# Industry Business

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**Industry Business**

In the Industry Business, we have created a number of leading world-first and top-share products and services based on the technologies refined through our history of innovation and co-creation activities, that bring us closer to our customers on the ground.

The technologies that form the basis of the value we provide are a combination of the optical, material, Nano-fabrication, and other core technologies that we have continued to refine over the years as we have evolved from our original business, with AI and other technologies. In addition, each of our business units—sensing, performance materials, IJ components, and optical components—which support the analog-to-digital conversion process, continue to respond to the increasing complexity of customer needs in line with the ongoing advancement of digitalization.

A distinctive feature across our businesses lies not only in our advanced technological capabilities, but also in our ability to identify even latent customer challenges and provide appropriate solutions using our technology. Our goal is to ensure that what we provide, the stories realized by our technology, can become a truly unique source of value. This value is supported by our "Front-line capabilities," that exists in the integration of development, manufacturing, and customer support. Currently, in the display industry, we are providing appropriate solutions in both sensing and performance materials that leverage new technologies to respond to recovering demand and emerging needs. In addition, in the optical components business for semiconductor manufacturing equipment, which is our focus area, we will further combine our technology and Front-line capabilities to continuously provide appropriate solutions to our customers, thereby accelerating business expansion.

## Strategy to Strengthen Industry Business

### Achievement of material issues and development through co-creation with customers

In the Industry Business, based on our strengths in core technologies, we provide parts, materials, and equipment and services for measurement and inspection essential for customers through co-creation with our customers using our "Front-line capabilities", thereby contributing to the realization of social value, which we have raised as a material issue. Specifically, we are promoting initiatives to address such material issues as improving fulfillment in work and corporate dynamism through automation and labor saving in manufacturing and inspection processes, "using limited resources effectively" and "addressing climate change" by reducing losses through digitalization and developing new materials, and by advanced measurement and identification.

### Progress in fiscal 2024

In the sensing unit, revenue and profits declined due to delays in capital investment by major customers in the light source color measurement field. For major customers, we will enhance our competitiveness by strengthening global account management. On the other hand, the automotive visual inspection area continues to grow due to our increased pipelines. In addition, the measurement instruments using hyperspectral imaging (HSI) technology —capable of detecting subtle differences in color and material characteristics that are imperceptible to the human eye— are aiming to expand business for inspection applications such as recycling.

In the performance materials unit, demand for large TVs continues to grow. However, customer needs for performance material films are changing. We plan to respond to these changes by improving our film technology and offering multiple options, including TAC (triacetyl cellulose) and COP (cyclic olefin polymer) types.

In the IJ components unit, we provide inkjet heads that are highly compatible with various inks, and demand for these is continuing to grow in sign graphics such as for outdoor advertising, and commercial printing applications. Moreover, in our growth area of manufacturing, we lead the market not only through the high durability of our heads but also by leveraging our strengths in chemical technology.

In the optical components unit, we have cultivated the business for semiconductor manufacturing equipment with our customers for over 10 years. Going forward, we will respond to increasing demand by further enhancing our production capacity; and for medium- to long-term business expansion by extending into shorter wavelength domains and strengthening competitiveness through capital investment, including the introduction of next-generation technologies in this field.

### Future industry business strategy

For business development in the medium to long term, we are focusing on three domains: displays; mobility including automotive visual inspection; and semiconductors including optical components for semiconductor manufacturing equipment. We aim to grasp changes in the markets of these domains and quickly respond to the issues and needs of our customers. In each focused domain, we assign customer-front human capital who can look at the value chain and technology from the perspective of the market and customers beyond the conventional product-specific business units. These capabilities are establishing advantages to quickly identify demand and develop new solutions by staying in close contact with the industry's leading brand owners. We are promoting new business development through co-creation with customers while leveraging our technological assets and customer relationships around the globe.

### Achievements in business development through co-creation with customers

#### Display

**External environment:**
**Acceleration of development of new panel type in line with device evolution**

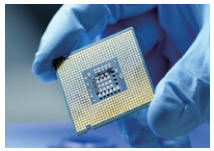
- Through implementing a cross-business approach toward ICT brand owners, we received orders for functional films for non-polarizing plate applications for next-generation small- and medium-sized displays

#### Mobility (e.g. automotive visual inspection)

**External environment:**
**Acceleration of technological innovation through CASE**

- First installation in Japan of automotive visual inspection equipment at Suzuki's Sagara Plant, due to expanding the global pipeline including other Suzuki plants, we are expecting future growth

#### Semiconductor manufacturing (e.g. optical components for semiconductor manufacturing equipment)



**External environment:**
**Supply chain upheaval due to external factors**

- Acquired new model projects in the visible light area in the business of ultra-precision optical components for semiconductor manufacturing equipment

## Sensing

Strengthening

**Market Environment** (O Opportunities T Threats)

- O Changes in development and manufacturing processes due to technological innovations in displays, and the expansion of applications to a variety of devices
- O Demand for labor-saving in quality inspections at automotive plants
- O Demand for efficient use of limited resources and addressing climate change in the manufacturing industry
- T Decline in demand due to customers' capital investment cycles

### Market growth rate (2023-2025)

| | |
|---|---|
| Light source color (displays) / object color measurement | +4% |
| Automotive visual inspection (mobility) | +15% |
| Hyperspectral imaging (HSI) | +10-15% |

Note: Konica Minolta estimates

### Competitive advantages

- High-precision light source color and object color measurement technology that is the global standard
- Product development capabilities that meet customer needs
- AI-powered image analysis technology
- Extensive knowledge of automation and labor-saving in the inspection process at automotive plants

### Fiscal 2025 strategy and action

- Displays: Enhancing competitiveness and streamlining business operations through globally unified key account management
- Displays: Recovering revenue in light source color measurement by capturing the evolution of ICT device functions
- Growth areas: Automotive visual inspection system, HSI revenue growth

### Strategic KGI and KPI (YoY)

| | FY2024 Result | FY2025 Target |
|---|---|---|
| Sales growth rate of automotive visual inspection system and HSI industrial applications | +16% | +22% |

Note: Excluding the effect of foreign exchange, target is as of July, 2025

## Performance Materials

Strengthening

**Market Environment** (O Opportunities T Threats)

- O Increased demand for displays due to increased applications for various devices
- O Increased demand for films due to larger display sizes
- O Higher demand for new features due to the evolution of next-generation displays
- O Widening of production line at polarizer manufacturers
- T Declined demand in display market due to economic slowdown
- T Shrinking market for existing products due to changes in display technology

### Market growth rate (2023-2025)

| | |
|---|---|
| Large TVs (LCD+OLED) | +4% |

Note: Konica Minolta estimates

### Competitive advantages

- Film-casting technology that combines material selection flexibility and functional integration enabled by solvent-type belt production
- Long-, wide-, and thin-film products leveraged by the technology mentioned above
- Capturing demand for large displays with our post-stretching technology

### Fiscal 2025 strategy and action

- Strengthen production systems to meet growing demand for films made for large TVs
- Gaining a position in new areas by expansion of new products for large displays
- Improving competitiveness and maintaining revenue through product development in existing areas

### Strategic KGI and KPI (YoY)

| | FY2024 Result | FY2025 Target |
|---|---|---|
| Revenue composition ratio in new resin for large display panel areas (SANUQI, SAZMA) | +84% | +60% |

Note: Excluding the effect of foreign exchange, target is as of July, 2025

## IJ Components

Strengthening

**Market Environment** (O Opportunities T Threats)

- O Accelerating the shift from analog to digital printing
- O Changes in manufacturing processes and process and labor saving at manufacturing sites
- O Demand for effective use of limited resources and reduction of environmental impact
- T Decrease in demand from customers due to economic recession

### Market growth rate (2023-2025)

| | |
|---|---|
| Growth areas (industrial + print-on-demand applications) | +5% |

Note: Konica Minolta estimates

### Competitive advantages

- Precision machining technology that achieves high levels of accuracy, productivity, and reliability
- Chemical technology that creates heads that are highly compatible with a wide variety of inks
- Customer support capabilities that enable deep engagement and support at customers' development sites

### Fiscal 2025 strategy and action

- Growth area: Revenue growth through market development with new product launches and technical support for the launch and expansion of printers equipped with these products
- Growth area (industrial applications): Promotion of adoption by co-creating proposals with equipment manufacturers aimed at expanding inkjet applications in manufacturing and logistics processes
- Base area: Maintaining the No. 1 position in the sign graphics domain by developing products to improve competitiveness

### Strategic KGI and KPI (YoY)

| | FY2024 Result | FY2025 Target |
|---|---|---|
| Revenue composition ratio in growth areas | +36% | +48% |

Note: Excluding the effect of foreign exchange, target is as of July, 2025