

Konica Minolta Day

150
YEARS



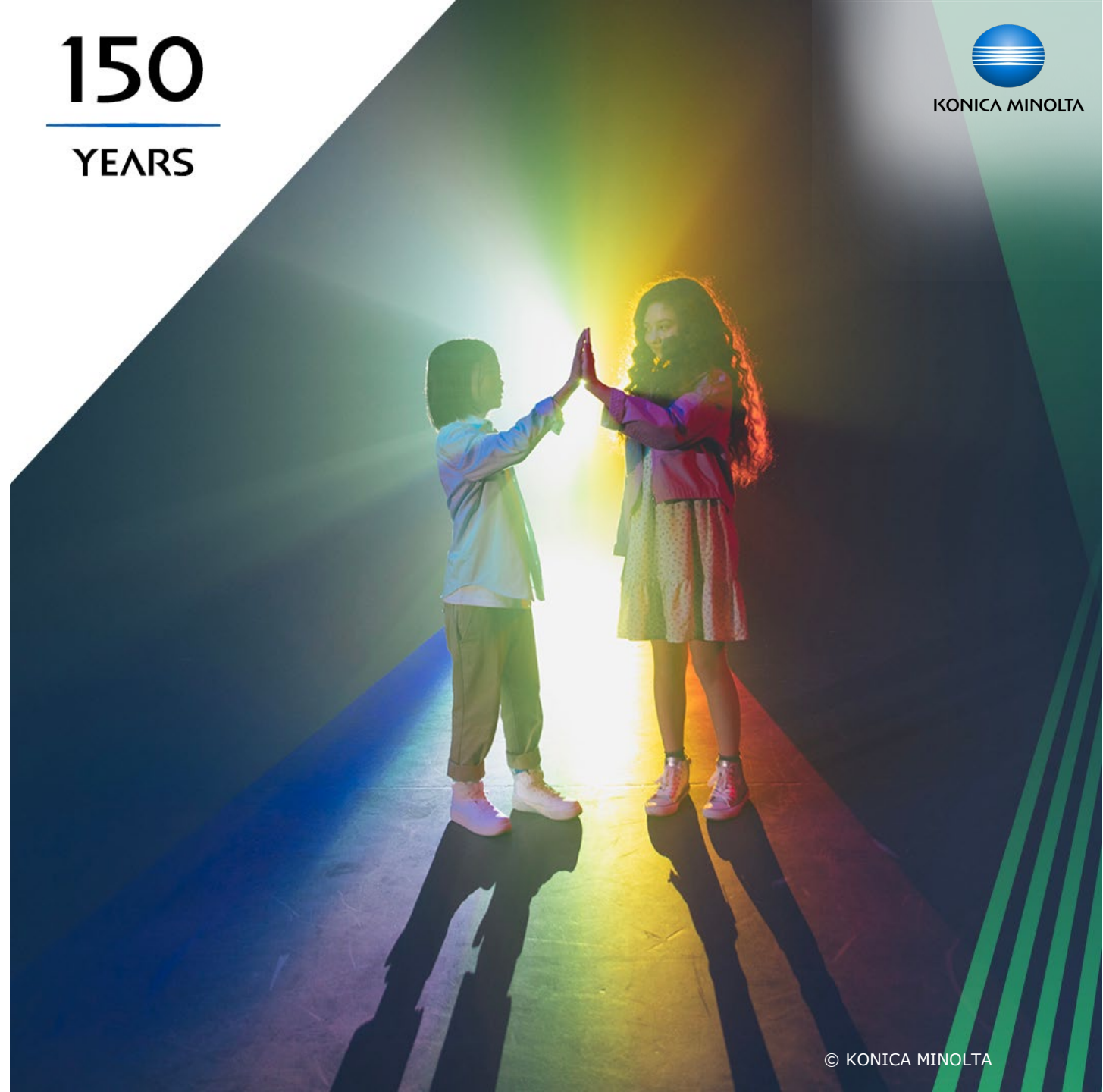
Sustainability Management of Konica Minolta

December 12, 2023

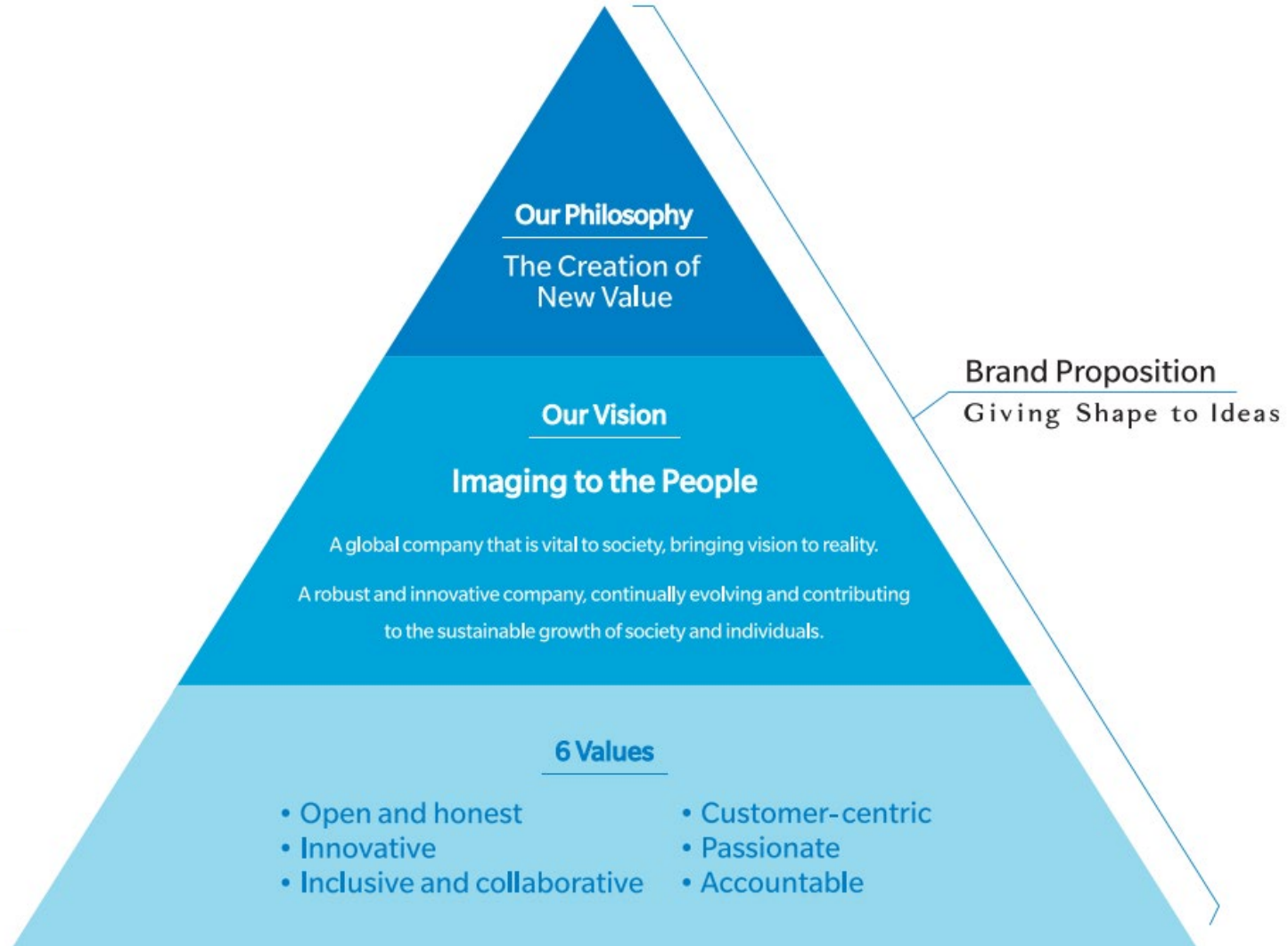
Toshimitsu Taiko

President and CEO

Giving Shape to Ideas



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Creating value in response to needs to "see", which is constantly evolving



Improving fulfillment in work and corporate dynamism



Supporting healthy, high-quality lifestyles



Ensuring social safety and security



Addressing climate change



Using limited resources effectively

Intangible assets that support the pursuit of materiality

Diverse human capital

Technology integration

Relationship with customers

Challenging and achievable management

We implement achievable plans even in uncertain environments to restore confidence and trust.

Return to a highly profitable company

Strengthening business profitability

Business selection and concentration

Reallocation of resources in strengthening businesses

Maintaining profitability in the office business

Structural reforms implemented to reinforce revenue foundation

Reduction in operating costs

Reinforcement of financial foundation and emphasis on cash generation

Reinforcement of business management system

Clarification of business performance

Accelerate selection and concentration

1 Establishment of business management system

Strengthening executive structure

- Activated discussions at various meetings (FY23-)
- Shift to a smaller executive structure, delegating authority and clarify responsibilities (FY23-24)
President focuses on future strategy consideration and decisions (FY23-)

Reconsidering investment evaluation method

- Revision of investment evaluation rules (Strict investment decisions and continuation/withdrawal consideration process)

Early identification and response to risks

- Improving risk response capabilities and strengthening risk information disclosure
- Promoting management that is more conscious of balance sheets

2 Accelerate selection and concentration

- Initiatives in non-focused business : Strategic alliance with Luxvisions for optical components business
- Clarifying the direction of direction-changing business

Financial indicator

ROE
5% or more

Total asset turnover
1.0 turnover

**Business contribution
profit ratio**
5% or more

Non-financial indicator

**Employee
engagement score***
7.7

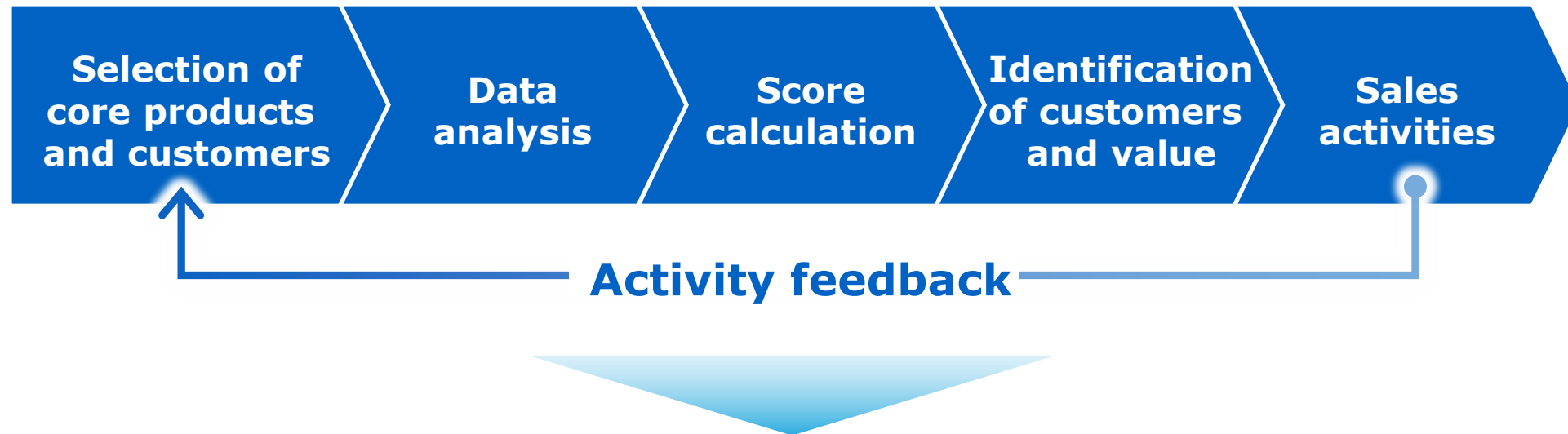
**CO₂ emissions produced
by our product**
61% reduction
(compared to 2005)

**CO₂ reduction contribution
for customers and partners**
800,000 tons
or more

Formulated Eco Vision 2050 in 2009 and started initiatives early

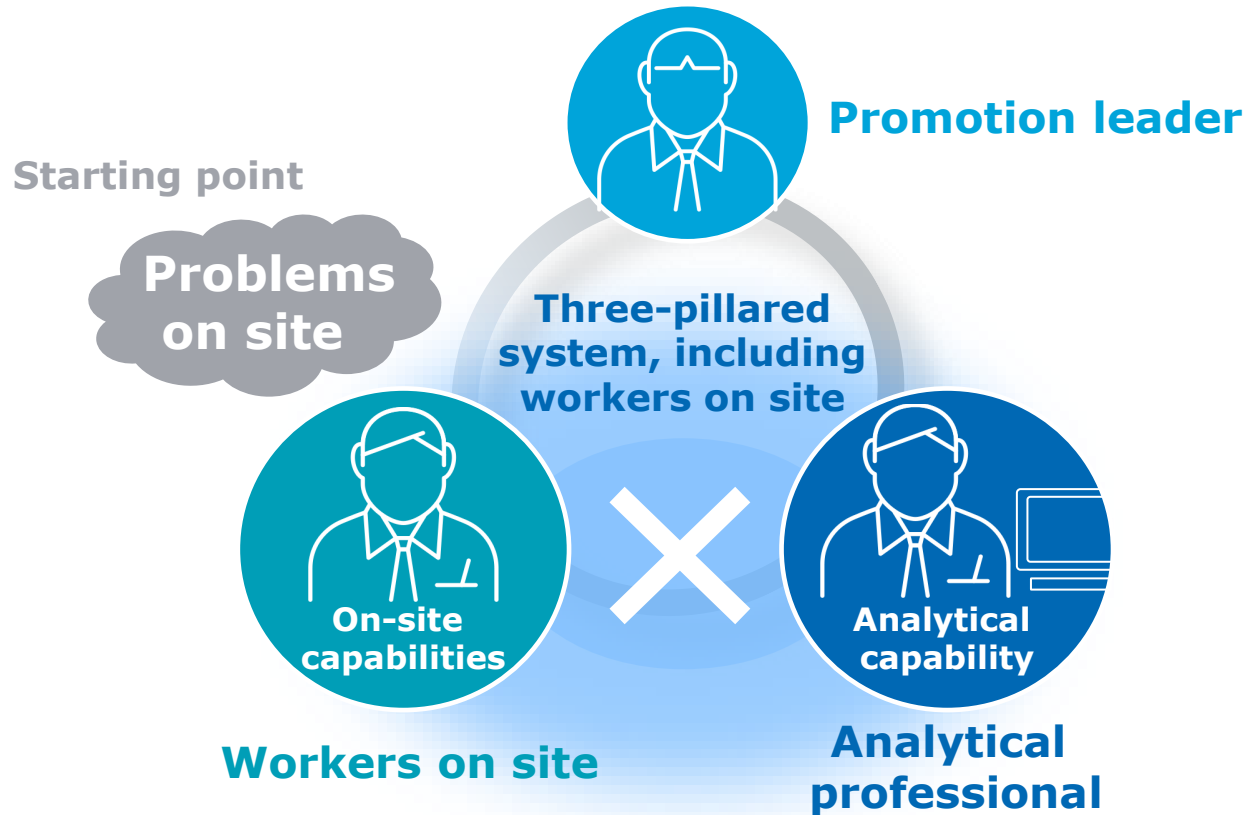
*Adopted Workday's research infrastructure. Average score for questions on "engagement" in the global employee awareness survey (answers on a scale of 0 to 10)

Analyze accumulated sales performance using data science to identify potential customers and streamline approaches



Contribute to strengthening new customer development and proposing additional solutions and contract renewals to existing customers

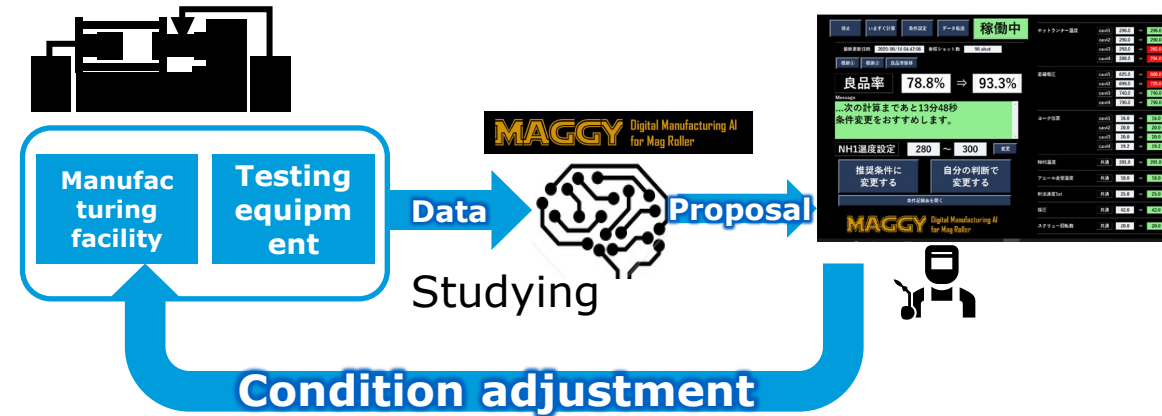
Establishing a process to analyze and solve problems starting from problems at the manufacturing site



Case Study : High-performance developing roller

Problem The yield rate of high-performance parts is unstable.

Study data in real time and calculate optimization of manufacturing conditions to maximize the rate of non-defective products



Digging deeper into on-site issues

Translated into a data science problem

Solving problems through data analysis

Develop and standardize a model for DX success

Real time optimization of manufacturing conditions greatly improves the yield rate

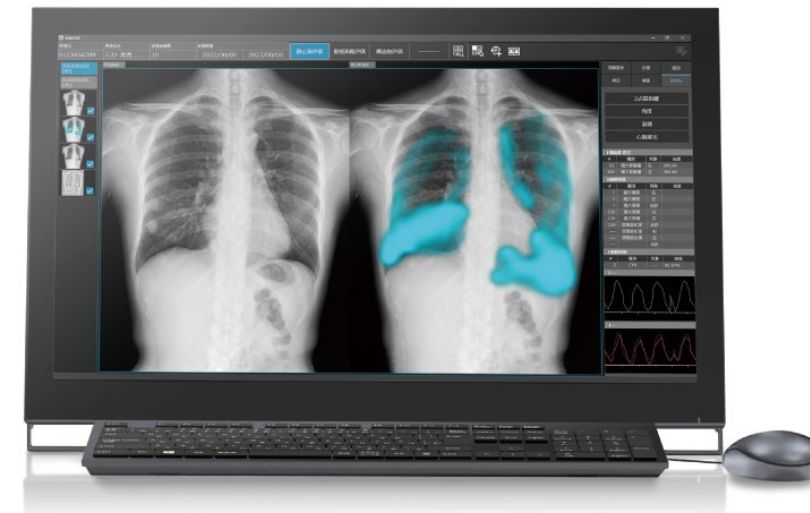
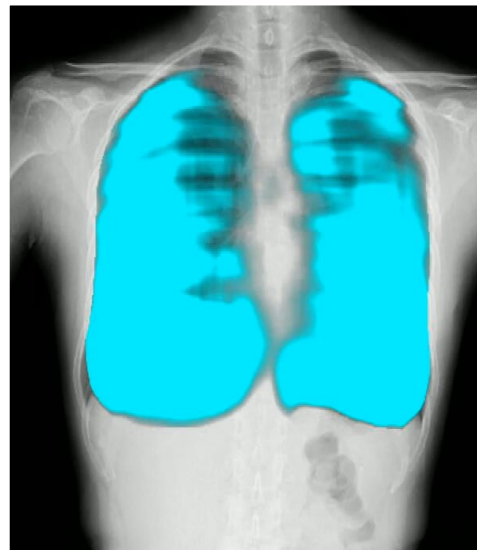
KINOSIS, Dynamic Digital Radiography — Co-creation with medical sites—

Dynamic radiography analysis, Konica Minolta's proprietary technology realizes **visualization and quantification of lung movement**

Facing issues in the medical sites and **promoting development and improvement while incorporating doctors' opinions**



2023 Good Design Award Winner



Comments from Screening Committee

Dynamic Digital Radiography (DDR) is the first system in the world to visualize in-vivo movement. The system was developed through serious co-creation and research with hospitals and clinics, taking some 15 years. This initiative sets an example for designing a new standard in the medical field. The system is impressive and deserves the Good Design Award. We strongly hope that the system will spread in society.

Initiatives to strengthen inner communication



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Konica Minolta Business Solutions
U.S.A., Inc. (U.S.)



Konica Minolta Pro-Print
Solutions Korea Ltd. (Korea)

Activate communication and further improve corporate value

Eines (Spain)

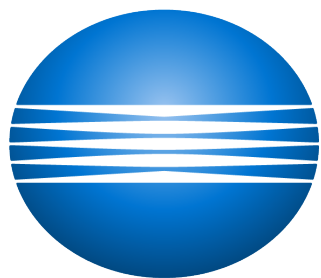


Konica Minolta Business
Solutions Europe GmbH
(Germany)



CEO LIVE! (Hachioji, Japan)





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