

# Konica Minolta Group March 2008 Consolidated Financial Results April 1, 2007 - March 31, 2008

May 9, 2008

Yoshikatsu Ota

President & CEO

Konica Minolta Holdings, Inc.

#### Cautionary Statement:

The forecasts mentioned in this material are the results of estimations based on currently available information, and accordingly, contain risks and uncertainties. The actual results of business performance may sometimes differ from those forecasts due to various factors.

Remarks: Yen amounts are rounded to the nearest 100 million.

## **Consolidated results - Summary**



In accordance with the "Genre-to strategy", Business Technologies and Optics businesses growth boosted net sales and profit figures. The final year's target level was attained a year ahead of schedule.

- Net Sales: *Up 4% Y-O-Y* 
  - · A record high.
  - Up 9% Y-O-Y excluding Photo Imaging.
  - Offset the effect of reducing sales due to Photo Imaging's business discontinuation.
- Operating Income: Up 15% Y-O-Y
  - At record high for three consecutive years.
  - Operating profit ratio: 11%, up 1 percentage point Y-O-Y.
  - Exceeded profit target revised upward in November. 2007.
- Earnings forecasts Mar 2009: Maintain upward momentum in net sales and profits
- Projected dividends Mar 2009: Annual dividends of 20 yen per share (plan)
  - Up 5 yen per share from the level in FY Mar2008.

# **Consolidated results - Highlights**



					[Billions of yen]
	[a]			[b]	[a] / [b]
	Mar08	Mar07	Y-O-Y	Forecasts	Achievement
	Results	Results	(%)	(Nov. 7)	(%)
Net sales	1,071.6	1,027.6	4%	1,085.0	99%
Gross income	531.3	494.9	7%		
Gross income ratio	49.6%	48.2%			
Operating income	119.6	104.0	15%	116.0	103%
Operating income ratio	11.2%	10.1%		10.7%	
Ordinary income	104.2	98.1	6%	107.0	97%
Net income before taxes	99.0	104.9	-6%	104.0	95%
Net income	68.8	72.5	-5%	66.0	104%
Net income ratio	6.4%	7.1%		6.1%	
EPS [Yen]	129.71	136.67	-5.0%		
ROE [full year]	17.5%	21.9%			
FOREX [P/L] [Yen] USD	114.28	117.02		115.00	
Euro	161.53	150.09		150.00	

# **Consolidated results - Segment**

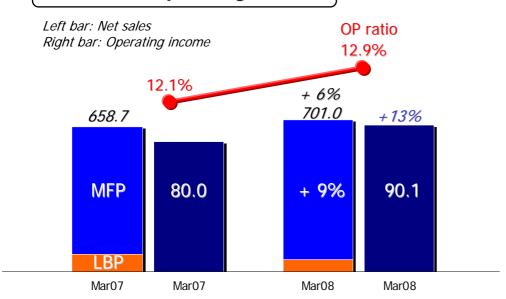


						NOTICE MITTO
Net sales	Mar08	Mar07	Y-O-Y	Forecasts	Achivement (%)	Billions of ye
	Results [a]	Results	(%)	<u>(Nov. 7) [b]</u>	[a] / [b]	_
Business Technologies	701.0	658.7	6%	715.0	98%	)
Optics	182.3	139.0	31%	175.0	104%	)
Medical & Graphic	161.1	158.7	2%	165.0	98%	)
Other businesses	16.8	16.0	5%	19.0	89%	)
Sub total	1,061.2	972.3	9%	1,074.0	99%	)
Photo Imaging	0.0	47.8				-
HD and eliminations	10.4	7.5	38%	11.0	95%	)
Group total	1,071.6	1,027.6	4%	1,085.0	99%	<u> </u>
Operating income	Mar08	Mar07	Y-O-Y	Forecasts	Achivement (%)	Billions of yer
operating income	Results [a]	Results	(%)	(Nov. 7) [b]	[a] / [b]	_
Business Technologies	90.1	80.0	13%	91.5	98%	
Operating income ratio	12.9%	12.1%		12.8%		
Optics	31.3	21.0	49%	25.5	123%	
Operating income ratio	17.1%	15.1%		14.6%		
Medical & Graphic	7.8	8.9	-12%	9.0	86%	
Operating income ratio	4.8%	5.6%		5.5%		
Other businesses	2.1	2.9	-29%	3.5	60%	
Sub total	131.2	112.8	16%	129.5	101%	•
Operating income ratio	12.4%	11.6%		12.1%		
Photo Imaging		-0.8				
HD and eliminations	-11.6	-8.0		-13.5		
Group total	119.6	104.0	15%	116.0	103%	•
Operating income ratio	11.2%	10.1%		10.7%		
The essentials of imaging						-

# **Segment summary - Results Mar2008 Business Technologies**



## **Net sales / Operating income**



Growth in sales and operating income by further promoting "genre-top strategy"

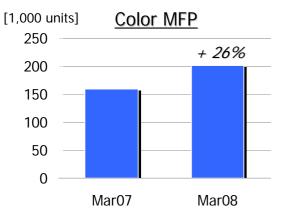
Color MFP: Sales growth in all principle regions

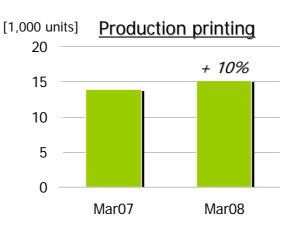
- Successfully launched 5 new color MFPs
- Unit sales: Up 26% Y-O-Y → Boosted growth

## **Production printing: Rapid growth**

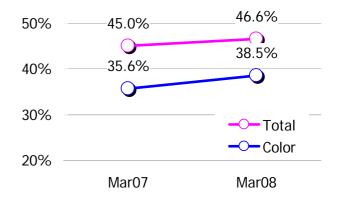
- Launched new color models → Strengthened product lineup
- Unit sales: Up 10% Y-O-Y, Value base: Up 20% Y-O-Y

## **Unit sales**



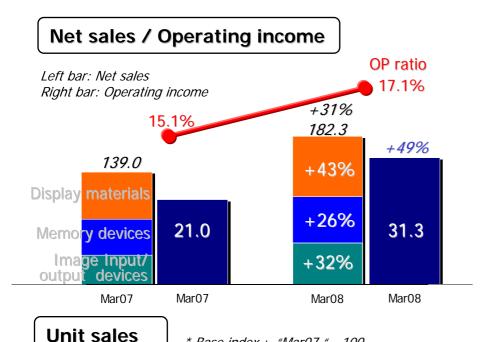


### MFP non-hard ratio



## **Segment summary - Results Mar2008 Optics**





\* Base index : "Mar07 "= 100

TAC film business propelled significant growth in sales and operating profit.

#### TAC film:

- New products boosted market share.
- Increased production capability 

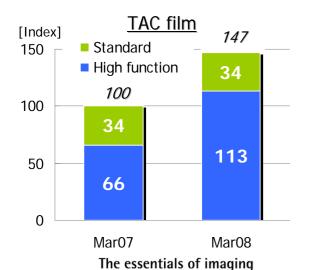
  Ensuring further growth.

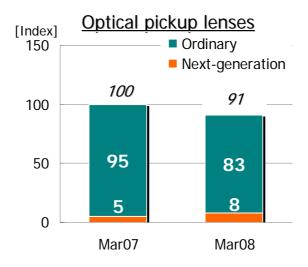
## **Optical pickup lens:**

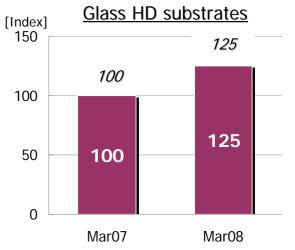
Began full-scale shipments for use with next-generation DVDs -> Contributing to profit growth.

#### **Glass HD substrate:**

- Sharp rise in orders in substrates for application involving perpendicular magnetic recording formats.
- Malaysian factory began operating an additional manufacturing facility ahead of schedule.







## **Forecasts March 2009**



							[Billions	of yen]
							Refere	ence
	Ma	ar09 fored	casts	Mar08	Y-C	)-Y	Y-O-Y	
	1H	2H	FY	FY	FY	(%)	1H (%)	2H (%)
Net sales	535.0	575.0	1,110.0	1,071.6	38.4	4%	2%	5%
Operating income	56.5	63.5	120.0	119.6	0.4	0%	-1%	2%
Operating income ratio	10.6%	11.0%	10.8%	11.2%				
Ordinary income	55.0	60.0	115.0	104.2	10.8	10%	1%	21%
Net income before taxes	57.0	58.0	115.0	99.0	16.0	16%	6%	28%
Net income	34.0	36.0	70.0	68.8	1.2	2%	-10%	15%
Net income ratio	6.4%	6.3%	6.3%	6.4%				
EBIDA			197.0	166.7				
FOREX [P/L] [Yen] USD			100.00	114.28				
Euro			155.00	161.53				

Note : Impact of exchange rate fluctuation to operating income if given ¥1 change (full-year base): FY/Mar08 actual : USD → ¥0.2 billion, EUR → ¥0.85 billion

# Forecasts March 2009 - segment



[Billions of yen]

Net sales	Ma	ar <mark>09 For</mark> e	casts	Mar08	Y-O	-Y	Ref: \	Y-O-Ý
Het sales	1H	2H	FY	FY	FY	(%)	1H (%)	2H (%)
Business Technologies	345.0	375.0	720.0	701.0	19.0	3%	-1%	6%
Optics	100.0	110.0	210.0	182.3	27.7	15%	20%	11%
Medical & Graphic	75.0	75.0	150.0	161.1	-11.1	-7%	-7%	-7%
Other businesses	10.0	10.0	20.0	16.8	3.2	19%	21%	17%
Sub total	530.0	570.0	1,100.0	1,061.2	38.8	4%	2%	5%
HD and eliminations	5.0	5.0	10.0	10.4	-0.4	-4%	-14%	9%
Group total	535.0	575.0	1,110.0	1,071.6	38.4	4%	2%	5%
Operating income	Mar09 Forecasts		Mar08	Mar08 Y-O-Y		[Billions of yen] Ref: Y-O-Y		
operating income	1H	2H	FY	FY	FY	(%)	1H (%)	2H (%)
<b>Business Technologies</b>	44.5	49.5	94.0	90.1	3.9	4%	0%	9%
Operating income ratio	12.9%	13.2%	13.1%	12.9%				
Optics	16.0	17.0	33.0	31.3	1.7	6%	23%	-7%
Operating income ratio	16.0%	15.5%	15.7%	17.1%				
Medical & Graphic	2.0	3.0	5.0	7.8	-2.8	-36%	-50%	-20%
Other businesses	1.0	1.5	2.5	2.1	0.4	20%	-24%	93%
Sub total	63.5	71.0	134.5	131.2	3.3	2%	1%	4%
Operating income ratio	12.0%	12.5%	12.2%	12.4%				
HD and eliminations	-7.0	-7.5	-14.5	-11.6	-2.9			
Group total	56.5	63.5	120.0	119.6	0.4	0%	-1%	2%
Operating income ratio	10.6%	11.0%	10.8%	11.2%				
The essentials of imaging	·					<u> </u>		

# Forecasts March 2009 - excluding effects from tax law change and accounting method change



[Billions of yen]

	[a]				Factors* [b]		Mar09 fore	ecasts exc	I. factors
	Mar09 Forecasts	Mar08 Results	Y-O-Y	Y-O-Y (%)	Tax law change	Accunting method change	FY [a]+[b]	Y-O-Y	Y-O-Y (%)
<b>Business Technologies</b>	94.0	90.1	3.9	4%	0.0	3.0	97.0	6.9	8%
Operating income ratio	13.1%	12.9%					13.5%		
Optics	33.0	31.3	1.7	6%	7.0	0.5	40.5	9.2	30%
Operating income ratio	15.7%	17.1%					19.3%		
Medical & Graphic	5.0	7.8	-2.8	-36%	0.0	0.5	5.5	-2.3	-29%
Other businesses	2.5	2.1	0.4	20%			2.5	0.4	
Sub total	134.5	131.2	3.3	2%	7.0	4.0	145.5	14.3	11%
Operating income ratio	12.2%	12.4%					13.2%		
HD and eliminations	-14.5	-11.6	-2.9		0.0	0.0	-14.5	-2.9	
Group total	120.0	119.6	0.4	0%	7.0	4.0	131.0	11.4	10%
Operating income ratio	10.8%	11.2%					11.8%		

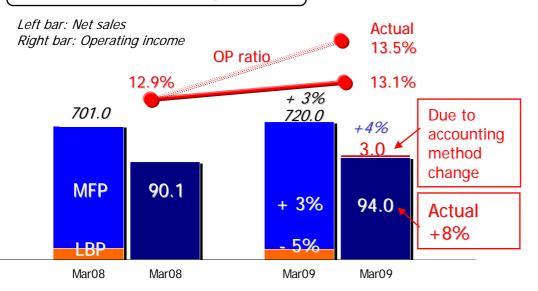
Tax law change → Changes in accounting policy for tangible fixed assets depreciation periods. Accounting method change → Changes in accounting methods for inventory valuation.

<sup>\*</sup>Factors:

## Forecasts March 2009 - Business Technologies



## **Net sales / Operating income**



## Maintain growth trend with sales channel development

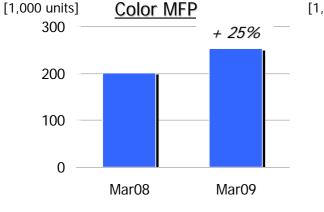
# MFP: Expand MFP and production printing businesses

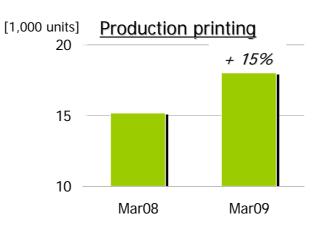
- Further develop new sales channels
- Promote strategic business alliance with Oce
- Rapidly generate synergy effects with Danka

# LBP: Increase unit sales in tandem type models (Increase MIF)

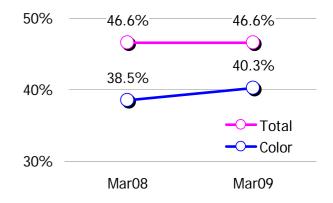
 Strengthen marketing activities targeting ordinary offices that anticipate considerable printing volumes

### **Unit sales**





## MFP non-hard ratio



## **Growth strategies - Business Technologies**



## Strategic alliance with Oce

[Entered into agreement on April 4, 2008]

# Become one of the most extensive MFP provider in the industry for general office as well as production printing systems

- Office printing systems: Konica Minolta will supply its products to Oce on an OEM basis, from its entire product line.
- Production printing systems: Both companies will supply products to each other on OEM basis.
   For the joint developed products\*, each party will sell through each sales channel with each brand.

## **Acquisition of Danka Office Imaging**

[Pending purchase announced on April 4, 2009. Finalization in June 2008 (Upon consummation of transaction)]

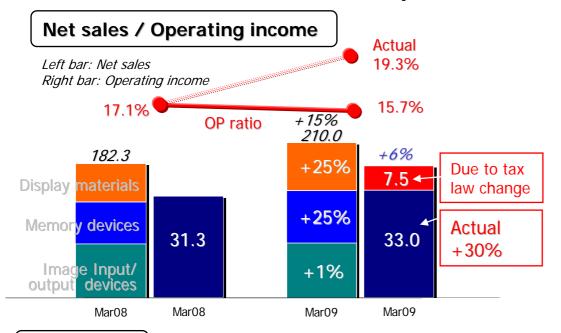
## Strengthen direct marketing in the US

- Increase MIF of color MFPs for general offices
- Accelerate growth in production printing business

<sup>\*</sup> High-speed models for light to mid-range production printing markets.

## Forecasts March 2009 - Optics





# Strategically increase production capabilities

### TAC film:

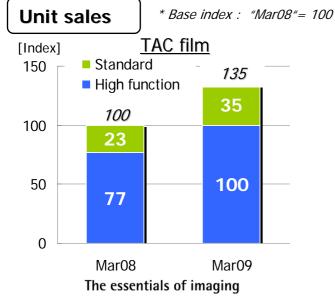
- Quick start-up of the 6<sup>th</sup> production line
- Increase VA-TAC film market share

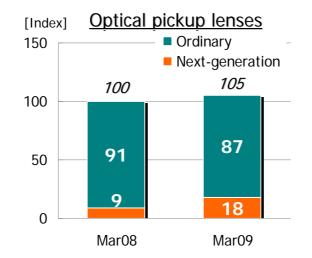
### **Optical pickup lens:**

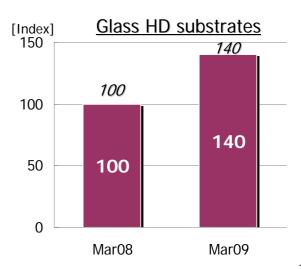
 Maintain overwhelmingly strong market position for Blueray Disks

#### Glass HD substrate:

 Increase production capability at Malaysian manufacturing facility.







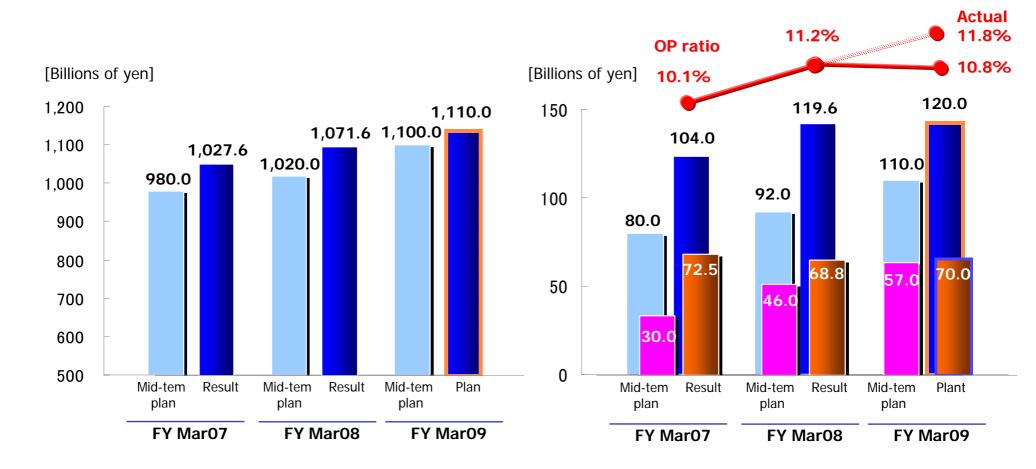
## Forward 08 - Targets vs. results (plan Mar. 2009)



Steadily achieved fiscal year targets ahead of schedule.

Net sales

## Operating income & net income



## **Dividend policy**



The new policy calls for the basic approach of making a comprehensive evaluation of consolidated performance and funding requirements for promoting strategic investments in growth fields while seeking to sustain shareholder returns.

## [ Specific dividend target ]

# Dividend payout ratio of 25% or higher over the medium-to-long term

	Mar2006	Mar2007	Mar2008	Mar2009 Plan
Dividends per share (Annual)	0 yen	10 yen	15 yen	20 yen

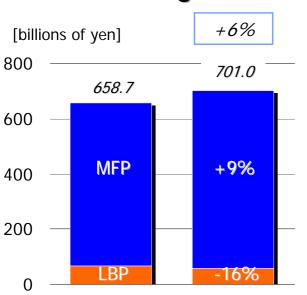


# **Supplementary Information**

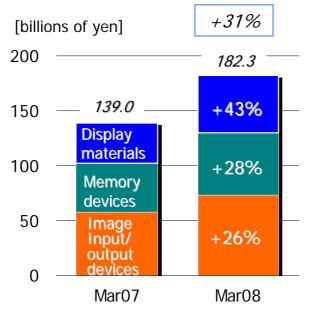
## Results Mar 2008 - Net sales/unit sales - Sub segment



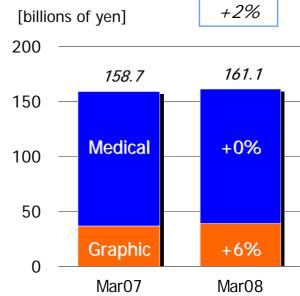
# BusinessTechnologies



## Optics



# Medical & Graphic Imaging



#### MFP unit sales Y-O-Y: +4%

Mar<sub>07</sub>

Color: +26%
B/W: -4%

(of which, production print: +10%)

Mar<sub>08</sub>

LBP unit sales Y-O-Y: -33%

Color: -44% (of which, single-pass: 0%) B/W: -28%

#### LCD materials unit sales Y-O-Y

TAC film: +47%

Memory devices unit sales Y-O-Y

Optical pickup lenses: -9% Glass substrates for HD: +25%

Image input/output components unit sales Y-O-Y

Mobile phone components: +82%

#### Medical : unit sales Y-O-Y

X-ray film: -4%

Digital input/output equipment: +16%

#### Graphic : unit sales Y-O-Y

Graphic-arts film: +1%

Digital printing equipment: +220%

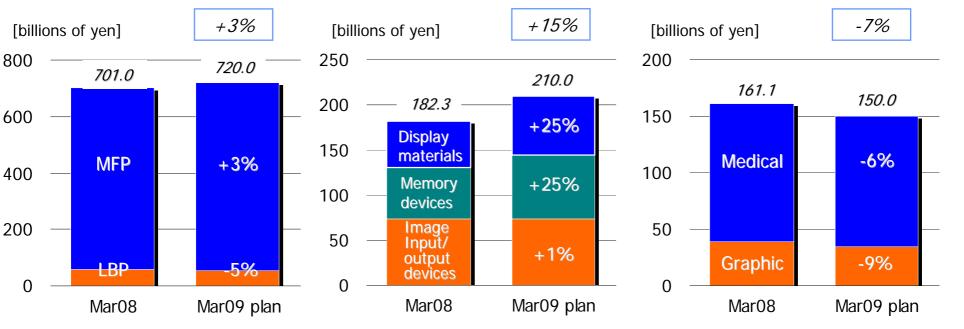
## Forecasts Mar 2009 - Net sales/unit sales - Sub segment



# BusinessTechnologies







#### MFP unit sales Y-O-Y: +5%

Color: +25%
B/W: -5%
(of which, production print: +15%)

LBP unit sales Y-O-Y: -5%

Color: +75% (of which, single-pass: +190%) B/W: -35%

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#### LCD materials unit sales Y-O-Y

TAC film: +35%

Memory devices unit sales Y-O-Y

Optical pickup lenses: +5% Glass substrates for HD: +40%

Image input/output components unit sales Y-O-Y

Mobile phone components: 0% DSC/VCR lens units: -15%

#### Medical: unit sales Y-O-Y

X-ray film: -10% Digital input/output equipment: +25%

#### Graphic: unit sales Y-O-Y

Graphic-arts film: -20%

Digital printing equipment: +40%

## Consolidated results - 4Q Mar 2008



	Jan-Mar 2008	Jan-Mar 2007	[Billions of yen] Y-O-Y (%)
Net sales	276.6	283.0	-2%
Gross income	132.5	136.3	-3%
Gross income ratio	47.9%	48.2%	370
Operating income	30.0	33.7	-11%
Operating income ratio	10.9%	11.9%	
Ordinary income	17.8	28.3	-37%
Net income before taxes	13.7	26.6	-48%
Net income	13.1	32.4	-60%
Net income ratio	4.7%	11.5%	
FOREX [P/L] [Yen] USD	105.29	119.52	
Euro	157.64	156.50	

# Consolidated results - 4Q Mar 2008 - Segment

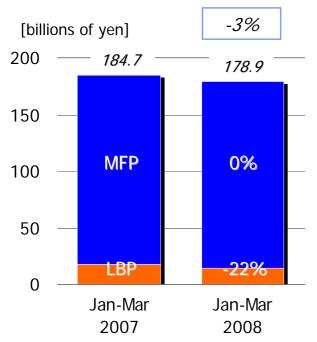


Net sales			[Billions of yen]
	Jan-Mar 2008	Jan-Mar 2007	Y-O-Y (%)
Business Technologies	178.9	184.7	-3%
Optics	48.2	37.7	28%
Medical & Graphic	43.5	46.6	-7%
Other businesses	4.5	4.7	-4%
Sub total	275.1	273.9	0%
Photo Imaging		6.8	
HD and eliminations	1.5	2.4	-38%
Group total	276.6	283.0	-2%
Operating income			[Billions of yen]
operating insente	Jan-Mar 2008	Jan-Mar 2007	Y-O-Y (%)
Business Technologies	23.0	25.4	0%
Optics	7.1	6.1	16%
Medical & Graphic	1.9	1.8	8%
Other businesses	0.5	1.0	-47%
Sub total	32.5	34.3	-5%
Photo Imaging		0.6	
HD and eliminations	-2.5	-1.2	
Group total	30.0	33.7	-11%

## Net sales / unit sales - Sub segment - 4Q Mar 2008



# BusinessTechnologies



#### MFP unit sales Y-O-Y: -2%

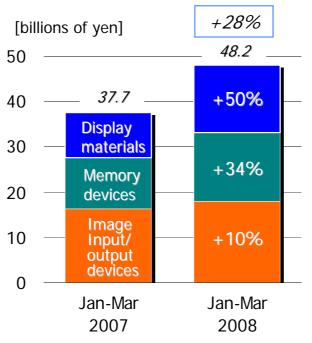
Color: +26%
B/W: -14%
(of which, production print: -10%)

#### LBP unit sales Y-O-Y: -35%

Color: -41% (of which, single-pass: -5%) B/W: -32%

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## Optics



#### LCD materials unit sales Y-O-Y

TAC film: +47%

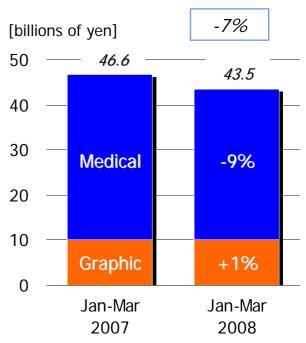
### Memory devices unit sales Y-O-Y

Optical pickup lenses: +2% Glass substrates for HD: +57%

#### Image input/output components unit sales Y-O-Y

Mobile phone components: +122% DSC/VCR lens units: -13%

# Medical & Graphic Imaging



#### Medical: unit sales Y-O-Y

X-ray film: -5%

Digital input/output equipment: -8%

#### Graphic: unit sales Y-O-Y

Graphic-arts film: +3%

Digital printing equipment: +159%

## Operating income analysis

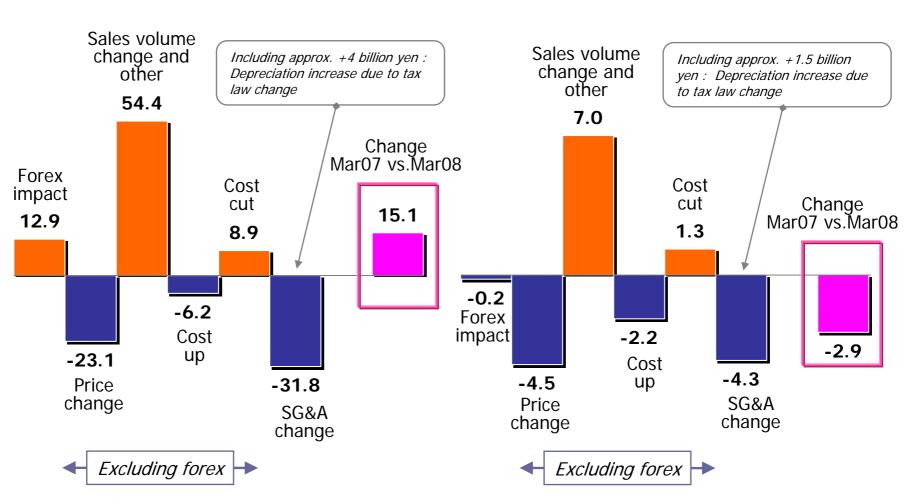
[Excluding Photo Imaging]



[billions of yen]

## Full year

# 3 months [Jan-Mar]



## SG&A



					[Bil	lions of yen]
	FY <u>Mar08</u>	FY <u>Mar07</u>	Y-O-Y	Jan-Mar <u>2008</u>	Jan-Mar <u>2007</u>	Y-O-Y
Sales expenses	61.9	62.0	-0.0	15.0	18.2	-3.2
R&D	81.3	72.0	9.3	22.2	19.0	3.3
Salaries and wages	162.6	157.5	5.2	40.7	40.7	0.1
Other	105.9	99.5	6.3	24.5	24.8	-0.3
SG&A total	411.7	390.9	20.8	102.5	102.7	-0.2

[Forex impact]

Full year: +6.2 billion yen (Actual: +14.6 billion yen) 3 months (Jan-Mar): -2.3 billion yen (Actual: +2.1 billion yen)

# Non-operating profit/loss



			[Billions of yen]
	FY Mar08	FY Mar07	Y-O-Y
Interest and dividend income	2.6	2.3	0.3
Foreign exchange gain	0.0	3.4	-3.4
Other	7.9	8.9	-1.0
Non-operating income	10.6	14.7	-4.1
Interest expenses Loss on revaluation/disposal of inventories Foreign exchange loss Other	4.5 7.1 7.6 6.8	5.1 7.1 0.0 8.4	-0.6 0.0 7.6 -1.6
Non-operating expenses	26.0	20.6	5.4
Non-operating income/expenses	-15.4	-5.9	-9.5

# Extraordinary income/loss

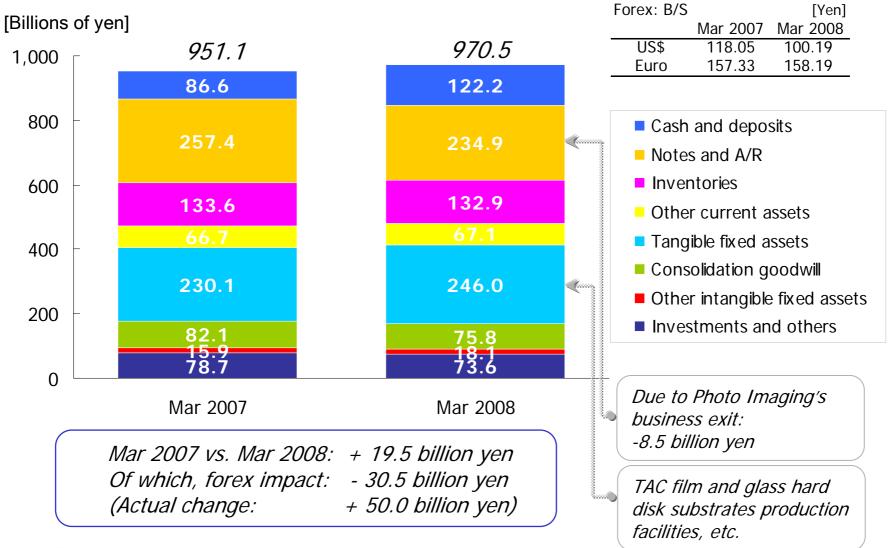


[Billions of yen]

		וווטו	ions of yeng
	FY	FY	Y-O-Y
	Mar08	<u> Mar07</u>	1-0-1
Gain on sales of fixed assets	1.3	7.3	-6.0
Gain on sales of investment securities	0.0	2.8	-2.8
Reversal of allowance for loss on withdrawal from operation	0.6	0.0	0.6
Patent-related income	8.1	0.0	8.1
Other	0.1	1.8	-1.7
Extraordinary profits	10.0	11.8	-1.8
Loss on disposal/sales of fixed assets	4.5	2.8	1.7
Impairment loss and loss due to exiting business	5.7	0.6	5.1
Environmental expenses	1.9	0.0	1.9
Other	3.2	1.6	1.6
Extraordinary losses	15.3	5.1	10.2
Extraordinary profits/losses	-5.2	6.8	-12.0

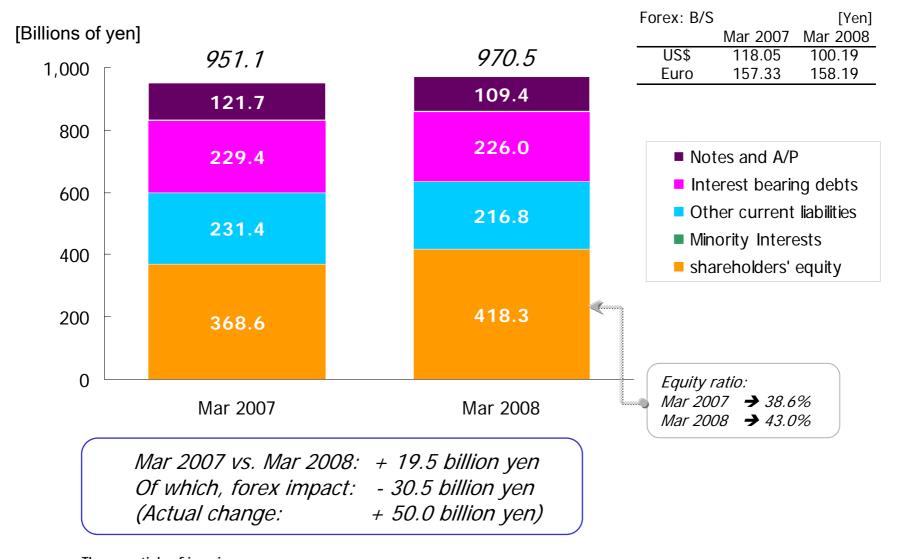
## B/S - Assets





## B/S - Liabilities and shareholders' equity





## Interest bearing debts and inventories



4.0

2.0

130.0

2.70

Plan

## **Interest-bearing debts**

#### [Billions of yen] Inventories — Turnover [Billions of yen] Debts — D/E ratio [Months] 300 1.0 [Times] 200 236.6 229.4 226.0 0.8 210.0 149.4 133.6 132.9 0.81 200 0.6 0.62 100 0.54 0.4 0.50 3.41 100 3.19 2.96 0.2 0.0 0 0 Mar 2006 Mar 2007 Mar 2008 Mar 2009 Mar 2006 Mar 2007 Mar 2008 Mar 2009 Plan

D/E ratio = Interest-bearing debts at year-end / Shareholders' equity at year-end

Inventory turnover (months) = Average inventories / Average cost of sales per month

Inventories and

inventory turnover

## Cash Flows



[Billions of	yen]
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	FY <u>Mar08</u>	FY <u>Mar07</u>	Y-O-Y	Jan-Mar <u>2008</u>	Jan-Mar 2007	Y-O-Y
Income before income taxes	99.0	104.9	-5.9	13.7	26.6	-12.8
Depreciation and amortization	60.4	52.7	7.8	15.9	15.2	0.7
Allowance for loss on withdrawal from operation	-16.4	-30.0	13.6	-4.8	-7.9	3.1
Change in working capital, other	-20.1	-60.9	40.8	24.3	-10.7	35.0
Net cash provided by operating activities	123.0	66.7	56.3	49.1	23.2	26.0
Net cash outflow from investing activities	-76.8	-56.4	-20.4	-21.3	-18.2	-3.1
- II. Free cash flow	46.2	10.3	35.9	27.8	5.0	22.8
Change in debts and bonds	-0.9	-4.9	4.0	2.7	-2.8	5.5
Dividends paid	-9.3	-0.0	-9.3	-0.1	-0.0	-0.1
Other	-0.4	-0.3	-0.1	-0.0	-0.0	0.0
Net cash outflow from financing activities	-10.5	-5.2	-5.4	2.6	-2.8	5.4

# R&D expenses, investments, depreciation, and FCF

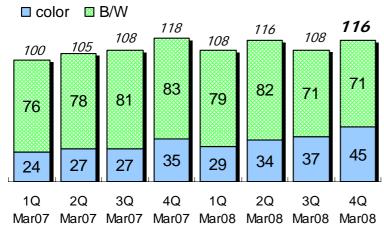


				[Billions of yen]		
	FY	FY	Y-O-Y	Y-O-Y	Mar09	
	<u> Mar08</u>	Mar07	<u> </u>	(%)	Forecast	
R&D expenses	81.3	72.0	9.3	13%	90.0	
Investment	75.3	64.0	11.3	18%	75.0	
Depreciation	60.4	52.7	7.8	15%	80.0	
FCF	46.2	10.3	35.9	348%	15.0	

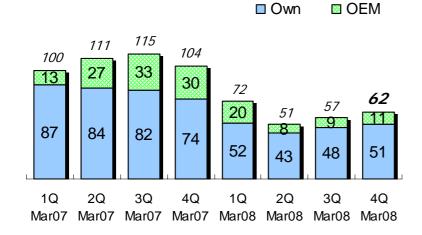
## Unit sales - Business Technologies



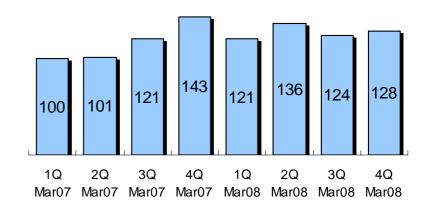
### MFP



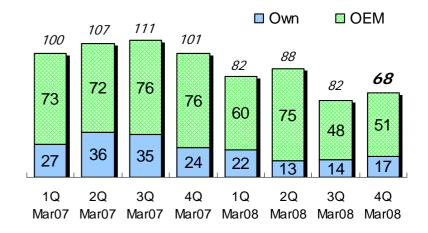
## Color LBP



## Production printing (Color and B/W)



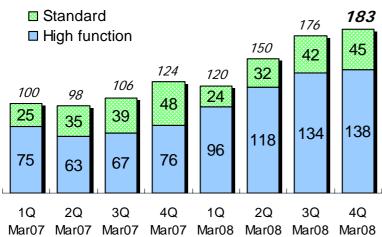
### ■ B/W LBP



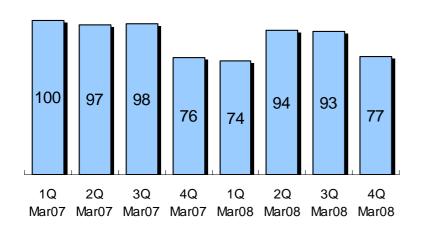
## Unit sales - Optics



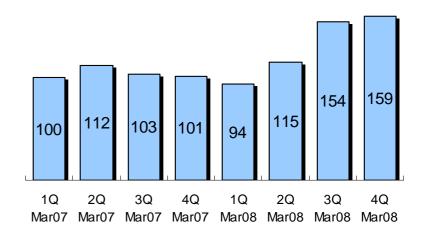
### TAC film



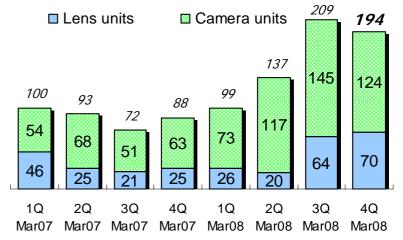
## Optical pickup lens



## Glass substrates for HD



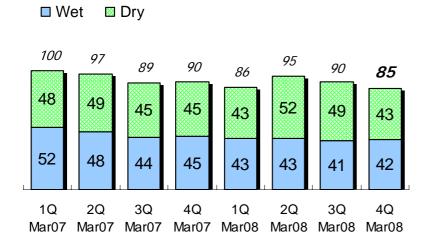
## Mobile phone components



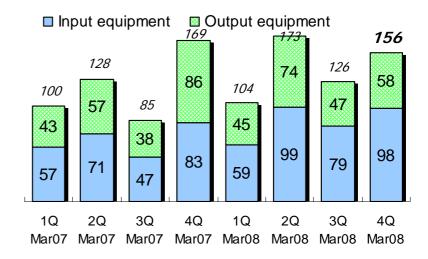
## Unit sales - Medical & Graphic



## X-ray film (dry & wet)



## Digital input/output equipment



\* Base index : "1Q Mar07 "= 100