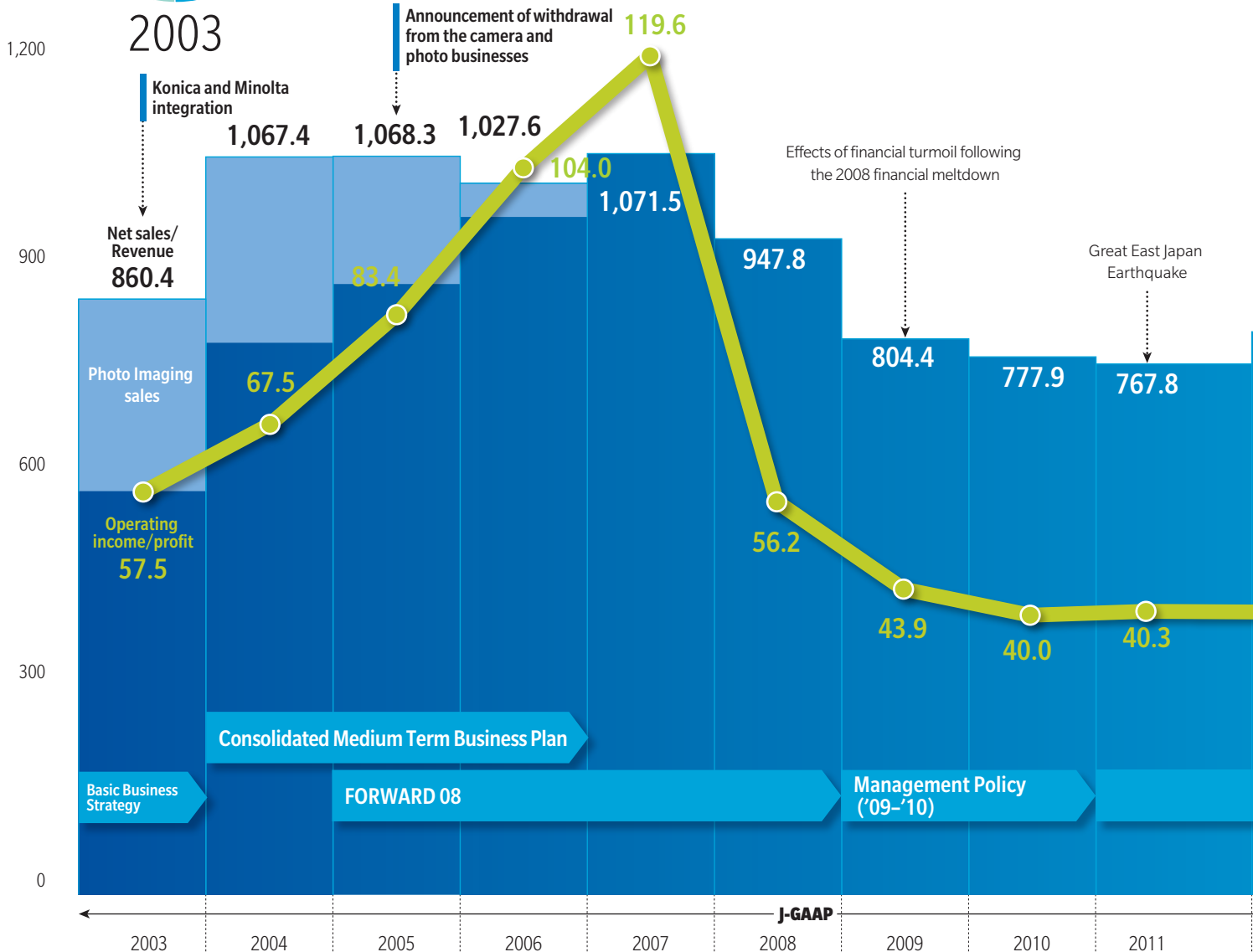
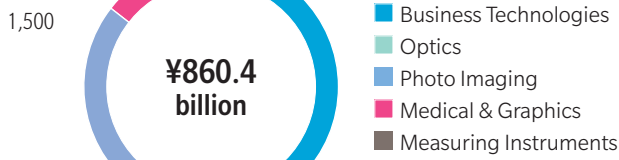


Konica Minolta's Journey So Far

Net sales / Revenue
(Billions of yen)



Business
Evolution

Technological
Developments

Standalone device sales

Solutions business whereby we provide devices and services

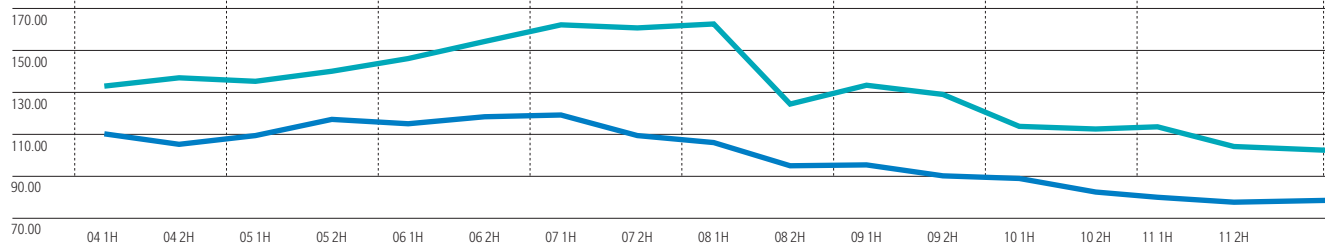
Analog

Digitalization

Network creation

Exchange
rates

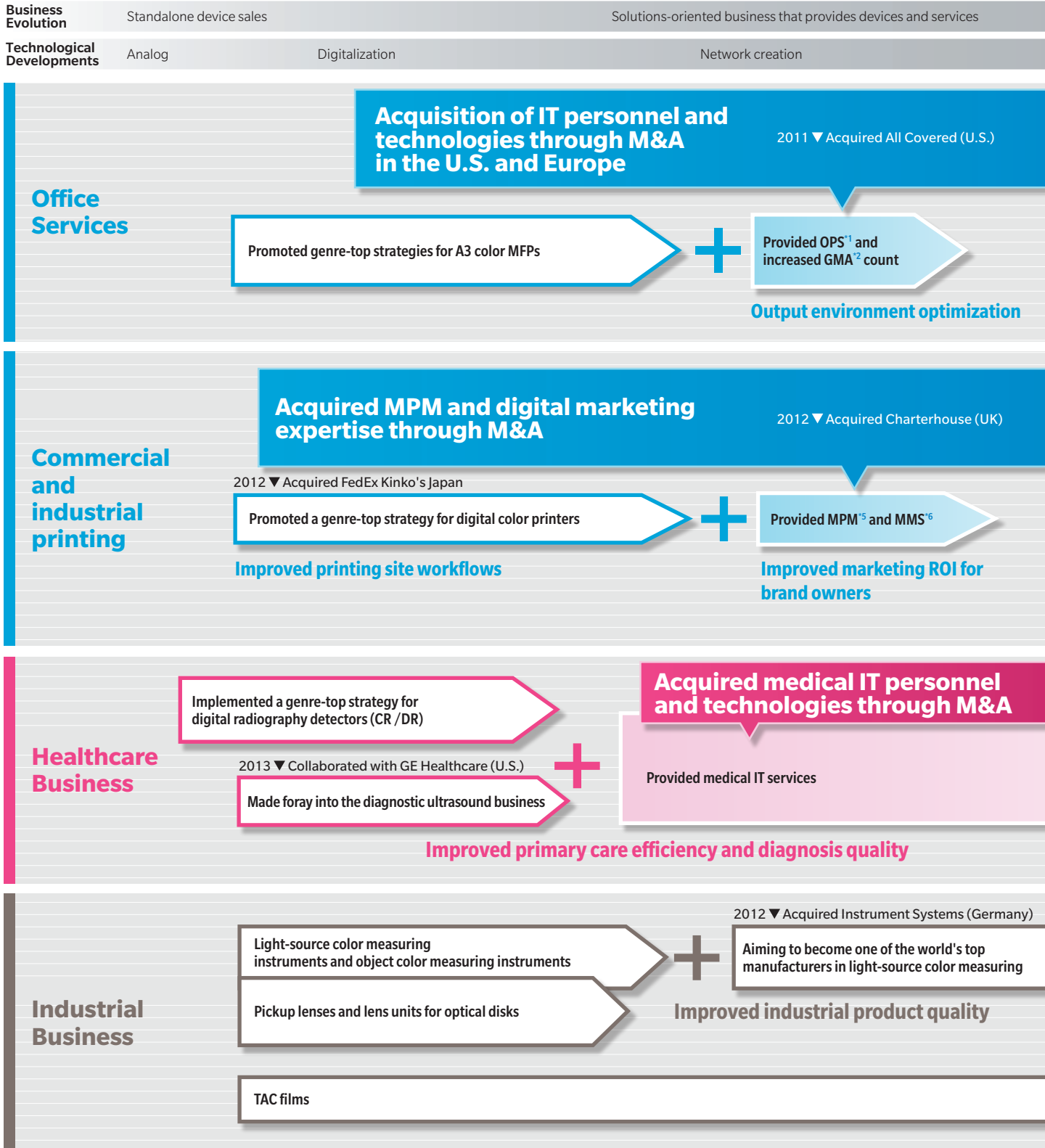
\$ — €





Evolution of a Business Model

Alongside conducting M&A to actively strengthen the technologies, expertise, and human capital needed for our platform business, we have been transitioning to a business that provides high added-value solutions with a view to commoditizing products.



*1 OPS : Optimized Print Services

*4 MIT : Managed IT

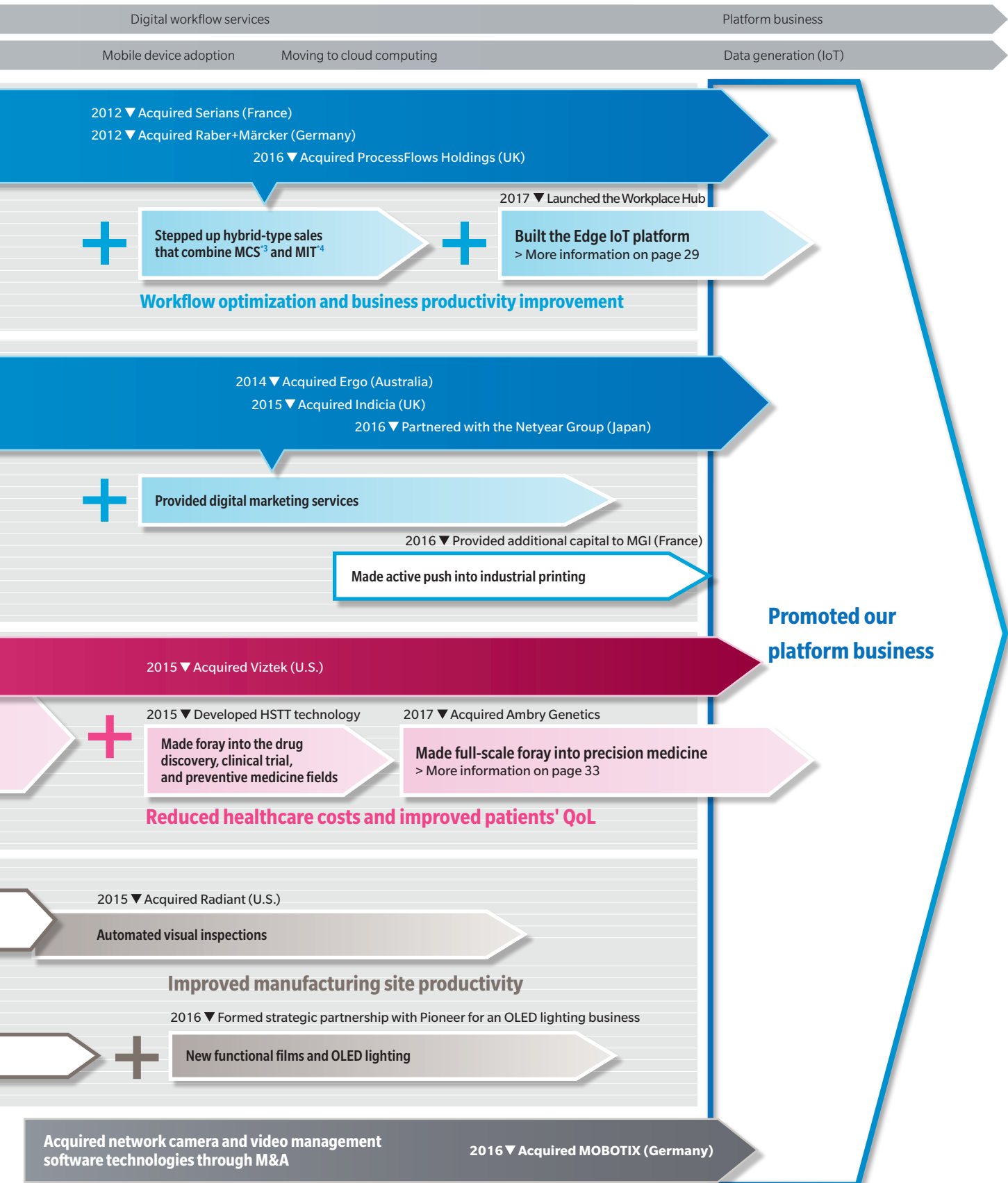
*2 GMA : Global Major Account

*5 MPM : Marketing Production Management

*3 MCS : Managed Content Services

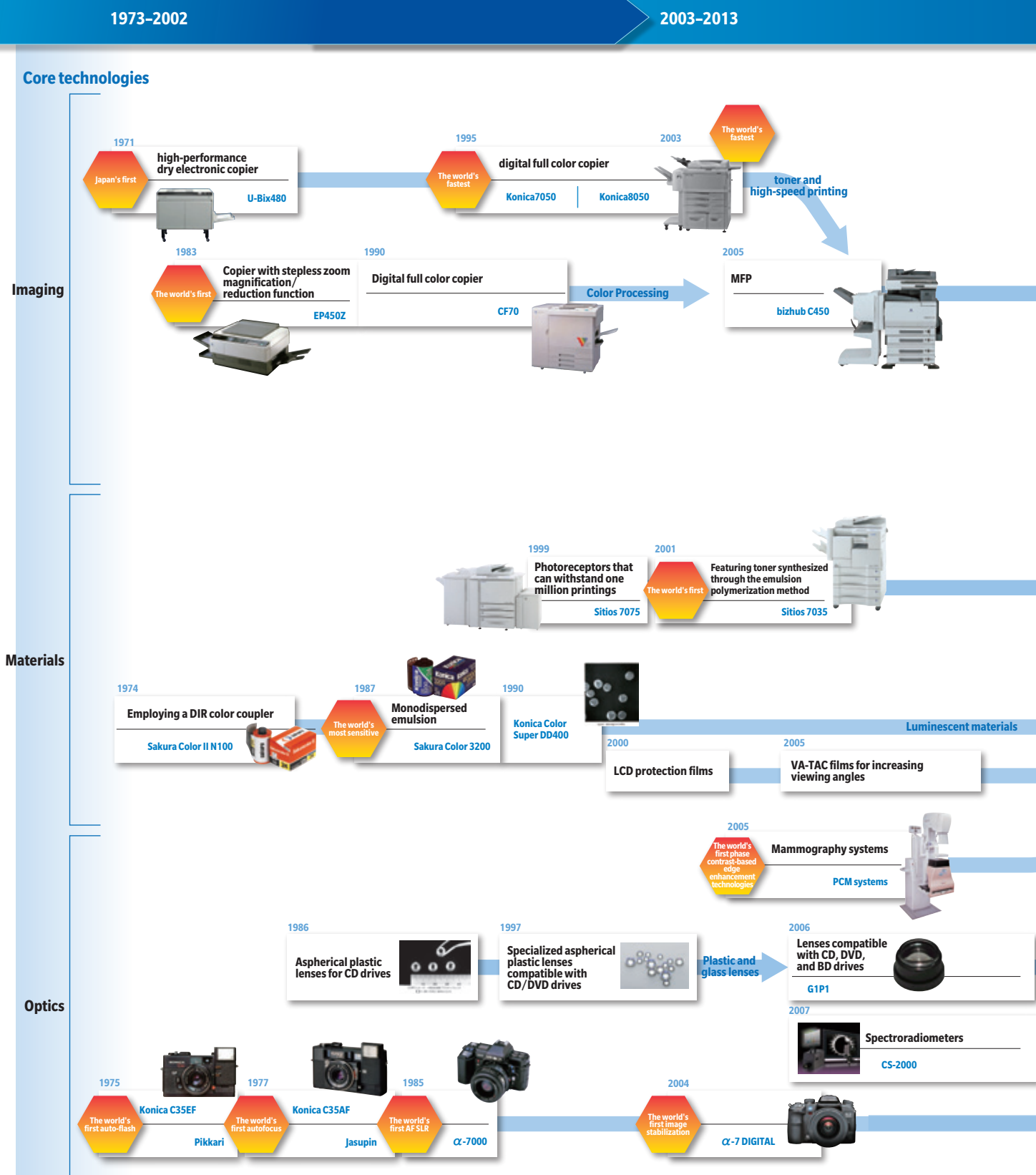
*6 MMS : Marketing Management Services

(More information on page 156)

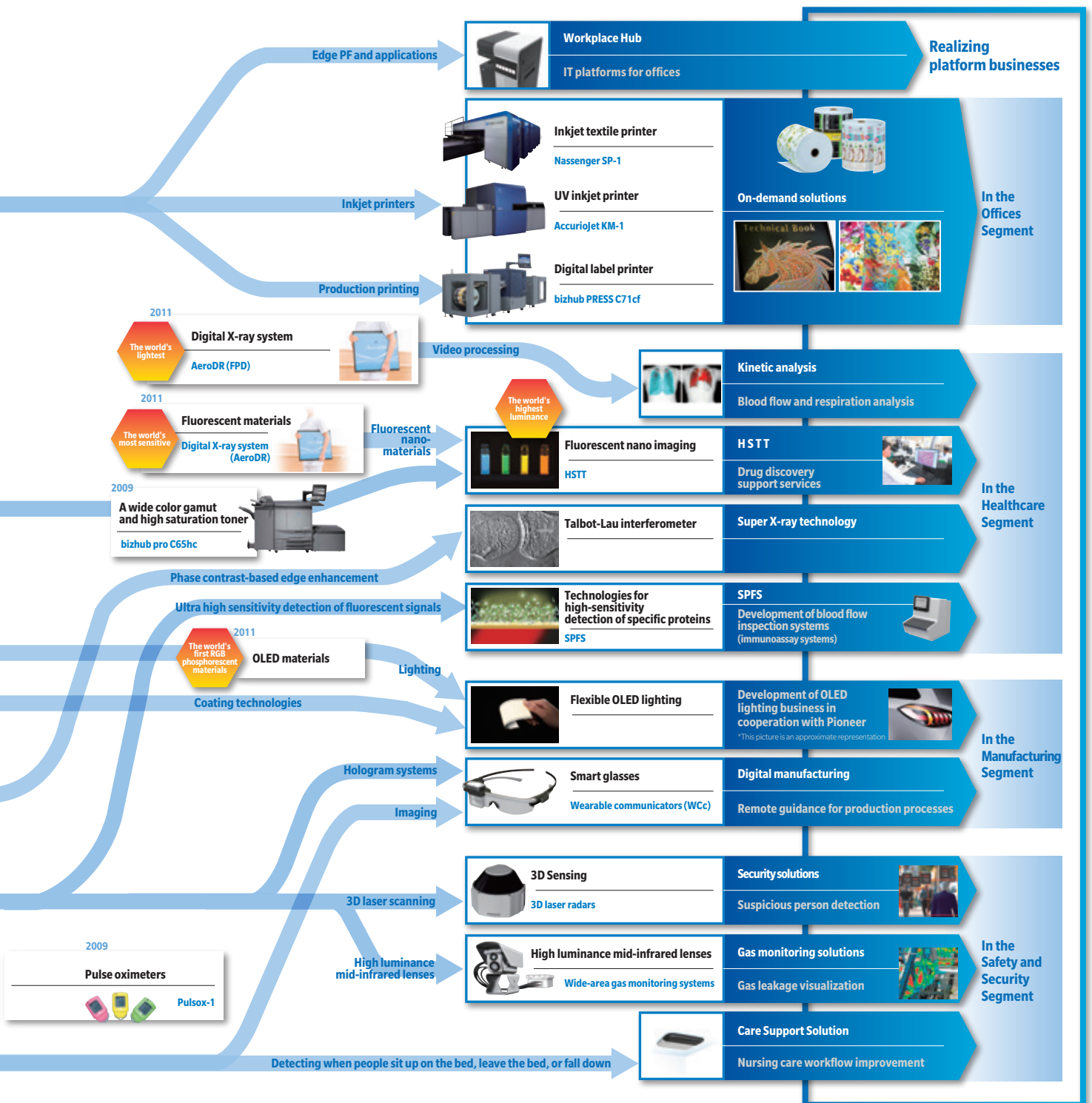


Technological Progress

Konica Minolta is working to create new value by evolving the technologies it has developed based on its photographic film and camera technologies.



2014-

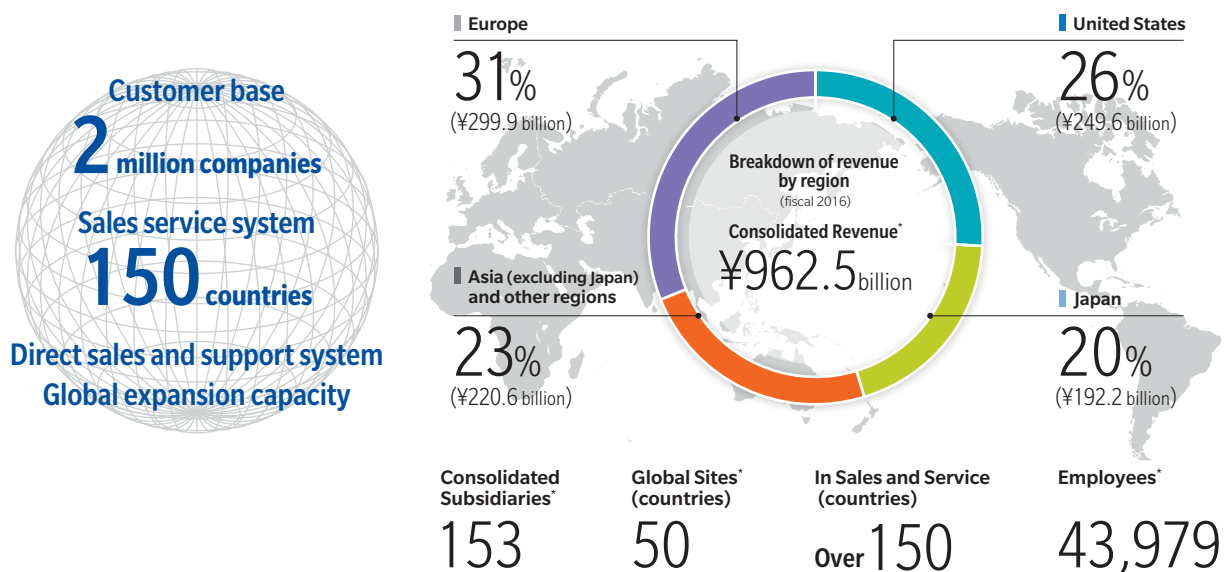


Preparations made under the previous Medium Term Business Plan

Over the three years from FY2014 to FY2016, Konica Minolta has reinforced the strengths of the intangible assets it has developed since its founding.

Strength 1 | Customer base

Konica Minolta contributes to solving the problems that face our two million customer companies worldwide by providing product and service solutions.



We have actively engaged in M&A while strengthening our ability to offer suitable solutions to IT and marketing departments that have sophisticated needs and large budgets.

Acquired IT personnel and technologies through M&A in the U.S. and Europe

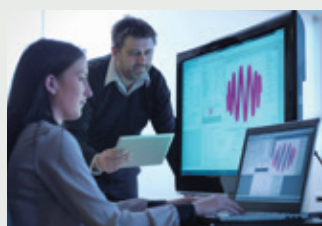
Actively acquiring IT companies and enhancing hybrid-type sales that provide MFP and IT solutions

- Acquired All Covered (U.S.)
- Acquired Serians (France)
- Acquired Raber+Märcker (Germany)
- Acquired ProcessFlows Holdings (U.K.)

Acquired MPM and digital marketing expertise through M&A

FY2014

Acquired Indicia of the U.K. and began providing MMS services



FY2016

Acquired MGI of France and improved our industrial printing business capabilities



Strength 2 | Technical expertise

Konica Minolta provides unique products and services by leveraging technologies to "make the invisible visible" that we developed over our nearly 150 year history.

Image inputting, processing, and outputting



Color MFPs had a large market share, particularly in the U.S. and Europe

bizhub C554e series

Digital color printers had a large market share



AccurioPress C6100

*Unit basis, Konica Minolta estimate using external CY2016 data

Medical image inputting, processing, and display

Cassette-type DRs had a large market share among medical clinics in Japan



AeroDR PREMIUM

Diagnostic ultrasound systems had a large market share in orthopedics in Japan



SONIMAGE HS1

*Konica Minolta estimate using CY2016 data

Color sensors

Display color analyzers had a large market share



Display color analyzer CA-310

*Konica Minolta estimate using CY2016 data

Konica Minolta has been quick to refine the technologies needed to succeed in an age of change.

Strengthening image and video diagnostic and analysis abilities

FY2015

Acquired MOBOTIX and strengthened technical expertise in the field of VMS (video management software)



Acquired medical IT personnel and technologies through M&A

FY2015

Acquired Viztek and improved our medical IT services in North America



Entered the visual inspection business

FY2015

Acquired Radiant and entered the visual inspection business

