



SHINKA 2019
Evolution



Konica Minolta, Inc. 4th Quarter/FY2019 ended in March 2020 **Consolidated Financial Results**

Three months: January 1, 2020 – March 31, 2020
Fiscal Year 2019: April 1, 2019 – March 31, 2020
– Announced on May 26, 2020 –

Shoei Yamana
President and CEO
Konica Minolta, Inc.

1. FY2019 Performance Overview:

- Progress of priority initiatives
- COVID-19 impact by business

2. FY2020 Management Policy:

- **Perceptions of the business environment** (particularly the COVID-19 impact)
- **Priority policies**
 1. Sustainable improvement and strengthening of profitability
 2. Securing liquidity
 3. Comprehensive reduction of fixed costs
 4. Improving capital productivity
 5. Transforming organizational structure
- Prospects for each business (main businesses)

3. The post COVID-19 situation and the view beyond

FY2019 12M Performance Overview | Summary



KONICA MINOLTA

[¥ billions]

	FY2019 12M	FY2018 12M	YoY	YoY (W/O Forex)	YoY (Without External and Special Factors)	FY2019 4Q	FY2018 4Q	YoY	YoY (W/O Forex)	YoY (Without External and Special Factors)
Revenue	996.1	1,059.1	-6%	-3%	-1%	249.1	281.5	-12%	-9%	-1%
Operating Profit	8.2	62.4	-87%	-75%	-12%	-2.4	11.9	—	—	+34%
Profit attributable to owners of the Company	-3.1	41.7	—			-5.2	8.0	—		
FOREX [Yen]										
USD	108.74	110.91	-2.17			108.92	110.2	-1.28		
EUR	120.82	128.41	-7.59			120.11	125.15	-5.04		

*1 Without External and Special Factors: Forex, US-China trade tariff, CRE strategy related expenses, structural reform expenses, one-off expenses such as impairment, COVID-19 impact

Revenue

- 4Q was seriously affected by exchange rates and also by COVID-19, but a larger part of the decline in revenue was caused by the curtailment of operating activities. There was no disappearing of demand or diminishing of competitiveness, and revenue effectively remained more or less flat.
- For the full year, excluding exchange rates, COVID-19, and other external factors, effective revenue was at the bottom in 1Q and then began recovering in 2Q, following which it has been holding stable. There was significant top line expansion in new businesses that had advance expenses invested along the way.

Profit

- In the 4Q, operating income increased in real terms excluding external and special factors. Improvements continued quarter on quarter basis .
- In the fiscal year, operating profit posted a significant decline due to delays in cost reductions that occurred in the first half of the fiscal year, as well as external and special factors. Profit attributed to owners of the Company for the year posted a loss. Additional structural reform costs for the second half were recorded as planned.

FY2019 12M Performance Overview | Revenue & Operating Profit by Segment



KONICA MINOLTA

[¥ billions]

<u>Revenue</u>	FY2019	FY2018	YoY	YoY	YoY	FY2019	FY2018	YoY	YoY	YoY
	12M	12M		(W/O Forex)	(Without External and Special Factors)	4Q	4Q		(W/O Forex)	(Without External and Special Factors)
Office	546.5	587.9	-7%	-4%	-2%	134.3	151.4	- 11%	-9%	-2%
Professional Print	210.1	227.7	-8%	-4%	-1%	51.4	62.7	- 18%	-15%	-5%
Healthcare	87.9	90.9	-3%	-2%	+1%	24.7	29.8	- 17%	-16%	-8%
Industrial	109.6	116.7	-6%	-5%	-2%	26.7	28.3	- 6%	-5%	+7%
Optical systems for industrial use	30.8	35.2	-12%	-10%	-5%	8.2	9.0	- 8%	-6%	+10%
Materials and components	78.8	81.5	-3%	-3%	-1%	18.5	19.3	- 4%	-4%	+6%
New business	41.2	34.7	+19%	+22%	+23%	11.8	9.2	+29%	+31%	+33%
Bio-healthcare	30.6	25.9	+18%	+21%	+22%	8.3	6.9	+20%	+21%	+27%
Others	10.6	8.7	+21%	+26%	+24%	3.6	2.3	+58%	+61%	+52%
Corporate, etc.	0.8	1.2	-30%	-14%	-14%	0.2	0.2	+20%	+49%	+49%
Company overall	996.1	1059.1	-6%	-3%	-1%	249.1	281.5	- 12%	-9%	-1%

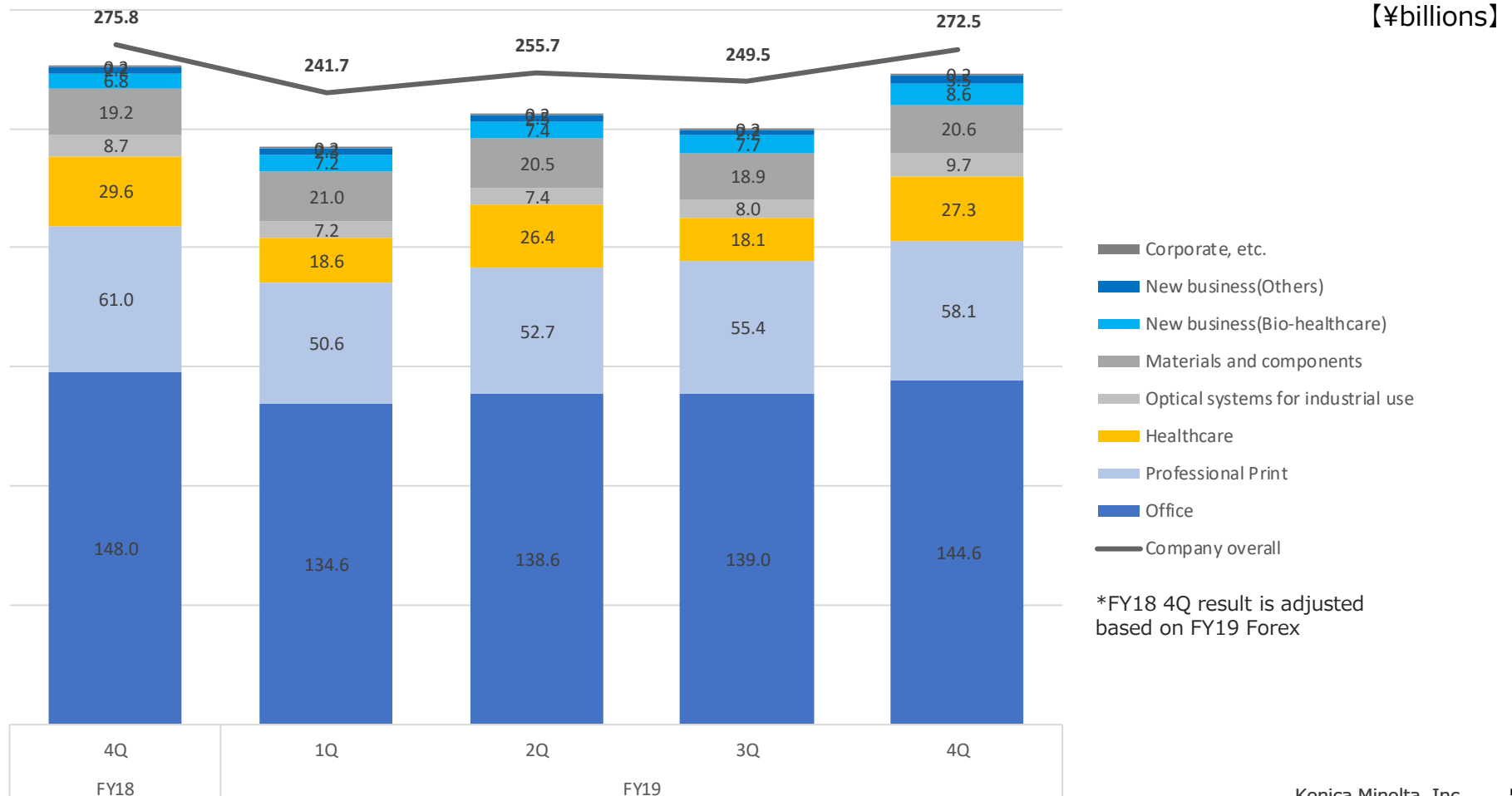
<u>Operating profit/OPM</u>	FY2019	FY2018	YoY	YoY	YoY	FY2019	FY2018	YoY	YoY	YoY
	12M	12M		(W/O Forex)	(Without External and Special Factors)	4Q	4Q		(W/O Forex)	(Without External and Special Factors)
Office	23.9	47.2	-49%	-39%	-18%	1.3	12.8	- 90%	-83%	-13%
Professional Print	4.4	13.8	-69%	-54%	-10%	-0.7	5.1	—	—	+8%
Healthcare	0.6	2.4	-73%	-54%	+11%	0.1	1.2	- 95%	-90%	-5%
Industrial	19.2	20.9	-8%	-8%	+0%	3.8	3.9	- 1%	-0%	+63%
New business	-17.7	-19.3	—	—	—	-2.9	-5.3	—	—	—
Corporate, etc.	-22.2	-2.6	—	—	—	-4.1	-5.8	—	—	—
Company overall	8.2	62.4	-87%	-75%	-12%	-2.4	11.9	—	—	+34%

*1 Without External and Special Factors: Forex, US-China trade tariff, CRE strategy related expenses, structural reform expenses, one-off expenses such as impairment, COVID-19 impact

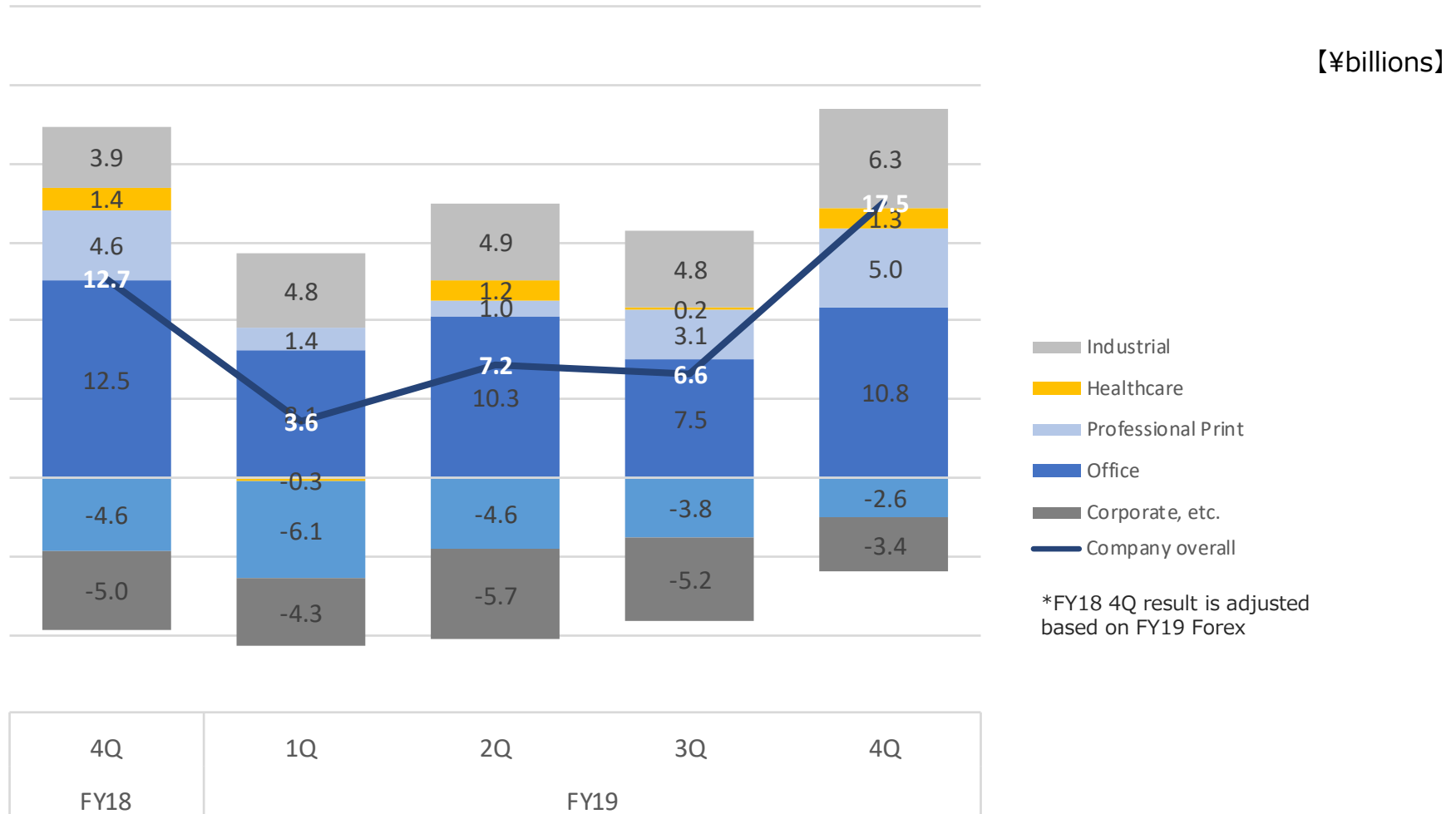
Although earnings were largely as anticipated up to February, except in China, the spread of COVID-19 in other regions in March was accompanied by major constraints on business activities, including sales and installation of already contracted equipment.

Business	Effects	Effects on revenue	Effects on profit
Office/ Professional Print	Supply aspects: Although operations at two plants in China (January 19–February 10), the Malaysia plant (March 18–April 15), and the France plant (March 18–April 8) were shut down, the impact on the present period is slight. Sales aspects: Lockdown in China (February–March) and in Europe and the US (March) had an impact mainly on direct sales and on sales, orders, and installations through small and medium-sized dealers	[Office] A little over ¥10.0 bn [Professional P.] A little less than ¥7.0 bn	[Office] A little over ¥5.0 bn [Professional P.] A little less than ¥3.0 bn
Healthcare	Supply aspects: No impact as operations including at China plants continued as Essential Business Sales aspects: Some special demand related to COVID-19 occurred, but hospitals closing or having significantly reduced outpatient numbers due to lockdown in every region had an impact	A little less than ¥3.0 bn	A little over ¥1.0 bn
Materials and Component	Supply aspects: Production is concentrated in Japan, so there was no impact Sales aspects: Although panel manufacturers in China saw reduced utilization rates, there were also activities to secure materials, so the impact was slight. Reduced demand from IJ printer manufacturers in China had an impact.	Around ¥2.0 bn	A little over ¥0.5 bn
Optical systems for Industrial Use	Supply aspects: No impact on supply from production sites in Japan, Germany, or the US Sales aspects: Impact from curbed investments and postponed installation at China installation locations	Around ¥1.5 bn	Around ¥1.0 bn
New business	WPH, like Office, Bio-healthcare, despite reduction in number of tests due to lockdown in the US, far surpassed the same period in previous year.	A little less than ¥0.5 bn	A little less than ¥0.5bn
Total		¥23.0 bn	¥11.0 bn

Quarterly revenue on an effective basis, excluding special factors, fell year on year in 1Q due to the impact of the delayed contribution from new office products, but it recovered in 2Q and has remained stable since then.



Quarterly operating profit, excluding special factors, bottomed out in 1Q of FY2019. The expansion of the effect from new office products, the recovery in production printing, the improved profitability in new businesses, and other such factors achieved the result of increased profits in real terms in 4Q.





Business	YoY QoQ	Year on year	3Q quarter on quarter
Office	-¥1.7 (-13%) +¥3.3 billion (+44%)	<ul style="list-style-type: none"> Decline in profit mix due to limited effect of Seg.4 new products. However, units sales shares of A3 color products increased, 19.7%(+1.2%). 	<ul style="list-style-type: none"> In Europe, the new product momentum accelerated, and installation of projects also contributed.
Professional Print	+¥0.4 billion (+8%) +¥1.9 billion (+60%)	<ul style="list-style-type: none"> The effects of sales structure strengthening and appeal to IQ-501 customer value were realized. And keep top position in color LPP / MPP with over 40% market share. 	<ul style="list-style-type: none"> Both PP and IP sustained their improvement from the first half. HPP will make its PV contribution from FY2020 on.
Healthcare	-¥0.1 billion (-5%) +¥1.1 billion (+500%)	<ul style="list-style-type: none"> DR sales increased in Europe, Asia, and South America. Ultrasound also sustained its growth by spreading among clinical departments and regionally. 	<ul style="list-style-type: none"> 4Q is the period of maximum demand, and sales increased. Digital X-ray Dynamic Digital Radiography Systems also advanced their record of achievement.
Industrial Business	+¥2.4 billion (+63%) +¥1.5 billion (+30%)	<ul style="list-style-type: none"> Performance Materials: The strategy of shifting the product portfolio was successful. 	<ul style="list-style-type: none"> Performance Materials: Customers completed their inventory adjustment that impacted Q3.
New Business	+¥2.1 billion (losses reduced) +¥1.3 billion (losses reduced)	<ul style="list-style-type: none"> Bio-healthcare: Strengthening marketing capabilities and product competitiveness significantly increased genetic diagnostics revenue, improving profitability. 	<ul style="list-style-type: none"> Bio-healthcare: Genetic diagnostics showed continuing revenue growth due to the expanding deployment of RNA testing. Control over expenses geared to top line expansion was effective.

Year-End Dividends

- As announced on May 12, 2020, we declared a year-end dividend of ¥10 per share, reflecting the impact of the spread of COVID-19 impact, and taking into account financial performance for FY2019 and the business climate
- We resolved at our Board of Directors held today.

Directors' Compensation

- In light of our financial results, performance-based compensation for executive officers will be significantly reduced, in addition to which the President and CEO together with the other executive officers and the Chairman of the Board of Directors will voluntarily return a portion of their directors' compensation according to their titles and responsibilities.

FY2020 Management Policy

Earnings Forecast

- Economic activity continues to be constrained by the COVID-19 impact in every region of the world, and though signs of easing can be seen in some countries, concerns about a second wave and other considerations make the outlook uncertain so there are few prospects for a timeframe for complete resolution.
- Since these circumstances make it difficult to calculate reasonable forecasts, no earnings forecast or dividend forecast will be provided for FY2020 at this point.
- Going forward, we plan to announce forecasts promptly when it becomes possible to calculate them.

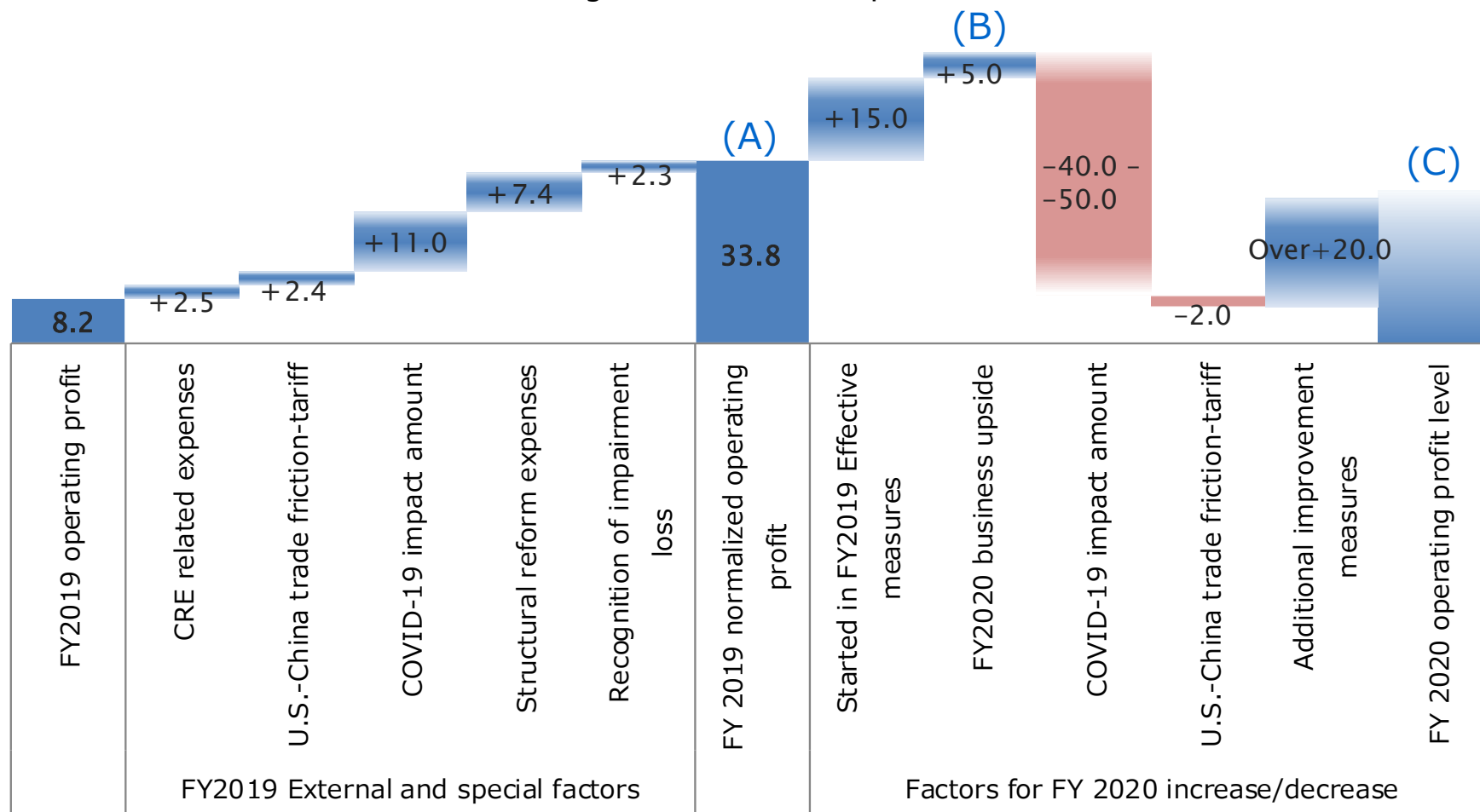
Dividend forecast

- Konica Minolta's basic policy remains unchanged:
"Our basic policy is to proactively return profits to shareholders while taking into consideration the overall status of consolidated earnings and strategic investment in growth fields."
- However, dividend forecast has not been determined because it is difficult to reasonably calculate financial performance forecast as of today and there is no clear prospect of liquidity on hand.

FY2020 Increase and decrease based on normalized FY19 profit



- A) Effective operating profit for FY2019, with special factors excluded from FY2019 operating profit
- B) Figures incorporating FY2019 structural reform effects and the earning power of each business form the baseline for FY2020.
- C) This is taken as a starting point for estimating the downside risk of COVID-19, and additional measures, such as reductions of fixed costs made to mitigate risks, are incorporated.



FY2020 Prospects for COVID-19 Impact (Risk) in Each Business

- Under the assumptions below, the COVID-19 impact in FY2020, particularly in 1Q, will further expand from 4Q of FY2019, and from 2Q on, economic activity resumes, but shifts to post COVID-19 with a wave of 1-2 years.

	1Q	2Q	3Q/4Q
Economic activity in Japan, Europe, and the US	Economic activity diminishes with declaration of state of emergency and under lockdown	Economic activity resumes	Economic activity gets up to full speed
Office and Workplace Hub	Hard: Constraints on operating activities lead to decline in sales. Non-hard: PV also declined under teleworking conditions.	Although there are differences by region and sector, return to the workplace is being accompanied by gradual recovery of hard demand.	Hard: Unit sales are approaching their level of a year ago, but changes may occur in A3/A4 product mix and other areas. Non-hard: PV continues to decline as teleworking becomes more pervasive.
Professional Print	Hard: Constraints on operating activities lead to decline in sales. Non-hard: As economic activity stalls, PV declines but label printing is strong.	Although there are differences by region and sector, the resumption of economic activity is being accompanied by gradual recovery of hard demand and PV.	Hard: The slowing economy may mean commercial printers require more time to recover willingness to invest. Non-hard: PV declines in commercial printing as a whole but PV grows in digital printing.
Healthcare and Bio-healthcare	Reductions in the number of patient visits have reduced orders, and turmoil at medical institutions has lowered the priority given to equipment procurement.	Demand recovers in positive proportion to restoration of the number of patient visits, and although regional differences exist, situations normalize.	Return to pre-COVID-19 levels. Demand increases for image diagnosis, vital sensing, and medical IT in primary care that contributes to curbing the spread of infection. Bio-healthcare: Needs expand for COVID-19 treatment drug research and clinical trials, online medical interviews.
Industrial Business	China production by FPD-related manufacturers recovers.	Intensity of impact varies by application of display product.	TV impacted by slowing economy while smartphones and PCs hold solid with teleworking demand.

Policies

1. Sustainable improvement and strengthening of profitability
2. Securing liquidity
3. Comprehensive reduction of fixed costs
4. Improving capital productivity
5. Transforming organizational structure

FY2020 Basic Management Policies |

(1) Sustainable Improvement and Strengthening of Profitability from FY2019

1. Resolve delays in manufacturing cost reduction and yield the results of additional measures
2. FY19 structural reform to accelerate transformation of our business portfolio

(additional one-time costs of ¥6.1 billion in the second half FY19, FY19 annual cost of ¥7.4 billion, including implementation in first half)

FY20 Envisioned
annual effect
amount

¥15.0 billion



Maintain and accelerate the momentum of profitability improvement in terms of business from the first half to the second half in FY19, and expand the figures for profit recovery toward FY20.

- **Office:** Contribute throughout the year by switching over to new products with the full lineup. Provides one-stop solutions for IT-management and security measures for customers by Managed IT service. Strengthen support for reforming paper-dependent workflow process and productivity improvements by Managed Content Service.
- **Professional Print:** New HPP products and KM-1 products will contribute from the first half of FY2020, while new LPP products will be introduced in the second half. In addition, strengthen consulting services for identifying and resolving commercial and industrial printing issues
- **Industrial Business:** Measuring instruments capture the wave of display demand and deepen regional strategies. Performance materials contributed to earnings by developing the business for new applications.
- **Healthcare:** Profitability improved by dynamic digital analysis and medical IT
- **New:** Full-scale move toward expanded top line and control over expenses geared to top line expansion.

Securing Liquidity and Conducting Comprehensive Cash Flow Management

Placing great importance on cash, conduct comprehensive cash flow management from the dual aspects of further securing liquidity and engaging in business operations.

- Further secure the liquidity of each group company (FY2019: balance of approximately ¥90.0 billion in cash and cash equivalents)
 - In April, we raised ¥85.0 billion from financial institutions.
 - We have kept our existing commitment line agreements with several financial institutions, where our outstanding balance of ¥100.0 billion remains unused.
 - In addition, we have entered agreements with a number of financial institutions this month for a new commitment line of ¥200.0 billion.
 - In normal times, we think in terms of two months' worth of sales, but we have secured adequate liquidity that is nearly three times that amount, for about six months' worth.
- Business operations
 - Comprehensive inventory reduction, careful selection and limitation of capital expenditure and investment, reconsideration of the desired state of all operations and pursuit of overall efficiency improvements

Policies	
(3) Comprehensive reduction of fixed costs	<ul style="list-style-type: none"> ■ Carry out sweeping transformation of workstyles and the desired state of the organization adapted to the post COVID-19 situation (shift from face-to-face to remote sales and services, DX operations) ■ Pursue comprehensive optimization of personnel assignment and administration of expenses
(4) Improving capital productivity	<ul style="list-style-type: none"> ■ Full use of KM-ROIC and inventory reduction, drastic improvement in CCC ■ Make core business into a cash cow and curb capital expenditure ■ Make yielding results of past investment the top priority in M&A and other investment, and focus on projects that are essential to implement for future growth ■ Strengthen application of genre-top strategies and business portfolio strategy <div style="background-color: #0070C0; color: white; padding: 10px; text-align: center; margin: 10px 0;"> <p>Scale and growth potential of market and business × Whether continuing success can be achieved on the strength of our intangible assets × Compatibility with Konica Minolta vision and strategy</p> </div>
(5) Transforming organizational structure	<ul style="list-style-type: none"> ■ In order to establish an organizational structure that allows for both autonomous and flexible action, activate protective and proactive task forces, and face this unprecedented crisis by utilizing a mixture of top-down executive capability and bottom-up new thinking, thus changing threat into an opportunity to take proactive action.

Deploy solutions quickly for customers' COVID-19 measures and support resolving social issues.

Business	Substance of Initiatives
Company-wide	In compliance with government instructions in each country, and utilizing IT except where physical handling is necessary, implement teleworking from home as the general rule. Take all possible measures for safety in cases of physical handling, as well.
Office	In addition to IT services, including the provision of remote fax functions at no charge, in order to address issues in the introduction of teleworking by small and medium-sized enterprises, we are putting in place services that can provide fully secure public WiFi as well as consultation on personnel, labor, grant-in-aid applications, and other such matters in Japan. In Europe and the US, we are providing teleworking-from-home packages.
Professional Print	As well as providing "only for now" banners at no charge to ease social distancing from Kinko's, we have begun selling floor seats, banners, hand-washing seals, and droplet-barrier partitions. We are procuring and providing face shields at no charge using the global supply network in our Marketing Services.
Healthcare	We have donated ultrasound diagnostic equipment to Wuhan hospitals, addressing DR/CR demand that is intermittently increasing in different areas, addressing demand for pulse oximeters, and providing Regional Medical Care Network (infomity) solutions.
Bio-healthcare	On request from state governments in the United States, we have begun providing treatment drug research support and contracting COVID-19 PCR and antibody testing for corporations, employers, and healthcare personnel using our own inspection laboratories and RNA testing technology.
Status Monitoring	We are providing body temperature screening solutions (no-contact, real time, multiple in parallel, event-driven alerts, security functions) by edge IoT thermal camera.

The post COVID-19 situation and the view beyond

New workstyles and ways of communicating take root, and we are confident of the appropriateness of our strategy. However, as the time horizon of environmental change accelerates, the speed of implementation is the key. Accelerate digital transformation to establish value genre-top in major businesses

■ Digital Workplace

Continuously increase the lifetime value of customers in an era of accelerating print less through work style and workflow reforms. Provide and expand solutions that enable remote collaboration while establishing robust information security for small-and medium-sized companies and government offices.

■ Digital Printing

Provide solutions that shorten total processes supporting the improved ability to respond to change in the commercial and industrial printing sector, including on-demand printing.

■ Imaging IoT

Create platform for visualization of invisible risks and related prediction and services to limit the damage from crises that occur in the future. Create a new earnings driver that brings growth together with market expansion in the future.

■ Healthcare

Healthcare is essential and demand recovers. Advances in remote diagnostic imaging systems, including protection from infections, Dynamic Digital Radiography and AI reading support systems, “informity”, which supports medical imaging management and links between facilities, Point Of Care, preventive medicine, and precision medicine to increase sales of our numerator-level diagnostic services, online counseling through CARE programs, and employee health management programs. Establishment of a corporate employee health management program based on a CARE program to assess the risks of healthy individuals for coexisting humans with viruses. Drug discovery support will also expand its R&D support and support for pharmaceutical drug development business through the provision of a database of viral treatment drugs, which will accelerate.

■ Industrial Business

Sales opportunities for small-and medium-sized displays such as notebook PCs, tablets, and smartphones, for which demand is expected to grow in line with the expansion of new work styles, are expanding. It is assumed that the diversification of display applications will continue as a display medium to replace paper in the medium to long term. In mobile object as well, the use of input/output devices is expected to increase in line with the evolution of automated driving and Advanced Driving Assistant System.

Performance materials will use new resin SANUQI as a weapon to expand new applications. Measuring instruments will utilize the wave of displays' demand, which will become increasingly diversified in the future. Enhance "earning power" as a group of businesses aiming for high profitability.

Provide services matched to the maturity of customer workstyle and support value creation

Based on data, suggest workstyles that are one step further advanced

Security that protects the digital workplace



Environment making it possible to work at any time without being bound to paper

- Reduce paper work, optimize and automate operational processes
- All-in-one IT

Environment making it possible to work anywhere

- Office space design
- Mobile IT infrastructure
- Data analysis services

Environment making it possible to work with anybody

- Collaboration inside and outside company
- Knowledge management
- Support for decision-making



Maturity Lv. 0
Bound to paper and forms
Tied to where work is done

Maturity Lv. 1
Processes are linked by IT and digitization is getting underway so that work can be done at any time.

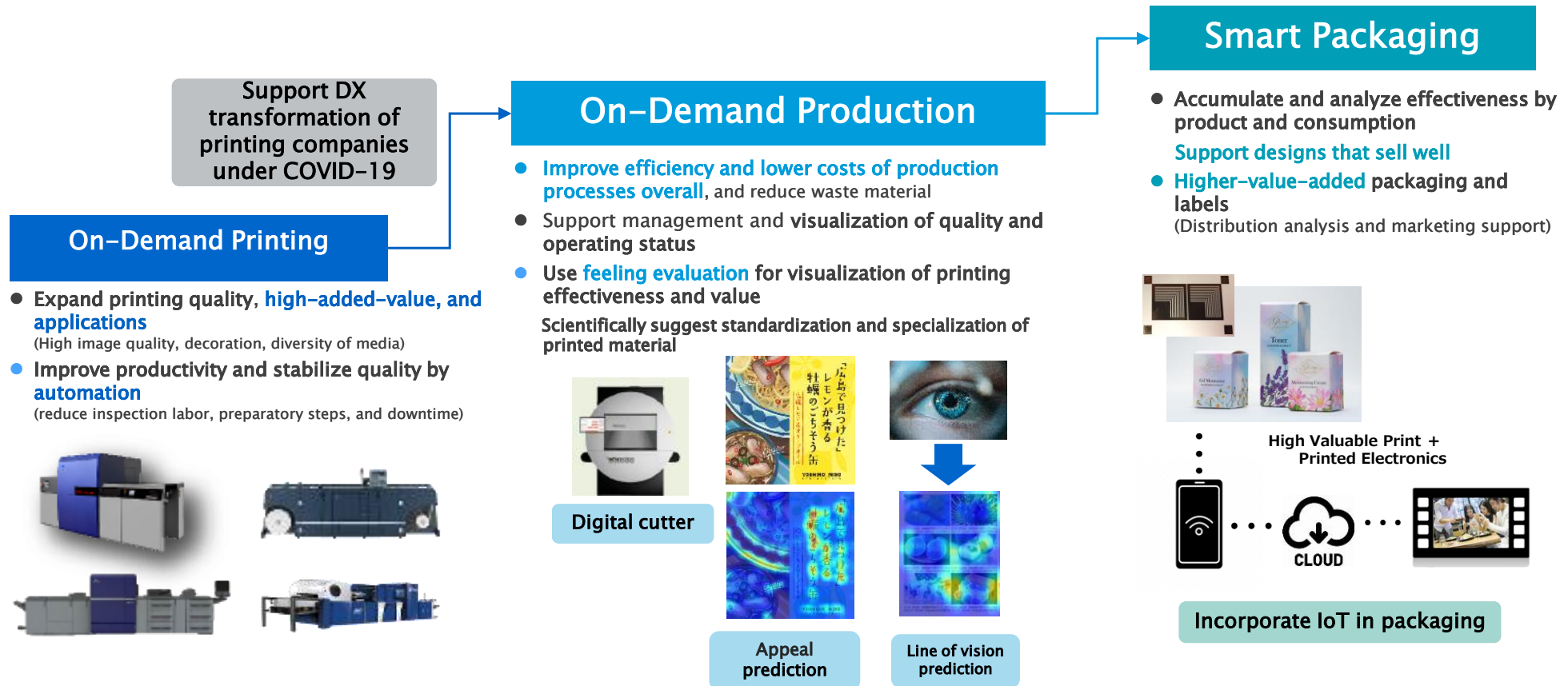
Maturity Lv. 2
Workplace colleagues are linked together digitally so that they can work anywhere.

Maturity Lv. 3
The required people and knowledge are linked together, enabling value creation at any time, anywhere, with anyone.

Realize transformation of supply chains through digital printing and help reduce their environmental impact

In addition to automating and saving labor, support printing companies' conversion to higher-value-added business.

Suggest combination of genre-top position in end-to-end production systems from automatic inspection functionality, high image quality printing, and decoration to post-press with high-value-added solutions for marketing and proprietary process improvement knowhow



Provide powerful weapons for COVID-19 measures



Coronavirus characteristics

Field/Issue

Diagnosis
Whether or not infection occurs and timing are uncertain

Drug discovery and treatment
Treatment methods are not yet established

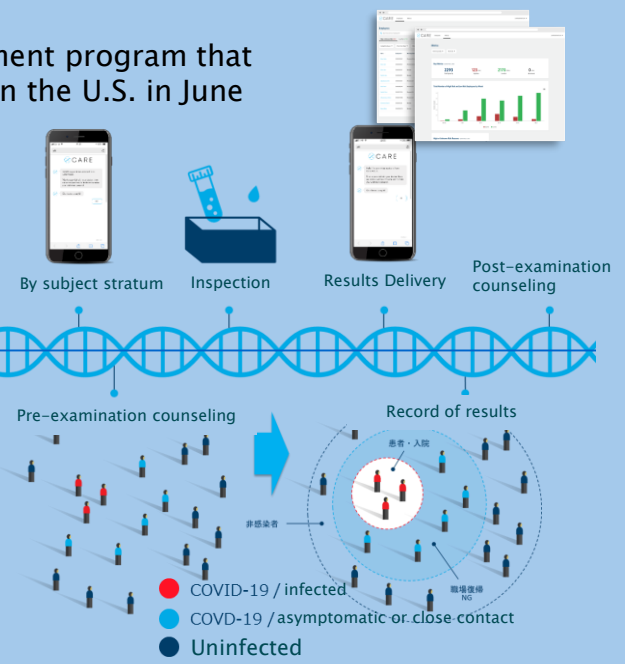
Population management
Social impact is great

Solutions

CARE for COVID-19 PROGRAM (COMPREHENSIVE ASSESSMENT RISK & EDUCATION)

An infectious disease prevention and health management program that provides safety and security to employees, launched in the U.S. in June

- Early diagnosis/management of POC symptoms
 - Online counseling (AI Chatbot)
- High-precision Molecular Level Diagnostic Service
 - Genetic (PCR)
 - Protein (Antigen and Antibody Test)
- Patient portal (Telemedicine)



Empowering patients and employees

Employee Health Management

COVID iPACS (Medical Image Datasets for COVID-19 Research)

Establishment of an image data base to support R&D of COVID-19 therapeutics through industry-government-academia collaboration from May

We are coming together to support the fight against COVID-19

Industrial Business:

Contribute to customers and to society by promoting transformation of the value chain in industry



Closely following the realities of the value chain in industry, create and cultivate value with customers and deliver excitement to their life scenery and business settings.

Support a creative, sustainable society

Expand the spillover from businesses that support the transformation of input and output in the digital era

Materials and Component

Optical Systems for Industrial Use

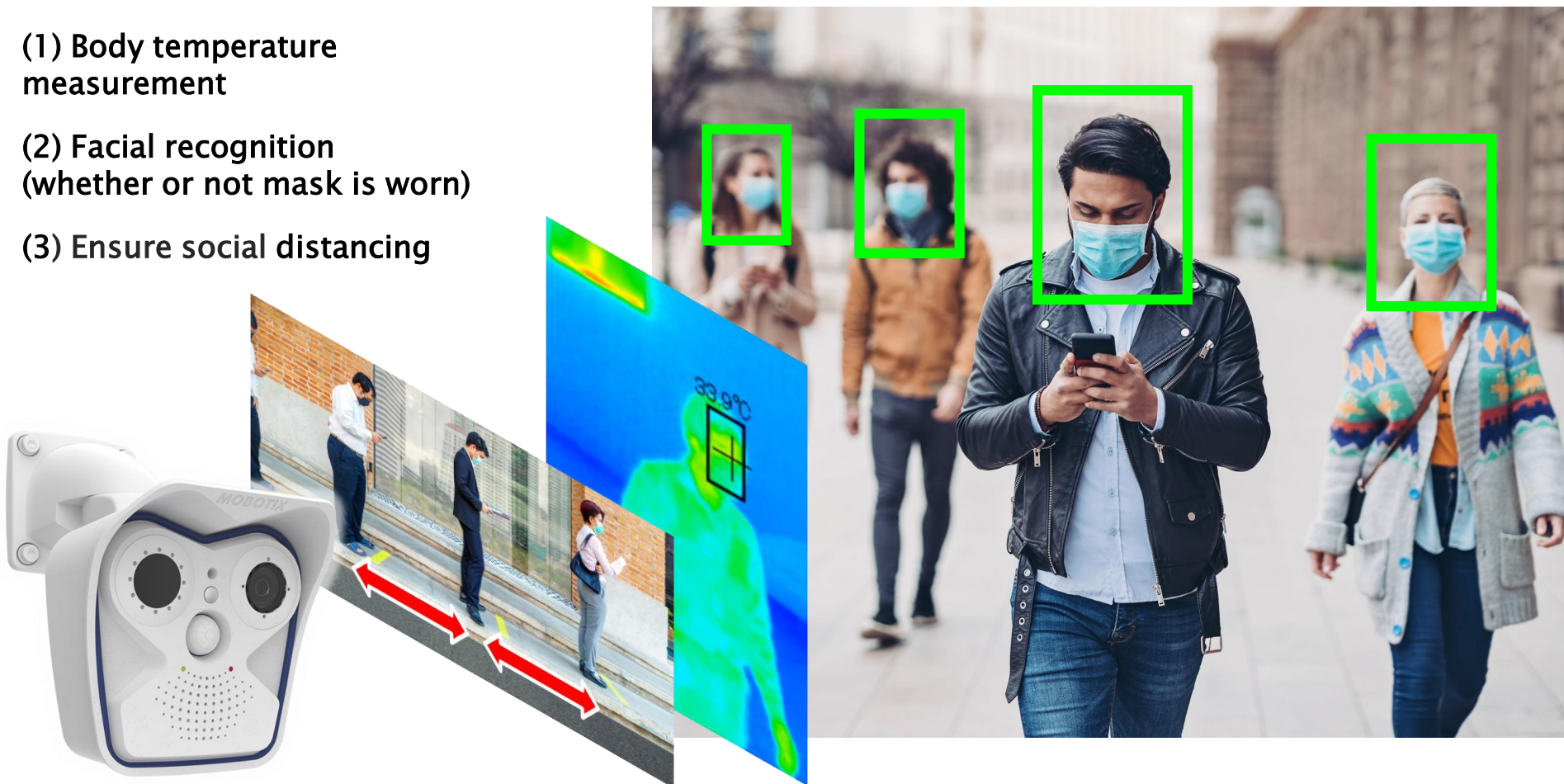
Support the creation of value for excitement and relevance to people's lives

Expand genre-top positions in features from color measurement to visual quality



Contribute to entry-point prevention of spread of infection inside buildings and large-scale facilities

- (1) Body temperature measurement
- (2) Facial recognition (whether or not mask is worn)
- (3) Ensure social distancing



Appendix

[¥ billions]

Revenue · Operating Profit

FY18		1Q	2Q	3Q	4Q	
Revenue	OP	125.7	127.5	125.7	130.4	
	ITS	17.9	19.7	20.0	21.0	
OP		9.3	13.4	11.6	12.8	
FY19		1Q	2Q	3Q	4Q	YoY
Revenue	OP	116.4	120.9	119.6	116.6	-11%
	ITS	18.1	17.7	19.4	17.7	-16%
OP		7.7	9.4	5.4	1.3	-90%

Quarterly Financial Results

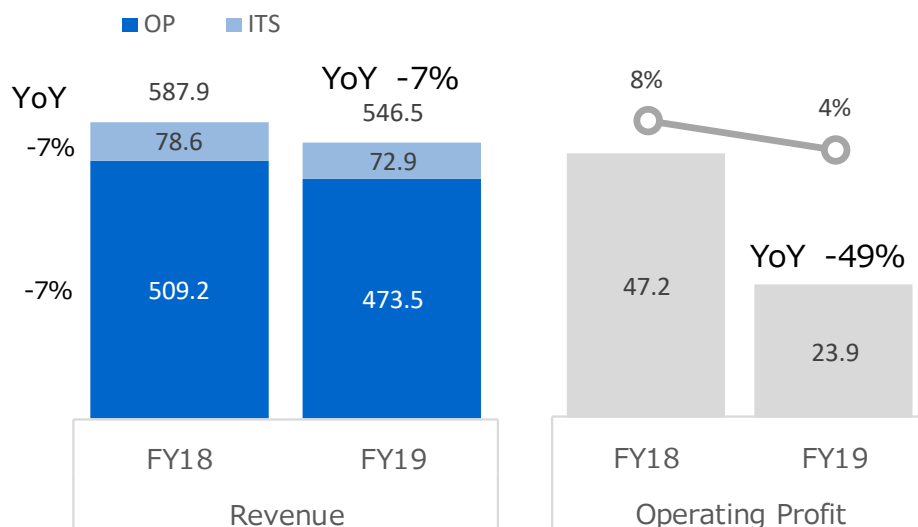
4Q Summary

Office (OP)

- In Europe there was some progress in installation of large projects, and color unit sales grew 12% in January and February (declined by 6% in March), driven by the principal products there, our new color Seg2/3 products.
- In North America, color unit sales decreased 5% in January–February (37% in March), and due to the lockdown following immediately after introduction of new Seg4 products, which were principal products positioned for fiscal year–end sale, they did not realize a full–scale contribution.
- Manufacturing cost reduction measures are progressing on schedule.
- March PV mainly in Europe and the US diminished to about 70%, and remained flat in Japan. Some impact on non–hard profit emerged.

IT Services Solutions (ITS)

- In response to increased demand for solutions and products related to teleworking from home in Europe and the US even after lockdown, business negotiations are being closed remotely to some extent by telemarketing, but the impact has greatly reduced revenue.



12M

[¥ billions]

Revenue · Operating Profit

FY18		1Q	2Q	3Q	4Q	
Revenue	PP	36.5	38.3	39.2	41.6	
	IP	3.5	5.9	4.1	7.3	
	MS	13.4	11.6	12.6	13.8	
OP		1.7	3.7	3.3	5.1	
FY19		1Q	2Q	3Q	4Q	YoY
Revenue	PP	34.2	35.4	37.5	33.5	-20%
	IP	3.8	5.8	5.1	6.0	-18%
	MS	12.6	11.5	12.8	11.9	-14%
OP		1.1	1.0	2.9	-0.7	-113%

Quarterly Financial Results

4Q Summary

Production Print (PP)

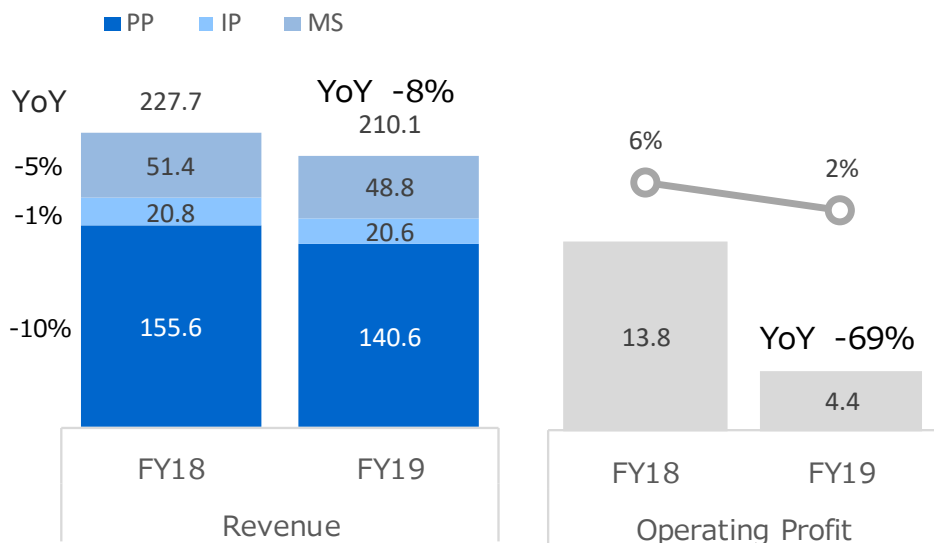
- Maintaining the No. 1 share in the color MPP and LPP markets amid the drastic shrinkage of the market due to the impact of COVID-19.
- Sales and installation of our first HPP model began. Twice the planned orders were obtained.
- March PV mainly in Europe and the US was reduced to about 70% or 80%, and in Japan remained flat. China saw a significant reduction. Some impact on non-hard profit emerged.

Industrial Printing (IP)

- KM-1 grew greatly through direct sales. Label printers also showed a new product effect, and decoration printing equipment expanded significantly, as well, continuing to hold the top share in target markets.
- Non-hard sales also continued to expand significantly.

Marketing Services (MS)

- Although the shift to higher-value-added services continued, revenue decreased. Partly due to the impact of reduced printing in Europe, an impairment loss on goodwill of ¥1.7 billion was recorded.
- Customer visits to Kinko's shops decreased significantly due to COVID-19.

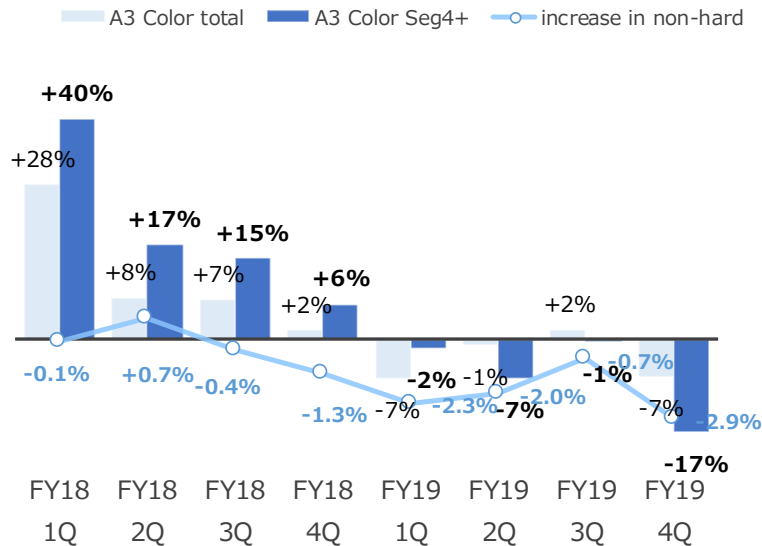


12M

Office

- New color Seg4 products were added gradually in each country from January, and although the Q4 market for color models was down 12.6%, our drop was held to 6.7%, with new products enlarging our competitive position heading into FY2020.
- Expanded and accelerated one rate, Free-to-Fee, shift left, and other such measures to improve non-hard profitability.

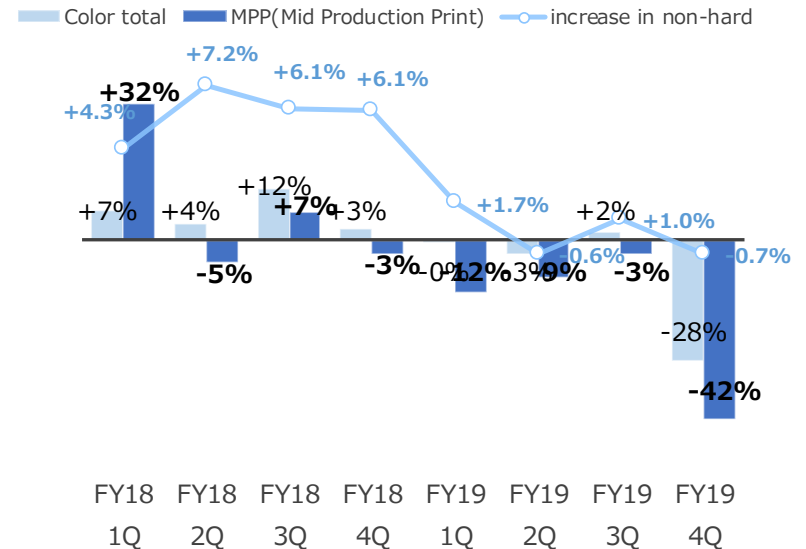
Year-on-year growth rate in A3 color MFP shipments



Production Print

- Sales of our first HPP model began on schedule in February and entered the high-volume printing market. From FY2020 on, we will expand sales in the high-volume printing market, using this to contribute to expanding non-hard profit.
- Non-hard turned around and started increasing weekly in China, where lockdown was relaxed, and preparation is underway for future periods of recovery in every country.

Year-on-year growth rate in Production Print color models



[¥ billions]

Revenue · Operating Profit

Quarterly Financial Results

FY18		1Q	2Q	3Q	4Q		
Revenue	HC	17.0	19.6	19.4	27.5		
	HIT	1.6	2.1	1.4	2.3		
OP		△ 0.2	1.0	0.3	1.2		
FY19		1Q	2Q	3Q	4Q	YoY	
Revenue	HC	16.9	24.2	16.6	22.4	-19%	
	HIT	1.8	2.3	1.5	2.3	+1%	
OP		-0.3	0.7	0.2	0.1	-95%	

4Q Summary

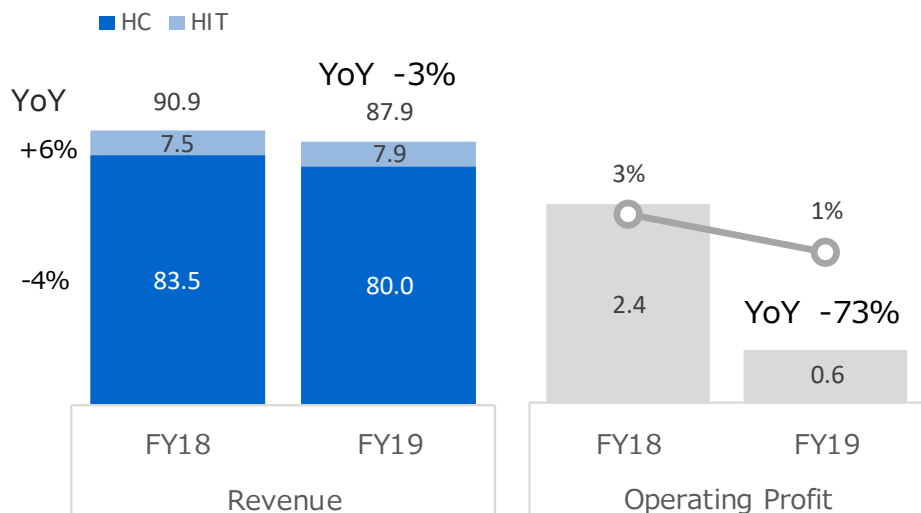
Healthcare (HC)

- DR sales volume increased in Europe and Asia, and large-scale projects were even acquired in South America. In Japan and the US, sales decreased under the influence of COVID-19, and revenue decreased overall.
- Ultrasound diagnostic equipment saw strong sales in new fields such as dialysis and anesthesia, in addition to its position as a new product for obstetrics in Japan, and solid sales in Europe and Asia also increased revenue.
- Digital X-ray Dynamic Digital Radiography Systems are achieving a definite record in pulmonology and orthopedics, and progress is being made in installations. They continue earning high praise at university hospitals. Clinical research is also being actively advanced in the US.

Medical IT (HIT)

- In Japan, both large and small PACS are surpassing the previous year's figures.
- In North America, revenue has decreased due to the slowing pace of orders, the impact of COVID-19, and related factors.

12M



[¥ billions]

Revenue · Operating Profit

FY18		1Q	2Q	3Q	4Q	
Revenue	MI	9.6	7.2	7.7	7.6	
	IS	0.5	0.7	0.5	1.3	
	PM	12.6	11.7	12.9	10.9	
	OC	5.6	5.4	4.9	4.7	
	IJ	3.3	3.0	2.8	3.7	
OP		6.8	4.7	5.6	3.9	
FY19		1Q	2Q	3Q	4Q	YoY
Revenue	MI	6.6	6.7	7.3	7.0	-9%
	IS	0.6	0.8	0.7	1.2	-7%
	PM	12.6	11.9	10.8	11.3	+4%
	OC	4.8	5.3	5.2	4.4	-7%
	IJ	3.6	3.2	2.9	2.7	-27%
OP		4.8	4.9	5.6	3.8	-1%

4Q Summary

Optical Systems for Industrial Use :

: Measuring Instruments (MI), Imaging Solutions (IS)

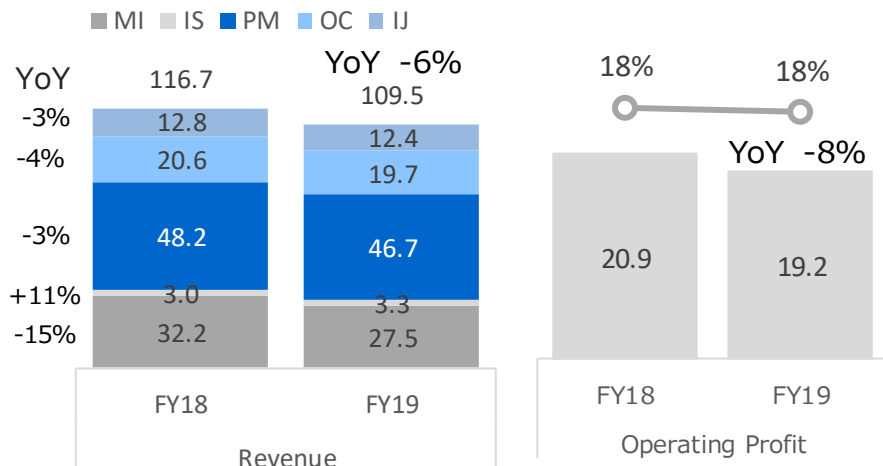
- Measuring Instruments: Demand from light-source color applications was on the way toward recovery, but COVID-19 caused deliveries to lag into the following period, while the stagnant demand trend in object color grew stronger, on top of which sales activities were curtailed, so that revenue declined.
- Eines, the firm in Spain acquired at the end of May, also felt the COVID-19 impact, causing sales to lag into the following period.

Materials and Components : Performance Materials (PM), Optical Components (OC), IJ Components (IJ)

- Performance Materials: Although polarizer manufacturer operation is sluggish, actions to secure inventories of materials brought solid sales of high-value-added products and so increased revenue.
- Optical Components: Reduced demand for some products led to lower sales volume, and with COVID-19 also having an impact, revenue declined.
- IJ Components: The impact of COVID-19 was felt strongly in the Asia region, so that sales slowed sharply and revenue declined.

Quarterly Financial Results

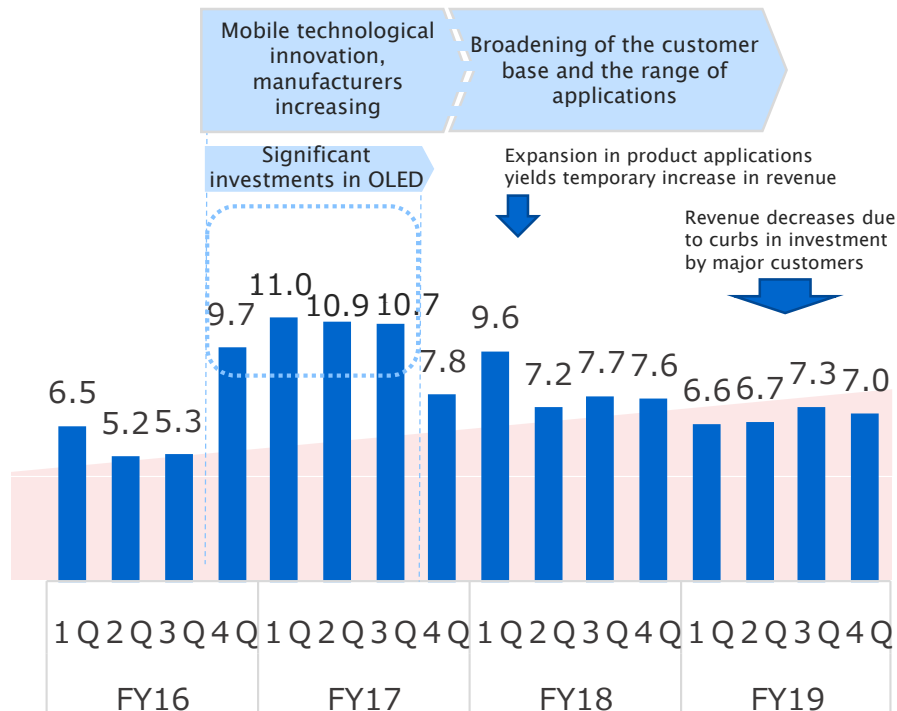
12M



Measuring Instruments

- As major display customers continue to curb investment, customer inquiries continue to come from China and South Korea, but due to US-China trade friction in the first half and the impact of COVID-19 in the last half, revenue did not succeed in growing.
- Eines, the firm we acquired, achieved a smooth start in the automotive Visual Inspection business, but a portion of sales were deferred to the following period due to COVID-19.

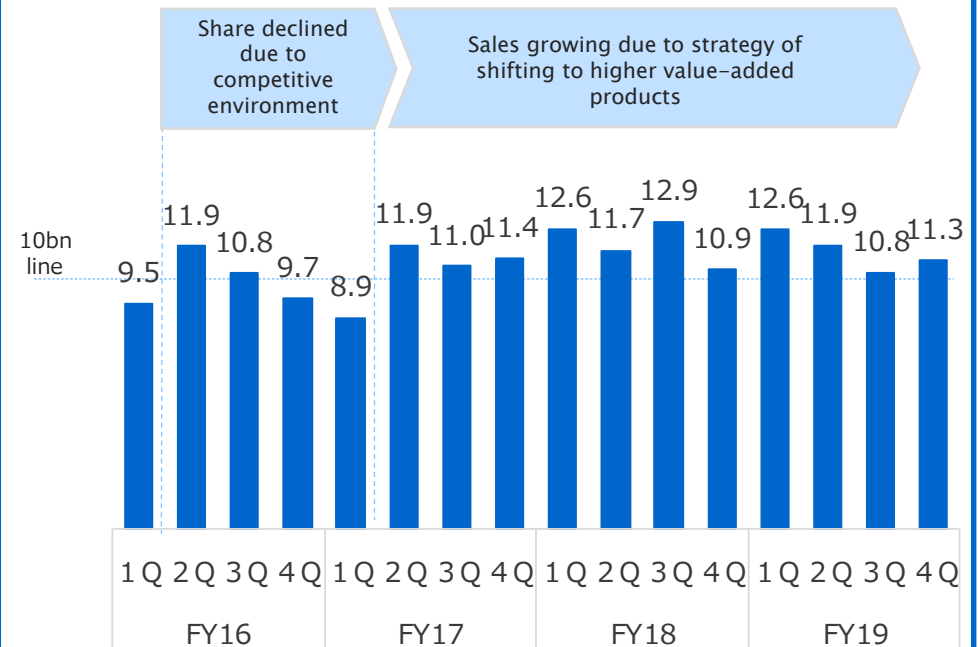
Measuring Instruments revenue



Performance Materials

- The higher-value-added strategy that is a Medium-Term Plan measure was implemented, the SANUQI film for use in large TVs was launched, and its customer base is growing. We will take steps to further expand the lineup to continue growth of the business.
- There is concern that the display market will be severely impacted in the TV area by the global spread of COVID-19, and at the same time, the expansion of teleworking is expected to bring demand.

Performance Materials revenue



[¥ billions]

Revenue · Operating Profit

FY18		1Q	2Q	3Q	4Q		
Revenue	BHC	5.9	6.5	6.6	6.9		
	Others	2.0	2.3	2.2	2.3		
OP		-5.1	-3.5	-5.4	-5.3		
FY19		1Q	2Q	3Q	4Q	YoY	
Revenue	BHC	7.2	7.4	7.7	8.3		+20%
	Others	2.3	2.5	2.2	3.6		+58%
OP		-6.4	-4.6	-3.8	-2.8		-

Quarterly Financial Results

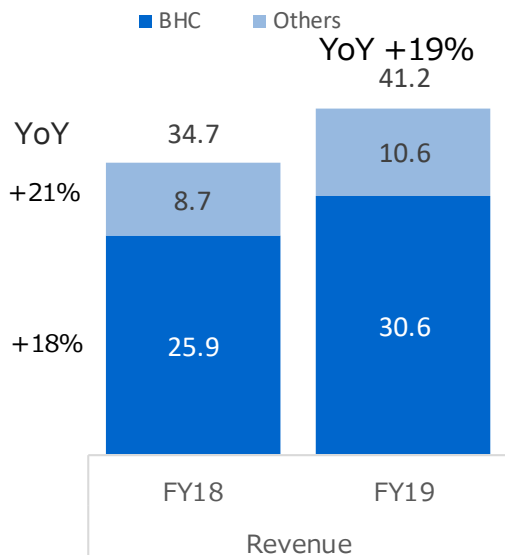
4Q Summary

Bio-healthcare (BHC)

- In genetic testing, the volume of RNA testing continues to exceed plans, and though the number of tests for imaging center organizations (CARE program) falls short of plans due to delays in infrastructure development, the number of tests is up 50% overall.
- In drug discovery support services, cancer clinical trial orders continued to increase, and in neurology, signs of market recovery brought pipeline increases though orders continue to underperform.

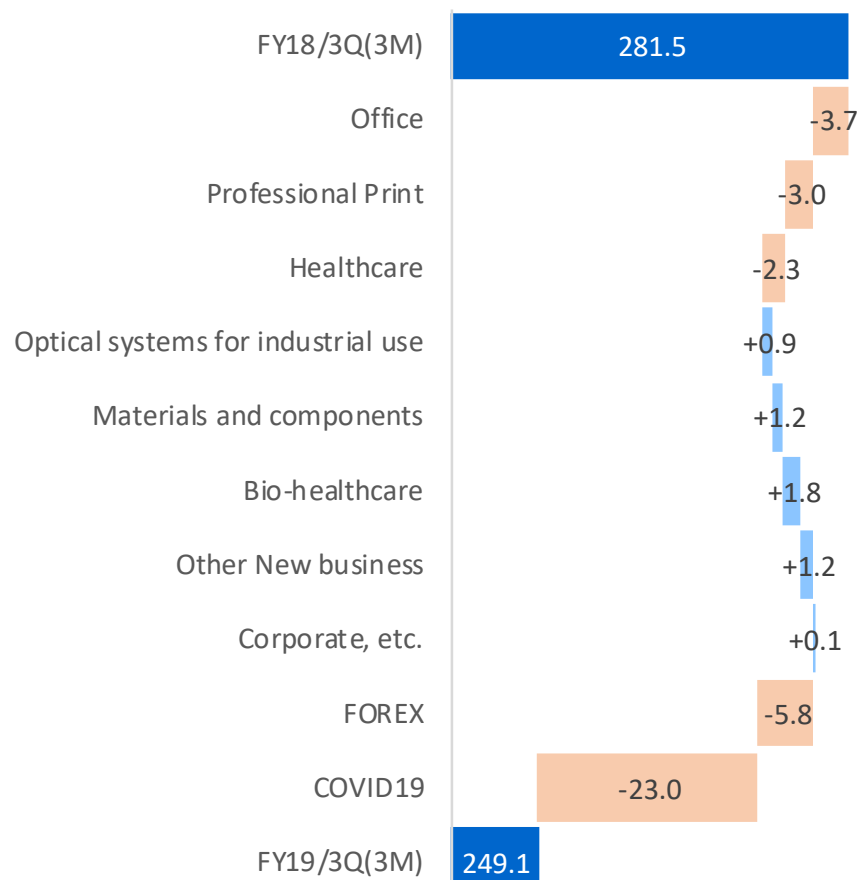
Others : Workplace Hub (WPH), QOL, Status monitoring, Digital manufacturing

- The WPH sales region has expanded to 26 countries and 21 cities in North America.
- Although results are far below target, Europe is leading the way in increasing customers, and in the US pipeline customers increased.
- We released firmware version 1.9, which incorporates feedback to in-house support from the customers we acquired.
- Sales per customer was maintained, and industry-specific solutions and starter packages continue to be expanded and implemented.

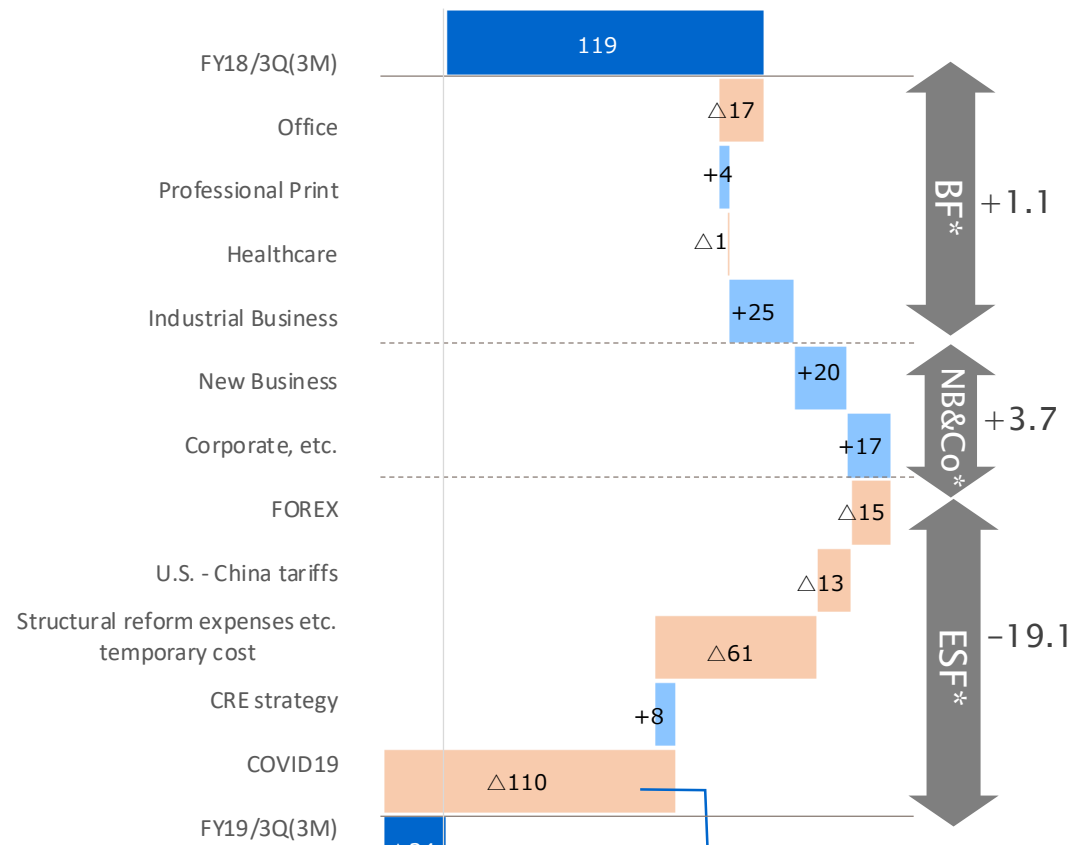


[¥ billions]

Revenue (4Q)



Operating Profit (4Q)



* BF: Business Factors

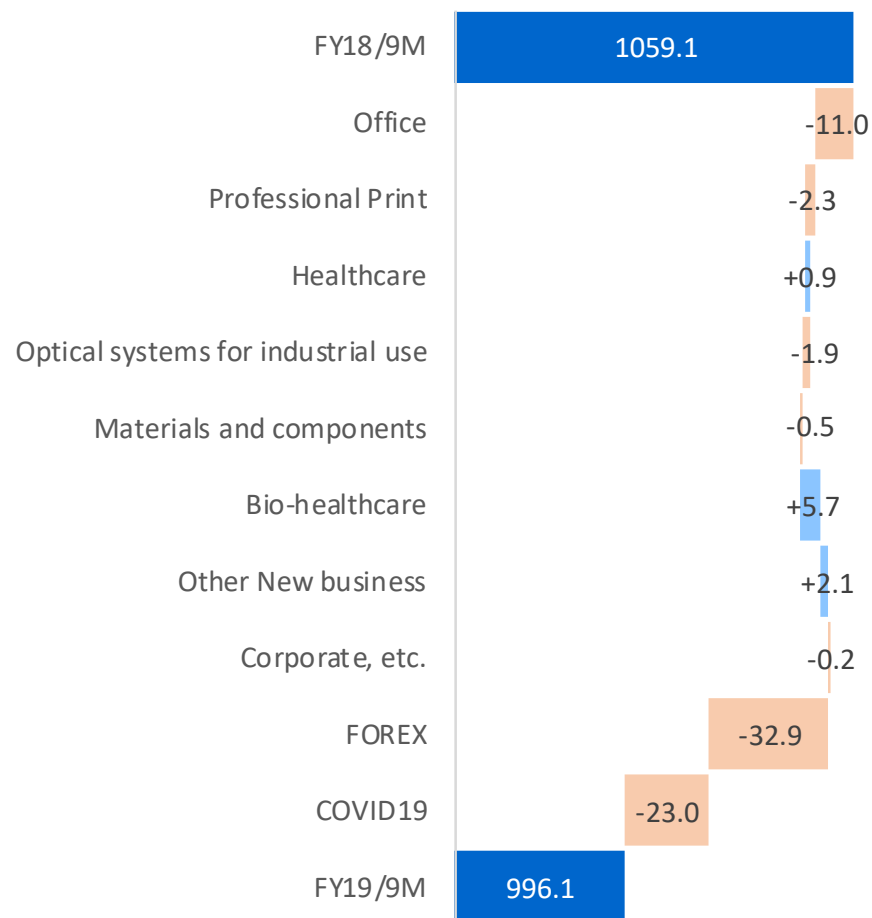
NB&Co: New Business and Corporate

ESF: External and Special Factors

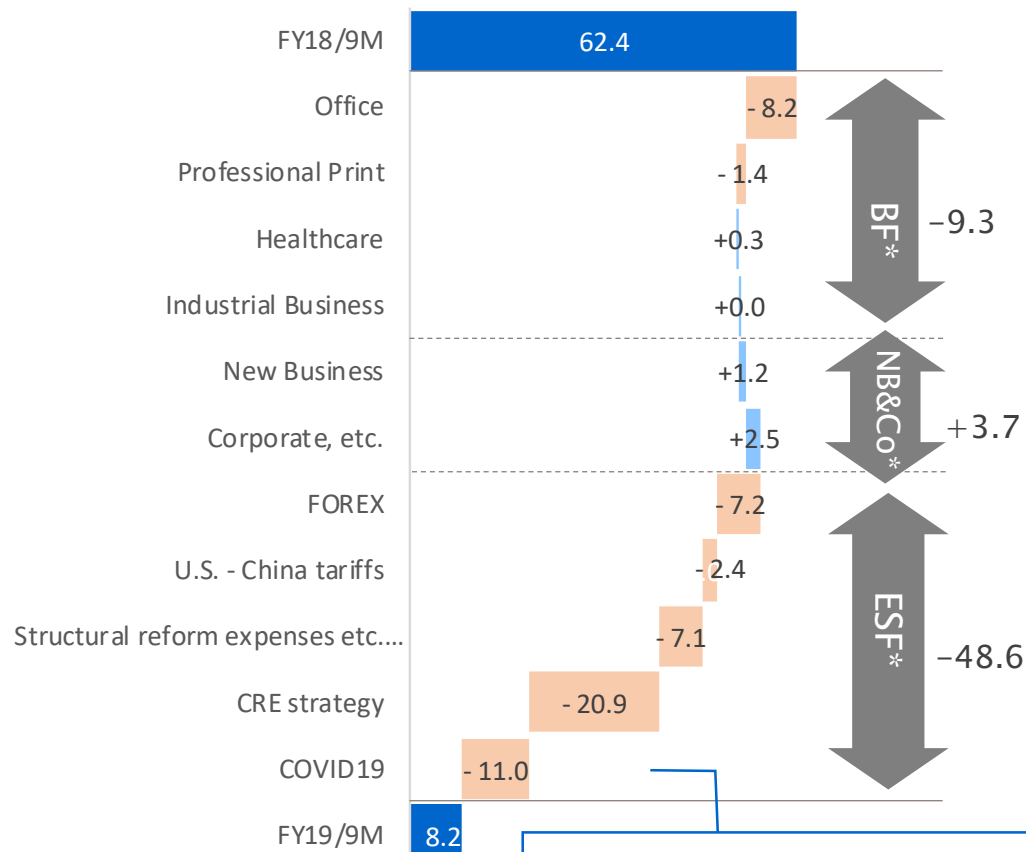
FY18: S&LB ¥0.0 bn – repairs, etc. ¥0.8 bn
 FY19: Repairs, etc., ¥0.0 bn

[¥ billions]

Revenue (12M)



Operating Profit (12M)



* BF: Business Factors

NB&Co: New Business and Corporate

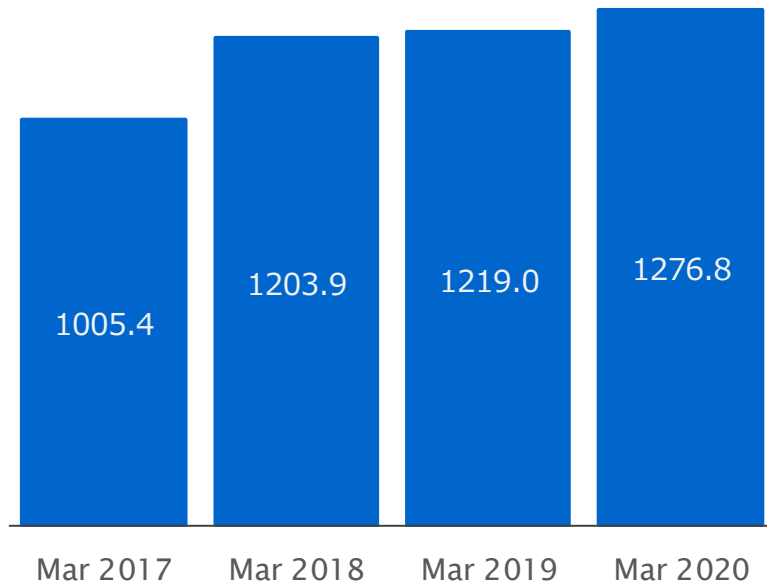
ESF: External and Special Factors

FY18: S&LB ¥20.3 bn – repairs, etc. ¥2.0 bn
 FY19: Repairs, etc., ¥2.5 bn

Total Assets

[¥billions]

Mainly increase from inclusion of right-of-use assets (beginning of the term ¥110.9 billion), due to adoption of IFRS16, as well as from inventory assets.

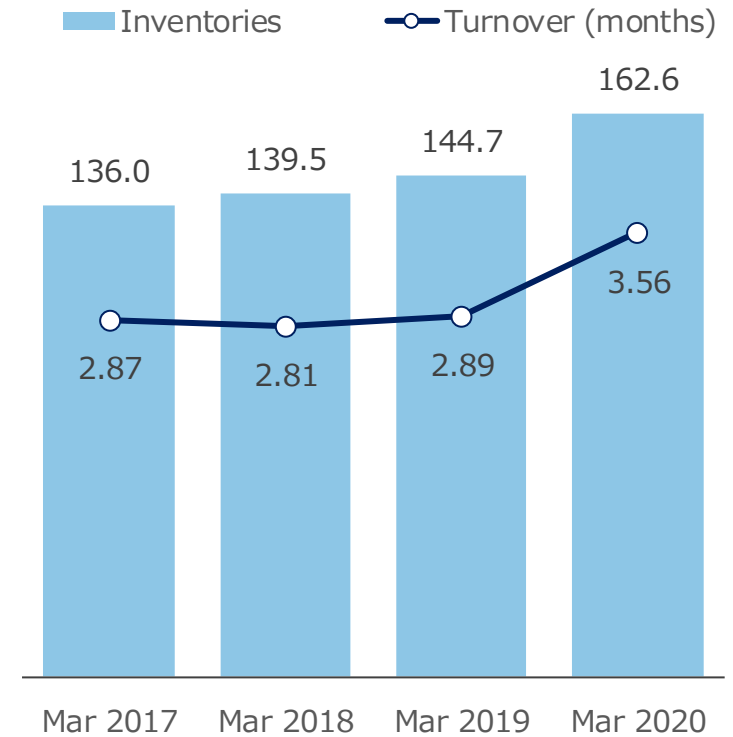


* Right-of-use assets at the beginning of the term ¥110.9 billion

Inventory/Turnover

[¥billions]

Inventory increased temporarily due to reduction in February–March sales from COVID-19 impact.



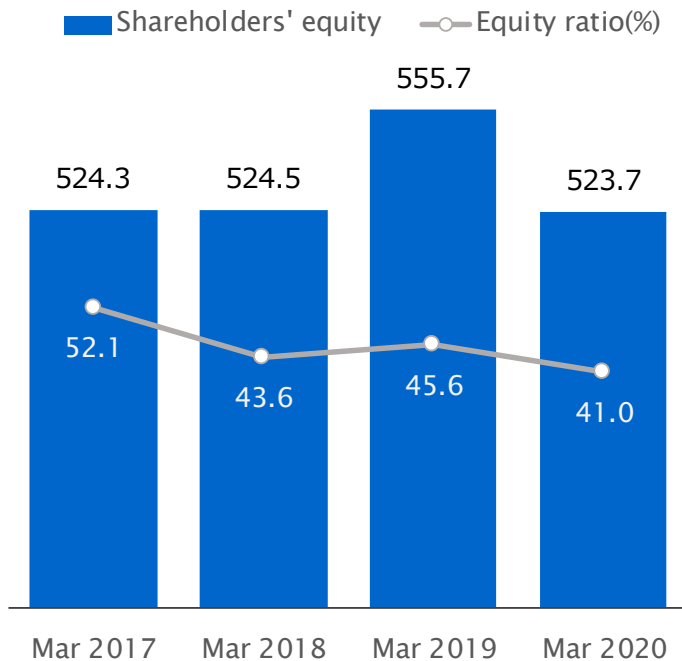
Inventory turnover, in months = Inventory balance at end of fiscal year / Average cost of sales for most recent three months

Equity & Equity Ratio

[¥billions]

Attributable to owners of the Company

Due primarily to currency translation differences and dividend payment, shareholders' equity was reduced.
 Due in part to right-of-use assets being moved onto the balance sheet through the application of IFRS16, actual performance remained unchanged even though the equity ratio declined. Equity ratio for company rating maintained at level near 50%.



(For Company Rating 44.8%)

Excluding the impact of IFRS16, equity ratio was 45.0% (The one for company rating 49.2%)

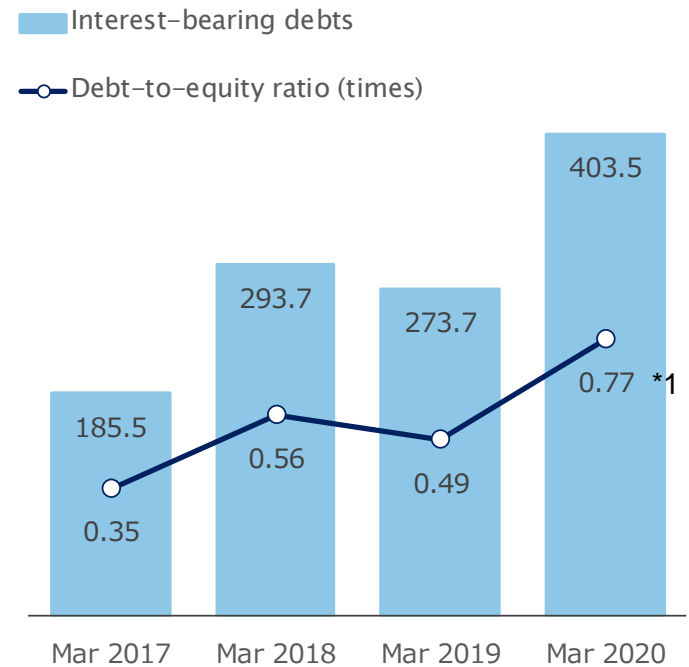
Equity = Equity attributable to owners of the Company

Equity ratio = Equity attributable to owners of the Company / Total assets

Interest-Bearing Debts & D/E Ratio

[¥billions]

Increase from lease liabilities being moved onto the balance sheet through the application of IFRS16 (beginning of the term ¥112.0 billion).



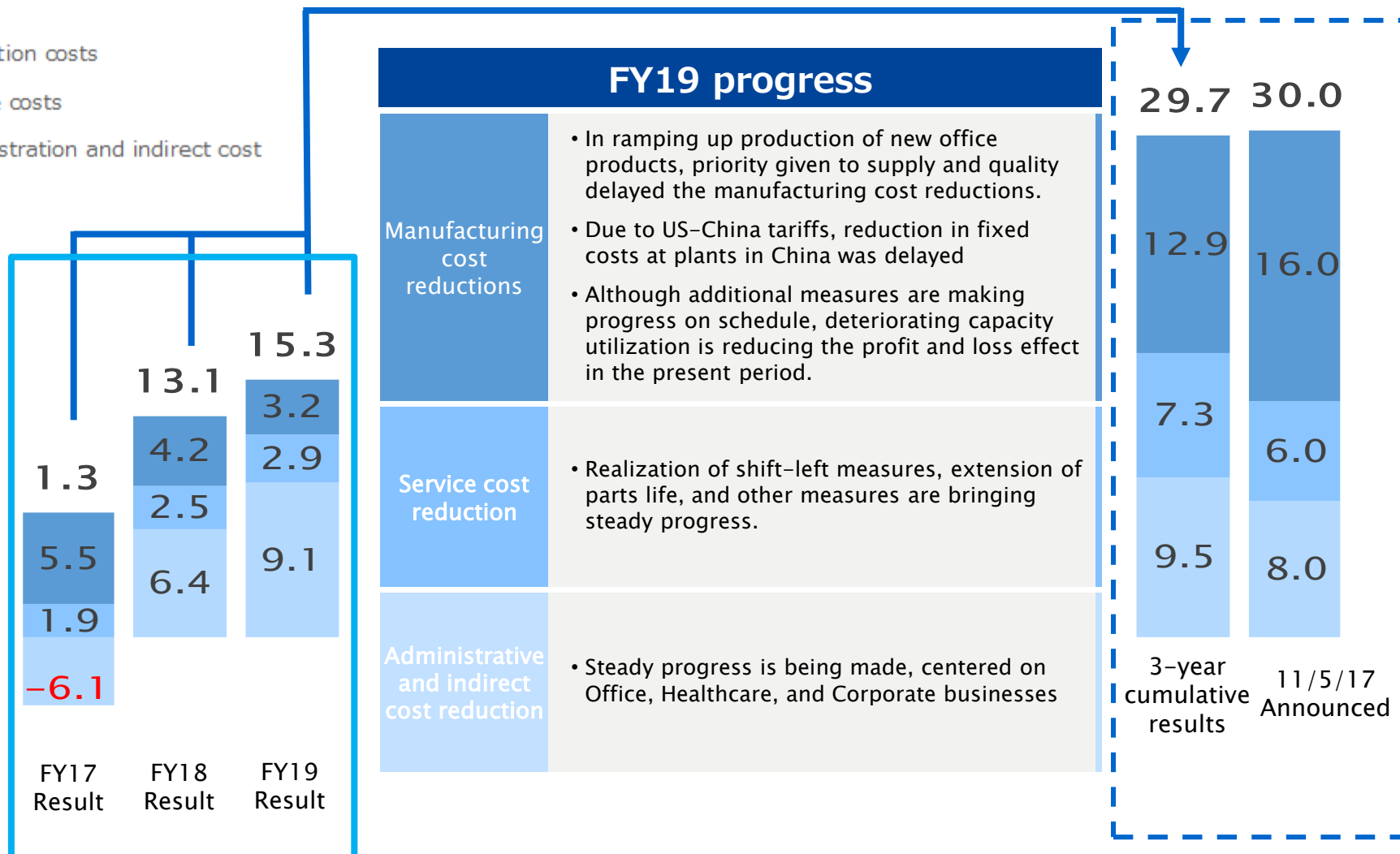
*1 Excluding the impact of IFRS16, D/E Ratio was 0.54



[¥ billions]

Manufacturing cost reductions were not achieved, but service and administrative and indirect costs exceeded targets.

- Production costs
- Service costs
- Administration and indirect cost



[¥ billions]

	FY2019 12M	FY2018 12M	YoY	FY2019 4Q	FY2018 4Q	YoY
Revenue	996.1	1,059.1	- 6%	249.1	281.5	- 12%
Gross Profit	466.3	508.9	- 8%	111.8	131.2	- 15%
Gross Profit ratio	46.8%	48.0%	-1.2pt	44.9%	46.6%	-1.7pt
Operating Profit	8.2	62.4	- 87%	△ 2.4	11.9	-
Operating Profit ratio	0.8%	5.9%	-5.1pt	-1.0%	4.2%	-5.2pt
Profit before tax	0.3	60.1	- 100%	-5.3	12.2	-
Profit before tax ratio	0.0%	5.7%	-5.6pt	-2.1%	4.3%	-6.4pt
Profit attributable to owners of the Company	△ 3.1	41.7	-	△ 5.2	8.0	-
Profit attributable to owners of the Company ratio	-0.3%	3.9%	-4.2pt	-2.1%	2.8%	-4.9pt
EPS [Yen]	-6.21	84.33		-10.60	16.10	
CAPEX	50.8	52.5		16.6	19.0	
Depreciation and Amortization Expenses	57.0	59.0		14.7	15.0	
R&D expenses	74.0	78.4		16.9	19.0	
FCF	-19.9	15.7		6.7	-1.2	
Investment and lending	7.9	14.0		2.9	9.2	
FOREX [Yen] USD	108.74	110.91	- 2.17	108.92	110.20	- 1.28
EUR	120.82	128.41	- 7.59	120.11	125.15	- 5.04

* Depreciation and amortization expenses :IFRS16 right-of- use assets amortization expenses not included (FY2019-4Q 12M results of ¥20.1 billion and 3M of ¥5.0 billion)

Appendix SG&A–Other Income/ Expenses–Finance Income/Loss



KONICA MINOLTA

[¥ billions]

	FY2019 12M	FY2018 12M	YoY	FY2019 4Q	FY2018 4Q	YoY
SG&A:						
Selling expenses – variable	+44.0	+46.9	– 2.9	10.1	11.4	– 1.3
R&D expenses	+74.0	+78.4	– 4.4	16.9	19.0	– 2.1
Personnel expenses	+203.5	+211.3	– 7.8	49.3	53.5	– 4.2
Others	+121.4	+121.6	– 0.1	30.7	31.4	– 0.7
SG&A total	+443.1	+458.2	– 15.1	107.0	115.3	– 8.2
	<i>* Forex impact:</i>			<i>–11.8bn. (Actual: –3.3bn.)</i>		<i>–2.1bn. (Actual: –6.2bn.)</i>
Other income:						
Gain on sales of property, plant and equipment	+0.3	+20.5	– 20.2	0.2	0.0	+0.1
Other income	+4.3	+4.9	– 0.6	1.6	1.9	– 0.3
Other income total	+4.6	+25.4	– 20.8	1.7	1.9	– 0.2
Other expenses						
Loss on sales of property, plant and equipment	+3.7	+3.1	+0.6	0.3	1.2	– 0.9
Special extra retirement payments	+1.4	+0.3	+1.1	0.8	0.0	+0.8
Other expenses	+12.9	+9.6	+3.3	6.0	4.1	+1.9
Other expenses total	+19.7	+13.7	+6.1	8.9	5.9	+3.0
Finance income/loss:						
Interest income/Dividends received/Interest expense	– 4.8	– 2.1	– 2.7	– 1.9	– 0.5	– 1.3
Foreign exchange gain/loss (net)	– 2.7	– 0.4	– 2.3	– 1.0	– 0.1	– 0.9
Others	– 0.2	+0.8	– 1.0	0.1	1.0	– 0.9
Finance income/loss, net	– 7.7	– 1.7	– 6.0	– 2.8	+0.4	– 3.2

[¥ billions]

FY19/12M vs. FY18/12M

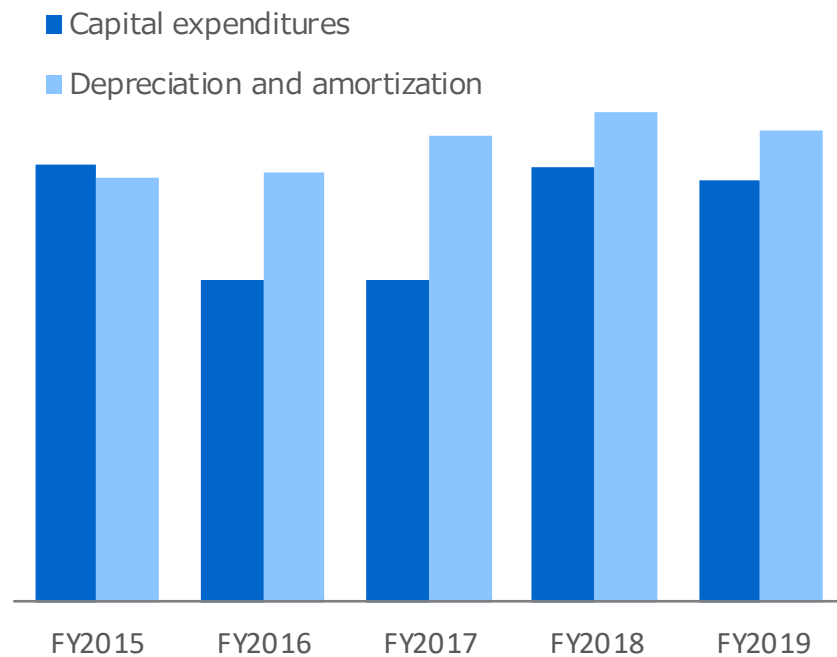
	Office	Professional Print	Healthcare	Industrial Business	New business	corporate, etc.	Total
[Factors]							
Forex impact	- 4.8	- 2.1	- 0.5	- 0.1	+0.4	- 0.2	- 7.2
Sales volume change, and other, net	- 16.5	- 1.8	- 0.3	- 2.9	+3.4	+0.7	- 17.4
Price change	- 5.3	- 1.7	- 1.8	- 0.3	-	-	- 9.1
Cost up/down	+2.7	- 0.7	+0.6	+0.6	-	-	+3.2
SG&A change, net	+4.3	- 0.5	+0.5	- 0.1	- 1.9	+1.0	+3.3
Other income and expense	- 3.8	- 2.7	- 0.3	+0.9	- 1.1	- 20.2	- 27.2
[Operating Profit]							
Change, YoY	- 23.3	- 9.5	- 1.8	- 1.7	+0.7	- 18.7	- 54.2

FY19/4Q vs. FY18/4Q

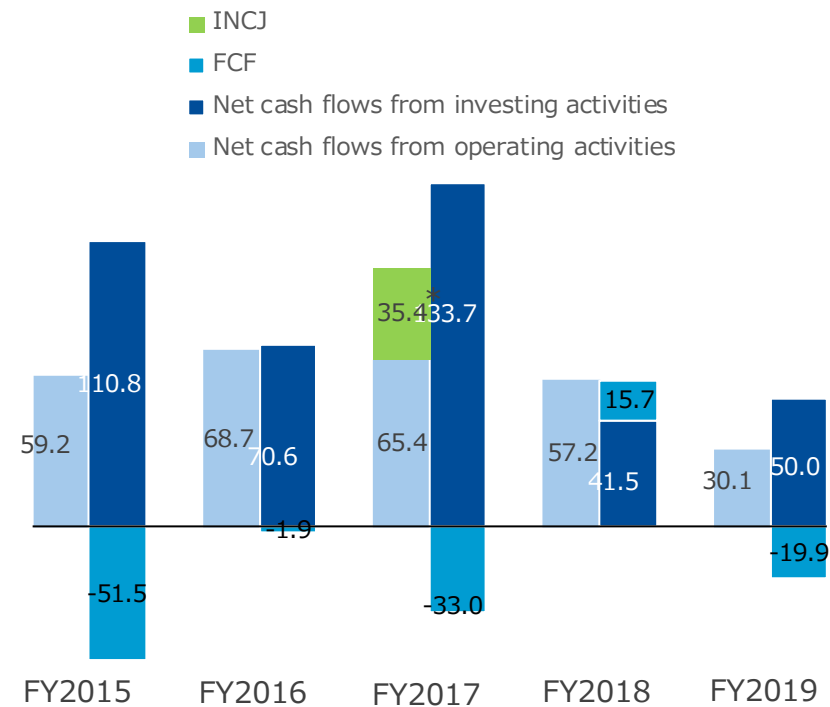
	Office	Professional Print	Healthcare	Industrial Business	New business	corporate, etc.	Total
[Factors]							
Forex impact	- 0.9	- 0.6	- 0.1	- 0.0	+0.1	- 0.0	- 1.5
Sales volume change, and other, net	- 11.5	- 3.5	- 0.9	- 0.2	+1.3	+0.2	- 14.7
Price change	- 1.3	- 0.3	- 0.5	- 0.3	-	-	- 2.4
Cost up/down	+1.1	- 0.0	+0.2	+0.2	-	-	+1.4
SG&A change, net	+3.4	+0.7	- 0.1	+0.8	+0.9	+0.5	+6.2
Other income and expense	- 2.3	- 2.1	+0.3	- 0.4	+0.2	+1.1	- 3.2
[Operating Profit]							
Change, YoY	- 11.5	- 5.8	- 1.2	- 0.1	+2.5	+1.7	- 14.3

[¥ billions]

Capital Expenditure and Depreciation and Amortization Expenses



Free Cash Flows



*Depreciation and amortization:
IFRS16 royalty assets amortization expenses not included

*INCJ's equity stake
(INCJ : Innovation Network Corporation of Japan)

Appendix FY2019 Earnings Forecast – Overview

[¥ billions]

	FY2020 12M	FY2019 12M	YoY
	Forecast (current)	Results	
Revenue	-	996.1	-
Operating Profit	-	8.2	-
Operating Profit ratio	-	0.8%	-
Profit before tax	-	0.3	-
Profit attributable to owners of the Company	-	△ 3.1	-
Profit attributable to owners of the Company ratio	-	-0.3%	-
EPS [Yen]	-	△ 6.21	
ROE (%)	-	-	
CAPEX	-	50.8	
Depreciation and Amortization Expenses	-	57.0	
R&D expenses	-	74.0	
FCF	-	△ 19.9	
Investment and loan	-	7.9	
FOREX [Yen]	-	108.74	
EUR	-	120.82	

*1 ROE: Profit attributable to owners of the Company divided by equity attributable to owners of the Company (average of beginning and ending balances)

*2 Depreciation and Amortization Expenses: IFRS16 royalty assets amortization expenses not included (Forecast for FY2019: ¥20 billion)

Appendix FOREX Impact on Revenue and Operating Profit

[FOREX : ¥]

[Impact, Sensitivity : ¥ billions]

	FY18	FY19	YoY Impact		FX Sensitivity*2	
	12M	12M	Revenue	OP	Revenue	OP
USD	110.91	108.74	- 6.9	+0.1	+3.3	- 0.1
EUR	128.41	120.82	- 13.3	- 6.7	+1.8	+0.6
GBP	145.68	138.24	- 2.1	+0.1	+0.3	+0.0
European Currency*1	-	-	- 18.7	- 6.6	+2.5	+1.0
CNY	16.54	15.60	- 2.8	- 0.9	+2.9	+1.2
AUD	80.92	74.14	- 2.7	- 0.7	+0.4	+0.1
Other	-	-	- 1.8	- 0.2	-	-
Exchange contract effect	-	-	- 0.1	+1.1	-	-
Total impact from FY2018	-	-	- 32.9	- 7.2	-	-

*1 European currency: Currencies used in Europe including EUR/GBP

*2 FOREX Sensitivity: FOREX impact at ¥1 change (annual)

■ Composition of revenue by region (in yen)

	FY2017				FY2018				FY19			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Japan	13%	13%	12%	12%	13%	12%	12%	12%	12%	13%	13%	14%
North America	34%	34%	33%	31%	33%	33%	33%	33%	34%	33%	33%	33%
EU	36%	36%	38%	40%	36%	36%	36%	36%	36%	34%	37%	37%
Others	17%	17%	17%	17%	18%	19%	18%	18%	17%	19%	17%	16%

■ Change in revenue by region (w/o FOREX)

	FY2017				FY2018				FY19			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Japan	+2%	+0%	-1%	-1%	+4%	+1%	+2%	+3%	-8%	+4%	+1%	-3%
North America	+2%	+3%	-3%	+8%	+5%	+4%	+5%	+4%	-2%	-2%	-3%	-12%
EU	-1%	+2%	+1%	+4%	+4%	+1%	+1%	+0%	-2%	-1%	+6%	-7%
Others	-10%	-8%	-5%	-2%	+16%	+8%	+10%	+10%	-6%	+1%	+0%	-17%

■ Percentage of color in sales of hardware

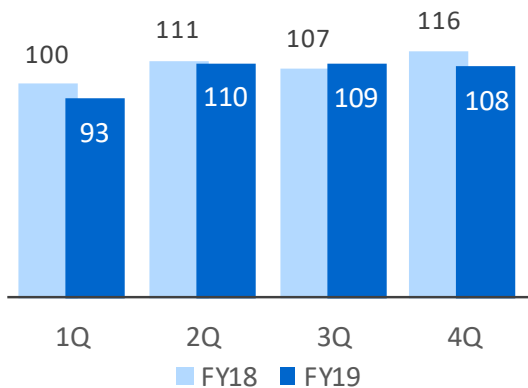
	FY2017				FY2018				FY19			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Office	69%	72%	72%	72%	73%	73%	73%	74%	72%	73%	72%	75%
Professional Print	78%	76%	80%	78%	81%	80%	80%	81%	78%	82%	76%	80%

Appendix Quarterly Unit Sales Trends | Office/Professional Print – Products



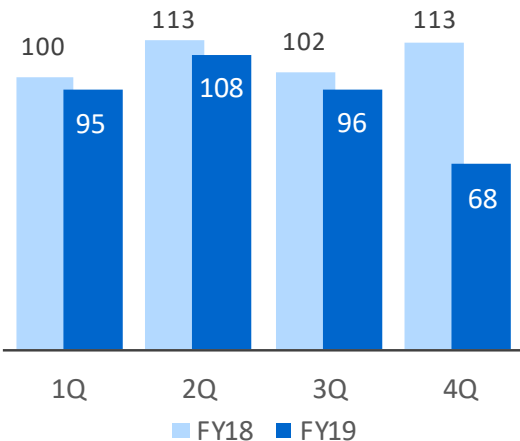
A3 Color MFP– Units*

YoY -7%



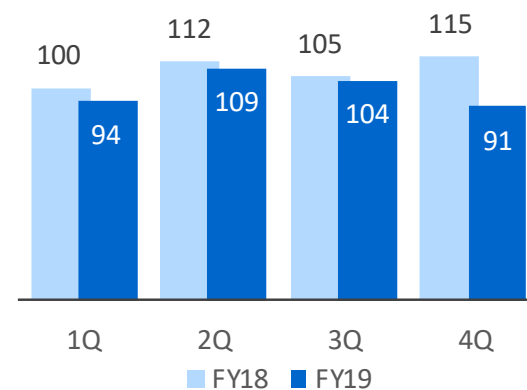
A3 monochrome MFP– Units*

YoY -40%



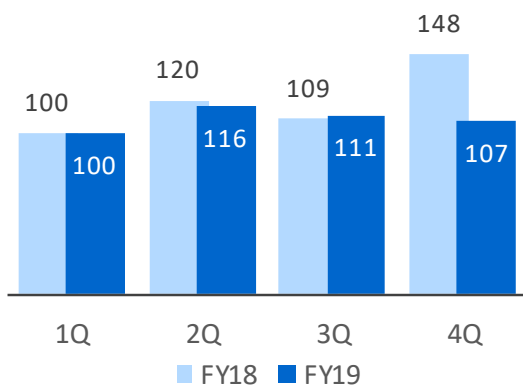
A3 MFP– Units*

YoY -21%



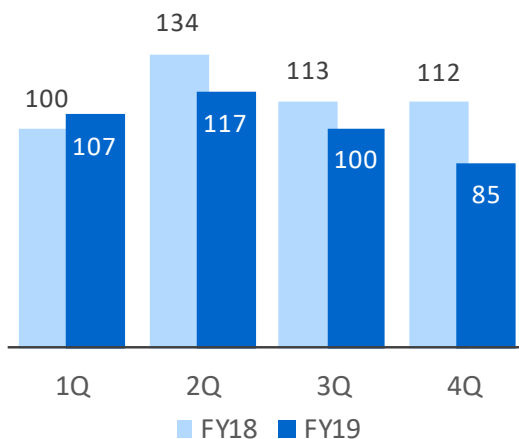
Color Production Print – Units*

YoY -28%



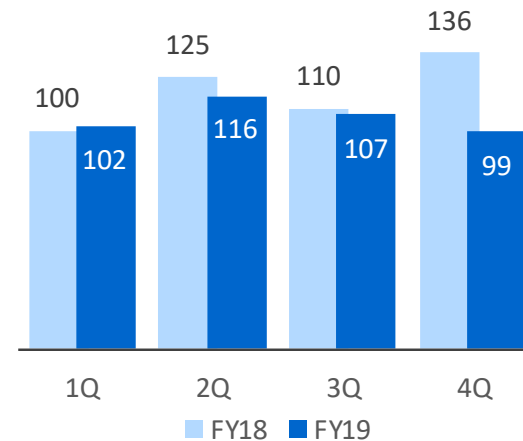
Monochrome Production Print – Units*

YoY -24%



Production Print – Units*

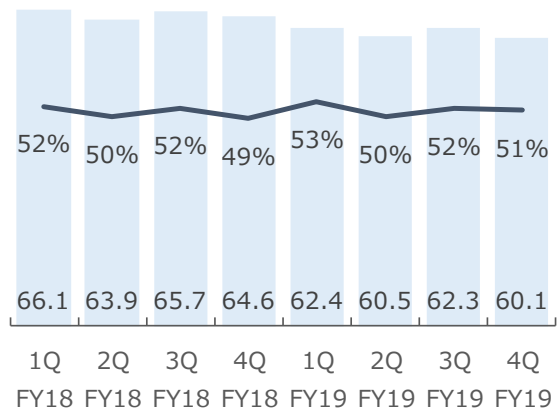
YoY -27%



* Base Index: "FY2018-1Q = 100

Revenue & ratio of non-hard

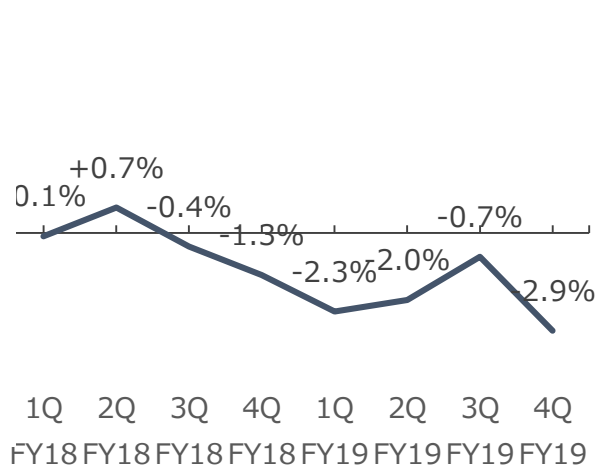
Office [¥ billions]



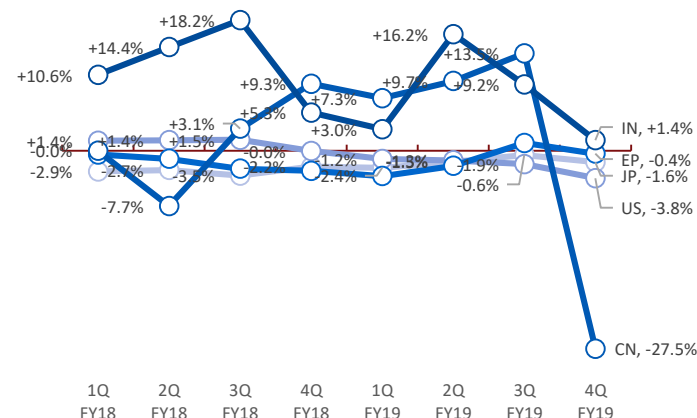
YoY revenue increase in non-hard

(w/o FOREX)

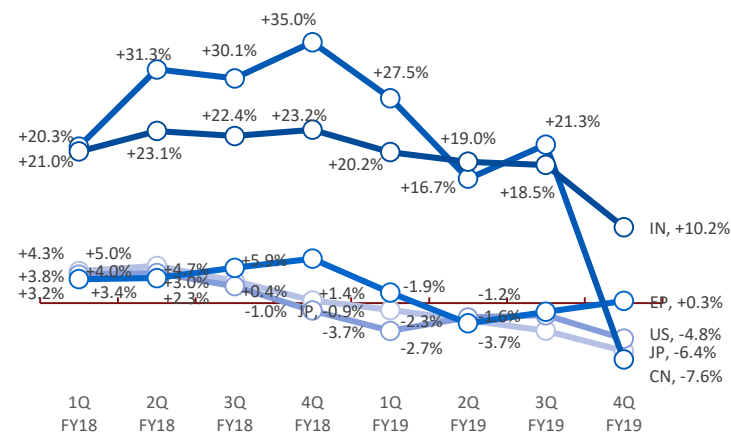
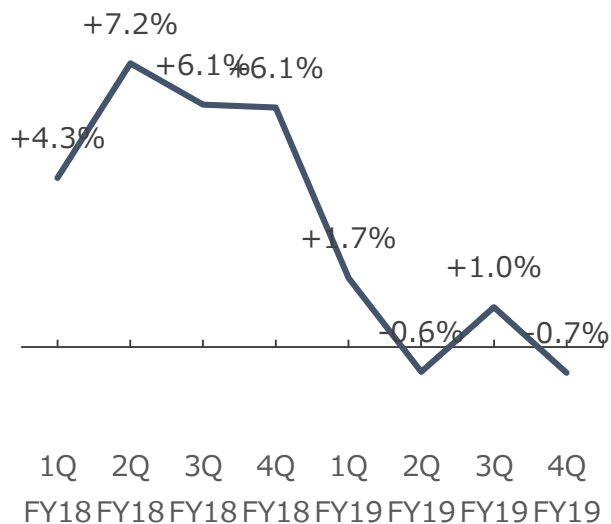
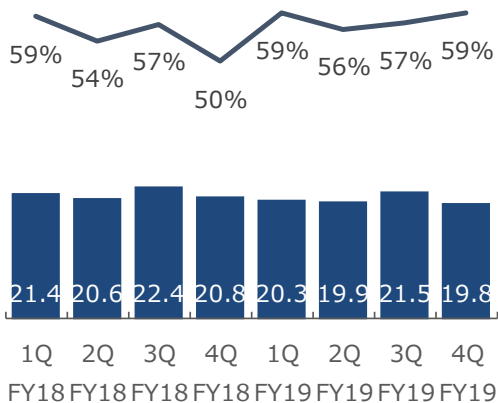
[Total]



[Regional YoY]



Production print



Appendix Quarterly Financial Results : Segments



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[¥ billions]

【Revenue】	FY17				FY18				FY19			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Office Business	133.0	146.5	148.2	156.2	143.5	147.2	145.7	151.4	134.6	138.6	139.0	134.3
Professional Print Business	49.0	52.2	53.9	59.2	53.4	55.9	55.8	62.7	50.6	52.7	55.4	51.4
Healthcare Business	19.5	23.3	24.0	29.6	18.6	21.6	20.9	29.8	18.6	26.4	18.1	24.7
Industrial Business	28.7	31.3	30.1	28.1	31.6	28.0	28.8	28.3	28.1	27.9	26.9	26.7
Optical Systems for Industrial Use	11.7	11.5	11.1	8.8	10.1	7.9	8.2	9.0	7.2	7.4	8.0	8.2
Material · Components	17.0	19.8	19.0	19.4	21.5	20.1	20.6	19.3	21.0	20.5	18.9	18.5
New business	1.9	2.3	5.7	7.4	7.8	8.8	8.8	9.2	9.6	9.9	9.9	11.8
Bio-healthcare	–	–	3.6	5.4	5.9	6.5	6.6	6.9	7.2	7.4	7.7	8.3
Others	1.9	2.3	2.1	2.0	2.0	2.3	2.2	2.3	2.3	2.5	2.2	3.6
Corporate etc.	0.1	0.2	0.3	0.4	0.3	0.3	0.4	0.2	0.2	0.2	0.2	0.2
Company overall	232.4	255.8	262.2	281.0	255.2	261.9	260.5	281.5	241.7	255.7	249.5	249.1
【Operating Profit】												
Office Business	5.3	14.8	9.8	15.0	9.3	13.4	11.6	12.8	7.7	9.4	5.4	1.3
Professional Print Business	1.6	0.9	2.6	4.2	1.7	3.7	3.3	5.1	1.1	1.0	2.9	-0.7
Healthcare Business	-0.5	3.4	1.0	1.7	-0.2	1.0	0.3	1.2	-0.3	0.7	0.2	0.1
Industrial Business	6.1	5.9	5.6	5.9	6.8	4.7	5.6	3.9	4.8	4.9	5.6	3.8
New Business	-2.7	-3.2	-4.4	-5.6	-5.1	-3.5	-5.4	-5.3	-6.4	-4.6	-3.8	-2.9
Corporate etc.	-1.1	-10.0	-5.9	3.6	3.1	-0.2	0.4	-5.8	-6.3	-6.6	-5.2	-4.1
Company overall	8.7	11.8	8.6	24.8	15.4	19.2	15.9	11.9	0.6	4.9	5.1	-2.4

Business Segments for FY 2019

Core businesses Businesses that strengthen profitability by cost structure reform and that support profit during the Medium-Term Plan

Growth businesses Businesses that aim for higher profit around the core by using resources that we made upfront investments in under the previous Medium-Term Plan

New businesses Businesses that aim to achieve high profits by establishing new business models for the IoT era

Business segment

*Certain BUs, such as Healthcare and Measuring Instruments, may be incubating growth businesses internally, as is the case with the main businesses.

Business Unit	Core businesses	Growth businesses	New businesses
Office	Office ITS		WPH
Professional Print	Production Print (PP)	Industrial Printing (IP) <small>Textiles</small> Marketing services	
Healthcare	Healthcare Business <small>Ultrasound</small>	Medical IT	Bio-healthcare
Optical Systems for Industrial Use	Measuring Instruments <small>Visual Inspection</small>	Imaging Solutions	QOL Status Monitoring <small>Digital Manufacturing</small>
Materials and Components	Performance Materials <small>New Films</small> IJ Components <small>Optical Components</small>	Materials <small>OLED</small>	

- **MFP (Multi Functional Peripheral) Speed Segment: Office Business**
Seg. 1 to 20ppm, Seg.2 21–30ppm, Seg.3 31–40ppm, Seg.4 41–69ppm, Seg.5 70~ppm (A4 vertical, minute speed)
- **Color production print Machine Segments: Professional Print Business**
 - ELPP (Entry Light Production Print, Monthly printing volume: 1–0.3 million sheets for low-priced products mainly for large companies' centralized printing rooms)
 - LPP (Light Production Print, Monthly printing volume: 0.1–0.3 million sheets for commercial printers)
 - MPP (Mid Production Print, Monthly printing volume: 30–1 million sheets for commercial printing products)
 - HPP (Heavy Production Print, Monthly printing volume: 1 million sheets or more for commercial printing products)
- **IQ-501 (Intelligent Quality Optimizer): Professional Print Business**
An optional unit that implements constant monitoring/control during printing to automate color management and front/back register control. This drastically cuts down on control times and improve production time.
- **X-ray kinetic analysis and Digital X-ray Dynamic Digital Radiography Systems: Healthcare Business**
These devices and systems enable more detailed diagnoses by using continuously captured X-ray images to observe patients in motion.
- **informatics: Healthcare Business**
Our ICT service platform for helping hospitals and clinics deliver care in a variety of ways. Offerings include our Collaboration Box Service, which allows multiple institutions to share medical data such as examination images and reports, and remote diagnostic support services that facilitate requests for image interpretation.
- **RNA (ribonucleic acid) Testing: Bio-healthcare Business**
Testing to identify changes in mRNA structure in the primary transcript of DNA (deoxyribonucleic acid). Analysis of transcript mRNA can provide more detailed test results on DNA mutations that used to be considered of undetermined clinical significance in conventional DNA testing.
- **Workplace Hub (WPH): New Business**
Edge IoT platform provided by Konica Minolta. In addition to multi functional peripheral, a server is integrated to create a solution that drives efficiencies by reducing the overall costs of IT infrastructure management, providing real-time data-driven visibility of IT usage patterns that help to improve business processes. This will link people and data, and empower them to make smarter decisions and solve problems in the office.



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