

# Contents and Editorial Policy

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## Business Strategy

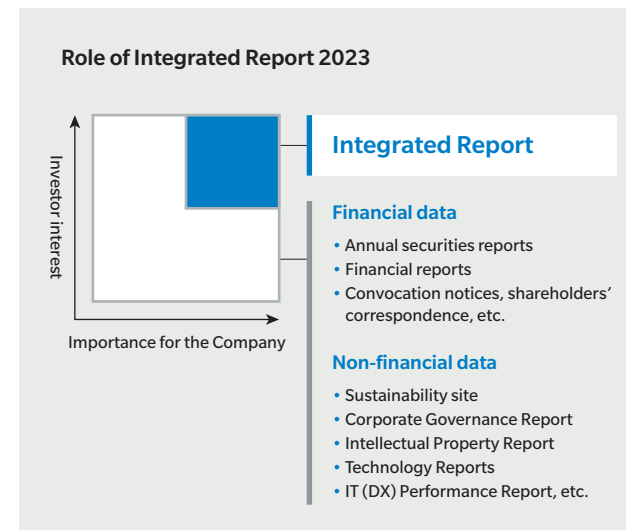
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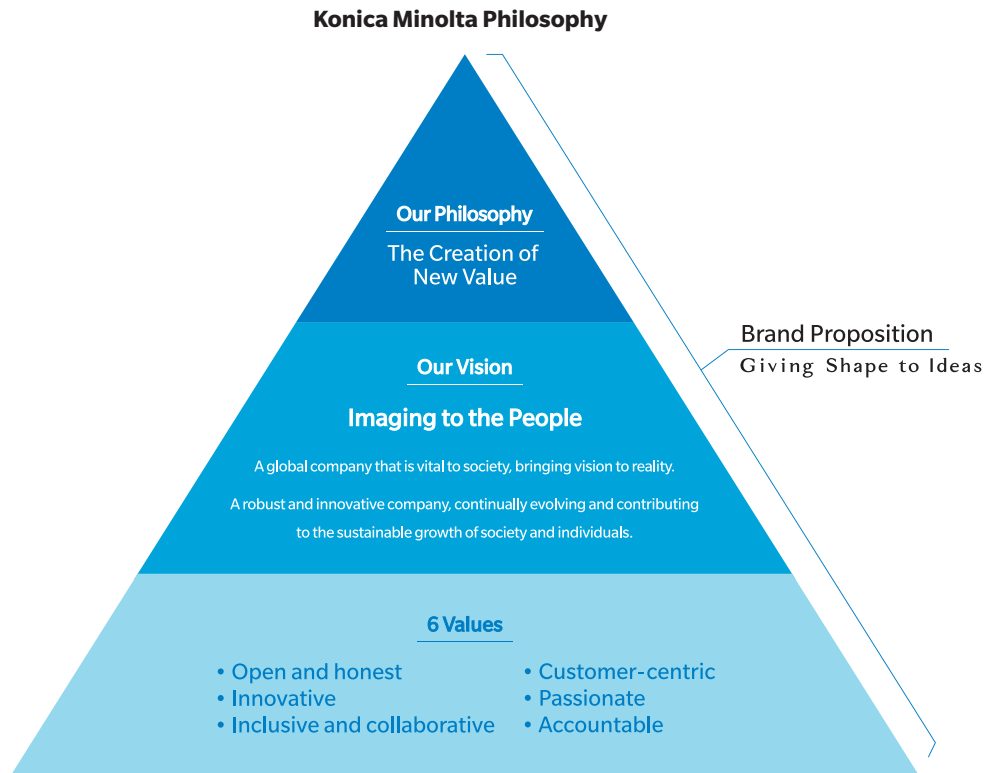


## Notes on outlook for future results

The plans, strategies and statements related to the outlook for future results in this document are in accordance with assumptions and beliefs determined by our management based on currently available information, and include elements of risk and uncertainty. However, it should be noted that there is a possibility that actual results could differ significantly due to such factors as social and economic conditions.

# Konica Minolta Philosophy

Responding to people's hopes and desires to "see" and drawing on our DNA that has always created new value, Konica Minolta has put forth "Imaging to the People" as our long-term management vision statement that looks forward to 2030. We have brought together this statement, Our Philosophy that has remained unchanged since the launch of Konica Minolta in 2003, our 6 Values that guide our corporate culture as a wellspring of value creation, and our Brand Proposition that is a promise to customers, to create the Konica Minolta Philosophy.

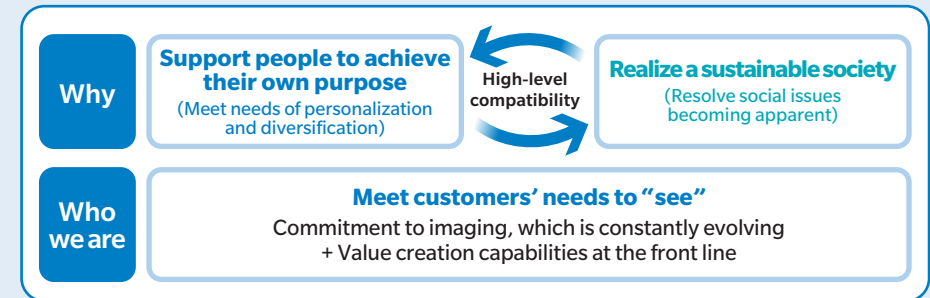


# 2030

## Long-term Management Vision

# Imaging to the People

- A global company that is vital to society, bringing vision to reality
- A robust and innovative company, continually evolving and contributing to the sustainable growth of society and individuals



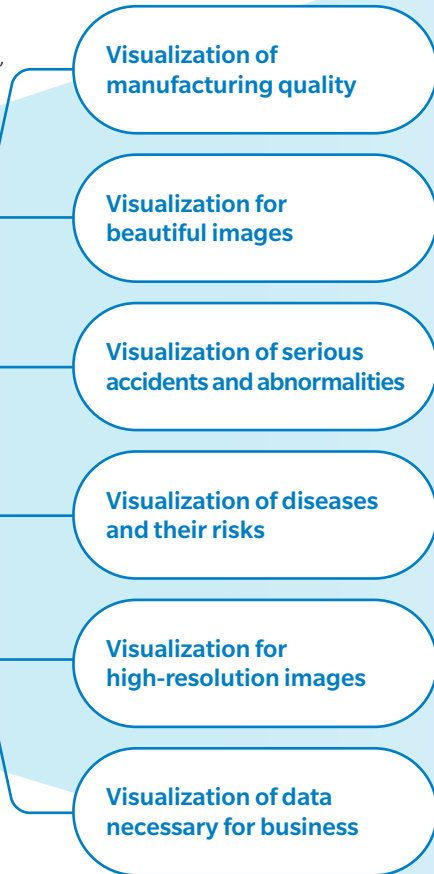
## Material issues



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

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

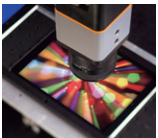
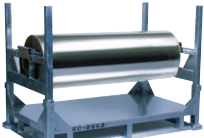




## An evolving legacy of meeting individual's need to "see"



### Value proposition



# Driving genre-top strategies across four businesses

Industry Business	Healthcare Business	Professional Print Business	Digital Workplace Business
<b>Business Description</b>			
<ul style="list-style-type: none"> <li>• <b>Sensing</b> Provision of various measuring devices such as light source color and object color measurement, visual inspections, etc.</li> <li>• <b>Performance materials</b> Provision of functional films for displays</li> <li>• <b>Inkjet (IJ) components</b> Provision of inkjet heads and ink</li> <li>• <b>Optical components</b> Provision of various lenses</li> <li>• <b>Imaging-IoT solutions</b> Provision of surveillance cameras and Gas Monitoring Solutions, development and provision of services using the imaging-IoT platform "FORXAI"</li> <li>• <b>Visual solutions</b> Development, production, and operation of planetariums</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Medical imaging (Healthcare)</b> Provision of digital X-ray diagnostic imaging systems, ultrasound diagnostic imaging systems, and medical IT services such as PACS</li> <li>• <b>Precision medicine</b> Provision of genetic testing services and drug discovery support services</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Production print</b> Provision of toner-based digital color printing presses and workflow solutions for printing sites</li> <li>• <b>Industrial print</b> Provision of B2 inkjet printing machines, label printing machines, embellishment press, and textile printing machines</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Office</b> Provision of color MFPs and input/output solutions for document workflows</li> <li>• <b>DW-DX</b> IT services and digitalization support for small and medium-sized enterprises, and video and image analysis services for offices</li> </ul>
<b>Target Customers/Industries</b>			
<ul style="list-style-type: none"> <li>• Display industry</li> <li>• Printing industry</li> <li>• Automotive industry</li> <li>• Electronic components and parts industry</li> <li>• Social infrastructure (plants, etc.) etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitals/Clinics</li> <li>• Pharmaceutical companies etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Printing companies</li> <li>• Label/Packaging printing companies</li> <li>• Apparel manufacturers etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Private companies</li> <li>• Government agencies</li> <li>• Educational institutes etc.</li> </ul>
<b>Genre-top Products</b>			
<p>Light source color measuring instruments <b>More than 50% share in global measuring instruments for display</b></p> 	<p>VA-TAC film for LCD TVs <b>Top market share in the world</b></p> 	<p>Cassette DR (Digital X-ray diagnostic imaging systems) <b>Top share in the Japanese clinic market</b></p>  <p>Diagnostic ultrasound systems <b>Top share in the Japanese orthopedic market</b></p> 	<p>Color digital printers <b>Top share in about 40 countries around the world (No. 1 or 2)</b></p>  <p>A3 color MFPs <b>Top share in about 40 countries around the world (No. 1 or 2)</b></p> 

## Value Creation Process

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

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

