



KONICA MINOLTA

# RETHINK WHAT'S POSSIBLE



Giving Shape to Ideas



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# KONICA MINOLTA IR DAY INDUSTRY BUSINESS BRIEFING SESSION

October 6, 2021

Giving Shape to Ideas



# Today's Agenda

	Time	Duration (minutes)	Theme	Speaker
	13:00–13:05	5	Today's Objective and Agenda	
1	13:05–13:20	15	Business Portfolio Strategy	Toshimitsu Taiko, Senior Executive Vice President and Executive Officer
2	13:20–14:00	40	Materials and Components Business	Noriyasu Kuzuhara, Executive Vice President and Executive Officer
3	14:00–14:40	40	Imaging–IoT Solutions Business	Toshiya Eguchi, Executive Vice President and Executive Officer
4	14:40–15:20	40	Sensing Business	Hitoshi Kamezawa, Corporate Senior Vice President
	15:20–15:30	10	Q&A and Closing Remarks	



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# BUSINESS PORTFOLIO STRATEGY



## DX2022

Transforming our customers business  
by digitally transforming ours

October 6, 2021

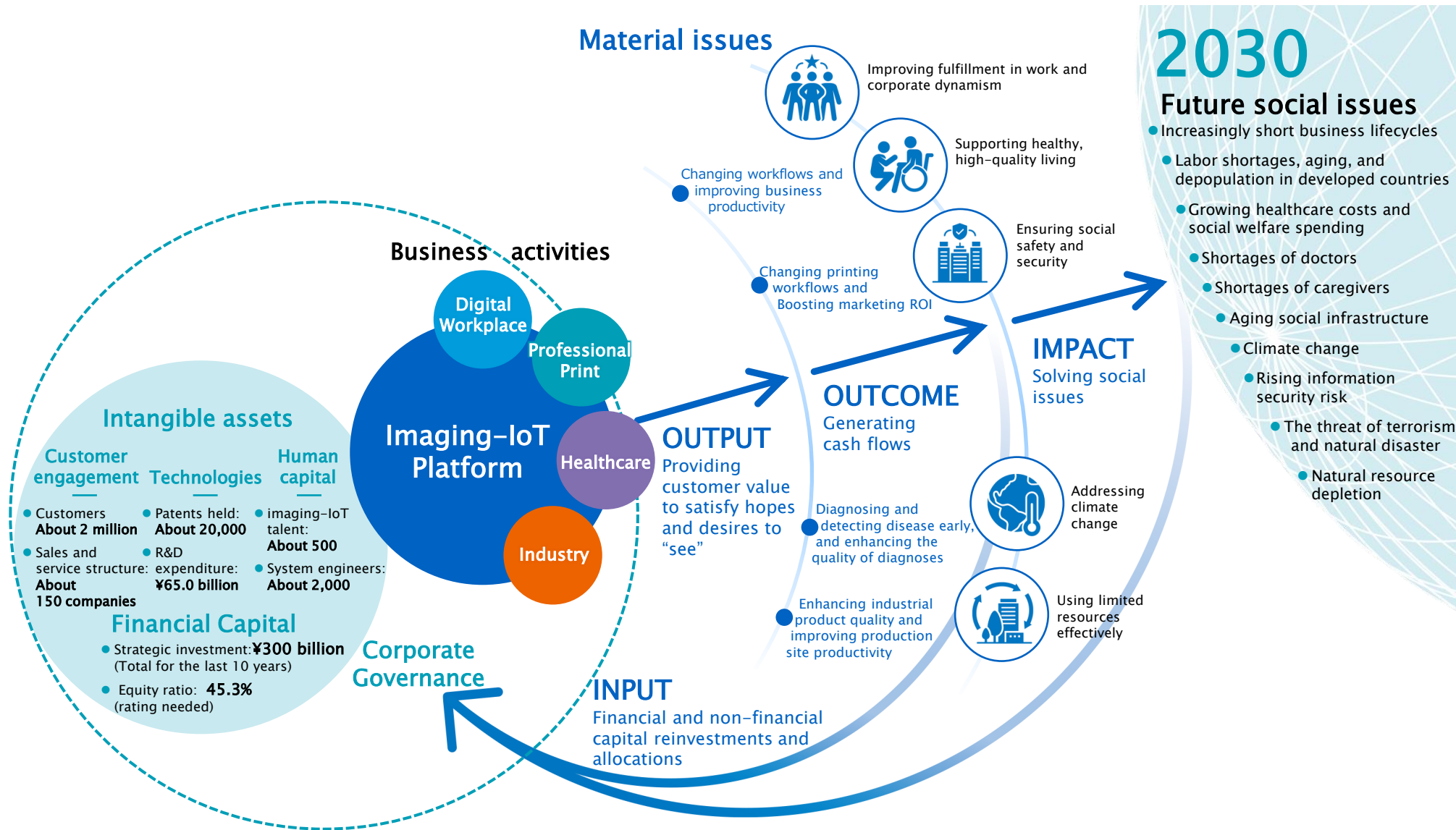
Toshimitsu Taiko

Senior Executive Vice President and  
Executive Officer, Responsible for  
Corporate Planning, Corporate  
Communications, and Investor Relations

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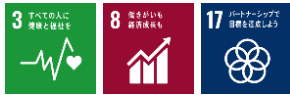






# Sustainable Value Creation Process with an Eye to Resolving Future Environmental and Social Issues



# Five Material Issues Identified in Backcasting from 2030



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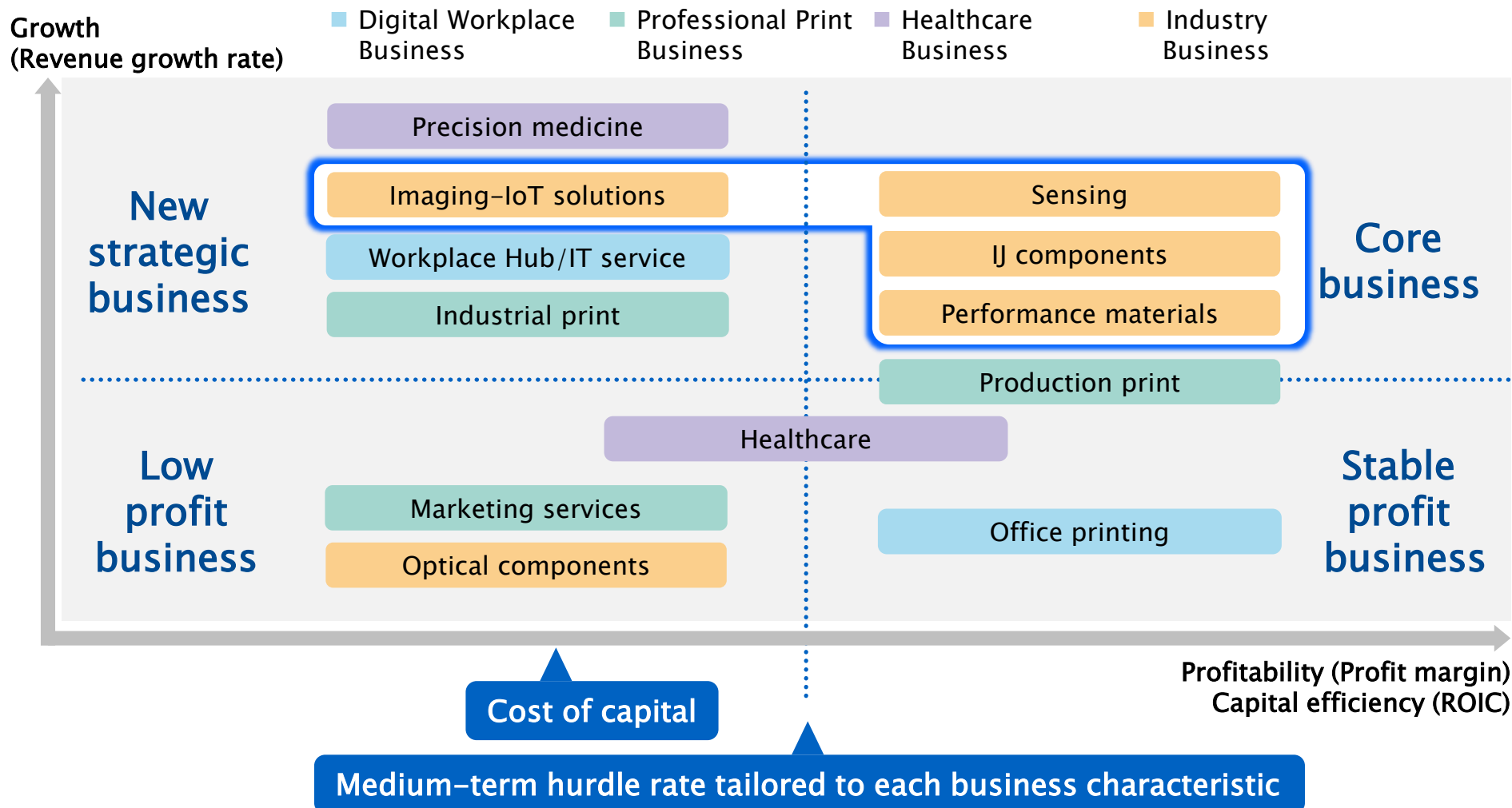
Material issue	Vision for 2030	Related SDGs
 <p><b>Improving fulfillment in work and corporate dynamism</b></p>	<p>Increase labor productivity for corporate clients, society, and Konica Minolta. Make time for creativity, and promote workplaces where all individuals can thrive.</p>	
 <p><b>Supporting healthy, high-quality living</b></p>	<p>Promote health and high quality of life at corporate clients, in society, and Konica Minolta. Help individuals lead fulfilling lives.</p>	
 <p><b>Ensuring social safety and security</b></p>	<p>Enhance safety and security in the workplaces of corporate clients and in society. Minimize risks posed by Konica Minolta products and services.</p>	
 <p><b>Addressing climate change</b></p>	<p>Reduce CO2 emissions by Konica Minolta. Enhance CO2 emissions reduction at corporate clients and suppliers, and reduce the carbon footprint of society</p>	
 <p><b>Using limited resources effectively</b></p>	<p>Promote the effective use of resources at Konica Minolta, while also helping corporate clients and suppliers to achieve effective use.</p>	



# Business Positioning – Business Portfolio Management

The Industry Business is Konica Minolta’s core business, as well as a strategic business, and resolves social issues for the medium and long term.

Konica Minolta will aggressively invest in human capital and technology, including the acquisition of new businesses, and expand customers and partners.



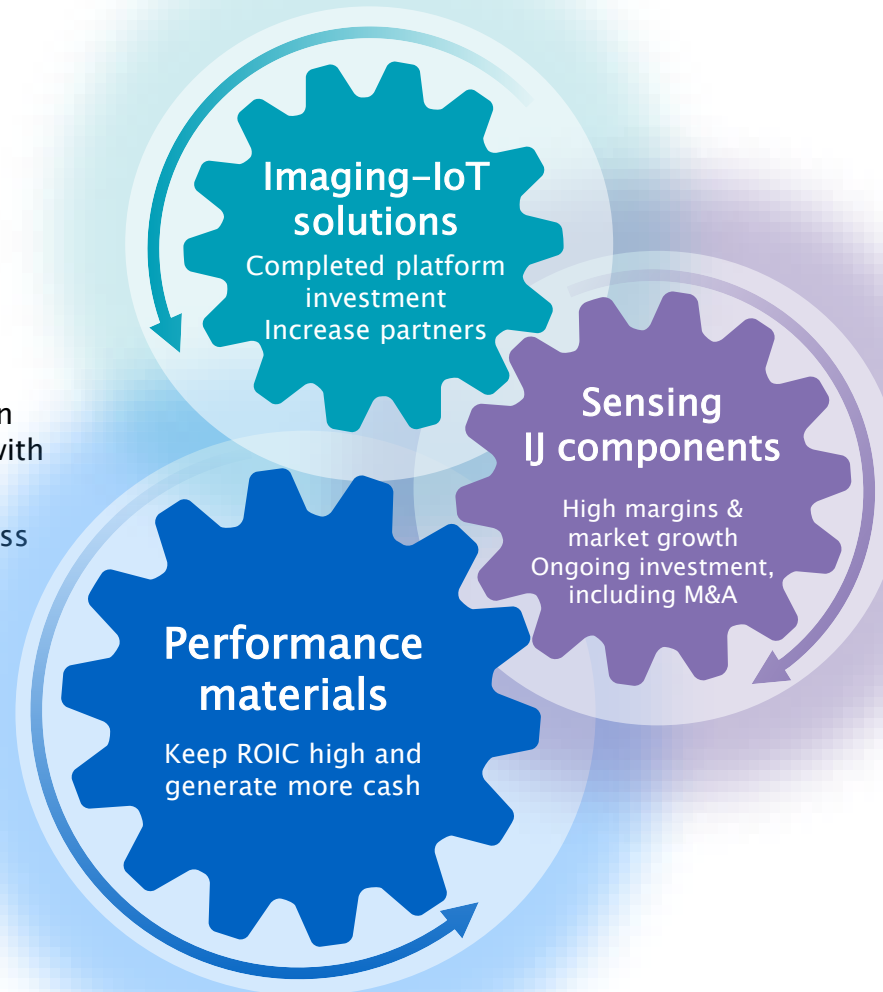
# Roles of Key Industry Businesses

## Imaging-IoT solutions

- World-class recognition accuracy and processing speed for human behavior and object recognition
- Completed platform investment. Utilize in own businesses and increase partners
- Double imaging IoT and AI human resources by FY2023 compared with FY2019
- Expand intelligent camera business

## Performance materials

- Business with the highest ROIC of all business units
- Maximize production through carefully selected capital investment
- Expand competitiveness by continuing to offer high-value-added products  
➔Further increase in “ability to generate cash”



## Sensing

- This business has a high gross profit margin and operating profit margin within the Group.
- 60% share of display light measurement market (two acquisitions)
- Strengthen automotive color measurement and visual measurement (one acquisition)
- Expansion to other industries through HSI (pharma, food, recycling) (one acquisition [HSI])
- Consider more acquisitions

## IJ components

- This business has a high operating profit margin within the Group.
- Large share of markets for signage and industrial applications (one acquisition)
- Respond to wide range of target markets, such as PoD and industrial applications, and expand business



# Industry Business Target Markets



Display industry  
(TVs, ICT/mobile, signage)

- Light source color inspection
- Phase difference and protective film
- Display substrate printing heads
- Visual surface inspection of ICT devices
- Circuit board printing heads



Automotive / mobility  
industry

- Exterior and interior color inspection and visual surface inspection
- Automotive display film
- Automotive paint heads
- Automotive lenses
- Traffic monitoring



Pharmaceutical, food,  
recycling, energy...

- Color and ingredient inspection
- Foreign material inspection
- Pharmaceutical formulation analysis
- Soft packaging and package printing heads
- Gas monitoring  
etc.

**Industry Business**  
Sensing, Materials and components, and  
Imaging-IoT solutions



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