Konica Minolta Group
March 2007 Consolidated Financial Results

May 10, 2007
Yoshikatsu Ota
President & CEO
Konica Minolta Holdings, Inc.

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.
Chapter #1
March 2007 Consolidated Financial Results
### Consolidated results - Summary

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>1,027.6</td>
<td>1,068.4</td>
<td>1,006.0</td>
<td>102%</td>
</tr>
<tr>
<td><strong>Gross income</strong></td>
<td>494.9</td>
<td>493.2</td>
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<tr>
<td><strong>Gross income ratio</strong></td>
<td>48.2%</td>
<td>46.2%</td>
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<td>--</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td>104.0</td>
<td>83.4</td>
<td>96.5</td>
<td>108%</td>
</tr>
<tr>
<td><strong>Operating income ratio</strong></td>
<td>10.1%</td>
<td>7.8%</td>
<td>9.6%</td>
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<tr>
<td><strong>Ordinary income</strong></td>
<td>98.1</td>
<td>76.8</td>
<td>90.0</td>
<td>109%</td>
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<tr>
<td><strong>Net income before taxes</strong></td>
<td>104.9</td>
<td>-35.9</td>
<td>93.0</td>
<td>113%</td>
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<tr>
<td><strong>Net income</strong></td>
<td>72.5</td>
<td>-54.3</td>
<td>46.0</td>
<td>158%</td>
</tr>
<tr>
<td><strong>Net income ratio</strong></td>
<td>7.1%</td>
<td>--</td>
<td>4.6%</td>
<td>--</td>
</tr>
<tr>
<td><strong>FOREX [P/L] [Yen]</strong></td>
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</tr>
<tr>
<td>USD</td>
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<td><strong>EPS [Yen]</strong></td>
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<td><strong>ROE [full year]</strong></td>
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<td><strong>CAPEX</strong></td>
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<td><strong>Depreciation</strong></td>
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<td>51.2</td>
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<td><strong>R&amp;D</strong></td>
<td>72.0</td>
<td>67.0</td>
<td>77.0</td>
<td>93%</td>
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<tr>
<td><strong>FCF</strong></td>
<td>10.3</td>
<td>35.8</td>
<td>-20.0</td>
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</tr>
</tbody>
</table>

* Mar07 Plan: Announced on Nov. 2, 2006

The essentials of imaging
## Consolidated results - Segment

### Net sales

<table>
<thead>
<tr>
<th>Segment</th>
<th>Mar07 Actual</th>
<th>Mar06 Actual</th>
<th>Y-O-Y (%)</th>
<th>Mar07 Plan</th>
<th>[a] / [c] Completion (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Technologies</td>
<td>658.7</td>
<td>606.7</td>
<td>9%</td>
<td>646.0</td>
<td>102%</td>
</tr>
<tr>
<td>Optics</td>
<td>139.0</td>
<td>110.4</td>
<td>26%</td>
<td>139.0</td>
<td>100%</td>
</tr>
<tr>
<td>Medical &amp; Graphic</td>
<td>158.7</td>
<td>146.6</td>
<td>8%</td>
<td>157.0</td>
<td>101%</td>
</tr>
<tr>
<td>Other businesses</td>
<td>16.0</td>
<td>10.2</td>
<td>57%</td>
<td>17.0</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td><strong>972.3</strong></td>
<td><strong>873.9</strong></td>
<td><strong>11%</strong></td>
<td><strong>959.0</strong></td>
<td><strong>101%</strong></td>
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<tr>
<td>Photo Imaging</td>
<td>47.8</td>
<td>187.1</td>
<td>-74%</td>
<td>40.0</td>
<td>119%</td>
</tr>
<tr>
<td>HD and eliminations</td>
<td>7.5</td>
<td>7.4</td>
<td>2%</td>
<td>7.0</td>
<td>108%</td>
</tr>
<tr>
<td><strong>Group total</strong></td>
<td><strong>1,027.6</strong></td>
<td><strong>1,068.4</strong></td>
<td><strong>-4%</strong></td>
<td><strong>1,006.0</strong></td>
<td><strong>102%</strong></td>
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</table>

### Operating income

<table>
<thead>
<tr>
<th>Segment</th>
<th>Mar07 Actual</th>
<th>Mar06 Actual</th>
<th>Y-O-Y (%)</th>
<th>Mar07 Plan</th>
<th>[a] / [c] Completion (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Technologies</td>
<td>80.0</td>
<td>65.1</td>
<td>23%</td>
<td>74.0</td>
<td>108%</td>
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<tr>
<td>Optics</td>
<td>21.0</td>
<td>17.6</td>
<td>19%</td>
<td>22.0</td>
<td>95%</td>
</tr>
<tr>
<td>Medical &amp; Graphic</td>
<td>8.9</td>
<td>11.7</td>
<td>-24%</td>
<td>10.0</td>
<td>89%</td>
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<tr>
<td>Other businesses</td>
<td>2.9</td>
<td>2.7</td>
<td>7%</td>
<td>3.0</td>
<td>98%</td>
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<tr>
<td><strong>Sub total</strong></td>
<td><strong>112.8</strong></td>
<td><strong>97.1</strong></td>
<td><strong>16%</strong></td>
<td><strong>109.0</strong></td>
<td><strong>103%</strong></td>
</tr>
<tr>
<td>Photo Imaging</td>
<td>-0.8</td>
<td>-7.1</td>
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<td>-2.0</td>
<td>--</td>
</tr>
<tr>
<td>HD and eliminations</td>
<td>-8.0</td>
<td>-6.6</td>
<td>--</td>
<td>-10.5</td>
<td>--</td>
</tr>
<tr>
<td><strong>Group total</strong></td>
<td><strong>104.0</strong></td>
<td><strong>83.4</strong></td>
<td><strong>25%</strong></td>
<td><strong>96.5</strong></td>
<td><strong>108%</strong></td>
</tr>
</tbody>
</table>

* Mar07 Plan: Announced on Nov. 2, 2006
### Changes in net sales and operating income

**Net sales:**
- **Down 40.8 billion yen (- 4% )**
  - Business Technologies: Robust sales, mainly color MFPs.
  - Optics: Increased revenue Y-O-Y in all fields including display materials and memory devices.
  - Medical & Graphic: Increased revenue resulting from robust overseas sales.
  - Photo Imaging: Large fall in revenue. Process of exiting business has almost completed.

**Operating income:**
- **Up 20.6 billion yen (+25% )**
  - Business Technologies: Profit growth due to color MFP's robust sales.
    - Operating profit ratio: 10.7% → 12.1%
  - Optics: Profit recovery in memory devices.
  - Medical & Graphic: Profit decrease due to a rise in R&D expenses and soaring silver price.
  - Photo Imaging: Reduced operating loss due to the downsizing of operations
**Net sales - Sub segment**

### Business Technologies

- **MFP unit sales Y-O-Y: +11%**
  - Color: +37%
  - B/W: +4%
  - (of which, production print: +11%)

- **LBP unit sales Y-O-Y: -37%**
  - Color: -18%
  - B/W: -43%
  - (of which, single-pass: -9%)

### Optics

- **LCD materials unit sales Y-O-Y**
  - TAC film: +31%

- **Memory devices unit sales Y-O-Y**
  - Optical pickup lenses: -5%
  - Glass substrates for HD: +25%

- **Image input/ output components unit sales Y-O-Y**
  - Mobile phone components: +38%
  - Lens units for DSC/VCR: -22%

### Medical & Graphic Imaging

- **Medical**
  - X-ray film unit sales Y-O-Y: +12%
  - Digital input/output equipment unit sales Y-O-Y: +4%

- **Graphic**
  - Graphic-arts film unit sales Y-O-Y: +8%

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The essentials of imaging
Chapter #2
Forecasts - March 2008 Consolidated Financial Results
## Forecasts - Consolidated results

<table>
<thead>
<tr>
<th></th>
<th>1H/Mar08</th>
<th>2H/Mar08</th>
<th>Mar08</th>
<th>Mar07 Actual</th>
<th>Y-O-Y (%)</th>
<th>1Q/Mar08</th>
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</thead>
<tbody>
<tr>
<td><strong>Net sales</strong></td>
<td>496.0</td>
<td>549.0</td>
<td>1,045.0</td>
<td>1,027.6</td>
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<td><strong>Operating income</strong></td>
<td>48.0</td>
<td>57.0</td>
<td>* 105</td>
<td>104.0</td>
<td>1%</td>
<td>20.0</td>
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<tr>
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<td>9.7%</td>
<td>10.4%</td>
<td>10.0%</td>
<td>10.1%</td>
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<td>8.2%</td>
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<td><strong>Ordinary income</strong></td>
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<td>93.0</td>
<td>98.1</td>
<td>-5%</td>
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<td><strong>Net income before taxes</strong></td>
<td>39.5</td>
<td>49.0</td>
<td>88.5</td>
<td>104.9</td>
<td>-16%</td>
<td></td>
</tr>
<tr>
<td><strong>Net income</strong></td>
<td>20.5</td>
<td>27.0</td>
<td>47.5</td>
<td>72.5</td>
<td>-35%</td>
<td></td>
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<tr>
<td>Net income ratio</td>
<td>4.1%</td>
<td>4.9%</td>
<td>4.5%</td>
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<td>150.09</td>
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<td></td>
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<tr>
<td>R&amp;D</td>
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<tr>
<td>FCF</td>
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<td>94%</td>
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*Note: Including 5.0 billion yen for depreciation due to a change of the revision of tax regulations.*
## Profits analysis - non-operating transitional factors

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<td>Non-operating income/expenses</td>
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<td>Gain on reversal of allowance</td>
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<td>Disposal gain (loss) of inventories</td>
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<td>Interest expenses, net</td>
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<tr>
<td>Other, net</td>
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<td>-2.5</td>
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<tr>
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<td>Extraordinary profit/loss</td>
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<td>Gain on sales of fixed assets</td>
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<td>Gain on sales of investment securities</td>
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<td>Loss on impairment of fixed assets</td>
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<td>Other, net</td>
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<td>Income taxes</td>
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<tr>
<td>Net income</td>
<td>72.5</td>
<td>47.5</td>
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## Forecasts - Consolidated results - Segment

### Net sales

<table>
<thead>
<tr>
<th></th>
<th>1H/Mar08</th>
<th>2H/Mar08</th>
<th>Mar08</th>
<th>Mar07 Actual</th>
<th>Y-O-Y (%)</th>
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</thead>
<tbody>
<tr>
<td>Business Technologies</td>
<td>330.0</td>
<td>360.0</td>
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<td>658.7</td>
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<tr>
<td>Optics</td>
<td>75.0</td>
<td>88.0</td>
<td>163.0</td>
<td>139.0</td>
<td>17%</td>
</tr>
<tr>
<td>Medical &amp; Graphic</td>
<td>78.0</td>
<td>87.0</td>
<td>165.0</td>
<td>158.7</td>
<td>4%</td>
</tr>
<tr>
<td>Other businesses</td>
<td>9.0</td>
<td>10.0</td>
<td>19.0</td>
<td>16.0</td>
<td>19%</td>
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<td><strong>Sub total</strong></td>
<td>492.0</td>
<td>545.0</td>
<td>1,037.0</td>
<td>972.3</td>
<td>7%</td>
</tr>
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<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>HD and eliminations</td>
<td>4.0</td>
<td>4.0</td>
<td>8.0</td>
<td>7.5</td>
<td>6%</td>
</tr>
<tr>
<td><strong>Group total</strong></td>
<td>496.0</td>
<td>549.0</td>
<td>1,045.0</td>
<td>1,027.6</td>
<td>2%</td>
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### Operating income

<table>
<thead>
<tr>
<th></th>
<th>1H/Mar08</th>
<th>2H/Mar08</th>
<th>Mar08</th>
<th>Mar07 Actual</th>
<th>Y-O-Y (%)</th>
</tr>
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<tr>
<td>Business Technologies</td>
<td>37.0</td>
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<td>83.0</td>
<td>80.0</td>
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<td>12.0</td>
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<td>21.0</td>
<td>10%</td>
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<td>Medical &amp; Graphic</td>
<td>5.5</td>
<td>5.0</td>
<td>10.5</td>
<td>8.9</td>
<td>18%</td>
</tr>
<tr>
<td>Other businesses</td>
<td>1.5</td>
<td>2.0</td>
<td>3.5</td>
<td>2.9</td>
<td>20%</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td>55.0</td>
<td>65.0</td>
<td>120.0</td>
<td>112.8</td>
<td>6%</td>
</tr>
<tr>
<td>Photo Imaging</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>HD and eliminations</td>
<td>-7.0</td>
<td>-8.0</td>
<td>* -15.0</td>
<td>-8.0</td>
<td>--</td>
</tr>
<tr>
<td><strong>Group total</strong></td>
<td>48.0</td>
<td>57.0</td>
<td>105.0</td>
<td>104.0</td>
<td>1%</td>
</tr>
</tbody>
</table>

Note: Including 5.0 billion yen for depreciation due to a change of the revision of tax regulations.

The essentials of imaging
Forecasts - Sub segment - net sales/unit volume

**Business Technologies**

<table>
<thead>
<tr>
<th>[billions of yen]</th>
<th>750</th>
<th>500</th>
<th>250</th>
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<tr>
<td>Mar07</td>
<td>658.7</td>
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<tr>
<td>Mar08 plan</td>
<td>690.0</td>
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<td></td>
</tr>
</tbody>
</table>

- **MFP unit sales Y-O-Y: +5%**
  - Color: +40%
  - B/W: -5%
  (of which, production print: +15%)

- **LBP unit sales Y-O-Y: -10%**
  - Color: -20%
  (of which, single-pass: +100%)
  - B/W: -10%

**Optics**

<table>
<thead>
<tr>
<th>[billions of yen]</th>
<th>200</th>
<th>150</th>
<th>100</th>
<th>50</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>139.0</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Mar08 plan</td>
<td>163.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **LCD materials unit sales Y-O-Y**
  - TAC film: +40%

- **Memory devices unit sales Y-O-Y**
  - Optical pickup lenses: -10%
  - Glass substrates for HD: +10%

- **Image input/output components unit sales Y-O-Y**
  - Mobile phone components: +60%
  - Lens units for DSC/VCR: +20%

**Medical & Graphic Imaging**

<table>
<thead>
<tr>
<th>[billions of yen]</th>
<th>200</th>
<th>150</th>
<th>100</th>
<th>50</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>158.7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mar08 plan</td>
<td>165.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Medical**
  - X-ray film unit sales Y-O-Y: -10%
  - Digital input/output equipment unit sales Y-O-Y: +35%

- **Graphic**
  - Graphic-arts film unit sales Y-O-Y: -10%

The essentials of imaging
Chapter #3

“FORWARD 08” Medium-Term Business Plan

-- Brush up the medium-term business plan to accelerate growth strategies --
FORWARD 08 - Numerical targets

Revenues and profitability were higher than originally projected.

**Net sales**

<table>
<thead>
<tr>
<th>[billions of yen]</th>
<th>Medium-term plan</th>
<th>Actual</th>
<th>Forecast</th>
<th>Medium-term plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar 2007</td>
<td>640.0</td>
<td>1,027.6</td>
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<td>Mar 2008</td>
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<td>Mar 2009</td>
<td>690.0</td>
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<td>1,100.0</td>
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</table>

**Operating income**

<table>
<thead>
<tr>
<th>[billions of yen]</th>
<th>Medium-term plan</th>
<th>Actual</th>
<th>Forecast</th>
<th>Medium-term plan</th>
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<tr>
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<td>92.0</td>
<td>110.0</td>
<td>110.0</td>
<td>110.0</td>
</tr>
</tbody>
</table>

The essentials of imaging
FORWARD 08 - Basic strategies

Further increase the added value in operations and maximize the corporate value through the Group’s growth.

- **Basic strategies**
  - *Promote growth by leveraging collective Group resources*
    - Build a new corporate value
    - Promote world-class corporate social responsibility (CSR) management

- **Growth strategies**
  - Further strengthen and advance operations in current core businesses
  - Expand the scope of operations into the fields adjacent to current core businesses
  - Nurture new businesses

- **Corporate structure reinforcement**
  - Strengthen the base of business capabilities
  - Establish a strong financial structure
  - Strengthen human resources and rebuild corporate culture
Strengthen and advance operations in current core business (1)

**Business Technologies**

- **General offices**
  - MFP: Solidify the leading position with respect to color MFPs by further reinforcing the “genre top” strategies
  - LBP: Strengthen profitability

- **Production printing**
  - Expand digital printing business

- **Solutions**
  - Develop and promote solution business focusing on the applications centered on color MFPs/LBPs
[Ref.] Color MFP market share - worldwide -

- Composition of color MFP market and trend (units)

[Diagram showing the composition of color MFP market share by region (North America, Western Europe, Japan) and year (2004, 2005, 2006). The chart indicates market share percentages and units (1,000 units) for each region and year.]

- Market share - Color MFP; A3-paper size tandem type

[Diagram showing market share trends by region and company (Company “A”, Company “B”, Company “C”, Konica Minolta) from 2004 to 2006.]

The essentials of imaging
[Ref.] US: Color MFP market share - segment -

A3 tandem color MFP - Market composition

- Seg 2: Growing momentum
- Seg 4: Current volume zone
- Seg 2: Moderate growth

A3 tandem color MFP - Market share

Seg 2
- Company “A”
- Company “B”
- Company “C”
- Konica Minolta

Seg 3
- Company “A”
- Company “B”
- Company “C”
- Konica Minolta

Seg 4
- Company “A”
- Company “B”
- Company “C”
- Konica Minolta

Source: Konica Minolta, calendar year
[Ref.] Europe: Color MFP market share - segment -

- **A3 tandem color MFP - Market composition**

![Chart showing market share by segment (Seg 2, Seg 3, Seg 4) across Q1 to Q4 for years 2004 to 2006.]

- **A3 tandem color MFP - Market share**

![Charts showing market share for Seg 2, Seg 3, and Seg 4 by quarter from Q1 to Q4 for years 2004 to 2006.]

Source: Konica Minolta, calendar year
[Ref.] Konica Minolta’s office-use color MFP lineup
- time series/ segment -

--- March 2008 --

*Further strengthen tandem color models in Seg.2 and Seg.4*

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<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Seg 4</strong> [41-69 ppm]</td>
<td>bizhub C500</td>
<td>bizhub C450</td>
<td>bizhub C550</td>
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<tr>
<td><strong>Seg 3</strong> [31-40 ppm]</td>
<td>bizhub C350</td>
<td>bizhub C351</td>
<td>bizhub C352</td>
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<tr>
<td><strong>Seg 2</strong> [21-30 ppm]</td>
<td>bizhub C250</td>
<td>bizhub C252</td>
<td>bizhub C300</td>
<td></td>
</tr>
</tbody>
</table>
Strengthen and advance operations in current core business (2)

**Optics**

- **TAC film**
  - Promote high-function films to expand operations in the LCD television market

- **Optical pickup lenses**
  - Solidify a dominant share in the next-generation DVD pickup lens market

- **Glass substrates for hard disk drives**
  - Increase production capabilities in overseas

- **Micro camera units for mobile phones**
  - Establish overwhelming cost competitiveness
Strengthen and advance operations in current core business (3)

Medical and Graphic Imaging

- **Medical**
  - Strengthen digital equipment sales and marketing focusing on independent physicians and overseas markets

- **Graphic**
  - Quickly establish an operational base for CTP business in US
Expand business into the fields adjacent to current core businesses

Leverage core business bases and technological resources to expand the scope of operations

| Business Technologies    | • Solution business  
|                        |   • IT remote care service  
|                        |   • Document professional service |
| Optics                 | • New high-function films  
|                        | • Next-generation memory devices technologies |
| Medical                | • Digital image-based diagnosis support business |
Nurture new businesses

Core technologies to generate new business in the future

- **Organic electronics technology**
  - Organic EL (Electro Luminescence) materials for light source

- **Atmospheric-pressure plasma technology**
  - Ultra hard coating processing

- **μ TAS technology (Micro Total Analysis Systems)**
  - New medical fields

- **Super inkjet technology**
  - Industrial manufacturing devices
Investment plan

Proactively promote capital investment aiming for the Group’s growth and expansion focusing on Business Technologies and Optics businesses

Investments and loans

- Mar07-Mar09: Total 300 billion yen (including a follow-up 70 billion yen)

R&D expenditures

- Mar07-Mar09: Total 250 billion yen (maintaining an 8% level to net sales)
Further strengthen corporate structure

**-- Maximize Corporate Value --**

*Growth strategy*

- Current core businesses
- Expand into peripheral fields
- New businesses

**“Genre-top” strategies**

- Absolute & dominant
- Global
- Business model innovation

**Software development**
**Solution business**
**Production innovation**
**SCM**
**Advanced IT usage**

**Strong financial base**

- Equity ratio: Over 50%
- D/E ratio: Below 0.5

**Rebuild corporate culture**

- Strengthen human resources
  - World-class human resources
  - Competitiveness
Supplementary Information
## Consolidated results: Jan-Mar 2007

<table>
<thead>
<tr>
<th></th>
<th>Jan-Mar 2007</th>
<th>Jan-Mar 2006</th>
<th>Y-O-Y (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net sales</td>
<td>283.0</td>
<td>275.4</td>
<td>3%</td>
</tr>
<tr>
<td>Gross income</td>
<td>136.3</td>
<td>124.7</td>
<td>9.0%</td>
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<tr>
<td><strong>Gross income ratio</strong></td>
<td>48.2%</td>
<td>45.3%</td>
<td></td>
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<tr>
<td>Operating income</td>
<td>33.7</td>
<td>17.4</td>
<td>94%</td>
</tr>
<tr>
<td><strong>Operating income ratio</strong></td>
<td>11.9%</td>
<td>6.3%</td>
<td></td>
</tr>
<tr>
<td>Ordinary income</td>
<td>28.3</td>
<td>12.5</td>
<td>126%</td>
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<tr>
<td>Net income before taxes</td>
<td>26.6</td>
<td>-72.3</td>
<td>--</td>
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<tr>
<td>Net income</td>
<td>32.4</td>
<td>-68.3</td>
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</tr>
<tr>
<td><strong>Net income ratio</strong></td>
<td>11.5%</td>
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<td></td>
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<tr>
<td>CAPEX</td>
<td>12.4</td>
<td>18.2</td>
<td>-32%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>15.2</td>
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<td>13%</td>
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<tr>
<td>R&amp;D</td>
<td>19.0</td>
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<td>FCF</td>
<td>5.0</td>
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<td>-81%</td>
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<td>FOREX [P/L] [Yen] USD</td>
<td>119.52</td>
<td>116.94</td>
<td>--</td>
</tr>
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### Net sales

<table>
<thead>
<tr>
<th>Segment</th>
<th>Jan-Mar 2007</th>
<th>Jan-Mar 2006</th>
<th>Y-O-Y (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Technologies</td>
<td>184.7</td>
<td>166.4</td>
<td>11%</td>
</tr>
<tr>
<td>Optics</td>
<td>37.7</td>
<td>29.3</td>
<td>29%</td>
</tr>
<tr>
<td>Medical &amp; Graphic</td>
<td>46.6</td>
<td>43.0</td>
<td>9%</td>
</tr>
<tr>
<td>Other businesses</td>
<td>4.7</td>
<td>3.1</td>
<td>54%</td>
</tr>
<tr>
<td><strong>Sub total</strong></td>
<td><strong>273.9</strong></td>
<td><strong>241.7</strong></td>
<td><strong>13%</strong></td>
</tr>
<tr>
<td>Photo Imaging</td>
<td>6.8</td>
<td>31.0</td>
<td>-78%</td>
</tr>
<tr>
<td>HD and eliminations</td>
<td>2.4</td>
<td>2.7</td>
<td>-11%</td>
</tr>
<tr>
<td><strong>Group total</strong></td>
<td><strong>283.0</strong></td>
<td><strong>275.4</strong></td>
<td><strong>3%</strong></td>
</tr>
</tbody>
</table>

### Operating income

<table>
<thead>
<tr>
<th>Segment</th>
<th>Jan-Mar 2007</th>
<th>Jan-Mar 2006</th>
<th>Y-O-Y (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Technologies</td>
<td>25.4</td>
<td>19.3</td>
<td>31%</td>
</tr>
<tr>
<td>Optics</td>
<td>6.1</td>
<td>4.6</td>
<td>33%</td>
</tr>
<tr>
<td>Medical &amp; Graphic</td>
<td>1.8</td>
<td>2.2</td>
<td>-19%</td>
</tr>
<tr>
<td>Other businesses</td>
<td>1.0</td>
<td>1.0</td>
<td>0%</td>
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<tr>
<td><strong>Sub total</strong></td>
<td><strong>34.3</strong></td>
<td><strong>27.1</strong></td>
<td><strong>27%</strong></td>
</tr>
<tr>
<td>Photo Imaging</td>
<td>0.6</td>
<td>-7.9</td>
<td>--</td>
</tr>
<tr>
<td>HD and eliminations</td>
<td>-1.3</td>
<td>-1.8</td>
<td>--</td>
</tr>
<tr>
<td><strong>Group total</strong></td>
<td><strong>33.7</strong></td>
<td><strong>17.4</strong></td>
<td><strong>94%</strong></td>
</tr>
</tbody>
</table>
[Reference] Net sales - sub segment: Jan-Mar 2007

**Business Technologies**

- **MFP unit sales Y-O-Y: +10%**
  - Color: +31%
  - B/W: +3%
  - (of which, production print: +30%)

- **LBP unit sales Y-O-Y: -20%**
  - Color: 0%
  - (of which, single-pass: -12%)
  - B/W: -26%

**Optics**

- **LCD materials unit sales Y-O-Y**
  - Display materials: +12%
  - Memory devices: +30%
  - Image input/output devices: +41%

- **TAC film unit sales Y-O-Y**
  - +31%

- **Memory devices unit sales Y-O-Y**
  - Optical pickup lenses: -17%
  - Glass substrates for HD: +10%

- **Image input/output components unit sales Y-O-Y**
  - Mobile phone components: -7%
  - Lens units for DSC/VCR: +40%

**Medical & Graphic Imaging**

- **Medical**
  - X-ray film unit sales Y-O-Y: +8%
  - Digital input/output equipment unit sales Y-O-Y: +11%

- **Graphic**
  - Graphic-arts film unit sales Y-O-Y: +16%

The essentials of imaging
Operating income analysis

Mar 2007 - full year

Jan-Mar 2007

Excluding forex

The essentials of imaging
### [Reference] SG&A

<table>
<thead>
<tr>
<th></th>
<th>Mar07 Full year</th>
<th>Mar06 Full year</th>
<th>Y-O-Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales expenses</td>
<td>62.0</td>
<td>77.9</td>
<td>-15.9</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>72.0</td>
<td>67.0</td>
<td>4.9</td>
</tr>
<tr>
<td>Salaries and wages</td>
<td>157.5</td>
<td>161.3</td>
<td>-3.9</td>
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<tr>
<td>Other</td>
<td>99.5</td>
<td>103.6</td>
<td>-4.0</td>
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<tr>
<td><strong>SG&amp;A total</strong></td>
<td><strong>390.9</strong></td>
<td><strong>409.8</strong></td>
<td><strong>-18.9</strong></td>
</tr>
</tbody>
</table>

**Forex impact:**

Mar 2007 Full year: +10.9 billion yen  (Actual: -29.8 billion yen)
## [Reference] Non-operating profit/loss

<table>
<thead>
<tr>
<th></th>
<th>Mar07 Full year</th>
<th>Mar06 Full year</th>
<th>Y-O-Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest and dividend income</td>
<td>2.3</td>
<td>1.8</td>
<td>0.6</td>
</tr>
<tr>
<td>Foreign exchange gain</td>
<td>3.4</td>
<td>5.4</td>
<td>-2.0</td>
</tr>
<tr>
<td>Other</td>
<td>8.9</td>
<td>7.7</td>
<td>1.2</td>
</tr>
<tr>
<td><strong>Non-operating income</strong></td>
<td><strong>14.7</strong></td>
<td><strong>14.9</strong></td>
<td><strong>-0.2</strong></td>
</tr>
<tr>
<td>Interest expenses</td>
<td>5.1</td>
<td>5.4</td>
<td>-0.3</td>
</tr>
<tr>
<td>Foreign exchange loss</td>
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<td>--</td>
</tr>
<tr>
<td>Loss on revaluation/disposal of inventories</td>
<td>7.1</td>
<td>7.5</td>
<td>-0.5</td>
</tr>
<tr>
<td>Other</td>
<td>8.4</td>
<td>8.5</td>
<td>-0.1</td>
</tr>
<tr>
<td><strong>Non-operating expenses</strong></td>
<td><strong>20.6</strong></td>
<td><strong>21.5</strong></td>
<td><strong>-0.9</strong></td>
</tr>
<tr>
<td><strong>Non-operating income/expenses</strong></td>
<td><strong>-5.9</strong></td>
<td><strong>-6.6</strong></td>
<td><strong>0.7</strong></td>
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</table>
### Extraordinary profit and loss

<table>
<thead>
<tr>
<th>Description</th>
<th>Mar07 Full year</th>
<th>Mar06 Full year</th>
<th>Y-O-Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gain on sales of fixed assets</td>
<td>7.3</td>
<td>1.3</td>
<td>6.0</td>
</tr>
<tr>
<td>Gain on sales of investment securities and subsidiaries' securities</td>
<td>4.0</td>
<td>2.1</td>
<td>1.9</td>
</tr>
<tr>
<td>Reversal of allowance for doubtful receivables</td>
<td>0.5</td>
<td>0.0</td>
<td>0.5</td>
</tr>
<tr>
<td>Gain on sales of investments</td>
<td>0.1</td>
<td>0.0</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Extraordinary profits</strong></td>
<td><strong>11.8</strong></td>
<td><strong>3.4</strong></td>
<td><strong>8.5</strong></td>
</tr>
<tr>
<td>Loss on disposal/sales of fixed assets</td>
<td>2.8</td>
<td>3.7</td>
<td>-0.9</td>
</tr>
<tr>
<td>Loss on sales of investment securities and subsidiaries' securities</td>
<td>0.7</td>
<td>0.4</td>
<td>0.3</td>
</tr>
<tr>
<td>Impairment loss and loss due to exiting business</td>
<td>1.6</td>
<td>100.8</td>
<td>-99.2</td>
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<tr>
<td>Provisioning of special outplacement program</td>
<td>0.0</td>
<td>6.5</td>
<td>-6.5</td>
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<tr>
<td>Amortization of consolidated goodwill (Lump-sum)</td>
<td>0.0</td>
<td>2.4</td>
<td>-2.4</td>
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<tr>
<td>Other</td>
<td>0.0</td>
<td>2.4</td>
<td>-2.4</td>
</tr>
<tr>
<td><strong>Extraordinary losses</strong></td>
<td><strong>5.1</strong></td>
<td><strong>116.1</strong></td>
<td><strong>-111.1</strong></td>
</tr>
<tr>
<td><strong>Extraordinary profits/losses</strong></td>
<td><strong>6.8</strong></td>
<td><strong>-112.8</strong></td>
<td><strong>119.6</strong></td>
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</table>
# Cash Flows

## Income before income taxes

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
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<tbody>
<tr>
<td>Mar07</td>
<td>104.9</td>
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<tr>
<td>Mar06</td>
<td>-35.9</td>
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</table>

## Depreciation and amortization

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
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<tbody>
<tr>
<td>Mar07</td>
<td>52.7</td>
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<tr>
<td>Mar06</td>
<td>51.2</td>
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</table>

## Amortization of consolidated goodwill

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>--</td>
</tr>
<tr>
<td>Mar06</td>
<td>5.6</td>
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</table>

## Amortization of goodwill

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
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</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>6.5</td>
</tr>
<tr>
<td>Mar06</td>
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## Increase (decrease) of allowance for exiting Photo Imaging business

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-30.0</td>
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<tr>
<td>Mar06</td>
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</tbody>
</table>

## Payment for dissolution of business

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>--</td>
</tr>
<tr>
<td>Mar06</td>
<td>96.6</td>
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</tbody>
</table>

## Increase (decrease) of working capital, other

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>13.2</td>
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<tr>
<td>Mar06</td>
<td>-2.6</td>
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</tbody>
</table>

## Income tax paid

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<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
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<tr>
<td>Mar07</td>
<td>-22.2</td>
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<tr>
<td>Mar06</td>
<td>-30.2</td>
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</tbody>
</table>

## Other

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<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-58.4</td>
</tr>
<tr>
<td>Mar06</td>
<td>-5.8</td>
</tr>
</tbody>
</table>

## Net cash provided by operating activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>66.7</td>
</tr>
<tr>
<td>Mar06</td>
<td>78.9</td>
</tr>
<tr>
<td></td>
<td>-12.2</td>
</tr>
</tbody>
</table>

## Net cash outflow from investing activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-56.4</td>
</tr>
<tr>
<td>Mar06</td>
<td>-43.1</td>
</tr>
<tr>
<td></td>
<td>-13.3</td>
</tr>
</tbody>
</table>

## Free cash flow

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>10.3</td>
</tr>
<tr>
<td>Mar06</td>
<td>35.8</td>
</tr>
<tr>
<td></td>
<td>-25.5</td>
</tr>
</tbody>
</table>

## Increase (decrease) in debts and bonds

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-4.9</td>
</tr>
<tr>
<td>Mar06</td>
<td>-14.1</td>
</tr>
</tbody>
</table>

## Dividends paid

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-0.0</td>
</tr>
<tr>
<td>Mar06</td>
<td>-2.7</td>
</tr>
</tbody>
</table>

## Other

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-0.3</td>
</tr>
<tr>
<td>Mar06</td>
<td>-0.1</td>
</tr>
</tbody>
</table>

## Net cash outflow from financing activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Billions of yen)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar07</td>
<td>-5.2</td>
</tr>
<tr>
<td>Mar06</td>
<td>-16.9</td>
</tr>
<tr>
<td></td>
<td>11.7</td>
</tr>
</tbody>
</table>
Mar 2006 vs. Mar 2007: + 7.0 billion yen
Of which, forex impact: + 14.4 billion yen
(Actual change: - 7.4 billion yen)

Due to Photo Imaging’s business termination

New TAC film and polymerized toner production facilities

The essentials of imaging
Mar 2006 vs. Mar 2007: + 7.0 billion yen
Of which, forex impact: + 14.4 billion yen
(Actual change: - 7.4 billion yen)

Due to a decrease of allowance for restructuring of Photo Imaging business

Shareholders’ equity:
Mar 2006 vs. Mar 2007
31.1% ➔ 38.6%

Notes and A/P
Interest bearing debts
Other current liabilities
shareholders’ equity

<table>
<thead>
<tr>
<th></th>
<th>Mar 2006</th>
<th>Mar 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$</td>
<td>117.47</td>
<td>118.05</td>
</tr>
<tr>
<td>Euro</td>
<td>142.81</td>
<td>157.33</td>
</tr>
</tbody>
</table>

Forex: B/S

Notes and A/P
Interest bearing debts
Other current liabilities
shareholders’ equity

Mar 2006 vs. Mar 2007: + 7.0 billion yen
Of which, forex impact: + 14.4 billion yen
(Actual change: - 7.4 billion yen)
[Reference] Interest bearing debts and inventories

### Interest-bearing debts

<table>
<thead>
<tr>
<th>Period</th>
<th>Debts</th>
<th>D/E ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar 2006</td>
<td>236.6</td>
<td>0.81</td>
</tr>
<tr>
<td>Jun 2006</td>
<td>230.7</td>
<td>0.76</td>
</tr>
<tr>
<td>Sep 2006</td>
<td>230.5</td>
<td>0.73</td>
</tr>
<tr>
<td>Dec 2006</td>
<td>240.1</td>
<td>0.72</td>
</tr>
<tr>
<td>Mar 2007</td>
<td>229.4</td>
<td>0.62</td>
</tr>
<tr>
<td>Mar 2008</td>
<td>220.0</td>
<td>0.59</td>
</tr>
</tbody>
</table>

*D/E ratio = Interest-bearing debts at year-end / Shareholders’ equity at year-end*

### Inventories and inventory turnover

<table>
<thead>
<tr>
<th>Period</th>
<th>Inventories</th>
<th>Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar 2006</td>
<td>149.4</td>
<td>3.34</td>
</tr>
<tr>
<td>Jun 2006</td>
<td>146.8</td>
<td>3.61</td>
</tr>
<tr>
<td>Sep 2006</td>
<td>143.7</td>
<td>3.43</td>
</tr>
<tr>
<td>Dec 2006</td>
<td>147.4</td>
<td>3.36</td>
</tr>
<tr>
<td>Mar 2007</td>
<td>133.6</td>
<td>3.16</td>
</tr>
<tr>
<td>Mar 2008</td>
<td>125.0</td>
<td>2.80</td>
</tr>
</tbody>
</table>

*Inventory turnover (months) = Average inventories / Average cost of sales per month*
[Reference] Unit sales - Business Technologies

MFP
- Color
- B/W

Production printing (Color and B/W)

Color LBP
- Own
- OEM

B/W LBP
- Own
- OEM

The essentials of imaging

* Base index: "1Q Mar06" = 100
[Reference] Unit sales - Optics

- **TAC film**
  - | Quarter | Standard | High function |
  - | 1Q Mar06 | 25 | 75 |
  - | 2Q Mar06 | 112 | 88 |
  - | 3Q Mar06 | 44 | 109 |
  - | 4Q Mar06 | 149 | 105 |
  - | 1Q Mar07 | 158 | 117 |
  - | 2Q Mar07 | 56 | 99 |
  - | 3Q Mar07 | 61 | 105 |
  - | 4Q Mar07 | 195 | 120 |

- **Glass HD**
  - | Quarter | 100 | 113 | 127 | 130 | 141 | 159 | 146 | 143 |
  - | 1Q Mar06 | | | | | | | | |
  - | 2Q Mar06 | | | | | | | | |
  - | 3Q Mar06 | | | | | | | | |
  - | 4Q Mar06 | | | | | | | | |
  - | 1Q Mar07 | | | | | | | | |
  - | 2Q Mar07 | | | | | | | | |
  - | 3Q Mar07 | | | | | | | | |
  - | 4Q Mar07 | | | | | | | | |

- **Optical pickup lens**
  - | Quarter | 100 | 96 | 87 | 86 | 94 | 92 | 92 | 71 |
  - | 1Q Mar06 | | | | | | | | |
  - | 2Q Mar06 | | | | | | | | |
  - | 3Q Mar06 | | | | | | | | |
  - | 4Q Mar06 | | | | | | | | |
  - | 1Q Mar07 | | | | | | | | |
  - | 2Q Mar07 | | | | | | | | |
  - | 3Q Mar07 | | | | | | | | |
  - | 4Q Mar07 | | | | | | | | |

- **Lens/camera units for mobile phones**
  - | Quarter | Camera units | Lens units |
  - | 1Q Mar06 | 100 | 25 |
  - | 2Q Mar06 | 128 | 30 |
  - | 3Q Mar06 | 162 | 46 |
  - | 4Q Mar06 | 221 | 57 |
  - | 1Q Mar07 | 235 | 127 |
  - | 2Q Mar07 | 219 | 160 |
  - | 3Q Mar07 | 169 | 120 |
  - | 4Q Mar07 | 205 | 147 |

*Base index: "1Q Mar06" = 100
[Reference] Unit sales - Medical & Graphic

- **Medical film (dry & wet)**

  - Wet
  - Dry

  ![Graph showing unit sales for medical film in 1Q to 4Q of 2006 and 2007]

- **Image input/output equipment**

  - Input equipment
  - Output equipment

  ![Graph showing unit sales for image input/output equipment in 1Q to 4Q of 2006 and 2007]

* Base index: “1Q Mar06” = 100