

Business Technologies Business



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Business Technologies
Business

In the Business Technologies Business, we executed significant reforms, including structural transformation, the divestiture of non-focused businesses, and the optimization of production sites through the termination of manufacturing at our Chinese subsidiary, and successfully completed initiatives as planned by fiscal 2024. These actions have established a robust foundation for medium-to long-term growth, and from fiscal 2025 onward, we will accelerate our initiatives to drive further expansion.

In the Digital Workplace Business, the office unit, which is the core of the business, continues to operate in a challenging environment marked by a persistent decline in print volume and intensifying competition. Nevertheless, we have steadily improved profitability by focusing on solving customers' essential challenges and enhancing productivity through digital transformation (DX). Furthermore, by integrating IT technologies developed within the DW-DX unit, we are evolving beyond printing to become a business that drives workplace transformation and improved employee fulfillment, positioning ourselves for sustained growth.

In the Professional Print Business, we expect solid growth fueled by the continued shift toward digital printing systems. As a market leader, we are committed to accelerating the market's digital transformation by providing solutions to social issues, thereby enabling our business to grow at a pace that surpasses overall market expansion.

Going forward, we will continue to address social issues and support Company-wide growth in the Business Technologies Business by fully leveraging our strengths in hardware development -which integrates machinery, electrical equipment, optics, chemical products, and control software- alongside IT solution deployment, production technology, and quality assurance. Furthermore, by maximizing our global supply chain and sales and service networks, we aim to drive sustainable value creation across the organization.

Digital Workplace

Office

Maintaining profit

Market Environment (O Opportunities T Threats)

- O** Increased need for workflow optimization related to office documents and digitization of paper, and demand to strengthen information security
- O** Growing demand for color MFPs in China, India, and other growth markets
- O** Stricter environmental standards in bidding requirements for MFPs
- T** Decreased office printing due to the establishment of diverse working styles, and shrinking demand for A3 color MFPs in developed countries
- T** Risks in the supply chain such as procurement, manufacturing and logistics due to various environmental changes
- T** Risk of market deterioration due to the impact of tariffs and potential volume declines resulting from price increases

Market growth rate (2023-2025)

MFPs	Hardware	-1%
	Non-hardware	-5%

Note: Konica Minolta estimates

Competitive advantages

- Our direct sales structure and customer base in Europe and the United States
- Initiatives such as our proprietary flat-rate subscription model, "One Rate", which is not dependent on fluctuations in print volume

Fiscal 2025 Strategy and Actions

Expand global sales of color MFPs

This business secures profitability through a direct sales structure established early in major markets, such as Europe and the United States, and through a robust customer base cultivated via a genre-top strategy in color MFPs. Currently, by delivering integrated solutions that combine MFPs and IT services, we help customers address challenges in their office environments and implement systems that enable their employees to focus on high-value, creative work, thereby supporting their business growth and enhancing their corporate value.

In addition, this business serves as a maintaining profit business, contributing to the Company's overall profitability and cash generation. In fiscal 2025, we will prioritize expanding sales of high-segment models to further strengthen profitability. Additionally, we will address the impact of ceasing production at our Chinese manufacturing subsidiary in fiscal 2024, aiming for substantial reductions in production costs and improved profitability. To reduce SG&A expenses, we will promote operational reforms, such as remote services, which enable the maintenance and operation of MFPs without on-site customer visits, thereby enhancing reliability and service efficiency.

Leveraging the benefits of global structural reforms, cost reductions, and enhanced efficiency in production, sales, and service through digital transformation (DX)

In fiscal 2024, we optimized human capital through global structural reforms. Going forward, we will promote the use of data and AI across sales, services, production, and development, and strive not only to improve operational productivity and reduce costs, but also to enhance customer value.

In response to the long-term trend of market contraction, we are working to mitigate its impact by pursuing strategic manufacturing alliances. In January 2025, we established a joint venture with FUJIFILM Business Innovation Corp. to collaborate on the procurement of raw materials and components. Going forward, we will leverage the extensive supplier networks of both companies to reinforce our business foundation by building a robust supply system for our products and streamlining business processes.

Strategic KGI and KPI (YoY)

	FY2024 Results	FY2025 Targets
Hardware sales growth rate	-6%	-3 to -4%
Non-hardware sales growth rate	-1%	-3 to -4%

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

Digital Workplace

DW-DX

Direction-changing

Market Environment (O Opportunities T Threats)

- O** Increasing demand for DX among companies and local governments seeking to improve operational efficiency
- O** Increasing opportunities to provide solutions utilizing new technologies such as generative AI
- T** Rising personnel costs for IT talent
- T** Declining appetite for IT investment due to U.S. government cost-cutting policies and economic stagnation

Market growth rate (2023-2025)

Operation optimizing services	Enterprise Content Management	+5%
	Enterprise Resources Planning	+10%

* Konica Minolta estimates

Competitive advantages

- Our capability to deliver business content management and business process management services
- Our deep understanding of customer challenges across all business domains
- Proprietary data sets available exclusively through our services, combined with advanced AI technology

Fiscal 2025 Strategy and Actions

■ Achieve profitability through management reforms and service expansion

- Address the impact of the global structural reforms implemented in fiscal 2024, as well as the effects of regional and business area streamlining, to enhance profitability
- Expand operation optimization services and AI-based SaaS offerings, both of which are key growth drivers

Strategic KGI and KPI (YoY)

	FY2024 Results	FY2025 Targets
Revenue growth rate of operation optimizing services	+3%	+15%

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

Professional Print

Production Print

Strengthening

Market Environment (O Opportunities T Threats)

- O** Increased demand for digital printing due to the shift from analog printing
- O** There is a shortage of skilled workers in printing companies, and growing needs to stabilize profitability and address environmental issues
- T** Slowdown in demand for printing due to the digitalization of marketing methods
- T** Decline in printing companies' willingness to invest in capital equipment due to economic stagnation

Market growth rate (2023-2025)

Medium Production Machine (MPP)	-8%
Heavy Production Machine (HPP)	+6%

* Konica Minolta estimates

Competitive advantages

- Our technical capabilities that enable high-quality printing (color reproduction technology and automatic quality control technology)
- Our ability to propose added value to customers (image analysis capabilities that enhance design appeal and process management that includes pre- and post-printing)

Fiscal 2025 Strategy and Actions

■ Expand market share among customers with high print volumes

- Maintain No. 1 share in HPP, improve competitiveness in MPP
- Improve profitability of non-hardware business by increasing the number of HPP and MPP installed

■ Provide solutions for automating and streamlining the entire printing process

Strategic KGI and KPI (YoY)

	FY2024 Result	FY2025 Target
HPP machines in the field	+39%	+31%
Revenue growth rate of non-hardware	+1%	0 to +1%

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

Industrial Print

Strengthening

Market Environment (O Opportunities T Threats)

- O** Increased demand for digital printing due to the shift from analog printing, diversification of marketing methods and small-lot production, and shorter production cycles
- O** Increased demand for printing due to population growth and increased consumer spending in growing economies
- O** There is a shortage of skilled workers in printing companies, and growing needs to stabilize profitability and address environmental issues
- T** Decline in printing companies' willingness to invest in capital equipment due to economic stagnation

Market growth rate (2019-2029)

	Commercial printing	+4%
Digital printing	Label printing	+6%
	Packaging printing	+20%

Note: Konica Minolta estimates

Competitive advantages

- Our technical capabilities that enable high-value-added representation, such as high-quality printing and embellishment, along with strong customer acquisition capabilities
- Our automatic quality control technologies

Fiscal 2025 Strategy and Actions

■ Grow sales of commercial printing and label presses

- Promote the introduction of digital inkjet presses and maintain the No. 1 share in label presses
- Improve profitability of our non-hardware business by targeting more customers

Strategic KGI and KPI (YoY)

	FY2024 Result	FY2025 Target
Revenue growth rate of non-hardware	+17%	+11%

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