



KONICA MINOLTA

# THE JOURNEY AHEAD

As we look around the world today, one thing is certain. Although Konica Minolta's long history goes back nearly 150 years, rarely have we worked in a world facing a future as unclear as this one.

Our future is characterised by both transformational opportunities, and existential challenges.

We are witnessing a series of leaps that have the potential to kickstart a revolution in how we live, work and connect. The principles of Digital Transformation have taken hold in every sector. There are regular, groundbreaking developments and new everyday applications in IoT technologies. Machine Learning and AI can deliver quantifiable improvements in real workflows. The power of data will transform the networked landscape ahead of us at every turn, creating remarkable new applications that may be unimaginable today.

Yet the challenges ahead are huge. The environmental impact of every action must be recognised, and minimised, if we are to mitigate the effects of the Climate Crisis. Questions about how a global economy works for all, against a backdrop of trade friction and protectionist policies, must be addressed by governments and businesses alike. And in barely a year, workstyles have changed dramatically; remote working is no longer an occasional exception for a few, but a regular reality for many. It is unthinkable that office printing volumes will ever return to pre-COVID-19 pandemic levels.

In response, all of us at Konica Minolta have worked swiftly and strongly together to build upon our three strongest intangible assets; our dedicated talent pool, our strong relationships with our global customer base, and the core technologies that come from the heart of the business.

**The Creation of New Value** remains our unchanged, guiding philosophy.

It shines a light on everything we do, no matter what is happening in the world around us. We orientate ourselves by understanding value as it relates to both our customers' bottom line, and to our own growth. How that value is discovered, defined and delivered is what changes according to the terrain we find ourselves in. And our hard work in the last few years means we are better at this than we ever have been.





KONICA MINOLTA

# THE POWER OF RETHINKING

We have come so far in such a short period of time. Today, Konica Minolta's approach means that we have become an organisation capable of proposing advanced insights and solutions to customers' challenges.

Thanks to the evolution started through **SHINKA**, we have been working more closely than ever with customers to identify their immediate issues. We now create genuine new value for customers, as our talented teams across the world rethink challenges from the ground up.

**Open and Honest**  
**Innovative**  
**Passionate**  
**Customer-centric**  
**Inclusive and Collaborative**  
**Accountable**



Our six values have been fundamentally important in helping us to do this. They are the decision-making criteria by which we take action. Together, these qualities serve us and our customers well, and the journey ahead will demand that we live up to each and every one of them.

It is our people who will lead us towards our long term vision. To succeed, we must all encourage Konica Minolta's individuals to shine.



Everyone can use this opportunity to once again rethink their own aspirations and goals.

If you want to shine, you have to assume a sense of ownership. You have to act through your own determination, and engage others to take action with you. You must invite and appreciate the contributions of others, as people with different perspectives formed through their knowledge, expertise and life experiences will only enrich your ideas.

By using our power to rethink, and allowing our people to shine, we will continue to create value, foster happiness, and further deepen our understanding of our customers.

Giving Shape to Ideas



KONICA MINOLTA

# WHAT CUSTOMERS WANT TO SEE

**SHINKA** helped us better understand ourselves and our customers expectations of us. We will now move into the era of **MITAI**, where we must develop deeper, more sophisticated understanding of our customers needs.

Mitai translates as 'I want to see'.

Just like the word 'see', Mitai can have a variety of meanings, depending on the context in which it is used. It can mean I want to view, to look, to observe, to explore, to examine, to care, and more.

# 見たい

Mitai offers us the inspiration to examine and understand the subtle differences in the needs of our diverse customer base. How can they observe processes that take place in a remote location, or automatically explore datasets they already have in order to seek new insights? What about customers who want to oversee all of their production lines across different locations, or proactively care for the wellbeing of their employees in hazardous environments?







KONICA MINOLTA



In this way, we can rethink what ‘seeing’ means together with our customers, and identify data that can be collected and connected to help us design and deliver better solutions.

So how do we at Konica Minolta bring together technology which accumulates data, facilitates greater learning, and makes a meaningful difference to employees in networked workplaces?

We start with the core technologies that make up our DNA; materials, optics, imaging, and nanofabrication. Together, these have helped generations of our customers see their world more clearly. To this, we have added a wide range of technologies and services through new acquisitions and partnerships, investments made with the strategic mindset intention of creating our future business.

Our future work will be centred on creating remarkable, intelligent services for our customers.

Konica Minolta will continue to operate as both a manufacturer engaged in the production of devices and products, and a provider of services and solutions. But we will transition away from our traditional approach to these fields, as we head into this interconnected IoT age.

By understanding how our customers ‘want to see’, and rethinking what is possible with existing and new technology, we will be an invaluable partner for any company. We will bring high added-value services, and provide trustworthy delivery. This relationship fosters trust, mutual cooperation, and successes that lead to the next step.

The events of 2020 have only accelerated our progress. To make the most of this, we must have a strong vision for where we are going.

**Giving Shape to Ideas**



KONICA MINOLTA

# IMAGING TO THE PEOPLE

When we think about our 10-year vision, we must be mindful of the evolving needs of our customers, our company's relevance and significance, and our greater social role. Our responsibilities are greater than simply being a B-to-B company. We must think in terms of **B to B to P for P** - Business to Business to all Professionals for each Person - to understand our role in society.

Our customers are other corporations, healthcare providers, manufacturers and retailers. Their professionals are engaged in a range of activities, but ultimately may all want to provide value for someone; an employee, a patient, a client, or a customer. We must think about the happiness and quality of life of those individual end-users, how it adds up to a better society, and the impact it has on our planet.

This is more important than ever as we enter a new paradigm, where rich abundance is achieved through personalisation and diversification. Organisations and individuals will create many forms of value by leveraging the explosive growth in data. Yet inequality will continue to pose a growing problem in the digital era.

Our vision for 2030 is that we must use our advanced technology to find tradeoff solutions between these forces. This is a complex, ambitious vision, and the phrase we use to define it is **Imaging To The People**.

## IMAGING | TO THE PEOPLE

What we do; we help fulfil our customer's need to see

The spirit in which we do it. We must ensure that Konica Minolta fulfil its core purpose of serving society for the greater good.

The more customers who use our products, the more we will learn about our customer types, segments, and industries, allowing our services to become smarter and more autonomous in response to each. This new value we create is for everyone, not just the customer who buys our services.

By valuing and transforming the customer experience, we contribute to the customer's top-line, their profits. But we will also connect to the end user of our customers' services. By working alongside Konica Minolta, our customers will be able to see their workflow as never before, and also be secure in the knowledge that they are playing an active part in improving the quality of life for all, and creating a sustainable society.

This is the future we see on the horizon for Konica Minolta. We can only get there together, driven by our common purpose. Ten years from now, we will see many differences in Konica Minolta; the skills we have, the insights we bring, the technologies we assemble, and the customers we partner with.



KONICA MINOLTA

## IMAGING TO THE PEOPLE

This is the future we see on the horizon for Konica Minolta.

We can only get there together, driven by our common purpose.

10 years from now, we will see many differences in Konica Minolta; the skills we have, the insights we bring, the technologies we assemble, and the customers we partner with.





KONICA MINOLTA

# TOGETHER WE SEE FURTHER

The journey ahead demands we utilise our time wisely and leverage this environment in creative ways. Our future will be determined by the way we think and act together.

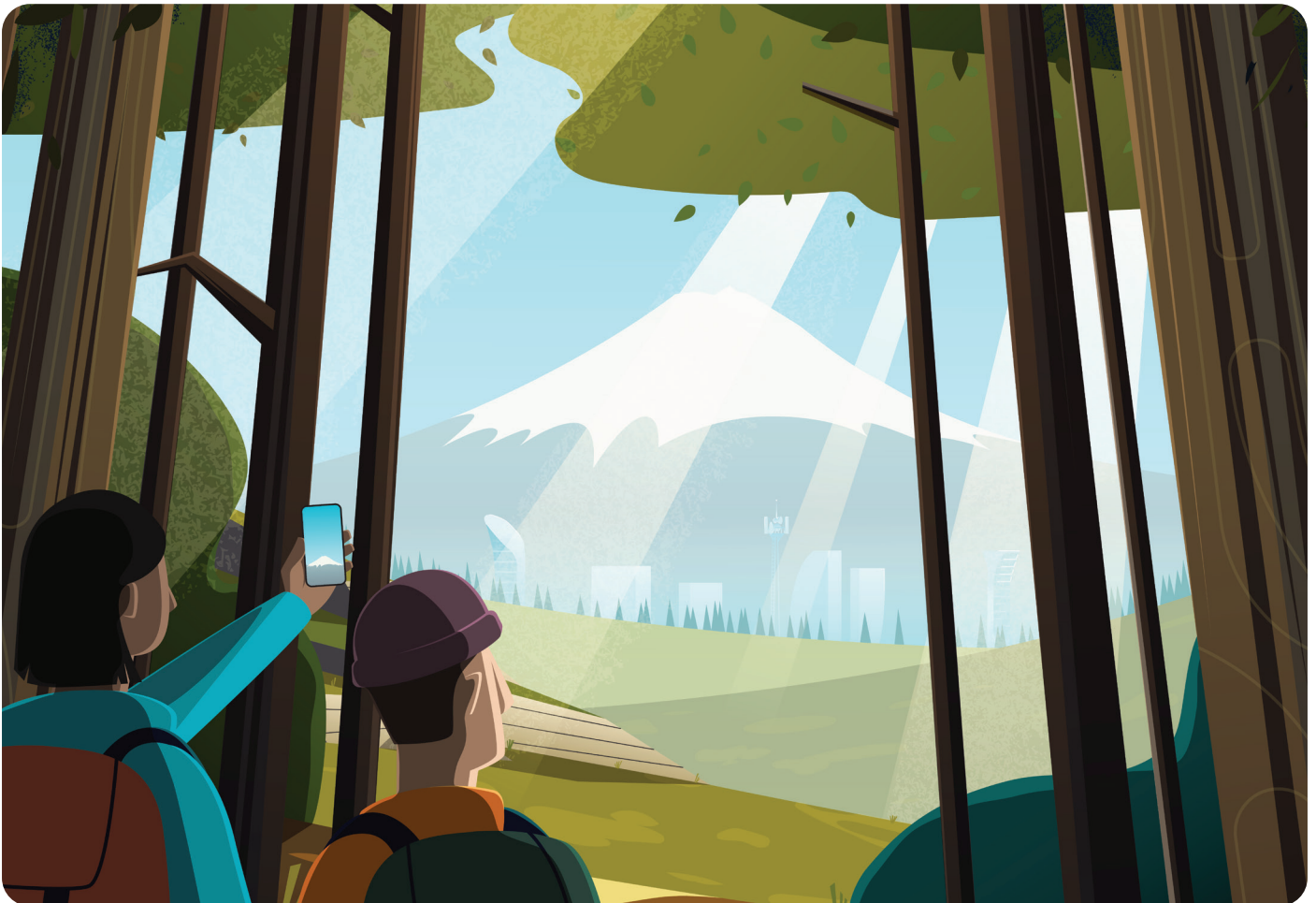
These steps we take together will define the very nature of our business in ten years time. Acting as One Konica Minolta is vital. We must use all the resources of the entire group for our customers. We must work as an agile unit to create value. We must have members in the field to make contact with customers all over the world. Capitalising on trust to create a value development process is not the only job of the vendor or the sales department.

From the earliest R&D processes, through to customer service and satisfaction, at every point we must work with our customer, not simply for them. We must work together with our customers from the beginning, transforming their processes, introducing digital workflows, and solving issues which the customers have yet to identify themselves. Always remember; together we see further.

Not a single one of us can shine on this journey if we walk alone. Side by side with our colleagues, shoulder to shoulder with our customers, arm in arm with our partners.

No matter how far away a vision seems, the direction is always set by your first steps towards it.

And these are steps we will take together.



Giving Shape to Ideas



KONICA MINOLTA

**OUR JOURNEY**  
TOGETHER WE SEE FURTHER

**OUR VISION**  
IMAGING TO THE PEOPLE

**OUR PHILOSOPHY**  
THE CREATION OF NEW VALUE

**OUR CUSTOMERS AND SOCIETY**  
I want to see | I want to view  
I want to explore | I want to examine  
I want to observe | I want to care

**GIVING SHAPE TO IDEAS**  
WE RETHINK WHAT IS POSSIBLE TODAY

**OUR 6 VALUES**  
Open and honest  
Innovative  
Passionate  
Customer-centric  
Inclusive and collaborative  
Accountable