

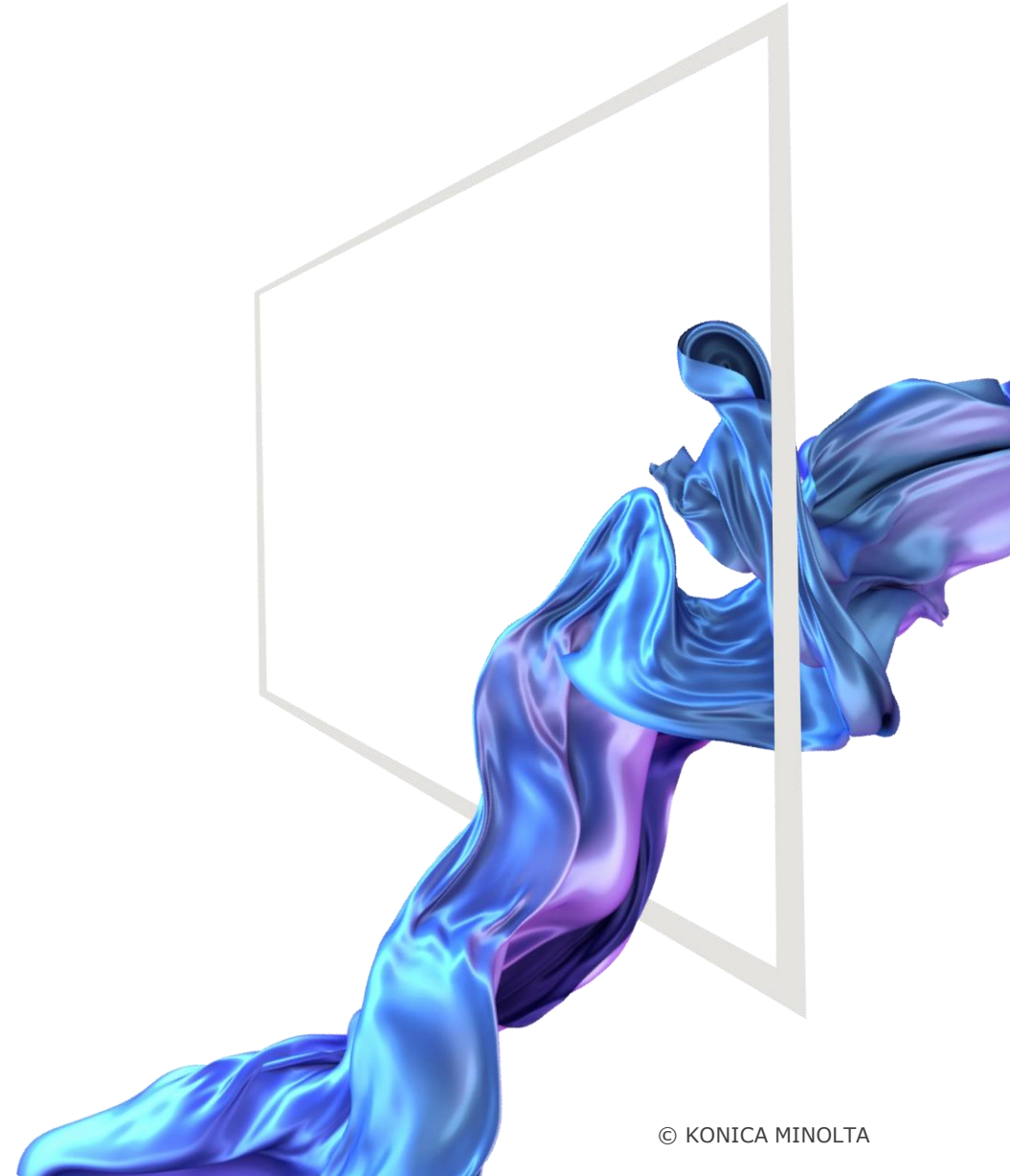
Konica Minolta, Inc. 3rd Quarter/FY2023 ending in March 2024 Consolidated Financial Results

Toshimitsu Taiko
President and CEO

Three months : October 1, 2023 - December 31, 2023

Nine months : April 1, 2023 – December 31, 2023

- Announced on February 1, 2024 -



FY2023 Q3 Result

- Revenue: Decreased in Q3, cumulative increase
- Operating profit: ¥7.8 billion (decrease) in Q3, ¥8.6 billion (increase) as cumulative total
 - Increase: Office, performance materials
 - Decrease: Sensing, medical imaging
 - Impairment loss recorded in visual solutions (planetariums)

Medium-Term Business Plan Progress

- Business selection and concentration
 - Non-focused business: Concluded agreement to transfer 80% of equity interests of two Chinese manufacturing subsidiaries (optical components)
 - Direction-changing business: Implement strategic options, including withdrawal and utilization of third-party capital (FY2024)
- Reinforcement of financial foundation
 - Operating CF profitability (¥14.5 billion) due to reduction of working capital

FY2023 Q3 PERFORMANCE OVERVIEW



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FY2023 9M Cumulative Total Results

- Revenue: Increased
- Business contribution profit*: Improved mainly due to production cost reductions, lower logistics expenses
- Profit attributable to owners of the Company: Net finance income/costs deteriorated; foreign exchange loss recorded
- FCF: Significantly increased due to inventory reduction

[¥ billions]

| | FY2023 9M | vs FY2022 | | | FY2023 Q3 | vs FY2022 | | |
|---|--------------|--------------|--------|--------------------|--------------|--------------|--------|--------------------|
| | | FY2022 9M | YoY | YoY (w/o FOREX) | | FY2022 Q3 | YoY | YoY (w/o FOREX) |
| Revenue | 842.0 | 821.0 | +3% | -2% | 289.2 | 290.3 | -0% | -5% |
| Gross Profit | 368.1 | 351.6 | +5% | -2% | 130.9 | 125.6 | +4% | -2% |
| Gross Profit ratio | 43.7% | 42.8% | +0.9pt | | 45.3% | 43.3% | +2.0pt | |
| SG & A | 355.9 | 340.6 | +4% | +0% | 120.9 | 115.3 | +5% | +1% |
| Business Contribution Profit | 12.2 | 11.0 | +11% | -55% | 9.9 | 10.2 | -3% | -36% |
| Operating Profit | 8.6 | 3.4 | +153% | -59% | 7.8 | 8.5 | -9% | -48% |
| Profit attributable to owners of the Company | -4.1 | -3.3 | - | | 0.3 | 3.5 | -90% | |
| FCF | 13.3 | -42.8 | - | | 3.9 | -17.4 | - | |
| FOREX [Yen] | | | | | | | | |
| USD | 143.29 | 136.51 | +6.78 | | 147.89 | 141.59 | +6.30 | |
| EUR | 155.29 | 140.59 | +14.70 | | 159.11 | 144.30 | +14.81 | |

*Business contribution profit: Original index of the Company, the profit subtracted sales cost, SG&A from revenue

FY2023 Q3 Performance | Revenue & Profit by Segment



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[¥ billions]

FY2023 9M Cumulative Results

| Revenue | FY23 9M | vs FY22 | | |
|--------------------|---------|---------|-----|-----------|
| | | FY22 9M | YoY | w/o FOREX |
| Digital Workplace | 450.6 | 437.1 | +3% | -3% |
| Professional Print | 189.7 | 184.9 | +3% | -1% |
| Healthcare | 98.5 | 96.9 | +2% | -1% |
| Industry *1 | 101.6 | 100.4 | +1% | -2% |
| Corporate, etc. *1 | 1.5 | 1.6 | -6% | -6% |
| Company overall | 842.0 | 821.0 | +3% | -2% |

| Business Contribution Profit | FY23 9M | rate | vs FY22 After adjustment for head-office expenses *2 | | |
|------------------------------|---------|------|--|------|-----------|
| | | | FY22 9M | YoY | w/o FOREX |
| Digital Workplace | 20.5 | 5% | 16.7 | +23% | +5% |
| Professional Print | 8.8 | 5% | 9.3 | -6% | -21% |
| Healthcare | -5.4 | - | -8.1 | - | - |
| Industry *1 | 9.1 | 9% | 16.3 | -44% | -48% |
| Corporate, etc. *1 | -20.7 | - | -23.2 | - | - |
| Company overall | 12.2 | 1% | 11.0 | +11% | -55% |

| Operating Profit | FY23 9M | rate | vs FY22 After adjustment for head-office expenses *2 | | |
|-----------------------|---------|------|--|-------|-----------|
| | | | FY22 9M | YoY | w/o FOREX |
| Digital Workplace | 19.7 | 4% | 10.7 | +83% | +56% |
| Professional Print | 8.8 | 5% | 8.9 | -1% | -17% |
| Healthcare | -5.8 | - | -9.0 | - | - |
| Industry *1 | 6.9 | 7% | 16.1 | -57% | -61% |
| Corporate, etc. *1 *3 | -21.0 | - | -23.3 | - | - |
| Company overall | 8.6 | 1% | 3.4 | +153% | -59% |

*1 FORXAI's revenue, business contribution profit, and operating profit are included in Industry Business in FY2022 and in Corporate, etc. in FY2023. These figures in FY2022 are included in Corporate, etc. in this material.

*2 Adjustment for head-office expenses: Some part of expenses regarding the whole corporate had been transferred to each business segment until FY2022 and has not been transferred in FY2023. The figures in the table are the ones after adjusting the cost allocation of FY2022 results to the FY2023 base as a reference. They include the common expenses in Digital Workplace Business and Professional Print Business.

*3 Including impairment loss on visual solutions unit (planetariums)

FY2023 Q3 Performance | Revenue & Profit by Segment



KONICA MINOLTA

[¥ billions]

FY2023 Q3 Results

| Revenue | FY23 Q3 | vs FY22 | | |
|--------------------|---------|---------|-----|-----------|
| | | FY22 Q3 | YoY | w/o FOREX |
| Digital Workplace | 156.1 | 158.7 | -2% | -7% |
| Professional Print | 65.7 | 65.1 | +1% | -4% |
| Healthcare | 34.7 | 32.9 | +5% | +2% |
| Industry *1 | 32.2 | 33.1 | -3% | -6% |
| Corporate, etc. *1 | 0.5 | 0.5 | -2% | -2% |
| Company overall | 289.2 | 290.3 | -0% | -5% |

| Business Contribution Profit | FY23 Q3 | rate | vs FY22 After adjustment for head-office expenses *2 | | |
|------------------------------|---------|------|--|------|-----------|
| | | | FY22 Q3 | YoY | w/o FOREX |
| Digital Workplace | 9.7 | 6% | 9.4 | +3% | -23% |
| Professional Print | 5.2 | 8% | 5.5 | -6% | -22% |
| Healthcare | -1.5 | - | -0.4 | - | - |
| Industry *1 | 3.1 | 10% | 4.1 | -24% | -26% |
| Corporate, etc. *1 | -6.6 | - | -8.4 | - | - |
| Company overall | 9.9 | 3% | 10.2 | -3% | -36% |

| Operating Profit | FY23 Q3 | rate | vs FY22 After adjustment for head-office expenses *2 | | |
|-----------------------|---------|------|--|------|-----------|
| | | | FY22 Q3 | YoY | w/o FOREX |
| Digital Workplace | 9.6 | 6% | 8.0 | +20% | -11% |
| Professional Print | 5.1 | 8% | 5.4 | -5% | -22% |
| Healthcare | -1.6 | - | -0.4 | - | - |
| Industry *1 | 1.4 | 4% | 4.0 | -65% | -67% |
| Corporate, etc. *1 *3 | -6.8 | - | -8.4 | - | - |
| Company overall | 7.8 | 3% | 8.5 | -9% | -48% |

*1 FORXAI's revenue, business contribution profit, and operating profit are included in Industry Business in FY2022 and in Corporate, etc. in FY2023. These figures in FY2022 are included in Corporate, etc. in this material.

*2 Adjustment for head-office expenses: Some part of expenses regarding the whole corporate had been transferred to each business segment until FY2022 and has not been transferred in FY2023. The figures in the table are the ones after adjusting the cost allocation of FY2022 results to the FY2023 base as a reference. They include the common expenses in Digital Workplace Business and Professional Print Business.

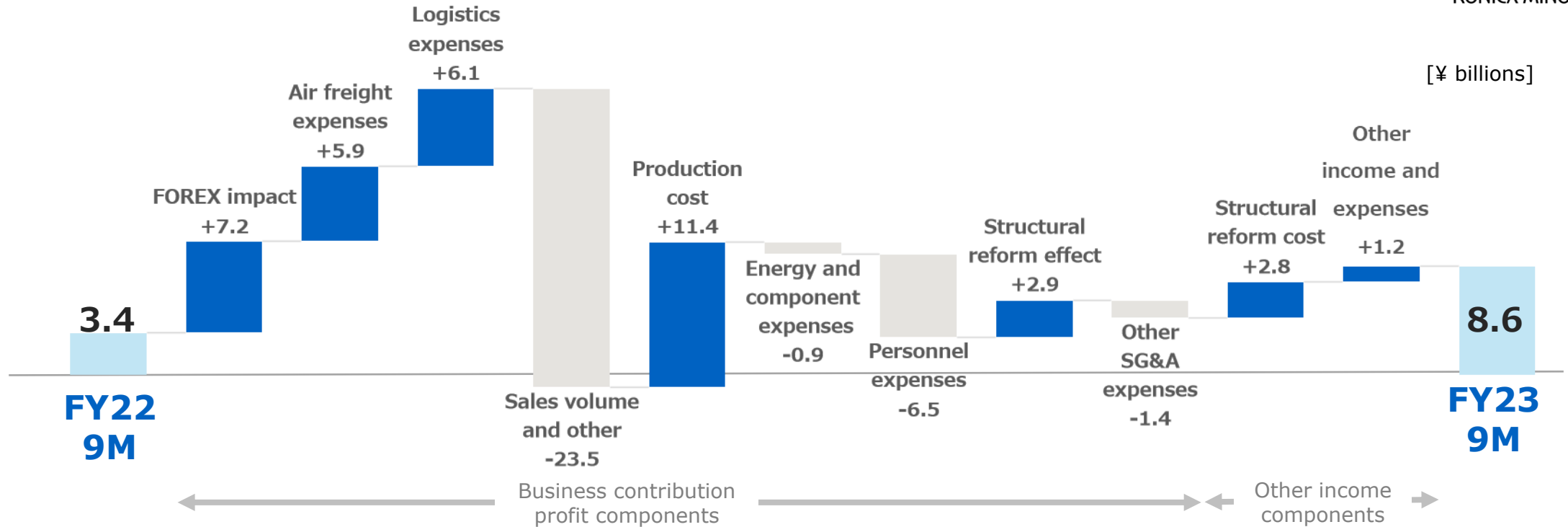
*3 Including impairment loss on visual solutions unit (planetariums)

FY2023 Q3 Performance | Factors of Increase/Decrease of Operating Profit (9M)



KONICA MINOLTA

[¥ billions]



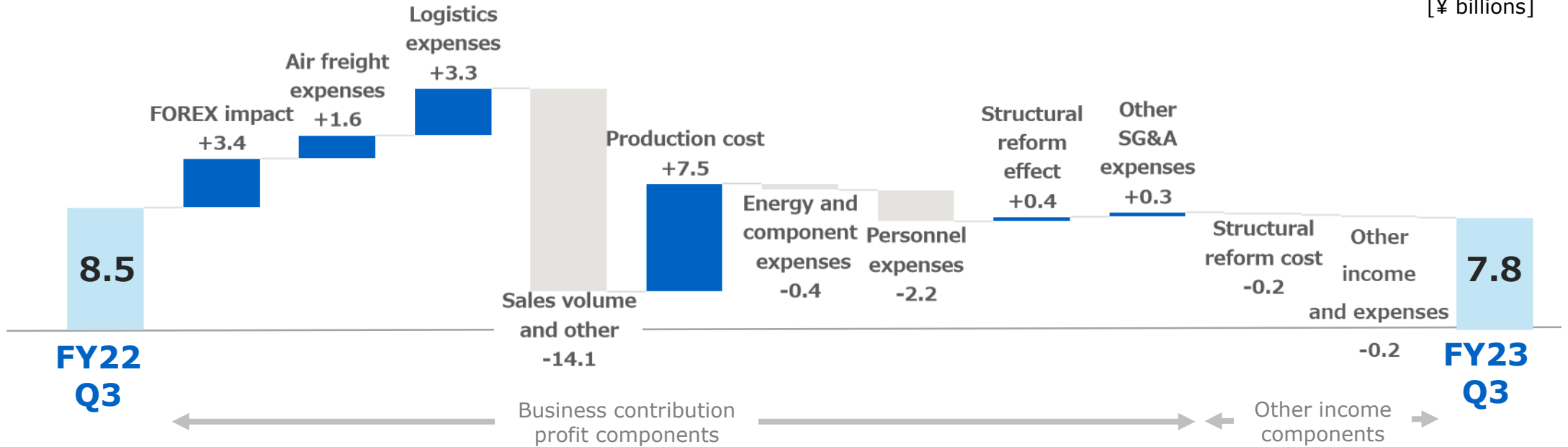
| | FY22 9M | FOREX impact | Air freight expenses | Logistics expenses | Sales volume and other | Production cost | Energy and component expenses | Personnel expenses | Structural reform effect | Other SG&A expenses | Structural reform cost | Other income and expenses | FY23 9M |
|--------------------|---------|--------------|----------------------|--------------------|------------------------|-----------------|-------------------------------|--------------------|--------------------------|---------------------|------------------------|---------------------------|---------|
| Digital Workplace | 10.7 | +4.7 | +4.2 | +5.8 | -16.1 | +7.7 | +0.6 | -3.5 | +2.3 | -2.0 | +2.8 | +2.3 | 19.7 |
| Professional Print | 8.9 | +2.4 | +1.7 | +0.3 | -3.8 | +0.3 | +0.3 | -1.2 | - | -0.4 | - | +0.5 | 8.8 |
| Healthcare | -9.0 | -0.3 | - | - | +2.8 | +1.6 | -0.9 | -1.4 | +0.4 | +0.5 | +0.0 | +0.5 | -5.8 |
| Industry | 16.1 | +0.6 | - | - | -6.2 | +1.8 | -0.9 | -0.7 | +0.2 | -2.0 | -0.1 | -2.0 | 6.9 |
| Corporate, etc. | -23.3 | -0.2 | - | - | -0.1 | - | - | +0.2 | - | +2.5 | - | -0.1 | -21.0 |
| Company overall | 3.4 | +7.2 | +5.9 | +6.1 | -23.5 | +11.4 | -0.9 | -6.5 | +2.9 | -1.4 | +2.8 | +1.2 | 8.6 |

FY2023 Q3 Performance | Factors of Increase/Decrease of Operating Profit (Q3)



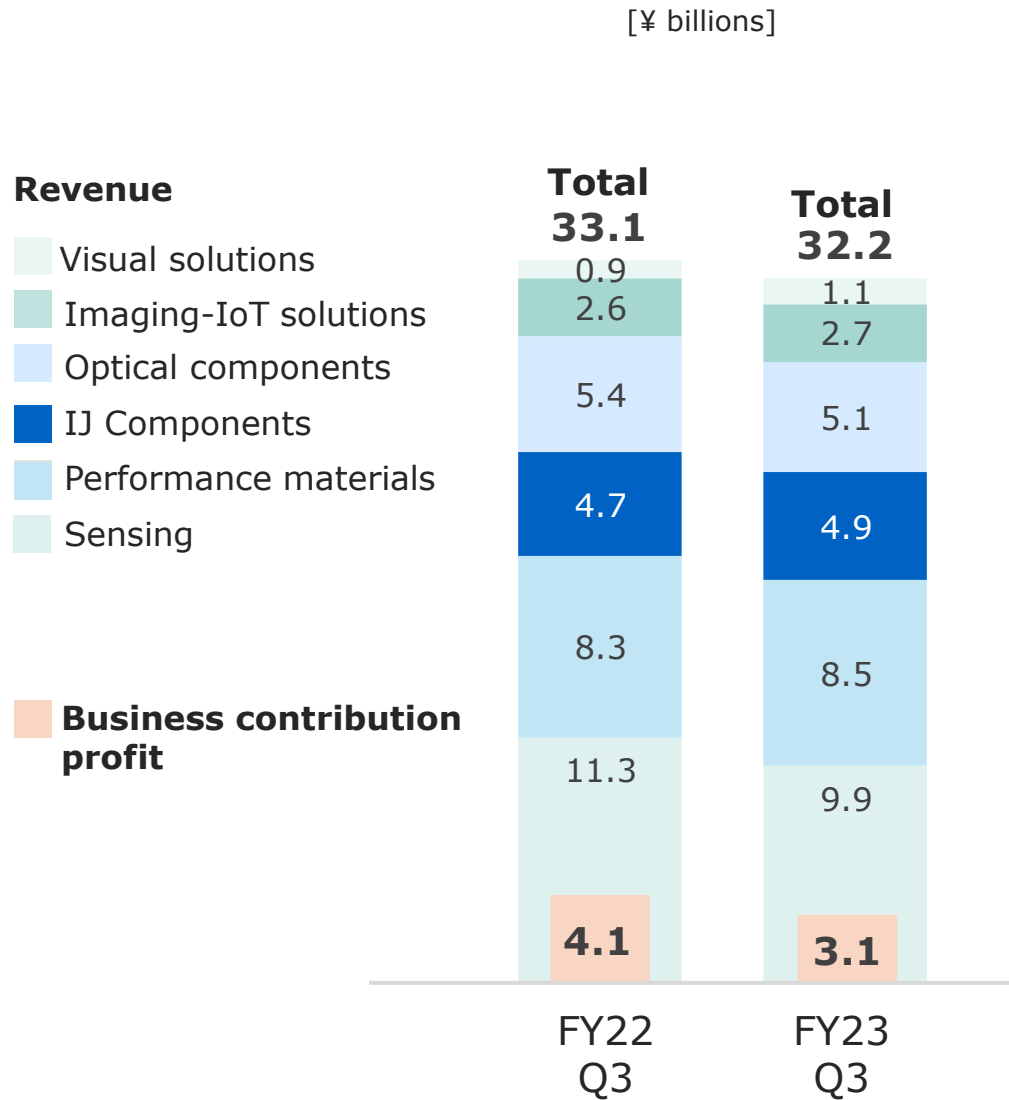
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[¥ billions]



| | FY22 Q3 | FOREX impact | Air freight expenses | Logistics expenses | Sales volume and other | Production cost | Energy and component expenses | Personnel expenses | Structural reform effect | Other SG&A expenses | Structural reform cost | Other income and expenses | FY23 Q3 |
|--------------------|---------|--------------|----------------------|--------------------|------------------------|-----------------|-------------------------------|--------------------|--------------------------|---------------------|------------------------|---------------------------|---------|
| Digital Workplace | 8.0 | +2.5 | +0.9 | +3.0 | -10.6 | +5.0 | +0.1 | -0.5 | +0.2 | -0.2 | -0.1 | +1.4 | 9.6 |
| Professional Print | 5.4 | +0.9 | +0.7 | +0.3 | -1.4 | +0.1 | +0.1 | -0.4 | - | -0.5 | - | +0.1 | 5.1 |
| Healthcare | -0.4 | -0.0 | - | - | +0.2 | +0.8 | -0.6 | -1.2 | - | -0.2 | -0.0 | -0.0 | -1.6 |
| Industry | 4.0 | +0.1 | - | - | -2.3 | +1.7 | - | -0.3 | +0.2 | -0.3 | -0.1 | -1.5 | 1.4 |
| Corporate, etc. | -8.4 | -0.0 | - | - | -0.0 | - | - | +0.2 | - | +1.6 | - | -0.1 | -6.8 |
| Company overall | 8.5 | +3.4 | +1.6 | +3.3 | -14.1 | +7.5 | -0.4 | -2.2 | +0.4 | +0.3 | -0.2 | -0.2 | 7.8 |

FY2023 Q3 Performance | Business Trends of Industry



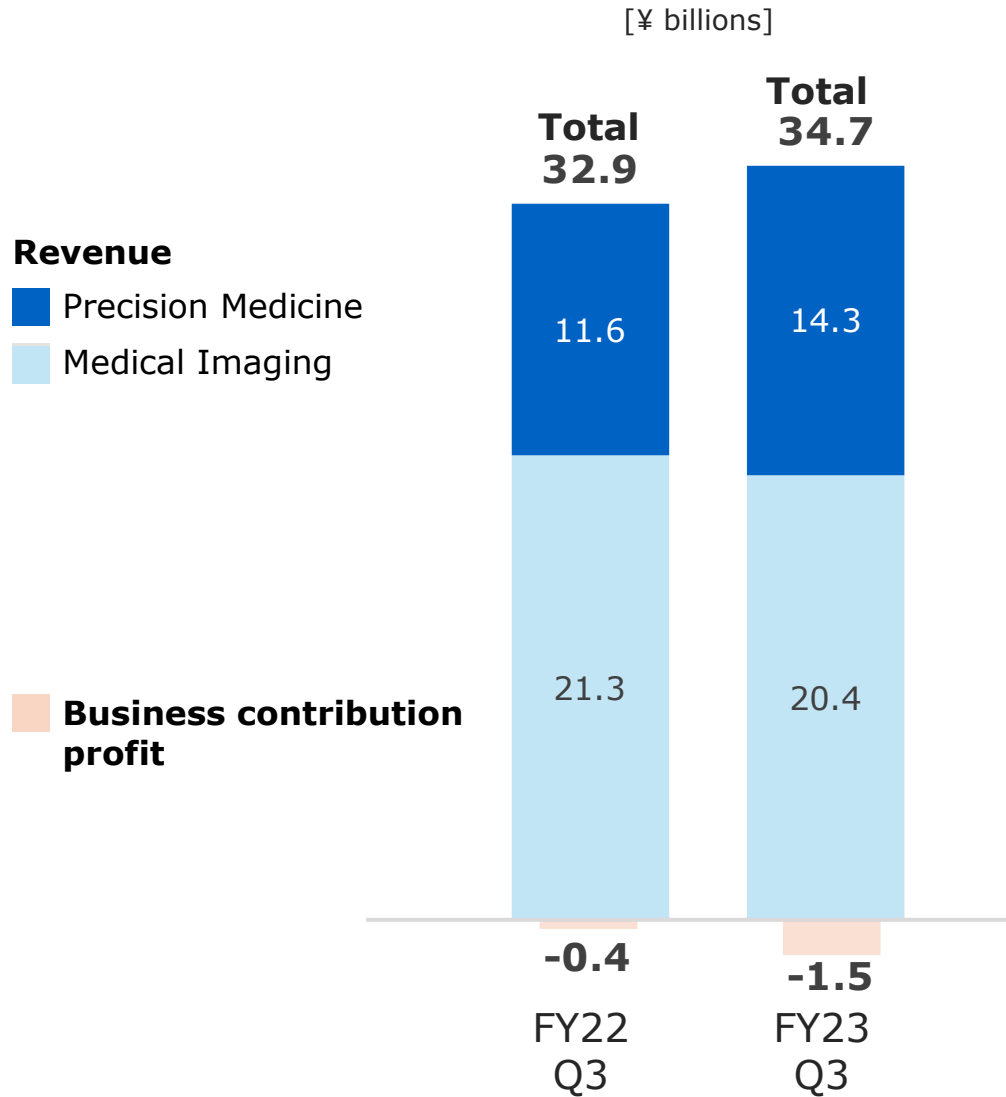
Revenue

| | |
|------------------------------|--|
| Sensing | <ul style="list-style-type: none"> Light source color: Decreased due to restrained capital investment of major customers Object color: Maintained strong performance Automotive visual inspection: Maintained solid performance |
| Performance materials | <ul style="list-style-type: none"> TV: Demand decreased due to production adjustments in the supply chain. Growth in "SANUQI" films for large-size TVs Smartphones: Increase trend due to recovery in demand |
| IJ components | <ul style="list-style-type: none"> Strong performance in inkjet heads for sign graphics applications in China and Europe |
| Imaging-IoT solutions | <ul style="list-style-type: none"> Monitoring camera solution: Solid Performance in Europe and the U.S. Force Security*: Maintained strong performance |
| Visual solutions | <ul style="list-style-type: none"> Planetariums: Impairment loss of ¥1.7 billion recorded |

Business Contribution Profit

| | |
|--------------------------|---|
| Industry Business | <ul style="list-style-type: none"> Performance materials: Profit increased Sensing, imaging-IoT solutions, and visual solutions: Profit decreased |
|--------------------------|---|

* Force Security: U.S. system integrator acquired in FY2023



Revenue

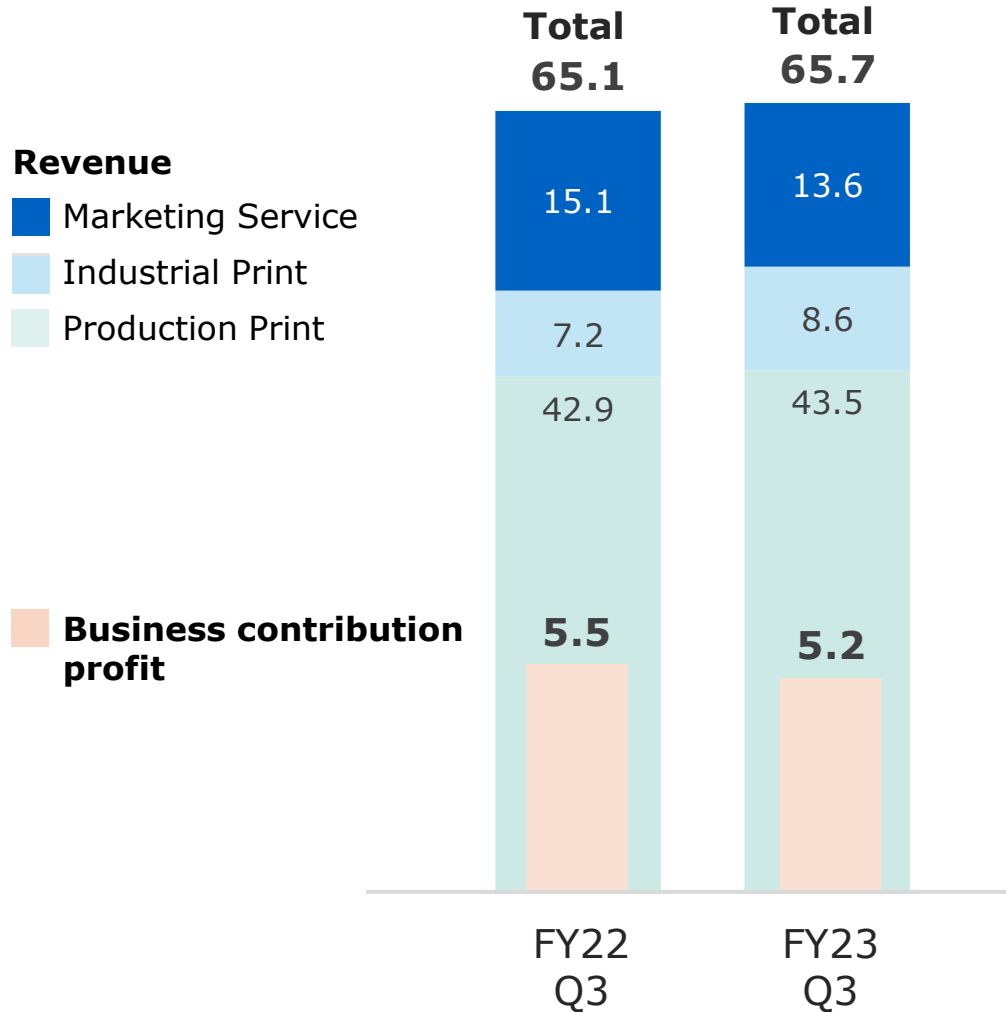
(YoY)

| | |
|---------------------------|---|
| Medical Imaging | <ul style="list-style-type: none"> • X-ray: In Japan, clinic market was solid and decreased in hospital market. Decreased in the U.S. hospital market due to restrained investments • Dynamic Digital Radiography: Growth in the U.S. based on high value-added imaging |
| Precision Medicine | <ul style="list-style-type: none"> • Genetic testing: Increased in received samples, Ambry's profit continued • Drug discovery support: Increased due to expanded contracts for clinical trials • Business in Japan: Expanded GenMineTOP panel test services |

Business Contribution Profit

| | |
|----------------------------|---|
| Healthcare Business | <ul style="list-style-type: none"> • Medical Imaging: Profit decreased • Precision Medicine: Deficit improved |
|----------------------------|---|

[¥ billions]



Revenue

(YoY, excluding impact of FOREX on hardware/non-hard)

| | |
|-------------------------|---|
| Production Print | <ul style="list-style-type: none"> Hardware: 96% (98% excluding the elimination of the previous year's order backlog) Unit sales of color models 97% (HPP 124%) Unit sales of monochrome models 88% Non-hard: 96% (99% excluding the elimination of the previous year's order backlog) with decrease in Japan, Europe, and the U.S. and strong performance in India |
| Industrial Print | <ul style="list-style-type: none"> Hardware: Volume growth in label presses and textile presses. Delayed implementation of a part of large-sized presses. Non-hard: Continued QoQ sales growth |

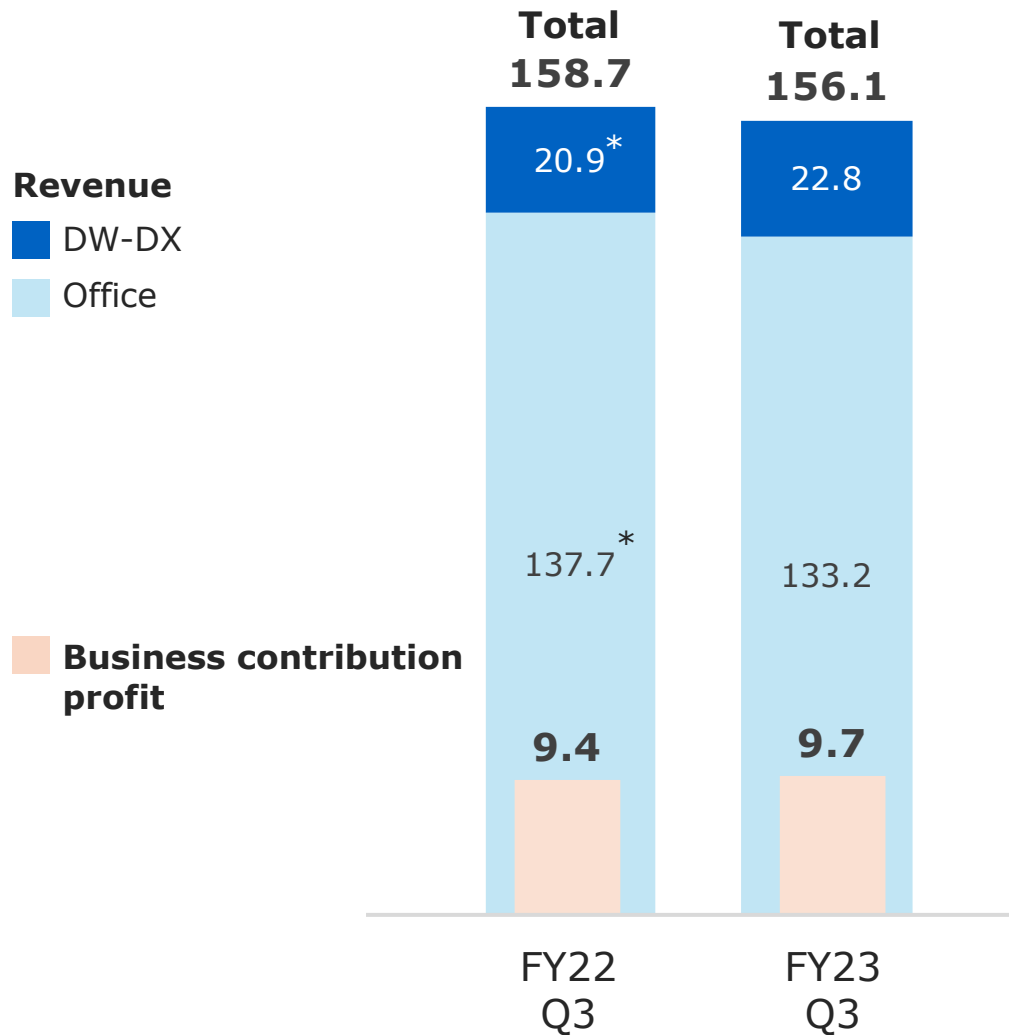
Business Contribution Profit

| | |
|------------------------------------|---|
| Professional Print Business | <ul style="list-style-type: none"> Production print: Profit increased Industrial print: Profit decreased Marketing service: Profit decreased |
|------------------------------------|---|

FY2023 Q3 Performance | Business Trends of Digital Workplace



[¥ billions]



Revenue

(YoY, excluding impact of FOREX on hardware/non-hard)

| | |
|---------------|---|
| Office | <ul style="list-style-type: none"> Hardware: 85% (112% excluding the elimination of the previous year's order backlog) Unit sales of A3 color models 81% Unit sales of A3 monochrome models 100% Non-hard: 96% (98% excluding elimination of order backlog from the previous year) with decrease in Japan, the U.S. and China, and increase in Europe and India Growth in office solutions |
| DW-DX | <ul style="list-style-type: none"> Operation optimizing service (IIM business*¹): Strong performance IT management service (IMS business*²): Slowdown in the U.S. |

Business Contribution Profit

| | |
|-----------------------------------|--|
| Digital Workplace Business | <ul style="list-style-type: none"> Office: Profit increased due to the effect of production cost reduction and the reduction of logistics expenses, lower air transport expenses and others |
|-----------------------------------|--|

*1 IIM business: provides business content management and business process management

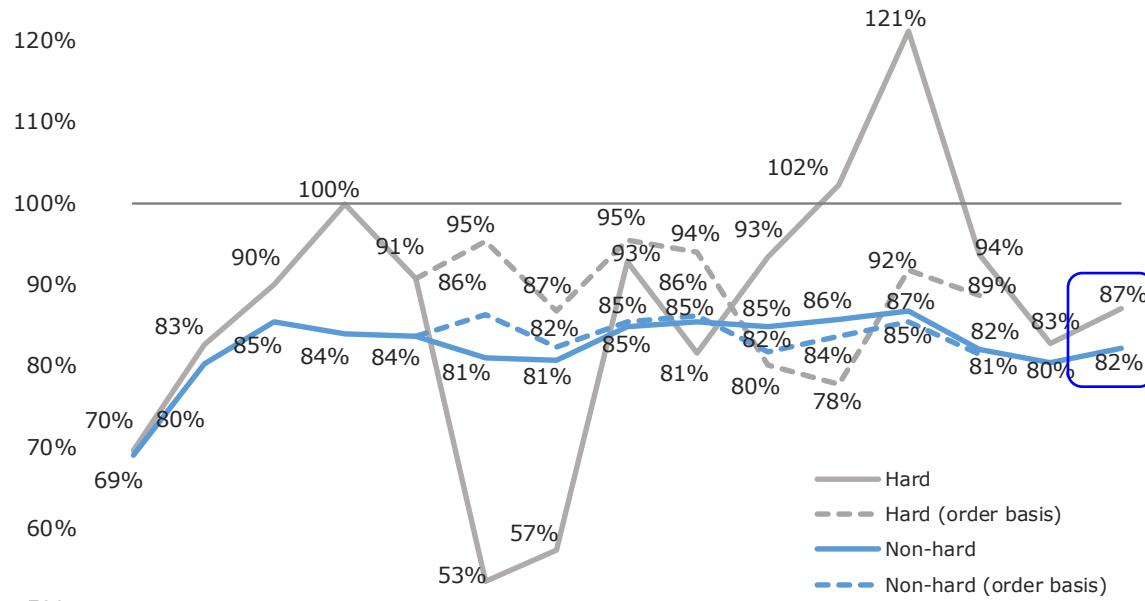
*2 IMS business: provides IT management service

FY23 Performance | Hard and Non-hard Revenue comparing with FY19



Indexed with FY2019 Q1 as 100

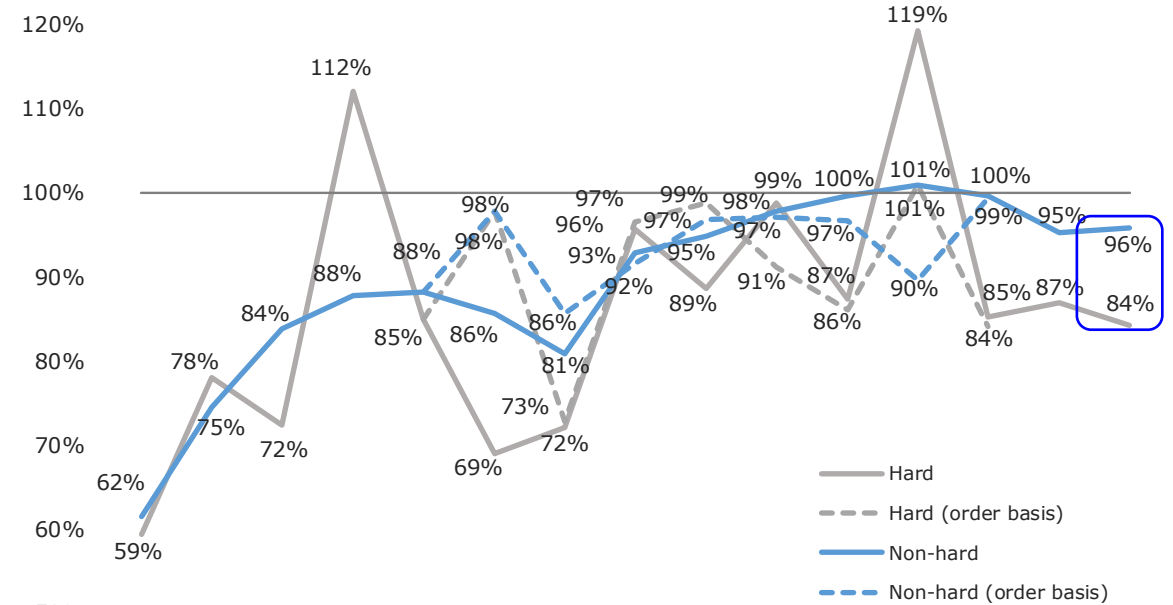
Office



| Non-hard By region | FY20 | | | | FY21 | | | | FY22 | | | | FY23 | | |
|--------------------|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |

| | | | | | | | | | | | | | | | |
|---------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Japan | 85% | 90% | 94% | 92% | 92% | 87% | 91% | 89% | 89% | 87% | 89% | 89% | 88% | 84% | 87% |
| U.S. | 62% | 73% | 78% | 81% | 77% | 75% | 74% | 82% | 77% | 80% | 81% | 82% | 71% | 74% | 75% |
| Europe | 66% | 82% | 83% | 78% | 83% | 82% | 77% | 82% | 87% | 82% | 78% | 87% | 82% | 78% | 80% |
| China | 107% | 105% | 115% | 140% | 109% | 111% | 75% | 110% | 114% | 107% | 104% | 127% | 108% | 134% | 89% |
| India | 52% | 68% | 98% | 113% | 73% | 103% | 127% | 108% | 143% | 128% | 159% | 144% | 180% | 149% | 189% |
| Overall | 69% | 80% | 85% | 84% | 84% | 81% | 81% | 85% | 85% | 85% | 86% | 87% | 82% | 80% | 82% |

Production Print



| Non-hard By region | FY20 | | | | FY21 | | | | FY22 | | | | FY23 | | |
|--------------------|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |

| | | | | | | | | | | | | | | | |
|---------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Japan | 76% | 82% | 88% | 87% | 81% | 76% | 66% | 78% | 75% | 72% | 77% | 80% | 76% | 77% | 75% |
| U.S. | 52% | 67% | 77% | 82% | 76% | 75% | 76% | 90% | 81% | 83% | 86% | 82% | 75% | 71% | 78% |
| Europe | 64% | 77% | 79% | 78% | 88% | 94% | 77% | 86% | 98% | 105% | 96% | 97% | 95% | 91% | 89% |
| China | 113% | 117% | 140% | 138% | 176% | 138% | 98% | 127% | 120% | 143% | 144% | 196% | 204% | 200% | 141% |
| India | 34% | 71% | 105% | 113% | 83% | 107% | 121% | 114% | 136% | 127% | 152% | 140% | 180% | 160% | 165% |
| Overall | 62% | 75% | 84% | 88% | 88% | 86% | 81% | 93% | 95% | 98% | 100% | 101% | 100% | 95% | 96% |

FY2023 Earnings Forecast | Summary

- Forecasts for revenue and profit left unchanged from the previous announcement (some risk factors incorporated)
- FOREX assumption left unchanged at ¥140 for U.S. dollar and ¥140 for euro
- Annual dividend left unchanged as ¥5/share (interim dividend of ¥0 and year-end dividend of ¥5)

[¥ billions]

| | FY2023 Forecast | vs Previous | | | vs FY2022 | | | | |
|---|-----------------|-------------------|--------|-------------|----------------|--------|-------------|---------------------|-------|
| | | Previous Forecast | Change | Change rate | Result | Change | Change rate | Revenue | OP |
| Revenue | 1,150.0 | 1,150.0 | - | - | 1,130.4 | +19.6 | + 2% | | |
| Business contribution profit | 24.0 | 24.0 | - | - | 29.7 | -5.7 | -19% | | |
| Operating Profit | 18.0 | 18.0 | - | - | -95.1 | +113.1 | - | | |
| Profit attributable to owners of the Company | 4.0 | 4.0 | - | - | -103.2 | +107.2 | - | | |
| FCF | 24.0 | 24.0 | - | - | -24.2 | | | FOREX Sensitivity*1 | |
| | | | | | | | | | |
| FOREX [Yen] | | | | | | | | | |
| USD | 140.0 | 140.0 | - | - | 135.5 | +4.5 | | +3.2 | - 0.3 |
| EUR | 140.0 | 140.0 | - | - | 141.0 | -1.0 | | +1.8 | +0.6 |
| RMB | 19.0 | 19.0 | - | - | 19.7 | -0.7 | | +3.4 | +1.0 |

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

FY2023 Earning Forecast | by segments

[¥ billions]

| Revenue | FY23 Forecast | vs Previous Forecast | | | vs FY22 | | |
|--------------------|---------------|------------------------|--------|-------------|---------------|--------|-------------|
| | | FY23 Previous Forecast | Change | Change rate | FY22 Result * | Change | Change rate |
| Digital Workplace | 610.0 | 603.0 | +7.0 | +1% | 600.3 | +9.7 | +2% |
| Professional Print | 260.0 | 260.0 | - | - | 252.6 | +7.4 | +3% |
| Healthcare | 141.0 | 141.0 | - | - | 137.8 | +3.2 | +2% |
| Industry | 138.0 | 145.0 | -7.0 | -5% | 137.1 | +0.9 | +1% |
| Corporate, etc. | 1.0 | 1.0 | - | - | 2.6 | -1.6 | -62% |
| Company overall | 1,150.0 | 1,150.0 | - | - | 1,130.4 | +19.6 | +2% |

| Business contribution profit | FY23 Forecast | Ratio | vs Previous Forecast | | | | vs FY22 | | | |
|------------------------------|---------------|-------|------------------------|--------|-------------|---------------|---------|-------------|------|------|
| | | | FY23 Previous Forecast | Change | Change rate | FY22 Result * | Change | Change rate | | |
| Digital Workplace | 29.0 | 5% | 24.0 | 4% | +5.0 | +21% | 30.7 | 5% | -1.7 | -6% |
| Professional Print | 12.5 | 5% | 12.0 | 5% | +0.5 | +4% | 15.1 | 6% | -2.6 | -17% |
| Healthcare | -3.5 | - | -3.5 | - | - | - | -7.0 | - | +3.5 | - |
| Industry | 13.0 | 9% | 18.5 | 13% | -5.5 | -30% | 21.7 | 16% | -8.7 | -40% |
| Corporate, etc. | -27.0 | - | -27.0 | - | - | - | -30.7 | - | +3.7 | - |
| Company overall | 24.0 | 2% | 24.0 | 2% | - | - | 29.7 | 3% | -5.7 | -19% |

| Operating profit | FY23 Forecast | Ratio | vs Previous Forecast | | | | vs FY22 | | | |
|--------------------|---------------|-------|------------------------|--------|-------------|--|---------|-------------|------|------|
| | | | FY23 Previous Forecast | Change | Change rate | FY22 Result * (w/o Impairment loss) | Change | Change rate | | |
| Digital Workplace | 29.0 | 5% | 21.0 | 3% | +8.0 | +38% | 24.4 | 4% | +4.6 | +19% |
| Professional Print | 12.5 | 5% | 11.5 | 4% | +1.0 | +9% | 14.4 | 6% | -1.9 | -13% |
| Healthcare | -4.5 | - | -4.0 | - | -0.5 | - | -8.0 | - | +3.5 | - |
| Industry | 13.5 | 10% | 18.5 | 13% | -5.0 | -27% | 21.6 | 16% | -8.1 | -37% |
| Corporate, etc. | -32.5 | - | -29.0 | - | -3.5 | - | -30.9 | - | -1.6 | - |
| Company overall | 18.0 | 2% | 18.0 | 2% | - | - | 21.5 | 2% | -3.5 | -16% |

*FY2022 results are the amount after rearrangement of FOXAI and adjustment for head-office expenses

MEDIUM-TERM BUSINESS PLAN PROGRESS

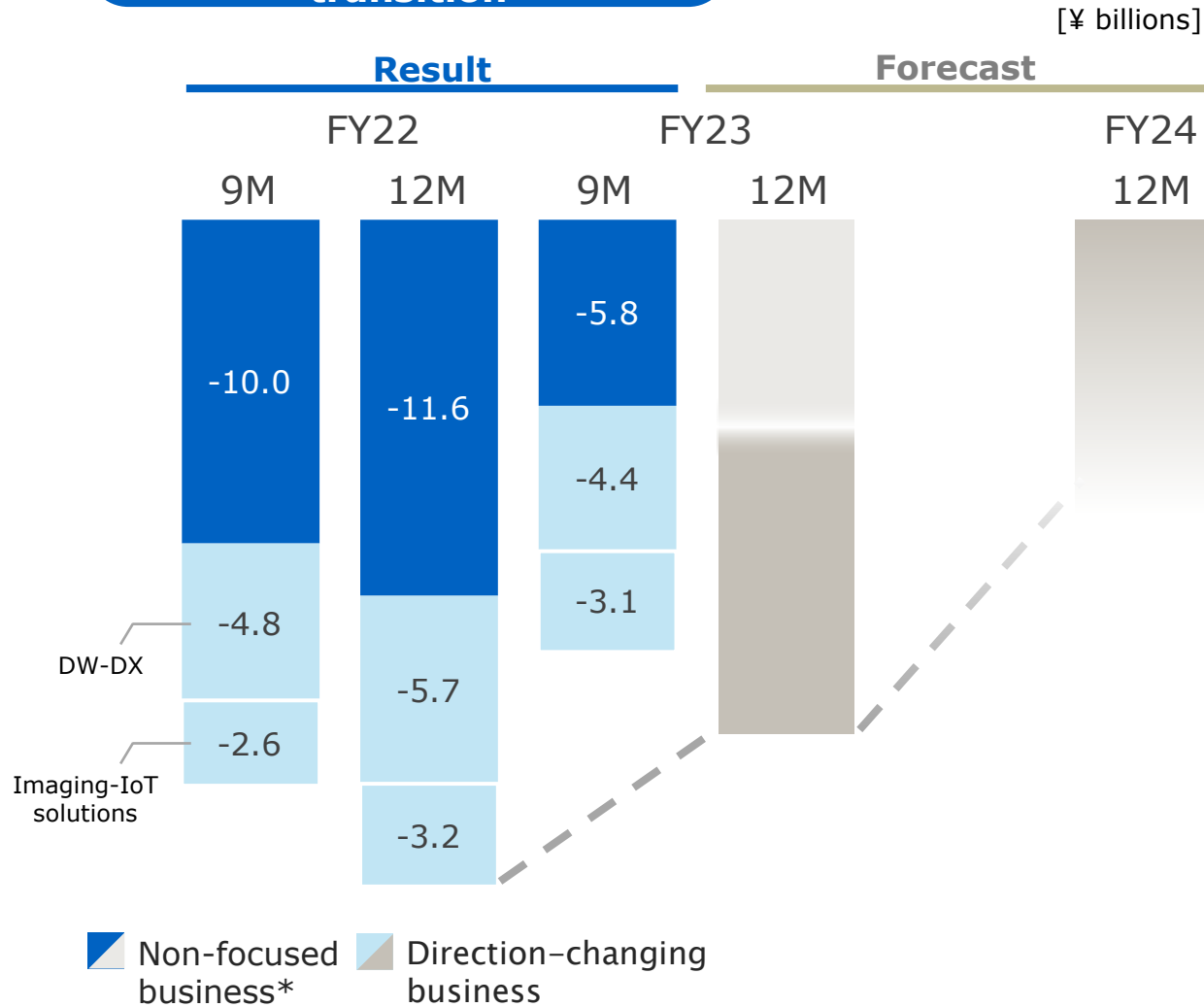


KONICA MINOLTA



Medium Term Business Plan Progress | Non-focused business and Direction-changing business

Business Contribution Profit transition



Steady execution of Medium Term Business Plan

Non-focused business

Optical components (other than strengthening area)

Strategic alliance agreement with Luxvisions

Direction-changing business

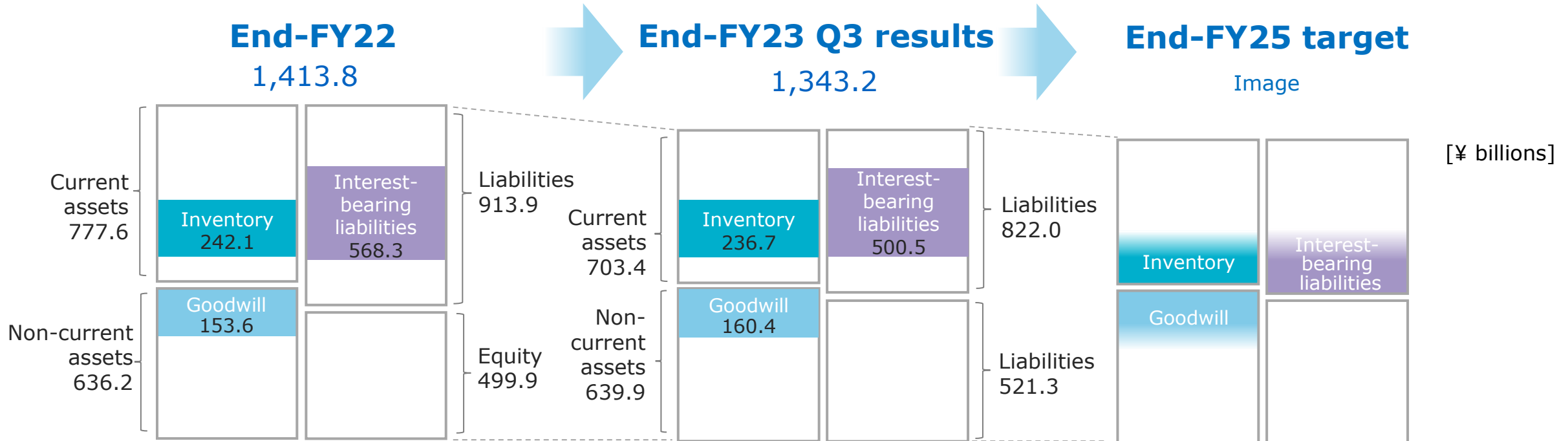
Implement strategic options, including withdrawal and utilization of third-party capital(FY2024)

*Non-focused business: Total amount of Precision Medicine and Marketing Service

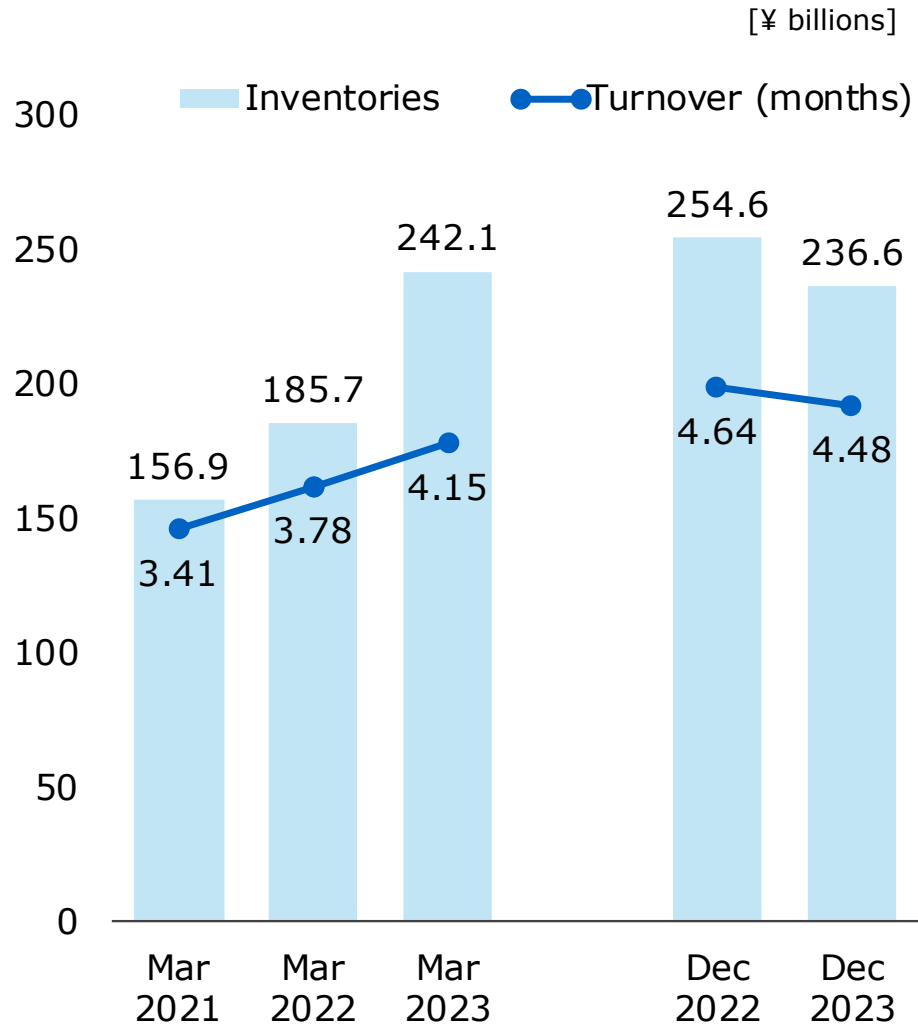
Cost Structure Reform | Progress in B/S Improvement

Asset reduction progressed steadily against the backdrop of a weak yen (compared to the end of FY2022, total assets decreased by ¥70.5 billion, real decrease excluding impact of FOREX is ¥125.5 billion)

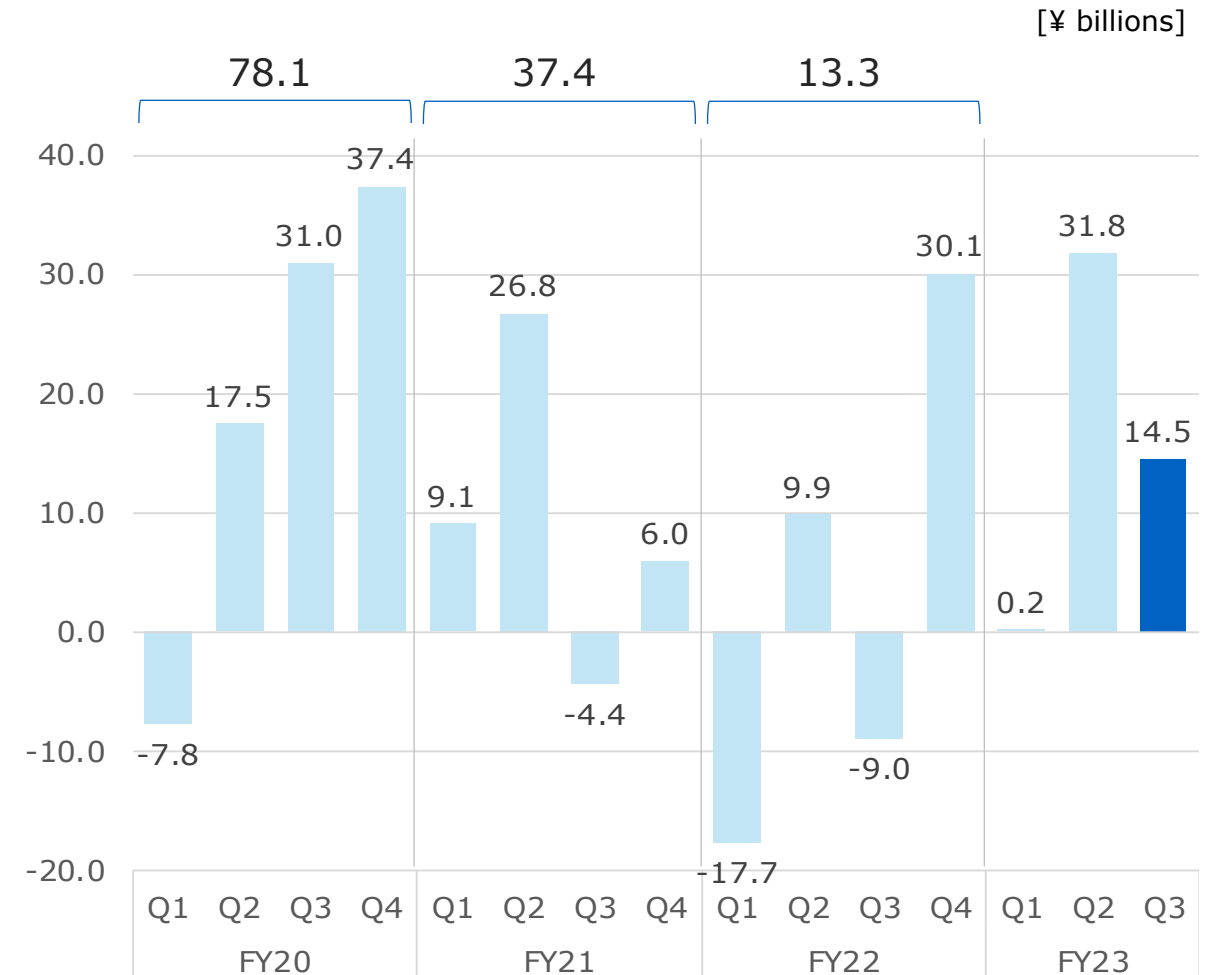
| | |
|---|---|
| <p>FY2023 Q3 Results (Compared to the end of FY2022)</p> | <ul style="list-style-type: none"> • Working capital: -¥8.5 billion • Inventories: -¥5.5 billion • Trade receivables: -¥14.3 billion |
|---|---|



Inventories



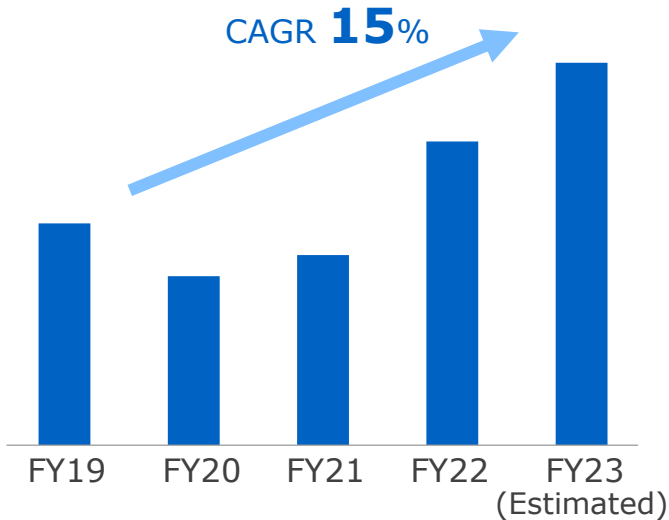
Operating cash flow



Business in India as Growth Driver

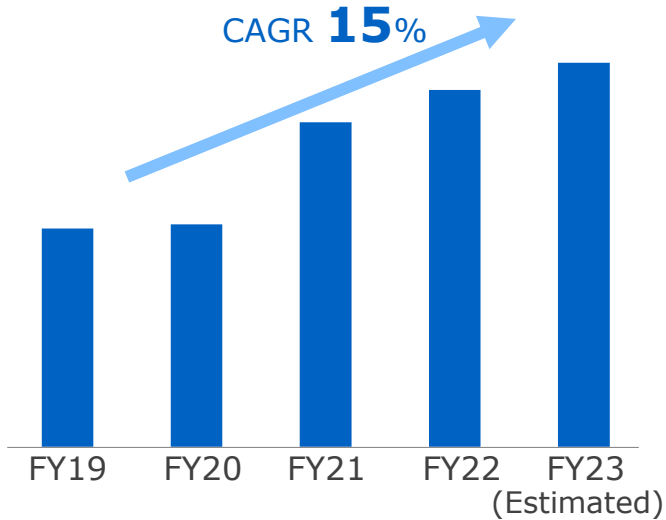
Production print

Unit sales in India*
*Total of all production print models



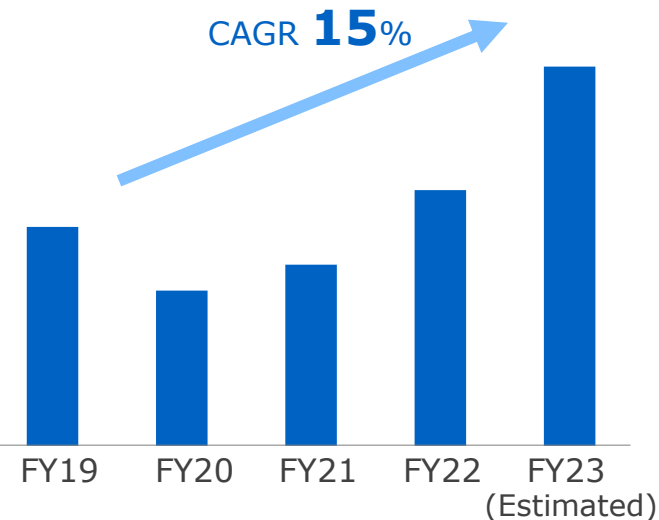
Medical imaging

Revenue in India*
*Local currency basis



Office

Unit sales in India*
* Total of all color MFP models



Market opportunity

Population increase / small-lot printing demand increase leading to expansion of digital printing market

Population increase / increased needs for more advanced and efficient medical care to extend healthy life expectancy

Population increase / rapid expansion of color printing

Strength

Digital printing technology with high imaging quality and strong sales and support network throughout India

Local sales service system and customer base since analog business

Strong sales system and color-focused strategy

Share

Approx. **60%** for color models

Approx. **20%** for DR*

Approx. **20%** for A3 color models

*DR: Abbreviation for digital radiography used for X-ray diagnosis

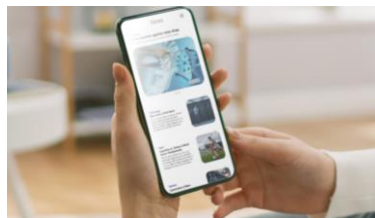
Initiatives Towards Achieving Growth in Industry Business

Progress in acquiring important projects in the display and mobility fields, which have been positioned as strengthening areas

Display

Progress in business development across Industry Business

- Cross-business approach to ICT brand owners
- Received orders and started production of functional films for next-generation small and medium-sized displays which are not intended for polarizers



Mobility

Introduction of visual inspection system advancing globally

- Pipeline being established for further expansion
- Achievement of the world's highest level of detection performance with the technology of Eines and Konica Minolta



Results

- Industry Business Briefing Session held (October 10, 2023) ([link](#))
- Intellectual Property Report issued ([link](#))
- Konica Minolta Day –Sustainability Briefing Session– held (December 12, 2023) ([link](#))

Upcoming events

- Management Policy Briefing Session
 - Date: Mid-March to April 2024 (plan)
 - Agenda: Progress report on Medium Term Business Plan and further measures
- FY2023 Financial Results Briefing Session
 - Date: May 14, 2024 (plan)

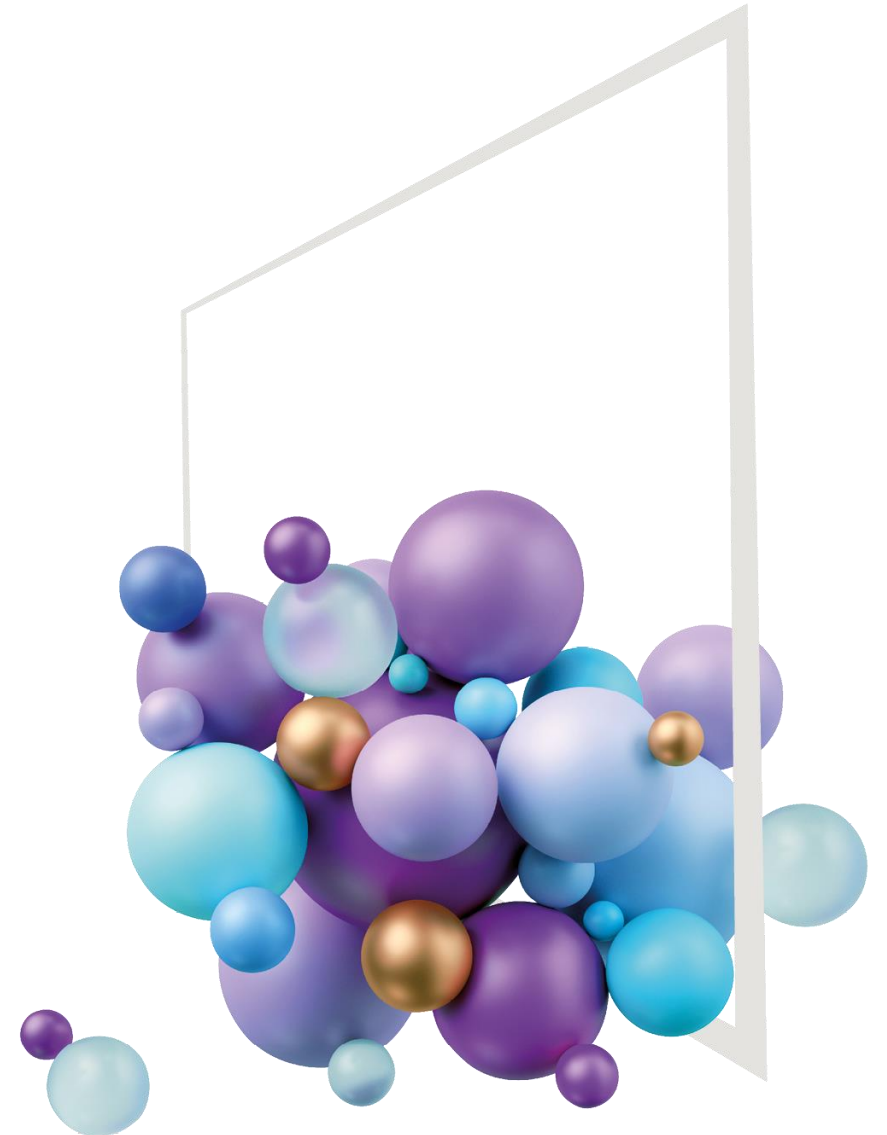


KONICA MINOLTA

APPENDIX

Some of the materials that had been disclosed on this presentation slides have been changed to disclosure on the website. You can download and check it from below.

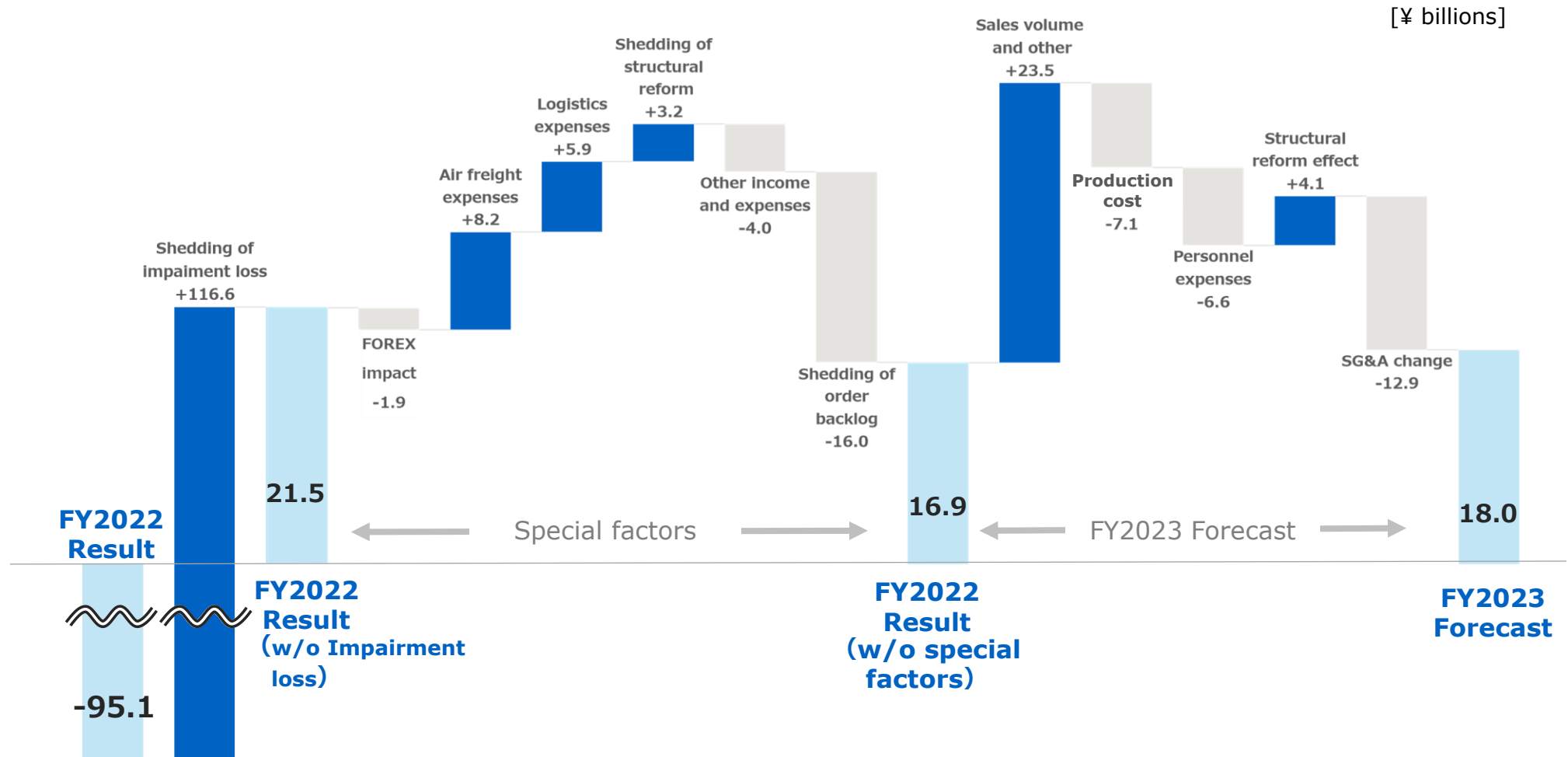
https://www.konicaminolta.com/shared/changeable/investors/include/fr/pdf/2024/2024_3q_presentation_supplementary.xlsx





FY2023 Earning Forecast | Factors of Increase/ Decrease of Operating Profit (repost)

- Special factors in FY22: Shedding of air freight expenses, logistics expenses, structural reform expenses, shedding of order backlog
- FY23 forecast: Increase in sales volume, price adjustment, increase in costs



Financial Result - Overview

[¥ billions]

| | FY23 9M | vs FY22 | | FY23 Q3 | vs FY22 | |
|--|---------|---------|--------|---------|---------|---------|
| | | FY22 9M | YoY | | FY22 Q3 | YoY |
| Revenue | 842.0 | 821.0 | +3% | 289.2 | 290.3 | -0% |
| Gross Profit | 368.1 | 351.6 | +5% | 130.9 | 125.6 | +4% |
| Gross Profit ratio | 43.7% | 42.8% | +0.9pt | 45.3% | 43.3% | +2.0pt |
| SG & A | 355.9 | 340.6 | +4% | 120.9 | 115.3 | +5% |
| Business Contribution Profit | 12.2 | 11.0 | +11% | 9.9 | 10.2 | -3% |
| Business Contribution Profit ratio | 1.5% | 1.3% | +0.1pt | 3.4% | 3.5% | - 0.1pt |
| Other income and costs | -3.7 | -7.6 | - | -2.2 | -1.7 | - |
| Operating Profit | 8.6 | 3.4 | +153% | 7.8 | 8.5 | -9% |
| Operating Profit ratio | 1.0% | 0.4% | +0.6pt | 2.7% | 2.9% | - 0.2pt |
| Finance income and costs | -10.0 | -4.1 | - | -5.6 | -6.2 | - |
| Profit before tax | -1.6 | -0.8 | - | 2.1 | 2.3 | -7% |
| Profit before tax ratio | - | - | - | 0.7% | 0.8% | - 0.1pt |
| Profit attributable to owners of the Company | -4.1 | -3.3 | - | 0.3 | 3.5 | -90% |
| Profit attributable to owners of the Company ratio | - | - | - | 0.1% | 1.2% | - 1.1pt |
| EPS [Yen] | -8.39 | -6.60 | | 0.70 | 7.06 | |
| CAPEX | 30.5 | 26.9 | | 11.6 | 9.1 | |
| Depreciation and Amortization Expenses * | 40.8 | 41.6 | | 13.7 | 13.7 | |
| R&D expenses | 48.8 | 47.5 | | 16.2 | 16.3 | |
| FCF | 13.3 | -42.8 | | 3.9 | -17.4 | |
| Investment and lending | 0.6 | 1.6 | | -0.1 | 0.0 | |
| FOREX [Yen] USD | 143.29 | 136.51 | +6.78 | 147.89 | 141.59 | +6.30 |
| EUR | 155.29 | 140.59 | +14.70 | 159.11 | 144.30 | +14.81 |

*Depreciation and amortization expenses : IFRS16 right-of-use assets amortization expenses not included.

Analysis of Increase/ Decrease of Operating Profit

[¥ billions]

| Comparison of YoY FY23/9M vs. FY22/9M | Digital Workplace | Professional Print | Healthcare | Industry | Corporate, etc. | Company overall |
|--|-------------------|--------------------|-------------|--------------|-----------------|-----------------|
| [Operating Profit] | | | | | | |
| FOREX impact | +4.7 | +2.4 | - 0.3 | +0.6 | - 0.2 | +7.2 |
| Sales volume change, and other | - 3.1 | - 1.8 | +3.4 | - 5.5 | - 0.1 | - 7.0 |
| Price adjustment | +2.5 | +0.4 | +0.1 | +0.2 | - | +3.1 |
| SG&A expenses | - 0.3 | - 1.6 | - 0.5 | - 2.4 | +2.7 | - 2.1 |
| Other income and expenses | +5.2 | +0.5 | +0.5 | - 2.0 | - 0.1 | +4.0 |
| Total | +8.9 | - 0.1 | +3.2 | - 9.2 | +2.4 | +5.2 |

| Comparison of YoY FY23/Q3 vs. FY22/Q3 | Digital Workplace | Professional Print | Healthcare | Industry | Corporate, etc. | Company overall |
|--|-------------------|--------------------|--------------|--------------|-----------------|-----------------|
| [Operating Profit] | | | | | | |
| FOREX impact | +2.5 | +0.9 | - 0.0 | +0.1 | - 0.0 | +3.4 |
| Sales volume change, and other | - 3.4 | - 0.5 | +0.3 | - 0.6 | - 0.0 | - 4.1 |
| Price adjustment | +1.2 | - | +0.0 | - 0.0 | - | +1.2 |
| SG&A expenses | - 0.0 | - 0.7 | - 1.4 | - 0.4 | +1.8 | - 0.8 |
| Other income and expenses | +1.3 | +0.1 | - 0.1 | - 1.6 | - 0.1 | - 0.4 |
| Total | +1.6 | - 0.3 | - 1.1 | - 2.6 | +1.6 | - 0.7 |

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

[¥ billions]

| | FY2023 9M | FY2022 9M | YoY | FY2023 Q3 | FY2022 Q3 | YoY |
|---|----------------------------|--------------|-------|---------------------------|--------------|------|
| SG&A | | | | | | |
| Selling expenses - variable | 33.8 | 37.2 | -3.4 | 11.5 | 12.0 | -0.5 |
| R&D expenses | 48.8 | 47.5 | +1.3 | 16.2 | 16.3 | -0.1 |
| Personnel expenses | 175.7 | 162.5 | +13.2 | 60.3 | 55.4 | +4.9 |
| Others | 97.7 | 93.5 | +4.2 | 33.0 | 31.6 | +1.4 |
| SG&A total | 355.9 | 340.6 | +15.3 | 120.9 | 115.3 | +5.6 |
| | <i>* FOREX impact:</i> | | | | | |
| | +14.6bn. (Actual: +0.7bn.) | | | +5.0bn. (Actual: +0.6bn.) | | |
| Other income: | | | | | | |
| Insurance income | 1.1 | 1.3 | -0.2 | 0.7 | 0.1 | +0.6 |
| Other income | 3.5 | 2.9 | +0.6 | 1.1 | 1.2 | -0.1 |
| Other income total | 4.6 | 4.2 | +0.4 | 1.8 | 1.3 | +0.5 |
| Other expenses | | | | | | |
| Impairment loss | 1.8 | - | +1.8 | 1.8 | - | +1.8 |
| Loss on sales and disposals of property, plant, and equipment, and intangible assets | 1.4 | 0.6 | +0.8 | 0.3 | 0.2 | +0.1 |
| Business structure improvement costs | 1.0 | 3.8 | -2.8 | 0.2 | 0.2 | +0.0 |
| Settlement payments | - | 3.2 | -3.2 | - | 1.6 | -1.6 |
| Other expenses | 4.0 | 4.1 | -0.1 | 1.6 | 1.0 | +0.6 |
| Other expenses total | 8.2 | 11.8 | -3.5 | 3.9 | 3.0 | +0.9 |
| Finance income/loss: | | | | | | |
| Interest income/Dividends received/Interest expense | -7.3 | -3.8 | -3.6 | -2.3 | -1.5 | -0.9 |
| Foreign exchange gain/loss (net) | -2.2 | -0.1 | -2.0 | -3.0 | -4.4 | +1.5 |
| Others | -0.5 | -0.2 | -0.4 | -0.4 | -0.3 | -0.1 |
| Finance income/loss, net | -10.0 | -4.1 | -5.9 | -5.6 | -6.2 | +0.6 |

Consolidated Statements of Cash Flows

[¥ billions]

| | FY21 9M | FY22 9M | FY23 9M |
|--|--------------|--------------|--------------|
| Profit (loss) before tax | -12.1 | -0.8 | -1.6 |
| Depreciation and amortization expenses | 56.6 | 56.6 | 57.0 |
| Increase/decrease in trade and other receivables ("-" is increase) | 26.5 | -7.9 | 36.2 |
| Increase/decrease in inventories ("-" is increase) | -15.9 | -62.5 | 13.0 |
| Increase/decrease in trade and other payables ("-" is decrease) | -11.0 | 14.4 | -24.5 |
| Others | -12.7 | -16.5 | -33.4 |
| Cash flows from operating activities | 31.5 | -16.8 | 46.5 |
| Purchase of property, plant and equipment | -31.4 | -15.7 | -19.4 |
| Purchase of intangible assets | -13.6 | -13.1 | -12.8 |
| Purchase of investments in subsidiaries | - | -0.7 | -1.4 |
| Others | 4.0 | 3.5 | 0.4 |
| Net cash provided by (used in) investing activities | -41.1 | -26.0 | -33.2 |
| Free cash flows | -9.6 | -42.8 | 13.3 |

Consolidated Statements of Financial Position

| | Mar 2022 | Mar 2023 | Dec 2023 |
|---------------------------------|----------------|----------------|----------------|
| Cash and cash equivalents | 117.7 | 180.6 | 112.4 |
| Trade and other receivables | 280.2 | 313.5 | 299.2 |
| Inventories | 185.7 | 242.1 | 236.6 |
| Other current assets | 35.3 | 41.4 | 43.2 |
| Assets held for sale | - | - | 12.0 |
| Total current assets | 618.9 | 777.6 | 703.4 |
| Property, plant and equipment | 287.7 | 289.1 | 283.4 |
| Goodwill and intangible assets | 354.1 | 258.9 | 268.4 |
| Other non-current assets | 77.4 | 88.2 | 88.1 |
| Total non-current assets | 719.3 | 636.2 | 639.9 |
| Total assets | 1,338.1 | 1,413.8 | 1,343.2 |

[¥ billions]

| | Mar 2022 | Mar 2023 | Dec 2023 |
|--|-----------------|-----------------|-----------------|
| Trade and other payables | 182.1 | 200.5 | 184.0 |
| Bonds and borrowings | 354.3 | 469.1 | 401.6 |
| Lease liabilities | 94.3 | 99.2 | 98.9 |
| Other liabilities | 145.9 | 145.1 | 137.5 |
| Total liabilities | 776.6 | 913.9 | 822.0 |
| Equity attributable to owners of the Company | 549.8 | 487.4 | 507.7 |
| Non-controlling interests | 11.7 | 12.5 | 13.6 |
| Total equity | 561.5 | 499.9 | 521.3 |
| Total liabilities and equity | 1,338.1 | 1,413.8 | 1,343.2 |
| | Mar 2022 | Mar 2023 | Dec 2023 |
| Equity ratio (%) | 41.1 | 34.5 | 37.8 |
| Equity ratio for company rating (%) | 44.8 | 37.9 | 41.4 |
| D/E ratio | 0.82 | 1.17 | 0.99 |

FOREX Impact on Revenue and Operating Profit

[FOREX : ¥]
[Impact, Sensitivity : ¥ billions]

| | FY22 | FY23 | YoY Impact | | FX Sensitivity*2 | |
|--------------------------|--------|--------|--------------|-------------|------------------|-------|
| | 9M | 9M | Revenue | OP | Revenue | OP |
| USD | 136.51 | 143.29 | +15.3 | - 0.4 | +3.1 | - 0.1 |
| EUR | 140.59 | 155.29 | +17.8 | +7.4 | +1.7 | +0.5 |
| GBP | 163.91 | 179.52 | +2.7 | - 0.1 | +0.3 | +0.1 |
| European Currency*1 | - | - | +22.1 | +7.5 | +2.5 | +0.7 |
| CNY | 19.88 | 19.98 | +0.2 | +0.1 | +3.2 | +0.9 |
| Other | - | - | +2.2 | +0.1 | - | - |
| Exchange contract effect | - | - | - | - 0.1 | - | - |
| Total | - | - | +39.8 | +7.2 | - | - |

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

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

FY2023 Q3 Performance | Revenue and Profit by Segment YoY

[¥ billions]

| Revenue | FY23 9M | vs FY22 | | | vs FY22 After adjustment *1 | | | FY23 Q3 | vs FY22 | | | vs FY22 After adjustment *1 | | |
|--------------------|---------|---------|------|-----------|-----------------------------|-----|-----------|---------|---------|------|-----------|-----------------------------|-----|-----------|
| | | FY22 Q3 | YoY | w/o FOREX | FY22 9M | YoY | w/o FOREX | | FY22 Q3 | YoY | w/o FOREX | FY22 Q3 | YoY | w/o FOREX |
| Digital Workplace | 450.6 | 437.1 | +3% | -3% | 437.1 | +3% | -3% | 156.1 | 158.7 | -2% | -7% | 158.7 | -2% | -7% |
| Professional Print | 189.7 | 184.9 | +3% | -1% | 184.9 | +3% | -1% | 65.7 | 65.1 | +1% | -4% | 65.1 | +1% | -4% |
| Healthcare | 98.5 | 96.9 | +2% | -1% | 96.9 | +2% | -1% | 34.7 | 32.9 | +5% | +2% | 32.9 | +5% | +2% |
| Industry | 101.6 | 100.6 | +1% | -2% | 100.4 | +1% | -2% | 32.2 | 33.2 | -3% | -6% | 33.1 | -3% | -6% |
| Corporate, etc. | 1.5 | 1.4 | +10% | +10% | 1.6 | -6% | -6% | 0.5 | 0.4 | +23% | +22% | 0.5 | -2% | -2% |
| Company overall | 842.0 | 821.0 | +3% | -2% | 821.0 | +3% | -2% | 289.2 | 290.3 | -0% | -5% | 290.3 | -0% | -5% |

| Business Contribution Profit | FY23 9M | rate | vs FY22 | | | vs FY22 After adjustment *1 | | | FY23 Q3 | rate | vs FY22 | | | vs FY22 After adjustment *1 | | |
|------------------------------|---------|------|---------|-------|-----------|-----------------------------|------|-----------|---------|------|---------|------|-----------|-----------------------------|------|-----------|
| | | | FY22 Q3 | YoY | w/o FOREX | FY22 9M | YoY | w/o FOREX | | | FY22 Q3 | YoY | w/o FOREX | FY22 Q3 | YoY | w/o FOREX |
| Digital Workplace | 20.5 | 5% | 7.4 | +176% | +136% | 16.7 | +23% | +5% | 9.7 | 6% | 6.3 | +55% | +15% | 9.4 | +3% | -23% |
| Professional Print | 8.8 | 5% | 11.7 | -24% | -37% | 9.3 | -6% | -21% | 5.2 | 8% | 6.3 | -18% | -32% | 5.5 | -6% | -22% |
| Healthcare | -5.4 | - | -8.7 | - | - | -8.1 | - | - | -1.5 | - | -0.5 | - | - | -0.4 | - | - |
| Industry | 9.1 | 9% | 14.2 | -36% | -40% | 16.3 | -44% | -48% | 3.1 | 10% | 3.4 | -10% | -13% | 4.1 | -24% | -26% |
| Corporate, etc. | -20.7 | - | -13.6 | - | - | -23.2 | - | - | -6.6 | - | -5.3 | - | - | -8.4 | - | - |
| Company overall | 12.2 | 1% | 11.0 | +11% | -55% | 11.0 | +11% | -55% | 9.9 | 3% | 10.2 | -3% | -36% | 10.2 | -3% | -36% |

| Operating Profit | FY23 9M | rate | vs FY22 | | | vs FY22 After adjustment *1 | | | FY23 Q3 | rate | vs FY22 | | | vs FY22 After adjustment *1 | | |
|--------------------|---------|------|---------|--------|-----------|-----------------------------|-------|-----------|---------|------|---------|------|-----------|-----------------------------|------|-----------|
| | | | FY22 Q3 | YoY | w/o FOREX | FY22 9M | YoY | w/o FOREX | | | FY22 Q3 | YoY | w/o FOREX | FY22 Q3 | YoY | w/o FOREX |
| Digital Workplace | 19.7 | 4% | 1.5 | +1227% | +1029% | 10.7 | +83% | +56% | 9.6 | 6% | 4.9 | +97% | +46% | 8.0 | +20% | -11% |
| Professional Print | 8.8 | 5% | 11.2 | -21% | -34% | 8.9 | -1% | -17% | 5.1 | 8% | 6.2 | -17% | -32% | 5.4 | -5% | -22% |
| Healthcare | -5.8 | - | -9.6 | - | - | -9.0 | - | - | -1.6 | - | -0.5 | - | - | -0.4 | - | - |
| Industry *2 | 6.9 | 7% | 14.1 | -51% | -55% | 16.1 | -57% | -61% | 1.4 | 4% | 3.4 | -58% | -61% | 4.0 | -65% | -67% |
| Corporate, etc. | -21.0 | - | -13.8 | - | - | -23.3 | - | - | -6.8 | - | -5.3 | - | - | -8.4 | - | - |
| Company overall | 8.6 | 1% | 3.4 | +153% | -59% | 3.4 | +153% | -59% | 7.8 | 3% | 8.5 | -9% | -48% | 8.5 | -9% | -48% |

*1 FY2022 results(after adjustment) are the amount after rearrangement of FORXAI and adjustment for head-office expenses

*2 FY2023 results include impairment loss on visual solutions unit (planetariums)

Quarterly Financial Results by Segments : Revenue

[¥ billions]

| [Revenue] | FY22 * | | | | | FY23 | | |
|-----------------------|--------|-------|-------|-------|---------------|-------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 |
| Digital Workplace | 128.9 | 149.6 | 158.7 | 163.1 | 600.3 | 143.3 | 151.2 | 156.1 |
| Office | 110.9 | 129.0 | 137.7 | 141.6 | 519.1 | 122.6 | 129.1 | 133.2 |
| DW-DX | 18.0 | 20.6 | 20.9 | 21.6 | 81.1 | 20.7 | 22.1 | 22.8 |
| Professional Print | 55.1 | 64.8 | 65.1 | 67.7 | 252.6 | 60.2 | 63.8 | 65.7 |
| Production print | 35.5 | 41.7 | 42.9 | 41.9 | 161.9 | 37.7 | 41.0 | 43.5 |
| Industrial print | 6.0 | 8.2 | 7.2 | 11.0 | 32.3 | 7.7 | 9.4 | 8.6 |
| Marketing services | 13.6 | 14.9 | 15.1 | 14.8 | 58.4 | 14.8 | 13.4 | 13.6 |
| Healthcare | 28.7 | 35.3 | 32.9 | 40.9 | 137.8 | 29.3 | 34.5 | 34.7 |
| Medical imaging | 19.1 | 25.0 | 21.3 | 29.1 | 94.6 | 18.0 | 22.1 | 20.4 |
| Precision medicine | 9.5 | 10.3 | 11.6 | 11.8 | 43.3 | 11.3 | 12.4 | 14.3 |
| Industry | 34.9 | 32.5 | 33.1 | 36.6 | 137.1 | 33.2 | 36.2 | 32.2 |
| Sensing | 13.5 | 11.4 | 11.3 | 10.8 | 46.9 | 9.1 | 9.8 | 9.9 |
| Performance materials | 11.3 | 8.0 | 8.3 | 11.6 | 39.2 | 11.4 | 12.8 | 8.5 |
| IJ components | 3.7 | 4.2 | 4.7 | 4.5 | 17.1 | 4.5 | 4.7 | 4.9 |
| Optical components | 3.6 | 5.4 | 5.4 | 5.3 | 19.8 | 4.7 | 4.8 | 5.1 |
| Imaging-IoT solutions | 1.9 | 2.5 | 2.6 | 2.7 | 9.8 | 2.7 | 3.1 | 2.7 |
| Visual solutions | 0.8 | 0.9 | 0.9 | 1.8 | 4.3 | 0.8 | 1.0 | 1.1 |
| Corporate, etc. | 0.3 | 0.7 | 0.5 | 1.0 | 2.6 | 0.4 | 0.6 | 0.5 |
| Company overall | 247.8 | 282.9 | 290.3 | 309.4 | 1130.4 | 266.4 | 286.4 | 289.2 |

*FY2022 results are the amount after rearrangement of FOXAI and adjustment for head-office expenses

Quarterly Financial Results by Segments : Profit

[¥ billions]

| [Business Contribution Profit] | FY22 * | | | | | FY23 | | |
|--------------------------------|--------|------|------|------|--------------|------|------|------|
| | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 |
| Digital Workplace | -0.2 | 7.4 | 9.4 | 14.0 | 30.7 | 2.4 | 8.4 | 9.7 |
| Professional Print | 0.2 | 3.6 | 5.5 | 5.7 | 15.1 | 0.8 | 2.8 | 5.2 |
| Healthcare | -5.7 | -2.1 | -0.4 | 1.1 | -7.0 | -3.2 | -0.8 | -1.5 |
| Industry | 7.0 | 5.2 | 4.1 | 5.5 | 21.7 | 2.6 | 3.4 | 3.1 |
| Corporate, etc. | -7.2 | -7.6 | -8.4 | -7.5 | -30.7 | -6.6 | -7.5 | -6.6 |
| Company overall | -5.9 | 6.7 | 10.2 | 18.8 | 29.7 | -4.1 | 6.4 | 9.9 |

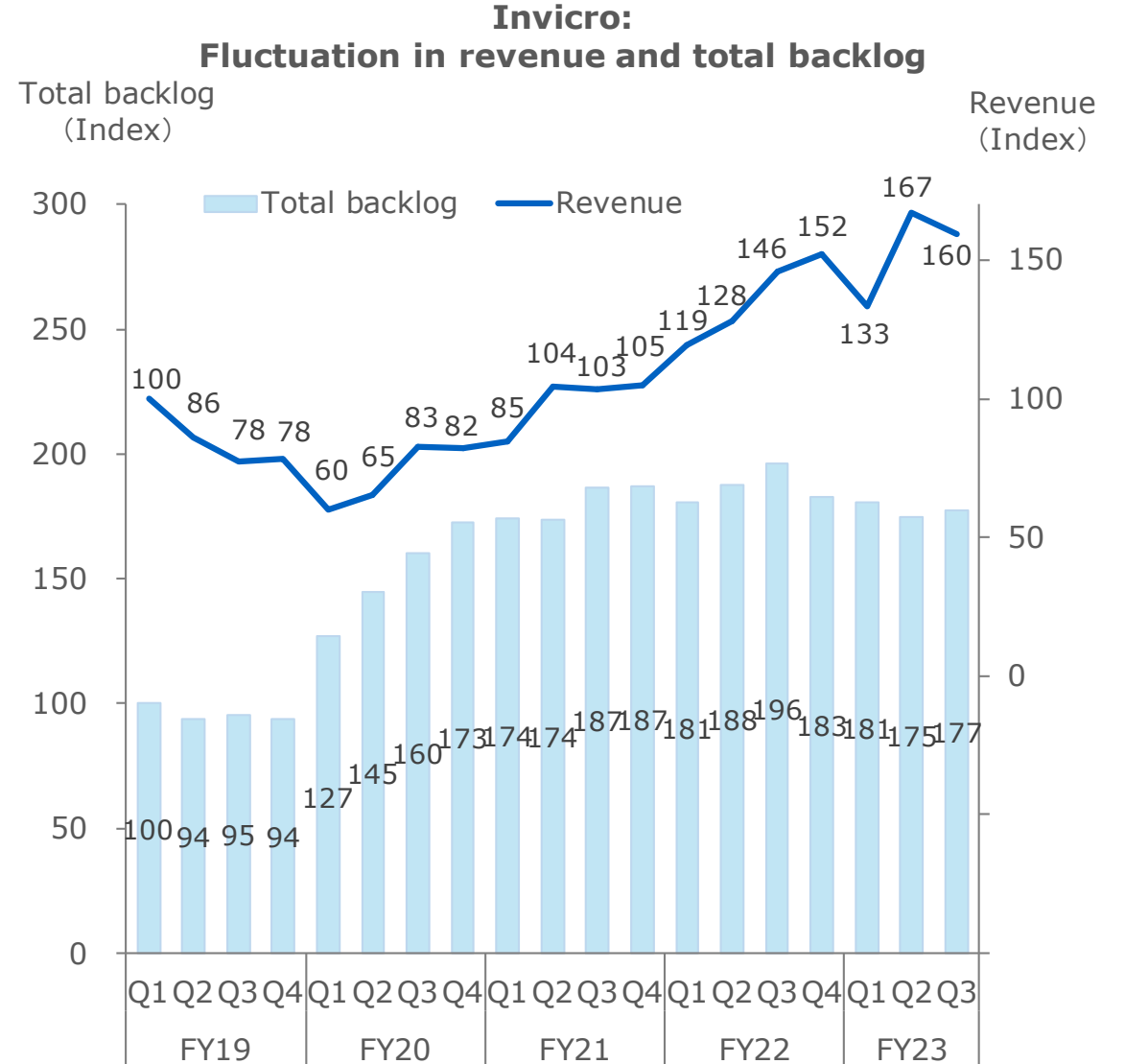
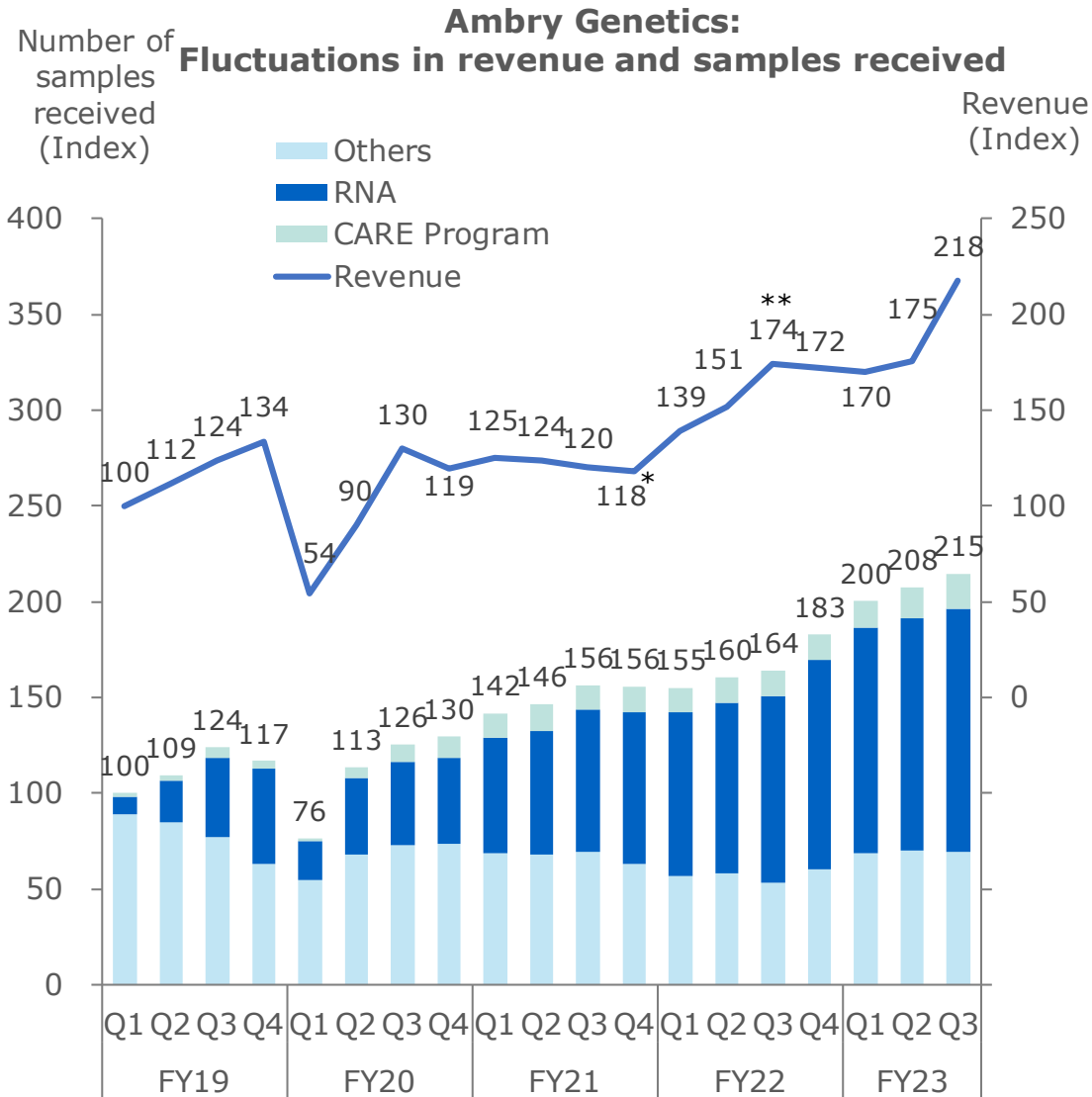
| [Operating Profit] | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 | Q3 |
|--------------------|-------------------|------|------|--------|---------------|-------------|------|------|
| | Digital Workplace | -4.3 | 7.0 | 8.0 | 10.8 | 21.5 | 2.0 | 8.0 |
| Professional Print | -0.1 | 3.6 | 5.4 | 4.7 | 13.6 | 0.9 | 2.7 | 5.1 |
| Healthcare | -6.3 | -2.3 | -0.4 | -102.5 | -111.5 | -3.4 | -0.9 | -1.6 |
| Industry | 7.0 | 5.2 | 4.0 | -2.6 | 13.5 | 2.7 | 2.9 | 1.4 |
| Corporate, etc. | -7.3 | -7.6 | -8.4 | -8.8 | -32.1 | -6.6 | -7.6 | -6.8 |
| Company overall | -11.0 | 5.9 | 8.5 | -98.5 | -95.1 | -4.4 | 5.2 | 7.8 |

*FY2022 results are the amount after rearrangement of FOXAI and adjustment for head-office expenses

Revenue and KPI Trends of Genetic Testing and Drug Discovery Support Business



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Indexed with FY2019 Q1 as 100 / Revenue is JPY basis.

*Before reduction of recoverable amount of accounts receivable and revenue

**After reflection of recoverable amount of accounts receivable and revenue

Segment information

Before March 31, 2023

| | |
|-----------------------------|--|
| Digital Workplace Business | <ul style="list-style-type: none"> ■ Office ■ DW-DX |
| Professional Print Business | <ul style="list-style-type: none"> ■ Production print ■ Industrial print ■ Marketing services |
| Healthcare Business | <ul style="list-style-type: none"> ■ Healthcare ■ Precision medicine |
| Industry Business | Sensing |
| | <ul style="list-style-type: none"> ■ Measuring instruments |
| | Materials and components |
| | <ul style="list-style-type: none"> ■ Performance materials ■ Optical components ■ IJ components |
| | Imaging-IoT solutions |
| | <ul style="list-style-type: none"> ■ Imaging-IoT solutions ■ Visual solutions |
| Corporate, etc., QOL | |

After April 1, 2023

| | |
|-----------------------------|--|
| Digital Workplace Business | <ul style="list-style-type: none"> ■ Office ■ DW-DX |
| Professional Print Business | <ul style="list-style-type: none"> ■ Production print ■ Industrial print ■ Marketing services |
| Healthcare Business | <ul style="list-style-type: none"> ■ Medical imaging ■ Precision medicine |
| Industry Business | <ul style="list-style-type: none"> ■ Sensing ■ Performance materials ■ Optical components ■ IJ components ■ Imaging-IoT solutions ■ Visual solutions |
| | |
| | |
| | |
| | |
| Corporate, etc., QOL | |

*Medical imaging : Healthcare unit

- **MFP (Multi Functional Peripheral) speed segment: Digital Workplace 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 printing
MPP (Mid Production Print) Monthly printing volume: 30-1 million sheets for commercial printing
HPP (Heavy Production Print) Monthly printing volume: 1 million sheets or more for commercial printing
- **RNA (ribonucleic acid) testing: 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.
- **CARE Program (Comprehensive Assessment, Risk & Education): Healthcare Business**
Program to provide total support for effective pick-up and genetic diagnostics of the high-risk group of genetic breast cancer.
- **GenMineTOP cancer genome profiling system: Healthcare Business**
This system, developed together with the University of Tokyo and the National Cancer Center Research Institute, analyzes genes in tumor tissue. This system is unique in that it analyzes not only DNA, but also RNA, and analyzes the DNA of non-cancerous cells as well as the tumor tissue.
- **FORXAI** : FORXAI is an imaging IoT platform that accelerates digital transformation of society together with customers and partners.



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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.