

## Business Overview

**Konica Minolta aims to be an innovative company that continues to effect change with a central focus on its Business Technologies Business, which enjoys a “genre-top” position in the world.**

### Breakdown of sales by business (FY2014)

#### Industrial Business

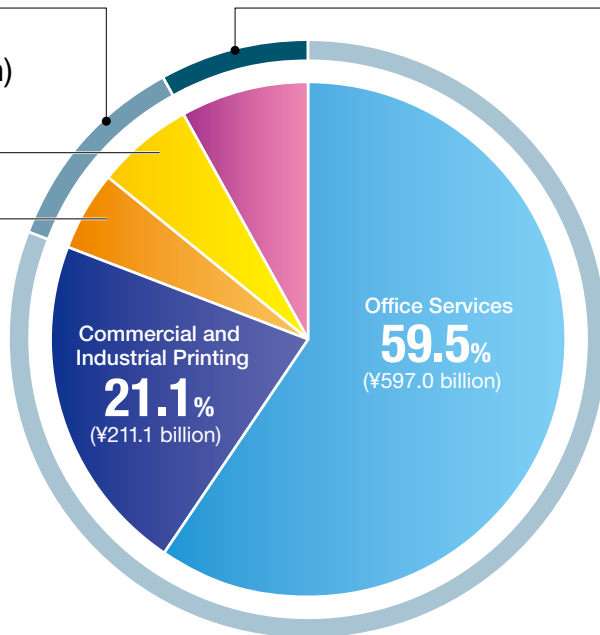
**11.2%** (¥112.7 billion)

##### Performance Materials

**6.1%**  
(¥60.9 billion)

##### Optical Systems for Industrial Use

**5.2%**  
(¥51.8 billion)



#### Healthcare Business

**7.8%**  
(¥78.5 billion)

#### Business Technologies Business

**80.6%**  
(¥808.2 billion)

### Business Technologies Business

#### Office Services

A3 color MFPs:  
Large global market share

\*Unit basis, Konica Minolta estimate using external CY2014 data



bizhub C554e series

#### Commercial and Industrial Printing

Color digital printing systems:  
Large global market share

\*Unit basis, Konica Minolta estimate using external CY2014 data



bizhub Press C1100

### Healthcare Business

#### Healthcare

Cassette-type digital radiography systems:  
Large market share in Japan

\*Konica Minolta estimate using external CY2014 data



AeroDR PREMIUM

### Industrial Business

#### Optical Systems for Industrial Use

Display analyzers: Large market share

\*Konica Minolta estimate using CY2014 data

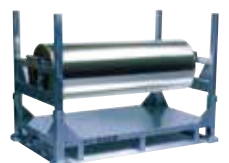


Display color analyzer CA-310

#### Performance Materials

TAC films: Large global market share

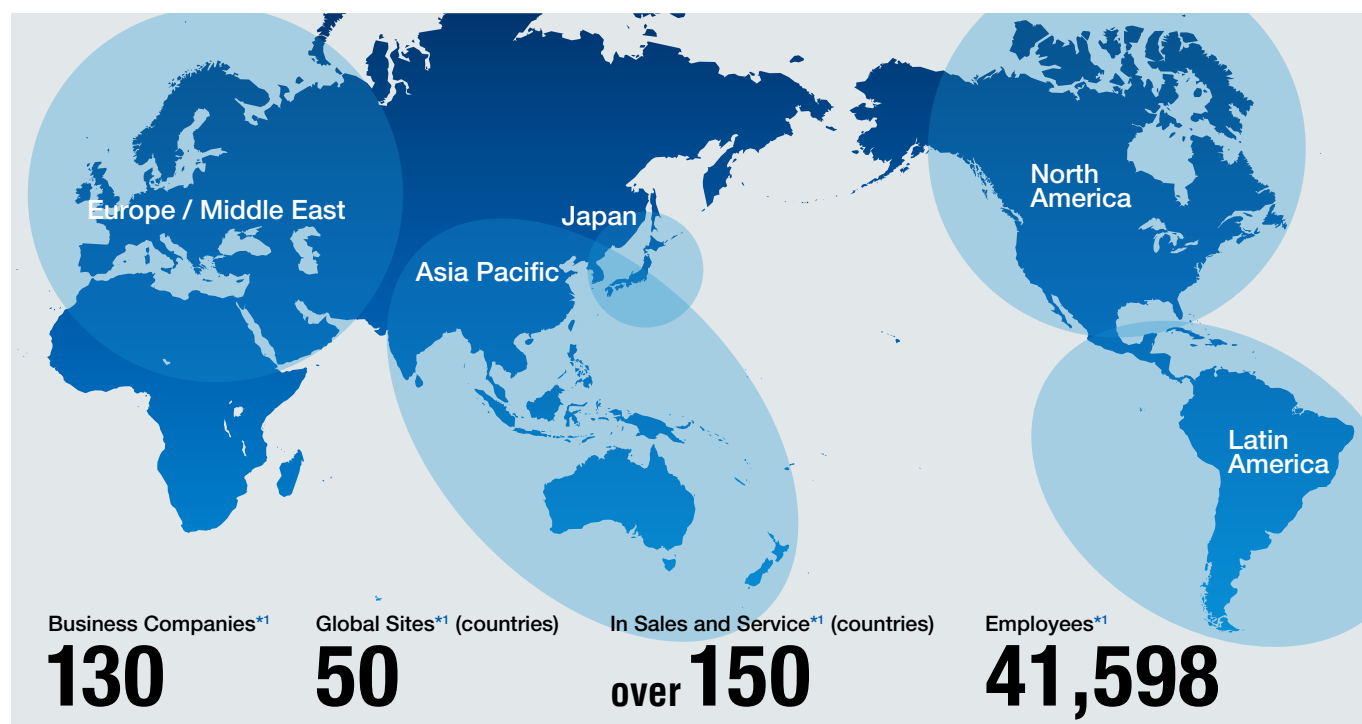
\*Area basis, Konica Minolta estimate using external CY2014 data



TAC film for LCD polarizers

## Regional Overview

**With business sites in 50 countries around the world and more than 40,000 employees, Konica Minolta is a global company that provides the solutions the world needs.**



\*1 Data is compiled on a consolidated basis (as of March 31, 2015)

		Net sales*2 (Billions of yen)	Employees	Business companies	CO <sub>2</sub> emissions (kt-CO <sub>2</sub> )	Total energy inputs (TJ)	Water consumption (km <sup>3</sup> )
Europe	2012	224.8	8,151	56	32	660	74
	2013	309.6	8,328	55	31	619	75
	2014	<b>328.6</b>	<b>9,048</b>	<b>61</b>	<b>28</b>	<b>545</b>	<b>95</b>
North America	2012	165.7	7,706	9	41	681	86
	2013	205.8	7,663	11	38	635	84
	2014	<b>235.6</b>	<b>8,046</b>	<b>9</b>	<b>36</b>	<b>599</b>	<b>86</b>
Japan	2012	226.2	12,539	27	286	6,147	3,181
	2013	204.7	12,177	21	262	5,626	3,034
	2014	<b>194.6</b>	<b>12,154</b>	<b>20</b>	<b>265</b>	<b>5,694</b>	<b>3,188</b>
Asia / Others	2012	196.2	13,448	21	114	1,616	2,756
	2013	214.9	12,233	23	91	1,238	1,445
	2014	<b>243.8</b>	<b>12,350</b>	<b>40</b>	<b>70</b>	<b>912</b>	<b>474</b>

\*2 Accounting standards: Japanese standards are used for FY2012 and International Financial Reporting Standards (IFRS) are used for FY2013/2014.  
Sales figures for Russia and Turkey are included in Asia/Others for FY2012 and in Europe for FY2013/2014.