



KONICA MINOLTA

Konica Minolta Corporate Profile



Giving Shape to Ideas



KONICA MINOLTA

About Konica Minolta



Head office location	JP TOWER, 2-7-2 Marunouchi, Chiyoda-ku, Tokyo 100-7015, Japan
Management	President and CEO: Shoei Yamana
Establishment	December 22, 1936
Capital	37,519 million yen (As of March 31, 2018)
Fiscal year end	March 31
Number of employees	Non-consolidated: 5,282 (As of March 31, 2018) Consolidated: 43,299 (As of March 31, 2018)



Shoei Yamana
President and CEO

August
2003

Integration

Konica : founded in 1873 on photographic and lithographic materials
Minolta : founded in 1928 on camera business

April
2013

The group management system is reorganized

Absorbed the seven operating companies and became
Konica Minolta, Inc.

Previous medium term business plan
Transform 2016 (FY14 to FY16)

FY17

The new Medium Term Business Plan



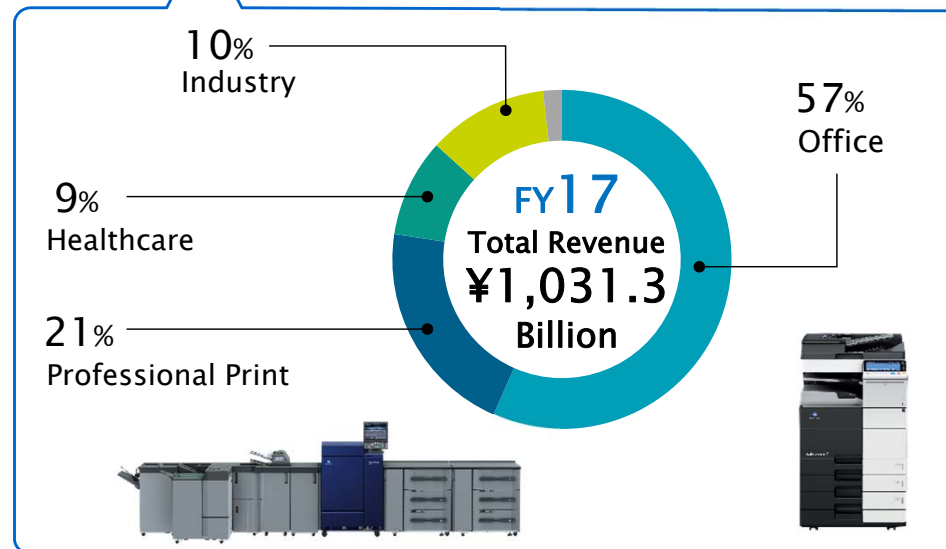
SHINKA 2019

To become a digital company with insight into implicit challenges

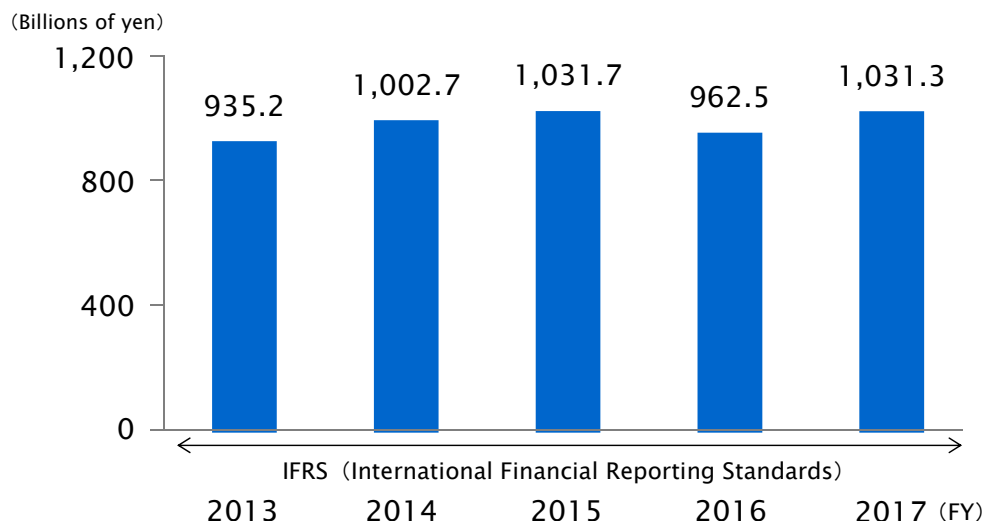
August
2006

Business exiting

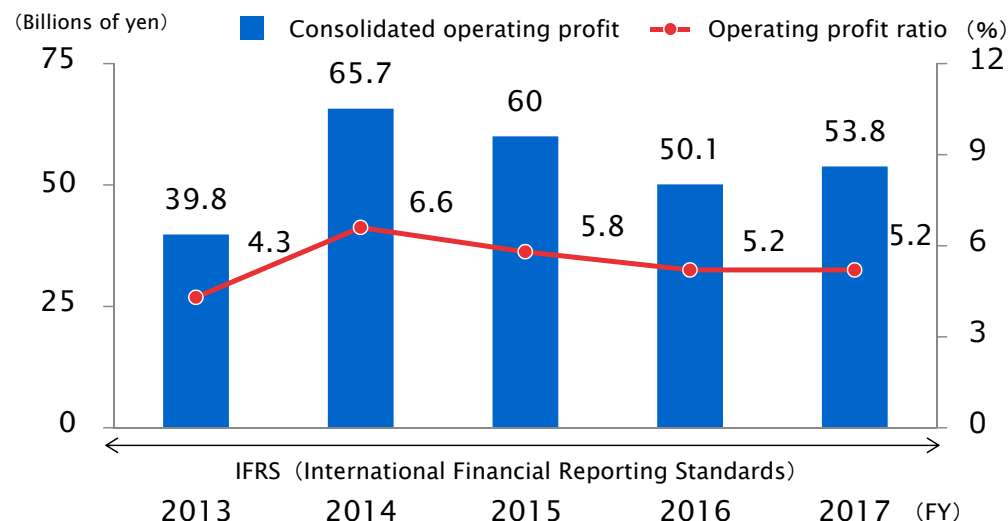
Konica Minolta withdrew from their respective founding business, photo and camera



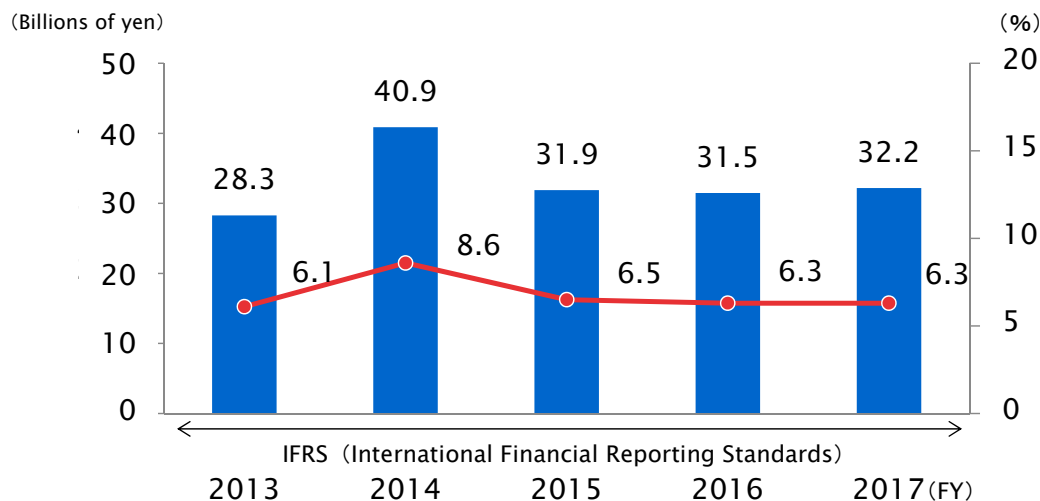
Consolidated Revenue



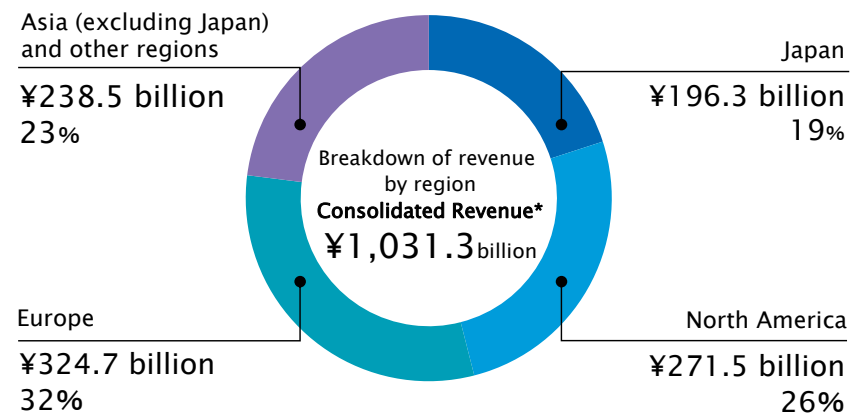
Consolidated operating profit / Operating profit ratio



Profit attributable to owners of the company / ROE



Composition of Revenue by Region



* Data is compiled on a consolidated basis (as of March 31, 2018)

Our Philosophy

The Creation of New Value

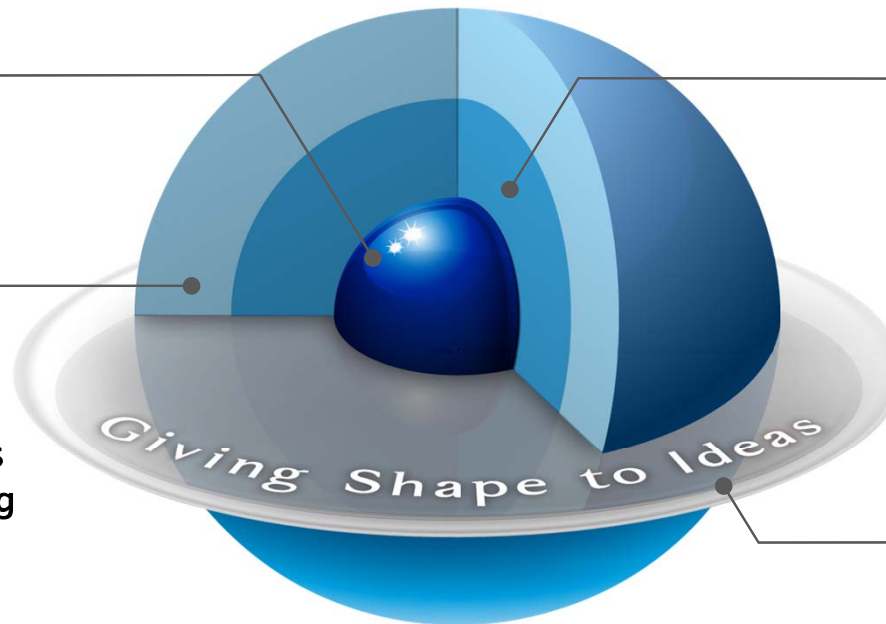
Through innovation which only Konica Minolta can provide, we create value and share it with society for the betterment of people's lives today and for the generations to come.

Our Philosophy

The Creation of New Value

Our Vision

- A global company that is vital to society
- An innovative company that is robust and constantly evolving



6 Values

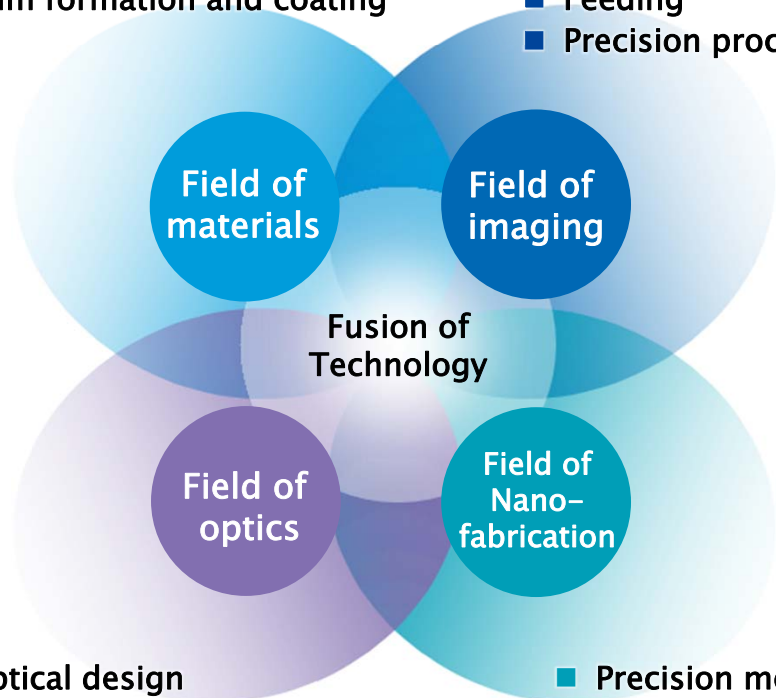
- Open and honest
- Customer-centric
- Innovative
- Passionate
- Inclusive and collaborative
- Accountable

Brand Proposition

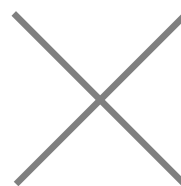
Giving Shape to Ideas

Core Technology

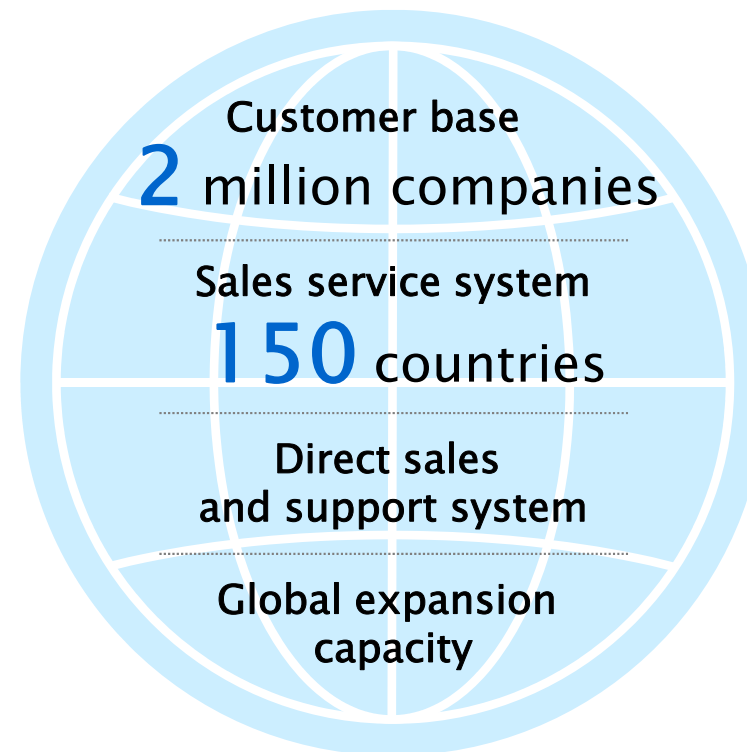
- Functional organic material synthesis
- Functional organic material design
- Functional fine grain formation
- Film formation and coating
- Image processing
- Imaging mechanical processing
- Feeding
- Precision processing



- Optical design
- Optical measurement
- Precision molding
- Surface processing



Assets



Diverse business portfolio in five segments utilizing core technology

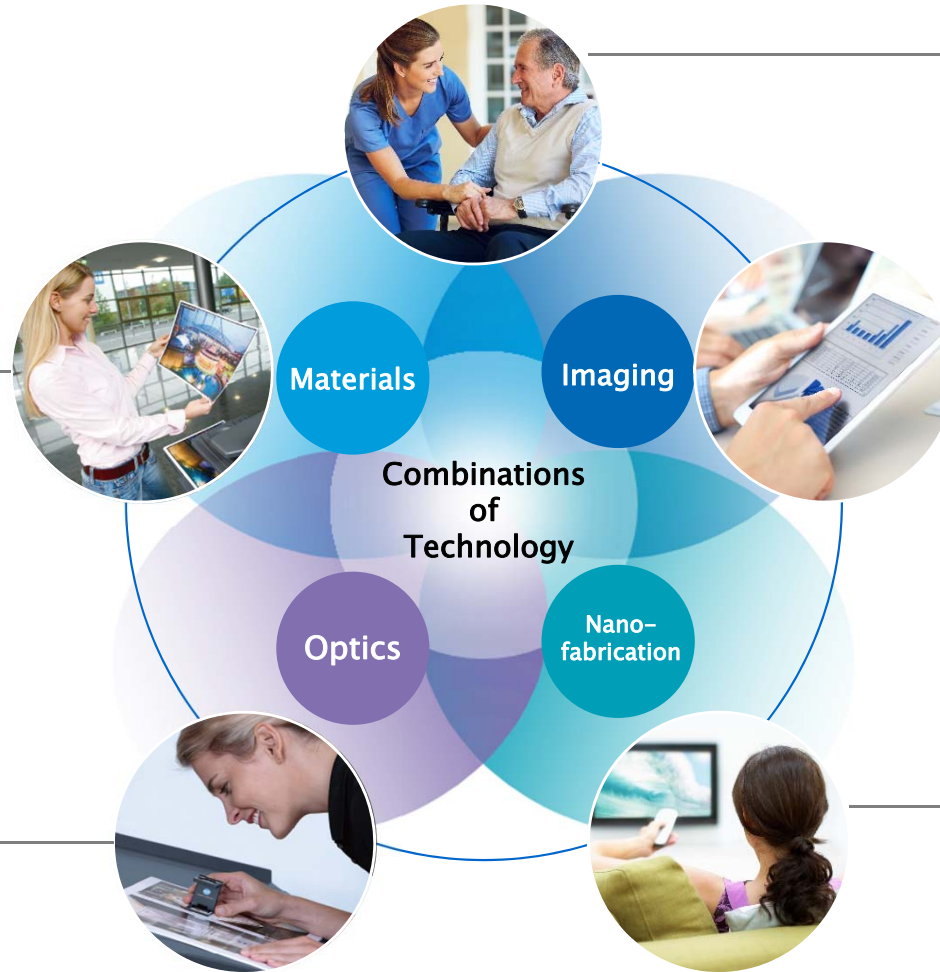
Office Services

Providing solutions that help customer improve workflow



Commercial and Industrial Printing

Delivering optimized solutions meeting the needs of digital printing



Healthcare

Supporting the digitization of healthcare and improving diagnostic services



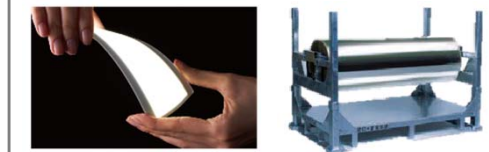
Optical Systems for Industrial Use

Bringing innovations to manufacturing using optical technology



Performance Materials

Supplying new functional materials for industry that combine various technologies





(As of the end of March 2018)

Consolidated
Subsidiaries

164

In Sales and Service
(countries)

Over 150

Employees

43,299

Customer Base

Over 2 Million
companies

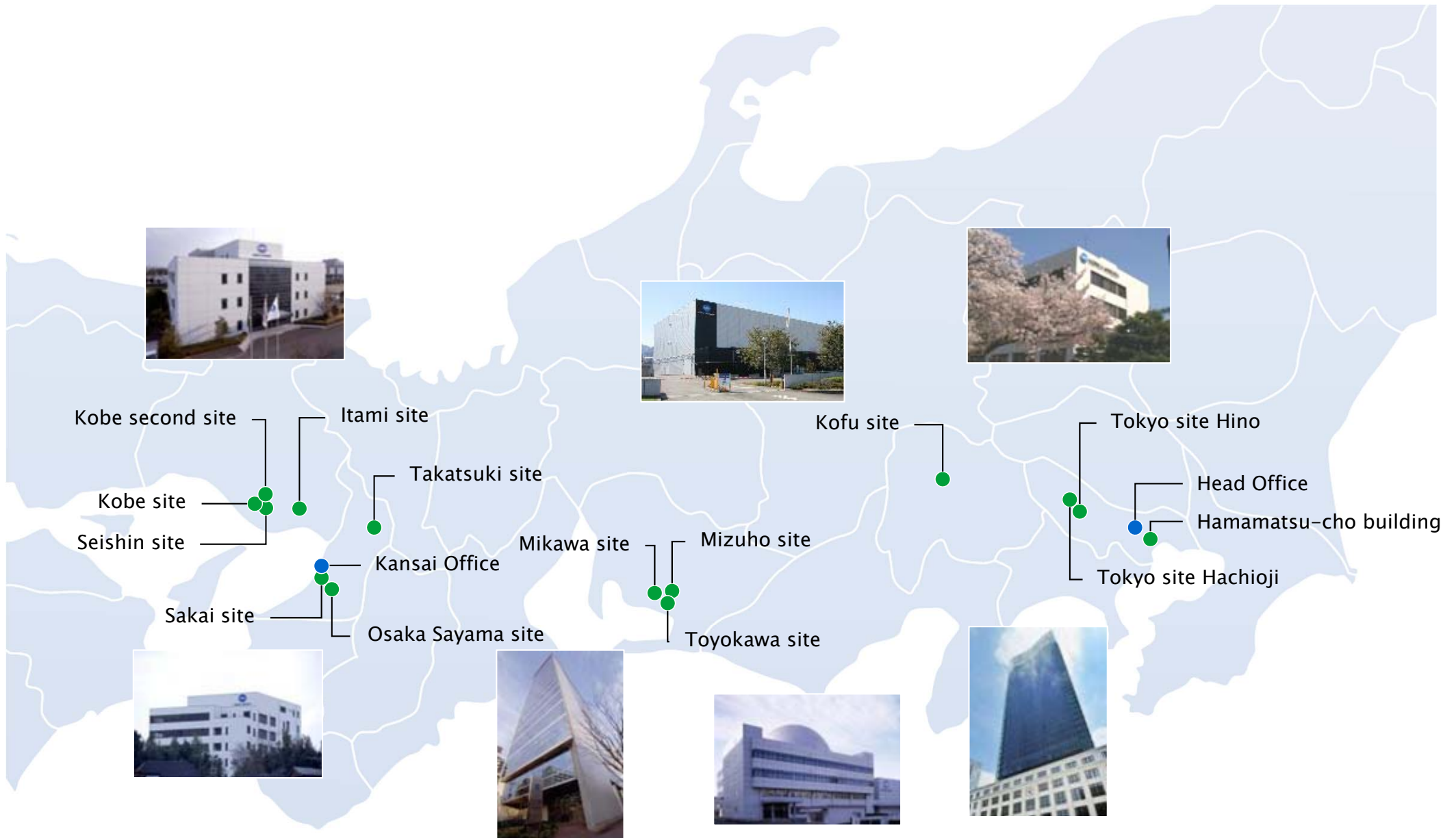


- Sales
- ▲ Production
- Development/Other

Network in Japan



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Konica Minolta's Vision

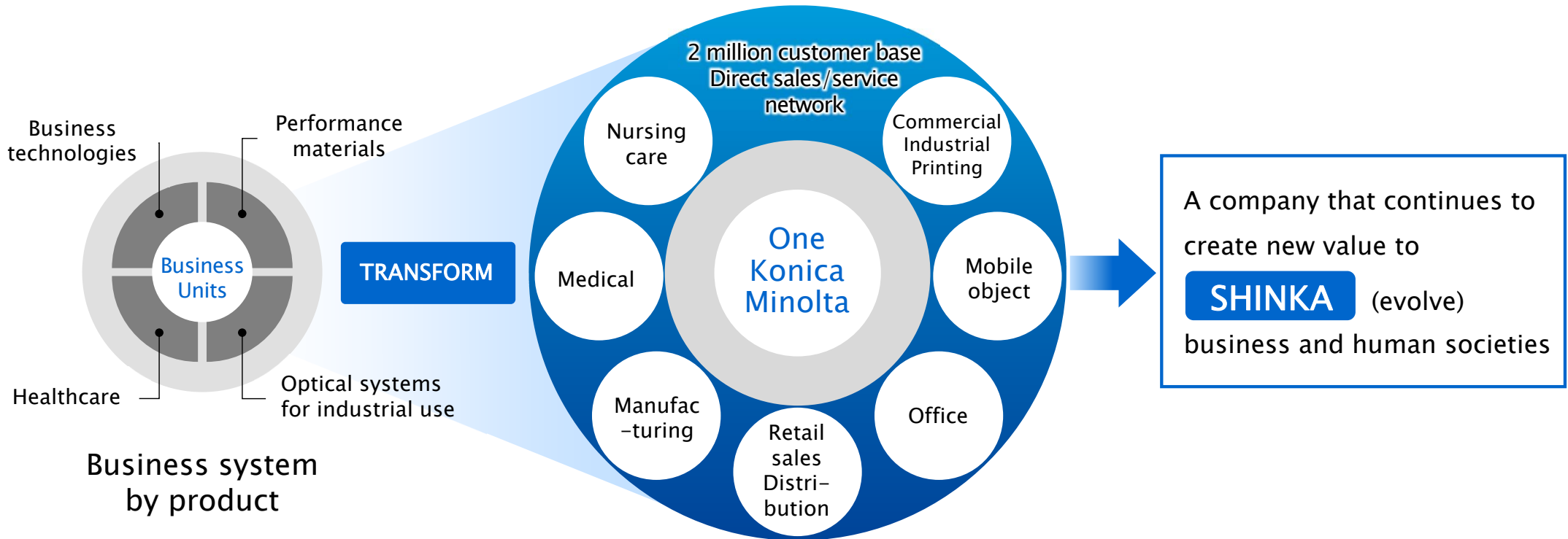


Vision: A digital company with insight into implicit challenges



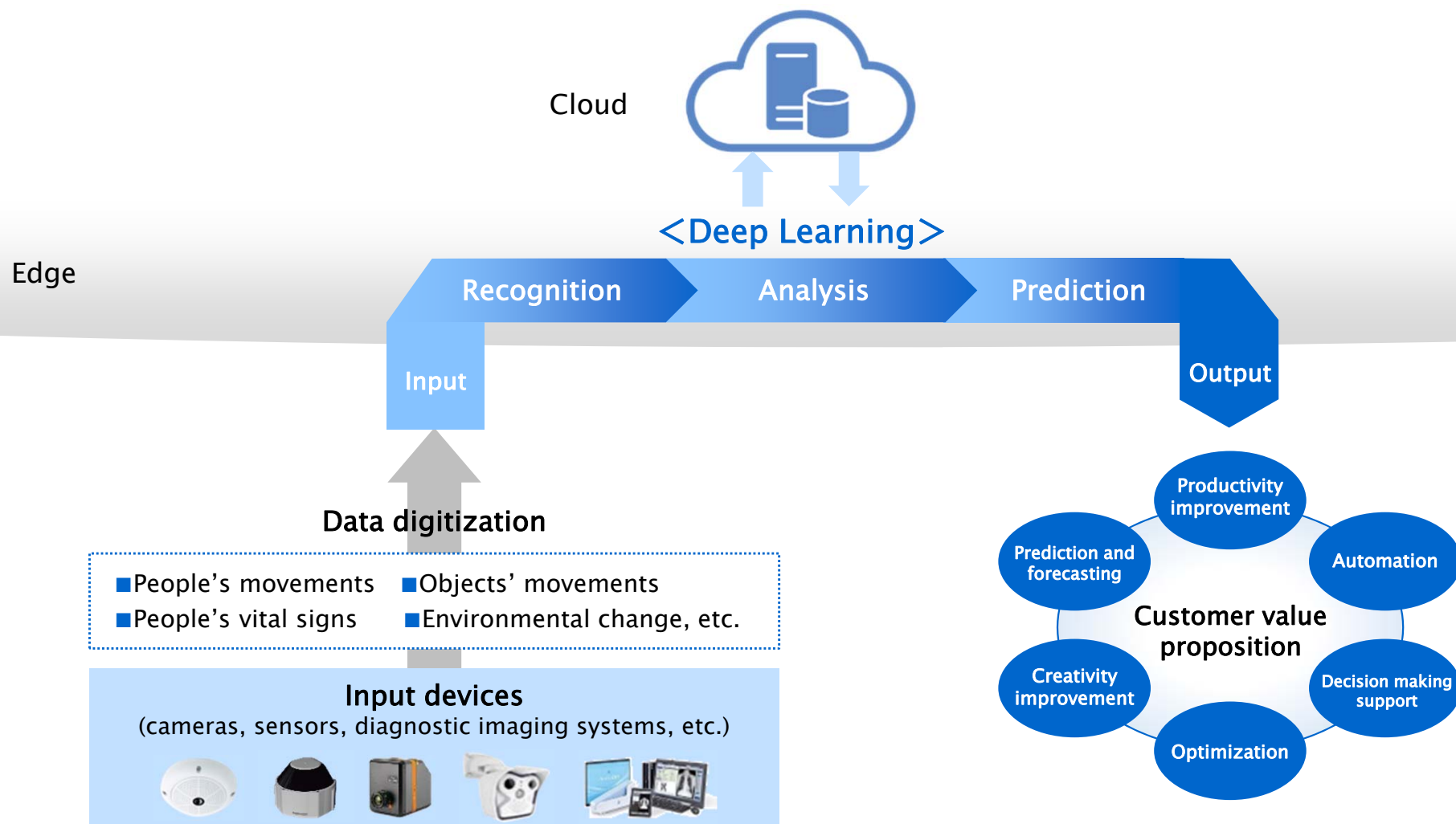
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Be the first to predict potential issues for customers and contribute to the evolution of their business and society by finding solutions together



- The entire company works together to support the transformation of client companies by sector and industry
- Predict potential issues for client companies and create solutions together

Support workflow innovations on the edge of business by using image processing technology and digital technology



Konica Minolta–Style Edge IoT Platform Offering Solutions for Problems Our Customers Confront

Office Services

- Work style reform
- Promote collaboration
- Speed up decision making, etc.



Healthcare business

- Improve medical services
- Improve accuracy of diagnoses
- Streamline hospital administration, etc.



Manufacturing industry

- Improve product quality
- Improve production efficiency
- Work style reform, etc.



Nursing care

- Improve quality of nursing care
- Reduce burden on nursing care staff
- Provide peace of mind to people receiving nursing care



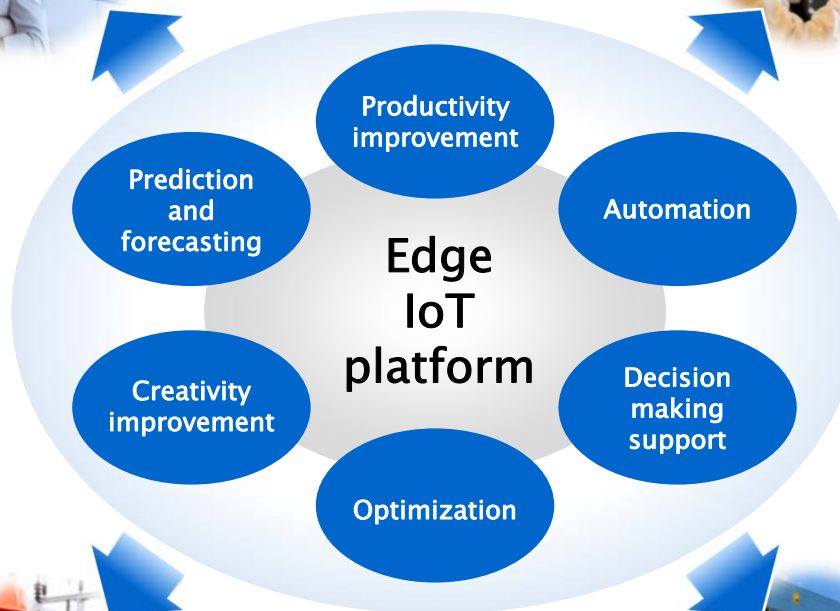
Security

- Safety and security of society
- Safety and security of workers
- Safety and security of drivers, etc.



Retail sales and distribution

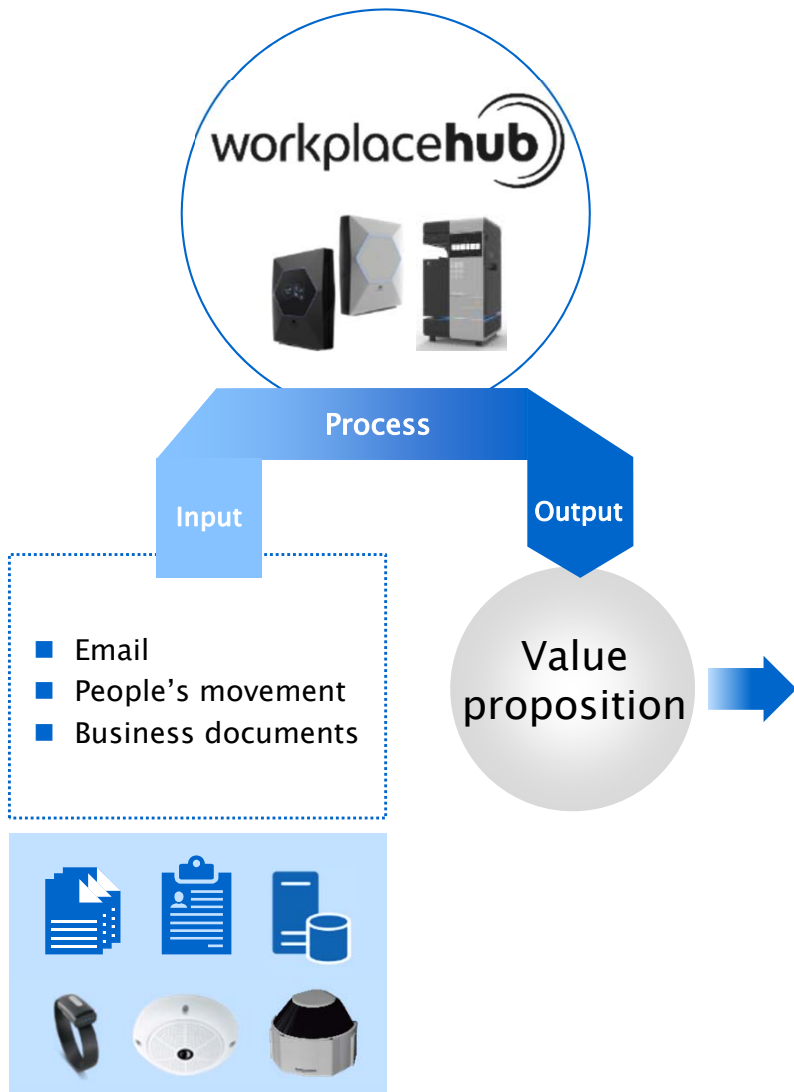
- Improve quality of sales promotion tools
- Improve ROI in marketing activities, etc.



Example 1: Solutions for offices



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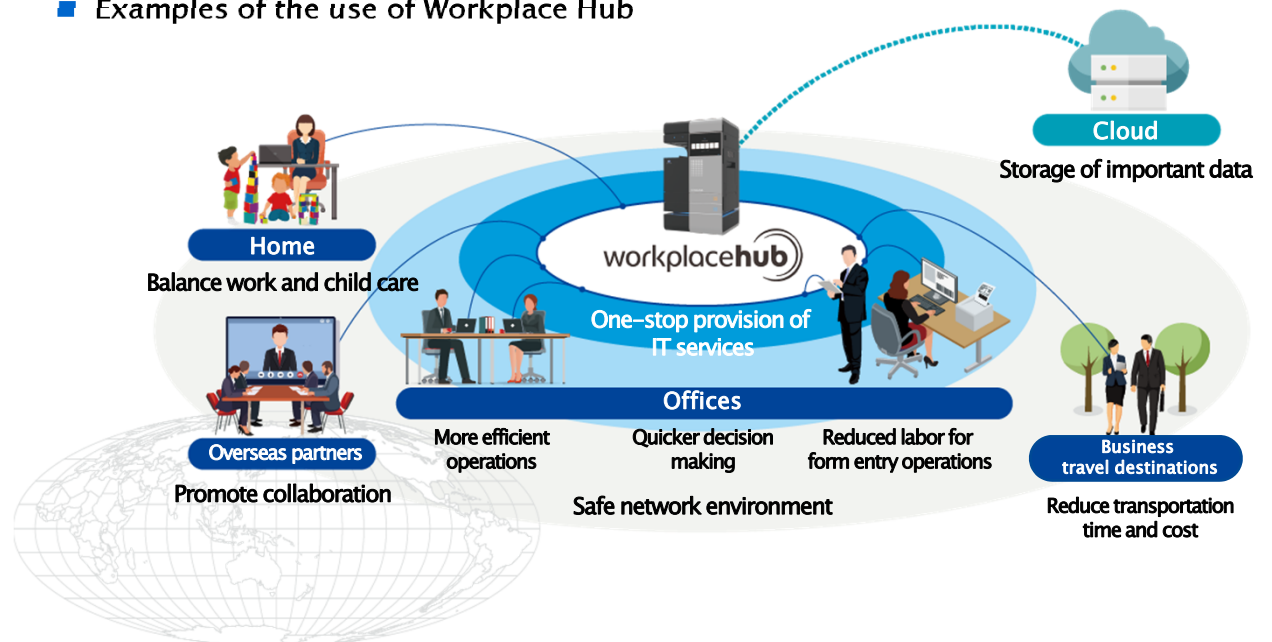
One-stop provision of IT services

We will help build secure IT networks for offices and reduce the administrative workload of IT managers by collectively managing IT assets such as devices and applications, etc.

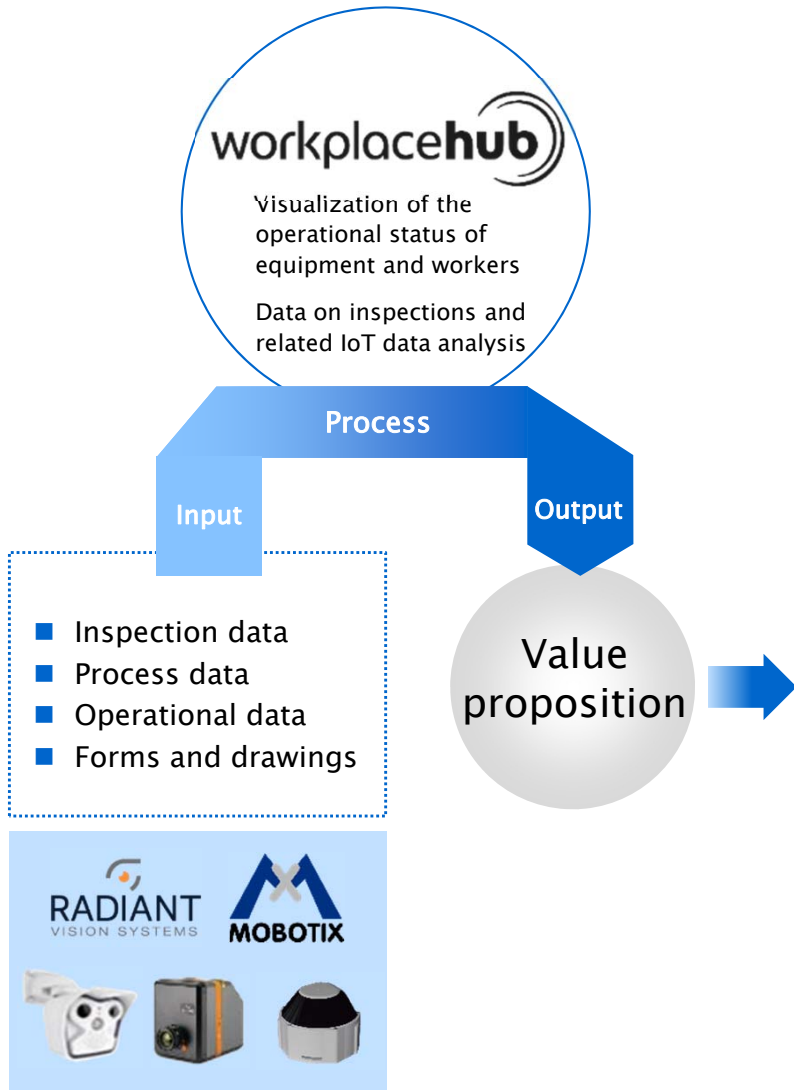
Work style reform

We will visualize workflow issues in the office by digitizing documents as well as data on the movements of people and objects to propose efficient, highly productive work styles.

■ Examples of the use of Workplace Hub



Example 2: Solutions for the manufacturing industry



Improve product quality

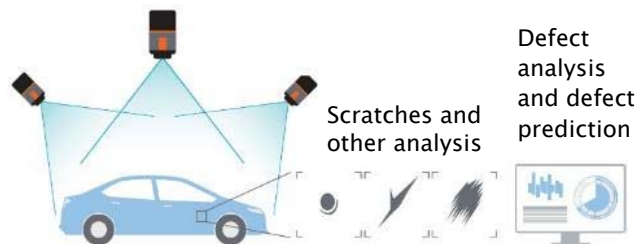
We will manage quality in a highly accurate fashion by automating inspection processes and tie-ups with data, which helps improve the quality of manufactured goods.

Increase productivity

We will help customers increase productivity by using combinations of 3-D LiDAR, cameras and sensors to monitor the production floor and optimizing manufacturing processes using real time analysis.

■ Automated visual surface inspection

Automation of the automobile visual surface inspection process, such as for scratch detection



■ Collaboration with robots

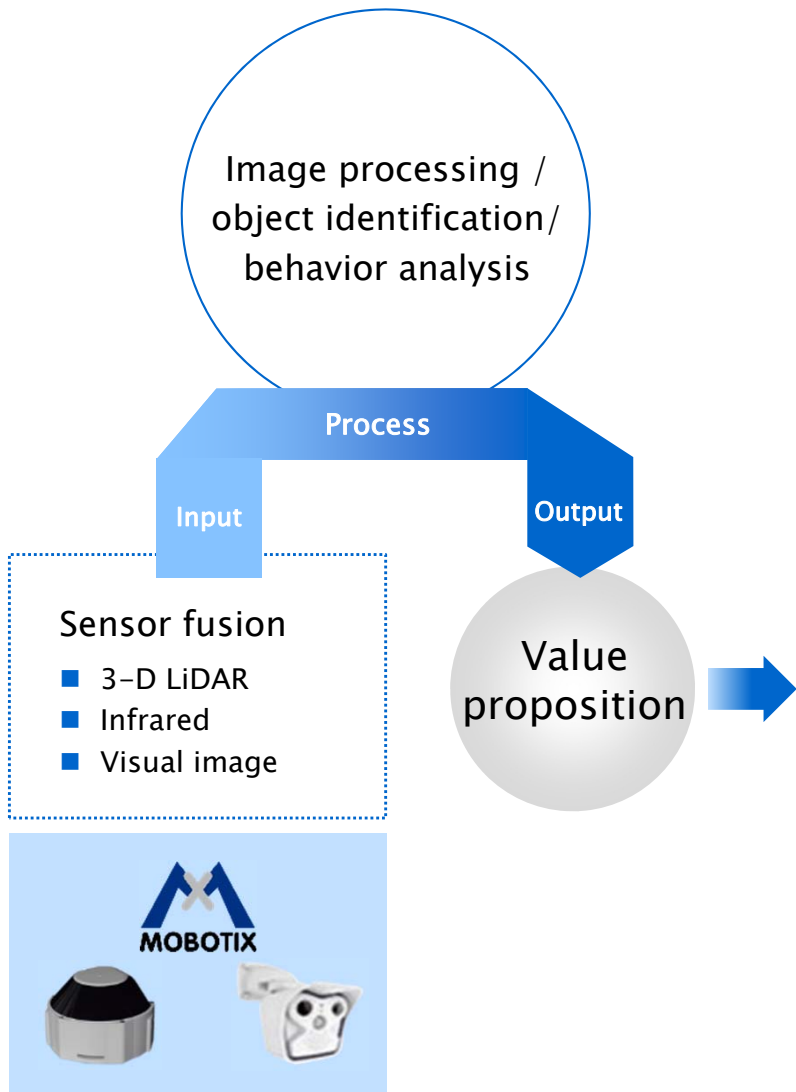
Instructions for picking on wearable device



Example 3: Security solutions



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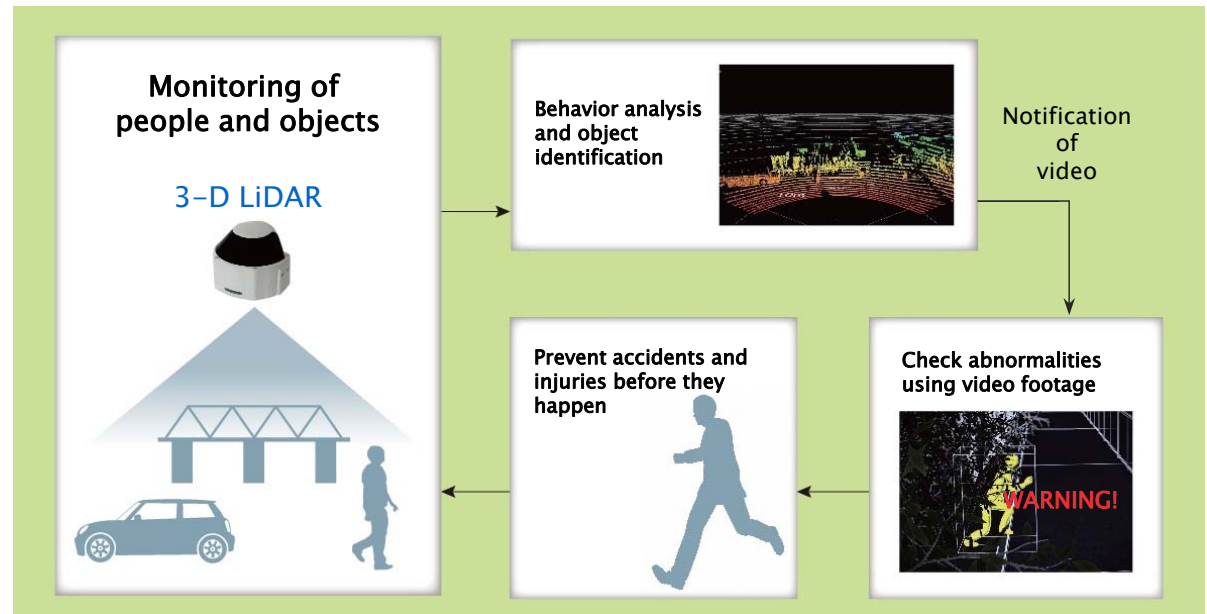
Ensure the safety and security of society

We will visualize the difficult to see or invisible by utilizing optical and image processing technology and contribute to the safety and security of society by using this solution for security operations and driving assistance.

Make facility maintenance more efficient

Our progressive image processing technologies can provide information for quickly detecting abnormalities and streamlining maintenance work.

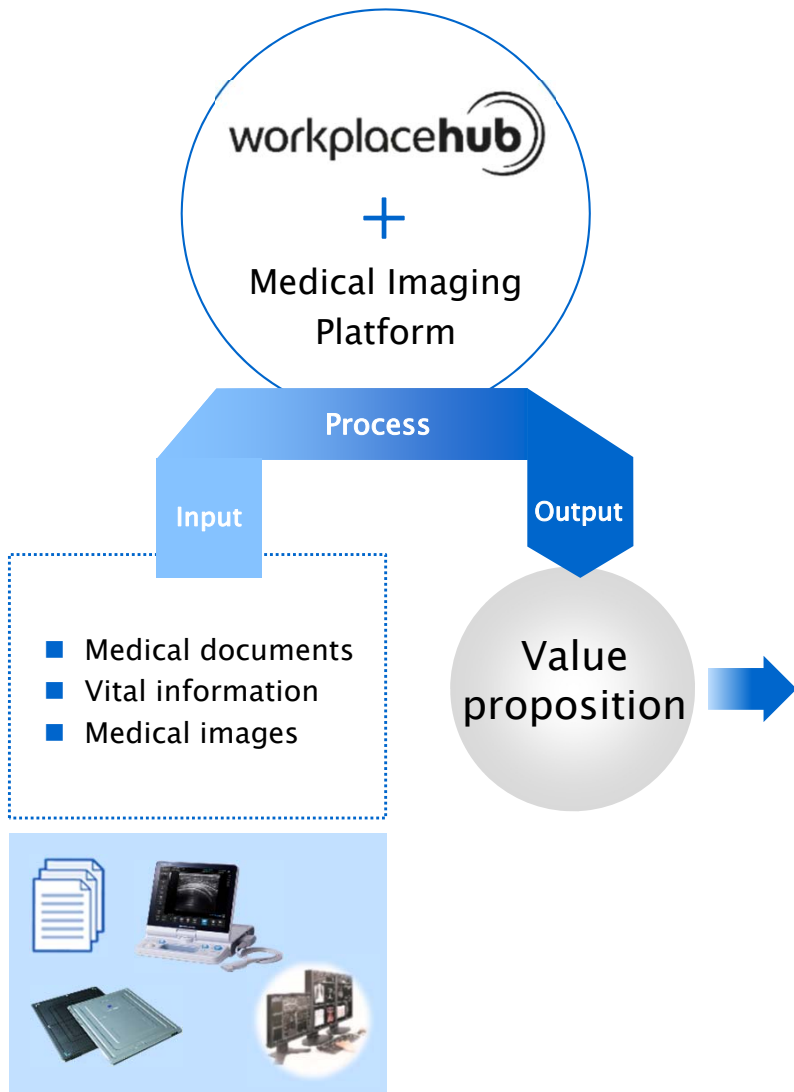
Monitoring solutions



Example 4: Solutions for healthcare



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Improve diagnostics value

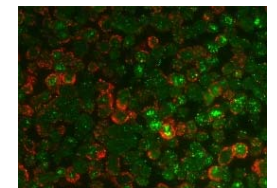
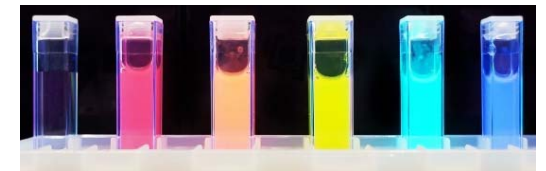
We will visualize objects that were difficult to see before using new technologies such as kinetic analysis and higher performance ultrasound and help increase the value of diagnostics.

Streamline medical care

We will integrate diagnostic imaging such as X-ray and ultrasound and medical document data to reduce the administrative workload and streamline medical care, for the purpose of securing the time for important diagnostics and treatment.

Contribution to precision medicine

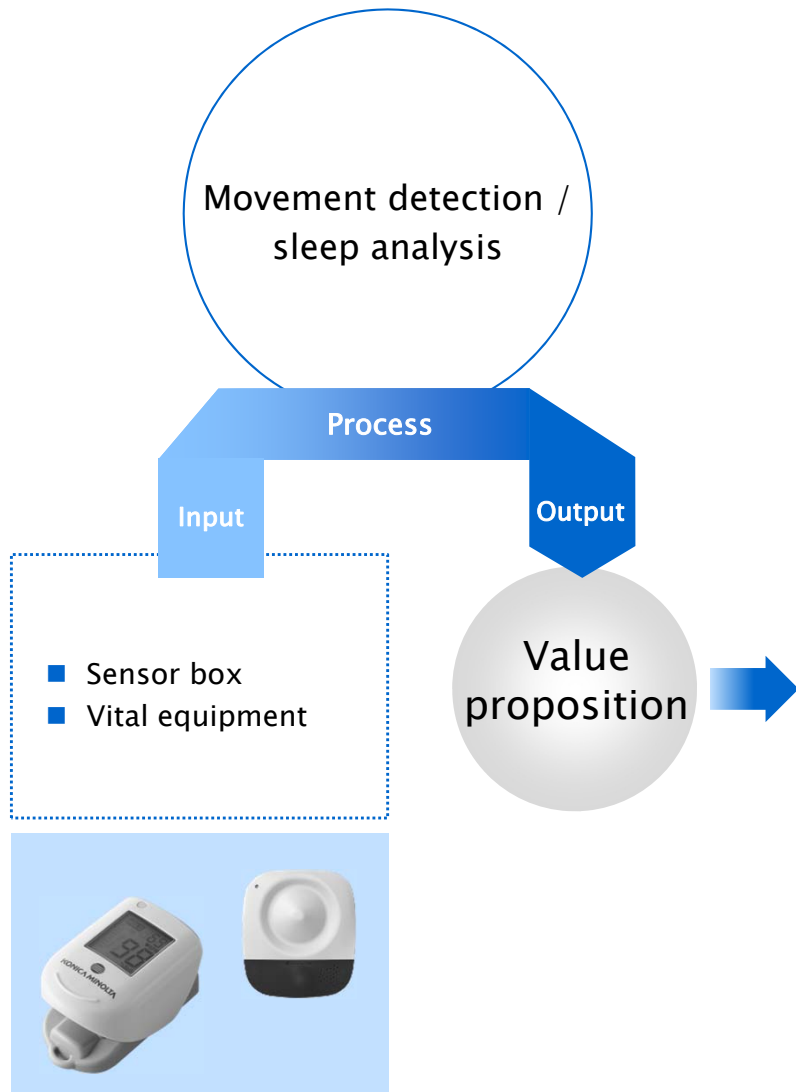
We will use molecular imaging technology for precision medicine that improves patient quality of life and reduces medical spending.



Example 5: Solutions for nursing care



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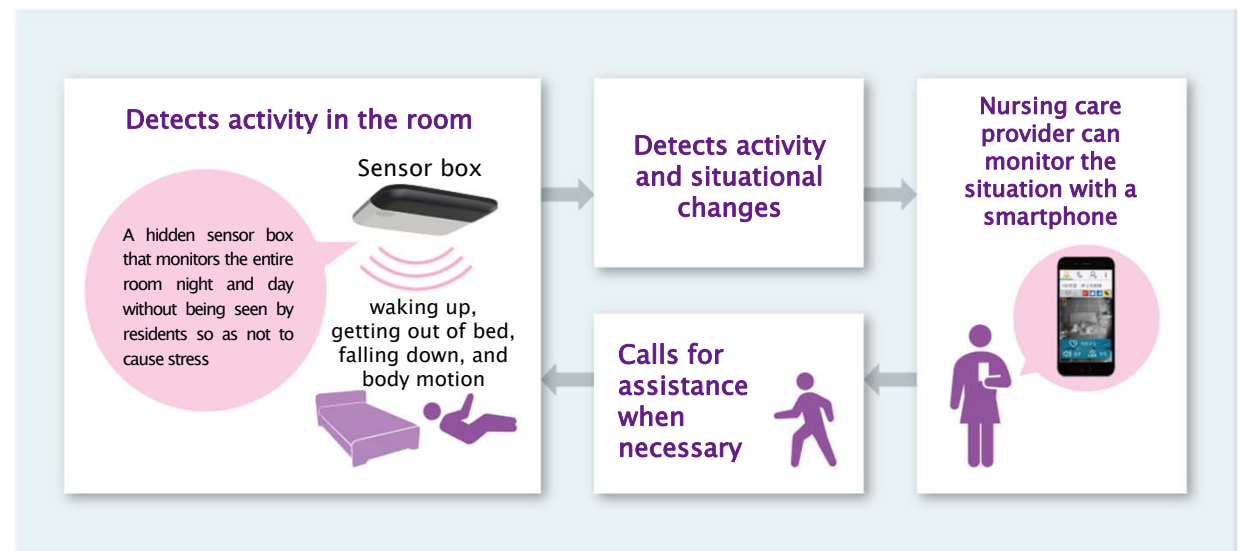
Reduce burden on nursing care staff

We will reduce the workload of nursing care staff on their rounds by 24-hour monitoring of the condition of patients using sensors.

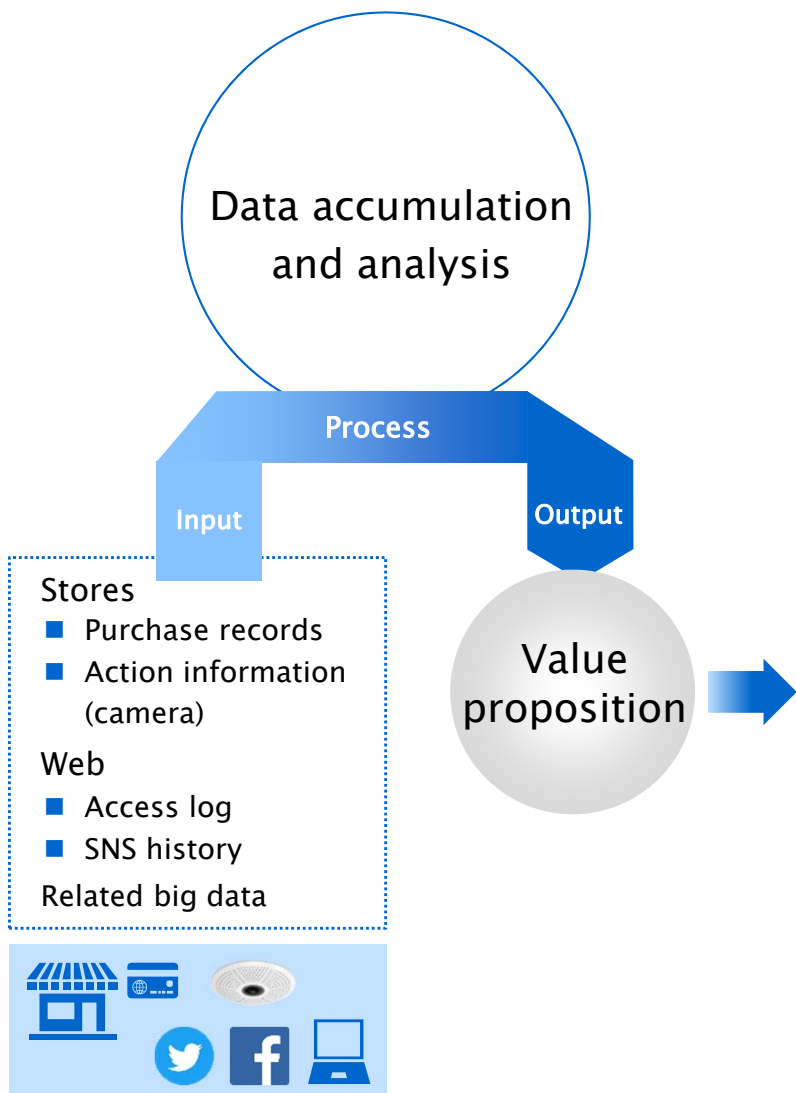
Improve quality of care

We will make it possible to provide more in-depth care by reducing workload so that the time saved can be reallocated to other work.

Care Support Solutions Framework



Example 6: Solutions for retail sales and distribution (digital marketing)



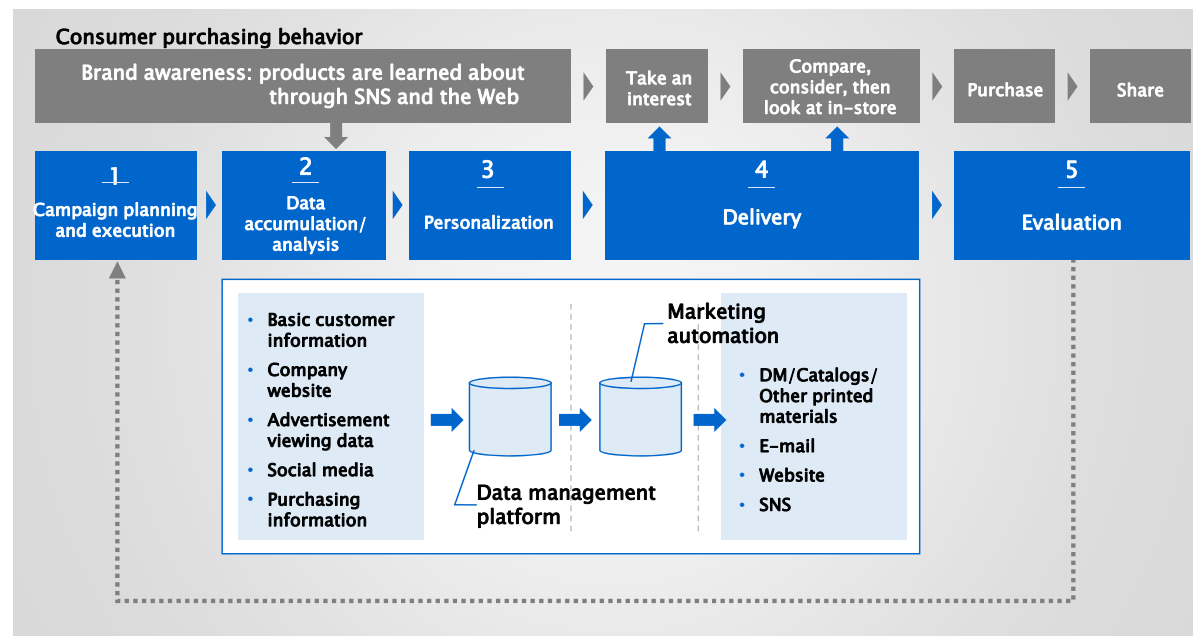
Streamline sales activities

We will accumulate and analyze data and create approaches tailored to each customer to promote purchases and enable efficient sales activities.

Optimization of sales promotion tool production

We will help customers increase sales by producing high value added promotional materials that appeal to target consumers in the right combination and at the right cost.

■ Digital marketing service

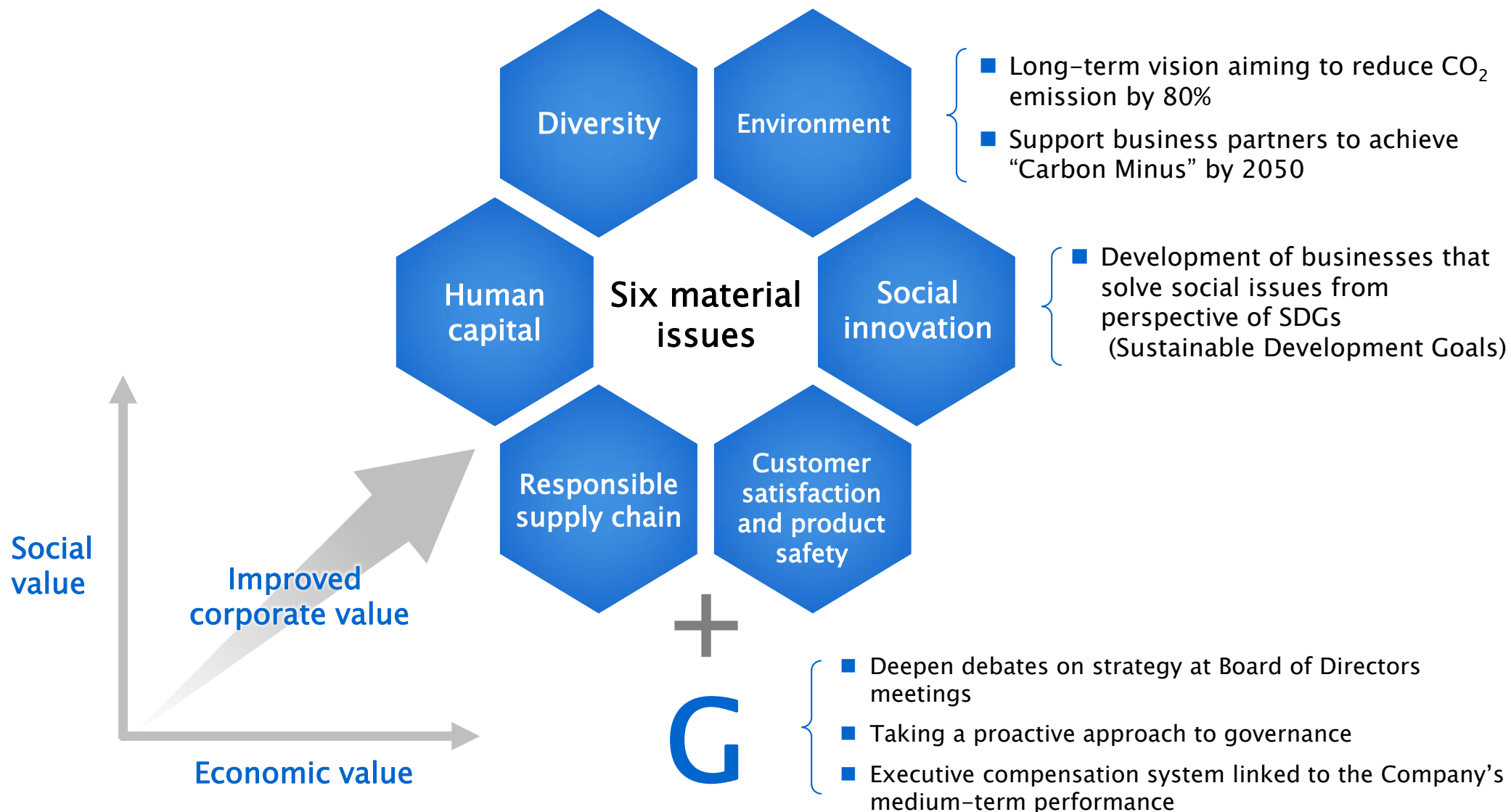




Foundation underpinning business activities (CSR activities/Governance)



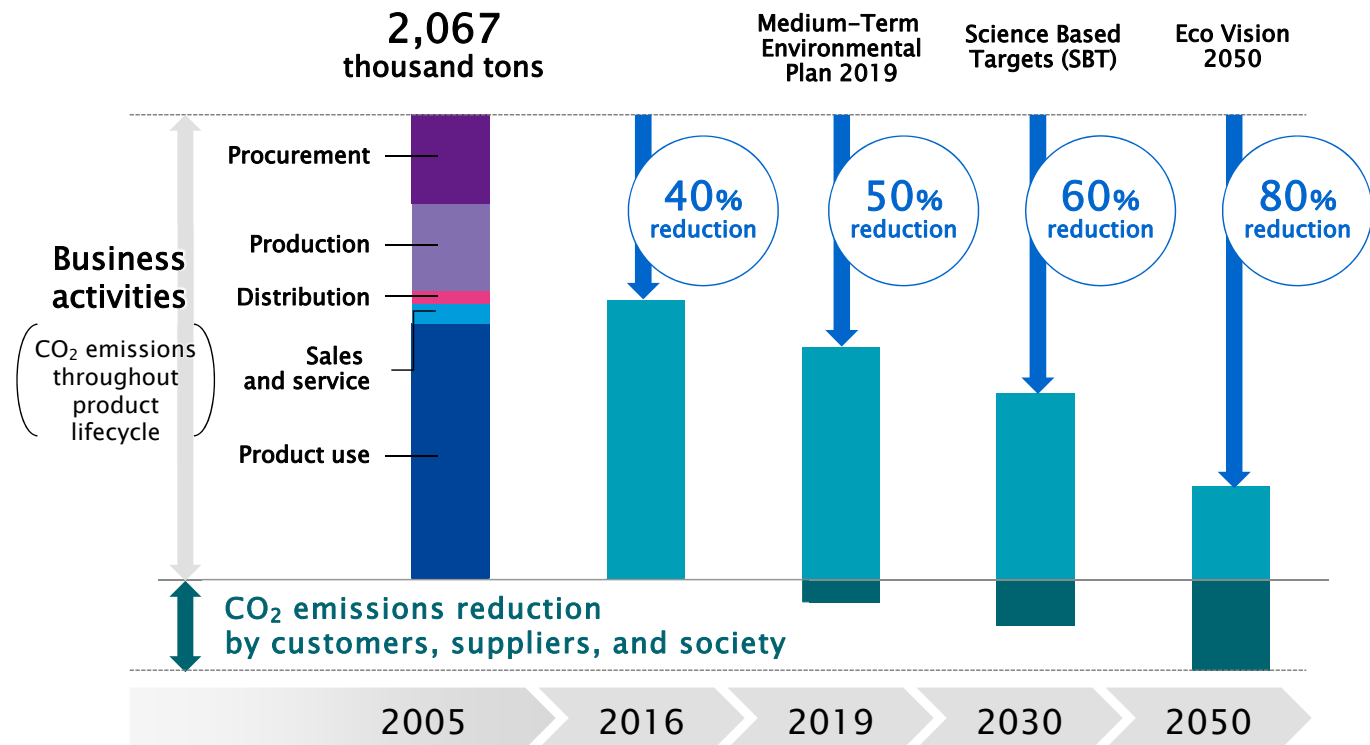
Create social value and improve corporate value at the same time



Long-term environmental vision to become “Carbon Minus” by 2050 New Eco Vision 2050

1. Reduce CO₂ emissions throughout the product lifecycle by 80% by 2050, compared to fiscal 2005 levels. Also through cooperation with stakeholders, achieve CO₂ emission reductions that are greater than product lifecycle emissions, and realize Carbon Minus status.
2. Promote recycling and effective use of Earth’s limited resources.
3. Work to promote restoration and preservation of biodiversity.

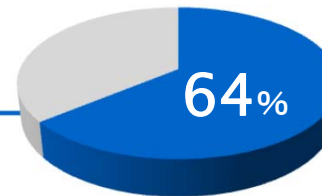
CO₂ Emissions Reduction and Carbon Minus Targets



Promoting 3 green activities to realize Eco Vision

Reduce customers' environmental impacts by developing and supplying products that clear proprietary environmental standards

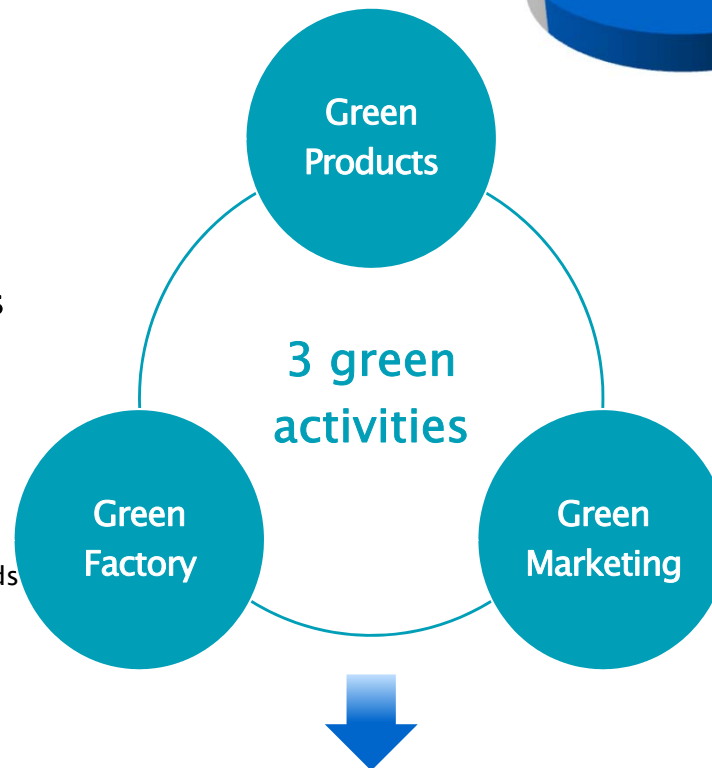
Ratio of green product revenue



Reduce environmental impacts at the production sites of Konica Minolta and its suppliers

Number of own production sites that cleared proprietary green factory standards

100%



Help customers resolve environmental issues by providing Konica Minolta's environmental know-how

Service example

biz-Library environmental management support service

Toward a balance of environmental solutions and company growth

Create a work environment where a diverse pool of human resources can play an active role as the driver behind new value creation

Help customers solve social issues



Develop human resources that can create value~

Develop human resources who can be leaders of reform~

Work style reform

Balance improvements in employee intellectual productivity and better work-life balance

Promote diversity

Develop the next generation of human resources

Create a workplace where a diverse pool of human resources can engage in friendly competition to display and enhance their individual skills mutually

Health and productivity management

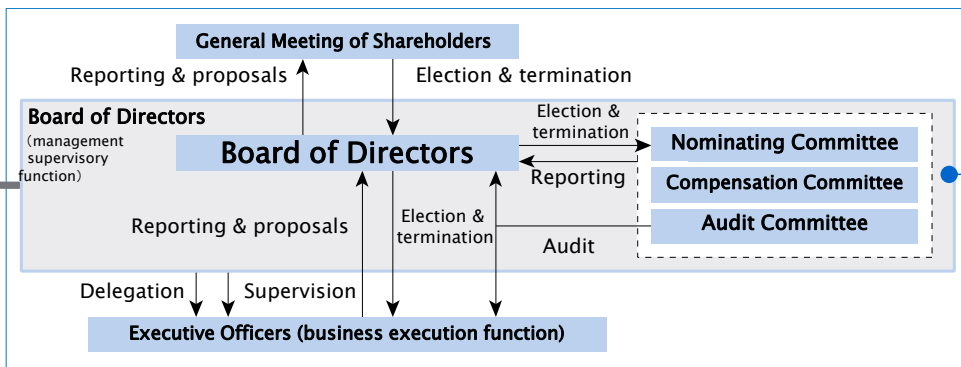
Fostering of corporate culture where health comes first

Mental health care

Health promotion activities

Pursue governance that eliminates dependency on individuals as a company with the three committees structure

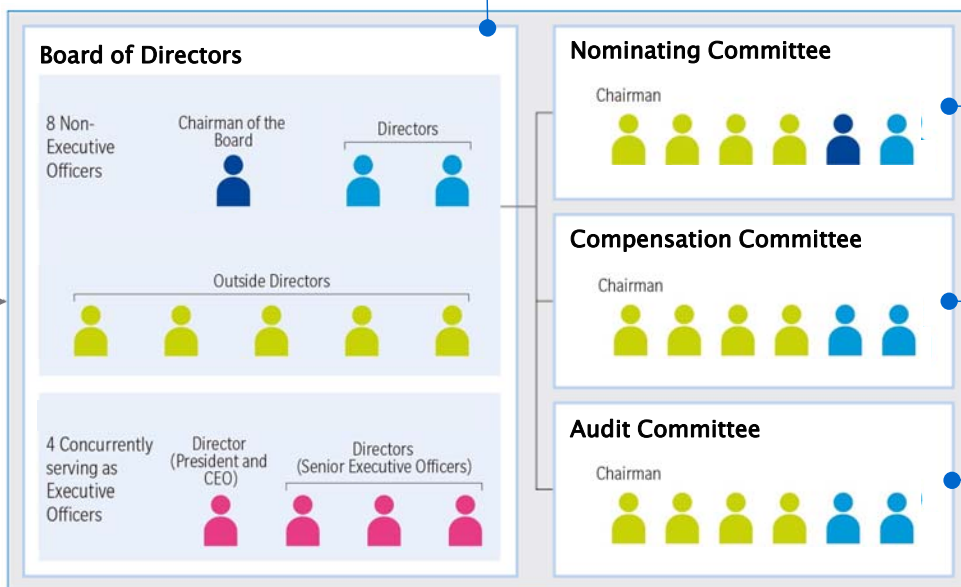
Structure of Corporate Governance Systems (As of June 19, 2018)



Key characteristics of structure

- Setting the company with three committees structure to separate supervision and the execution of the management and perform highly effective oversight of business operations
- All of Outside Directors are Independent Directors

Board of Directors and Three Committees



Key characteristics of the Board of Directors

- Chairman is not an Executive Officer
- Outside Directors are at least one-third of the Board of Directors
- Directors who are not concurrently Executive Officers are the majority of the Board of Directors

Key characteristics of the three committees

- Chairmen are Outside Directors
- Directors who are concurrently Executive Officers are not allowed to be committee members

Independent Valuation of Konica Minolta's Management

Inclusion in socially responsible investment (SRI) index

Maintained inclusion in the Dow Jones Sustainability World Index



Maintained inclusion in the FTSE4Good Index



Inclusion in the MSCI ESG Leaders Indexes 2018



Recognitions from international CSR rating agencies

Ranked Gold Class CSR by Robeco SAM, a world-leading research and rating company in the SRI field



Selected a Climate A List company, the highest rating, by CDP



Selected for inclusion in the investment universe of Ethibel Pioneer and Ethibel Excellence by Forum Ethibel, an SRI specialist group





Appendix



Delivering immersive footage for experiencing the beautiful starry sky

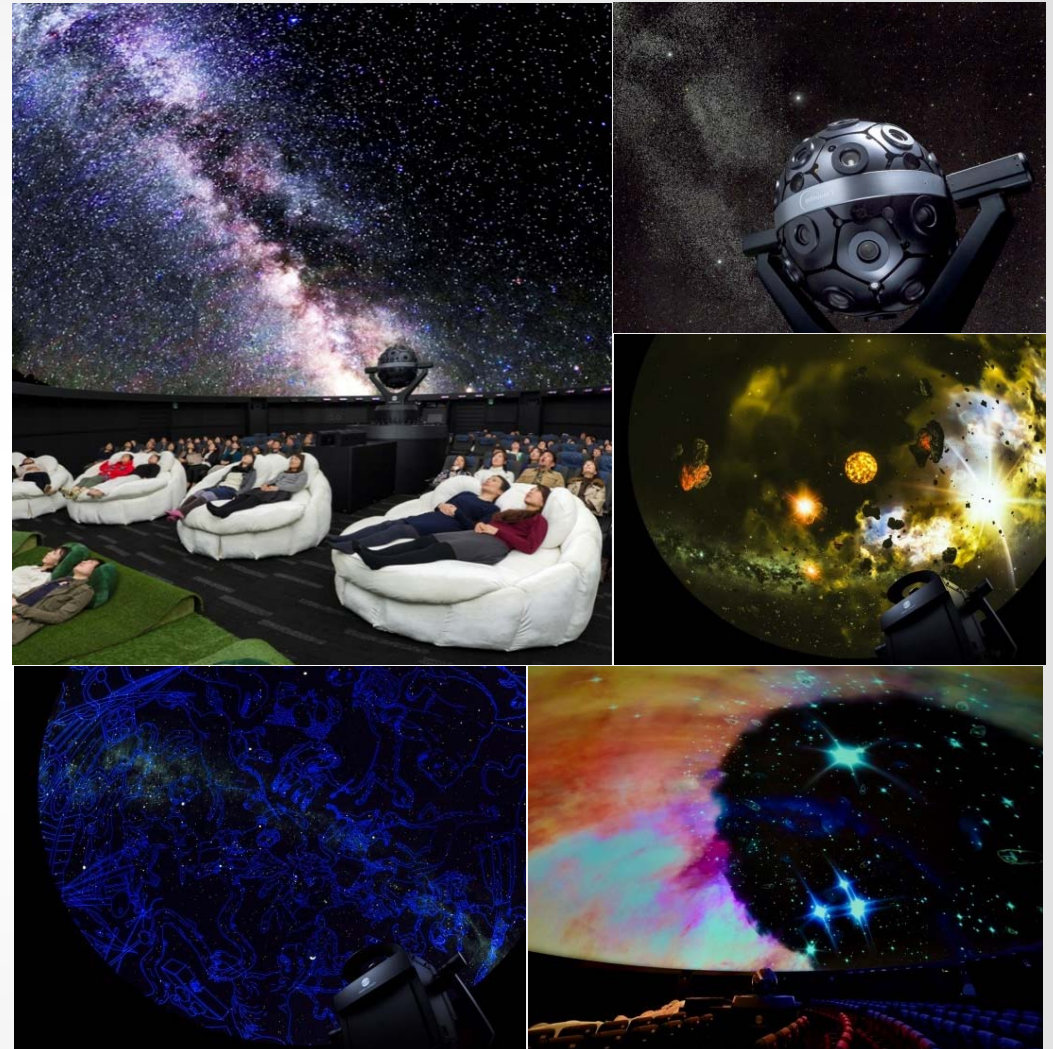
Building on reliable technologies and expertise amassed over close to 60 years, Konica Minolta engages in every aspect of planetarium production, from projector development and manufacture to content production and facilities construction and management.

Business Outline

- Produce planetarium shows
- Develop and manufacture projection equipment
- Design and build facilities
- Operate and support facilities

Theaters

- Konica Minolta Planetarium "MANTEN" in Sunshine City
- Konica Minolta Planetarium "TENKU" in TOKYO SKYTREE TOWN®



Establish presence in high value added areas using the “genre top” strategy

Office Service

Color MFPs



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

*Unit basis, Konica Minolta estimate using external CY2016 data

Commercial and Industrial Printing

Digital color printers



Digital color printers had a large market share in the world

*Unit basis, Konica Minolta estimate using external CY2016 data

Healthcare

Cassette-type DRs



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

*Konica Minolta estimate using CY2017 data

Healthcare

Diagnostic ultrasound systems



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

*Konica Minolta estimate using CY2017 data

Optical Systems for Industrial Use

Display color analyzers

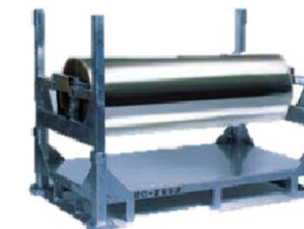


Display color analyzers had a large market share in the world

*Konica Minolta estimate using CY2017 data

Performance Materials

Thin-film TAC products



Thin-film TAC products had a large market share in the world

*Konica Minolta estimate using CY2017 data



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