



Konica Minolta, Inc. 3rd Quarter/FY2020 ending in March 2021 Consolidated Financial Results

Three months: October 1, 2020 – December 31, 2020
Nine months: April 1, 2020 – December 31, 2020
– Announced on February 2, 2021 –

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■ FY2020 3rd Quarter Performance Overview:

- ✓ Both operating profit and profit attributable to owners of the Company turned into the black as expected.
- ✓ Significant improvement in cash creation capability, FCF surplus expanded in QoQ.
- ✓ Sales of IT services / WPH, Industry, and Healthcare, which are the pillars of growth, increased.
- ✓ Quarterly SG&A was controlled less than ¥100 billion for 3 consecutive quarters.

■ FY2020 Full-Year Earnings Forecast:

- ✓ Earnings forecast and dividend forecast remain unchanged.
- ✓ FCF is revised upward, projecting substantial annual surplus for the first time since FY2014
- ✓ Concentrate resources in growing areas from the perspective of business, region, and customer. Review the balance between the businesses.
- ✓ Focus on maintaining quarterly SG&A below ¥100 billion.

FY2020 3rd Quarter Performance Overview

FY20 3rd Quarter Performance Overview | Summary



	FY2020	FY2019	YoY	YoY	YoY	FY2020	FY2019	YoY	YoY	YoY
	9M	9M		(W/O Forex)	(Without External and Special Factors)	Q3	Q3		(W/O Forex)	(Without External and Special Factors)
Revenue	614.9	747.0	-18%	-17%	+1%	230.2	249.5	-8%	-7%	+3%
Operating Profit	-24.6	10.6	-	-	-	3.3	5.1	-36%	-56%	+116%
Profit attributable to owners of the Company	-20.6	2.2	-	-	-	1.6	2.1	-22%	-	-
FCF	7.8	-26.6	-	-	-	14.9	-8.0	-	-	-
FOREX [Yen]										
USD	106.1	108.7	-2.6			104.5	108.8	-4.3		

Q3 Revenue

- Company overall: From recovering demand and increased revenue in growth markets, the Y on Y rate of decrease in revenue was reduced from -28% in Q1 and -17% in Q2 to -8% in Q3.
- By business: ITS/WPH, healthcare/precision medicine, measuring instruments/performance materials/imaging-IoT solutions/visual solutions saw increased revenue. Other businesses saw QoQ revenue increases.
- By region: China, Japan, and other Asia saw increased revenue. Europe maintained a little less than 90%, and the US recovered to more than 80%.

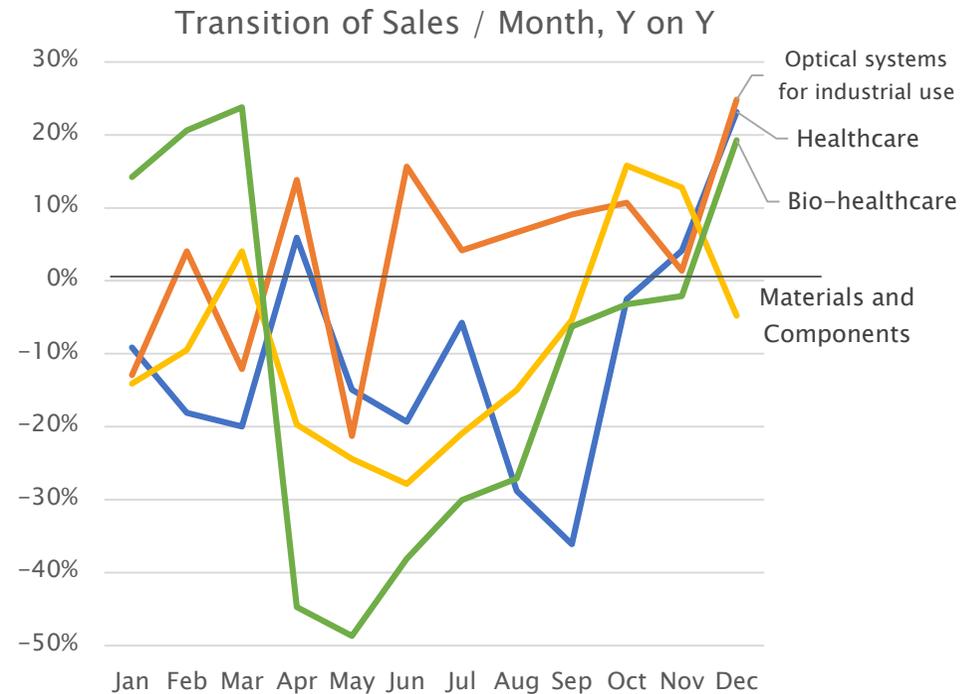
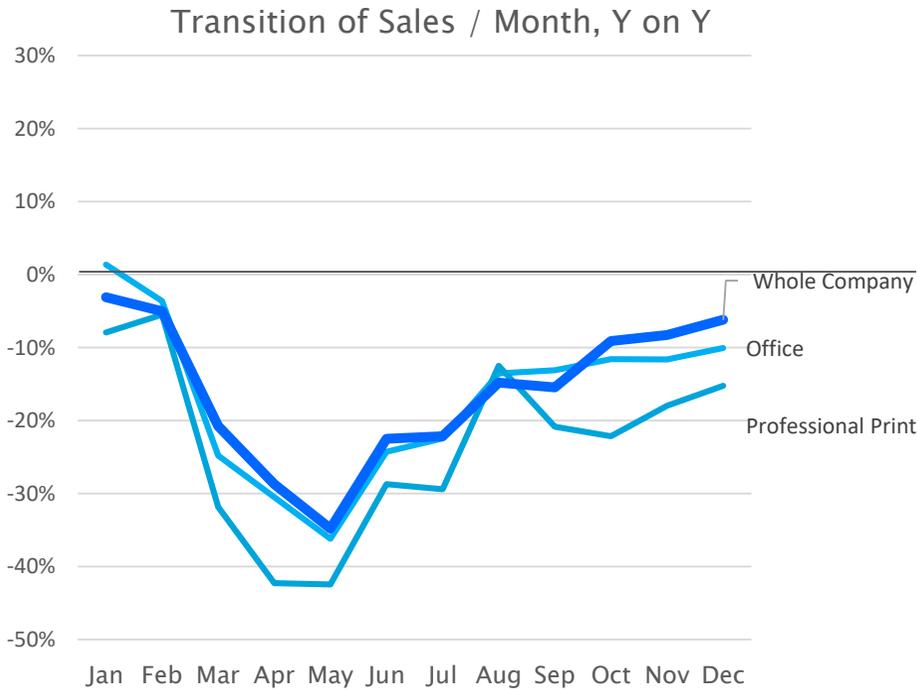
Q3 Operating profit/ Capital efficiency

- Operating profit: While varying by business, recovery occurred as expected when Q2 results were announced, and there was a return to the black.
- Profit structure: Gross profit ratio improved by 2.6 points QoQ amid lingering influence from product sales mix, and SG&A continued to be less than ¥100 billion. Additional structural reforms began and a portion of the expenses were appropriated.
- Improving capital efficiency and securing liquidity: Positive QoQ operating CF expanded due to profit attributable to owners of the Company returning to the black and reduced inventory turnover days, among other factors. While executing M&A necessary for growth, restraints on capital expenditures continued and positive QoQ FCF also improved.



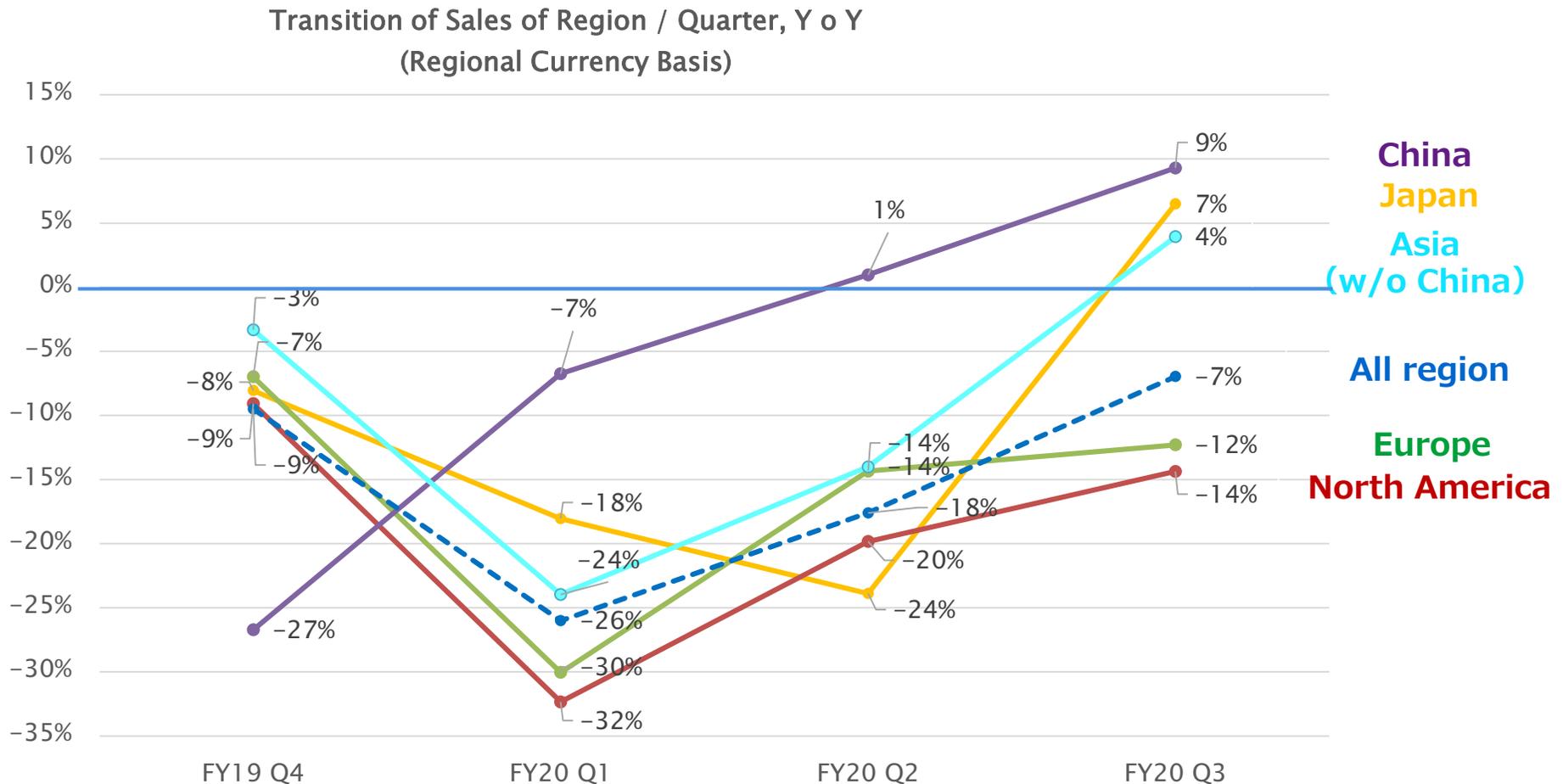
While varying by business in Q3, the company-wide recovery trend has continued after bottoming out in May.

* Old segment

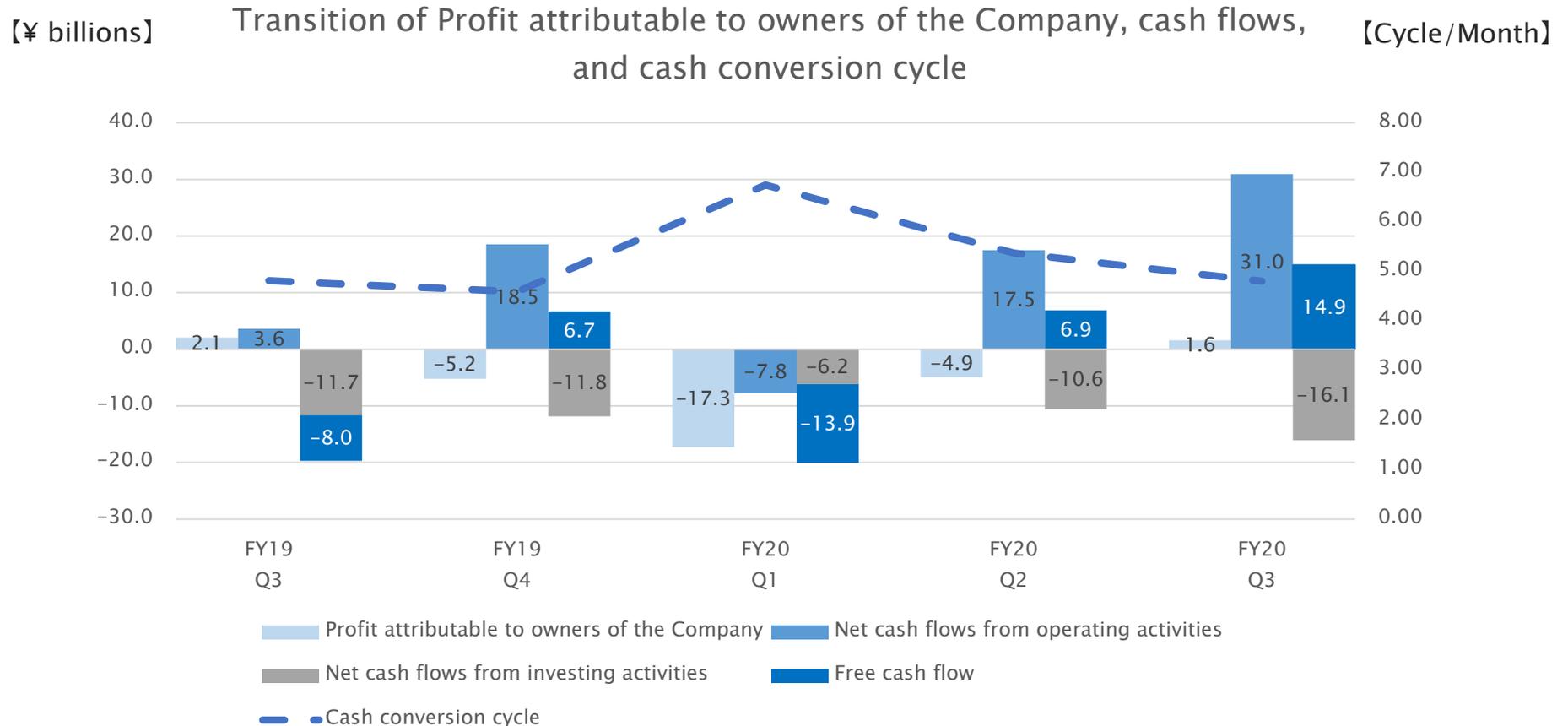


*The decline in Healthcare revenue in August and September was due to a reactionary decline after last-minute demand before a consumption tax hike took effect in the previous year.

Sales of businesses with large customers in China/Asia were driven in response to the rapid recovery of the Chinese economy, which had been most strongly affected by COVID-19 in FY19 Q4, sales except for destined to the U.S. and Europe increased YoY in Q3.



CF from operating activities was expanded by improving CCC mainly by optimizing inventories, in addition to recovering and achieving profitability in profit attributable to owners of the Company after bottoming out in Q1. Accelerated profitability and expansion of FCF after implementing growth investments.



FY20 3rd Quarter Performance | Revenue & Operating Profit by Segment



Digital Workplace improved profitability after entering the black in Q2. Professional Print nearly broke even due to production print entering the black. Healthcare (imaging diagnostic devices / HC-IT) improved profitability after entering the black in Q2, and precision medicine reduced losses. Industry continued to post profits since Q1, and significantly improved profitability in Q3, led by performance materials.

[¥ billions]

	FY2020					FY2019					FY2020	QoQ		
	9M	9M	YoY	YoY	YoY	Q3	Q3	YoY	YoY	YoY			Q2	
			(W/O Forex)	(Without External and Special Factors)	(Without External and Special Factors)			(W/O Forex)	(Without External and Special Factors)	(Without External and Special Factors)				
Revenue														
Digital Workplace	336.3	413.6	-19%	-18%	+0%	125.0	139.5	-10%	-10%	-1%	116.7	+7%		
Professional Print	118.8	158.7	-25%	-24%	-0%	45.3	55.4	-18%	-17%	+5%	41.7	+9%		
Healthcare	73.6	85.6	-14%	-12%	+9%	28.2	25.9	+9%	+12%	+29%	24.9	+13%		
Industry	85.5	88.3	-3%	-2%	+10%	31.5	28.5	+11%	+11%	+17%	27.9	+13%		
Sensing	22.7	20.5	+11%	+12%	+19%	8.0	7.3	+10%	+10%	+12%	7.6	+6%		
Materials and Components	54.1	60.4	-10%	-10%	+6%	20.5	18.9	+8%	+9%	+17%	17.6	+17%		
Imaging-IoT solutions	8.7	7.4	+17%	+18%	+22%	3.0	2.3	+34%	+32%	+36%	2.8	+10%		
Corporate, etc.	0.8	0.8	-1%	+7%	+12%	0.2	0.3	-10%	-11%	-11%	0.3	-23%		
Company overall	614.9	747.0	-18%	-17%	+2%	230.2	249.5	-8%	-7%	+6%	211.5	+9%		
Operating profit/OPM														
Digital Workplace	-6.2	-	17.6	-	-	3.1	+2.5%	4.3	-27%	-53%	-2%	0.3	+887%	
Professional Print	-8.8	-	5.0	-	-	0.0	-	2.9	-	-	-	-1.7	-	
Healthcare	-7.1	-	-3.8	-	-	-0.5	-	-0.4	-	-	-	-1.8	-	
Industry	9.8	11.5%	11.2	-12%	-9%	+57%	4.8	+15.1%	4.2	+12%	+17%	+55%	2.2	+116%
Corporate, etc.	-12.3	-	-19.5	-	-	-	-4.0	-	-5.9	-	-	-	-4.2	-
Company overall	-24.6	-	10.6	-	-	-	3.3	+1.4%	5.1	-36%	-56%	+116%	-5.2	-163%

Priority Initiatives for Second–Half and Progress by Business

■ Improved ■ As expected ■ Missed

	Priority Initiatives (Shown in the Q2 material)	Progress in Q3
Digital Workplace	<ul style="list-style-type: none"> ■ MFP: Certainly closing the deal of large orders increased due to the completion of the color / monochrome full lineup of the bizhub i-Series. ■ IT services: Sales increased in MIT, which supports work from home and has attracted a growing number of inquiries, and ECM, which supports administrative processes for healthcare, government and local government. ■ WPH: Sales of solutions based on Workplace Hub Smart increased in the US and Europe, in addition to Japan, and expanded to major distributors as well as direct sales. 	<ul style="list-style-type: none"> ■ MFP: New product sales grew with a focus on the key market of Europe. Installations for major clients went smoothly. ■ Carry-over occurred due to port congestion in the US (nearly ¥1 billion impact on profit). ■ IT services: Increased revenue from MIT for US educational institutions and workflow and document management solutions for Japanese local governments and financial institutions. ■ WPH: Workplace Hub Smart sales began in Europe and the US in November. The change in strategy progressed as expected.
Professional Print	<ul style="list-style-type: none"> ■ PP/IP: Expand sales of HPP/KM-1e to mid-tier and major printing companies, which are engaging in online printing that is fast to recover demand, and recover PV quickly. ■ PP: Introduce new LPP products. In addition to replacement-purchase demand from existing customers, expand sales to new customers with automation and labor-saving features like MPP/HPP models. ■ IP: Support the firm demand for labels by further expanding sales of label printers capable of high-image-quality printing with simple operation and fewer personnel. 	<ul style="list-style-type: none"> ■ PP: HPP unit sales were firm. Sales of new LPP products began in Europe and the US in December and will contribute in Q4 and beyond. ■ Including the carry-over due to US port congestion (nearly ¥500 million impact on profit), PP overall saw much slower recovery than expected. ■ IP: Recovered QoQ led by non-hardware from steady Label printing demand, while hardware recovery was delayed overall due to delays and extensions of customer investment decisions.

Priority Initiatives for Second-Half and Progress by Business



■ Improved ■ As expected ■ Missed

	Priority Initiatives (Shown in the Q2 material)	Progress in Q3
Healthcare	<ul style="list-style-type: none"> ■ Healthcare (modality) and HC-IT: Accelerate partner strategies according to the features of the region and departments. Support the advancement of diagnosis and strengthen sales by providing the high-value-added diagnostic devices and medical IT services. ■ Ambry: Expand the market and increase numbers of tests for examining unaffected patients by CARE Program. Expand contracts for genetic diagnostic services for corporations by introducing CARE for COVID. ■ Invicro: Harvest results from order backlogs after clinical trials resume and expand pipelines in oncology fields. 	<ul style="list-style-type: none"> ■ Imaging diagnostic devices / HC-IT: We strengthened the partnerships of dynamic digital radiography with X-ray manufacturer, and diagnostic ultrasound system in obstetrics areas. ■ Ambry: Contracted facilities of CARE Program increased steadily, and sample numbers grew. COVID-19 testing service grew through winning a contract with Orange County, among other factors. ■ Invicro: Project hold continued due to reduction in number of clinical trial volunteers. Backlog continued to increase.
Industry	<ul style="list-style-type: none"> ■ Measuring instruments: Expand automobile visual inspection measurement and enlarge business in the invisible light sensing field. ■ Performance materials: Expand sales by applying to all kind of applications (large screen TVs, touch sensor applications, etc.) with new SANUQI resin film. 	<ul style="list-style-type: none"> ■ Measuring instruments: Automobile visual inspections measurement continued to see delayed negotiations due to effects of COVID-19, but orders progressed. Acquired Specim, Spectral Imaging Oy Ltd. (Specim), a leading company in hyperspectral imaging that provides value to customers in the inspection field, including food, pharmaceutical, and recycling. ■ Performance materials: Steady sales for large LCD TVs. High-value-added products for small and medium displays also accelerating. ■ Imaging-IoT: Started providing FORXAI and developing partner companies.

Q2 to Q3 Change Points and Factors in Each Business

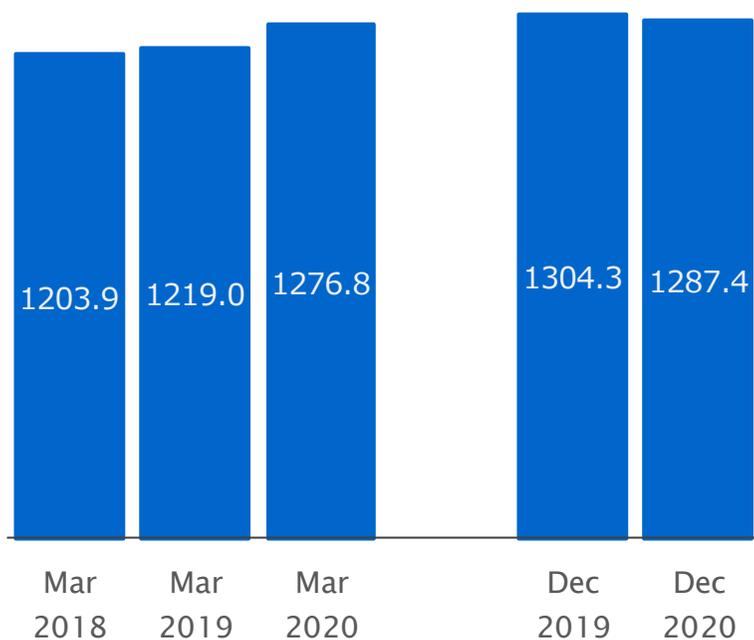
	Main KPI progress, etc. (YoY)			Analysis of change points
	Q1	Q2	Q3	
Digital Workplace	NH sales 69% A3 MFP units 79% ITS sales 86%	NH sales 80% A3 MFP units 86% ITS sales 100%	NH sales 86% A3 MFP units 94% ITS sales 102%	<ul style="list-style-type: none"> China is over 115% YoY amid revenue increase momentum, while Japan steadily recovered to over 95%, Europe to 85%, and the US to 80%. NH recovery was weaker in Q3 due to low attendance rates in Europe and the US. In contrast, HW recovery was stronger due to the impact of new products and major projects. ITS is on a revenue increase trend led by sales to educational institutions in the US and of workflow solutions to Japanese local governments and financial institutions.
Professional Print	PP NH sales 62% PP units 57% IP NH sales 95%	PP NH sales 75% PP units 71% IP NH sales 118%	PP NH sales 84% PP units 67% IP NH sales 130%	<ul style="list-style-type: none"> Production print demand recovery was delayed in comparison to Office, as expected, but at Q2 levels in Europe at nearly 80% of the prior year, and the US at 70%. It was over 130% in China, where the revenue growth pace sped up, and nearly 90% in Japan. NH recovery was strong compared to HW in Q3 due to investment elements. Industrial printing showed increased NH revenue in both Europe and the US. HW order backlogs continued to grow.
Healthcare	DR quantity 134% Number of genetic tests 76% Order backlogs in drug discovery support services 127%	DR quantity 77% Number of genetic tests 104% Order backlogs in drug discovery support services 153%	DR quantity 106% Number of genetic tests 101% Order backlogs in drug discovery support services 164%	<ul style="list-style-type: none"> Sales activities for hospitals and clinics resumed. Genetic diagnostics: Saliva-based DNA testing contributed to the number of genetic tests recovering to prior year levels. Drug discovery support services: Trial delays continued but some previous clinical trials recovered, and quarterly revenue was in line with the prior year. The order backlog amount continues to increase.
Industry	Measuring instruments sales ¥7.1 billion Performance materials sales ¥9.8 billion	Measuring instruments sales ¥7.6 billion Performance materials sales ¥11.6 billion	Measuring instruments sales ¥8.0 billion Performance materials sales ¥13.3 billion	<ul style="list-style-type: none"> Major customers continue to demand light-source measuring instruments. Display demand in Asia continues to be reliably captured. With people staying at home, demand for films used in large TVs, PCs and smartphones continued to increase, and the revenue increase trend has grown.

*HW: Hardware; NH: Non-hard

Total Assets

[¥billions]

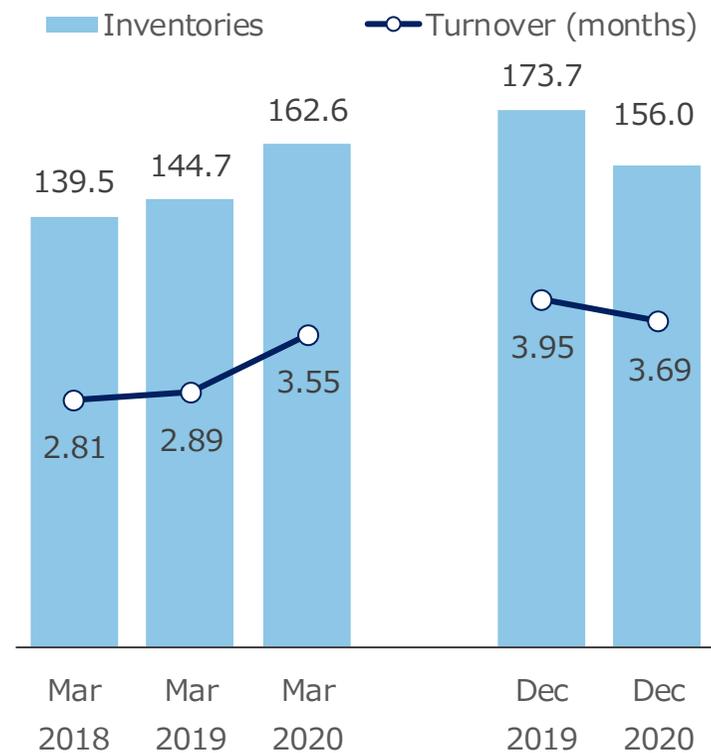
Unchanged from the end of FY19 due to increased cash to secure liquidity on hand and reduced account receivables from sales in COVID-19 circumstances and inventory.



Inventory/Turnover

[¥billions]

Inventory turnover peaked at the end of the June and has been progressively reduced through production refinement. We aim for 3 months or less by the end of FY20.

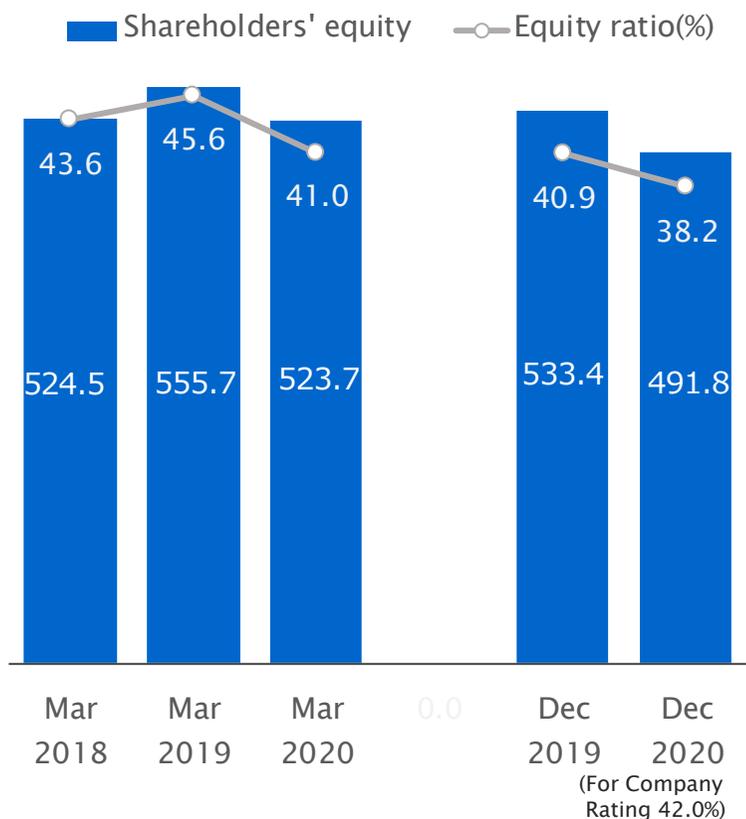


Inventory turnover, in months = Inventory balance at end of fiscal year / Average cost of sales for most recent three months

Equity & Equity Ratio [¥billions]

Attributable to owners of the Company

Equity was reduced relative to the end of the previous fiscal year due to accumulated loss and dividend payment.



Equity = Equity attributable to owners of the Company
 Equity ratio = Equity attributable to owners of the Company / Total assets

Interest-Bearing Debt & D/E Ratio [¥billions]

¥30 bn of the ¥85 bn in borrowings at the start of the fiscal year was repaid at the end of H1. Net D/E ratio is 0.68. "A" credit rating was maintained. (released in Dec.-Jan.)



Priority Initiatives in FY20 Q4 and Earnings Forecast

Perceptions and Assumptions of Environment after Q4 by Business

The previous assumptions at the Q2 announcement that “in the second half of FY20, the surges of COVID-19 will repeat as the second and third waves. The assumption is that local lockdowns will produce the business environment wherein economic activity and people’s actions will be under certain constraints.”

⇒ Demand may temporarily stagnate due to the response to COVID-19 in the US and Europe. However, considering the progress of vaccination in the future, the company as a whole has not significantly changed its previous view at this time.

Perceptions and Assumptions of Market Environment after Q4	
Economic activity in each region	<ul style="list-style-type: none"> China: Positive growth continues. GDP growth rate will also reach pre-COVID-19 levels in the second half of FY21. Europe and the US: Under repeated waves, GDP growth rates will not reach pre-COVID-19 levels until FY22 or later.
Digital Workplace	<ul style="list-style-type: none"> Print volume: About 90% YoY in Q4, in FY21 will reach 90% relative to FY19 annually, after which it will decline at annual rate of 3 - 4%. Customer work style: Work from home will continue at a rate about midway between pre-COVID-19 and the lockdown period. Customer needs: Demand for automation and computerization of documents and operations is expanding. OCR and RPA will bring business opportunities for operational reform, load reduction, and so on in workplaces that are essential to society, such as healthcare, US government-related entities, Japanese local governments, and other public sector areas.
Professional Print	<ul style="list-style-type: none"> Digital printing market: There is delay in demand recovery from companies' central reprographics departments and from small to medium-sized printing companies. There is progressive aggregation in mid-tier and major printing companies who operates online printing services, and the digital printing market will expand from FY21. Industrial printing: Label and packaging print volume is growing even in COVID-19, and the digital printing market will expand.
Healthcare	<ul style="list-style-type: none"> Diagnosis and genetic testing: Reduced numbers of outpatient due to the spread of COVID-19 in Japan and the US will continue for some time. Recovering investments in devices will take time, but there are opportunities in utilizing certain government subsidy. Genetic testing will first see a recovery through DNA testing that can be conducted on saliva, while RNA testing using blood samples is expected to recover as numbers of outpatient increase in the future. Drug discovery support services: Clinical trials will gradually start up again at pharmaceutical companies and this area will get on a growth track from then on.
Industry	<ul style="list-style-type: none"> Measuring instruments: Capital investment in FPD is firm. Demand related to new FPD devices and for automobile visual inspection expanding. Performance materials: Diversification of FPDs will expand the market for new resin film. This will continued to get on a growth track FY21 and after.

	FY2020 12M Forecast (Current)	FY2020 12M Forecast (Previous)	FY2019 12M Results	YoY	[¥ billions]
Revenue	870.0	870.0	996.1	0%	
Operating Profit	-13.0	-13.0	8.2	0%	
Profit attributable to owners of the Company	-18.0	-18.0	-3.1	0%	
Turnover (months)	3.0	2.9	3.6	0%	
CAPEX	47.5	47.5	50.8	0%	
FCF	10.0	-1.5	-19.9	0	
FOREX [Yen]					
USD	105.0	105.0	108.7	0.0	
EUR	120.0	120.0	120.8	0.0	

Full-year earnings forecast

- Revenue: Previous forecast unchanged, but recovery and growth variance for each business has been reflected.
- Operating profit: Previous forecast maintained. However, adjustments to recovery and growth by business have been reflected. Fixed cost controls will continue in Q4 to improve gross profit beyond revenue recovery. After posting one-off costs for reforms to the revenue structure in the office business, operating profit in H2 is ¥14.9 billion.
- Capital efficiency: Inventory reductions will continue, and the number of fiscal-year-end inventory turnover in months will improve to levels recorded in FY18 and earlier. Capital investment will be curbed while carefully selecting investments, such as those in the new Mikawa factory. FCF has been revised upward to ¥10.0 billion considering profitability in Q2 and Q3 due to improved capacity to generate revenue and controls on investments.

FY20 Earnings Forecast | New Segments

[¥ billions]

Revenue	FY2020 12M	FY2020 12M	FY2019 12M	
	Forecast	Forecast (Previous)	Results	YoY
Digital Workplace	470.0	465.0	549.0	- 14%
Professional Print	170.0	180.0	210.1	- 19%
Healthcare	107.5	107.5	118.5	- 9%
Healthcare	80.0	80.0	87.9	- 9%
Precision medicine	27.5	27.5	30.6	- 10%
Industry	122.5	117.5	117.2	+ 5%
Sensing	31.5	29.0	27.5	+ 15%
Materials and components	77.5	75.0	78.8	- 2%
Imaging-IoT solutions	13.5	13.5	10.9	+ 24%
Corporate, etc.	0.0	0.0	1.3	- 100%
Company overall	870.0	870.0	996.1	- 13%

Operating Profit	FY2020 12M		FY2020 12M		FY2019 12M		
	Forecast		Forecast (Previous)		Results		YoY
Digital Workplace	0.0 ※	-	0.0	-	17.7	3.2%	-
Professional Print	-7.0	-	-2.5	-	4.4	2.1%	-
Healthcare	-5.5	-	-5.5	-	-4.4	-	-
Industry	15.5	12.7%	11.5	9.8%	14.3	12.2%	+ 8%
Corporate, etc.	-16.0	-	-16.5	-	-23.8	-	-
Company overall	-13.0	-	-13.0	-	8.2	0.8%	-

※incl. one-off expense of ¥6.5bn for structural reform in Office business

Priority initiatives in Q4 to achieve earnings forecast

Following the progress in Q3 of priority initiatives for the second half, select focusing areas sharply to achieve earnings forecast.

	Q4 major initiative
Digital Workplace	<ul style="list-style-type: none"> ■ Promote the full lineup of i-Series, strengthening sales in client industries and regions that are less susceptible to the impact of COVID-19. ■ Complete revenue structural reform. ■ In ITS/WPH, accelerate sales of educational institutions in the U.S., German manufacturing companies, and domestic municipalities in Japan.
Professional Print	<ul style="list-style-type: none"> ■ Close the expanding deals in HPP pipelines steadily. ■ Full-scale sales of new LPP products (replacing our customer machines and replacing competitors' machines.) ■ Focus on sales to major to mid-sized printing companies that are performing well in areas such as mail-order printing.
Healthcare	<ul style="list-style-type: none"> ■ Launch sales of nursing support systems and online medical platforms. Dynamic DR and PACS. ■ Focus on sales of DNA testings using saliva (including CARE) and reduce costs with cutting-edge NGSs. ■ Acquire CARE Program contracts for enterprises with CARE for COVID as the starting point.
Industry	<ul style="list-style-type: none"> ■ Measuring instruments: Increase acquisition of 2021 model projects. Expand Micro/Mini LED projects. ■ Measuring instruments: PMI for Specim and begin contributing to revenue. ■ Performance materials: Expand sales of phase difference film with strong demand for TV. Expand ultra-thin film for smartphones and tablets. ■ Imaging-IoT: Launch services with partner companies utilizing FORXAI such as disaster prevention diagnosis services utilizing gas leak inspection cameras and forklift accident reduction services.
Company overall	<ul style="list-style-type: none"> ■ Achieve less than 3 months of inventory turnover by taking countermeasures for port congestion and minimize backorder at the end of March. ■ Continue less than ¥100 billion SG&A by accelerating operational DX to improve productivity. ■ Progress on various initiatives to accelerate business portfolio transformation.

Regarding interim dividend and period-end dividend forecast (Unchanged from the announcement in Q2)

- Capital policy: Thoroughly raise ability to generate cash with revenue structure reforms and changes of business portfolio; maintain and improve shareholder returns while making carefully selected growth investments.
- Earnings fell to a loss in FY2020 due to the COVID-19 outbreak, but based on the basic policy for FY2022, there is a high probability that profit levels will return to original levels in FY2021 and FY2022.
- According to the above approach, the annual dividend forecast is to be ¥25 per share (interim dividend of ¥10 per share and period-end dividend of ¥15 per share).

Sustainability Initiatives and External Evaluation

- Disclosed **Medium–Term Sustainability Strategy 2022 in November**. Renewed the Sustainability Report on the Web. Strengthen DX–based initiatives, such as bringing Carbon Minus forward to 2030.
<https://www.konicaminolta.com/about/csr/index.html>
- Following disclosures in accordance with **TCFD** framework launched in FY19, disclosures based on **SASB** standards have also begun.
- Listed on “**Global 100 Most Sustainable Corporations in the World in 2021**” for the fourth time and three consecutive year.
(5 Japanese companies, 41 st)
- Listed on the “**Dow Jones Sustainability World Index**” for the nine consecutive year.
- Given the highest evaluation by CDP and included on the “**Climate A List 2020.**” (5th time)
- Received the 2020 Minister of the Environment’s Award for Climate Action.

Scheduled IR Day on intangible assets and non–financial matters on early March (detailed information is provided separately.)



Appendix

Priority policies		Q3 progress
① Sustainable improvement and strengthening of profitability	Structural reform benefits of FY2019, production and service cost reduction	<ul style="list-style-type: none"> • Effects of structural reform: Progressing on schedule. (9-month results ¥6.5 billion, target for year of ¥9.0 billion.) • Cost reduction: Reduction of variable expenses is not progressing on schedule (but covered by reduction in fixed cost.) (9-month results ¥2.2 billion, target for year of ¥6.0 billion)
② Assurance of liquidity on hand	Allocation of funds to concentrate on businesses, thorough reduction of inventory and curb investment	<ul style="list-style-type: none"> • FCF: In the black for two continuous quarters and 9 months due to profitability, sharply reducing inventories, and curbing capital investment. • There have been no problems with liquidity, and ¥30 billion of the initial borrowings of ¥85.0 billion was repaid in September. Repayments, M&A in growth businesses, and dividends have also been executed. Unused commitment line of ¥300.0 billion maintained.
③ Comprehensive reduction of fixed costs	Reorganizing cost structure by converting customer contact to DX, reducing advertising, travel, and logistics expenses by reviewing activities to create demand, and structural reform according to these activities; also making use of subsidies	<ul style="list-style-type: none"> • Emergency measures progressed as planned. (9-month result: ¥28.0 billion/annual target: ¥20.0 billion) • Total fixed cost savings were also reduced by ¥57.3 billion YoY in the 9 months, of which total labor costs were reduced by ¥27.2 billion. • SG&A also kept below ¥100.0 billion quarterly following Q1.
④ Improving capital productivity	Tightening capital efficiency management of each business by KM-ROIC and return on invested capital management	<ul style="list-style-type: none"> • Reduced production volume (short-term deterioration in gross profit) and reduced inventory from Q1 peak by improving sales forecast accuracy. Progressed toward less than 3-month of inventory turnover in month at the end of the fiscal year as planned. • CAPEX decreased by 12.5% YoY in the 9 months due to selection and postponement.
⑤ Transforming organizational structure	Viewing change as opportunity, establish an organizational structure that enables autonomous, flexible action. Advance activities by defensive and offensive task forces.	<ul style="list-style-type: none"> • Strengthening activities to accelerate and maximize effects, including aggressive personnel shifts in order to expand local government DX business.

Each business began showing strength or weakness in Q3, but the pace of revenue recovery continued after bottoming out in May. Revenue in China, Japan, and other Asia increased, while staying at nearly 90% in Europe and recovering to over 80% in the US.

Business	Impact	Impact on revenue	Impact on profit
Digital Workplace/Professional Print	<ul style="list-style-type: none"> Hardware sales were affected by delays in business negotiations and installations due to restriction of sales activities with visits to customers. Non-hard sales in Office were affected by restrictions on client company employees coming in to work, while those in production print were affected by a decline in customer orders. Both hardware and non-hard have been recovering since June. 	Office Around ¥13 billion Prof. Print Around ¥12.5 billion	Office Around ¥2 billion Professional Print Around ¥5 billion
Healthcare	<ul style="list-style-type: none"> Continued decline in patient visits to hospitals, delayed investment decisions by hospitals and clinics. 	Over ¥1 billion	Around ¥0.5 billion
Precision medicine	<ul style="list-style-type: none"> In US the numbers of genetic testing is recovering, but the impact of the lockdown on patient visits to hospitals continues. Sales of drug discovery support services continued to be affected by the delay of clinical trials. 	Over ¥3 billion	Nearly ¥2.5 billion
Materials and Components	<ul style="list-style-type: none"> IJ components affected by spread of COVID-19 in customers' export countries. Optical components affected by projector lens sales affected by decreased demand of entertainment industry. 	Over ¥1.5 billion	Nearly ¥1 billion
Company overall		Around ¥32 billion	Around ¥11 billion

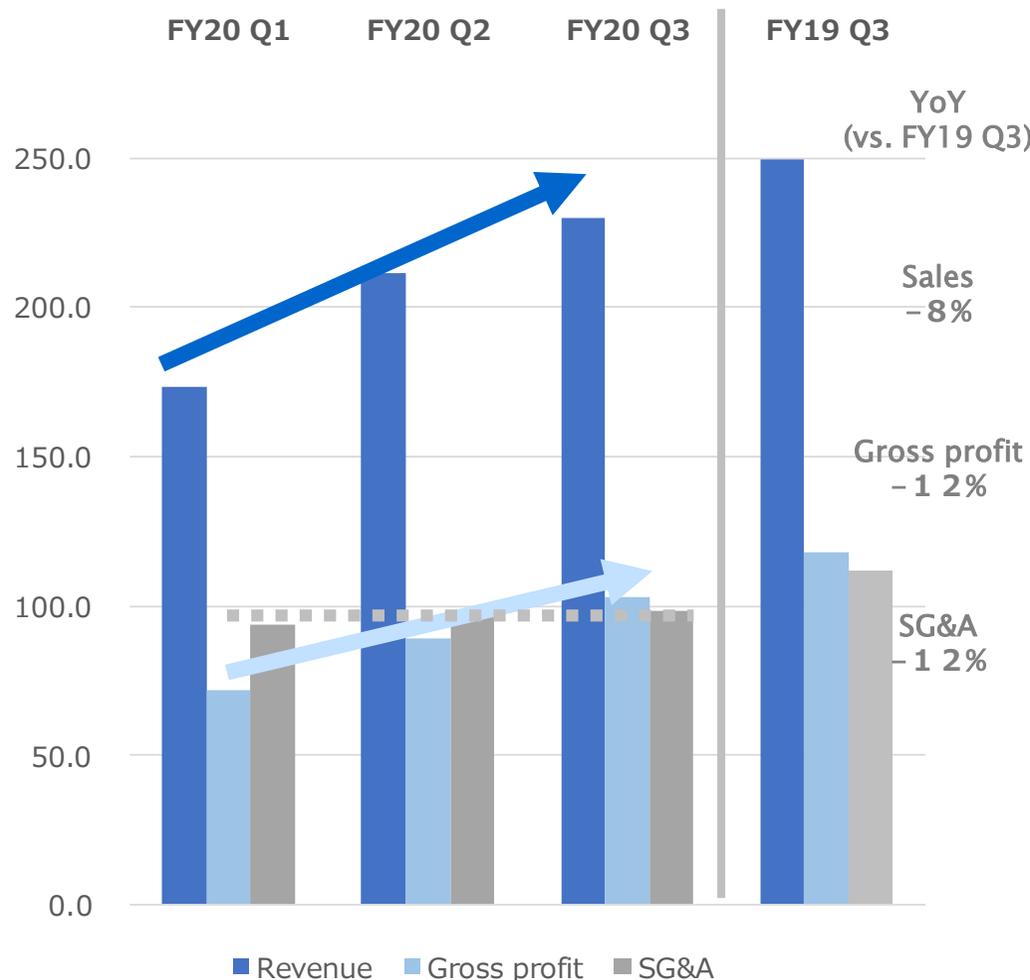
FY20 3rd Quarter Performance |

Increase/decrease in sales and gross profit, and changes in SG&A



While we maintained a slimmed-down cost structure, revenues steadily recovered with recovering demand and expansion in growth area, and Q3 was in the black. We aim to increase profitability from 4Q.

Revenue/Gross profit/SG&A (¥ billions)



Gross profit

- As revenue recovered, the gross profit ratio and gross profit amount both improved QoQ.
- Deterioration in product mix continued due to a slow recovery for revenue in North America, but the reductions in production were resolved by accelerating reducing inventory, and the gross profit ratio improved by 2.6 pts QoQ.

SG&A

- Continued to be curbed to less than ¥100 billion per quarter since Q1.
- Customer contact and demand creation activities converted with DX (Remote sales, webinars, online demonstration.)
- Reduced advertising, travel, and logistics expenses by the above.

Overall fixed costs (Fixed costs in sales cost and SG&A)

- Factors including the structural reforms implemented in FY19 and H1 led to continued reduction with a focus on labor costs.

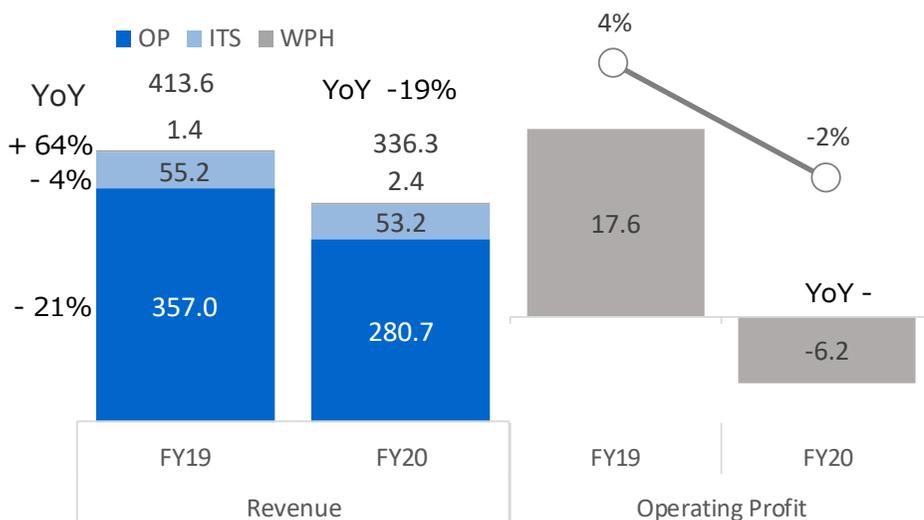
FY20 (billion ¥)	Q1	YoY	Q2	YoY	Q3	YoY
Overall fixed costs	126.7	-20.3	119.1	-24.2	132.2	-12.8
Labor costs	79.3	-10.7	78.9	-8.7	81.5	-7.8

[¥ billions]

Revenue · Operating Profit

Quarterly Financial Results

FY19		Q1	Q2	Q3	Q4	
Revenue	OP	116.4	120.9	119.6	116.6	
	ITS	18.1	17.7	19.4	17.7	
	WPH	0.4	0.5	0.5	1.1	
OP		5.5	7.8	4.3	0.1	
FY20		Q1	Q2	Q3		YoY
Revenue	OP	78.3	98.2	104.2		-13%
	ITS	15.7	17.7	19.9		+3%
	WPH	0.6	0.8	1.0		+80%
OP		-9.6	0.3	3.1		-27%



Q3 Summary

Office (OP)

- Unit sales have steadily increased due to the full line-up of i-Series. (Q1: -26%; Q2: -14%; Q3: -6%).
- By region, momentum has been sustained in China since June when revenue began to increase, while Japan has recovered to just over 95%, Europe to 85%, and the U.S. to 80% of the previous year's levels, even carry-over occurred due to port congestion in the US (nearly ¥1 billion impact on profit).
- In Q3, NH recovery was weak due to low attendance rates in Europe and the U.S., while HW recovery was relatively strong, with effects of new products and large projects.

IT Services Solutions (ITS)

- Increased revenue from MIT for the U.S. educational institutions and workflow and document management solutions for Japanese local governments and financial institutions.

Workplace Hub (WPH)

- Workplace Hub Smart sales began in Europe and the U.S. in November. Sales to existing MFP clients have progressed in combination with security and workflow.

[¥ billions]

Revenue · Operating Profit

Quarterly Financial Results

FY19		Q1	Q2	Q3	Q4
Revenue	PP	34.2	35.4	37.5	33.5
	IP	3.8	5.8	5.1	6.0
	MS	12.6	11.5	12.8	11.9
OP		1.1	1.0	2.9	-0.7

FY20		Q1	Q2	Q3	YoY
Revenue	PP	20.4	27.1	29.5	-21%
	IP	2.9	4.3	4.8	-6%
	MS	8.4	10.2	11.0	-14%
OP		-7.1	-1.7	- 0.0	-

Q3 Summary

Production print (PP)

- The pace of recovery for both color and monochrome models stalled due to delays and extensions of customer investment decisions. (Q1: -51%; Q2: -29%; Q3: -33%)
HPP unit sales were firm, and sales of new LPP products commenced in December.
- In contrast, the pace of NH recovery has continued. (Q1: -38%; Q2: -25%; Q3: -16%)

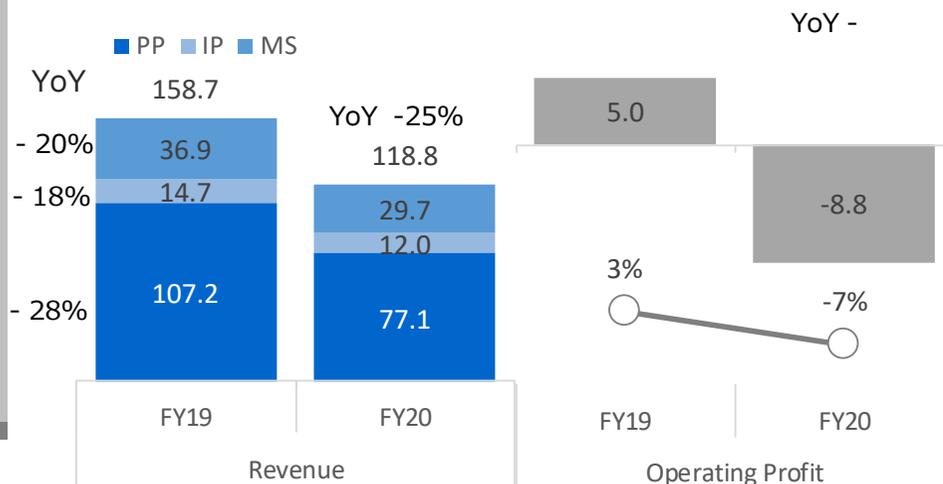
Industrial print (IP)

- The pace of recovery for HW stalled due to delays and extensions of customer investment decisions and restrictions on installation.
- The pace of the NH revenue increase continued from Q2, and, QoQ recovery momentum together with HW was sustained in line with the prior year.

Marketing services (MS)

- Demand declined as customer marketing and sales promotion activities fell in Europe and the U.S. In Japan, cancellations and delays of corporate customer sales events and shifting to online seminars led to reduced orders at Kinko's. The number of store visitors also declined.

9M



[¥ billions]

Revenue · Operating Profit

Quarterly Financial Results

FY19		Q1	Q2	Q3	Q4		
Revenue	HC	18.6	26.4	18.1	24.7		
	APM	7.2	7.4	7.7	8.3		
OP		-2.1	-1.2	-0.4	-0.6		
FY20		Q1	Q2	Q3	Q4	YoY	
Revenue	HC	16.4	19.1	20.0		+10%	
	APM	4.1	5.9	8.2		+5%	
OP		-4.7	-1.8	-0.5		-	

Q3 Summary

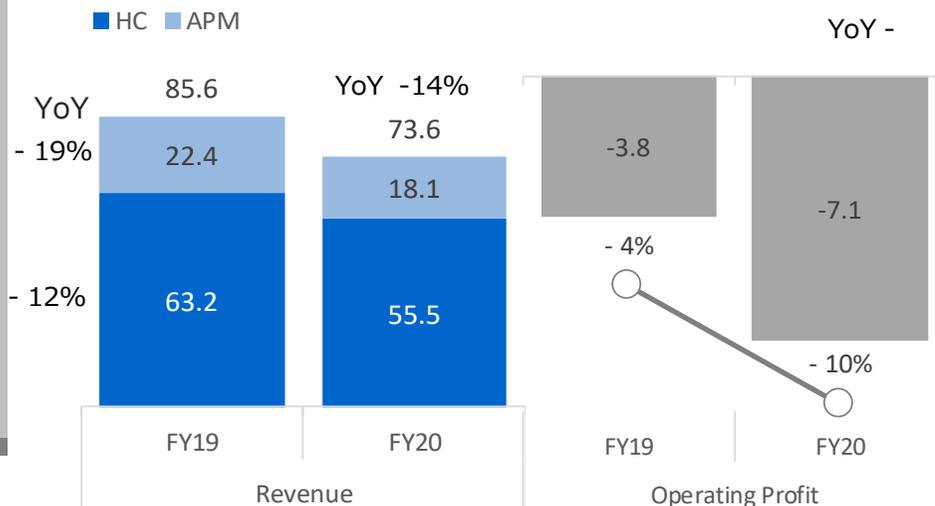
Healthcare (HC)

- In DR, despite the lingering impacts of restrictions on sales activities and the slowed clinic market, the domestic hospital market is growing. Expansion of dynamic analysis in China began, and volume increased YoY.
- In diagnostic ultrasound system, sales to domestic obstetrics areas and the China and Asia markets grew, and volume increased YoY.
- In medical IT, while restrictions on sales activities in the U.S. continued to have an impact, informity, PACS, and dose management system sales in Japan were strong.

Precision medicine (APM)

- In genetic testing, expanded CARE Program deployment contributed to a YoY recovery in sample numbers. In the black for the quarter.
- The COVID-19 testing service expanded, beginning with the contract with Orange County.
- In drug discovery support services, while projects remain on hold due to reduced numbers of trial participants, which derived expansion of backlog, some preclinical testing have recovered and revenue is in line with the previous year.

9M



Precision medicine Ambry Genetics and Invicro: FY19 to FY20 earnings trends (revenue/KPI)



KONICA MINOLTA

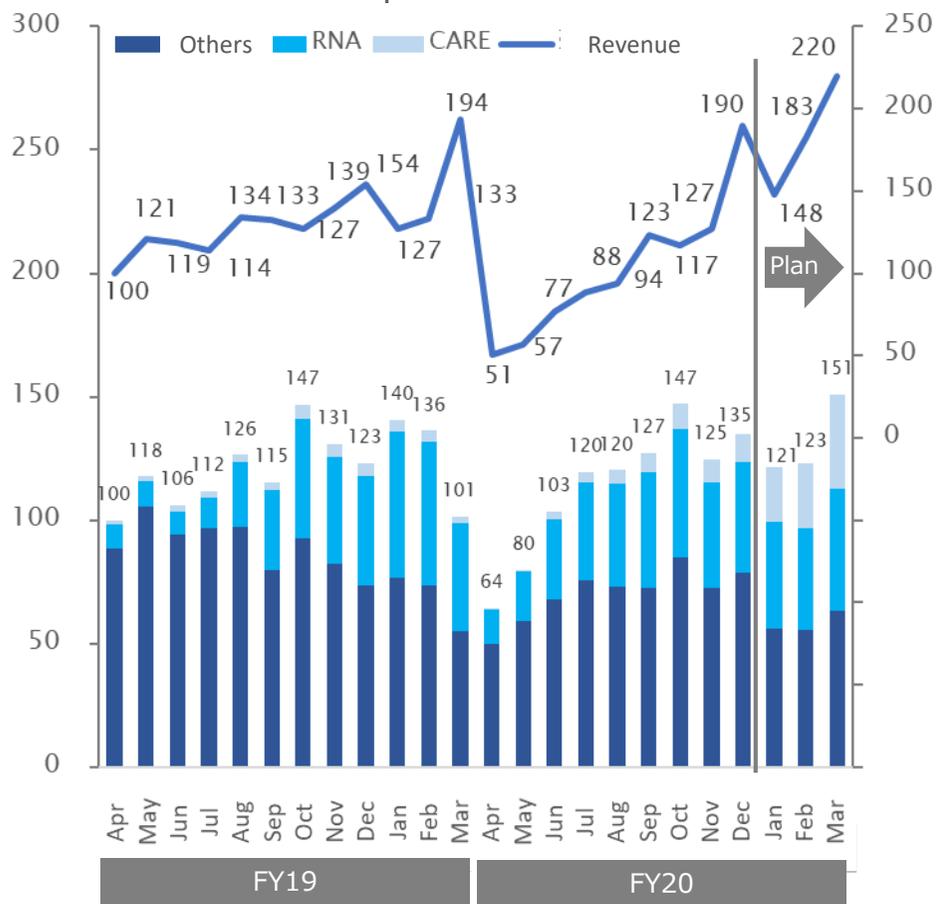
Ambry (AG)

Invicro (IC)

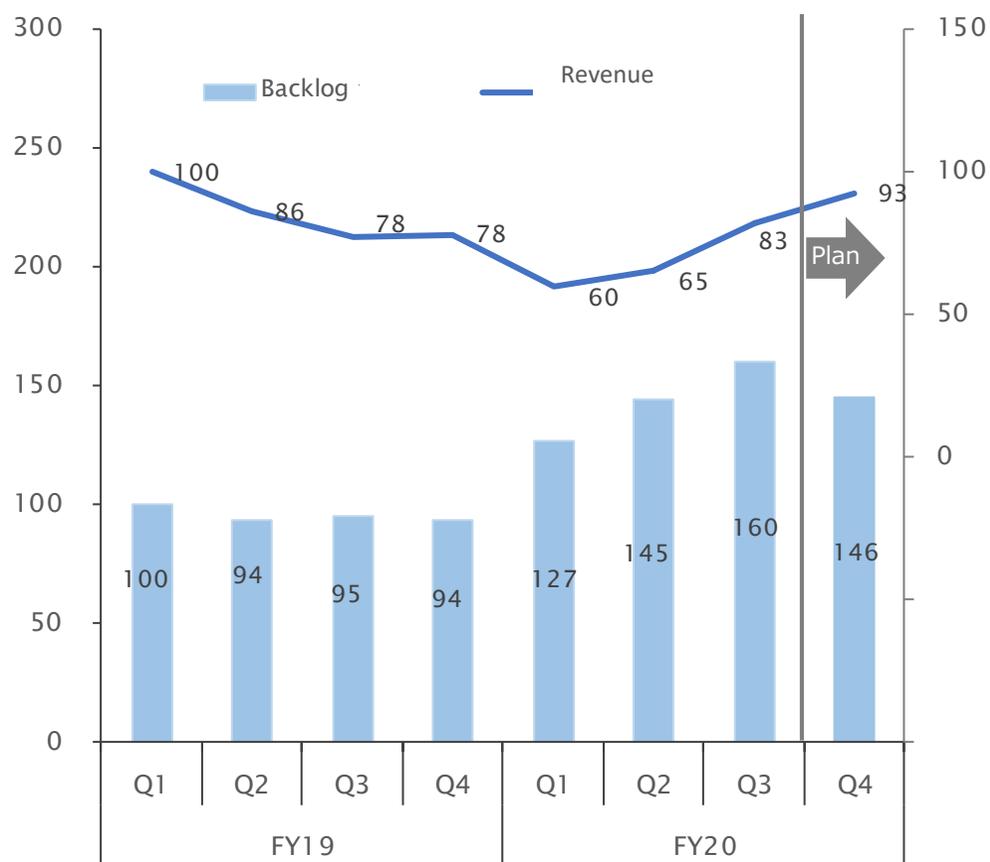
*Indexed with April FY2019 as 100.

*Indexed with April FY2019 as 100.

Ambry Genetics: Fluctuations in revenue and samples received*



Invicro: Fluctuations in revenue and backlog



*The figures after Jan.21 in FY2020 is the company's plan

*The figures after Q4 in FY2020 is the company's plan

[¥ billions]

Revenue · Operating Profit

FY19		Q1	Q2	Q3	Q4		
Revenue	MI	6.6	6.7	7.3	7.0		
	PM	12.0	11.3	10.2	10.8		
	OC	4.8	5.3	5.2	4.4		
	IJ	4.2	3.9	3.5	3.2		
	IIS	1.9	2.0	1.6	2.2		
	VS	0.6	0.8	0.7	1.2		
OP		3.2	3.7	4.2	3.1		

FY20		Q1	Q2	Q3	YoY
Revenue	MI	7.1	7.6	8.0	+10%
	PM	9.8	11.6	13.3	+30%
	OC	3.8	3.2	4.0	-23%
	IJ	2.5	2.8	3.2	-9%
	IIS	2.7	2.3	2.0	+28%
	VS	0.2	0.4	1.0	+47%
OP		2.8	2.2	4.8	+12%

Quarterly Financial Results

Q3 Summary

Optical systems for industrial use: Measuring instruments (MI)

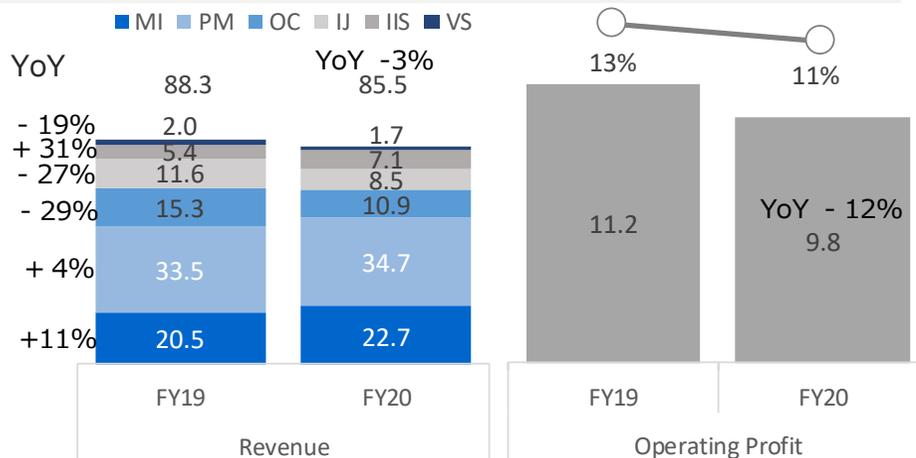
- Market recovery trends were firm for object color measurement instruments.
- Major customers' demand for light-source color measurement instruments continued. Display demand in Asia was also captured and remained strong.
- Acquired Specim and closed the deal. Entered hyperspectral imaging business.

Materials and components: Performance materials (PM), Optical components (OC), IJ (Inkjet) components

- PM: Sales were strong, capturing the growing demand for high value-added products for recovering LCD TVs market and thin films for PCs and smartphones. Revenue increased YoY.
- OC: Revenue declined YoY with reduced sales of items such as projector lenses due to continued restrictions on events. Revenue increased over Q2.
- IJ: While revenue declined YoY due to the impact of lockdowns in customers' export countries, demand recovered in certain regions such as China and India where demand for industrial applications is high.

Imaging-IoT solutions: imaging-IoT solutions (IIS), visual solutions (VS)

- IIS: Contactless MOBOTIX thermal camera solution sales remain strong, and revenues increased YoY. Commenced provision of "FORXAI," an imaging-IoT platform integrating IoT and AI technology with imaging technology.
- VS: New streaming events, large orders from museums and other customers, and dome projection streaming business contributed to YoY revenue growth.

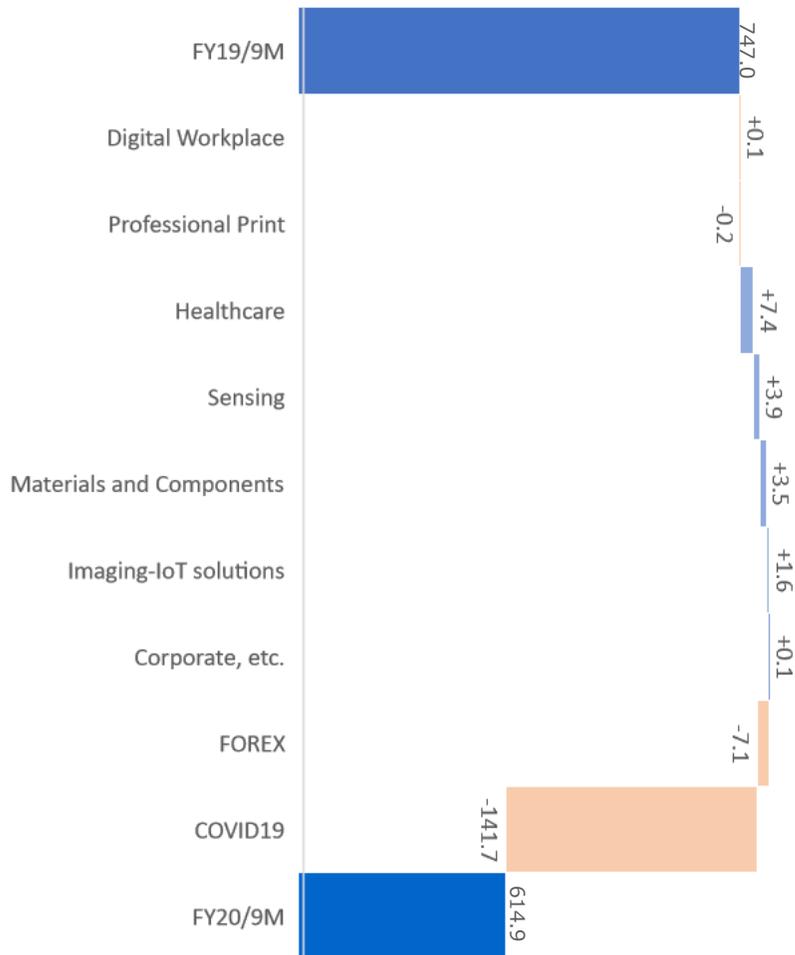


9M

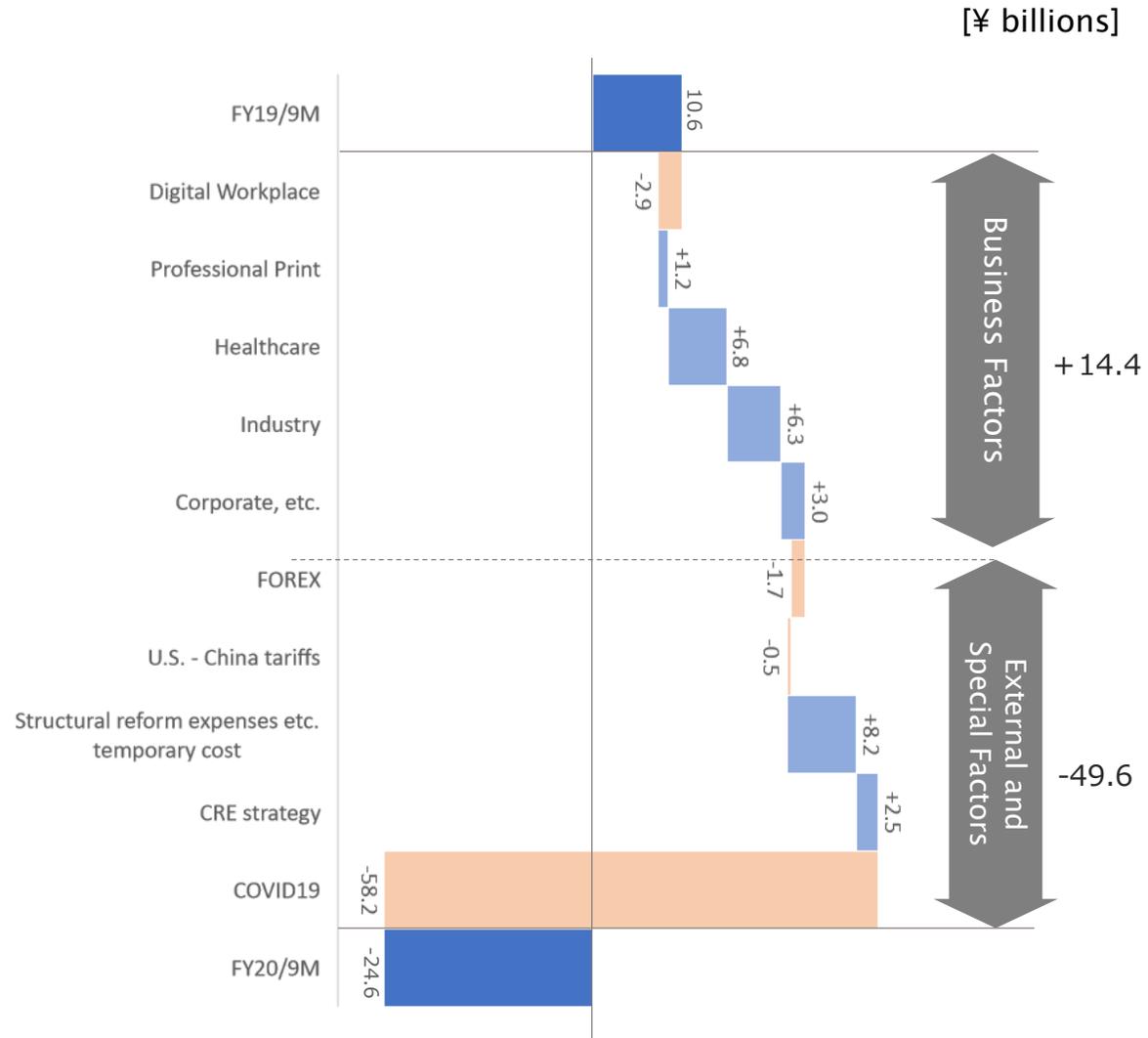
FY20 Performance Overview | Bridge-Revenue & Operating Profit



Revenue (9M)



Operating Profit (9M)



[¥ billions]

	FY2020	FY2019		FY2020	FY2019	
	9M	9M	YoY	Q3	Q3	YoY
Revenue	614.9	747.0	- 18%	230.2	249.5	- 8%
Gross Profit	264.2	354.6	- 25%	103.2	117.7	- 12%
Gross Profit ratio	43.0%	47.5%	-4.5pt	44.8%	47.2%	-2.3pt
Operating Profit	-24.6	10.6	-	3.3	5.1	- 36%
Operating Profit ratio	-4.0%	1.4%	-5.4pt	1.4%	2.1%	-0.6pt
Profit before tax	-28.5	5.6	-	2.4	4.0	- 39%
Profit before tax ratio	-4.6%	0.7%	-5.4pt	1.1%	1.6%	-0.5pt
Profit attributable to owners of the Company	-20.6	2.2	-	1.6	2.1	- 22%
Profit attributable to owners of the Company ratio	-3.4%	0.3%	-3.6pt	0.7%	0.8%	-0.1pt
EPS [Yen]	-41.73	4.39		3.25	4.18	
CAPEX	30.0	34.3		8.7	10.0	
Depreciation and Amortization Expenses	42.7	42.3		14.2	14.2	
R&D expenses	48.5	57.1		15.9	18.4	
FCF	7.8	-26.6		14.9	-8.0	
Investment and lending	8.7	5.0		5.0	1.2	
FOREX [Yen]						
USD	106.1	108.7	-2.6	104.5	108.8	-4.3
EUR	122.4	121.1	1.3	124.5	120.3	4.2

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

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

[¥ billions]

SG&A:	FY2020 9M	FY2019 9M	YoY	FY2020 Q3	FY2019 Q3	YoY
Selling expenses – variable	24.6	34.0	– 9.3	8.5	11.3	– 2.8
R&D expenses	48.5	57.1	– 8.6	15.9	18.4	– 2.5
Personnel expenses	138.0	154.2	– 16.2	46.9	51.6	– 4.7
Others	78.2	90.7	– 12.5	27.1	30.1	– 3.0
SG&A total	289.4	336.0	– 46.6	98.5	111.5	– 13.0
	<i>* Forex impact:</i>			<i>–0.5bn. (Actual: –12.5bn.)</i>		
	<i>–2.4bn. (Actual: –44.3bn.)</i>					
Other income:						
Gain on sales of property, plant and equipment	–	1.8	– 1.8	0.0	1.7	– 1.7
Other income	9.0	1.0	+7.9	1.5	0.0	+1.5
Other income total	9.0	2.9	+6.1	1.5	1.7	– 0.3
Other expenses						
Loss on sales of property, plant and equipment	0.8	3.4	– 2.5	0.4	0.2	+0.2
Impairment losses on property	0.6	0.5	+0.1	0.4	0.0	+0.4
Business structure improvement costs	3.7	2.4	+1.3	0.9	1.2	– 0.3
Other expenses	3.2	4.5	– 1.3	1.1	1.4	– 0.3
Other expenses total	8.4	10.8	– 2.4	3.0	2.8	+0.2
Finance income/loss:						
Interest income/Dividends received/Interest expense	– 2.7	– 2.9	+0.1	–0.8	–0.8	+0.1
Foreign exchange gain/loss (net)	– 0.4	– 1.7	+1.3	0.2	–0.2	+0.4
Others	– 0.7	– 0.2	– 0.5	–0.3	–0.1	– 0.2
Finance income/loss, net	– 3.9	– 4.9	+1.0	–0.8	– 1.1	+0.3

Appendix Operating Profit Analysis

[¥ billions]

Comparison of Y on Y FY20/9M vs. FY19/9M

[Factors]

	Digital Workplace	Professional Print	Healthcare	Industry	corporate, etc.	Total
Forex impact	- 0.7	- 0.6	- 0.2	- 0.4	+0.2	- 1.7
Sales volume change, and other, net	- 48.1	- 22.1	- 5.9	- 4.5	+0.2	- 80.4
Price change	- 4.5	- 1.4	- 0.7	- 1.2	- 0.2	- 8.0
Cost up/down	+1.6	+0.2	+0.3	-	-	+2.1
SG&A change, net	+25.4	+8.9	+1.3	+4.2	+4.4	+44.3
Other income and expense	+2.7	+1.0	+1.8	+0.4	+2.6	+8.5

[Operating Profit]

Change, YoY	- 23.8	- 13.8	- 3.3	- 1.4	+7.1	- 35.2
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Comparison of Y on Y FY20/Q3 vs. FY19/Q3

[Factors]

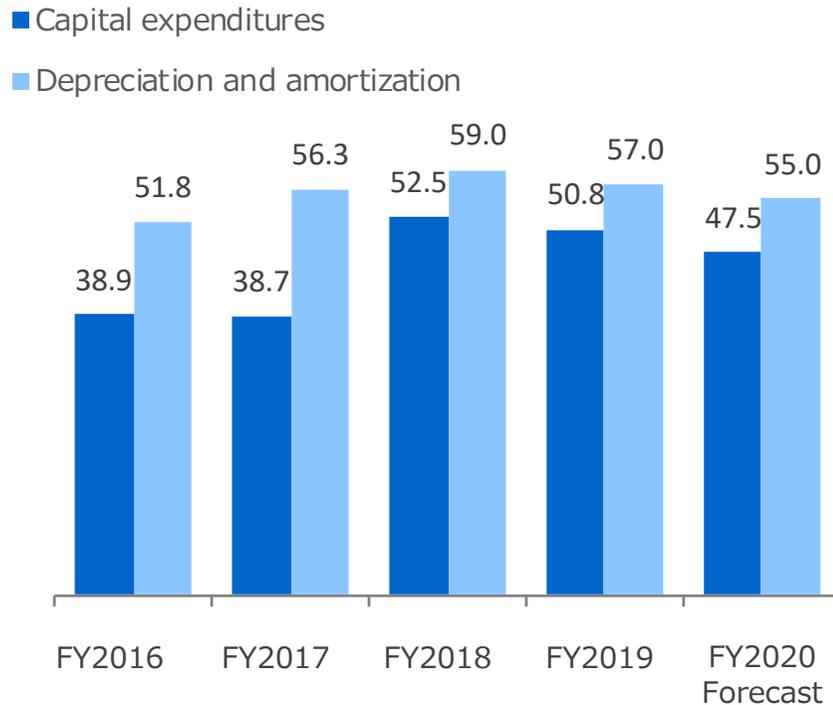
	Digital Workplace	Professional Print	Healthcare	Industry	corporate, etc.	Total
Forex impact	+1.1	+0.0	+0.0	- 0.2	+0.0	+1.0
Sales volume change, and other, net	- 8.9	- 5.0	+0.1	+0.9	- 0.2	- 13.1
Price change	- 1.6	- 0.4	- 0.2	- 0.6	- 0.0	- 2.8
Cost up/down	+0.7	+0.1	+0.1	-	-	+1.0
SG&A change, net	+7.6	+2.2	- 0.1	+0.9	+1.9	+12.5
Other income and expense	- 0.0	- 0.0	- 0.1	- 0.5	+0.1	- 0.5

[Operating Profit]

Change, YoY	- 1.2	- 3.0	- 0.1	+0.5	+1.9	- 1.9
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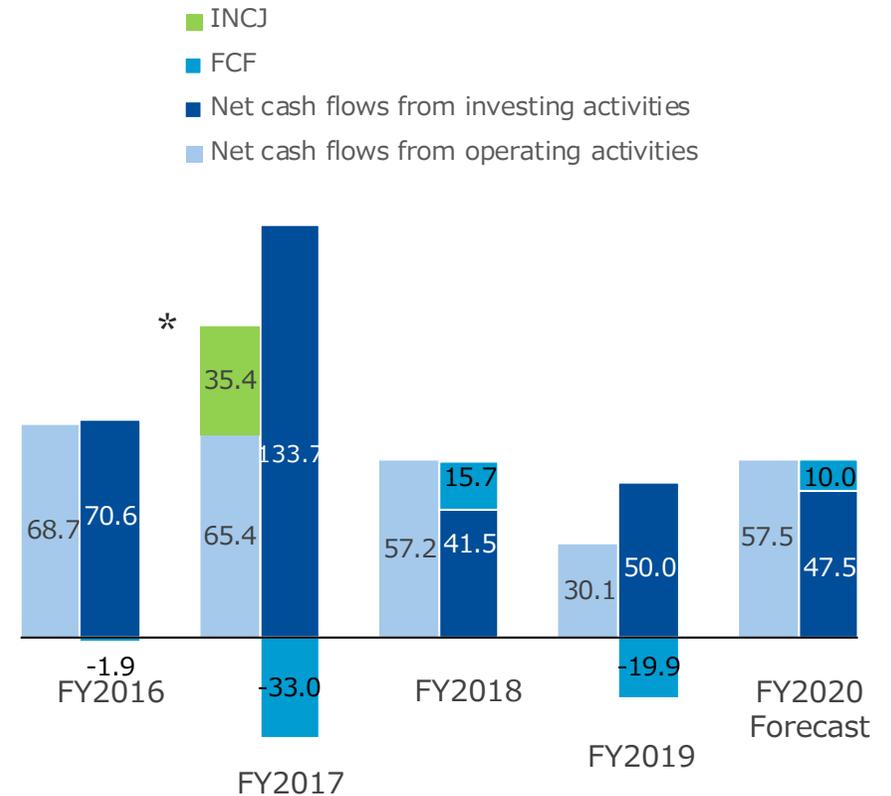
[¥ billions]

Capital Expenditure and Depreciation and Amortization Expenses



*Depreciation and amortization:
IFRS16 royalty assets amortization expenses not included

Free Cash Flows



*INCJ's equity stake regarding acquisition of Ambry Genetics
INCJ : Innovation Network Corporation of Japan

Appendix FOREX Impact on Revenue and Operating Profit

[FOREX : ¥]

[Impact, Sensitivity : ¥ billions]

	FY19	FY20	YoY Impact		FX Sensitivity*2	
	9M	9M	Revenue	OP	Revenue	OP
USD	108.67	106.11	- 5.1	+0.3	+2.8	- 0.2
EUR	121.05	122.38	+2.1	+0.5	+1.6	+0.4
GBP	137.79	136.24	- 0.2	+0.0	+0.2	+0.0
European Currency*1	-	-	+0.5	+0.5	+2.1	+0.7
CNY	15.60	15.44	- 0.3	- 0.1	+3.1	+0.9
AUD	74.92	74.30	- 0.0	- 0.1	+0.3	+0.1
Other	-	-	- 2.0	- 0.4	-	-
Exchange contract effect	-	-	+0.1	- 2.0	-	-
Total impact from FY2018	-	-	- 6.9	- 1.7	-	-

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

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

■ Composition of revenue by region (in yen)

	FY2018				FY2019				FY2020		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Japan	13%	12%	12%	12%	12%	13%	13%	14%	15%	14%	14%
North America	33%	33%	33%	33%	34%	33%	33%	33%	33%	32%	31%
EU	36%	36%	36%	36%	36%	34%	37%	37%	35%	36%	36%
China	6%	6%	6%	6%	6%	6%	5%	4%	8%	8%	8%
Others	12%	13%	12%	12%	12%	13%	12%	12%	10%	11%	11%

■ Change in revenue by region (w/o FOREX)

	FY2018				FY2019				FY2020		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Japan	+4%	+1%	+2%	+3%	-8%	+4%	+1%	-3%	-19%	-18%	-14%
North America	+5%	+4%	+5%	+4%	-2%	-2%	-3%	-12%	-34%	-27%	-24%
EU	+4%	+1%	+1%	+0%	-2%	-1%	+6%	-7%	-31%	-23%	-19%
China	+15%	+5%	+8%	+11%	-4%	-1%	-8%	-40%	-4%	+1%	+7%
Others	+17%	+10%	+11%	+9%	-7%	+2%	+5%	-6%	-35%	-32%	-25%

■ Percentage of color in sales of hardware

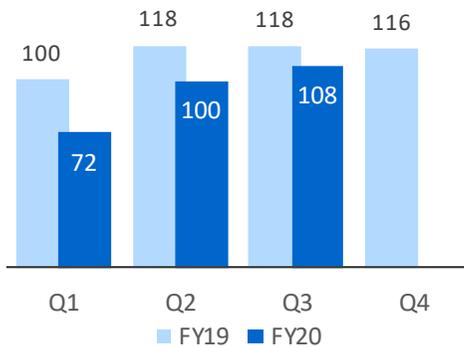
	FY2018				FY2019				FY2020		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Office	73%	73%	73%	74%	72%	73%	72%	75%	69%	76%	75%
Professional Print	81%	80%	80%	81%	78%	82%	76%	80%	75%	80%	80%

Appendix Quarterly Unit Sales Trends | office/production print – Products



A3 Color MFP– Units*

YoY Δ 8%



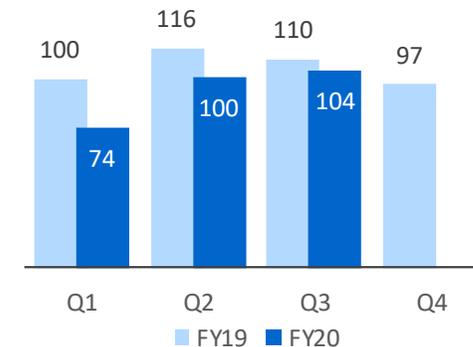
A3 monochrome MFP– Units*

YoY Δ 2%



A3 MFP– Units*

YoY Δ 6%



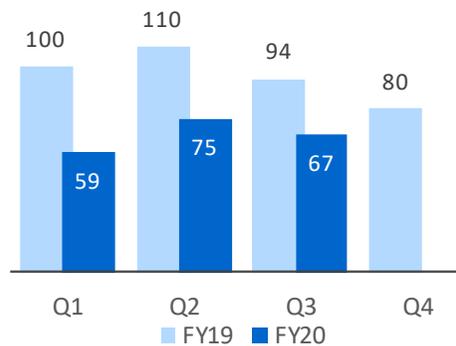
Color Production Print – Units*

YoY Δ 35%



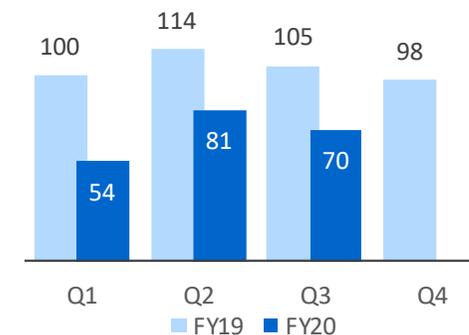
Monochrome Production Print – Units*

YoY Δ 29%



Production Print – Units*

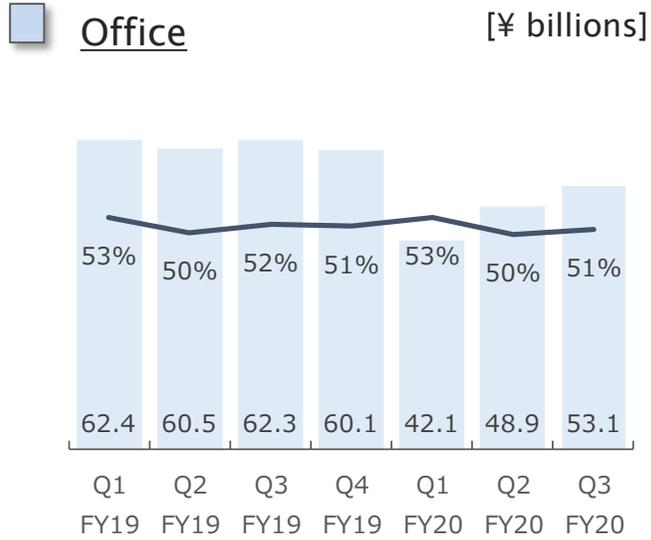
YoY Δ 33%



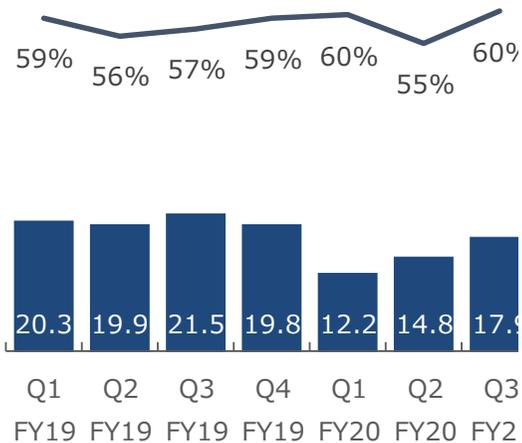
* Base Index: "FY2019-Q1 = 100

Appendix Sales Results for Non-Hard | office/production print Print

Revenue & ratio of non-hard

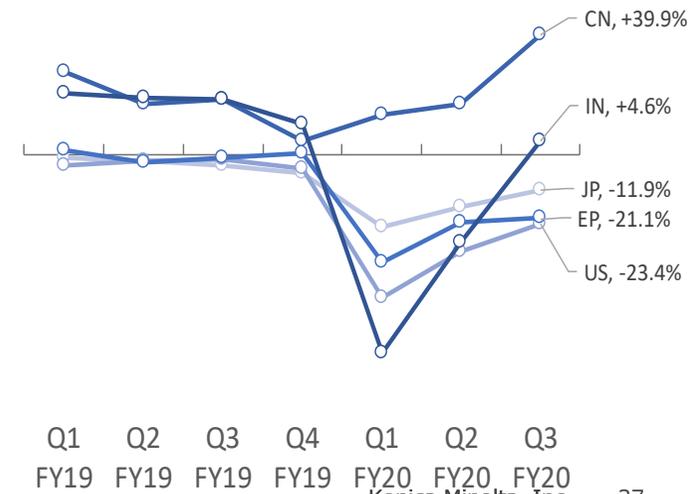
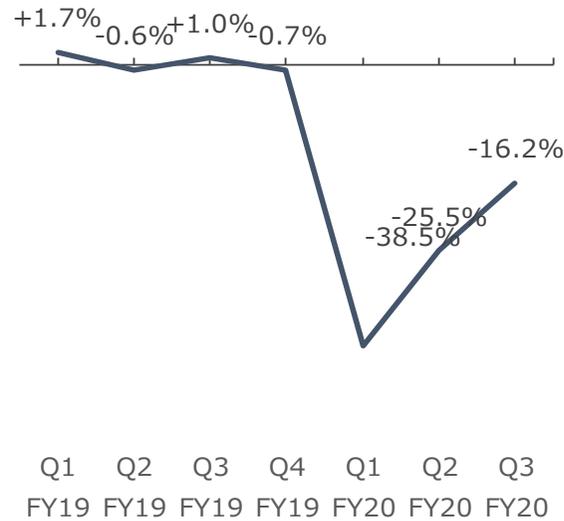
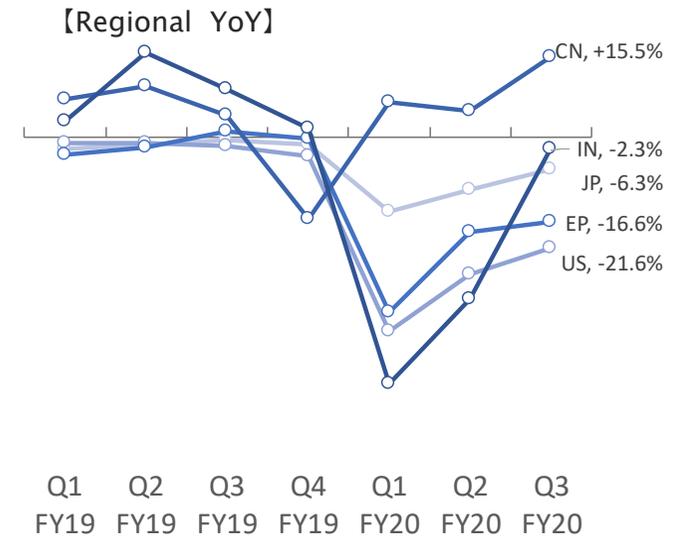
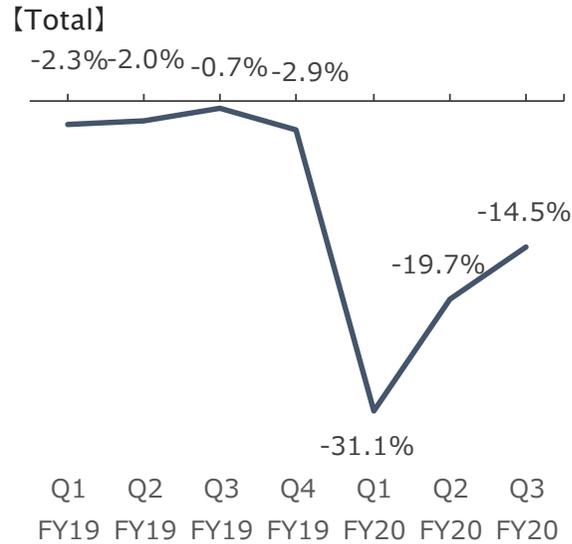


Production print



YoY revenue increase in non-hard

(w/o FOREX)



Appendix Quarterly Financial Results | Segments



KONICA MINOLTA

[¥ billions]

【Revenue】	FY18				FY19				FY20		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3
Digital Workplace Business	143.5	147.2	145.7	151.4	135.0	139.1	139.5	135.4	94.6	116.7	125.0
Professional Print Business	53.4	55.9	55.8	62.7	50.6	52.7	55.4	51.4	31.8	41.7	45.3
Healthcare Business	24.5	28.2	27.5	36.8	25.9	33.8	25.9	33.0	20.5	24.9	28.2
Healthcare	18.6	21.6	20.9	29.8	18.6	26.4	18.1	24.7	16.4	19.1	20.0
Precision medicine	5.9	6.5	6.6	6.9	7.2	7.4	7.7	8.3	4.1	5.9	8.2
Industry Business	33.5	30.3	31.0	30.4	30.0	29.8	28.5	28.9	26.1	27.9	31.5
Sensing	9.6	7.2	7.7	7.6	6.6	6.7	7.3	7.0	7.1	7.6	8.0
Materials and Components	21.5	20.1	20.6	19.3	21.0	20.5	18.9	18.5	16.1	17.6	20.5
Imaging-IoT solutions	2.4	2.9	2.6	3.4	2.5	2.7	2.3	3.4	2.9	2.8	3.0
New Business	0.0	0.0	0.1	0.1	0.1	0.1	0.1	0.3	0.1	0.1	0.1
Corporate etc.	0.3	0.3	0.5	0.3	0.3	0.3	0.3	0.5	0.2	0.3	0.2
Company overall	255.2	261.9	260.5	281.5	241.7	255.7	249.5	249.1	173.2	211.5	230.2
【Operating Profit】											
Digital Workplace Business	7.7	11.9	9.9	10.6	5.5	7.8	4.3	0.1	-9.6	0.3	3.1
Professional Print Business	1.7	3.7	3.3	5.1	1.1	1.0	2.9	-0.7	-7.1	-1.7	0.0
Healthcare Business	-1.6	0.9	-1.3	0.6	-2.1	-1.2	-0.4	-0.6	-4.7	-1.8	-0.5
Industry Business	5.3	3.5	4.3	2.1	3.2	3.7	4.2	3.1	2.8	2.2	4.8
Corporate etc.	2.4	-0.9	-0.3	-6.5	-7.0	-6.5	-5.9	-4.4	-4.1	-4.2	-4.0
Company overall	15.4	19.2	15.9	11.9	0.6	4.9	5.1	-2.4	-22.6	-5.2	3.3

[¥ billions]

	FY2020 12M	FY2019 12M	YoY
	Forecast (current)	Results	
Revenue	870.0	996.1	- 13%
Operating Profit	-13.0	8.2	-
Operating Profit ratio	-	0.8%	-
Profit before tax	-20.0	0.3	-
Profit attributable to owners of the Company	-18.0	- 3.1	-
Profit attributable to owners of the Company ratio	-	-	-
EPS [Yen]	-36.27	- 6.21	
ROE (%) * ₁	-3.5%	-0.6%	
CAPEX	47.5	50.8	
Depreciation and Amortization Expenses * ₂	55.0	57.0	
R&D expenses	65.0	74.0	
FCF	10.0	- 19.9	
Investment and loan	10.0	7.9	
FOREX [Yen]	105.0	108.7	
USD			
EUR	120.0	120.8	

*1 ROE: Profit attributable to owners of the Company divided by equity attributable to owners of the Company (average of beginning and ending balances)

*2 Depreciation and Amortization Expenses: IFRS16 royalty assets amortization expenses not included

Revise of Segments for Disclosure

Old Segment	
Office Business	<ul style="list-style-type: none"> ■ Office(OP) ■ IT service solutions(ITS)
Professional Print Business	<ul style="list-style-type: none"> ■ Production print(PP) ■ Industrial printing(IP) ■ Marketing services(MS)
Healthcare Business	<ul style="list-style-type: none"> ■ Healthcare(HC) ■ Medical IT(HIT)
Industrial Business	Optical systems for industrial use
	<ul style="list-style-type: none"> ■ Measuring instruments(MI) ■ Imaging solutions(IS)
	Materials and Components
	<ul style="list-style-type: none"> ■ Performance materials(PM) ■ Optical component(OC) ■ IJ component(IJ)
<p>■ New Business : Bio-healthcare (BHC), Workplace Hub (WPH), Monitoring solutions, QOL etc.</p>	
Corporate, etc.	



New Segment	
Digital Workplace Business	<ul style="list-style-type: none"> ■ Office(OP) ■ IT service solutions(ITS) ■ Workplace Hub(WPH)
Professional Print Business	<ul style="list-style-type: none"> ■ Production print(PP) ■ Industrial print(IP) ■ Marketing services(MS)
Healthcare Business	<ul style="list-style-type: none"> ■ Healthcare(HC) ■ Precision medicine(APM)
Industry Business	Sensing
	<ul style="list-style-type: none"> ■ Measuring instruments(MI)
	Materials and components
	<ul style="list-style-type: none"> ■ Performance materials(PM) ■ Optical components(OC) ■ IJ components(IJ)
	Imaging-IoT solutions
	<ul style="list-style-type: none"> ■ Imaging-IoT solutions(IIS) ■ Visual solutions(VS)
Corporate, etc., QOL	

■ Core	■ Growth	■ New
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FY20 3rd Quarter Performance | Revenue & Operating Profit by Old Segment



[¥ billions]

<u>Revenue</u>	FY2020 9M	0 9M	YoY	YoY (W/O Forex)	FY2020 Q3	FY2019 Q3	YoY	YoY (W/O Forex)	FY2020 Q2	QoQ
Office	333.9	412.2	-19%	-18%	124.0	139.0	- 11%	-10%	115.9	+7%
Professional Print	118.8	158.7	-25%	-24%	45.3	55.4	- 18%	-17%	41.7	+9%
Healthcare	55.5	63.2	-12%	-10%	20.0	18.1	+10%	+12%	19.1	+5%
Industrial Business	78.4	82.9	-5%	-5%	29.5	26.9	+10%	+10%	25.6	+15%
Optical systems for industrial	24.3	22.5	+8%	+9%	9.0	8.0	+13%	+14%	8.0	+13%
Materials and Components	54.1	60.4	-10%	-10%	20.5	18.9	+8%	+9%	17.6	+17%
New business	27.9	29.4	-5%	-4%	11.3	9.9	+14%	+16%	9.1	+24%
Bio-healthcare	18.1	22.4	-19%	-17%	8.2	7.7	+5%	+10%	5.9	+39%
Others	9.8	7.0	+39%	+39%	3.1	2.2	+43%	+41%	3.2	-4%
Corporate, etc.	0.4	0.6	-31%	-35%	0.1	0.2	- 38%	-40%	0.2	-27%
Company overall	614.9	747.0	-18%	-17%	230.2	249.5	- 8%	-7%	211.5	+9%

<u>Operating profit/OPM</u>	FY2020 9M	0 9M	YoY	YoY (W/O Forex)	FY2020 Q3	FY2019 Q3	YoY	YoY (W/O Forex)	FY2020 Q2	QoQ
Office	0.0	22.6	-100%	-97%	5.3	5.4	- 3%	-24%	2.3	-
Professional Print	-8.8	5.0	-	-	0.0	2.9	-	-	-1.7	-
Healthcare	0.4	0.6	-27%	+20%	1.0	0.2	+380%	+374%	0.6	-
Industry	12.1	15.4	-21%	-19%	5.6	5.6	- 0%	+3%	3.2	+75%
New business	-17.2	-14.8	-	-	-4.9	-3.8	-	-	-5.8	-
Corporate, etc.	-11.1	-18.1	-	-	-3.7	-5.2	-	-	-3.8	-
Company overall	-24.6	10.6	-	-	3.3	5.1	- 36%	-56%	-5.2	-163%

- **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)
- **Workplace Hub (WPH): Digital Workplace Business**
Edge IoT platform provided by Konica Minolta. In addition to multi functional peripheral, a server is integrated to create a solution that drives efficiencies by reducing the overall costs of IT infrastructure management, providing real-time data-driven visibility of IT usage patterns that help to improve business processes. This will link people and data, and empower them to make smarter decisions and solve problems in the office.
- **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 printers)
MPP (Mid Production Print, Monthly printing volume: 30–1 million sheets for commercial printing products)
HPP (Heavy Production Print, Monthly printing volume: 1 million sheets or more for commercial printing products)
- **Dynamic Digital Radiography: Healthcare Business**
These devices and systems enable more detailed diagnoses by using continuously captured X-ray images to observe patients in motion.
- **informatics: Healthcare Business**
Our ICT service platform for helping hospitals and clinics deliver care in a variety of ways. Offerings include our Collaboration Box Service, which allows multiple institutions to share medical data such as examination images and reports, and remote diagnostic support services that facilitate requests for image interpretation.
- **CARE Program: Healthcare Business**
Program to provide total support for effective pick-up and genetic diagnostics of the high-risk group of genetic breast cancer.
- **CARE for COVIT: Healthcare Business**
Healthcare program which is aimed to prevent the infection of COVID-19. It offers safety and security to employees and citizens through counselling with AI technology, PCR testing, and telemedicine.
- **SANUQI: Industry Business**
Trademark of a new resin film, used as a material in electronic devices for displays.



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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.