, optical components for semiconductor inspection equipment, etc.

Issues in the Medium-term Business Plan (2023-2025)

Issue	Details
Underachievement of targets in strengthening businesses*	Revenue from strengthening businesses and business contribution profit ratio from the Industry Business fell short of targets, leaving challenges regarding growth potential.
Profitability in some businesses	Although we moved forward with the business selection and concentration of our businesses and pivoted our portfolio, the industrial print and imaging-IoT solutions businesses remained in the red in fiscal 2025.
Improving financial balance	We reduced total assets by using third-party capital for non-focused businesses, reducing working capital, and cutting interest-bearing liabilities; however, the total asset turnover ratio fell short of our target.

Actions required in the new Medium-term Business Plan Further strengthening the profit foundation

* Strengthening businesses: Industry (performance materials, IJ components, sensing, and optical components), Healthcare, and Professional Print (production print and industrial print)

Performance vs. financial and non-financial KPIs

		FY2025 Plan (Announced April 2024)	FY2025 Results
Revenue	Total	1,050.0 billion yen	1,087.7 billion yen
	Strengthening businesses	470.0 billion yen	431.9 billion yen
Business contribution profit ratio	Total	Over 5%	4.9%
	Industry	20%	18%
ROE		Over 5%	6.1%
	Total asset turnover ratio	1.0x	0.89x
	Net D/E ratio	0.5-0.55	0.54
Non-financial goals	Employee engagement score	Industry average* of 7.3	7.1
	CO ₂ emissions in Konica Minolta product lifecycle	800,000 tons or less	700,000 tons
	Customer avoided CO ₂ emissions	800,000 tons or more	1.12 million tons

* Global technology companies

KPI achievement status by business

		FY2025 Target	FY2025 Result
Office	Revenue growth rate of hardware	-3% to -4%	-4%
	Revenue growth rate of non-hardware	-3% to -4%	-3%
DW-DX	Revenue growth rate of operation optimizing services	+15%	+3%
Production print	HPP machines in the field	+31%	+33%
	Revenue growth rate of non-hardware	0% to +1%	+2%
Industrial print	Revenue growth rate of non-hardware	+11%	+13%
Sensing	Revenue growth rate of automotive visual inspection system and HSI industrial applications	+22%	-8.1%
Performance materials	Revenue growth rate of new resin for large display panel areas (SANUQI, SAZMA)	+60%	+34%
Inkjet (IJ) components	Revenue share of growth areas	48%	36%
Healthcare	Revenue growth rate of Digital X-ray	+12%	+0%
	Revenue growth rate of Healthcare IT services	+9%	+3%

Note: Excluding the effect of foreign exchange, figures are on a year-on-year basis relative to fiscal 2024.

Basic policy

FY2026-2028 Building the foundation for long-term growth

ROIC-based management and strengthening business portfolio management

Further strengthening the earnings base

- Improve gross profit ratio
- Reduce SG&A expense ratio
- Improve financial balance
- Enhance capital efficiency



Commercialization of growth seeds for sustainable growth

In our Medium-term Business Plan, titled “Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan),” we view the three-year period from fiscal 2026 through fiscal 2028 as a time to build the foundation for long-term growth. We will strive to further strengthen our profit foundation by rigorously implementing management based on return on invested capital (ROIC) and further enhancing our business portfolio management. In addition, to achieve sustainable growth over the medium to long term, we will steadily verify the technological advantages and customer value of new businesses designated as seeds of growth and promote their commercialization.

Management Goals

We have set an ROE of 8% or higher by fiscal 2028 as a key target, and we aim to achieve further improvement beyond this milestone.

We will achieve sustainable growth by focusing our investments on the Industry Business, a growth area projected to deliver a high profit ratio and a 9% CAGR in sales, to drive Company-wide profit growth, while also expanding sales in the Professional Print Business. In addition, we will improve the efficiency of selling, general, and administrative expenses (SG&A) through the use of AI and the reduction of fixed costs, thereby aiming to improve our business contribution profit ratio and net profit ratio.

From the perspective of capital efficiency, we have set a target ROIC of 6%, and will enforce disciplined management decision-making based on ROIC while further enhancing our business portfolio management.

At the same time, we will strengthen our financial structure by optimizing working capital and reducing interest-bearing liabilities, aiming for a total asset turnover ratio of 0.98x. By efficiently utilizing our assets, we will drive sustained growth in corporate value.

Financial goals

	FY2025	FY2028 target
Revenue	1,087.7 billion yen	CAGR Approx. 3% FY2025-FY2028
Business contribution profit ratio	4.9%	6.5%
Net profit ratio	2.8%	3.8%
Financial leverage	2.5x	2.2x
Total asset turnover ratio	0.89x	0.98x
ROE	6.1%	8%
ROIC	4.9%	6%

Revenue/Business Contribution Profit by Business

(Billions of yen)

	Revenue		Business contribution profit	
	FY2025	CAGR (FY2025-FY2028)	FY2025	CAGR (FY2025-FY2028)
Industry	126.7	9%	22.4	12%
Digital Workplace	610.5	1%	38.7	1%
Professional Print	255.1	4%	11.0	21%
Imaging Solutions (healthcare, QOL solutions, and visual solutions)	88.6	3%	2.2	38%
Corporate and others (FY2025: Including imaging-IoT solutions*1)	6.7	-	-21.3	11% reduction*2
Company-wide total	1,087.7	3%	53.1	14%

*1 From fiscal 2026 onward, certain operations of the Imaging-IoT Solutions Business will be transferred to other business units.

*2 Simple comparison, not CAGR

Implementing ROIC-based management to enhance corporate value

To enhance corporate value, we will promote measures that contribute to improving both ROE and the price-to-earnings ratio (PER).

To improve ROE, we will position ROIC as a core metric and steadily implement initiatives focused on the key drivers of ROIC improvement increasing gross profit ratio, enhancing cost efficiency, and improving capital efficiency.

Specifically, while pursuing sustainable growth in the Industry Business (see [page 22](#)), we will undertake comprehensive reforms across all areas of business in the Business Technologies Business, including AI-driven operational

streamlining and fixed cost reduction (see [page 26](#)).

At the same time, while maintaining R&D expenses at around 5% of revenue, we will rigorously implement strategic allocation to maximize return on investment. Furthermore, we will work to optimize cross-business processes and functions on a regional level to improve productivity.

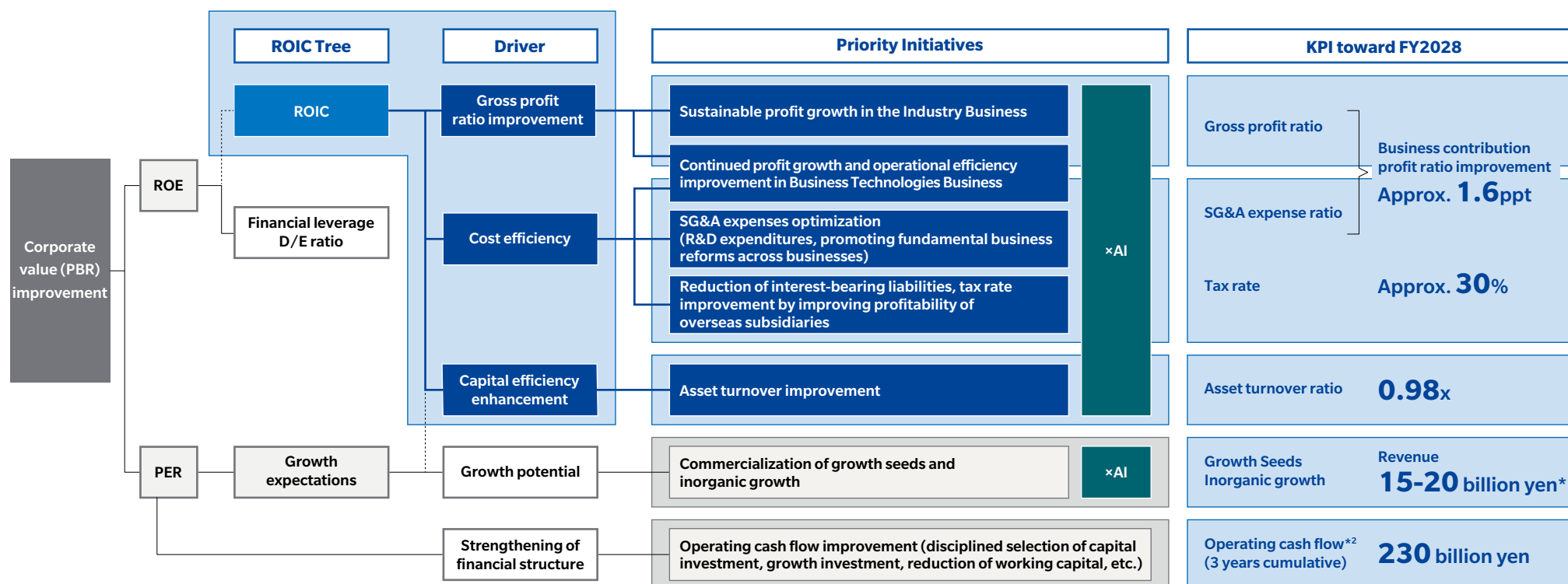
In addition to these efforts, we will enhance ROIC, and thereby drive a sustained improvement in ROE, by improving our financial balance through the reduction of interest-bearing liabilities, optimizing our tax expense by improving the profitability of overseas subsidiaries, and enhancing capital

efficiency by improving the total asset turnover ratio.

Furthermore, we will raise growth expectations by taking action to commercialize new businesses designated as seeds of growth and by achieving inorganic growth driven by technology, thereby aiming to improve PER. In addition to strengthening profitability, we will generate operating cash flow by reducing working capital to strengthen our financial structure (see [page 35](#)).

Through these initiatives, we will improve ROE and PER, leading to greater corporate value (measured as the price-to-book ratio, or PBR).

Priority initiatives and KPIs for enhancing corporate value



*1 Technology-driven inorganic growth is not included in the targets of Corporate Plan 2026-2028. *2 After deducting repayments of lease liabilities

ROIC-based business portfolio management

We will further strengthen our business portfolio management by using ROIC as the core metric for business evaluation. Each business will be evaluated based on the two metrics of ROIC and revenue growth rate, and we have clearly defined strategies tailored to each business's characteristics.

As evaluation criteria, we have set the weighted average cost of capital (WACC) of 6%—projected for fiscal 2028, the final year of the new Medium-term Business Plan—as the hurdle rate, and the Group-wide average revenue growth rate of 3% as the benchmark.

Based on these criteria, for our Industry Business, which exceeds both benchmarks, we will expand growth areas such as optical components for semiconductor inspection equipment, new resin films for large displays, automotive visual inspection,

and hyperspectral imaging, and we will prioritize strengthening it as a core business that drives Group-wide growth. For the production print unit, which exceeds a 6% ROIC, we will continue to pursue revenue growth as a key driver of expansion.

Meanwhile, regarding the office unit, although its ROIC exceeds 6%, we anticipate a continued decline in demand for printing. Therefore, we will work to reform its profit structure and maintain its ROIC at or above this level in fiscal 2028.

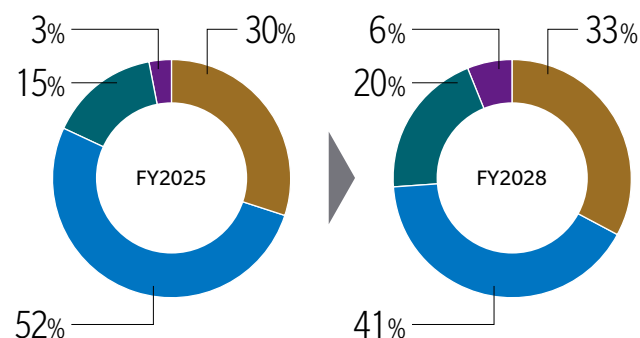
For the healthcare unit and the DW-DX unit, where ROIC is below the benchmark, we will make improving profitability our top priority and aim to raise this metric to 6% or higher. At the same time, for industrial print, where achieving profitability has been delayed due to deteriorating market conditions, we will accelerate profitability and promote business expansion.

Furthermore, at the start of this Medium-term Business Plan, we have set ROIC targets for each fiscal year in each business. To achieve these plans, we will monitor the progress of our initiatives on a quarterly basis and conduct annual evaluations by business. We will flexibly review our initiatives based on progress to increase the likelihood of achieving our targets.

For businesses with insufficient capital efficiency, we will implement improvement plans with clear deadlines; if improvement is not foreseeable, we will make management decisions, including narrowing our focus or withdrawing from the business. Through these initiatives, we aim to further improve ROIC based on rigorous and swift decision-making.

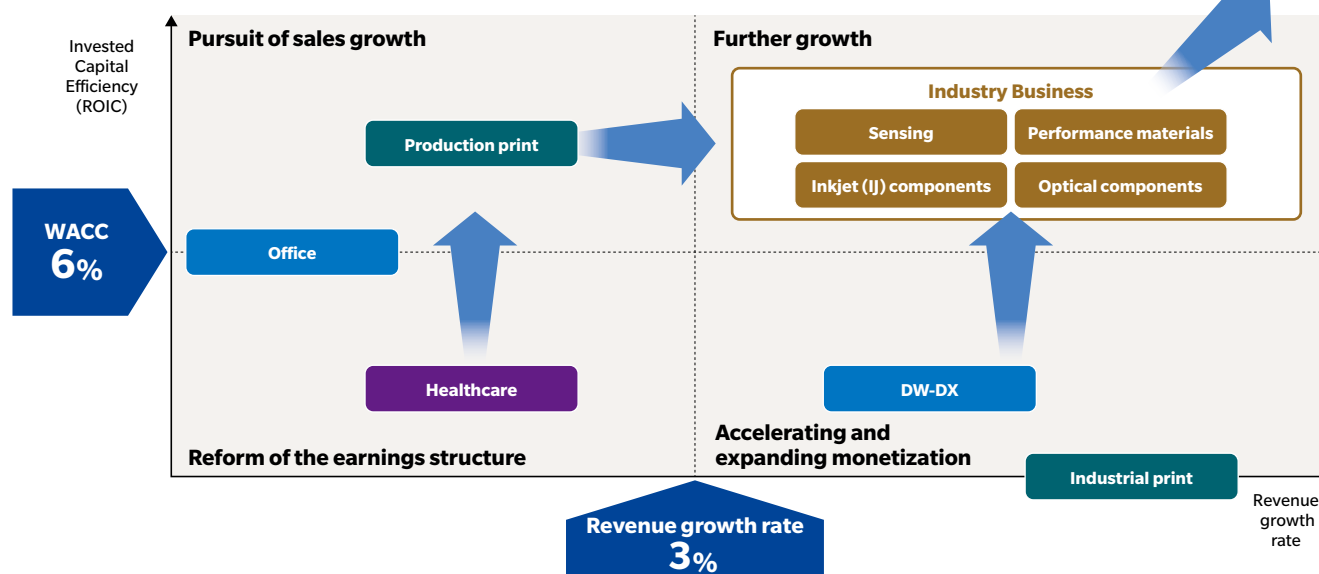
Business contribution profit breakdown

Industry Digital Workplace
Professional Print Imaging Solutions



Stricter business decisions based on ROIC

Industry Digital Workplace Professional Print Healthcare → Direction toward FY2028



Industry Business

Main products by business unit

Sensing	Spectrophotometers, chroma meters, and automotive visual inspection systems
Performance materials	Functional films for displays
Inkjet (IJ) components	Industrial inkjet heads
Optical components	Pickup lenses and optical components for semiconductor inspection equipment



Noriyasu Kuzuhara
Executive Vice President &
Executive Officer
Industry Business

In the Industry Business, we have created a number of world-first products and services, as well as products and services with leading market shares based on technologies refined throughout our history of innovation and co-creation activities closely aligned with customers' field operations.

At the core of the value we provide is a technology platform that combines core technologies such as optics, materials, and nano-fabrication with AI and other advanced technologies and continues to evolve and integrate them. The performance materials, IJ components, optical components, and sensing units leverage these technologies to continually respond to increasingly complex social issues and customer needs.

Another distinguishing feature of this business, in addition to its advanced technological capabilities, is its commitment to continually reviewing how it operates. For example, during the previous Medium-term Business Plan, the optical components unit divested its equity interest in a manufacturing subsidiary in China and shifted resources toward growth areas, primarily optical components for semiconductor inspection equipment. In this way, we have increased profitability by redirecting our technologies and assets toward growth areas in response to changes in the market environment.

Under the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan), we will make maximum use of these strengths to help resolve social issues and drive growth across the Group.

Review of the Medium-term Business Plan (2023-2025)

Although changes in the external environment prevented us from achieving our initially anticipated growth trajectory, we made progress in establishing a foundation for growth in each business.

The performance materials unit fell short of its target due to delays in expanding sales of new resin products, but maintained the top position in the TV phase difference film domain, with a significant increase in our share for OLED applications.

The IJ components unit maintained its profit foundation in sign graphics and developed markets with new products, but fell short of its target due to sluggish market conditions.

The optical components unit redesigned its business portfolio to achieve both sales growth and profitability and is shifting resources toward the semiconductor domain.

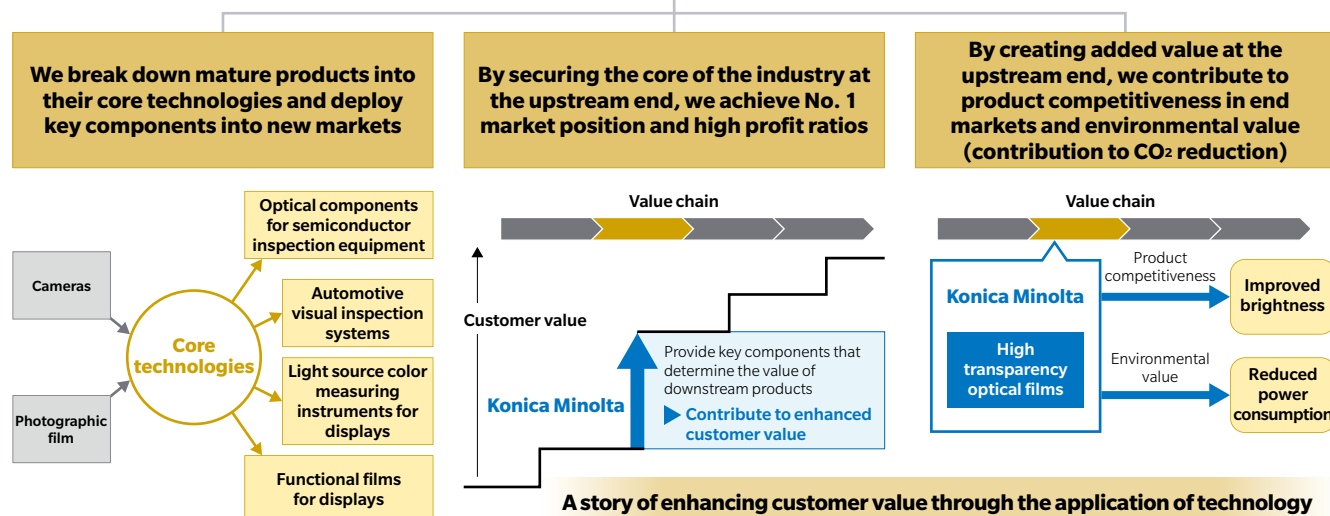
Although the sensing unit was affected by a transitional

period in the display market, demand recovered in fiscal 2025. By strengthening proposal capabilities for individual industries, the unit expanded the mobility domain and applications for hyperspectral imaging (HSI), thereby establishing a foundation for growth.

Industry Business strategy and competitive advantages

By taking a comprehensive view of entire industries and moving upstream in their value chains, we enhance the value of downstream products, achieving top market share in our domains and high profitability. Moreover, products in the Industry Business create environmental and social value not only by enhancing the value of downstream products but also by driving manufacturing innovation across entire industries, creating a virtuous cycle of business growth and sustainability.

Rather than focusing on sales volume of end products, we take a broad view of the entire industry and amplify customer value at the upstream end of the value chain



Industry Business

Priority measures under the new Medium-term Business Plan

The Industry Business has maintained a high operating profit margin by providing key components essential to industry. To achieve sustainable growth, it is important to secure stable earnings from existing products with top market share that have reached the mature stage of their product lifecycles, while accelerating the creation of products that will drive future growth and achieving sound portfolio renewal to expand earnings.

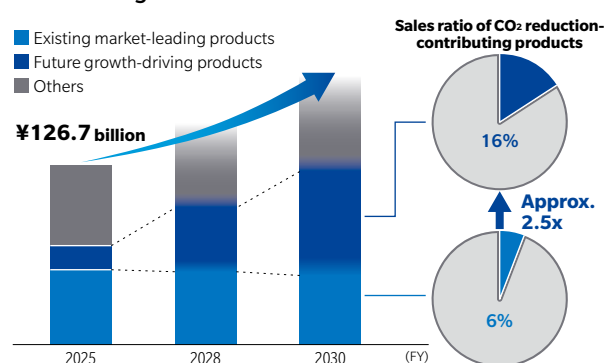
Growth-driving products in this business are also closely linked to sustainability value. In fiscal 2030, among growth-driving products, the proportion of sales accounted for by “products that contribute to CO₂ reduction”^{*} is expected to be approximately 2.5 times that accounted for by existing top-share products. For example, HSI enables advanced sorting of mixed waste and contributes to CO₂ reductions by avoiding thermal recycling. Under the new Medium-term Business Plan, we will use growth-driving products to achieve both sales expansion and greater sustainability value.

^{*} Products that contribute to CO₂ reduction: Products that generate CO₂ reduction contributions (see page 56)

Policies for developing growth-driving products by unit

- **Performance materials:** Expand new resin films for displays
- **IJ components:** Develop and expand new domains
- **Optical components:** Expand products for semiconductor inspection equipment
- **Sensing:** Capture opportunities arising from customer innovation and expand applications for automotive visual inspection systems and HSI technology

Revenue Targets



Performance materials

Market Environment

- | Opportunities | Risks |
|---|---|
| <ul style="list-style-type: none"> • Increased demand for displays due to expansion of applicable devices and other factors • Increased demand for films due to larger display sizes • Higher demand for new features due to the evolution of next-generation displays • Widening of production line at polarizer manufacturers | <ul style="list-style-type: none"> • Declined demand in display market due to economic slowdown • Shrinking market for existing products due to changes in display technology |

Strategies under the new Medium-term Business Plan

- **Grow sales of new resins in the large display domain**
 - Expand market share by strengthening the sales platform
- **Increase revenue and improve profit margins by expanding production capacity**
 - Promote wider-width film production through capital investment in production equipment to improve production efficiency
 - Improve profit margins by increasing production speed

Strategic KPI (vs. FY2025)

	FY2028 Target
Revenue growth rate in the large display domain	+30%

Inkjet (IJ) components

Market Environment

- | Opportunities | Risks |
|---|--|
| <ul style="list-style-type: none"> • Growing demand for high-mix, low-volume production and on-demand production • Expansion of the market for information-marking applications accompanying enhanced traceability • Growing demand for technologies that reduce environmental impact and streamline processes | <ul style="list-style-type: none"> • Customers curbing investment due to economic trends and changes in interest rates and foreign exchange conditions • Longer time from customer evaluation to adoption for mass production in new domains |

Strategies under the new Medium-term Business Plan

- **Expand sales in new domains, including manufacturing and information-marking applications**
 - Expand sales for manufacturing applications by leveraging high material compatibility
 - Expand sales for information-marking applications such as barcode printing by leveraging long-distance ejection performance
 - Create markets through integrated heads, inks, and systems
- **Expand market share in the sign display market, centered on new heads compatible with two-color inks**

Strategic KPI (vs. FY2025)

	FY2028 Target
Revenue growth rate in new domains (manufacturing and information-marking applications)	+109%

Optical components

Market Environment

Opportunities

- Increasing demand for inspection equipment accompanying growth in semiconductor demand*
- Diversification of inspections in response to increasingly complex structures resulting from semiconductor miniaturization and chiplet adoption

Risks

- Demand fluctuations due to capital investment cycles
- Fewer orders due to changes in customers' development plans and capital investment postponements

* Konica Minolta currently estimates the market for its optical components for inspection equipment to be at a scale over ¥200 billion and expects it to expand by 8–10% annually through fiscal 2030.

Strategies under the new Medium-term Business Plan

- **Expand sales of optical components for semiconductor inspection equipment**
 - Secure pipelines and increase our share of customers' procurement by strengthening customer-facing activities
 - Expand capacity by scaling up production capacity and strengthening human capital
- **Expand the domain of optical components for semiconductor inspection equipment**
 - Expand into the deep ultraviolet (DUV) domain by extending and advancing optical technologies
- **Improve profitability through greater efficiency in the imaging domain**
 - Create a cycle of investment in semiconductors by generating profit and cash

Strategic KPI (vs. FY2025)

	FY2028 Target
Revenue growth rate of optical components for semiconductor inspection equipment	+200%

Examples of growth-driving products

Optical Components for Semiconductor Inspection Equipment



Becoming a strategic partner that supports customers from an upstream position in the supply chain by focusing on the light control domain, where we leverage core technologies

Yoshiyuki Nomura

Corporate Vice President & General Manager,
Optical Component Business Unit

Since assuming responsibility for the optical components unit, I have analyzed the business environment and reassessed our strengths. As a result, we established a policy of focusing on the light control domain within optical technology, one of Konica Minolta's core technologies. Based on this policy, through 2025 we transformed our business portfolio toward upstream areas of the value chain where we can create high added value. Specifically, we are shifting resources to optical components for semiconductor inspection equipment to strengthen our business structure and acquire technologies.

Our products are used in wafer defect inspection equipment and other systems in the semiconductor inspection process, detecting microscopic

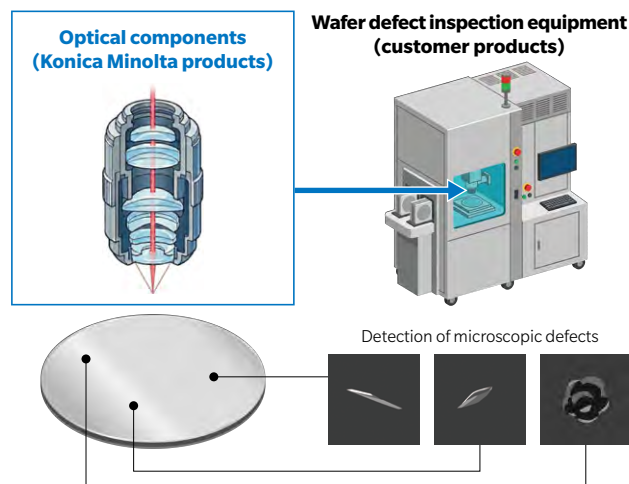
defects at the nanometer level that are invisible to the naked eye. We have supplied leading inspection equipment manufacturers for more than 10 years, building relationships of trust. In recent years, expectations for Konica Minolta have risen further as manufacturers expand production capacity and competitors scale back or withdraw from the business. Leveraging our development capabilities to realize customer needs and our co-creation-based customization capabilities, we will strengthen our relationships as a strategic partner and accelerate business expansion.

In response to the recent rapid increase in demand, we are strengthening our production system and improving production efficiency. For lens processing in particular, we plan to increase production capacity to 2.6 times the fiscal 2024 level during fiscal 2026. As part of this initiative, we established a second base in Hachioji, Tokyo, where the Company's technology platform is concentrated, and began operations in January 2026.

In addition, we are introducing technologies to support further growth. In addition to the visible/ultraviolet (VIS/UV) wavelength domain, where we have traditionally been strong, we have begun expanding into the deep ultraviolet (DUV) domain, which has a larger market for inspection applications. We plan to bring equipment online sequentially from July through the end of 2026, and product development has already been completed. Following prototype shipments during the fiscal year, we expect to begin mass-production sales during fiscal 2027.

Going forward, we will evolve beyond simply supplying components to become a partner that delivers value by working with customers to develop specifications for more advanced inspection performance, thereby achieving further business expansion.

Providing key parts determining accuracy of wafer defect inspection equipment



Expanding production capacity in response to rapidly growing demand

Strengthening the production system

Strengthen the production system at the Osaka Sayama site
+
Establish a second base at Tokyo Site Hachioji

Improving production efficiency

Using DX to shift from skill-dependent processing to standardization

FY2026 Production capacity increased to **2.6 times** (vs. FY2024)

Sensing

Market Environment

Opportunities

- Changes in development and manufacturing processes due to technological innovations in displays, and the expansion of applications to a variety of devices
- Demand for labor-saving in quality inspections at automotive plants
- Demand for efficient use of limited resources and addressing climate change in the manufacturing industry

Risks

- Decline in demand due to customers' capital investment cycles

Strategies under the new Medium-term Business Plan

- Increase the profitability of light source color measurement instruments
 - Expand sales by increasing the customer base and maintain the leading position in the domain
 - Strengthen profitability through functional integration
- Expand sales by acquiring new customers for automotive visual inspection
- Expand sales by developing applications in the hyperspectral imaging (HSI) domain
- Expand sales by leveraging the global sales channels of the Business Technologies Business

Strategic KPI (vs. FY2025)

	FY2028 Target
Revenue growth rate of the sensing business	+27%

Examples of growth-driving products



Accelerating growth as a unified Group to become a solution provider combining AI with strengths in measuring instruments

Kentaro Mikami
Corporate Vice President & General Manager,
Sensing Business Unit

Based on photometric technology, the sensing unit has provided products that serve as standards for light and color. In recent years, we have enhanced the added value of our products and services and expanded our business domains by integrating AI with sensing technologies cultivated over many years. Two main drivers will lead our future growth.

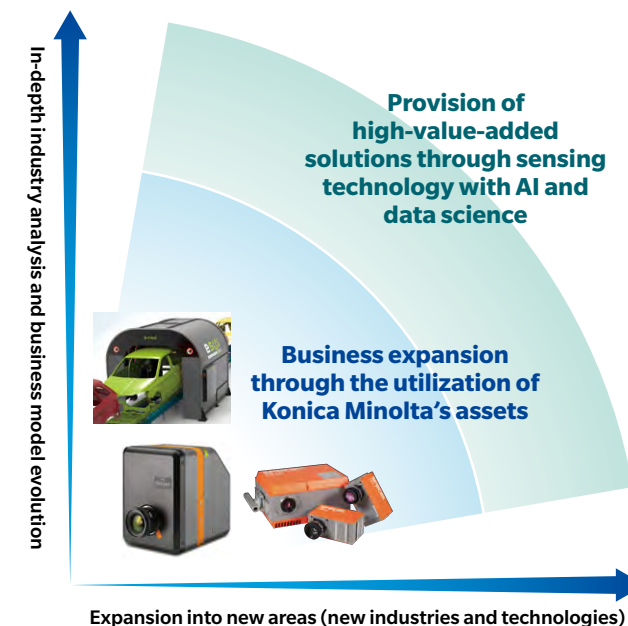
The first is the mobility domain. Automotive visual inspection, which uses AI-powered image analysis technology, is a solution that automatically assesses vehicle body paint quality and visual abnormalities with high precision, addressing customer needs to achieve both technological innovation through CASE and labor saving in inspection processes. Following adoption by a major automaker, our global pipeline has expanded and we are acquiring new customers. Going forward, in addition to improving profitability by shortening implementation lead times, we will further strengthen our growth platform by extending proprietary solutions, such as wheel inspection, to other components.

The second is the HSI domain. HSI is a nondestructive inspection technology that visualizes and analyzes subtle spectral differences imperceptible to the human eye with high precision and speed. Toward the realization of a decarbonized society, we are strengthening expansion into the environmental, energy, and recycling fields, with adoption by major customers increasing, particularly for sorting textile fibers for recycling. We will further integrate our operations with Group company Specim and steadily capture business opportunities in the HSI market, which is growing at more than 10% annually, to achieve further business expansion.

As a platform supporting this growth, we are expanding sales channels by leveraging the global sales and service infrastructure of the Company's Business Technologies Business. In Europe in particular, adoption is progressing by leveraging existing customer engagement. Going forward, we will enhance the value we provide by strengthening solution proposals

Creating high added value by combining measurement technology with AI

Transform into a measurement solutions business through sensing technology and AI



tailored to customer needs, combining equipment sales with expertise in automating field operations and building systems.

To achieve further growth, we will transform from a conventional measurement instrument sales business into a measurement solutions business that continually resolves customer issues by combining sensing technology with AI and data science to derive sophisticated insights from acquired data. We will also collaborate with the Company's technology development divisions on technologies they are developing in new domains, such as chemical sensing, to expand the business and maximize profitability toward 2030.

Business Technologies Business

Main products and services by business unit

Digital Workplace Business	Office	Color MFPs
	DW-DX	DX support services
Professional Print Business	Production print	Digital color printers, workflow solutions
	Industrial print	B2 digital inkjet presses, label presses



Management Meeting

Value Creation Story

Capital Strategy

Sustainability Strategy

Governance

Data Section



Norihisa Takayama
Executive Vice President &
Executive Officer
Business Technologies Business

The environment for the Business Technologies Business is changing significantly amid advances in digital technology and increasingly diverse customer needs. Konica Minolta views these changes as growth opportunities and is working to create customer value and achieve sustainable growth.

In the Digital Workplace Business, which underpins the Company's earnings, we are strengthening profitability and cash generation by optimizing our sales and service structures and improving operational efficiency. Furthermore, we are leveraging our strong customer touchpoints to expand into growth areas such as IT services and DX solutions.

Meanwhile, in the commercial and industrial printing markets, the shift from analog to digital printing is continuing amid growing demand for high-mix, small-lot production and reduced environmental impact. I regard this change as an irreversible structural transformation of the market and a major growth opportunity for the Business Technologies Business.

Going forward, we will continue to leverage our technological advantages and customer base we have cultivated to strengthen our profit foundation while shifting toward growth areas, thereby sustainably enhancing corporate value.

Review of the Medium-term Business Plan (2023-2025)

In the Business Technologies Business, we executed significant reforms, including global structural reforms, the divestiture of overseas MPM* services, profitability improvements in the DW-DX unit, and the termination of manufacturing at our Wuxi plant in China. As a result, although performance varied by unit, profitability in fiscal 2025 improved compared with fiscal 2022. The DW-DX unit also achieved a substantial improvement in profitability and turned profitable. Meanwhile, the industrial print unit was significantly affected by U.S. market conditions, resulting in greater losses and making an early improvement in profitability a priority.

* MPM: Marketing Print Management. A service for marketing departments in major global companies.

Priority measures under the new Medium-term Business Plan

To achieve sustainable growth, we will promote measures in each unit with a strong focus on ROIC.

In the office unit, assuming that print demand will continue to decline gradually, we will rapidly build a structure capable of maintaining profitability even if the market contracts faster than anticipated. To this end, in addition to transforming operations through the use of AI and data, we will pursue reforms across all areas, including reducing assets by region and business area. Specifically, we will improve productivity by expanding the proportion of remote services, standardizing and automating back-office operations, and using sales and customer data to enhance proposal capabilities and sales conversion rates. At the same time, we will optimize logistics and inventories throughout the supply chain and improve asset efficiency. Through these measures, we will maintain ROIC above the cost of capital and build a sustainable business foundation.

In the DW-DX unit, we will leverage the office unit's customer base to expand the provision of DX services for which there is strong market demand. In addition to expanding our

service lineup, we will focus on industries and business categories where we have strengths and provide solutions that contribute to customers' operational transformation and value creation.

Although the production print unit's ROIC exceeds the hurdle rate, revenue growth remains a challenge. The digital printing market is expected to grow despite the contraction of the overall commercial printing market, but growth slowed during the previous Medium-term Business Plan due to external factors. Under the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan), we will accelerate the digital shift and expand earnings in the Heavy Production Print machine (HPP) and Mid Production Print machine (MPP) segments, where we have strengths. Moreover, we will promote digitalization across the entire printing process by providing not only equipment but also solutions that help improve customer workflows.

In the industrial print unit, we will pursue an early improvement in profitability through business expansion. Although market digitalization is progressing more gradually than anticipated, we expect it to accelerate over the medium to long term. We will lead market digitalization in B2 cut-sheet UV inkjet presses and the fields of label, textile, and embellishment printing by leveraging our advanced technological capabilities and strong on-site responsiveness.

In the Business Technologies Business, in addition to measures undertaken by each unit, we will promote cross-unit initiatives that leverage shared assets. In particular, we will accelerate the use of AI in core operations to simultaneously enhance competitiveness, improve operational efficiency, and reduce fixed costs, aiming for industry-leading productivity. In procurement, we will expand the benefits of the joint venture with FUJIFILM Business Innovation Corp. while addressing rising component prices and supply risks (see [page 49](#)). Furthermore, we will strengthen our ability to respond to fluctuations in demand and enhance business resilience.

Digital Workplace

Office

Market Environment

Opportunities

- Increased need for workflow optimization related to office documents and digitization of paper documents, and demand to strengthen information security
- Stricter environmental standards in bidding requirements for MFPs

Risks

- Declining print demand, particularly in developed countries, due to the establishment of business processes that do not rely on paper
- Supply chain risks in procurement, manufacturing and logistics, and other areas arising from changes in the business environment

Strategies under the new Medium-term Business Plan

- **Maintain profit through sales that leverage the existing sales network and customer base**
 - Expand recurring revenue by providing DX- and AI-related solutions, including solutions that streamline operational workflows and strengthen security
 - Make a full-scale entry into circular business models through the expanded use of remanufactured equipment
- **Improve the cost structure**
 - Reduce total costs by curbing quality losses and service costs through optimal design across the entire product lifecycle
- **Improve profitability through the utilization of AI and data**
 - Improve productivity through the utilization of AI in sales and DX initiatives
 - Enhance customer service by utilizing data from devices installed in the field
- **Evolve production and procurement**
 - Reduce costs by strengthening production DX and procurement strategies (see [page 49](#))

Strategic KPI (vs. FY2025)

	FY2028 Target
Revenue growth rate of non-hardware	-5%
Revenue per employee (millions of yen)	+1.5

TOPICS

Improving service efficiency and product quality through the use of operating data from MFPs installed in the field

Konica Minolta leverages its platform of MFP operating data collected and accumulated globally to improve the operational efficiency and customer service capabilities of its sales companies. By periodically obtaining meter readings, issue histories, equipment and consumables status, and firmware information, and linking this data with ERP and other systems, we automate billing, automatically ship toner and parts based on forecasts of toner levels and remaining parts life, and determine optimal service visit timing. This improves service efficiency and minimizes downtime.

For repair visits, we also optimize visits by analyzing trends in issue occurrence and remotely monitor and update firmware versions, thereby stabilizing quality and enhancing maintenance support. Call centers and service engineers also remotely assess equipment status in advance, reducing on-site work time and repeat visits.

This platform has been deployed worldwide, and the collected big data is consolidated in a data lake to analyze service life of parts, detect defects early and identify their causes, and visualize the effectiveness of countermeasures. This enables consistent use of data from design through maintenance and operation, enhancing the PDCA cycle for products and services as a whole.

Going forward, we will combine field operating data with AI and analytical technologies to enhance failure diagnosis, on-site support, and quality improvements, aiming to reduce equipment downtime and improve productivity across all service operations.

DW-DX

Market Environment

Opportunities

- Increasing demand for DX among companies and government agencies seeking to improve operational efficiency
- Increasing opportunities to provide solutions utilizing new technologies such as generative AI

Risks

- Intensifying competition with industry peers and specialized IT service providers
- Rising personnel costs for IT talent

Strategies under the new Medium-term Business Plan

- **Grow sales through cross-selling to the MFP customer base**
 - Leverage customer touchpoints through the global direct sales network
 - Focus on DX offerings and services that complement MFPs and are tailored to target customers in each region
 - Achieve scale through the standardization of sales and delivery
- **Provide solutions based on a deep understanding of customer challenges**
 - Provide end-to-end operational workflow solutions ranging from the digitization of paper documents to operational automation
 - Expand the AI SaaS business for the school education market and inbound demand in Japan

Strategic KPI (vs. FY2025)

	FY2028 Target
Revenue growth rate of operation optimizing services	+50%
Revenue growth rate of industry-specific AI SaaS services	+132%

Professional Print

Production print

Market Environment

Opportunities

- Increased demand for digital printing due to the shift from analog printing
- Growing need to address shortages of skilled workers, stabilize profitability, and tackle environmental issues

Risks

- Slowdown in demand for printing due to the digitalization of marketing methods
- Decline in printing companies' willingness to invest in capital equipment due to economic stagnation

Strategies under the new Medium-term Business Plan

- **Expand profits from customers with high print volumes**
 - Increase non-hardware profits by expanding installations among customers with high print volumes in the HPP/MPP domain, where we hold the No.1 market share
- **Propose solutions that address automation and efficiency challenges across the entire printing process**
 - Propose solutions to customer challenges across the entire printing workflow and promote digitalization of the printing process itself
 - Contribute to higher quality, labor savings, reduced reliance on skilled operators, and reduced environmental impact through proprietary technologies such as intelligent quality optimizers (IQ-501/IQ-601) and automatic quality adjustment functions (AQA)

Strategic KPI (vs. FY2025)

	FY2028 Target
Growth rate in HPP unit sales	+20%
Growth rate in MPP unit sales	+17%
Revenue growth rate of non-hardware	+8%

TOPICS

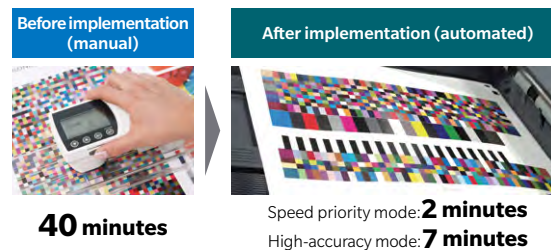
Solving challenges across the entire printing process and driving market digitalization

Against the backdrop of a maturing printing market, needs are growing for high-mix, small-lot production, shorter lead times, labor savings, and reduced environmental impact, driving the digitalization of printing.

Konica Minolta will leverage its strength as the market share leader in the HPP/MPP segments to drive further market digitalization. Beyond providing printing presses, we will propose solutions to challenges across the entire workflow, from job submission and printing to post-processing and shipping.

Furthermore, the Company's proprietary image-processing and color-reproduction technologies, exemplified by IQ-501/IQ-601 and AQA, automate color measurement and adjustment in the printing process, enabling operators to complete color measurement quickly and easily. This simultaneously improves print quality and streamlines printing processes, earning high praise from customers. We will continue contributing to the transformation of our customers' businesses, thereby driving earnings growth for both our customers and the Company.

Benefit example: Time required to create a printer profile*



* Result times may vary depending on measurement environment and other conditions.

Industrial print

Market Environment

Opportunities

- Increased demand for digital printing due to the shift from analog printing, the move toward high-mix, small-lot production, and shorter lead times
- Advances in inkjet technology and growing momentum for adoption
- Growth in the digitalization of labels, packaging, and flexible packaging

Risks

- Decline in printing companies' willingness to invest in capital equipment due to economic stagnation
- Slower market digitalization than anticipated

Strategies under the new Medium-term Business Plan

- **Grow sales of commercial printing and label presses**
 - Promote the introduction of digital inkjet presses and maintain the No. 1 market share in label presses
 - Improve profitability of the non-hardware business by targeting more customers and increasing print volume per customer
- **Strengthen the product portfolio**
 - Launch new digital inkjet presses and label presses
 - Propose combinations with production print HPP/MPP products tailored to each customer's jobs
 - Improve profitability by strengthening proposals that address customer challenges across the entire workflow, from job submission and printing to shipping

Strategic KPI (vs. FY2025)

	FY2028 Target
Growth rate in digital inkjet press unit sales	+74%
Growth rate in label press unit sales	+80%
Revenue growth rate of non-hardware	+38%

Imaging Solutions Business

Main products by business unit

Healthcare

Digital X-ray diagnostic imaging systems, ultrasound diagnostic systems, healthcare IT services

Visual solutions

Planetariums, LED solutions



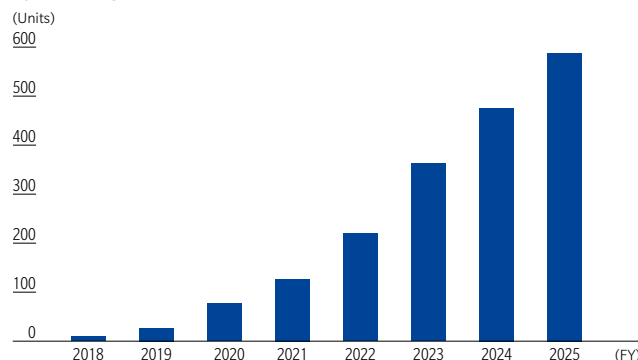
Review of the Medium-term Business Plan (2023-2025)

In the imaging-IoT solutions unit, positioned as a direction-changing business, we transferred our shares in MOBOTIX AG, rationalized the product portfolio, and transferred selected products to other businesses. We also reassigned AI talent to corporate and other divisions.

The healthcare unit, positioned as a strengthening business, pursued revenue and profit growth. Although sales of digital products increased, results fell short of the plan due in part to capital spending constraints by medical institutions. Sales of analog products such as X-ray film also declined due to changes in the market structure. As a result, challenges remained in both profitability and asset efficiency. Meanwhile, although the Dynamic Digital Radiography system, which we were the first in the world to offer, has taken time to gain widespread adoption, evidence has continued to accumulate and progress has been made in demonstrating its specific value.

In the visual solutions unit, growth in directly operated planetariums and solutions for science museums, as well as in the new LED solutions area, contributed to increased earnings.

Cumulative installations of Dynamic Digital Radiography systems (global)



Healthcare



Keisuke Ichijo

Senior Vice President & Executive Officer,
Konica Minolta, Inc.
Responsible for Healthcare Business
Representative Director and President,
Konica Minolta Japan, Inc.

Priority measures under the new Medium-term Business Plan

The unit regards strengthening profitability and improving asset efficiency as key priorities and will reinforce its business foundation to improve ROIC.

To strengthen profitability, we will reduce costs and improve profit margins by standardizing globally procured products in addition to products manufactured in-house. To improve asset efficiency, we will strengthen supply chain management functions globally, including at overseas sales subsidiaries, and reduce inventories.

Furthermore, we aim to achieve sustainable profit growth by enhancing the value we provide and expanding our customer base.

For Dynamic Digital Radiography systems, we will demonstrate specific value in intensive care, cardiology, and orthopedics while expanding adoption globally. In intensive care in particular, we will enhance the value provided by combining the system with ultrasound diagnostic systems whose strengths include high image quality and needle insertion support functions.

In addition, we will leverage our strength in offering both modality and healthcare IT to strengthen healthcare IT sales in the United States and Asia. We will expand recurring revenue through SaaS services that address needs such as remote diagnosis, thereby stabilizing and growing earnings.

Market Environment

Opportunities

- Growing demand for early diagnosis in primary care and outpatient care
- Growing demand for remote diagnosis and greater operational and management efficiency
- Emerging demand for improved access to healthcare in the emerging market

Risks

- Capital spending constraints due to the deteriorating operating condition of medical institutions
- Domestic industry protection policies and local procurement requirements in various countries
- Soaring prices of parts and materials

Strategic KPI (vs. FY2025)

	FY2028 Target
Number of cumulative installations of Dynamic Digital Radiography systems (global)	+143%
Overseas Healthcare IT service revenue growth rate	+51%

Healthcare

TOPICS

Growing use of Dynamic Digital Radiography systems in intensive care units

As cumulative installations of Dynamic Digital Radiography systems increase, examples of their application in clinical settings are accumulating. One example is their use in intensive care units (ICUs). ICUs require rapid and accurate management of patients' conditions because those conditions change from moment to moment. However, moving patients entails risks, making examinations such as CT scans difficult to perform. Consequently, patient conditions traditionally had to be managed based on the limited information available within the ICU.

In 2022, Konica Minolta became the first company in the world to launch the AeroDR TX m01 mobile X-ray system, capable of Dynamic Digital Radiography. This system enables bedside imaging to visualize functional information, including the movement of organs such as the diaphragm and pulmonary ventilation and blood flow, and is increasingly being used to manage patient conditions in ICUs.

For example, Associate Professor Shinichiro Ohshimo and colleagues in the Department of Emergency and Critical Care Medicine at Hiroshima University Hospital are advancing clinical applications of the system in ICUs. Their research evaluated motion corresponding to ventilation, which had previously been difficult to visualize, and assessed the respiratory condition of a patient with right diaphragmatic paralysis. The findings have attracted international attention, including being featured on the cover of the American Journal of Respiratory and Critical Care Medicine, an international medical journal in the fields of respiratory and critical care medicine.



AeroDR TX m01

Evaluation of movements
corresponding to
ventilation



Visual solutions



Yumiko Moto

President,
Konica Minolta Planetarium Co., Ltd.
General Manager,
Visual Solutions Division

Priority measures under the new Medium-term Business Plan

The unit will pursue business growth by expanding sales of DYNAVISON-LED, the Company's proprietary LED solution, while maintaining and strengthening earnings from directly operated planetariums.

DYNAVISON-LED is an imaging system that combines self-luminous LED displays into freely configurable shapes, including curved and spherical surfaces, to provide a highly immersive experience that is difficult to achieve with conventional projection systems. In 2021, the Company installed the world's first LED dome planetarium at a directly operated facility. Based on the technologies and expertise developed there, the Company is promoting sales to external customers, with installations expanding at planetariums and commercial facilities in Japan and overseas. Going forward, we will expand into new applications such as flight simulators and pursue further business growth.



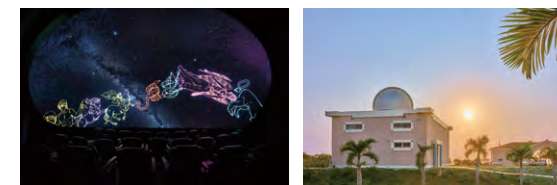
LED dome planetarium

TOPICS

Providing DYNAVISON-LED to a resort hotel

In June 2026, MIYAKO GALAXY-DOME, an astronomical observatory with an LED dome planetarium featuring Konica Minolta's DYNAVISON-LED, opened at the Miyakojima Kurima Resort Seawood Hotel in Okinawa Prefecture. By combining astronomical observation with an immersive visual experience, the facility provides a new experience that adds value to guests' stays.

The facility's LED dome has an inclined structure measuring 7.5 meters in diameter and delivers a highly immersive experience through a design that takes viewing angles and posture into account. In addition, an element pitch suited to the compact dome ensures high-definition image quality without noticeable pixelation even at close range. Furthermore, celestial objects observed through the linked telescope are projected onto the dome in real time, creating a new observation experience. DYNAVISON-LED was selected for its flexible design of shape, size, and element pitch, as well as its ability to deliver high-quality images even on curved and spherical surfaces. Another deciding factor was the highly realistic and expressive experience enabled by the planetarium technologies cultivated by Konica Minolta.



MIYAKO GALAXY-DOME
(Image courtesy of Miyakojima Kurima Resort Seawood Hotel)

Konica Minolta's Pursuit of Social Innovation

Konica Minolta has worked to address social and environmental issues through its business operations while seeking to achieve a sustainable society alongside corporate growth. We view the recently accelerating transition toward decarbonization (GX) and the circular economy (CE) as growth opportunities that can create new markets and customer value. By combining AI with the core technologies we have cultivated over many years, we are nurturing “growth seeds” with a view to medium- to long-term profit growth.

During the 2026–2028 Medium-term Business Plan period, we will make investments in line with the growth stage of each initiative, with the goal of achieving full-scale profitability from fiscal 2029 onward. This special feature presents growth strategies for perovskite solar-cell related technologies in the GX domain and intelligent recycled materials in the CE domain.

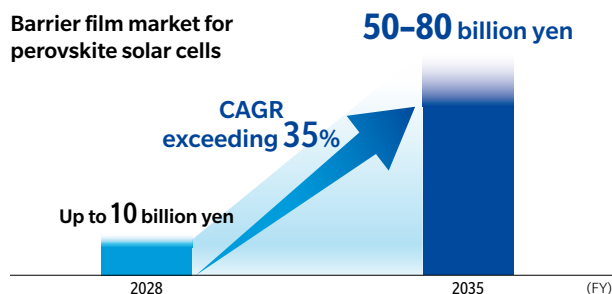


CASE 1 Providing technologies that support the real-world implementation of perovskite solar cells

Technology originating in Japan for the next-generation energy society

Amid growing interest in decarbonization and energy security, perovskite solar cells, a next-generation solar cell technology developed in Japan, are attracting attention. Lightweight, flexible, and highly efficient, these solar cells can generate electricity even in low-light environments, making them suitable for use in locations where conventional silicon solar cells are difficult to install. Rapid adoption is expected in the coming years, along with growth in the market for barrier films that support their performance.

Barrier film market for perovskite solar cells



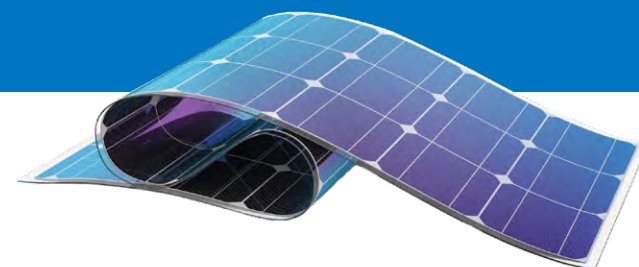
Note: Market size and CAGR are based on Konica Minolta's proprietary estimates.

Addressing challenges to real-world implementation through multiple technologies

For the real-world implementation of perovskite solar cells, durability, power generation performance, and mass producibility are required. Konica Minolta will leverage the technological assets it has developed to first address the durability challenge through its barrier films. Perovskite solar cells are susceptible to moisture, so encapsulation technology with high moisture resistance is essential. Konica Minolta's high-barrier film inhibits moisture intrusion and helps extend the service life of solar cells.

Our technologies can also help address other challenges. Our inkjet printheads apply the power-generating layer uniformly, contributing to improved power generation performance and production efficiency. Hyperspectral imaging (HSI) visualizes film quality and material conditions, helping to ensure consistent quality during mass production.

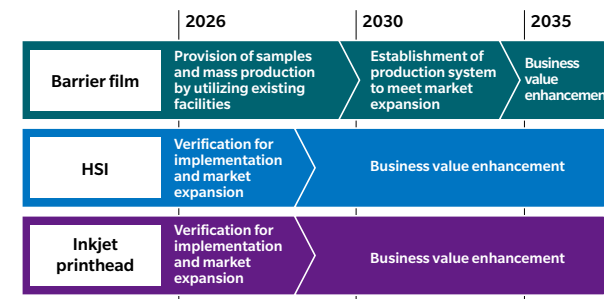
Each technology is currently being evaluated by multiple manufacturers. Konica Minolta will continue to deliver value in the areas of barrier technologies, coating, and inspection.



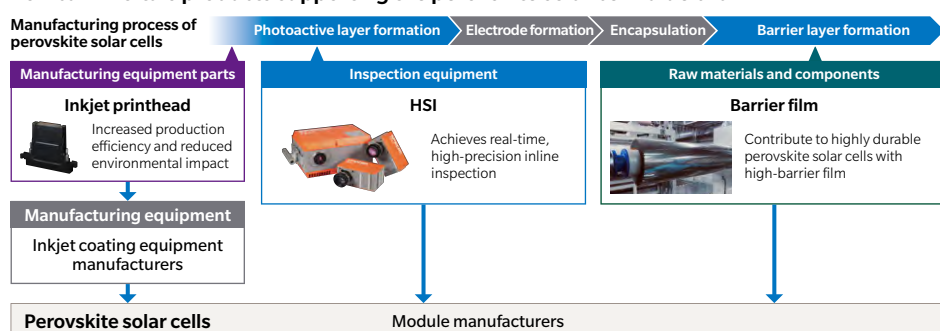
Business expansion leveraging technological assets

Building on the core technologies developed through its photographic film business, Konica Minolta has refined its expertise in materials, film-casting, and quality control across a wide range of business areas, including displays, OLED, inkjet printing, and sensing. In our perovskite solar cell-related businesses, we will leverage these technologies and our existing manufacturing facilities while making appropriate investments in line with market growth with the aim of achieving medium- to long-term business expansion.

Growth scenarios for the perovskite solar cell market



Konica Minolta's products supporting the perovskite solar cell value chain



Voice of a Customer

The perovskite solar cells we aim to bring into widespread use under the brand name "Electricity Anywhere®" must achieve power generation performance, durability, and mass producibility simultaneously. Among these, the barrier film is a key component that determines durability and mass producibility.

Konica Minolta is an important partner in our efforts to achieve real-world implementation. Initiatives toward the real-world implementation of solar cells using barrier films with high durability and device compatibility are moving into the evaluation and demonstration phase.



Naoya Kato
Representative Director and President,
Operating Officer and Chief Executive Officer
EneCoat Technologies Co., Ltd.

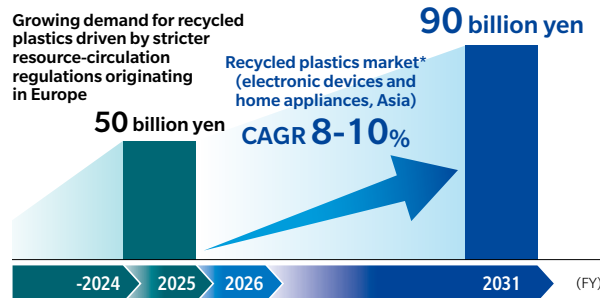
CASE
2

Contributing to the realization of a society with continuous resource circulation through intelligent recycled materials®

Recycled plastics: growing demand amid the transition to a circular economy

In recent years, demand for recycled plastics has risen amid stricter laws and regulations on resource recycling and greater environmental awareness. Recycled plastics are also increasingly important for addressing raw material procurement risks and enhancing supply chain resilience, and the market is expected to continue expanding.

Recycled plastics market



* Source: Estimates calculated by Konica Minolta based on the data below

- Global Recycled ABS Resins Market Insights, Forecast to 2031
- Global Post-Consumer Recycled (PCR) PC-ABS Market Insights, Forecast to 2031

Using sensing technology and AI to create viable recycled materials

Conventional recycled plastics have required high-quality, single-material waste plastic as raw material, limiting the raw materials that can be used and the range of applications. For over 15 years, we have refined the technology to enhance the performance of recycled plastics and to mass-produce and mold them using our own MFPs. We leverage this strength in our intelligent recycled materials.

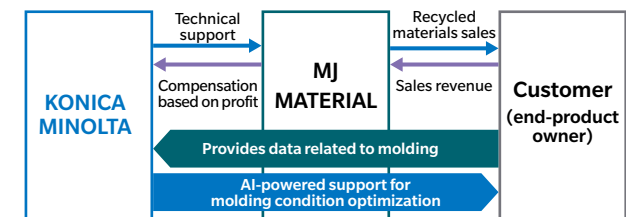
Our intelligent recycled materials solution uses multiple sensing technologies and AI to optimize the material quality and molding quality of recycled plastics. Konica Minolta acts as an intermediary between recycled material manufacturers and end-product owners, helping to minimize variations in physical properties of each raw material and supporting the optimization of compounding and molding conditions. By converting waste plastic that was previously difficult to use due to quality issues into viable recycled materials, the solution enables a stable supply, lower costs, and greater efficiency in molding operations, thereby contributing to the expanded use of recycled plastic.



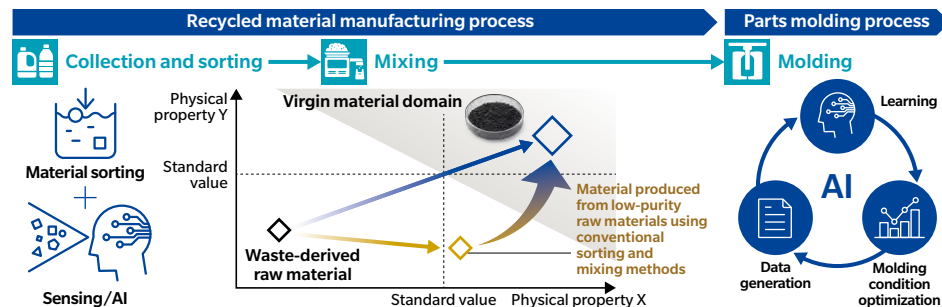
Toward the commercialization of intelligent recycled materials

Konica Minolta's use of recycled plastics has been enabled by more than a decade of collaboration with MJ MATERIAL TECHNOLOGY SDN BHD (hereinafter, MJ MATERIAL), which has expertise in material recycling. Currently, MJ MATERIAL is moving forward with plans for the mass production of intelligent recycled materials at its new factory in Malaysia, and efforts toward commercialization are moving from the development phase to the implementation phase. Going forward, we aim to build a highly profitable business model by leveraging MJ MATERIAL's sales channels to expand the adoption of intelligent recycled materials, while receiving compensation for our technology based on profit.

Partnership with MJ MATERIAL



Konica Minolta's solutions for the processes spanning recycled material manufacturing to parts molding



Voice of a Business Partner

This initiative goes beyond the development of recycled materials, offering a new solution that combines the perspectives of those who supply recycled plastics and those who use them in their products. By combining Konica Minolta's sensing and AI technologies with our production and polymer technologies, we have developed a groundbreaking system that ensures both a stable supply and consistent quality, regardless of the raw materials used. Leveraging the strengths of both companies, we aim to broaden the use of waste plastics that have traditionally been difficult to create value from and promote greater use of circular resources across a wide range of markets, including electronics, home appliances, and automobiles.



Weng Wenbin
President & CEO
MJ MATERIAL
TECHNOLOGY SDN BHD

Part 3

Capital Strategy for Sustainable Growth

- 35** Financial Strategy
- 37** Technology and Intellectual Property Strategy
- 43** Human Capital Strategy
- 47** DX Strategy
- 49** Production and Procurement Strategy

Financial Strategy

Yoshihiro Hirai

Senior Executive
Vice President &
Executive Officer



ROE for fiscal 2025 improved significantly to 6.1% as a result of the global structural reforms and business selection and concentration initiatives implemented by fiscal 2024. However, I am keenly aware that we are still only at the starting point in our efforts to enhance corporate value. To enhance corporate value, it is not enough to simply grow profits or improve capital efficiency. I believe that only by achieving a balance between these two can we achieve sustainable value growth. To achieve a return on equity that exceeds the cost of equity, we will first aim to quickly reach an ROE of 8% or higher.

The pillars of profit growth are the expansion of the Industry and Professional Print Businesses, and operational efficiency improvements in the Digital Workplace Business. We will steadily build up operating cash flow and allocate it in a disciplined manner toward growth investments, the reduction of interest-bearing liabilities, and shareholder returns. Additionally, with ROIC as the cornerstone of our management decisions, we will review any businesses that are not expected to generate returns exceeding the cost of capital without waiting until the final year of the new Medium-term Business Plan, and reallocate management resources to growing and highly profitable businesses.

In addition to improving ROE, we will generate steady results in areas we view as “seeds of growth” and raise market expectations for future growth, thereby driving an increase in the P/E ratio. We aim to increase both ROE and P/E ratio, achieve a P/B ratio of over 1, and enhance corporate value on a sustainable basis.

Results and Challenges of the Medium-term Business Plan (2023-2025)

In our Medium-term Business Plan (2023-2025) (hereinafter, previous Medium-term Business Plan), we identified strengthening our financial structure as a key priority and worked to improve our balance sheet and reduce interest-bearing liabilities. As a result, the net D/E ratio improved from 0.80 at the end of fiscal 2022 to 0.54, significantly enhancing the Company's financial soundness.

To improve our balance sheet, we worked to reduce total assets while also optimizing working capital. Although inventories were reduced by ¥31.6 billion compared to the end of fiscal 2022, trade receivables remained at approximately the same level as at the end of fiscal 2022 due to factors such as foreign exchange rate fluctuations. We recognize this as an area that requires continued improvement. In addition, we reduced non-current assets by ¥94.2 billion through measures such as the sale of businesses as part of a review of our business portfolio.

In addition, we allocated operating cash flow and the proceeds from the business transfers with the restoration of financial soundness as our top priority. While continuing to make growth investments such as capital expenditures, we reduced interest-bearing liabilities more than planned, resulting in a decrease of ¥170 billion in interest-bearing liabilities and a reduction of ¥178.9 billion in total assets. As a result of these efforts, the net D/E ratio improved, and the total asset turnover also improved from 0.80x to 0.89x. On the other hand, we have not yet reached our target of 1x, and we recognize that improving asset efficiency remains a key management issue.

In addition, in March 2026, Konica Minolta issued its first sustainability-linked bond. We have introduced a new framework that links the achievement of environmental targets with fundraising, thereby establishing a foundation to connect our ESG initiatives with dialogue with capital markets and fundraising efforts.

Policies of the Corporate Plan 2026-2028

Initiatives to Achieve an ROE of 8% or Higher

Under the Corporate Plan 2026-2028 (hereinafter, new Medium-term Business Plan), we will focus on three key pillars (enhancing profitability, improving capital efficiency, and maintaining financial discipline) with the goal of achieving an ROE of 8% or

higher as soon as possible.

To ensure the steady implementation of our plans, we established a new FP&A (Financial Planning & Analysis) function in April 2026. Each business and functional division sets KPIs linked to ROIC improvement drivers, and FP&A monitors progress across the entire Company. If a discrepancy arises between targets and actual results, FP&A will analyze the causes and promptly propose necessary measures to management to enhance our ability to execute plans.

The main drivers of profit growth are the Industry Business and the Professional Print Business. In the Business Technologies Business, we will move forward with reforms that improve operational efficiency and enhance profitability. In addition, we will promote Company-wide business reforms utilizing AI to optimize SG&A expenses, while also ensuring that resources for research and development are allocated with a focus on return on investment.

To improve capital efficiency, we will work to optimize trade receivables and inventories and strive to improve the asset turnover. Furthermore, in anticipation of rising interest rates, we will continue to reduce our interest-bearing liabilities and work to improve our net finance income and costs. At the same time, we will work to improve the profitability of the entire Group and optimize the tax rate by consolidating global functions and indirect operations and improving the profitability of overseas subsidiaries operating at a loss.

Financial Goals

	FY2025	FY2028 targets
Revenue	1,087.7 billion yen	CAGR: Approx. 3% FY2025-FY2028
Business contribution profit ratio	4.9%	6.5%
Net profit ratio	2.8%	3.8%
Financial leverage	2.5x	2.2x
Total asset turnover	0.89x	0.98x
ROE	6.1%	8%
ROIC	4.9%	6%

Improving the Balance Sheet

Improving the balance sheet remains a key management priority under the new Medium-term Business Plan. We will enhance capital efficiency by reducing working capital through the optimization of trade receivables and inventories, while also reducing interest-bearing liabilities and working to reduce total assets.

By the end of fiscal 2028, we plan to reduce the combined total of trade receivables and inventories to ¥490 billion, while cutting interest-bearing liabilities to ¥360 billion. Through this, we aim to achieve a net D/E ratio of 0.5 and a total asset turnover of 0.98x.

Cash Allocation / Shareholder Returns

We expect cumulative operating cash flow (net of lease liability repayments) to total ¥230 billion from fiscal 2026 through fiscal 2028. In addition, we generated an additional ¥15.9 billion in cash proceeds from the sale of Tempus AI shares.

Under the previous Medium-term Business Plan, we implemented a cash allocation strategy that prioritized the restoration of financial soundness above all else. Under the new Medium-term Business Plan, building on these results, we will move into a phase of full-scale investment aimed at sustainable growth. We will allocate ¥180 billion to capital expenditures and

investments and lending, of which ¥90 billion will be allocated to growth investments, including those aimed at achieving inorganic growth in our Industry Business. At the same time, we will allocate ¥65.9 billion to reducing interest-bearing liabilities and returning value to shareholders, thereby implementing a capital allocation strategy that prioritizes a balance among growth investments, financial discipline, and shareholder returns.

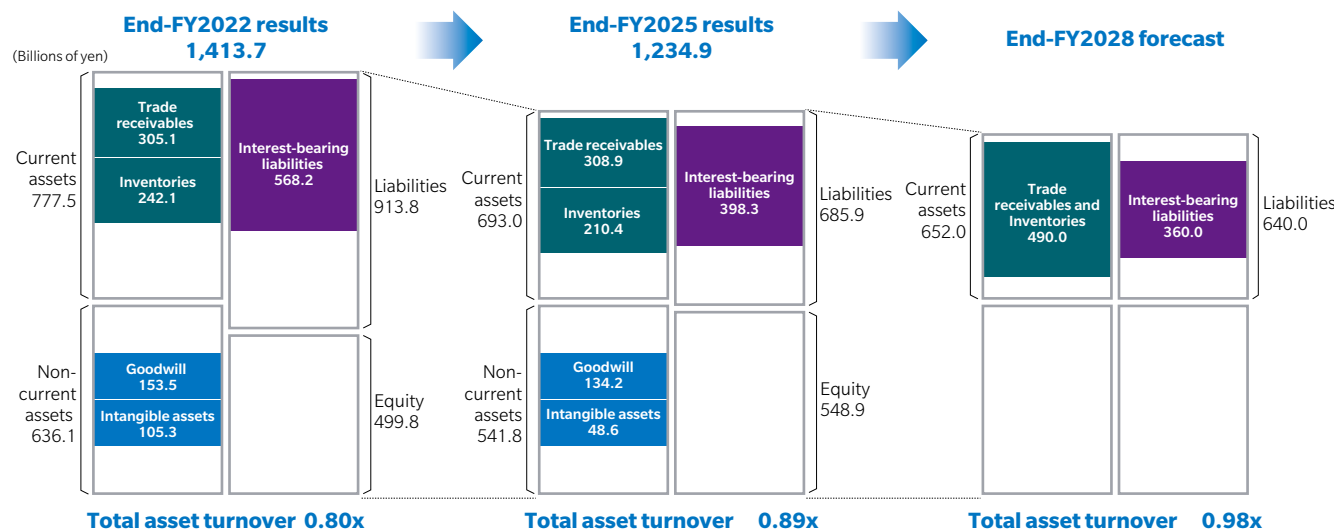
Dividend policy

Our basic policy is to strive to enhance the return of profits to shareholders primarily through dividends, comprehensively incorporating consolidated business performance, investment in growth areas, cash flow, and other factors.

Cash Allocation for FY2026-2028

		(Billions of yen)
		Plan
Cash in	Operating cash flow	230.0
	Business transfer, etc.	15.9
Cash out	Capital expenditures, investment and lending (including growth investments)	180.0 (90.0)
	Reducing interest-bearing liabilities and shareholder return	65.9

Improving Balance Sheet



Enhancing business portfolio management

We will evaluate our business portfolio based on both profitability and growth potential relative to invested capital. We will allocate a significant portion of our growth investments based on this evaluation. Business performance will be evaluated based on two key metrics: ROIC and revenue growth rate. For ROIC, the target is an assumed WACC (weighted average cost of capital) of 6% or higher as of fiscal 2028, and for revenue, the target is CAGR of 3% or higher in the new Medium-term Business Plan. We will prioritize the allocation of management resources to businesses that meet these criteria in order to accelerate their growth. On the other hand, for businesses that do not meet the criteria, we will formulate improvement plans with clear deadlines; if improvement is not foreseeable, we will make management decisions, including reviewing the business areas and regions of operation or withdrawing from them. Furthermore, rather than waiting for the new plan to conclude, we will review our business portfolio each fiscal year based on actual results and changes in the business environment, and allocate management resources in an optimal manner.

TOPICS

Issuance of Sustainability-linked Bonds

In March 2026, Konica Minolta issued its first sustainability-linked bond. This initiative links the target values for the material issue "addressing climate change" with fundraising efforts. We established the Sustainability-linked Bond Framework, which serves as a rulebook for Konica Minolta linking its sustainability targets to its business activities, and raised funds through a bond issuance in accordance with this framework.

The KPI set for this sustainability-linked bond is greenhouse gas emission reduction rate for Scope 1 and Scope 2 emissions compared to fiscal 2018.

SPT* has set annual targets consistent with reducing absolute Scope 1 and Scope 2 greenhouse gas emissions by 51% by fiscal 2030 from the base year, fiscal 2018.

*SPT: Sustainability Performance Target, a specific numerical target
 Details: Sustainable Finance
<https://www.konicaminolta.com/about/csr/sustainable-finance.html>

Technology and Intellectual Property Strategy

Yusuke Yoshimura
Executive Vice President &
Executive Officer



Since our founding more than 150 years ago, we have refined our four core technologies—materials, optics, nano-fabrication, and imaging—building on our origins in the camera and film business. By integrating these technologies, we have created distinctive strengths and value that set us apart. The technological foundation we have established through this process serves as a foundation for creating diverse forms of value, and its integration with software and AI technologies has become a key driver supporting our sustainable growth. Under our Medium-term Business Plan (2023-2025), we refocused on our technological capabilities, the foundation of our business, expanding our strengthening businesses and laying the groundwork for medium- to long-term sustainable growth. As a result, several future themes are showing clear potential for commercialization, and we have made tangible progress.

Going forward, we will thoroughly explore future themes by leveraging our existing technologies. We will carefully select themes from the perspective of medium- to long-term strategy and return on investment, with the aim of developing individual themes into robust growth areas rather than simply commercializing them. Furthermore, to secure the necessary resources, we will allocate R&D investments more selectively and harness AI to pursue fundamental improvements in development productivity.

As the world rapidly changes and evolves, we will focus on our own strengths while constantly incorporating the latest technologies to create social value and sustainably enhance corporate value from a medium- to long-term perspective.

Technology Strategy

Konica Minolta possesses a diverse range of technological assets, including its four core technologies as well as digital and AI technologies accumulated through recent business activities. Our basic policy for technology strategy is to utilize these assets to contribute to business expansion by strengthening our competitiveness in existing areas and creating new growth areas based on our core technologies.

Under the Corporate Plan 2026-2028 (hereinafter, new Medium-term Business Plan), to further strengthen our profit foundation and commercialize growth seeds aimed at sustainable growth, we will focus on the following priority measures: “1. Technology development to strengthen existing areas,” “2. Technology development to serve as a foundation for new growth,” and “3. Development and production reforms leveraging DX and AI.”

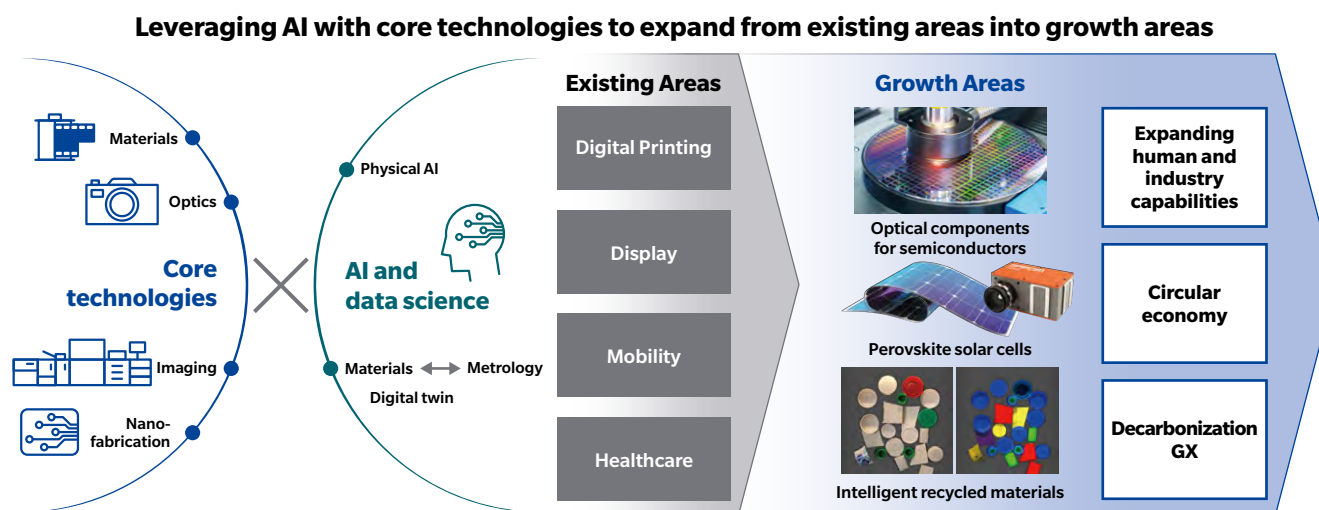
To date, we have leveraged our core technologies to provide products and services that address customer challenges, thereby enhancing our competitiveness in the Industry, Digital Workplace, Professional Print, and Imaging Solutions Businesses.

Going forward, we will further advance the integration of core technologies across businesses. By going beyond product offerings to contribute to improvements in customers’ business processes themselves, we will further strengthen the competitiveness of our existing businesses.

Furthermore, as we work to develop our technologies toward future growth, we will focus on areas of social challenges such as expanding human and industry capabilities, circular economy, and decarbonization/GX. In addition to leveraging Konica Minolta’s technological advantages, we will select R&D themes based on market growth potential and the potential to contribute to solving social issues, accelerating the creation of innovations that utilize our core technologies. At the same time, we will work to strengthen mechanisms for continuously generating new growth seeds.

Furthermore, to maximize contributions to our business, it is essential to streamline development and production and shift toward high-value-added operations. By harnessing AI and data, Konica Minolta will improve the efficiency, speed, and sophistication of its operations.

Promoting the Commercialization of Growth Seeds for Sustainable Growth



For more details: **Technology**
<https://research.konicaminolta.com/en/>

For more details: **Technology Report**
<https://research.konicaminolta.com/en/report/>

R&D investment

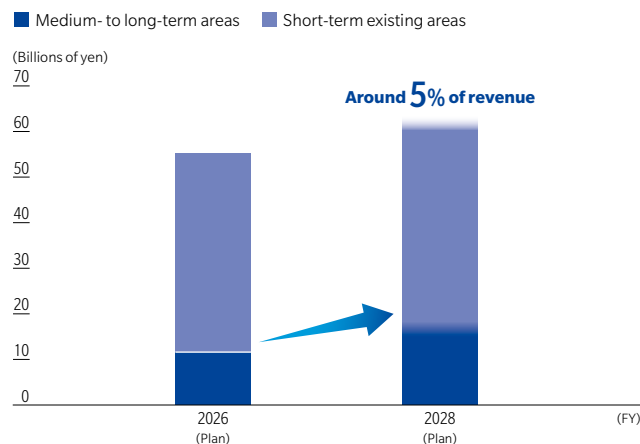
Under the Medium-term Business Plan (2023-2025), we optimized the allocation of R&D investment based on four categories: strengthening businesses, maintaining profit businesses, non-focused businesses, and direction-changing businesses. Going forward, in line with the policies of the new Medium-term Business Plan, we will increase the proportion of investment allocated to medium- to long-term growth areas.

Specifically, we will focus on fields with strong future societal needs and growth potential where Konica Minolta can leverage its strengths, thereby driving the development of new growth areas.

Furthermore, while continuing technological development to enhance product and service capabilities in our existing businesses, we will strengthen our initiatives in medium- to long-term areas. To that end, we will increase our total R&D investment in line with business growth and gradually increase investment in medium- to long-term areas.

At the same time, we will focus on initiatives to advance R&D effectively. Specifically, we will apply more rigorous go/no-go criteria to research themes based on the results of technology and customer value validation, and allocate investments effectively according to each stage of development. Furthermore, we will continue to streamline technology development through the use of AI and data.

Breakdown of R&D expenses



Priority Measure 1: Technology development to strengthen existing areas

By integrating its multiple core technologies, Konica Minolta has created products and services that solve challenges faced by its customers.

In the Professional Print Business, Konica Minolta has developed the IQ-601 intelligent quality optimizer by combining electrophotographic technology with spectroscopic and color measurement technologies. Its range of automatic adjustment functions streamlines printing processes and improves print quality, contributing to greater automation and stability in printing operations.

In the Industry Business, we have developed industrial inkjet printheads by integrating materials technologies developed through our photographic film business with precision machining technologies honed through our camera manufacturing. Featuring superb long throw distance performance and a wide range of ink options, we are advancing technological development aimed at expanding into areas ranging from sign graphics to commercial print-on-demand, as well as industrial applications such as inkjet-applied solder resist. This enables us to address an increasingly diverse range of applications, thereby helping improve customer productivity while creating value.

Furthermore, by combining technologies in optical measurement, imaging, and AI, we have developed automotive visual inspection technology. In addition to high-precision defect detection and classification, combining this technology with data analysis enables improvements to manufacturing processes. To strengthen our future competitiveness in existing fields, we are also working to integrate AI with our core technologies. As one example, we are advancing research and development of multimodal AI using fiber-reinforced resin as a model material, aiming to enhance our development capabilities in the materials field.

In the healthcare unit, we have developed technology that combines dynamic radiography imaging with image analysis to capture motion information from biological tissue that is difficult to observe in conventional static X-ray images. We are also leveraging AI to further enhance the value of this technology. For example, in patients with severe respiratory diseases, contrast around the diaphragm tends to be low; however, by using AI to track the diaphragm's vertical movement, we have improved recognition accuracy, and the technology has been well received by medical institutions.

Going forward, by continuing to integrate our core technologies and utilize AI, we will build greater competitiveness in existing fields and solve customer challenges.

Voice AI technician

Multimodal AI that advances materials technology



Ko Osawa
Data Science Center, Technology
Development Headquarters
KONICA MINOLTA, INC.

My work focuses on enhancing materials technology by combining AI with measurement technology. In our multimodal AI system for fiber-reinforced resins, we have succeeded in simultaneously optimizing multiple quality attributes in composite materials—that could not be fully assessed from a single type of measurement data—by integrating diverse measurement

data. This has also enabled us to derive design guidelines based on the rationale behind the predictions.

The key to building multimodal AI in the field of materials chemistry was the integration of materials chemistry, measurement, and information science. Forming a team with colleagues from different areas of expertise within the company and achieving early implementation through joint research with the National Institute of Advanced Industrial Science and Technology (AIST), which has advanced expertise in this field, was a moment of great satisfaction. This technology goes beyond simply advancing measurement solutions; it can also be applied to intelligent recycled materials and process monitoring of biomanufacturing—areas that represent growth seeds for the medium to long term. Going forward, we will continue to contribute to decarbonization and resource circulation, and strive to bring about a sustainable society.

Technology and Intellectual Property Strategy

Priority Measure 2: Technology development to serve as a foundation for new growth

To achieve sustainable growth, Konica Minolta is working to develop technologies that will serve as a foundation for new growth.

With respect to semiconductors, one of our growth areas, we are working on the development of optical components for semiconductor inspection equipment. With long-term growth expected in semiconductor demand due to advances in AI and autonomous driving, circuits are becoming faster, higher-capacity, and multi-layered; as a result, the precision required of optical lenses is increasing even further alongside miniaturization. To address this market expansion and increasingly sophisticated customer needs, we are leveraging the optical design and processing technologies we have cultivated over many years to develop high-precision optical components and strengthen our production and supply capabilities.

In the field of recycled plastic materials production, we have developed and commercialized technology that enables compounding and molding under optimal conditions by combining our expertise in materials science with AI. In addition, the Konica Minolta Group's hyperspectral cameras are being used to identify and analyze waste plastics, contributing to improved productivity and quality in the recycling process.

New medium- to long-term themes

Existing business	Core technologies	AI-enhanced optics/measurement/materials	New themes
Optical components	Precision molding	Optical design simulations	Optical components for semiconductor inspection equipment
Performance materials	Materials/film forming	High-barrier layer	Barrier film for perovskite solar cells
Business Technologies Sensing	Resin molding	High-precision waste material analysis	Intelligent recycled materials
Sensing	Optical measurement	State measurement of microorganisms	Process monitoring of biomanufacturing

In the field of biomanufacturing, we are working to establish technologies that use microorganisms to synthesize materials from non-fossil-derived raw materials. Using Konica Minolta's sensing technology, we are visualizing the behavior of microorganisms to stabilize biomanufacturing and reduce costs. Furthermore, our detection system of overproducing microbial strains, which combines hyperspectral imaging with AI-based anomaly detection, received high praise from the Japan Society for Bioscience, Biotechnology, and Agrochemistry. Through the integration of sensing technology and AI, we are driving innovation in biomanufacturing workflows.

Furthermore, to facilitate the commercial deployment of perovskite solar cells (film type), which are expected to become the next generation of solar cells, we are leveraging high-barrier technology cultivated in our OLED lighting business. Barrier films utilizing this technology have shown the potential to reach practical levels in accelerated testing. By leveraging the production technologies accumulated in our roll-to-roll film business and existing equipment, we aim to quickly achieve stable mass production.

Konica Minolta will actively promote open innovation to accelerate the social implementation of innovative technologies and contribute to transforming work styles and the nature of industry.

Priority Measure 3: Development and production reforms leveraging DX and AI

Konica Minolta was an early adopter of DX and has promoted the use of AI across development and production sites.

In production, we are continuously advancing our smart factory initiatives by installing numerous sensors at our display film factories and analyzing the acquired data to achieve high-quality and stable production.

In development, we are also transforming processes through AI, including streamlining materials development through materials informatics and using simulation technology to achieve high quality earlier in the development of inkjet printers.

We are also working to establish the infrastructure needed to accelerate AI utilization. Annotating the massive amounts of data essential for AI model development is a major challenge, but by utilizing automated annotation technology, we are improving efficiency, leading to more advanced AI development and faster product and service development. Going forward, we will make the most of evolving AI technologies to further accelerate the transformation of our development and production processes.

Voice Barrier film developer

Barrier film technology supporting the commercialization of perovskite solar cells



Yusuke Nakajima

Device Technology Development Center,
Technology Development Headquarters
KONICA MINOLTA, INC.

Lightweight, flexible, and capable of generating electricity even under low-light conditions, perovskite solar cells (PSC) have the potential to significantly expand the reach of renewable energy. Having written my university thesis on perovskite crystals, I am deeply drawn to their

potential and am committed to supporting their commercialization through Konica Minolta's technologies.

The barrier film technology we have refined is foundational to the performance and lifespan of these devices. However, there is a trade-off between barrier properties and transmittance, and the path to ensuring both elements is not an easy one. We also address challenges specific to solar cells that emerge during customer evaluations, promptly by combining historical data, insights from other departments, and digital transformation. When the films we develop improve the performance of our customers' devices, I find it highly rewarding to see our technology contributing to the development of this emerging market. Through the development of barrier films, we will continue to contribute to the widespread adoption of renewable energy.

Technology and Intellectual Property Strategy

Basic approach to intellectual property strategy

Konica Minolta regards intellectual property (IP) as one of its key management resources. By advancing an IP strategy that is integrated with our business strategy, we aim to sustainably increase our corporate value.

To further enhance the alignment between our IP strategy and our business and management strategies—and to ensure the effectiveness of these strategies—we are also developing mechanisms to strengthen IP governance.

Under the new Medium-term Business Plan, a key priority is to help improve Group-wide ROE and to create the next generation of growth businesses. We will work to create value by enhancing our IP portfolio, strengthening our talent base, and promoting IP digital transformation (DX).

Priority policies of our medium-term IP strategies based on the new Medium-term Business Plan

Policy 1: Maximizing Group-wide IP ROI by pivoting IP strategy

Due to changes in the market environment and the diversification of technologies, the role expected of IP activities is expanding beyond merely acquiring and defending rights to value creation that is directly linked to business profits and capital efficiency. Therefore, Konica Minolta will review its IP strategy with a focus on current businesses and strive to maximize return on investment from IP (IP ROI) by optimizing IP investments and reevaluating and realigning the Group's entire IP portfolio.

Major initiatives

- Restructuring IP strategies in mainstay businesses and streamlining and optimizing IP investments
- Reevaluating and realigning the Group's entire IP portfolio
- Streamlining IP operations and enhancing added value through IP DX and evolving the intellectual property landscape (IPL)
- Creating new profit opportunities through strengthened collaboration with other divisions and external outreach

Policy 2: Implementing an IP strategy to create new seeds of growth

To enhance corporate value over the medium to long term, it is essential not only to strengthen existing businesses but also to establish growth areas that will serve as pillars of future profits. In areas that serve as seeds of growth to drive medium- to long-term growth, Konica Minolta will support the establishment of new businesses by having its IP division involved from the early stages of R&D and business development and by leveraging IP as a blueprint for competitive advantage.

Major initiatives

- Generating IP from a medium- to long-term perspective, focusing on technologies and business areas that serve as seeds of growth
- Supporting the establishment of new businesses by formulating and executing IP strategies in tandem with business development
- Shifting resources according to each business phase and establishing specialized organizational structures

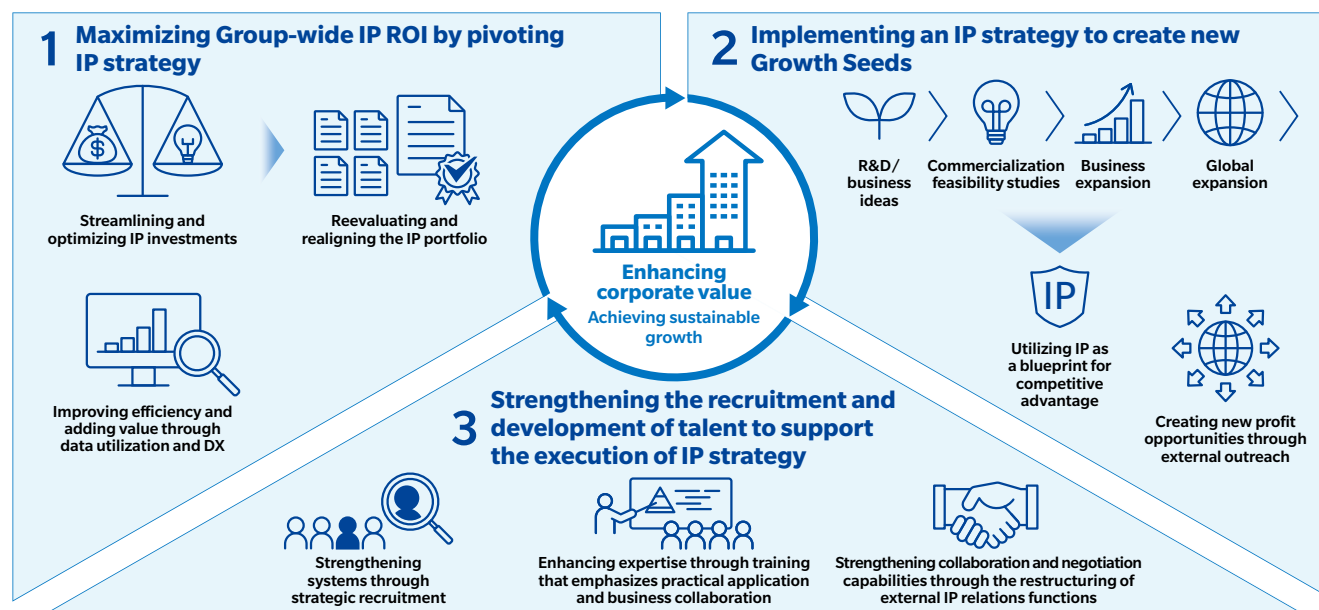
Policy 3: Strengthening the recruitment and development of talent to support the execution of IP strategy

Evolving our IP strategy requires not only knowledge of legal systems but also a multifaceted set of expertise, including technical understanding, business acumen, negotiation skills, and data utilization capabilities. To enhance our strategic execution capabilities, Konica Minolta will strengthen both recruitment and development as an integrated effort to solidify the foundation of our IP functions. Furthermore, to enhance our external response and negotiation capabilities, we will proceed with the restructuring of our external IP relations functions.

Major initiatives

- Acquiring IP talent through strategic recruitment
- Enhancing the expertise of IP talent through training that emphasizes practical application and business collaboration
- Strengthening internal and external collaboration and negotiation capabilities through the restructuring of external IP relations functions

Priority policies of our medium-term IP plan



Technology and Intellectual Property Strategy

Pivoting IP investment policy

Improving investment efficiency by strengthening IP functions

Konica Minolta is focused on enhancing the functions of its intellectual property divisions to strengthen the creation and utilization of patents key to business competitiveness. By enhancing internal analytical and strategic planning capabilities, we are reviewing our operational structure, which has relied heavily on outsourcing, and shifting toward IP activities centered on tasks that should be handled in-house.

As a result, we are moving away from IP investment purely for accumulating volume, and shifting our focus toward the creation and utilization of IP that truly contributes to our business, with clear objectives and goals defined for each individual case. This has led to efforts to optimize Group-wide IP-related costs and improve the efficiency of our IP investments.

Improving investment efficiency by strengthening IP functions

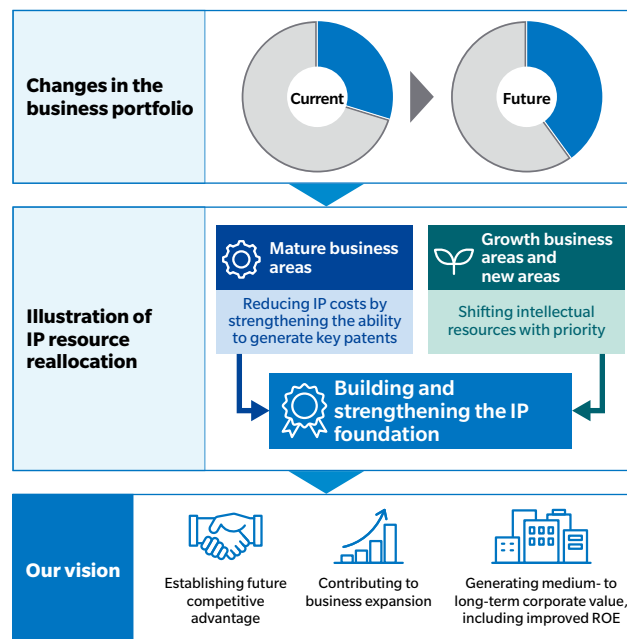


Reallocation of IP resources with a focus on growth areas

In light of changes in our business portfolio, we are also strategically reviewing the allocation of our IP investments. In mature business areas, we are optimizing IP costs by strengthening our ability to generate key patents, while prioritizing the allocation of IP resources to business areas that will drive future growth and to new areas.

In growth areas, we will contribute to the creation of medium- to long-term corporate value, including higher ROE, by building an IP foundation with an eye toward future competitive advantage and business expansion. Furthermore, by redesigning IP investments from a total Group optimization perspective, we aim to achieve both new value creation and sustainable growth.

Reallocation of IP resources with a focus on growth areas



Redesigning IP investment from a total Group optimization perspective to achieve new value creation and sustainable growth

Progress in IP activities supporting seeds of growth

Konica Minolta is fostering new technology areas that contribute to solving environmental and social issues as seeds of growth. These initiatives are characterized by having a foundation in integrating core technologies with AI and data science, and by the cross-functional development of multiple technology themes that address social needs such as resource recycling and decarbonization.

In parallel with progress in these technology areas, we are strengthening the securing and utilization of intellectual property. In particular, regarding the manufacture of recycled plastic materials, barrier films for perovskite solar cells, and process monitoring for biomanufacturing, we are strategically making patent applications. In the area of recycled plastic materials, we are integrating our proprietary sensing technology with AI to secure IP rights for technologies that enable material identification, optimization of manufacturing conditions, and improved supply stability and quality. For barrier films for perovskite solar cells, we are leveraging the patent assets we have built in the area of barrier films for OLEDs, while also strengthening our patent applications for technologies that address challenges specific to perovskite solar cells. Additionally, in the area of biomanufacturing, we are securing IP rights for productivity-improving technologies that utilize our proprietary sensors and AI.

These patents broadly cover not only individual technologies but also the value domains created by combinations of multiple technologies. Through systematic IP activities aimed at commercialization, we are working to secure a competitive advantage in each technology area and build an IP foundation that will lead to future profit generation.

Intellectual Property Report

Our Intellectual Property Report, disclosed on our website, explains in detail our strategies regarding intellectual property such as patents, our track record in acquiring and enforcing intellectual property rights, and our internal organizational structure.

https://www.konicaminolta.com/global-en/investors/ir_library/intellectual_property/index.html

Key points in formulating the medium-term IP plan: Insights from next-generation leaders



Yozo Okubo
Group Leader, Business Technologies
Group 2,
IP Tech Department 2

Tomoaki Takikawa
Group Leader, New Business
Development Group
IP Tech Department 1

We spoke with next generation leaders who were involved in developing the medium-term IP plan, formulated in conjunction with Corporate Plan 2026–2028, about the discussions during the planning process and the vision behind the plan.

— **What concerns prompted the development of this medium-term IP plan?**

Takikawa: The starting point was simple: the question of whether we could truly meet business needs by simply continuing with our current approach. As a division working on intellectual property, we have always been thoroughly committed to securing and defending these rights. However, as changes in the business environment accelerated, we felt that simply accumulating new property using the same old mindset would lead to a lack of focus and limit our ability to respond effectively.

Okubo: While our role in supporting existing businesses remains important, the scope of what's expected of us is expanding to

include responding to new areas, utilizing data, and collaborating with external partners. We felt the need to prioritize our efforts rather than applying the same level of focus to everything.

— **This medium-term IP plan shows a strong emphasis on reviewing and optimizing IP investments. Was that decision reached smoothly?**

Takikawa: No. In fact, that was the point we debated the most. Streamlining, reviewing, setting priorities: it sounds simple when put into words, but in reality, each step involved some pain. We have built up a lot over the years, and everyone on the front lines has their own feelings about it.

Okubo: “What to review” was more difficult than “what to increase.” Whether it's patents or organizational structures, while there's a sense of security in maintaining and continuing, we need to objectively re-evaluate whether they truly contribute to our current and future business. In this plan, we made it a priority not to gloss over that point but to address each issue head-on.

Takikawa: I believe that not looking away from those issues is precisely the greatest significance of this medium-term plan. Not “reviewing to cut back,” but “reviewing to maximize effectiveness.” It was a major achievement that we were able to consistently apply this approach.

— **On the other hand, you're also placing a strong emphasis on how to engage with new growth areas. What is the thinking behind that?**

Okubo: In some cases, it's too late for the IP division to get involved once a new business or technology has already taken shape. Rather than taking action only after the picture has already become somewhat clear, by getting involved at a stage where there's still a high degree of uncertainty, we can incorporate the IP perspective into the commercialization process itself. This is an area we'd like to further strengthen going forward.

Takikawa: In fact, the earlier the stage of a project, the less clear the answers are. To what extent should we commercialize it? How do we differentiate ourselves from competitors? How should we

lay the groundwork first? The IP division cannot make these decisions on its own; we have to go back and forth with business departments numerous times to shape the direction. I believe it is the role of the IP division to work together with business departments from an early stage to devise strategies aimed at establishing a competitive advantage.

— **While the ideal is clear, putting it into practice seems to present its own challenges.**

Takikawa: That's absolutely right. Even when setting priorities, each department sees things differently, and short-term requests can sometimes clash with medium- to long-term preparations. Not everything can be neatly organized.

Okubo: From a frontline perspective, we simply can't move forward unless we specify who is involved, to what extent, and how. We need to translate what's written in the plan into concrete details—such as project workflows, division of roles, and decision-making timelines—and naturally integrate them into daily work. We need to be strongly mindful of this and work on it moving forward.

— **How would you describe the ultimate vision you are aiming for with this medium-term IP plan?**

Takikawa: It would be that the IP division becomes an entity that is naturally relied upon when considering the direction of a business. To achieve that, we need to build trust not just through words, but through actual results and the quality of our decisions. There are no shortcuts, but I believe this plan will serve as the foundation for that.

Okubo: For those on the front lines, we can't just make a plan and walk away. In fact, the real challenge lies ahead, and it's only natural that we'll need to make adjustments as we implement it. Even so, we will restructure our IP work to better suit the current business environment. We want to stay true to this direction and steadily bring it to fruition.

Human Capital Strategy

Shinichiro Oka
Executive Vice President
& Executive Officer



Under our Medium-term Business Plan (2023-2025), we aimed to develop professional talent (individuals with unique skills who can think and act independently) and have been working to cultivate the next generation of leaders, promote women's workplace participation, and establish a dual-track management system. As a result, the number of employees capable of consistently delivering the desired performance is steadily increasing. Going forward, it will be important to translate that growth into organizational results.

Human capital will be the key to achieving our Medium-term Business Plan as well. While the transformation centered on ROIC-based management will be driven by strong leadership from top management, strengthening the leadership and middle management teams is essential for its widespread adoption and implementation.

Furthermore, to achieve new growth, we must integrate our technology, human capital, and customer base across businesses and regions to create unique value. Therefore, we will work to build an organization where diverse talent bring together their insights and strengths to continuously create shared value. Through these transformations in our human capital and organization, we will lay the foundation for long-term growth.

Our Company has established the engagement score as a key KPI for our human capital strategy. However, our goal is not simply to meet numerical targets, but to improve performance and engagement and to create a virtuous cycle in which employees take on challenges and grow. We will channel the growth of our human capital into organizational results and long-term enhancement of corporate value.

Basic Policy for Human Capital Strategy

In formulating its Corporate Plan 2026-2028 (hereinafter, new Medium-term Business Plan), Konica Minolta has redefined its ideal profile for human capital and organization.

The ideal profile for our human capital is "talent that continuously learn, cross business and regional boundaries, and stay committed to results." To achieve this, we will prioritize strengthening our leadership ranks, who drive our businesses and functions, and promote systematic global development and strategic rotations across businesses and regions.

Furthermore, the role of middle management will become even more critical in implementing the reforms outlined in the new Medium-term Business Plan and turning them into tangible results. We must bring out the potential of each individual, integrate it into the organization as a whole, and empower our human capital. For this reason, we will work to strengthen our management capabilities from both a systemic and operational perspective. Furthermore, by expanding our systematic training programs and strengthening our recruitment and development of technical talent, we will further reinforce the talent base that supports our business growth.

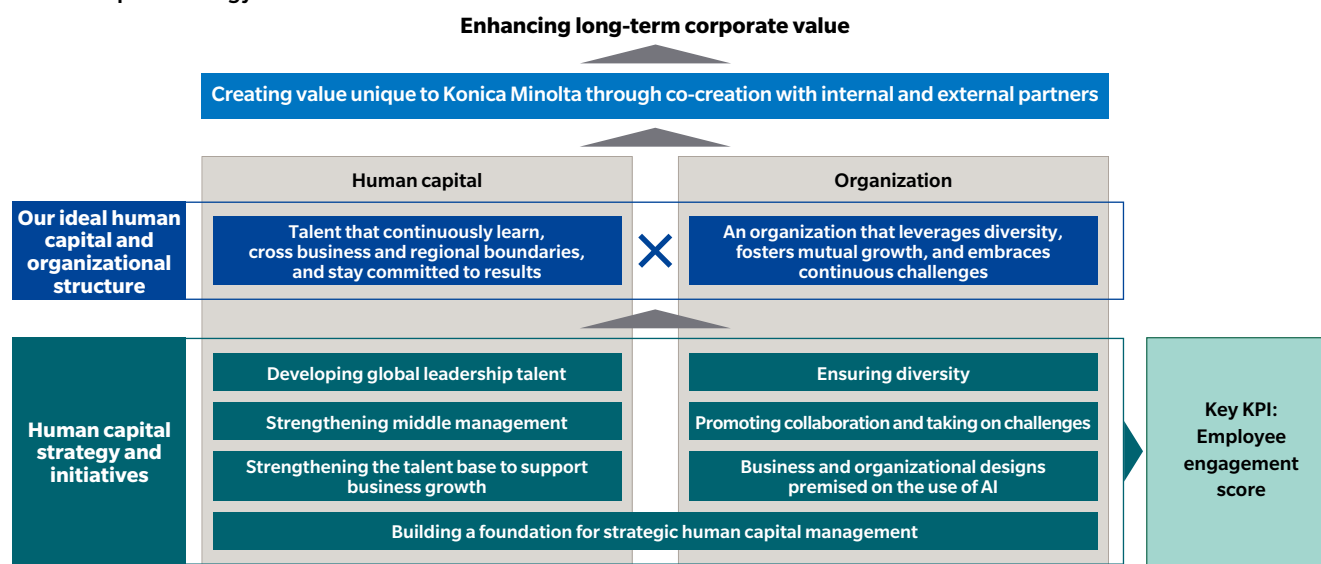
As for our organization, we aim to be an organization that leverages diversity, fosters mutual growth, and embraces continuous challenges. We enhance our competitiveness by empowering diverse talent to inspire one another and take on the challenge of creating value through collaboration both within and outside the Company. To make this a reality, we will continue to develop systems and opportunities that support these efforts.

In addition, we will clarify the division of roles between humans and AI and work to create an environment where people can focus on co-creation activities that generate higher added value. Leveraging our strengths in DX talent and DX literacy, we are exploring ways to design business processes and organizational structures with the integration of AI as a given.

As the foundation for these initiatives, we will advance the development and utilization of human capital data and, by centrally managing human capital information on a global scale, realize human capital management that is aligned with our business strategy.

Through these initiatives, we will create a virtuous cycle of enhanced corporate value and increased employee engagement by fostering the growth of our human capital and our organization.

Human Capital Strategy Framework



Human Capital Strategy

Cultivating talent that continuously learn, cross business and regional boundaries, and stay committed to results

Developing global leadership talent

In fiscal 2024, Konica Minolta established a Human Capital Committee to develop educational plans for the next generation of leadership who could become future candidates for president. This committee is chaired by the President and consists of the

executive officers in charge of business and technology, as well as the executive officer in charge of corporate affairs. The committee is carrying out assessments of prospective talent, strategic assignments based on areas for improvement, and systematic development.

In addition, with regard to international human capital, we coordinate with succession planning in key regions to provide mentoring and individualized development plans for selected employees, as well as assignments that span countries and businesses. In Europe, where these efforts are already underway,

the Company is strengthening leadership through practical experience, such as by assigning employees to lead cross-functional projects and drive DX on a broad scale.

In addition, we have introduced a Resilience Program led by occupational health physicians for senior management, with the aim of enhancing the interpersonal skills and integrative abilities needed to drive transformation. Through these initiatives, we are working to strengthen our talent base to drive co-creation on a global scale.

Voice Global Leadership Talent



Elena Drecheva

Managing Director, Konica Minolta Business Solutions Bulgaria & Greece
Sensing Business Expansion Project Lead (Project UNITY), Konica Minolta Europe

I oversee the Business Technologies Businesses in Bulgaria and Greece, and I lead UNITY, a project to expand our sensing business in Europe. This project aims to create value that transcends business and organizational boundaries by combining the technical assets of our sensing units with our sales infrastructure in the Business Technologies Business across more than 30 countries.

The challenge I face is promoting change across organizations that are not directly under my supervision. Given the cultural differences between engineering and sales, and within a matrix structure that includes the European headquarters and the Japanese headquarters, “alignment of direction” is more important than “authority.” Under the theme of “UNITY (One Direction),” we are working to build an organization that addresses customer challenges through dialogue and collaboration that transcends cultural differences.

Influence isn’t given; it’s built. The key is not to do things yourself, but to create an environment where others can take action. We will contribute to sustainable growth by transforming technology into value, establishing a replicable growth model, and developing leaders capable of collaboration.

Voice Resilience Program Coordinator



Makiko Mori

Corporate Human Resources Division,
Health & Wellness Group,
Occupational physician,
KONICA MINOLTA, INC.

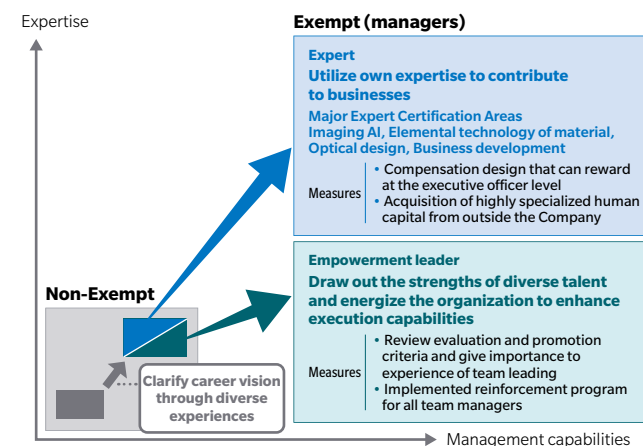
The Resilience Program is an initiative based on insights from medicine, psychology, and neuroscience that aims to enhance the resilience of individuals and organizations and foster their ability to overcome challenges and create value. Over the course of a year, we aim to deepen participants’ understanding of how the brain works, help them develop new habits aligned with their vision of the kind of leader they want to become, and build deep relationships of trust among participants through sharing and discussing challenging experiences. Since its launch in 2021, this program has not only fostered behavioral changes among participants—primarily senior executives—but has also led to candid discussions and the development of cross-departmental collaborations. These are viewed as significant achievements in improving the quality of decision-making and creating value by combining the strengths of each department.

Through this program, I hope to use leadership-level transformation as a starting point to spread that impact throughout the entire organization, ultimately creating a company where every employee can thrive and contribute to the fullest. We aim to enable everyone to enhance their capacity for life (their capacity for happiness) and to foster a culture where individual and corporate success go hand in hand. We will also continue to expand the program to other companies, contributing to the revitalization of Japanese industry and the creation of a better society.

Strengthening middle management

To strengthen our ability to drive change, we are working to strengthen our middle management ranks, focusing primarily on Japan, where the head office functions that serve as the core of our business and operations are concentrated. Konica Minolta has reevaluated the traditional concept of “management positions” and, starting in fiscal 2022, transitioned to an “exempt” system featuring a dual-track role structure, clarifying roles along two axes: “empowerment leaders” and “experts.” Empowerment leaders are responsible for drawing out the strengths of diverse talent and translating that into organizational results, while experts are responsible for driving the business forward through their advanced expertise. We have clearly defined the behaviors expected for these roles as evaluation criteria and promote continuous growth through a multi-dimensional evaluation process.

Dual-track system



Human Capital Strategy

Our development initiatives include implementing systematic programs centered on coaching and team building for section managers, while providing training for department heads aimed at strengthening their ability to drive change. Furthermore, we have introduced competitive performance-based compensation packages for experts to strengthen our efforts to attract and retain highly specialized human capital.

On the other hand, while the exempt system is fundamentally based on role-based compensation, it is necessary to further clarify the responsibilities, performance expectations, and required skills for each position. For this reason, we will work to develop job descriptions that are linked to performance evaluations, with the aim of improving the quality and acceptability of goal-setting. Through these initiatives, we will promote the visualization of each individual's strengths and areas for improvement, as well as self-directed skill development, thus strengthening middle management to drive transformation.

Strengthening the talent base to support business growth

To strengthen our talent base, which supports business growth and enhances corporate value, we are implementing systematic training initiatives centered on OJT (on-the-job training). Specifically, we have structured our training system around four pillars: selective training, which focuses on investing in high-potential talent; tiered training, tailored to key milestones such as joining the Company or receiving a promotion; career development support, which assists employees in building diverse career paths; and re/up-skilling, which supports self-directed learning through initiatives such as self-development grants of up to ¥1.5 million per year that can be used toward pursuing an MBA or other degrees.

In terms of acquisition of human capital, in addition to strengthening partnerships with universities in Japan, we are working to expand our connections with the academic community, including overseas universities, and to pursue global recruitment, thereby broadening our access to human capital capable of driving growth in key areas. Furthermore, as workforce mobility increases and competition for specialized human capital intensifies, we will place great importance on maintaining ongoing contact with former employees and candidates who have had prior ties to our Company. By expanding opportunities for them to reconnect with us in the future, we will build human capital that supports our business growth. At the same time, we

are fostering a corporate culture that encourages individual growth and taking on new challenges by combining open recruitment, the lifting of restrictions on side jobs, and systems that recognize and reward initiative.

We are also focusing on strengthening our technical human capital, which is key to our growth strategy, and have reorganized our previously fragmented training functions. We have established a training framework that integrates with our core technologies and areas such as AI and data. Furthermore, we have introduced a system that recognizes contributions to employee development and training and established a Company-wide framework to promote human capital development. Through these efforts, we are working to build a solid talent base that will sustainably support our business growth.

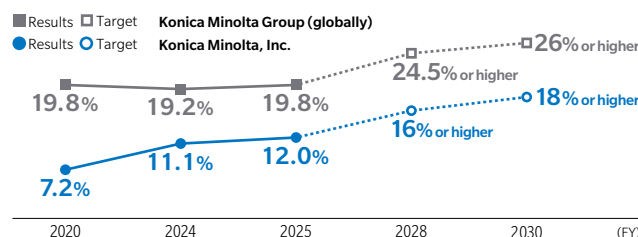
Evolving into an organization that leverages diversity, fosters mutual growth, and embraces continuous challenges

Ensuring diversity

We believe that the diversity of our human capital leads to the ability to perceive and solve challenges from a variety of perspectives. At Konica Minolta, roughly three fourths of our employees are based outside Japan, and our diverse, multinational employees are thriving. Furthermore, the percentage of women in management (exempt) positions is steadily increasing, standing at 19.8% globally and 12.0% in Japan as of fiscal 2025.

However, we recognize that further efforts are needed to promote women's participation in the workplace. Therefore, we

Percentage of women in management (exempt) positions*



* Global: The percentage of management positions held by women (including executive officers) as of March 31.
Konica Minolta, Inc.: The percentage of management positions held by women (excluding executive officers) as of April 1 of the following year for each fiscal year.

have been implementing a program called 'Women 2 Lead' to select and nurture the next generation of leaders from our globally active female employees. In this program, we collaborate with IMD* to identify participants' strengths and areas for improvement through assessments, and then provide career development and leadership training over a period of approximately eight months. After completion, supervisors, business unit leaders, and the HR departments work together to support steady growth through role expansion and assignments based on individual development plans.

At the same time, we are working to expand the number of female leaders by increasing the recruitment of women and systematically developing employees from an early stage in their career, with the aim of reinforcing our talent base over the medium to long term.

* IMD: International Institute for Management Development, a world-renowned business school based in Switzerland.

Promoting collaboration and taking on challenges

We are strengthening initiatives that promote collaboration and a mindset of taking on challenges, aimed at creating an organization where diverse talent can inspire and challenge one another to continuously strive for improvement.

For example, we are implementing the GLOW Program, which aims to develop the next generation of management talent. This program is a six-month overseas assignment program with a two-way exchange that includes international participants. Participants set their own missions and coordinate with host organizations, collaborating on-site to achieve tangible results in a short period of time. This program has been well received by host organizations, achieving results in both business operations and human capital development.

Also, through our global recognition program, we highlight and share examples of innovative initiatives and commend actions that drive value creation, which promotes Company-wide learning and implementation. Through these efforts, we are striving to create a virtuous cycle of collaboration and value creation driven by purposeful challenges.

Business and organizational designs premised on the use of AI

To advance the use of AI and DX, we are promoting human capital development in two areas: raising the skill level of all employees and enhancing the expertise of specialized human capital.

Human Capital Strategy

We are working to enhance the performance of all our employees through AI and DX (digital transformation) literacy training, generative AI training, and ethics and governance training.

Additionally, we are working to develop specialized human capital capable of handling everything from defining business challenges to implementing solutions through hands-on training focused on real-world business themes and management-oriented training. Building on this foundation, we defined roles such as DX promoters and AI engineers, established a training framework and an in-house certification system, and now have approximately 1,000 DX specialists operating across our various business units.

Voice GLOW Program



Stacey Sujeebun
Corporate Communications,
KONICA MINOLTA, INC.

International mobility has been a defining thread throughout my career, with experiences across Europe, the United States, and Japan within the Group. Leading Marketing and Communications departments in each region, I have been exposed to diverse customer needs and market environments, while developing a broad, enterprise-wide perspective. These experiences have reinforced the importance of continually re-examining assumptions to deliver more effective solutions to complex business challenges.

Participation in the GLOW program at headquarter in Japan, deepened my understanding of the Group's global strategy, while enabling a two-way exchange of insights-bringing perspectives from different regions into headquarters and contributing to more integrated decision-making. The program subsequently led to the opportunity to continue my career at Headquarters, where I now support corporate communications.

The benefit of international mobility—and of diversity more broadly—lies not in individual experience alone, but in the collective impact created by integrating different perspectives across the organization. By embracing diverse viewpoints and constructively challenging established approaches, organizations can strengthen agility, foster innovation, and deliver greater value to customers globally.

Going forward, we will restructure our operations into human-led areas, human-AI collaboration areas, and AI-led areas. We will strengthen uniquely human capabilities such as decision-making, organizational leadership, and relationship-building, as we evolve into an organization that co-creates with AI.

Building a foundation for strategic human capital management

Development of a Global Human Resources Information System

To achieve strategic human capital management aligned with our business strategy, we are moving forward with the development of the Global Human Resources Information System (HRIS), which serves as the foundation for this initiative. We aim to enhance the quality of management decisions through workforce forecasting based on future business plans, while also striving to improve productivity and operational efficiency. In implementing this, we are not merely building a system; we are driving transformation in decision-making processes based on business challenges.

Moving forward, using HRIS as a foundation, we will work to enhance workforce planning in alignment with our business strategy, strengthen human capital management for employees who drive value co-creation, and build systems that support the autonomous growth of each and every employee. Furthermore, by gaining a global overview of our human capital and promoting data-driven decision-making to ensure the right people are placed in the right roles, we will accelerate human capital management and drive sustainable growth in corporate value.

Improving Employee Engagement

Konica Minolta uses the employee engagement score as a key KPI for its human capital strategy.

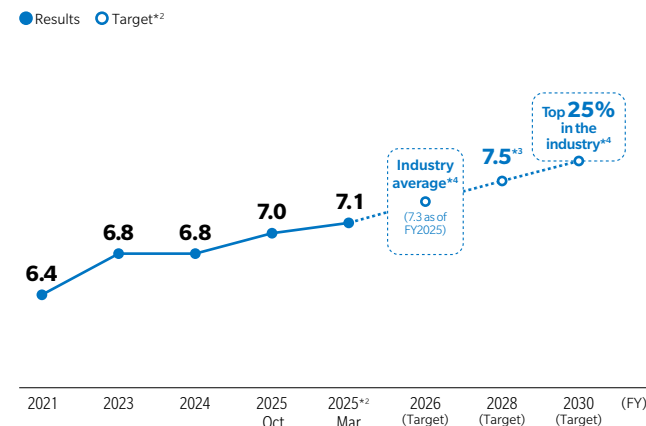
We conduct an annual employee survey called “Your Voice” for all employees worldwide. By visualizing engagement scores and the factors that drive their improvement, we assess the current state of the organization and identify challenges. Based on the survey results, each business division and base is identifying its strengths and challenges through dialogue, and formulating and implementing specific improvement measures. By continuously maintaining this cycle of dialogue and

improvement, we are fostering an organizational culture where employees can truly feel a sense of fulfillment in their work and enhancing the work environment.

In addition, we place a high priority on physical and mental health as the foundation of employee engagement and have formulated a medium-term health plan designed to link the promotion of employee well-being to the enhancement of corporate value. Under this plan, we are working to improve organizational health score and reduce presenteeism and absenteeism. The Company and a health insurance society are working together to promote data-driven initiatives aimed at enhancing employee vitality and productivity.

Through these initiatives, we aim to inspire each employee to take on new challenges and foster a sense of belonging to the organization, thus achieving sustainable growth through co-creation with both internal and external partners, and creating a virtuous cycle of enhanced corporate value and increased employee engagement.

Employee engagement score*1



*1 Engagement score: The average score for the question “To what extent would you recommend working at Konica Minolta to someone outside the company?” in “Your Voice” (Global Employee Survey: responses on a scale of 0 to 10).

**2 Since our target is set in line with industry standards (those of the global technology sector as a whole), we review it annually. While the industry average at the time the target was set (fiscal 2023) was 7.7, the industry average based on results for fiscal 2025 (the target for fiscal 2025) was 7.3.

**3 The target for fiscal 2028 has been set at a value that is 0.2 points higher than the fiscal 2026 target (the industry average). For reference, using the fiscal 2025 industry average of 7.3, the target is 7.5.

**4 Based on results for fiscal 2025, the industry average (target for fiscal 2026) is 7.3, and the top 25% of the industry (target for fiscal 2030) is 7.7.

DX Strategy

Hanako Kato
Senior Vice President &
Executive Officer
General Manager,
Corporate Digital
Transformation
Headquarters



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

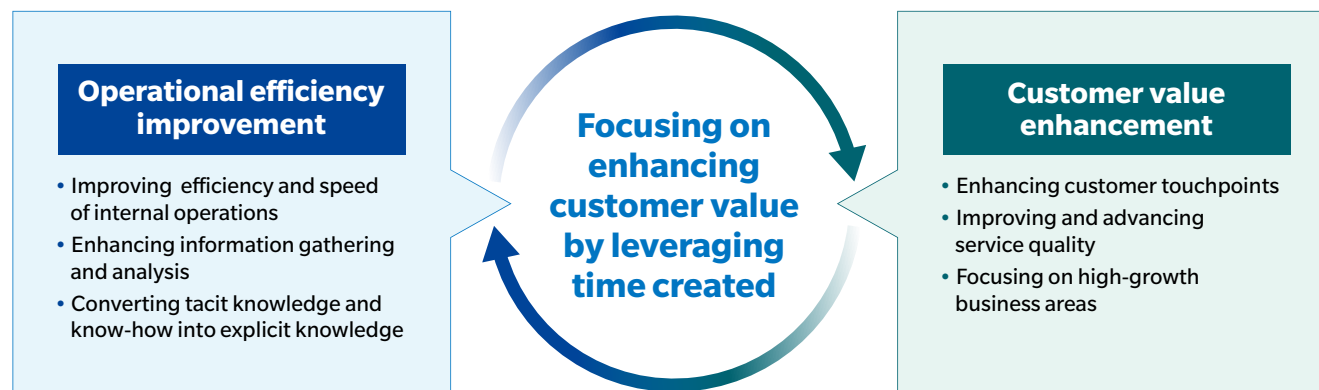
Konica Minolta is advancing DX through AI and data as a key initiative for achieving the goals of the Corporate Plan 2026-2028 (hereinafter, new Medium-term Business Plan). Across a wide range of functions—including sales, service, development, production, supply chain management (SCM), and corporate 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

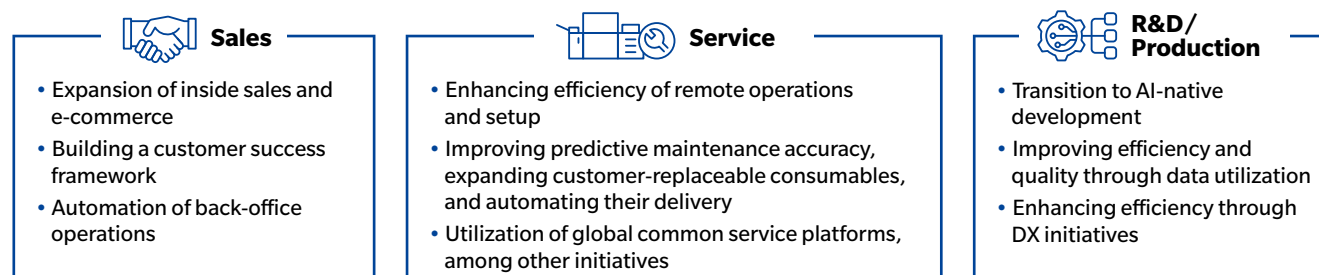
creation and future growth. We are creating an environment in which employees can use AI as a partner in their work, enabling them to improve productivity and focus on higher-value-added tasks. We are also advancing DX with the broader goals of strengthening organizational competitiveness, delivering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

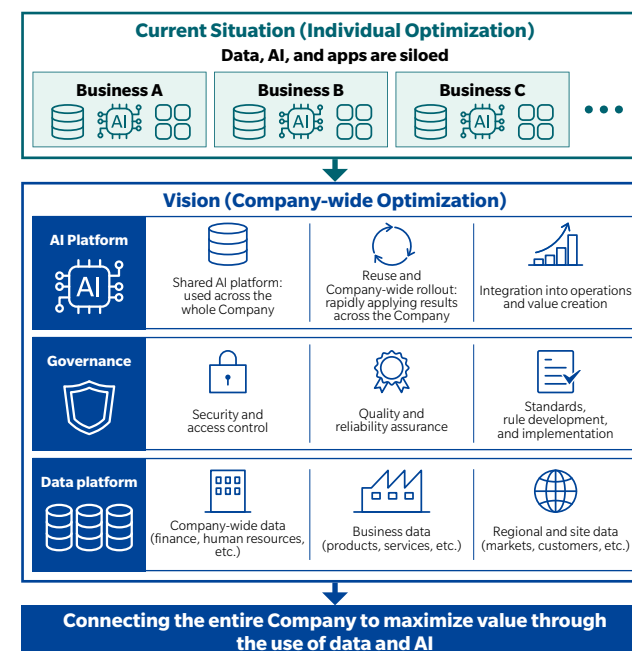
Issue	• Teachers' workload • Appropriate instruction for each child
Initiatives and Solutions	• Development of an educational platform that provides optimal learning and support for each student
Impact	Used by Local Governments and Schools Nationwide Supporting personalized learning through AI AI That 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



Production and Procurement Strategy

Ryuji Kamata
Senior Vice President &
Executive Officer

Our ultimate vision for manufacturing is manufacturing that is independent of people, locations, countries, and fluctuations. We had previously put forward this idea, but we withdrew it in response to the sudden changes in the business environment caused by the COVID-19 pandemic. However, since then, rising geopolitical risks, the spread of protectionism in various countries, and the emergence of natural disasters and cyber risks have made supply chain disruptions and supply uncertainties real business challenges. In light of these circumstances, we have determined that it is necessary to clearly articulate this approach once again. In an era defined by constant change, we believe that resilient manufacturing—unaffected by external circumstances—is the foundation that supports our ability to deliver value to our customers.

To achieve this, we will steadily move forward with the decentralization of production sites and the diversification of our supply chains, while leveraging digital technology to enhance on-site capabilities and productivity, building a structure capable of responding flexibly to changes in the business environment.

And while we strive to achieve high standards across all SQDCEF areas (Safety, Quality, Supply, Cost, Environment, and Finance), our unwavering commitment to prioritizing safety above all else remains the foundation of this effort. With the establishment of a safety culture and the achievement of zero accidents as our starting point, we will holistically advance quality improvement, supply stability, and enhanced cost competitiveness, evolving toward manufacturing that can sustainably create value.

Results of the Medium-term Business Plan (2023-2025) and Future Policy

Under our Medium-term Business Plan (2023-2025), to address an increasingly uncertain business environment, we have been strengthening our production and procurement infrastructure, focusing on geopolitical risk management, ESG, and continued enhancement of SQDCEF.

Production Sites: Strengthening the Supply Chain Through Decentralization

We are reorganizing our production sites, including the cessation of production at our main factory in China within the Business Technologies Business and the transfer of a factory in connection with a portfolio review in the Optical Components Business. We have established a decentralized production system that combines China, ASEAN, and Japan. As a result, we have enhanced our ability to adapt to changes in the external environment, such as tariffs, various regulations, and logistics, and have maintained and strengthened our competitiveness.

Procurement: Optimizing Global Procurement and Strengthening BCP measures

In addition to diversifying and regionally decentralizing the procurement of critical components and strengthening our BCP (Business Continuity Plan) measures, we have worked to enhance our resilience against supply disruption risks and improve our stable supply system through initiatives such as the establishment of a procurement joint venture with FUJIFILM Business Innovation Corp.

ESG: Building Sustainable Supply Chains

We have strived to balance business continuity with social trust by promoting responsible procurement that takes human rights, labor, and the environment into consideration, and by strengthening our human rights initiatives throughout the entire supply chain, including compliance with the RBA (Responsible Business Alliance). (see [page 61](#))

Production Technology: Accelerating Manufacturing Innovation Through the Integration of On-Site Capabilities and Production DX

By promoting the adoption of automation and labor-saving

technologies, as well as process innovations, we have achieved improved productivity and consistent quality on a global scale. In addition, by strengthening our ability to handle small-lot production and refining our launch processes, we have enabled rapid rollout and stable operations. Furthermore, with regard to DX, we have moved into the phase of expanding its impact through horizontal rollout via implementation on production floors.

Human Capital: Optimal Allocation and Strengthening of Production Human Capital

To strengthen our operational capabilities within our globally distributed structure, we have been working to secure and reassign talent who possess both on-site improvement skills and digital skills. At the same time, to enhance the organizational capabilities that support production and procurement reforms, we worked to accumulate and pass on the know-how of our veteran employees.

Challenges and Future Directions

However, optimizing the operation of our decentralized global structure, advancing data utilization, further enhancing human capital development, and responding swiftly to changes in the external environment remain key challenges. Going forward, we will further develop these initiatives with the goal of establishing a resilient production and procurement infrastructure that is independent of people, locations, countries, and fluctuations. With a theme of strengthening the human capital that underpins this foundation, we will strive to continuously enhance our competitiveness.

Strengthening Procurement BCP

In an increasingly uncertain business environment, Konica Minolta has identified procurement as one of its key areas for risk management and is promoting three key initiatives: diversified sourcing, supply chain DX, and procurement joint ventures.

As part of our diversified sourcing initiative, we are working to mitigate the risk of supply disruptions associated with a single-source procurement structure by implementing dual sourcing (primarily for critical components), utilizing alternative materials, and exploring alternative supply options through OEMs. This reduces dependence on specific suppliers and regions, and, when combined with our inventory policy, enhances our ability to respond to fluctuations in supply and demand.

Production and Procurement Strategy

Through supply chain DX, we are building a system that centrally visualizes information on inventories, supply and demand, and supply risks, enabling early response through alerts, and thereby advancing the sophistication of procurement risk management.

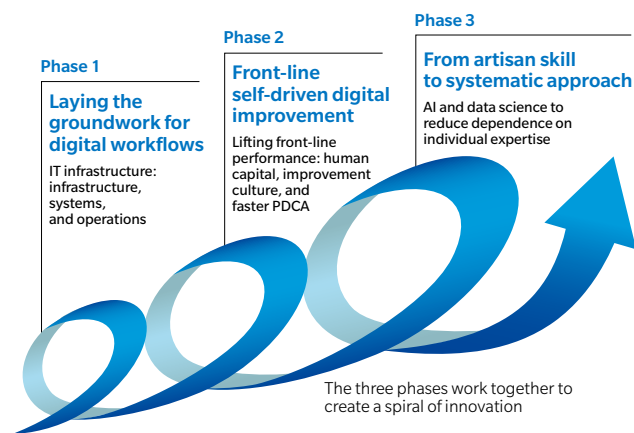
In addition, as for procurement JVs, we are collaborating with FUJIFILM Business Innovation Corp. to promote joint purchasing, standardization of components, and integration of supply chains, thereby generating economies of scale. This approach allows us to achieve both cost reduction and supply stability, while also strengthening our ability to address risks that would be difficult to manage alone by jointly securing key components and exploring alternative supply sources.

Through these initiatives, we are enhancing our ability to respond to geopolitical risks, resource and logistics uncertainties, and market fluctuations, and are working to build a supply chain that is resilient to change.

Production DX Initiatives

Konica Minolta's production DX is an initiative that combines the improvement capabilities honed on the shop floor with digital technology to evolve into a system that enables anyone to achieve stable, high-quality production.

The big picture of production DX: A story of evolution



Phase 1 provides the IT base, while Phase 2 drives front-line self-driven DX (1 Step by 100 People), and Phase 3 drives expert-led DX as two parallel tracks (100 Steps by 1 Person)

We combine two approaches: "1 Step by 100 People," grassroots, self-driven DX where small improvements are made on the frontlines, and "100 Steps by 1 Person," expert-driven DX that uses data analysis to derive optimal conditions. By bringing these together, we are scaling individual insights into organization-wide optimization.

Production DX Concrete Initiatives

Under "1 Step by 100 People," frontlines employees themselves identify waste in their operations and are driving automation using RPA and low-code tools. For example, we have automated tasks such as manual aggregation of procurement data and expense processing, reducing the work of those in charge to simply checking the data. By horizontally deploying these improvements under frontlines leadership, we are achieving both operational standardization and man-hour reduction.

Meanwhile, under "100 Steps by 1 Person," we are achieving advanced optimization through data-driven approaches. For example, in the manufacturing of magnetic function rollers used in multi-functional peripherals within our Business Technologies Business, we have made it possible to optimize the manufacturing condition settings (which previously relied on the

experience of skilled veterans) through analysis of production data and quality data. As a result, we have significantly reduced the number of trial-and-error cycles and made it possible to achieve stable quality in production.

In the production of optical films for performance materials, we have consolidated and visualized data on material properties and manufacturing conditions, enabling us to detect variations that we could not see before. This allows us to detect signs of defects and link them to quality improvements.

By combining frontline improvements with data, we are transitioning from experience-based manufacturing to reproducible manufacturing.

Going Forward

Konica Minolta has confronted numerous external challenges, from the COVID-19 pandemic and semiconductor shortages to geopolitical instability. Through these experiences, we have realized the importance of transitioning to a manufacturing model that anticipates change, rather than just continuing along the old path. Drawing on these experiences, we will merge frontline expertise with digital technology through production DX, review our supply setup for overall optimization, and build more resilient supply chains.

Voice Manufacturing and Procurement Operations Manager

AI-amplified Frontline Capabilities, Turning Artisan Skill into Systems



Kenichi Kadena

**Production and Procurement Group
Digital Workplace Business Headquarters
KONICA MINOLTA, INC.**

The foundation of our manufacturing strength has always been the experience and know-how developed by our frontline teams over many years. However, given the increasing shortage of skilled workers, we can no longer afford to depend entirely on frontline judgment based on experience and intuition to keep our production running. We must use AI

to make decision-making more repeatable even in hard-to-rule areas, and build a system that adapts flexibly to change.

To tackle this issue, we have been using data science and AI to enhance decision-making based on numerical data, including optimizing manufacturing conditions and production and logistics planning. More recently, we have also been codifying the experience and judgment of our seasoned experts, turning tacit knowledge into a formal organizational asset. This allows us to fuse areas that can be expressed numerically with linguistic domains such as human experience and wisdom. Our current AI efforts are not a set-it-and-forget-it exercise. We will continue to evolve our manufacturing by continuously reviewing and updating our processes in response to change, and by leveraging AI even in the processes of building and updating those systems themselves.

Part 4

Sustainability Strategy

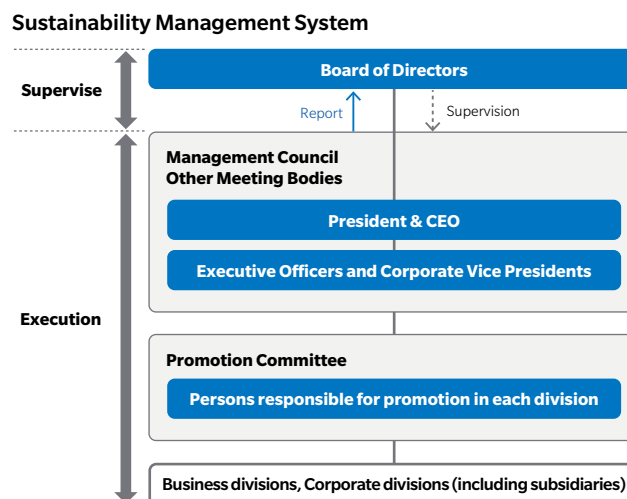
- 52** Sustainability Management
- 53** Material Issues
- 54** Targets and Results for Material Issues
- 55** Long-term Environmental Vision and Initiatives: Addressing Climate Change
- 56** Feature Solutions Driving Greater Contributions to Reducing GHG Emissions and the Use of Natural Resources in fiscal 2025
- 57** Long-term Environmental Vision and Initiatives: Using Limited Resources Effectively
- 58** Disclosure Based on TCFD Recommendations
- 60** Disclosure Based on TNFD Recommendations
- 61** Respect for Human Rights

Sustainability Management

Management System

The President & CEO, Representative Executive Officer, has the highest responsibility and authority for overall sustainability management and is responsible for its effectiveness. Under the President & CEO, Representative Executive Officer, executives responsible for each sustainability issue promote sustainability management for the entire Group. Discussions and decision-making on important sustainability issues are conducted at the Management Council and other meeting bodies, which are decision-making bodies, in the same manner as other important management issues, in order to strengthen alignment with management and business strategies.

Promotion committees are set up when needed as a forum to discuss and promote the Medium-term Sustainability Plan. For example, the Group Environmental Promotion Committee is attended by persons responsible for environmental promotion appointed by the head of each business division, corporate division, and other organizations, and deliberates on medium-term and annual plans related to the environment, checks progress on a quarterly basis, and examines environmental issues facing the Group.



Identification Process for Material Issues

After gaining insight into social and environmental issues expected to be critical by 2030 by examining the UN Sustainable Development Goals (SDGs), macro trends and various stakeholder requirements, Konica Minolta conducted a materiality analysis from the perspectives of social and environmental issues that must be solved and Konica Minolta's business growth. This led to the identification of five material issues for Konica Minolta to tackle.

In the process of identifying material issues, we refer to various international frameworks and guidelines, as well as requests made through dialogue with investors and other stakeholders.

By addressing these five material issues, Konica Minolta will achieve a high-level balance of supporting people to achieve their own purpose and realizing a sustainable society to enhance its corporate value over the long term. We will also ensure the appropriateness of our material issues by continuously reviewing them and revising them as necessary.

Identification Process for Material Issues

Step 1. Issue Compilation

We have compiled an extensive list of environmental, social, and economic issues by referring to international frameworks and guidelines such as the GRI Standards and SDGs, macro trends in each specialized field, as well as requests from various ESG surveys and dialogues with investors and other stakeholders.

Step 2. Issue Identification and Prioritization

From the issues listed, areas of particular relevance to Konica Minolta's business were identified and then rated in terms of importance.

Step 3. Validity Confirmation and Issue Identification

The executive responsible for corporate planning verifies the validity of both the evaluation process and the evaluation results for these material issues, confirming the material issues that should be prioritized. After deliberation by management, the Board of Directors approves the material issues.

For more details: Material Issue Evaluation and Identification Process
<https://www.konicaminolta.com/about/csr/process.html>

Role of the Group Environmental Promotion Committee

- Promotion of targets and implementation plans (annual plans) related to environmental activities and confirmation of progress
- Communication and review of information on the Group's environmental issues
- Consideration of agenda items required by the Group Environmental Officer

FY2025		Main report and discussion items
1st meeting	June	- Review of FY2024 results and sharing of FY2025 plan - Confirmation and discussion of fiscal 2025 priority measures (reduction of product lifecycle CO₂ emissions, contribution to reduction of CO₂ emissions, etc.) - Sharing of medium- to long-term trends in environmental laws and regulations and discussion of response policy
2nd meeting	November	- Review of progress in the first half of the fiscal year and organization and discussion of actions to achieve goals - Discussion of environmental strategic direction and setting of targets for the next Medium-term Business Plan - Review of tightening trend for European chemical regulations and consideration of response policy
3rd meeting	February	- Discussion on the outlook for the Medium-term Environmental Plan 2025 and actions for FY2026 - Review of regulatory trends, such as European Omnibus packages, and discussion on the management of chemical substances in products and disclosure requirements - Presentation and discussion of environmental strategic direction (long-term vision, contribution to reduction of CO₂ emissions, etc.) for the next Medium-term Business Plan

For more information: Targets and Results for Material Issues (see page 54)

Material Issues

Material Issues	 Improving fulfillment in work and corporate dynamism	 Supporting healthy, high-quality living	 Ensuring social safety and security	 Addressing climate change	 Using limited resources effectively
Social and environmental issues (2030 scenario)	- Digital divide - Eliminating labor shortages - Disparities in access to employment and creative opportunities	- Declining sustainability of healthcare and nursing care - Limited access to healthcare - Reducing social security costs	Risk of work-related injuries due to aging equipment, etc.	- Adapting to changes resulting from the transition to a decarbonized society - Social, economic, and ecological impacts of climate change	- Adapting to changes resulting from the transition to a recycling-based society - Social, economic, and ecological impacts of resource depletion
Risks	Declining employee autonomy and innovation capabilities due to stagnation in efforts to create environments that prioritize engagement	—	Damage to companies and society from major incidents resulting from products and services	- Declining competitiveness due to delays in the transition to sustainable energy - Delayed transformation to an earnings model not reliant on print charges - Supply chain disruptions due to abnormal climate	- Declining competitiveness due to delays in the transition to sustainable raw materials - Rising material costs and supply instability due to resource shortages
Opportunities	- Supporting customers in improving productivity and shifting toward creative work through workflow and supply chain transformation - Providing the foundation for new industries that expand and preserve the human abilities of perception, judgment, and adjustment	Contributing to early diagnosis, reduced healthcare costs, and improved quality of life through imaging and medical IT services	Ensuring quality of customer products and services through advanced measurement and inspection	- Reducing energy consumption and CO₂ emissions for client companies and society through workflow and supply chain transformation - Providing measurement and inspection technologies and components that enable the commercialization of new materials, new energy sources, and new processes	- Reduction of resource consumption and effective utilization of resources by client companies and society through workflow and supply chain transformation - Providing measurement and inspection technologies and components that enable the commercialization of new materials, new energy sources, and new processes
Relevant segment	- Industry Business - Digital Workplace Business - Professional Print Business - Imaging Solutions Business	Imaging Solutions Business	- Industry Business - Digital Workplace Business - Imaging Solutions Business	- Industry Business - Digital Workplace Business - Professional Print Business	
Specific solutions	- Reducing reliance on human labor, automating, and labor-saving with sensing technology - Digitalizing and standardizing to reduce siloing, helping to build production systems that are reproducible and not dependent on specific individuals	- Early detection and diagnosis of diseases - Supporting digital transformation in clinics and AI-based diagnostic imaging	Helping to improve the reliability of products that support social infrastructure with sensing technology	- Contributing to CO₂ reductions across the entire supply chain through the digitalization of printing processes - Providing the technological foundation essential for realizing a decarbonized society, including perovskite solar cell-related technologies	- Promoting the shift toward a production structure not based on overproduction and waste with digitalized production - Promoting high-purity sorting and material recycling of waste plastics with sensing technology

Targets and Results for Material Issues

(FY)

Material Issues	Themes	Indicators	FY2023 Results	FY2024 Results	FY2025		FY2028 Targets	FY2030 Targets
					Targets	Results		
 Improving Fulfillment in Work and Corporate Dynamism	Creating an Organization That Draws Out Potential Talent so that Individuals Can Thrive	Engagement ^{*1} in the GES score ^{*2}	6.8	6.8	7.3	7.1	7.5 ^{*3}	Top 25% of the industry ^{*3}
		Percentage of women in exempt (management) ^{*4} positions (%)	10.7	11.1	13% or more	12.0	16% or more	18% or more ^{*5}
 Addressing Climate Change	Reducing Energy Use and CO ₂ Emissions by Transforming Customer Business Processes	Amount of contribution to CO ₂ reduction ^{*6} (thousand tons)	631	682	800 or more	1,118	1,200	1,240
	Energy usage and CO ₂ Emissions Reduction Related to Konica Minolta Sites, Products and Services	Total Product lifecycle CO ₂ emissions (thousand tons): Indicators through FY2025 ^{*7}	795 ^{*8}	784	800 or less	699	–	–
		Reduction rate (%) over FY2005	63	62	61	66	–	–
		Total Product lifecycle CO ₂ emissions (thousand tons): Indicators starting in FY2026 ^{*9} ^{* Calculation criteria under review}	–	–	–	985	980	940
		Reduction rate (%) over FY2018	–	–	–	32	33	36
		Reduction in CO ₂ emissions through environmental impact reduction at Konica Minolta sites (Scope 1 & 2 reduction) ^{*10} (thousand tons)	14	36	76	81	29	–
		Reduction in CO ₂ emissions through Konica Minolta products and services (Scope 3 reduction) ^{*10} (thousand tons)	19	26	35	32	20	–
		Percentage of electricity derived from renewable energy at Konica Minolta sites (%)	13.5	20.7	–	39.8	–	50
 Using Limited Resources Effectively	Effective Use of Resources by Transforming Customer Business Processes	Contribution to reducing use of natural resources ^{*11} by customers (thousand tons)	360	383	400 or more	425	–	–
	Effective Use of Resources Relating to Konica Minolta Products and Services	Natural resource ^{*11} use in Konica Minolta products (thousand tons)	91	104	108 or less	91	97	95
		Reduction rate (%) over FY2019	32	23	20	33	28	30
		Natural resource ^{*11} reduction in Konica Minolta products (through resource conservation, use of recycled materials, etc.) (thousand tons)	13	13	14	18	18	–

^{*1} Engagement: Applicable question “How likely is it you would recommend Konica Minolta as a place to work?” (This has been corrected due to an error in the question description. This question has been used consistently since FY2021.) ^{*2} GES (Global Employee Survey) score: The average score of answers, on a scale of 0 to 10, to relevant questions in the Global Employee Survey. ^{*3} The target for FY2028 is set at a value 0.2 points higher than the FY2026 target (the industry average). Using the FY2025 industry average of 7.3, this amounts to 7.5. The target for FY2030, to rank in the industry’s top 25%, is similarly set at 7.7. ^{*4} The percentage of women in exempt (management) positions among employees at Konica Minolta, Inc., excluding executives, as of April 1 of the following fiscal year. ^{*5} Target value as of April 1, 2030. ^{*6} Amount of contribution to CO₂ reduction: The amount by which Konica Minolta’s products contributed to reducing customers’ CO₂ emissions (excluding Scopes 1, 2, and 3) compared to a scenario in which the products had not been adopted. ^{*7} Total Product lifecycle CO₂ emissions Indicators through FY2025: CO₂ emissions over the product lifecycle, from procurement, production, distribution, sales and service to use by customers. ^{*8} Regarding Scope 3 emissions for FY2023, we identified activities that our Group had not previously included in its calculations. Since these activities will continue in the future, we revised the scope of our calculations to improve the accuracy of our CO₂ emissions figures. ^{*9} Total Product lifecycle CO₂ emissions indicators starting FY2026: The calculation criteria and scope have been revised to improve the accuracy of CO₂ calculations. The product disposal stage has been added to the scope of CO₂ emissions throughout the product lifecycle. ^{*10} Cumulative reductions for each fiscal year from FY2023 to FY2025 and FY2026 to FY2028. Total reduction amount for each fiscal year due to the measures implemented from the first fiscal year of each period to the relevant fiscal year. ^{*11} Natural resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.

Note: For key ESG data, please refer to the following page:
<https://www.konicaminolta.com/about/csr/esg/index.html>

Long-term Environmental Vision and Initiatives: Addressing Climate Change

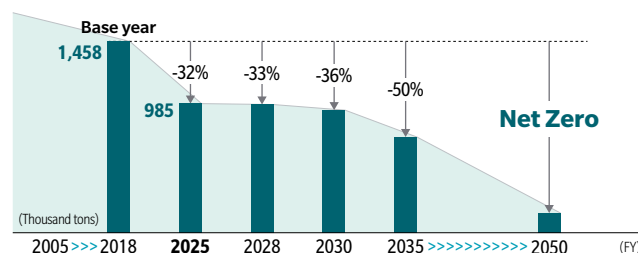


Toward net zero CO₂ emissions throughout the product lifecycle by 2050

Vision 1

Product lifecycle CO₂ emissions*¹ (Scopes 1, 2, and 3) net zero by 2050

Continued reduction of 1.5°C level



Konica Minolta has established a long-term environmental vision to achieve net-zero CO₂ emissions (Scopes 1, 2, and 3) throughout the product lifecycle by 2050. Our targets have been validated as “Net Zero Targets” by the international Science Based Targets (SBT) initiative*².

In fiscal 2025, we achieved our SBT-validated targets. For Scope 1 and 2 emissions reductions, we reduced emissions by curbing energy consumption at our sites and expanding the use of renewable energy. For Scope 3 emissions, we exceeded our targets by introducing products with high energy efficiency and expanding the circular use of products.

Results compared to the FY2025 SBT-validated targets

	Target	FY2025 results
Scope 1 and 2 emissions	232 thousand tons or less	207 thousand tons
Scope 3 emissions	931 thousand tons or less	778 thousand tons

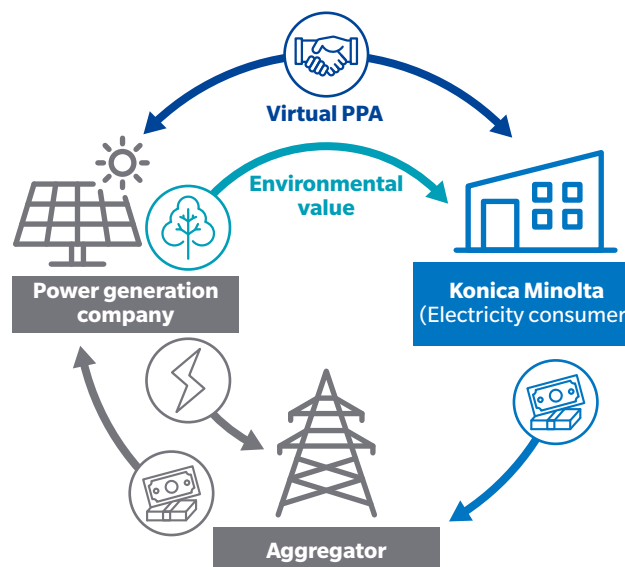
Expanding renewable energy procurement

Konica Minolta joined the RE100 initiative in 2019 and aims to source 100% of the electricity used in its business activities from renewable energy by 2050. Our proportion of electricity derived from renewable energy rose from 20% in fiscal 2024 to 40% in fiscal 2025, marking significant progress toward the fiscal 2030 target of 50%.

In fiscal 2025, the Group achieved 100% renewable energy at all production sites for MFPs, printers, and consumables.

Additionally, at our domestic Industry Business and R&D sites, Konica Minolta introduced its first virtual PPA with a fixed environmental value price. The Company has achieved 100% renewable energy at its Tokyo and Kofu sites and is currently working to implement the virtual PPA in the Kobe area as well.

Signed a long-term fixed-price virtual PPA for environmental value

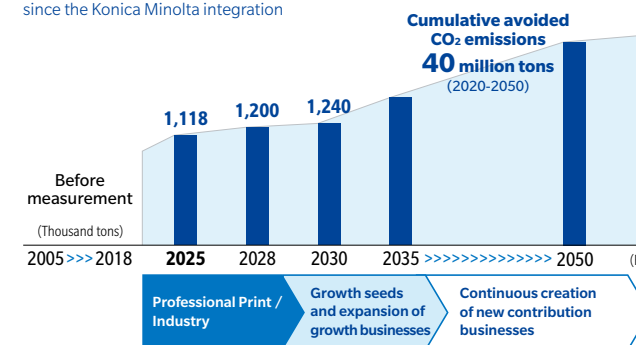


Avoiding CO₂ emissions that exceed cumulative CO₂ emissions*³ since management integration

Vision 2

Avoided emissions beyond past emissions in 2050

Avoided CO₂ emissions that exceed cumulative CO₂ emissions since the Konica Minolta integration



Konica Minolta has set a net-zero target for its emissions, and recognizing that our cumulative past emissions have had an impact on climate change, we are working to create and expand our contribution to CO₂ reductions. This is a metric we use to promote the reduction of greenhouse gas emissions by our customers and society through our products and services.

In fiscal 2025, we achieved Carbon Minus (Konica Minolta's proprietary target), defined as our contribution to CO₂ reductions exceeding the CO₂ emissions generated by our business activities (product lifecycle CO₂ emissions*¹: 985,000 tons; contribution to CO₂ reductions: 1,118,000 tons).

Taking this as a fresh starting point, we have established a new vision for 2050: “to create and expand cumulative contributions to CO₂ reductions that exceed cumulative CO₂ emissions since the Konica Minolta management integration.”

By expanding growth businesses that contribute to decarbonization and the circular economy for our customers and society, we will not only increase the impact of our contributions to customers and society but also enhance the competitiveness of our own businesses.

*¹ As part of our new Medium-term Business Plan, these figures are based on CO₂ emissions calculated using revised calculation scopes and methods to align with the SBTi targets validated in July 2024.

*² In July 2024, Konica Minolta received certification from the SBT initiative for its “Net Zero Target” and “Short Term Target.” For more details, please visit our website: <https://www.konicaminolta.com/global-en/newsroom/2024/0730-02-01.html>

*³ Contribution to CO₂ reductions is calculated in accordance with the Guidance on Avoided Emissions published by the World Business Council for Sustainable Development (WBCSD).

Feature Solutions Driving Greater Contributions to Reducing GHG Emissions and the Use of Natural Resources in fiscal 2025

Case Study 1 Digital printing systems

Konica Minolta's digital commercial printing systems do not require plate making and minimize pre-print color matching compared to conventional offset printing. As a result, they contribute to reducing greenhouse gas emissions and resource consumption associated with plates, waste paper (paper not used in products), and test prints, particularly in the realm of small-lot printing.

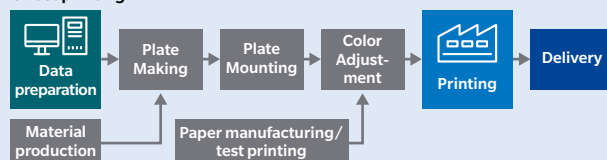
As of fiscal 2025, the reduction contributions from products such as the AccurioJet 30000 and AccurioPress C14010—which Konica Minolta provides and are in operation in the market—amount to 809,000 tons in CO₂ emissions and 404,000 tons in resource inputs (Konica Minolta estimates).



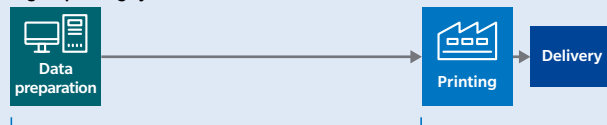
The AccurioJet 30000 digital printing system

Offset and digital printing processes

Offset printing



Digital printing system



Reduces CO₂ emissions from printing processes by eliminating unnecessary printing

Case Study 2 Hyperspectral imaging

Waste processors using conventional sorting methods have been unable to purify plastic that is mixed with municipal solid waste to a sufficient degree for recycling as a resource, leading to this waste typically being sent for thermal recovery^{*1} or landfilling. By utilizing Konica Minolta's hyperspectral imaging technology, it is possible to sort plastics by type with a higher degree of purity, thereby allowing them to upgrade from thermal recovery to material recycling^{*2}.

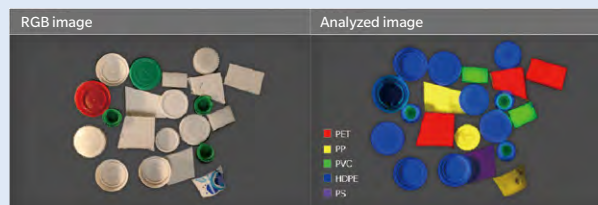
As a result, this contributed to a reduction of 67,000 tons in CO₂ emissions from incineration and 21,000 tons in resource inputs in fiscal 2025 (Konica Minolta estimates).

^{*1} Incineration, with only thermal energy reused

^{*2} Recovered plastic is recycled back into plastic products



FX Series hyperspectral imaging cameras



Resin analysis image using hyperspectral imaging

Voice Comments from an activity leader



Yohei Maruyama
Strategic Planning Group,
Industry Business Strategy Office
KONICA MINOLTA, INC.

The Industry Business contributes to enhancing the competitiveness of products in end markets by handling upstream industrial processes, and we believe this aligns well with the concept of reduction contributions. In fiscal 2025, we took on the challenge of quantifying reduction contributions across all business units within the Industry Business. This initiative provided an opportunity to deepen the value we deliver to our customers.

While the concept of reduction contributions is still evolving in society, we took the first step in this area by fostering an understanding of the concept across business units. By reexamining the value we provide to customers throughout the value chain from the perspective of environmental value, we were able to identify product groups that contribute to CO₂ reduction and the processes behind them within each business unit. As a result, we quantified a CO₂ reduction contribution of approximately 300,000 tons in fiscal 2025, which significantly contributed to achieving our Carbon Minus target. Through this cross-business-unit initiative, we reaffirmed that promoting environmental value by focusing on the environmental regulations our customers face is directly linked to our own business growth.

Going forward, in the Industry Business, we will aim to further expand our contribution to CO₂ reductions by strengthening our lineup of products that will drive future growth, in addition to our existing products that enjoy the top market share.

* Please refer to the following pages for the conditions and calculation methods used in these estimates.

Digital Printing Systems: Calculation Method for Avoided Emissions <https://www.konicaminolta.com/global-en/sustainability/environment/climate-change/avoided-emissions/index.html#a030-020>

Hyperspectral Imaging Cameras: Calculation Method for Avoided Emissions <https://www.konicaminolta.com/global-en/sustainability/environment/climate-change/avoided-emissions/index.html#a030-040>

Long-term Environmental Vision and Initiatives: Using Limited Resources Effectively



Toward zero use of natural resources by 2050

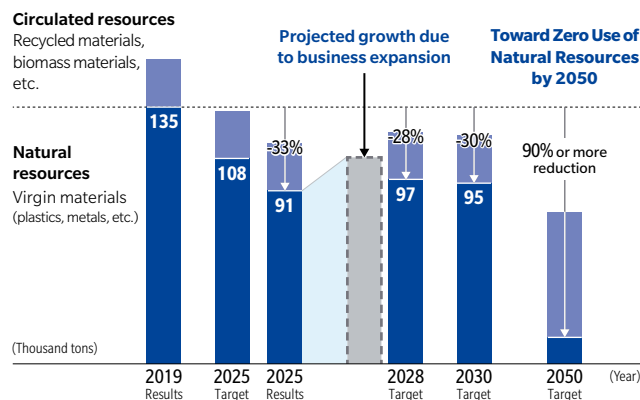
Konica Minolta has identified “using limited resources effectively” as one of its material issues and has established Eco Vision 2050, a long-term environmental vision aimed at reducing dependence on natural resources* to near zero by 2050. Specifically, we aim to “reduce our use of natural resources by 90% or more” by 2050 through reducing the amount of resources used in our products and promoting the shift to recycled materials and biomaterials. This will minimize the use of resources requiring new extraction while reducing risks associated with our resource procurement and business model.

Since adopting our proprietary recycled plastic in MFPs in 2011, Konica Minolta has led the industry in the utilization of recycled materials, including the 2015 launch of the world’s first MFP with a 25% recycled plastic content.

In fiscal 2025, we were able to reduce our consumption of natural resources beyond our plan by increasing the amount of recycled materials used in our products and expanding the adoption of compact, lightweight products. Moving forward, we will continue to advance technological development and promote the further use of recycled materials.

* Natural Resources: Resources that require new drilling or mining, such as crude oil or mineral resources, and are generally synonymous with depletable resources.

Reduction Targets for Natural Resource Usage



Expansion of remanufactured equipment to limit natural resource consumption

To limit the extraction of new natural resources, Konica Minolta has positioned as a key strategy the increase in the use of circulated resources by collecting products that have been used in the market and reusing their parts and materials in new products.

In June 2026, we launched the bizhub RM Series of remanufactured devices*¹. This series is produced at Konica Minolta’s domestic remanufacturing plants, where used MFPs are disassembled down to the component level and remanufactured in accordance with strict reuse standards, ensuring quality equivalent to that of new machines*². By achieving an average component reuse rate of 80% or more (up to 85%), we are significantly reducing the amount of new natural resources used.

To promote resource recycling in each sales region, Konica Minolta also offers refurbished models in Europe, Australia, and Japan, where used MFPs are collected, serviced, and made available for customers to use again. Collected MFPs are cleaned, tested for functionality, have their data erased, receive firmware updates, and undergo safety inspections in accordance with Konica Minolta’s operational standards; parts are replaced with genuine parts as needed. MFPs that pass the final inspection are affixed with the “bizhub refreshed” label as a mark of performance and quality, ensuring customers can use them with confidence.

*¹ A product that has been remanufactured after being used in the market, with modifications made that affect safety, quality, and performance, and restored to a condition equivalent to that before use before being supplied back to the market.

*² A product newly manufactured using brand-new parts that has never been used in the market.



Expanding our contribution to reducing natural resource use by customers and society

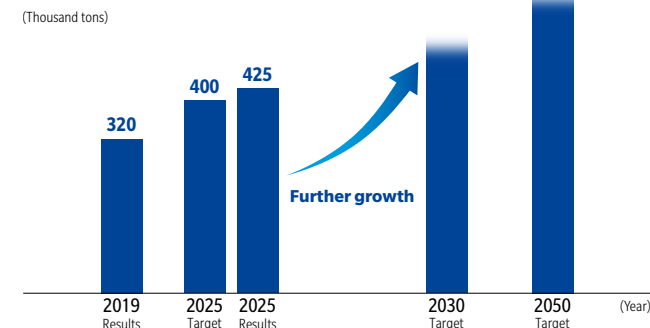
Konica Minolta will not only curb and reduce its own consumption of natural resources but will also expand its contribution to reducing natural resource consumption by customers and society through its products and services, in order to advance the transition of society as a whole toward greater resource circulation and a circular economy.

Konica Minolta’s strengths lie in products and solutions that enable the transition to on-demand production processes, as well as in sensing and materials technologies that contribute to promoting resource recycling and expanding the use of recycled materials. We will expand these efforts to drive society’s transition to a circular economy.

In 2025, we expanded our contribution to resource use reduction by reducing the use of printing plates through on-demand printing and applying plastic sorting technology to the resource recycling field.

Going forward, we will focus on developing intelligent recycled materials (recycled plastic materials with excellent supply and quality stability) enabled by our proprietary sensing and AI technologies, as well as establishing technologies to improve the production efficiency of perovskite solar cells. In addition, by bio commercializing process monitoring technologies for bio-based biomanufacturing—developed through joint research with the National Institute of Advanced Industrial Science and Technology (AIST)—we will further expand our contribution to reducing the use of natural resources by our customers and society (see [page 38](#)).

Contribution to reducing the use of global resources by customers and society



Disclosure Based on TCFD Recommendations

For more details: Climate-related Financial Disclosures (TCFD)

<https://www.konicaminolta.com/about/csr/environment/strategy/tcfd/strategy.html>

Governance

At Konica Minolta, addressing climate change is positioned as one of the areas managed under our sustainability management, and decisions such as setting and changing key targets are made by the Board of Directors. Specifically, we have set and changed target values after approval by the Board of Directors in fiscal 2008, fiscal 2017, fiscal 2020, and fiscal 2023. Similarly, new climate change targets have been approved by the Board of Directors as part of the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan) starting in fiscal 2026, and we will launch initiatives to achieve these targets.

Strategy

To address climate change risks, we set out a vision to achieve Net Zero greenhouse gas emissions across the whole value chain by 2050. We aim to achieve our goals through our business by integrating the risks caused by climate change into business risks and linking the medium-term goals and annual plans related to climate change measures with the new Medium-term Business Plan for areas such as product planning, development, production, procurement, and sales.

In terms of opportunities, we are working to increase the level of contribution to energy use and CO₂ reductions by customer companies and society and to achieve business growth. We are strengthening the core technologies that each business has cultivated since our founding as an “evolved core technologies” through the use of AI and the integration of technologies across business areas. In this effort, we will increase the contribution toward reducing energy use and CO₂ emissions through workflow and supply chain reforms.

Climate change scenario analysis and results

Konica Minolta has identified two scenarios by respectively identifying business risks that will impact business performance in 2030 and business opportunities that can be created by proactively addressing the challenges of climate change.

The scenario analysis is carried out based on the following process.

- Identify target business areas for climate change scenario analysis
- Identify key climate-related risks and opportunities
- Consider existing scientific scenarios on climate change
- Consider and clarify risks and opportunities in the scenarios and their expected financial impact
- Consider future response policies and strategies

Scenario 1

If the average global temperature increase is kept below 2°C (equivalent to 1.5°C) and a low-carbon global society is achieved

Addressing the “Risks” of Climate Change

Impact on the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline	Handling
Increase in procurement and manufacturing costs	Delay in addressing Net Zero and shift to renewable energy	Industry Digital Workplace Professional Print	Market Reputation	Strong	Short term	Introduce renewable-energy-derived electricity at production, R&D, and sales sites
	Emissions regulations and necessity of replacing fossil fuels at Company sites	Industry Digital Workplace Professional Print	Policies/Laws	Strong	Medium to long term	Explore the introduction of CO ₂ -free fuels, CCS, etc., electrify production facilities, and develop energy-saving production technologies
Increase in product development costs	Improving product environmental performance and responding to disclosure requirements	Industry Digital Workplace Professional Print	Policies/Laws Market	Strong	Short to medium term	Comply with new environmental labeling and product regulatory requirements, and meet customer procurement requirements
Decrease in sales due to changes in demand for products and services	Conservation regulations due to the decline in forest resources and declining demand for paper	Digital Workplace Professional Print	Market	Strong	Medium to long term	Transformation to an earnings model not reliant on print charges

“Opportunities” of Climate Change

Impact on the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline
Increase in sales due to changes in demand for products and services	Digital solutions to transform the commercial and industrial printing supply chain	Professional Print Business	Products/Services	Strong	Short to medium term
	Providing products and services with reduced carbon footprint, developing advanced technologies for material identification in a circular economy, streamlining manufacturing processes through on-demand production, expanding the application of quality inspection technologies and highly durable materials to support the implementation of next-generation energy, and ensuring stable operation and improving productivity in semiconductor mass production processes	Industry Business	Products/Services	Strong	Short to medium term
Reduction in procurement and manufacturing costs	Improving energy productivity at Company sites (reducing Scope 1 and 2 emissions)	Industry Business	Energy	Minimal	Short term
Increase in sales due to greater value added by products and services	Manufacturing products using renewable energy (reducing Scope 2 emissions)	Industry Business Digital Workplace Business Professional Print Business	Energy	Minimal	Short term
	Expansion of products utilizing circulating resources (Scope 3)	Industry Business Digital Workplace Business	Energy Resource Efficiency	Medium	Short to medium term

Disclosure Based on TCFD Recommendations

Scenario 2

If the average global temperature increase exceeds 2°C and the predicted physical effects of climate change materialize

Addressing the “Risks” of Climate Change

Impact on the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline	Handling
Lower profits due to a reduction in production capacity	Instability in natural resource procurement due to climate impacts	Industry Business	Chronic physical	Strong	Long-term	Product design and development not dependent on particular natural resources
	Supply chain interruptions due to large-scale natural disasters	Digital Workplace Business Professional Print Business	Acute physical	Strong	Medium-term	Establish business continuity management (BCM) Decentralize production and supply of consumables by region

“Opportunities” of Climate Change

Impact on the Konica Minolta Group		Target segment	Classification	Financial impact	Timeline
Increase in sales due to changes in demand for products and services	Imaging solutions that contribute to disaster prevention and mitigation in response to extreme weather and natural disasters, healthcare solutions utilizing diagnostic imaging in disaster medical settings	Imaging Solutions Business	Products/Services	Minimal	Medium-term

Risk management

Konica Minolta positions risk management as an “activity that seeks to maximize returns while minimizing the negative impact of risk,” and evaluates risk from a medium- to long-term perspective. For environmental risks, including climate change, we assess and manage the impact and uncertainty of climate change risks based on two scenarios. Also, this environmental risk is positioned as one of the Group-wide management risks and is managed by the Risk Management Committee.

In addition to discussing plans and measures related to climate change response at the Environmental Promotion Committee held every quarter, a rolling review of changes in risk levels is conducted twice a year by the Committee, and risks are re-evaluated. The Group Environmental Officer reports to the President every month on the progress of the plan. In addition, important environmental issues are also reported by the Group Environmental Officer to the Management Council, other meeting bodies, and the Risk Management Committee, etc. The Board of Directors receives regular reports on the progress of the management plan for addressing climate change and oversees its implementation.

Indicators and targets

In addition to Carbon Minus, “Product lifecycle CO₂ emissions (Scopes 1, 2, and 3)”, and “Ratio of electricity derived from renewable energy,” Konica Minolta has set “CO₂ reduction contributions (reductions other than Scopes 1, 2, and 3)” as a management indicator for climate change risks and opportunities.

Carbon Minus

We aim to achieve a Carbon Minus state where we create more emissions reduction contributions by our customers and society (CO₂ reduction contributions) outside the scope of Konica Minolta’s product lifecycles than our own CO₂ emissions (product lifecycle CO₂ emissions) by the end of fiscal 2025. We achieved this target in fiscal 2025, with product lifecycle CO₂ emissions totaling 700,000 tons, and CO₂ reduction contributions totaling 1.12 million tons (see [page 55](#)).

Product lifecycle CO₂ emissions includes all of Scope 1 and Scope 2 emissions (CO₂ emissions at the production stage, sales and service stage) and Key Scope 3 emissions (CO₂ emissions at the procurement stage, logistics stage, and product use stage).

We set a target of a 61% reduction in CO₂ emissions (800,000 tons) compared to fiscal 2005 by the end of fiscal 2025. In fiscal 2025, CO₂ emissions were about 700,000 tons*¹ (150,000 tons for Scope 1, 80,000 tons for Scope 2, and 470,000 tons for Key Scope 3), achieving a 66% reduction.

In the long term, we have set a goal of Net Zero greenhouse gas emissions across our value chain by 2050 (see [page 55](#)).

Renewable energy-derived electricity ratio

Based on our forecast that fossil fuels will no longer be available in the future, we have set a target of increasing the proportion of renewable energy-derived electricity used in our business activities to 50% or more by fiscal 2030 and to 100% by fiscal 2050, contributing to the reduction of Scope 2 emissions over the medium to long term. Our proportion of electricity derived from renewable energy in fiscal 2025 rose to 40%.

Amount of contribution to reduction of CO₂ emissions (reductions other than Scopes 1, 2, and 3)

We are contributing to our customers’ CO₂ reduction mainly by expanding sales of IJ components and digital printing systems—which improve productivity through the transition from analog to digital printing—as well as cinema projector lenses that do not require energy-intensive light sources, and hyperspectral imaging technology that identifies different types of waste plastics. As for progress toward the goal of achieving 800,000 tons of CO₂ reduction contribution by fiscal 2025, we surpassed this goal to reach 1.12 million tons in fiscal 2025 (see [page 55](#)).

*1 This is based on the CO₂ emissions calculation method used up to the Medium-term Business Plan (2023–2025), prior to the changes in the scope of calculation and the revision of the calculation method outlined in the new Medium-term Business Plan.

Disclosure Based on TNFD Recommendations

For more details: Nature-related Financial Disclosures (TNFD)

<https://www.konicaminolta.com/about/csr/environment/strategy/tnfd/index.html>

Basic Views

Konica Minolta has endorsed the principles and recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) to clarify its commitment to assessing its dependence and impacts on natural capital and addressing the opportunities and risks based on this assessment. We have registered as a TNFD Early Adopter and are a TNFD Forum member. The assessment results and information on our natural capital dependence and impacts will be disclosed in accordance with the TNFD framework.

Governance

The President & CEO, Representative Executive Officer has overall responsibility for environmental management, including natural capital, and oversees the entire organization, while the appointed Group Environmental Officer is responsible for formulating and implementing the medium-term plan for this area. Progress is reported regularly to the Board of Directors, and the setting and revision of key targets are carried out with the approval of the Board of Directors.

Strategy

Konica Minolta has identified “using limited resources effectively” as one of its material issues. Accordingly, we are working to reduce the amount of natural resources* used in our products while also expanding our contributions to the reduction of natural resource use outside our own products. We recognize that these initiatives will impact our financial performance by stabilizing procurement costs and maintaining and enhancing the competitiveness of our products.

In developing our specific action plan for the medium term, we refer to the recommendations of the TNFD and assess our business’s dependencies and impacts on natural resources and biodiversity. We have identified issues from the perspective of the nine global core indicators proposed by TNFD, evaluated dependencies and impacts on nature in our business activities, and identified risks and opportunities.

* Natural resources: Resources that involve new mining, such as crude oil and mineral resources, and are generally synonymous with depletable resources.

Risks and Opportunities for Konica Minolta

	TNFD Core Indicators		Impact on Konica Minolta	
	Natural Factors of Change	9 Core Indicators	Risks	Opportunities
Dependence	Change in Use of Land/ Freshwater/Ocean	1 Total land footprint	–	–
		2 Extent of change in land/ freshwater/ocean use	–	–
	Resource use	3 Water withdrawal/ consumption from water stressed areas	• Supply chain: Suspension of supplier operations and reduced supply from suppliers in regions with high water stress (Southeast Asia)	• Dry textile printing process: Sale of anhydrous dyeing systems in regions with high water stress (India, Turkey, Italy)
		4 High-risk natural resources sourced from land/ocean/ freshwater	• Natural resources: Procurement instability due to environmental regulations and climate impacts • Paper: Conservation regulations due to diminishing forest resources and declining demand for paper	–
Impact	Pollution and Decontamination	5 Soil contamination	• Business impact of tightened chemical substance regulations and soil contamination prevention measures	• Hazardous substance-free technology: Expansion of hazardous substance-free products
		6 Wastewater	–	• Inkjet technology: Increased manufacturing process efficiency through on-demand production
		7 Waste generation and disposal	• End-of-life products: Mandatory recycling of products due to measures for Establishing a Sound Material-Cycle Society, etc. • Plastics: Requirement for using recycled plastics for products due to measures for Establishing a Sound Material-Cycle Society, etc. • Depletable resources: Insufficient measures for the circular use of rare earths and other resources	• Provision of digital solutions to transform the commercial and industrial printing supply chain • Advanced technologies for material identification in a circular society • Expansion of products utilizing circulating resources
		8 Pollution by plastics	–	–
		9 Non-GHG air pollutants	–	–

Risk and Impact Management

Environmental risks, such as those related to resources and biodiversity, are positioned as one of the Group-wide management risks, managed by the Risk Management Committee. In addition, for businesses that rely on specific natural resources, we assess and identify production and procurement risks as part of the Corporate Plan 2026–2028 (hereinafter, new Medium-term Business Plan) and take appropriate measures to address them.

Indicators and Targets

As part of our long-term vision, we have set the following goals: “To reduce the use of natural resources in our products by at least 90% by 2050, toward zero use of natural resources”, “To expand

our contribution to reducing the use of natural resources outside our own products”; and “To work toward the restoration and conservation of biodiversity.” As milestones toward achieving this long-term goal, we have established management indicators in the Medium-term Environmental Plan 2025, which is linked to the Medium-term Business Plan (2023–2025).

Our targets for the end of fiscal 2025 were to reduce the use of natural resources in our products by 20% and to generate 400,000 tons of contribution to reducing natural resource use outside our own products (at customers and in society). Both of these targets were successfully achieved. In our new medium-term plan from fiscal 2026, we have set targets for these indicators and will continue to work toward reducing our dependence on natural capital and expanding our contributions to it.

Respect for Human Rights

Basic Concepts

Human rights are universally valued rights that all people are born with. The adoption of the Guiding Principles on Business and Human Rights by the United Nations in 2011 (hereinafter UNGPs) clarified corporate responsibilities regarding respect for human rights. As countries continue to enact human rights-related laws and regulations and incorporate these into procurement requirements, the importance of human rights initiatives aligned with the UNGPs is growing ever more significant. While responding to these societal demands is, of course, important, we also believe that demonstrating our commitment to respecting human rights both internally and externally will help us earn the trust of our stakeholders and build trust with our employees, ultimately leading to enhanced competitiveness and sustainable growth across our entire supply chain.

The Konica Minolta Group Human Rights Policy was established based on the UNGPs. The Konica Minolta Group Charter of Corporate Behavior and Konica Minolta Supply Chain Code of Conduct also specify respect for human rights as one of the most basic requirements in our business activities. Based on these policies, Konica Minolta conducts human rights due diligence and strives to ensure rigorous respect for human rights with respect to business partners and other parties connected to the Konica Minolta Group's business.

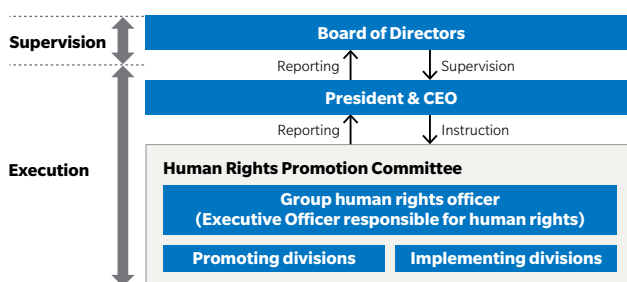
Promotion Framework

Our initiatives to respect human rights are managed by the Group's human rights officer (Executive Officer responsible for human rights), with the Corporate Planning Division—which oversees sustainability—at the core, in collaboration with the departments responsible for implementing these initiatives within the corporate divisions and each responsible operating division.

Starting in fiscal 2026, we established the Human Rights Promotion Committee to coordinate human rights initiatives across the entire Group with the aim of strengthening Group-wide respect for human rights.

Furthermore, we are working to strengthen our governance framework by having the Group's human rights officer report to the Board of Directors—via the President & CEO, Representative Executive Officer—on the status of human rights initiatives and key challenges.

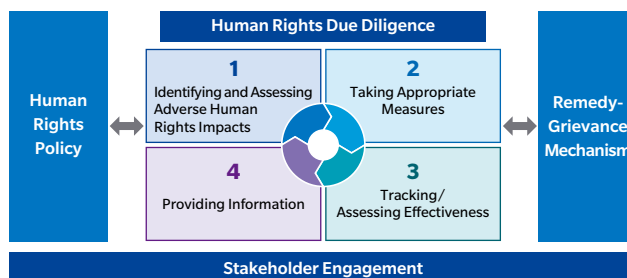
Human Rights Promotion Framework



Management Process for Respect for Human Rights

In compliance with the UNGPs, Konica Minolta is committed to respecting human rights by establishing a human rights policy, conducting human rights due diligence, and implementing remedy and grievance mechanisms.

Human Rights Due Diligence Process



Identifying and Assessing Adverse Human Rights Impacts

The Group identified stakeholders who are subject to actual or potential negative impacts and any human rights issues as a result of its business activities and transactions, assessing the level of impact. As a result, priority issues to be addressed were identified, including infringement on rights of foreign/migrant workers, overwork, occupational health and safety, and gender-related human rights issues. Assessments are reviewed on a regular basis, and the departments in charge of human resources, legal affairs, procurement, quality, IT, and sustainability set their

own targets and consider and implement measures.

Furthermore, when making new or additional investments, the Group includes human rights-related checks in its due diligence process to assess investment suitability.

Taking Appropriate Measures and Tracking/Assessing Effectiveness

In addition to fostering awareness of respect for human rights among Group employees through level-based education and regular compliance education, we conduct an annual engagement survey of employees worldwide to confirm the effectiveness of our measures and identify issues for the further improvements.

We have made all direct material suppliers aware of the Konica Minolta Supply Chain Code of Conduct and requested that they agree to abide by this code. In addition, we conduct risk assessments of key suppliers through questionnaires, and provide corrective support and ongoing follow-up to those suppliers deemed to be high-risk. In addition, we include key indirect materials in our assessment scope and identify and conduct risk assessments for suppliers closely involved in our business activities, such as on-site contractors and staffing agencies at our major manufacturing sites.

Remedy and Grievance Mechanism

Konica Minolta has established a contact point for anonymous reporting of human rights violations from both inside and outside the Group, and has built a system to promptly investigate any allegations of human rights violations and take corrective measures through appropriate internal and external procedures if it is clear that Konica Minolta has directly caused or was involved in any adverse impact on human rights.

Starting in fiscal 2026, in addition to our existing internal hotline systems and harassment consultation desk, we began accepting reports through the Japan Center for Engagement and Remedy on Business and Human Rights (JaCER), an external, independent grievance mechanism. Through this initiative, we are working to strengthen the effectiveness of our remedy process—not only by improving accessibility through the expansion of reporting channels, but also by ensuring fairness and transparency.

Part 5

Governance That Contributes to Enhancing Corporate Value

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Our Directors and Executive Officers As of June 2026

List of Directors

					
Name and title	Toshimitsu Taiko Director, President & CEO, Representative Executive Officer	Soichiro Sakuma Outside Director, Chairperson of the Audit Committee, Nominating Committee Member	Masumi Minegishi Outside Director, Chairperson of the Nominating Committee, Compensation Committee Member	Takuko Sawada Outside Director, Chairperson of the Board, Nominating Committee Member	Saeko Arai Outside Director, Nominating Committee Member, Audit Committee Member Compensation Committee Member
Career highlights	Joined Minolta Camera Co., Ltd. in 1986. Engaged in legal affairs in Japan and the United States and printer sales. After the integration of Konica and Minolta, he served in strategic business planning for the Business Technologies Business and as CEO of a sales company in the U.S. Appointed as Executive Vice President and Executive Officer in 2018. In 2020, he assumed the role of Senior Vice President and Executive Officer, responsible for corporate planning, investor relations, and corporate communications. Appointed to his current role as President and CEO, Representative Executive Officer in April 2022.	At Nippon Steel Corporation and Nippon Steel & Sumitomo Metal Corporation (currently Nippon Steel Corporation), he served as Representative Director and Executive Vice President, overseeing major headquarters functions, primarily legal affairs, internal controls and audits, as well as general affairs, human resources, labor relations, environment, and IT. He presently serves as Senior Advisor to NS Solutions Corporation. He was appointed to his current position of Director of the Company in June 2020.	At Recruit Co., Ltd. (currently Recruit Holdings Co., Ltd.), he was involved in the launch of the Zexy bridal information magazine and expanded the company's business in the human resources and sales promotion fields. He led the digitalization and globalization of the company's business, serving as President, CEO, and Representative Director. He currently serves as Representative Director and Chairperson. He joined Konica Minolta as a Director in June 2022 and currently holds this position.	At Shionogi & Co., Ltd., she oversaw global pharmaceutical development and business strategy. She collaborated with academic and government institutions both domestically and internationally to advance global health, with a focus on infectious diseases. After serving as Director and Vice Chairperson, she assumed her current role of Vice Chairperson. She joined Konica Minolta as a Director in June 2023 and assumed her current role of Director and Chairperson of the Board in June 2025.	After working at Arthur Andersen & Co., (currently KPMG AZSA LLC) and Sasaki Certified Public Accountants Office, she became Director and CFO of Internet Research Institute, Inc. (IRI), then CFO and CEO of IRI USA, Inc. She presently serves as President of Gratia, Inc. (currently Acuray, Inc.). She joined Konica Minolta as a Director in June 2025 and currently holds this position.
Number of shares of the Company held*	230,399 (158,083)	20,300 (0)	800 (0)	0	2,300 (0)
Term of office (years)	8	6	4	3	1

				
Name and title	Yoshihiko Kawamura Outside Director, Chairperson of the Compensation Committee, Nominating Committee Member Audit Committee Member	Toshiya Eguchi Director, Nominating Committee Member Audit Committee Member Compensation Committee Member	Yoshihiro Hirai Director, Senior Executive Vice President & Executive Officer	Noriyasu Kuzuhara Director, Executive Vice President & Executive Officer
Career highlights	After serving as Senior Vice President at Mitsubishi Corporation, where he was involved in IT services, he joined Hitachi, Ltd. As its Chief Strategy Officer and Chief Financial Officer, he led the company's strategic initiatives, including IoT promotion and investment and financing strategies, driving the selection and concentration of its business operations. He currently serves as Executive Vice President and Executive Officer, Chief Financial Officer of Kioxia Holdings Corporation and as Executive Vice President and Executive Officer, Chief Financial Officer of Kioxia Corporation. He was appointed as a Director of Konica Minolta in June 2025 and has been serving in this role to the present day.	Joined Konica Corporation in 1989. He has been involved in the development of system architectures for digital MFPs and in technological development for new business domains. He was appointed as an Executive Officer in 2017, where he was responsible for the planetarium business and imaging IoT-related businesses, and chaired the supervisory board of overseas subsidiaries. In 2021, he was appointed Executive Vice President and Executive Officer Responsible for Technologies. In June 2026, he took the post of Director, his current position, upon resigning as Executive Vice President and Executive Officer.	Joined the Mitsubishi Bank, Ltd. (currently MUFG Bank, Ltd.) in 1991, where he engaged in corporate finance for global companies, large-scale project finance for renewable energy power generation, LBO loans, corporate restructuring support, and corporate credit review. Joined Konica Minolta in 2019, after which he was appointed as Director, Executive Vice President, and Executive Officer in 2023, then as Director, Senior Executive Vice President, and Executive Officer in 2026, a position he currently holds.	Joined Konica Corporation in 1990. Involved in the development of new businesses such as liquid crystal display films, contributing to the significant expansion of the VA-TAC film business. Appointed as General Manager of the Performance Materials Business Unit in 2014, Executive Officer in 2015, and Executive Vice President and Executive Officer in 2016. Since 2022, he has been in charge of corporate planning. After that, he assumed his current position of Director, Executive Vice President and Executive Officer from 2023.
Number of shares of the Company held*	3,400 (0)	83,417 (50,324)	54,415 (40,015)	115,103 (63,431)
Term of office (years)	1	Newly appointed	3	3

* Number of shares held includes shares to be granted under the stock-based compensation plan. The number in parentheses indicates the number of shares to be granted.

List of Executive Officers

Toshimitsu Taiko President & CEO, Representative Executive Officer	Yoshihiro Hirai Senior Executive Vice President & Executive Officer	Noriyasu Kuzuhara Executive Vice President & Executive Officer	Shinichiro Oka Executive Vice President & Executive Officer	Norihisa Takayama Executive Vice President & Executive Officer	Yusuke Yoshimura Executive Vice President & Executive Officer
Keisuke Ichijo Senior Vice President & Executive Officer	Miwa Okamura Senior Vice President & Executive Officer	Akiko Murayama Senior Vice President & Executive Officer	Mihoko Oshima Senior Vice President & Executive Officer	Hanako Kato Senior Vice President & Executive Officer	Ryuji Kamata Senior Vice President & Executive Officer

Skills Matrix

To ensure that the Board of Directors provides valuable advice on the Company's management issues, we have compiled a skills matrix that organizes each Director's industry background, major management experiences, and areas of expertise, taking into account diversity in knowledge, experience, and abilities. With regard to sustainability skills*1, as with risk management, we regard them as a high-level responsibility for corporate management, and therefore expect all Directors to possess and apply these skills.

	Term of office (years)	Board of Directors meeting attendance (FY2025)	Committees belonged to (◎ denotes committees chairs)			Expected Director (candidate) expertise and experience								
			Nominating Committee	Audit Committee	Compensation Committee	Top management of listed company	Global executive management*2	Manufacturing/ Company-related industries	R&D and manufacturing	Sales and marketing	Finance and accounting, and understanding of investor perspective	HR management	Governance/ Internal control Legal affairs	Business transformations/ New business development/ DX
Toshimitsu Taiko	8	12/12				●	●	●		●	●			●
Soichiro Sakuma	6	12/12	○	◎			●	●				●	●	●
Masumi Minegishi	4	12/12	◎		○	●	●			●	●	●		●
Takuko Sawada	3	12/12	○				●	●	●	●				●
Saeko Arai	1	10/10	○	○	○		●				●		●	
Yoshihiko Kawamura	1	10/10	○	○	◎		●	●		●	●			●
Toshiya Eguchi	Newly appointed	-	○	○	○			●	●					●
Yoshihiro Hirai	3	12/12					●	●		●	●		●	
Noriyasu Kuzuhara	3	12/12						●	●	●				●

*1 Experience in management strategies that balance corporate social responsibility and business sustainability

*2 "Global executive management" includes overseas business experience.

Reason for Selection of Expected Expertise and Experience

- Top management of listed company: To demonstrate supervisory and advisory functions in the improvement of management strategies and management quality utilizing experience and insight, including engagement with shareholders and investors, as chief executive officer.
- Global executive management: To demonstrate supervisory and advisory functions in global business expansion and group governance using understanding of complex management environments and diverse cultures, as well as frontline experience, etc.
- Manufacturing/Company-related industries: To demonstrate supervisory and advisory functions in contributing to the sustainable expansion and growth of our businesses, leveraging knowledge and insights regarding trends, regulations, rules, and issues in the manufacturing industry and other industries related to the Company's businesses.
- R&D and manufacturing: To demonstrate supervisory and advisory functions in the provision of high-added-value products and services as a manufacturer, the continuous offering of differentiated technology-based value, and the formulation and implementation of production strategies.
- Sales and marketing: To demonstrate supervisory and advisory functions in the formulation and implementation of sales and marketing strategies in line with changing business environments and diversifying customer needs.
- Finance and accounting, and understanding of investor perspective: To demonstrate supervisory and advisory functions in the creation of a sound financial base, strategic investments from a medium- to long-term perspective, and the realization of shareholder returns.
- HR management: To demonstrate supervisory and advisory functions in the maximization of human capital and the implementation of corporate culture reforms toward the company's sustainable growth.
- Governance, internal control, legal affairs: To demonstrate supervisory and advisory functions in ensuring transparency, adequacy, and effectiveness in management through compliance with laws and regulations and corporate ethics, offensive and defensive governance, and the creation and operation of internal control systems.
- Business transformations and new business development, DX: To demonstrate supervisory and advisory functions in the company's own reforms and business transformations using data and digital technologies, and the acceleration of new business development.

Corporate Governance

Preserving and further evolving our governance philosophy

In 2003, Konica Minolta was one of the first companies in Japan to adopt the Company with Committees system (currently the Company with Three Committees system) as an institutional design under the Companies Act, thoroughly separating business supervisory and execution functions. For more than 20 years, while upholding our original philosophy and learning from the challenges encountered in past major management decisions, we have repeatedly reviewed our structure to enhance the effectiveness of the Board of Directors' oversight and checks-and-balances functions. At the same time, we have incorporated the perspectives of stakeholders, including investors, to further develop Konica Minolta-style governance.

The Nominating, Audit, and Compensation Committees do not appoint the President & CEO, Representative Executive Officer (hereinafter, the "President") as a member; instead, the chairpersons of each committee are all Outside Directors, thereby establishing a decision-making system characterized by a high degree of independence, objectivity, and transparency. Furthermore, since June 2022, an Independent Outside Director has served as chair of the Board of Directors, and by ensuring that a majority of the Board of Directors are Independent Outside Directors, we have further strengthened the supervisory function.

Based on the design philosophy of a Company with Three Committees—where the supervisory bodies are responsible for appointing and removing executives deemed capable of managing the Company—we transitioned to a system in which all Outside Directors serve as members of the Nominating Committee starting in fiscal 2025, with the aim of reducing the information gap between the Nominating Committee and the Board of Directors. As a result, all Outside Directors are now involved in deliberations on important matters related to medium- to long-term corporate value, such as the appointment and removal of executive officers (including the President), succession planning, and the selection of candidates for the Board of Directors.

Going forward, we will continue to work to improve the effectiveness of our governance while maintaining a healthy tension between supervision and execution.

Changes in efforts to improve the effectiveness of our corporate governance

		FY2000-	FY2010-	FY2020-
General Corporate Governance		2003: Adopted the Company with Committees System (currently the Company with Three Committees System) 2015: Established the Basic Policy on Corporate Governance 2023: Established the Corporate Governance Committee		
Board of Directors	Chairperson of the Board	2003-: Non-executive Inside Director 2022-: Independent Outside Director 2023: Chair selection process in place		
	Independent Outside Directors	2003-: 1/3 or more (4) 2006: Independence criteria established 2018-: 1/3 or more (5) 2022-: Majority (5)		
	Tenure (baseline)	2003-: 4 years 2021-: 4 years (maximum 6 years) 2024-: 6 years (maximum 8 years)		
	Effectiveness Assessments	2004: Self-assessment initiation (questionnaire) 2016 and 2022: External evaluation (questionnaire/interview) 2023: Individual Director's self-evaluation/interview by the secretariat begins		
	Fiscal Year Operations Policy	2014: Establishment started		
Nominating Committee	Selection of Candidates for Board of Directors	2019: Selection of female candidate 2025: Selection of two female candidates		
	Succession Planning for the President	2015: Supervision and advice begin		
	Skills Matrix	2015-: Compiled within the Committee 2021-: Disclosure 2024-: Disclose reasons for skill selection		
Audit Committee		2006: Changed External Accounting Auditor		
Compensation Committee	Policy for Determining Compensation, etc.	2003: Policy for determining compensation established 2017: Clawback provision introduced 2023: Evaluation Subcommittee established		
	Stock Bonuses	2005-2016: Stock bonus-type stock option system 2017: Introduced stock bonus linked with medium-term performance 2020: Introduced long-term stock bonus 2023: Introduced non-financial indicators 2026: Restructured stock bonuses (performance-linked, TSR-linked, non-performance-linked)		
Others		2006: Senior Adviser position abolished		

* The Basic Policy on Corporate Governance and Corporate Governance Report are posted on our website.
<https://www.konicaminolta.com/global-en/investors/management/governance/index.html>

Structure and systems to realize the mission of the Board of Directors

Based on their understanding of the Company, the Board of Directors aims to accelerate decision-making and enhance execution capability for important themes by working on both sides of the issue: the exercise of supervisory functions by Independent Outside Directors who are not bound by internal logic, and the exercise of accountability by the executive side. In order to achieve dynamic and resilient execution in a changing environment, and to exercise oversight functions that reflect the perspectives of stakeholders, including shareholders, we have established statutory and voluntary structures to support this. The code of conduct expected of each of them is as shown to the right.

During fiscal 2025 Board of Directors meetings, the next Medium-term Business Plan for fiscal 2026 to 2028 was identified as a key priority and was the subject of intensive deliberation. At Board of Directors meetings, in addition to macro-level perspectives such as the direction of the business portfolio and improving capital efficiency, the Board engaged in extensive discussions aimed at increasing the likelihood of achieving our goals. These discussions covered the validity of the assumptions underlying the plan, the analysis of multiple scenarios, the criteria for making decisions—including those involving withdrawal or restructuring—and contingency measures in the event of a deterioration in the business environment.

In addition, in parallel with discussions on the next Medium-term Business Plan, the Compensation Committee also reviewed revisions to the compensation system for Directors and Executive Officers. The revised compensation system was designed to emphasize alignment with the management strategies and risk-taking policies set forth in the relevant Medium-term Business Plan, while also aiming to instill a stronger awareness among management of the importance of enhancing shareholder value (see [page 71](#)).

Note that the attendance rate of the Board of Directors and all three statutory committees (Nominating, Audit, and Compensation) is 100%.

Main Agenda Items for the Board of Directors in FY2025

- Formulation of the next Medium-term Business Plan (FY2026 to 2028)
- FY2025: Monitoring toward achievement of management goals
- Fundraising (ESG bonds, corporate bond-type preferred shares, etc.)
- Review of the medium- to long-term portfolio, including the strategic direction of the Business Technologies Business

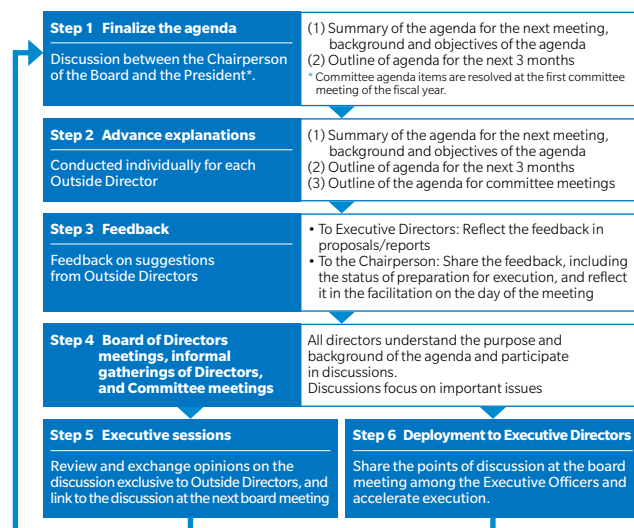
Various meeting bodies related to corporate governance

Meeting body	Organization		Expected code of conduct
Board of Directors	Statutory	• Outside Director as Chairperson • Majority of Outside Directors (55.6%)	• The Board of Directors will make the following efforts to achieve sustainable growth and enhance corporate value over the medium to long term - Delegate authority to the Executive Officers to the maximum extent possible and entrust them with business execution, while intensively discussing important issues that will have a significant impact on the medium- to long-term corporate value - Strive to maximize the exercise of executive capabilities, and at the same time, evaluate management performance through deliberations and decisions by the Nominating and Compensation Committees
Informal gatherings of Directors	Voluntary	• All directors participate	• To accelerate the implementation of important management issues by improving the quality of discussions at board meetings, exchange opinions on the system and procedure in the early stages of considerations of execution and reconfirm the points that the Board attaches importance to and monitoring perspectives
Executive session	Voluntary	• Independent Outside Directors only	• Conduct frank discussions among Outside Directors only before and after board meetings and during informal gatherings of Directors • Deepen understanding among Outside Directors on proposals made by the Executive Officers so as to make the Outside Directors' comments at the next board meeting more constructive • Provide feedback to the Executive Officers on an individual basis as necessary and play a role in improving the effectiveness of the Board of Directors
Nominating Committee	Statutory		• The Nominating Committee shall be responsible for maximizing the functions it possesses to create an optimal supervisory (Director) and executive structure to enhance corporate value, both in the present and the future • While ensuring a medium- to long-term succession plan, the reappointment, non-reappointment, appointment, or dismissal of the President will be carefully deliberated prior to the resolution of the Board of Directors
Audit Committee	Statutory	• Outside Director as Chairperson • No Director who concurrently serves as an Executive Officer shall be selected • Majority of Outside Directors (Nominating 83%, Audit 75%, Compensation 75%)	• Selecting Non-executive Inside Directors as full-time Audit Committee members to grasp not only the internal control system but also its status of operations, etc., to ensure its effectiveness • Outside Directors are required to serve as Audit Committee members during their first year in office to gain firsthand experience with the Company's unique issues and internal control challenges, and to deepen their understanding of the Company
Compensation Committee	Statutory		• The remuneration system for Directors and Executive Officers is determined so that they are motivated to achieve the goal of the Medium-term Business Plan and annual budget • The important issues of the Executive Officers are monitored and advised on a semi-annual basis, and the achievement of targets, including financial indicators, is fairly evaluated at the end of the fiscal year • We will be accountable internally and externally for the results of the evaluation, which will lead to further capacity building improvement in supervision and execution in the following year and beyond
Corporate Governance Committee	Voluntary	• Outside Director as Chairperson • Majority of Outside Directors • Only committee in which the President serves as a member	• A comprehensive, cross-functional committee responsible for reviewing the overall design and operation of the Company's corporate governance • Continuously evolves the Company's corporate governance system to maintain a high level of effectiveness regardless of changes in the Board of Directors, and pass it on to the next generation • Established in June 2023 to clarify the ideal form of governance for the Company, considering the Company's situation and its vision for the future. After achieving its intended goals, this committee's activities were suspended on the conclusion of the Ordinary General Meeting of Shareholders held in June 2025 • If a significant turning point in corporate governance were to arise in the future, or if the results of the Board of Directors' effectiveness assessment indicate the need for such measures, the committee will resume activities
Evaluation Subcommittee	Voluntary	• All Nominating Committee members and Compensation Committee members participate	• Established in 2023 with a focus on the importance of cooperation between the Nominating Committee and the Compensation Committee. The results of the Compensation Committee's semi-annual and year-end individual evaluations of each Executive Officer shall be shared with the Nominating Committee, and reflected in the Nominating Committee's oversight of the President succession plan and the deliberations on the appointment or dismissal of Executive Officers

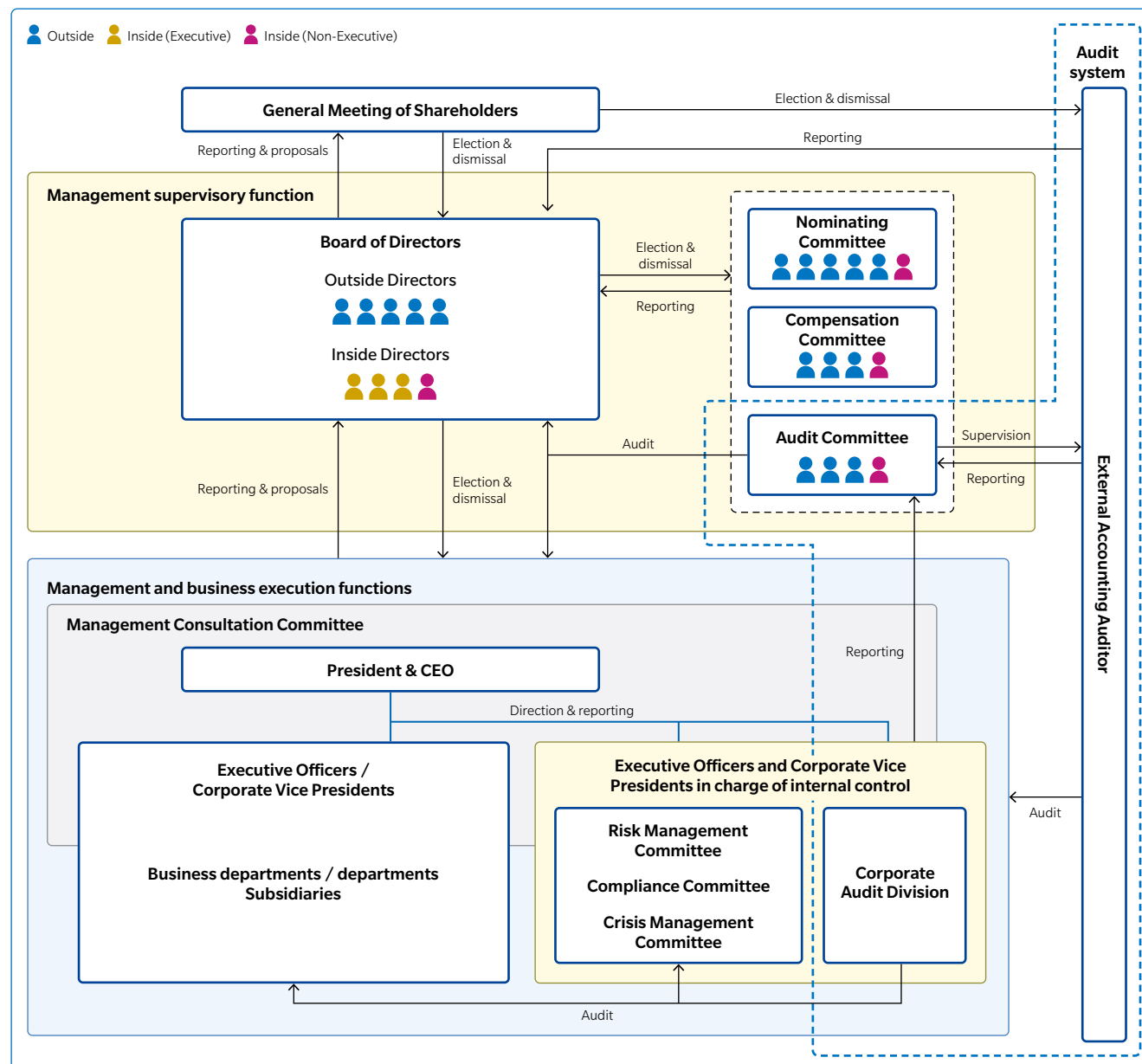
Mechanisms to ensure the effectiveness of the Board of Directors

To enhance the effectiveness of its Board of Directors, Konica Minolta has been working to strengthen the functions of the Board Secretariat. Based on the Board of Directors' operational policy presented by the Chairperson following the Ordinary General Meeting of Shareholders, the secretariat organizes and articulates the intentions of both the executive and supervisory sides. It categorizes issues into key topics, regular confirmation items, and themes requiring in-depth discussion, and incorporates these into the annual agenda planning with the aim of preventing both an overloaded agenda and incomplete supervision. Furthermore, the Board Secretariat oversees how the "seeds of risk" raised by the Audit Committee are addressed by the Board of Directors, how discussions regarding the President's evaluation and succession planning are reflected in oversight, and how to align compensation design with management strategy and risk-taking policies. By providing this overarching perspective on the agendas of the Board of Directors and the three committees and ensuring that deliberations across these bodies are not fragmented, the Board Secretariat supports effective governance operations so that oversight functions can contribute to enhancing corporate value over the medium to long term.

Mechanisms to support board operations



Structure of the Corporate Governance System



Procedures upon nominating Director candidates

Inheriting the basic approach* to governance when we transitioned to the Company with Committees system (currently the Company with Three Committees system) in 2003, we have implemented a process to ensure a high degree of independence and transparency in the election of Outside Directors.

The Nominating Committee has established the “Policies and Procedures for the Nomination of Director Candidates” and the “Criteria for the Election of Directors,” and determines the content of proposals to be submitted to general meetings of shareholders for the election and dismissal of Directors.

* This approach places importance on the function of overseeing the President.

Procedures upon nominating Director candidates

All Directors	Confirm the Directors who will retire in accordance with the criteria of tenure or age. Estimate the number of new inside or outside candidates
Outside Directors	- Determine the requirements (knowledge, experience, and ability) for new Outside Directors as well as those to be reappointed, so that they can offer useful supervision and advice on the Company's management issues - At the request of the Nominating Committee Chairperson, nominate a wide range of candidates from Nominating Committee members, other Outside Directors, and the President - Distribute the database of candidates prepared by the secretariat to Nominating Committee members, etc., as a reference - Narrow down the pool of candidates and determine their order - The Nominating Committee Chairperson and, if necessary, a committee member appointed by the Chairperson, interview the candidates and invite them to become Outside Directors.
Inside Directors	- The President shares with the Internal Nominating Committee members his/her concept for the executive structure for the next fiscal year, and jointly proposes it to the Nominating Committee. - The Nominating Committee deliberates on the draft.

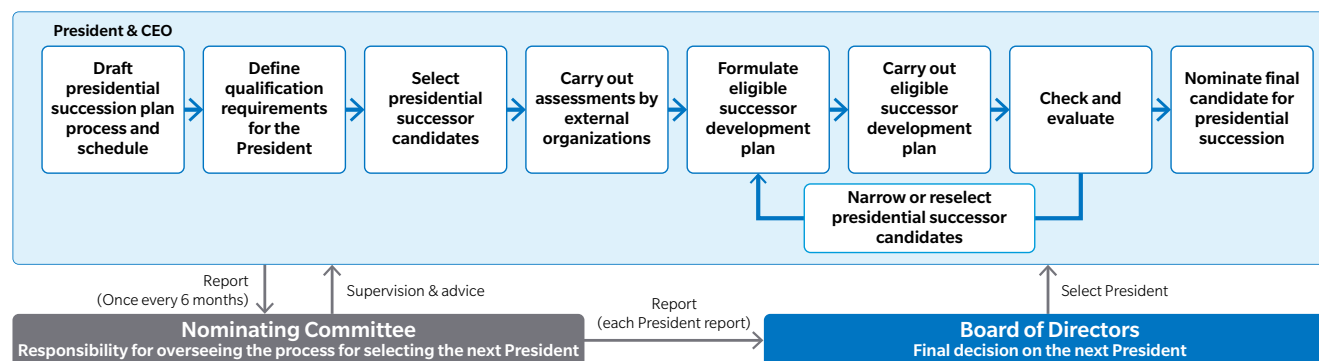
President & CEO Succession Plan

The Nominating Committee shall receive reports from the President twice a year in principle on succession planning and provide necessary supervision. The President objectively assesses the strengths and challenges of the candidates for succession to the President through external assessments in the succession planning process. In addition, the Nominating Committee (all five Outside Directors and one Non-executive Inside Director) self-checks the explanations and responses of candidates for succession at meetings of the Board of Directors and other meetings or site visits. The Committee reaffirmed that the following perspectives are important when monitoring succession planning and has reflected them in Nominating Committee activities.

- The process shall be driven by both universally required qualification requirements and qualification requirements based on business conditions
- Develop a system to visualize and evaluate candidates' abilities and achievements
- Share case studies of achievements and performance of initiatives supporting the potential of candidates for the next successor during their selection

Moreover, the selection of candidates for successor of the next President is continuously addressed in the following process of training for top executive candidates (Executive Officers and Corporate Vice Presidents, etc.).

Functions and roles of the President & CEO in the succession plan



Top executive candidate (Executive Officers, Corporate Vice Presidents, etc.) development plan

In order to systematically deploy and develop the next generation of leaders responsible for Company management, we have set up a place where the President and department heads can identify high-potential talent through individual dialogue. Based on this, they clarify the talent who can immediately assume the leadership of business and functions, or successors who may be able to do so in three to five years from now, and assign development opportunities to such talent in which they can grow as candidates. In particular, we believe that diversity of management is essential to make high-quality decisions in times of rapid change, and female candidates are discussed as an individual theme. In addition, we also target young potential group and overseas human capital for training as candidates for succession.

In addition to the above, in fiscal 2024 we established a Human Capital Committee, chaired by the President, as a forum for discussing planned job assignments, strategic reallocations, and educational programs designed to accelerate the development of next-generation leaders who may become future candidates for the position of President (see [page 44](#)).

Through these activities, we will strategically promote the development of future top executives.

Message from the Chairperson of the Nominating Committee



Masumi Minegishi

Outside Director
Chairperson of the Nominating Committee

Assessment of management and the management structure during the previous Medium-term Business Plan, and areas for future improvement

Looking back on the previous Medium-term Business Plan, Konica Minolta has steadily strengthened its management foundation—including maintaining and improving cash generation capabilities—through the reorganization of its business portfolio and global structural reforms. My assessment is that management has steadily implemented the policies and measures it set forth and is evolving into a management team that translates its commitments to stakeholders into tangible results.

At the same time, it is clear that there are areas where Konica Minolta must take more decisive action to achieve sustainable growth and meet market expectations. The Board of Directors will monitor even more rigorously the identification of specific growth areas, the clarification of timelines for monetization, the improvement of the accuracy of financial projections in business plans, and the assurance of execution capabilities. Furthermore, market expectations for profitability improvements within a single year are rising; Konica Minolta must demonstrate a clearer commitment and provide a straightforward explanation of the link between its strategy and actual results.

The Company possesses strengths in technology and materials cultivated over many years. Management must ensure these strengths are not confined to the extension of its existing businesses but are instead leveraged to create new business models and revenue opportunities. To do this, management decision-making backed by the ability to formulate business strategies that direct resources toward priority areas is essential, and I believe this will be the key to enhancing the Company's corporate value.

In terms of governance, discussions incorporating diverse perspectives, including those of Outside Directors, have become firmly established. Going forward, these discussions will be evolved

into highly effective monitoring that links to strategic progress, hypothesis verification, capital efficiency, and profitability improvements. Responsibilities will be clarified for each key theme and, through progress management based on verifying the validity of KPIs, execution speed and results will be assessed more rigorously than ever before.

As for the Nominating Committee, we place great importance on future management teams having the ability to conceive and lead transformation, as well as the ability to reliably execute strategies and deliver results. While rigorously assessing the management structure, we will fulfill our responsibility to strengthen governance in a way that leads to sustainable enhancement of corporate value.

Qualities and roles required of the President and management team for executing the new Medium-term Business Plan

Konica Minolta has established the strengthening of business portfolio management and the improvement of profitability in the Business Technologies Business, centered on the office business, as pillars of the new Medium-term Business Plan. Achieving these goals will place rigorous demands on the quality of decision-making and the execution capabilities of top management and the management team.

The President is responsible for thoroughly allocating resources from a total Group optimization perspective and ensuring the successful transformation of the business portfolio. I expect the President to clearly prioritize investments based on growth potential and capital efficiency and, for businesses facing structural challenges, to make and execute decisions without delay, including decisions involving fundamental reforms. Particularly in the Business Technologies Business, the ability to demonstrate concrete results in improving the profit structure serves as a key indicator of management's credibility. In addition, the President is not only responsible for setting strategy but also serves as the chief executor tasked with managing progress, delivering results, and making swift course corrections in response to changes in the business environment; the speed of his/her decision-making and his/her ability to execute will determine Konica Minolta's corporate value.

I call on the management team to collaborate from a perspective of high expertise and total Group optimization to translate strategy into results. It is essential to operate organizations with a focus on execution—one that maintains a strong commitment to achieving KPIs, responds swiftly, and embraces a

transformation-oriented mindset—to prevent any disconnect between planning and execution.

As the Nominating Committee, we will conduct even more rigorous selection and evaluation of top management and other management team members who can fulfill these roles.

Nominating Committee initiatives to build a management structure that will enhance corporate value going forward

It is important to look beyond the Medium-term Business Plan, envision the management structure that will be optimal for Konica Minolta at that time, and systematically build a management foundation that supports sustainable growth.

The Nominating Committee regards evolving the appointment and development of management talent as a critical responsibility. Taking into account changes in the Company's strategy and business portfolio, the committee will clarify the ideal profile of management talent required over the medium to long term and oversee the development and assignment of personnel based on that profile. Regarding succession planning for key positions, rather than engaging in a merely formal selection of candidates, the committee will verify the existence of a continuous and objective evaluation and development process for multiple candidates and enhance the effectiveness of that process.

Furthermore, without ruling out diverse options, including the appointment of talent from outside the Group, we will verify whether Konica Minolta is successfully balancing speed and diversity through the utilization of talent ready to contribute immediately. In evaluating the management team, we place importance on a multifaceted system that evaluates not only short-term performance but also contributions to medium- to long-term value creation. We will supervise whether the results of these evaluations are appropriately reflected in the management structure and compensation, leading to the clarification of accountability for results and the strengthening of management discipline.

The role of the Nominating Committee is to verify these initiatives from an independent standpoint and to take appropriate actions, including appointment and dismissal, at the appropriate time as necessary.

An effective management structure is a prerequisite for the sustainable enhancement of corporate value, and its results are constantly and rigorously evaluated by the market. The Nominating Committee will also meticulously assess whether Konica Minolta's human resources strategy and evaluation systems are functioning effectively in light of stakeholder expectations.

Effectiveness Assessments for the Board of Directors

In order to confirm whether the establishment and operation of the corporate governance system is contributing to the Company's sustainable growth and medium- to long-term enhancement of corporate value, the Company annually reviews the past year's activities and evaluates the effectiveness of the Board of Directors and its committees.

2025 Guidelines for Implementation

Objective	To analyze and evaluate the effectiveness of the Board of Directors and its committees to improve their functions
Subjects (number of directors)	All Directors (9)
Method	Web-based questionnaire, individual interviews
Evaluation items	Composition, operation, and discussions of the Board of Directors and each committee; supervisory framework; gap between importance of discussions and volume of discussions; self-assessment
Process	(1) Preparation (study of evaluation method, design of questionnaire) (2) Web-based questionnaire (3) Individual interviews (conducted by the secretariat based on questionnaire results) (4) Analysis (analysis of evaluation results, summary of issues and countermeasures [hypotheses]) (5) Report on the evaluation results and discussion for the identification of issues and their countermeasures at Executive Sessions (6) Report on evaluation results and countermeasures against issues at the Board of Directors meeting (7) Reflection of the results in the policies of the Board of Directors and each committee for the next fiscal year

Review of fiscal 2025 and continuing challenges in fiscal 2026

Positioning fiscal 2025 as the final year of our Medium-term Business Plan under the theme "Turn Around 2025," we defined it as a year to establish a foundation for sustainable growth from fiscal 2026 onward. The Board of Directors provided oversight and advice with a strong focus on enhancing shareholder value, including the thorough implementation of ROIC-based management, from the perspectives of a medium- to long-term business portfolio strategy and a value creation narrative aligned with investor expectations.

The formulation of the new Medium-term Business Plan was a key agenda item for the Board. Based on the above perspectives, the Board engaged in intensive discussions not only

on financial targets, capital structure, and core technologies, but also on the execution capabilities of measures linked to improving gross profit margins, cost efficiency, and capital efficiency, as well as the feasibility of such measures.

On the other hand, the effectiveness assessment for the Board of Directors confirmed that there is room for improvement in the speed of execution regarding the formulation of the new Medium-term Business Plan.

	Achievements	Continuing challenges in FY2026
Strengthening monitoring toward achieving an ROE of 5%	Achieved an ROE exceeding the target by reviewing progress based on quarterly financial reports and correcting risk responses	-
Formulation of the next Medium-term Business Plan	From the early stages of discussions on medium- to long-term strategy, strongly recommending developing an equity narrative based on an overall design from a capital markets perspective	Presenting an equity narrative that is convincing to stakeholders
Other monitoring items	(1) Request to set the agenda for important matters requiring a decision on direction during FY2026 (2) Supervision and advice regarding the CEO succession plan	(1) Deepening and acceleration of discussions on the medium- to long-term business portfolio, centered on the Business Technologies Business (2) Enhancement of the Executive Officers evaluation system and mechanisms for developing officer candidates (Nominating Committee and Compensation Committee)

Board of Directors Operation Policy for Fiscal 2026

(1) Operation Policy

Fiscal 2026 is positioned as a critical year in which the Board of Directors will deepen and accelerate discussions on the medium- to long-term business portfolio strategy, while overseeing improvements in profit levels with due consideration to capital structure and profitability. Both the executive and board sides will establish a flexible and highly effective deliberation framework, while further strengthening communication with management. The Board will help enhance the speed and quality of executive decision-making, encourage appropriate risk-taking, and support the Company in sustaining and strengthening its market positioning amid changing market conditions.

Meanwhile, the execution of existing business strategies and structural optimization initiatives aimed at achieving the Medium-term Business Plan will be carried out under the responsibility and authority of the executive side, while the Board of Directors monitors strategic alignment and progress.

(2) Key Monitoring Items

Based on the premise that the executive side presents KPIs for each initiative under the Medium-term Business Plan and that the Board of Directors has agreed on the related monitoring points, the Board's priority agenda items for fiscal 2026 are as follows.

(a) Discussions on the medium- to long-term business portfolio

With respect to the direction of the medium- to long-term business portfolio strategy centered on the Business Technologies business, the Board of Directors will, taking into account the growth trajectory of the Industry Business, exercise its oversight from a capital efficiency perspective by assessing the appropriateness of the strategy, the proper identification and management of risks, and the rationality of resource allocation.

- In particular, with respect to the direction of the Business Technologies Business, the Board of Directors will promote discussions and support faster decision-making through constructive dialogue, including the use of informal settings, so that the executive side can promptly specify its review framework, schedule, and milestones. The Board Secretariat will design an annual agenda plan, update it on a rolling basis in a timely manner, and flexibly arrange opportunities for discussion.
- The Board of Directors places emphasis on advice that reflects capital market trends and the market's evaluation of the Company, and will engage in focused discussions on the formulation of a medium- to long-term scenario covering management resource allocation, capital structure, and improvements in capital efficiency, on the premise that the Company will thoroughly pursue the maximization of profit-generating capabilities in its existing businesses until new growth areas are established as pillars of earnings.

(b) Monitoring of progress toward achieving an ROE of 8%

In the Medium-term Business Plan, business strategies for existing business domains that form the foundation for achieving an ROE of 8%, as well as Company-wide priority initiatives—including productivity improvements through cross-functional reforms of business operations and corporate functions and further growth strategies—are entrusted to the executive side, while the Board of Directors monitors progress through quarterly reports.

(3) Formation of a management team to articulate and execute the equity story

The Board of Directors, in coordination with the Nominating Committee and the Compensation Committee, receives reports on the evaluation and development status of successors for key positions, including the CEO, and carries out its oversight responsibilities.

The Board of Directors seeks to gain a multifaceted understanding of the management team through opportunities for executive officers to present to the Board.

Directors and Executive Officers Compensation System

Toward a system that further strengthens incentives for Executive Officers to achieve their goals

The Company's Directors and Executive Officers compensation system is intended to incentivize Directors and Executive Officers to strive for the continuous medium- to long-term improvement of the Group's performance in line with management policies in order to meet shareholder expectations, and to contribute to increasing Group value.

In addition, the Company aims for a level of compensation that enables it to attract and retain talented human capital that will take responsibility for the Company's development.

During the fiscal 2025 Compensation Committee meetings, in order to further strengthen incentives for achieving the targets of the Medium-term Business Plan and the Group's annual budget, the committee continuously reviewed and deliberated on revisions to the executive compensation system in accordance with the above principles.

Based on results of these, the committee resolved to revise the executive compensation system effective from fiscal 2026, and also established specific details regarding total shareholder return (TSR)-linked stock bonuses that had already been approved for implementation.

Key revision points

Compensation composition ratio

- Compared to the previous ratio, the base salary ratio was reduced by 5% for all Executive Officers, while the stock bonus ratio was increased by 5% for the President and by 10% for other Executive Officers.
- Consequently, the ratio of stock bonuses to total compensation uniformly becomes 30%, further promoting a unified effort by all Executive Officers to enhance shareholder value.

Evaluation indicators for performance-linked compensation

- A single evaluation indicator has been established for each type of compensation: net profit for annual performance-linked cash bonuses and ROE for performance-linked stock bonus. This is to streamline metrics and clarify our policy of strong commitment to numerical targets, with the aim of strengthening our financial foundation during the Medium-term Business Plan period beginning in fiscal 2026.

TSR-linked stock bonus

- This is benchmarked to the dividend-included TOPIX growth rate, with the evaluation period covering the most recent three fiscal years, and granted annually.
- The introduction of this compensation is also aimed at further enhancing shareholder value, and to ensure the immediacy of the incentive, it was decided to be granted annually as shares.

Revised executive compensation structure

Composition of Director and Executive Officer compensation

President & CEO	Base Salary 40%	Annual performance-linked cash bonus 30%	Performance-linked stock bonus 18%	TSR-linked stock bonus 12%
Other Executive Officers	Base Salary 45%	Annual performance-linked cash bonus 25%	Performance-linked stock bonus 18%	TSR-linked stock bonus 12%

Evaluation indicators for annual performance-linked cash bonuses

Item	Portion according to performance level *2	Portion according to personal appraisal *2
Ratio within total annual performance-linked cash bonus *1	70%	30%
Indicator	Net profit (Group consolidated)	Level of achievement, difficulty, and degree of Presidential involvement, etc. for each Executive Officer regarding key issues and individual goals
Evaluation method	Achievement rate of Group annual budget	Evaluated by the President on a scale from 0% to 200%, with 100% as the standard

*1 Component ratios are theoretical values based on design.

*2 For the President & CEO, only the performance-linked portion applies.

Evaluation indicators for stock bonuses, etc.

Item	Performance-linked stock bonus	TSR-linked stock bonus
Ratio within total stock bonus *3	60%	40%
Indicator	ROE (Group consolidated)	TSR
Evaluation basis	Degree of achievement against the target value for the final fiscal year of the Medium-term Business Plan	Relative TSR *4 (Company TSR divided by dividend-included TOPIX growth rate)

*3 The ratios of each component represent theoretical values in the design.

*4 The calculation formulas and definitions of relative TSR, etc., are as follows:

- Relative TSR: The Company's TSR during the evaluation period divided by the growth rate of TOPIX (including dividends) during the same period
- The Company's TSR: (Average of the closing share price of the Company during the last three months of the final fiscal year of the evaluation period + total dividends paid during the evaluation period) divided by average of the closing share price of the Company during the last three months of the fiscal year preceding the start of the evaluation period
- Growth rate of TOPIX (including dividends): Average of TOPIX (including dividends) during the last three months of the final fiscal year of the evaluation period divided by average of TOPIX (including dividends) during the last three months of the fiscal year preceding the start of the evaluation period
- Evaluation period: Latest three fiscal years (latest two fiscal years for the inaugural delivery only)

Message from the Chairperson of the Compensation Committee



Yoshihiko Kawamura

Outside Director
Chairperson of the Compensation Committee

Comprehensive review of the executive compensation system in conjunction with the launch of the new Medium-term Business Plan

Konica Minolta operates under the Company with Three Committees system; the majority of its Board of Directors also consists of Outside Directors, giving it one of the strongest corporate governance structures among Japanese companies. Under this system, the Compensation Committee holds the final decision-making authority regarding the executive compensation structure and levels, just as the Nominating Committee has authority over nomination of the President.

Now, we have comprehensively revised the executive compensation system to coincide with the launch of the new Medium-term Business Plan, which runs through fiscal 2028. This revision is driven by the significant changes in the business environment and the Board of Directors' firm resolve.

Since assuming my role as an Outside Director, I have keenly realized that, compared to companies where I previously served, Konica Minolta's management team tends to be inward-looking—relatively focused on internal matters—which has created a gap with the business environment. The era of stable, long-term shareholders and purely formal general meetings of shareholders has come to an end; cross-shareholdings have been eliminated, and institutional investors have become the primary

shareholders. As a company, is Konica Minolta sufficiently adapting to these changes?

Specifically, the Company lacks a sufficiently capital-markets-oriented approach to management—practically speaking, an approach that takes market consensus into account when setting budgets and evaluating financial results. Any listed company must constantly be mindful of market consensus when setting goals and conducting investment, production, and sales activities. For a leading listed company, it is not enough simply to be in the black in its statement of profit and loss. How it measures up against market consensus is what matters most. A lack of alignment between management and market consensus naturally results in harsh reactions from capital markets; this has resulted in a stagnant share price and, consequently, a price-to-book ratio (PBR) of around 0.5.

As a publicly listed company, facing the capital markets head-on is one of the most critical management challenges.

To ensure that the President and other members of senior management remain acutely aware of these management challenges, we have introduced and expanded stock bonuses as a means of aligning their perspective with that of the capital markets. This reflects the Board of Directors' firm resolve to foster a shift in mindset among management. Under the previous compensation system for top management, performance evaluations included qualitative targets such as ESG criteria, and furthermore, the majority of compensation was paid in cash, with stock bonuses accounting for only a small proportion. Now, we have focused performance evaluations on quantitative performance targets (achievement of budgets and Medium-term Business Plan goals) and increased the proportion of stock bonuses. As a result, top management will be more strongly committed to achieving quantitative performance targets that lead to enhanced corporate value, enabling them to align their perspective with that of the capital markets. This in no way implies that we are downplaying qualitative management goals such as ESG; rather, it is based on the fundamental management principle that management goals should be determined in accordance with the most critical parameters of the management challenges at any given time.

Stronger leadership for management that meets capital market expectations

Of course, simply changing the compensation structure for senior management will not immediately lead to improved corporate performance or higher valuation by the capital markets. Corporate management is built upon the cumulative efforts across a wide range of fields—including manufacturing, sales, R&D, finance and accounting, business strategy, and human resources—and on the combined strength of these efforts. Even within this context, I believe that a company's leadership—which integrates and directs these activities—is a critically important factor in improving corporate performance and maximizing market value. It is my hope that this revision to the compensation system will serve as a catalyst for this leadership approach, aligning the direction of management with the expectations of the capital markets, ensuring that leadership permeates the front lines, and enabling the entire Group to unite and strive toward achieving the management goals of the new Medium-term Business Plan.

As a publicly traded company, enhancing corporate value is the most important management objective. Otherwise, I believe it would be better for the Company to go private. Konica Minolta must break away from a management style that is inward-looking and preoccupied with internal coordination. Aiming for management that is aligned with capital markets is the foundation of corporate growth. At this critical juncture—when Konica Minolta's future path hangs in the balance—the Compensation Committee will continue to maintain a stance of strictly holding management accountable for results.

Total amount of compensation, etc. by Director or Executive Officer

Category		Directors			Executive Officers
		Outside	Inside	Total	
Compensation	Total (million yen)	91	40	132	557
	Base salary	Persons	7	1	8
	Performance-based cash bonus*1	Persons	-	-	-
	Stock bonus*2	Persons	-	1	1

Note: As of March 31, 2026, the Company has five Outside Directors, one Inside Director (who is not also an Executive Officer), and 11 Executive Officers.

Note: In addition to the one Inside Director shown above, the Company has another three Inside Directors who concurrently hold Executive Officer posts, and the compensation to these Directors is included in compensation to Executive Officers.

*1 Regarding performance-linked bonus, the amounts recorded as accounting expenses as of the fiscal year-end are stated. Specifically, the "performance level portion" and the "performance target attainment portion" were calculated based on estimated performance as of the fiscal year-end, while the "individual evaluation portion" was recorded as a standard amount prescribed in the internal rules for executive compensation. The final payment amount will be deliberated and determined by the Compensation Committee based on finalized performance and evaluation; however, it may differ from the amount recorded as an expense.

*2 Regarding the stock bonus, the amounts recorded as accounting expenses as of the fiscal year-end are stated. Specifically, for "Stock Bonus (Performance-linked)" the estimated future amount of the Company's stock bonus was calculated and expensed based on the number of points determined according to estimated performance as of the final fiscal year-end of the Medium-term Business Plan period. For "medium-term stock bonus (non-performance-linked)" and "long-term stock bonus," the estimated future amounts of the Company's stock bonus were calculated and expensed based on the number of points stipulated in the internal rules for executive compensation. The final bonus amount and number of points will be deliberated and determined by the Compensation Committee based on finalized performance and evaluation; however, it may differ from the amount recorded as an expense.

Determining Cross-Shareholdings Based on Their Significance or Justification

In principle, the Company will not hold listed stocks as cross-shareholdings except in cases where it recognizes there is significance or justification for ownership. Significance or justification for ownership will be judged from the results of yearly examinations conducted on each based on whether there are expectations of collaboration and business synergies with the issuers, as well as on whether the benefit and risk of holding said stock are appropriate to its capital cost. Consequently, stock where there is little significance or justification for ownership will be sold as necessary while taking into account the stock price, market conditions, and other factors. One stock judged to be lacking in significance was sold in fiscal 2025 (proceeds were 152 million yen).

The execution of voting rights is an important means of communicating with investees, and the Company exercises its voting rights for all cross-shareholdings. In exercising these rights, the Company checks each proposal and, rather than making a uniform judgment on whether to approve or reject it based on formulaic or short-term standards, makes a judgment from the perspective of whether the proposal will lead to continuous growth and a medium- to long-term increase in corporate value for the Company and the investee, based on sufficient consideration of said investee's management policy, strategies, and the like. Judgment on whether to approve or disapprove a proposal includes careful consideration of the following items that may have a significant impact on shareholder return in particular.

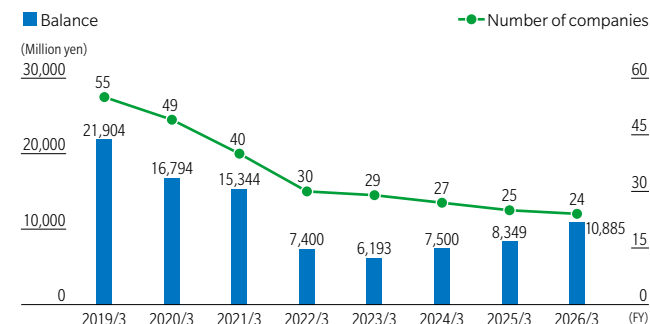
- Transfer of important assets
- Shareholdings structure change due to mergers or acquisition of 100% ownership
- Third-party allotments through favorable issuances
- Introduction of measures to defend against hostile takeovers

Composition of cross-shareholdings

	Stocks (number of companies)	Total amount recorded on balance sheet (million yen)
Unlisted shares	18	750
Shares other than unlisted shares	6	10,135

Note: The ratio of the above total to consolidated net assets (total equity attributable to owners of the Company) is 2.0%.

Trend in cross-shareholdings



Dialogue with Shareholders and Investors

Konica Minolta aims to meet the expectations of our shareholders and investors by maximizing corporate value through two-way communication with the capital markets. Based on this philosophy, we conduct investor relations (IR) activities that go beyond mere disclosure of information to deepen investors' understanding and promote constructive dialogue.

In fiscal 2025, as the likelihood of improved profitability increased due to progress in management reforms based on our previous Medium-term Business Plan, interest was also rising in our future growth strategy among capital markets. In light of these circumstances, to communicate our equity story more clearly, we held a series of three briefings centered on the theme of "growth seeds," which aims for medium- to long-term growth based on the technologies we have cultivated. Starting with intelligent recycled materials—the topic of the first session—each briefing was led by managers engaged in our businesses and with in-depth knowledge of their respective operations, who explained market growth potential, our competitive advantages, and our phased investment strategy. We also invited representatives from partner companies and customers to speak, introducing the effectiveness and social value of our initiatives from a third-party perspective to help foster anticipation among institutional investors. Furthermore, in response to feedback from institutional investors indicating difficulty in seeing the relationship between our sustainability initiatives and business growth, we held sustainability briefings to help them better understand this connection. Additionally, regarding our new Medium-term Business Plan starting in fiscal 2026, we engaged in repeated constructive dialogue with the capital markets both before and after the announcement of the plan to enhance the content of our explanations and promote understanding.

Opinions and suggestions gathered through these activities are shared with management as appropriate and reported to the Board of Directors and management meetings, contributing to the improvement and refinement of our management practices.

Internally, we also share feedback and expectations from the capital markets with our employees through initiatives such as "CEO LIVE!", which is held in conjunction with our financial results briefings. By incorporating external perspectives, we are fostering a shift in mindset and encouraging actions aimed at enhancing corporate value.

Dialogue with Shareholders and Investors

Actual dialogue with investors (FY2025)

Individual meetings		220 times
By management	President	9 times
	Officers	64 times
Small meetings		3 times
	President	2 times
	Industry Business	1 time
Conference and factory tour sponsored by a securities company		6 times
IR Roadshow		1 time
Shareholder engagement meetings		18 times
	Outside Directors	10 times
	Executive Officers	8 times

IR briefings (FY2025)

Growth Seeds Briefing "Intelligent Recycled Materials"	1 time Participants: 31
Growth Seeds Briefing "Barrier Film for Perovskite Solar Cells"	1 time Participants: 25
Briefing of Optical Components for Semiconductor Inspection Equipment	1 time Participants: 44
Sustainability Briefing	1 time Participants: 36
Individual Investor Briefing	1 time Participants: 345

Internal feedback

Major Feedback Opportunities (FY2025)

Opportunities	Frequency
Reporting the opinions received at meetings with investors and securities analysts at management meetings	Before and after financial results for each quarter and on an ad hoc basis
Report on market reaction to the Board of Directors	
Share investor and analyst feedback with employees at internal financial results briefings	
Summaries and feedback from conferences and investor visits reported to the Board of Directors, management meetings, etc.	

Comments and requests from shareholders and investors, and major improvement actions in response

Management with emphasis on shareholders and corporate value

- You should disclose ROIC by business unit and conduct cost of capital-conscious management. → Utilized ROIC-based business portfolio management in the new Medium-term Business Plan. → [P19](#)
- You should foster expectations for growth. → Held briefings on growth seeds and sustainability to explain our growth potential, competitiveness, the social significance of our initiatives, and future prospects. → [Other Events](#)
- You should review the proportion of base salary in executive compensation. → Revised the executive compensation system for Executive Officers. → [Notice Regarding Revisions to the Executive Compensation System for Executive Officers](#)
- You should strengthen incentives for employees to purchase Company stock. → Increased the incentive payment rate for the Employee Stock Ownership Plan. → [Increased the incentive payment rate for the Employee Stock Ownership Plan \(Japanese only\)](#)

Medium-term Business Plan and financial results briefings

- We would like you to clarify the profitability of unprofitable businesses and outline specific countermeasures. → Disclosed progress on improving the profitability of unprofitable businesses in financial results briefing materials.
- The likelihood of achieving plans in the Business Technologies Business is unclear. → Provided additional explanation regarding measures for the Medium-term Business Plan. → [KONICA MINOLTA Financial Results](#)

Contents of the Integrated Report

- Enhance the path to achieving an 8% ROE and enhance business strategies. → Continuously improved the content of the Integrated Report. → [P1](#)
- Explain the connection between improving environmental value and enhancing business value.

Risk Management

Major Risks Identified by Frequency and Potential Degree of Impact

Konica Minolta considers risk to be any situation of “uncertainty” which presents a potential impact on the earnings or losses of our organization. In that sense, risk management encompasses not just the negative side of risk but also the positive side for our sources of earnings. It is therefore essential for mitigating potential negative impact as well as for pursuing the maximum return from opportunities.

In line with this philosophy, we have established the Risk Management Committee, which comprehensively and systematically manages various risks concerning the Group’s business activities. The committee is in charge of facilitating the building and strengthening of Konica Minolta Group companies’ risk management systems, and its members are appointed by the committee’s chairperson. Konica Minolta’s Executive Officers and Corporate Vice Presidents are required to perform risk management for their respective areas of responsibility. Risk Management Committee members consist of Executive Officers or Corporate Vice Presidents.

Risk Management Process

The Risk Management Committee reviews risk items subject to management in 17 major categories, including risk items categorized into subcategories and detailed classifications. It applies to the PDCA process, in which the committee reviews the status of countermeasures by conducting monthly and quarterly monitoring. The Risk Management Committee also annually identifies significant risks to the Group that are considered especially critical to management, and as risks requiring Company-wide monitoring, the Committee members take the lead in monitoring the progress of mitigation measures of the Konica Minolta Group on a monthly basis.

For more details: Risk Management

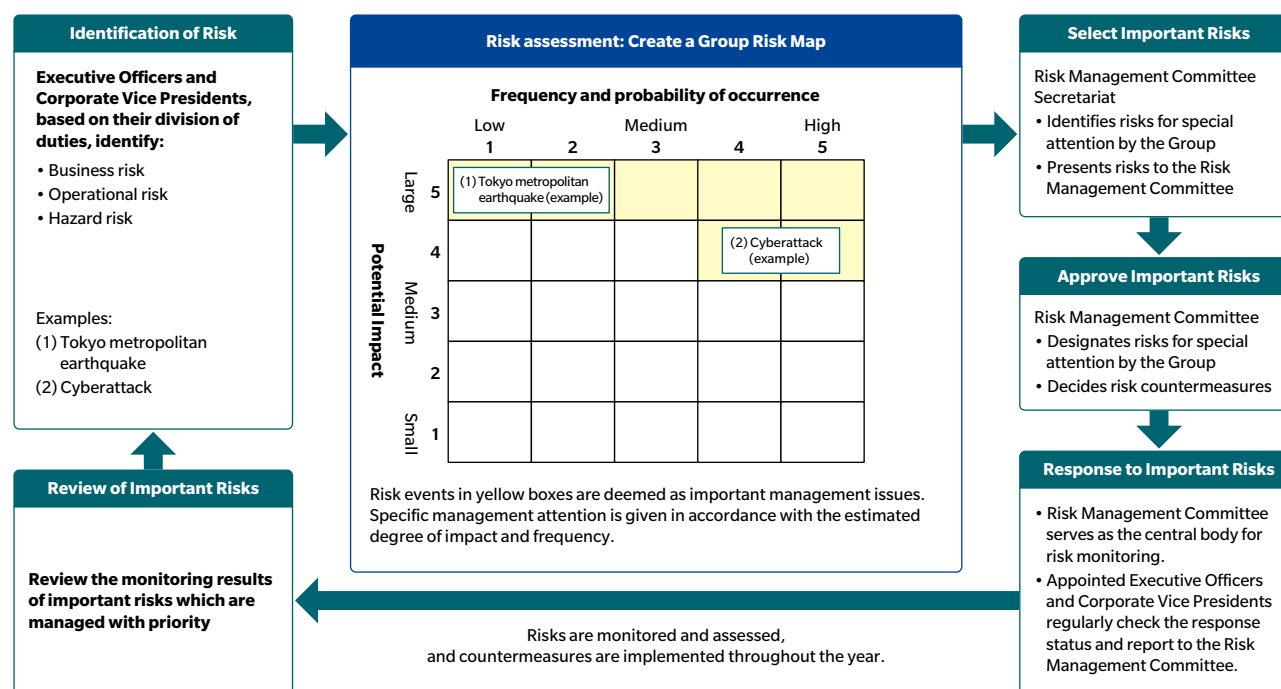
<https://www.konicaminolta.com/global-en/investors/management/risk/index.html>

All risks extracted by Executive Officers and Corporate Vice Presidents are plotted into a comprehensive Group Risk Map based on quantitative assessments of the degree of impact and the frequency and probability of occurrence. These maps are updated and pertinent countermeasures are discussed twice a year.

When required due to some unforeseeable situation that occurs, the extraordinary committee meeting is convened at the

discretion of the committee’s chairperson. For risks deemed to be of high importance by the committee, progress made in addressing these risks is reviewed monthly or quarterly. Risks deemed to be of particularly high importance are addressed by the Group as a whole, with efforts led primarily by Executive Officers and Corporate Vice Presidents appointed by the committee chair.

Process of identifying important risks for the Group



Risk Management

Main Risks

Risk	Probability	Timing for Potential Occurrence	Potential Impact	Reference
Economic trends and market environment	High	Within 1 year	Large	This page
Forex fluctuations	High	Within 1 year	Medium	→Web
Digital Workplace Business Risk related to changes in the print environment	Medium	Within 3 years	Large	→Page 26
National or regional regulations	High	Within 1 year	Medium	→Web
Changes due to technological development	Medium	Within 3 years	Medium	→Web
Shift to new products	Medium	Within 3 years	Large	→Web
Collaborations, company acquisitions	Medium	Any time	Medium	→Web
Procurement, production, etc.	High	Within 1 year	Large	→Page 49
Global supply chain	High	Within 1 year	Large	This page
Product liability and quality assurance	Low	Any time	Medium	→Web
Human rights	High	Any time	Medium	→Page 61
Major earthquake, disaster, epidemic, etc.	Medium	Any time	Large	→Web
Environmental regulations, climate change	Medium	Any time	Medium	→Page 58
Intellectual property rights	Low	Any time	Small	→Page 40
Human resource availability	Medium	Within 3 years	Large	→Page 43
Information security	High	Any time	Large	This page

Note: For risks related to “Procurement, production, etc.”—which are of particular interest to investors—please refer to [page 49](#); for risks related to “Human rights,” please refer to [page 61](#).

For more details: Risk Management

<https://www.konicaminolta.com/global-en/investors/management/risk/information.html>

Response to Economic Trends and Market Conditions

In our major markets, if economic activity in a given region is restricted or halted due to a prolonged economic downturn resulting from persistent inflation and monetary tightening, or due to the worsening situations in Ukraine and the Middle East, this could adversely affect the Group’s operating results and financial condition through reduced customer investment and sluggish consumer spending. Furthermore, should unexpected changes in policies, legal systems, or regulations occur in various countries and regions, business activities could stagnate, potentially affecting our operating results.

To address these risks, we regularly monitor the status of business activities through daily information sharing with our local subsidiaries, analyze economic conditions relevant to our business, and take steps to reflect these findings in our management strategies and earnings forecasts.

Response to the Global Supply Chain

Since the Group conducts much of its production and sales activities on a global scale, logistics issues in various countries and regions could spread across the Group’s supply chain, causing supply delays and adversely affecting operating results. In particular, in Europe and the United States—our major export markets—there is a possibility that transportation lead times will lengthen, maritime transport market conditions will deteriorate, and container freight rates will remain high, against the backdrop of detours via the Cape of Good Hope due to navigation restrictions in the Suez Canal and escalating tensions in the Middle East.

To address these risks, we conduct inventory forecast simulations for our sales bases as needed, based on actual logistics conditions. We mitigate the impact on sales by ensuring safety stock at sales bases in line with changing conditions and flexibly reviewing logistics routes. On European routes, while closely monitoring developments in the Middle East, we are implementing appropriate supply adjustments that take into account the impact of extended lead times due to Cape of Good Hope detours, striving to minimize the impact on sales and the increase in logistics costs. On North American routes, we are making appropriate supply adjustments in light of trends in U.S. tariff policies.

Addressing Information Security Risks

Cyberattacks targeting companies are becoming increasingly sophisticated and advanced, and incidents such as infiltration into internal networks, the seizure of administrative privileges, and unauthorized operations through the theft of user account credentials are on the rise both domestically and internationally. Furthermore, attacks exploiting vulnerabilities in IT equipment and software are on the rise, further increasing risk. Within the Konica Minolta Group, if administrative privileges were compromised by a cyberattack, confidential information—such as information related to technology, trade secrets, and human resources—could be leaked to third parties, potentially leading to unauthorized use of such information. Should such a serious information security incident occur, it could have a significant impact on our operating results and corporate reputation.

To address these risks, we continuously monitor our networks to detect early signs of service disruptions caused by increasingly diverse and sophisticated cyberattacks, while also identifying and rectifying vulnerabilities through regular network penetration tests. Furthermore, we have subscribed to cyber insurance, established incident response procedures, and built a Group-wide security promotion framework to enable a prompt response. For employees working remotely, we provide a secure network environment through encrypted communications and restrict access to the internal network from devices other than those provided by their company. In addition, we encourage employees to clearly distinguish between work performed in the office and at home, and we thoroughly raise awareness regarding the prevention of information leaks. We regularly conduct training and awareness campaigns for employees. Furthermore, we have established global security standards for each Group company and, in collaboration with IT managers across five regions, confirm each company’s self-assessment of its security measures, as well as formulate and execute countermeasure plans based on those assessments. Through these initiatives, we are working to continuously enhance the overall security level of the Group.

Key Financial Data for the Past 11 Years

Konica Minolta, Inc. and Subsidiaries, Business Years Ending March 31

* The Company uses International Financial Reporting Standards (IFRS)

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Consolidated Financial Highlights											
Revenue (Millions of yen)	1,031,740	962,555	1,031,256	1,059,120	996,101	863,381	911,426	1,130,397	1,107,705	1,127,882	1,087,738
Business contribution profit (Millions of yen)* ¹	65,623	43,316	45,807	50,694	23,250	-15,018	-12,154	29,739	33,335	31,927	53,190
Business contribution profit ratio (%)	6.4	4.5	4.4	4.8	2.3	—	—	2.6	3.0	2.8	4.9
Operating profit (Millions of yen)	60,069	50,135	53,844	62,444	8,211	-16,266	-22,297	-95,125	27,543	-64,014	49,869
Profit attributable to owners of the Company (Millions of yen)	31,973	31,542	32,248	41,705	-3,073	-15,211	-26,123	-103,153	4,521	-47,484	30,268
Basic earnings per share (Yen)* ²	64.39	63.65	65.17	84.33	-6.21	-30.75	-52.93	-208.89	9.15	-95.98	61.25
Net assets per share (Yen)	1,037.96	1,057.92	1,060.72	1,123.39	1,058.29	1,093.98	1,113.71	986.87	1,091.68	935.99	1,085.64
Dividends per share (Yen)	30.0	30.0	30.0	30.0	25.0	25.0	30.0	10.0	5.0	0.0	12.0
R&D expenses (Millions of yen)	76,292	73,275	77,021	78,396	74,040	65,035	62,678	63,894	65,101	59,597	54,778
R&D expense ratio (%)* ³	7.4	7.6	7.5	7.4	7.4	7.5	6.9	5.7	5.6	5.3	5.0
Cash flows from operating activities (Millions of yen)	59,244	68,659	65,367	57,166	30,148	78,060	37,438	13,319	83,338	51,093	86,286
Cash flows from investing activities (Millions of yen)	-110,788	-70,594	-133,737	-41,480	-50,043	-34,330	-50,999	-37,498	-44,534	24,607	-34,017
Free cash flow (Millions of yen)	-51,544	-1,935	-68,370	15,685	-19,895	43,730	-13,561	-24,179	38,804	75,700	52,269
Profitability											
ROE (%)* ⁴	6.1	6.1	6.1	7.7	-0.6	-2.9	-4.8	-19.9	0.9	-9.5	6.1
ROA (%)* ⁵	3.2	3.2	2.9	3.4	-0.2	-1.2	-2.0	-7.5	0.3	-3.6	2.5
ROIC (%)* ⁶	6.1	5.1	5.0	5.4	0.7	-1.4	-1.8	-7.7	2.1	-5.8	4.9
Efficiency											
Total assets (Millions of yen)	976,370	1,005,435	1,203,907	1,218,986	1,276,768	1,299,752	1,338,124	1,413,777	1,388,052	1,217,641	1,234,909
Property, plant and equipment (Millions of yen)	187,322	190,580	192,941	207,138	309,457	292,535	287,749	289,127	282,225	265,618	259,533
Inventories (Millions of yen)	121,361	136,020	139,536	144,703	162,575	156,942	185,661	242,108	219,065	207,644	210,467
Trade receivables (Millions of yen)	245,047	236,721	255,972	269,147	255,058	256,611	273,576	305,131	312,383	281,055	308,888
Stability											
Shareholders' equity, Equity attributable to owners of the Company (Millions of yen)	514,285	524,331	524,513	555,689	523,745	539,888	549,810	487,424	539,816	463,154	536,505
Equity ratio, Ratio of equity attributable to owners of the Company (%)	52.7	52.1	43.6	45.6	41.0	41.5	41.1	34.5	38.9	38.0	43.4
D/E ratio (Times)* ⁷	0.33	0.35	0.56	0.49	0.77	0.76	0.82	1.17	0.97	0.97	0.74
Net D/E ratio (Times)* ⁸	0.13	0.18	0.27	0.27	0.60	0.53	0.60	0.80	0.73	0.75	0.54
Investment Indicators											
Price-to-earnings ratio (PER) (Times)* ⁹	14.85	15.65	13.99	12.91	—	—	—	—	54.27	—	8.38
Price-book value ratio (PBR) (Times)* ¹⁰	0.92	0.94	0.86	0.97	0.41	0.55	0.46	0.58	0.45	0.53	0.47

*¹ Business contribution profit: Original index of the Company, the profit subtracted sales cost and SG&A from revenue

*² Basic earnings per share = Profit attributable to owners of the Company / Average number of issued and outstanding shares during the year

*³ Ratio of R&D expenses to revenues = R&D expenses / Revenues × 100 (%)

*⁴ ROE = Profit attributable to owners of the Company / Equity attributable to owners of the Company (average of beginning and ending balances) × 100 (%)

*⁵ Return on assets (ROA) = Profit attributable to owners of the Company / Total assets (average of beginning and ending balances) × 100 (%)

*⁶ ROIC = Operating profit after tax / (Share capital + Share premium + Retained earnings + Treasury shares + Interest-bearing debt (average of beginning and ending balances)) × 100 (%)

*⁷ D/E ratio = Interest-bearing debt / Shareholder's equity (times)

*⁸ Net D/E ratio = (Interest-bearing debt - Cash reserves) / Shareholder's equity (times)

*⁹ PER = Share price at year-end / Earnings per share

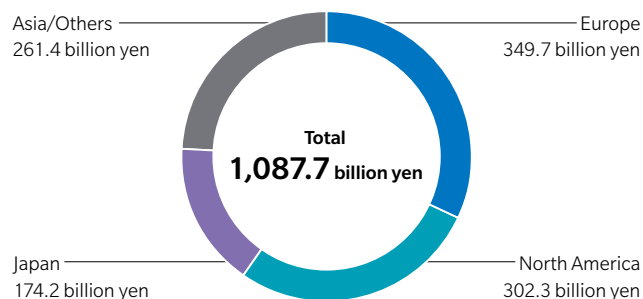
*¹⁰ PBR = Share price at year-end / Total equity attributable to owners of the Company per share

Company Overview/Stock Information/External Evaluation

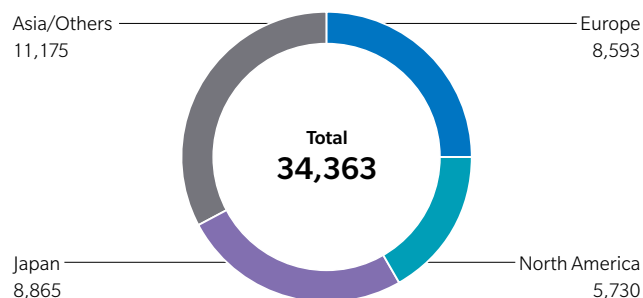
Company Overview (as of March 31, 2026)

Company name	KONICA MINOLTA, INC.
Stock code	4902 Listed on the Prime Market of the Tokyo Stock Exchange
Date established	1873
Establishment as joint-stock company	1936
Capital	37,519 million yen
Number of employees	34,363 (Consolidated)
Head office	JP TOWER, 2-7-2 Marunouchi, Chiyoda-ku, Tokyo 100-7015, Japan

Revenue by region



Number of employees by region*



* Data is compiled on a consolidated basis (as of March 31, 2026)

Stock Information (as of March 31, 2026)

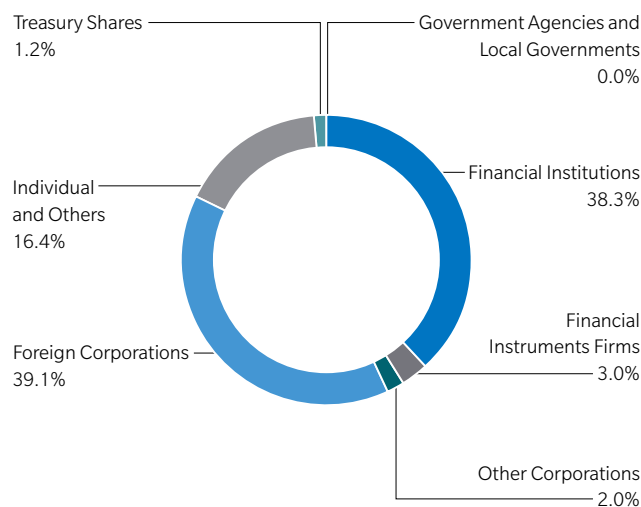
Stock Information

Total number of authorized shares	1,200,000,000 shares
Total number of issued shares	502,664,337 shares
Number of shareholders	89,474
Minimum trading units	100 shares

Total Shareholder Return (TSR)

Holding Period	1 year	3 years	5 years	10 years
Konica Minolta (dividend-included stock price)	4.4%	-2.3%	-1.0%	-2.9%
Dividend-included TOPIX	34.6%	23.3%	15.1%	12.6%

Shareholder Composition



External Evaluations

Credit Ratings (As of August 31, 2026)

Institution Name	Rating	Rating Outlook
Rating and Investment Information, Inc. (R&I)	A-	Stable
Japan Credit Rating Agency, Ltd. (JCR)	A	Stable

Evaluations by International ESG Rating Agencies



Inclusion in Prominent Japanese/Foreign Investment Indices



Sustainability-related Awards



IR-related Awards

For more details: Initiatives and External Recognition

<https://www.konicaminolta.com/global-en/sustainability/evaluation/index.html#a020-010>



KONICA MINOLTA

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