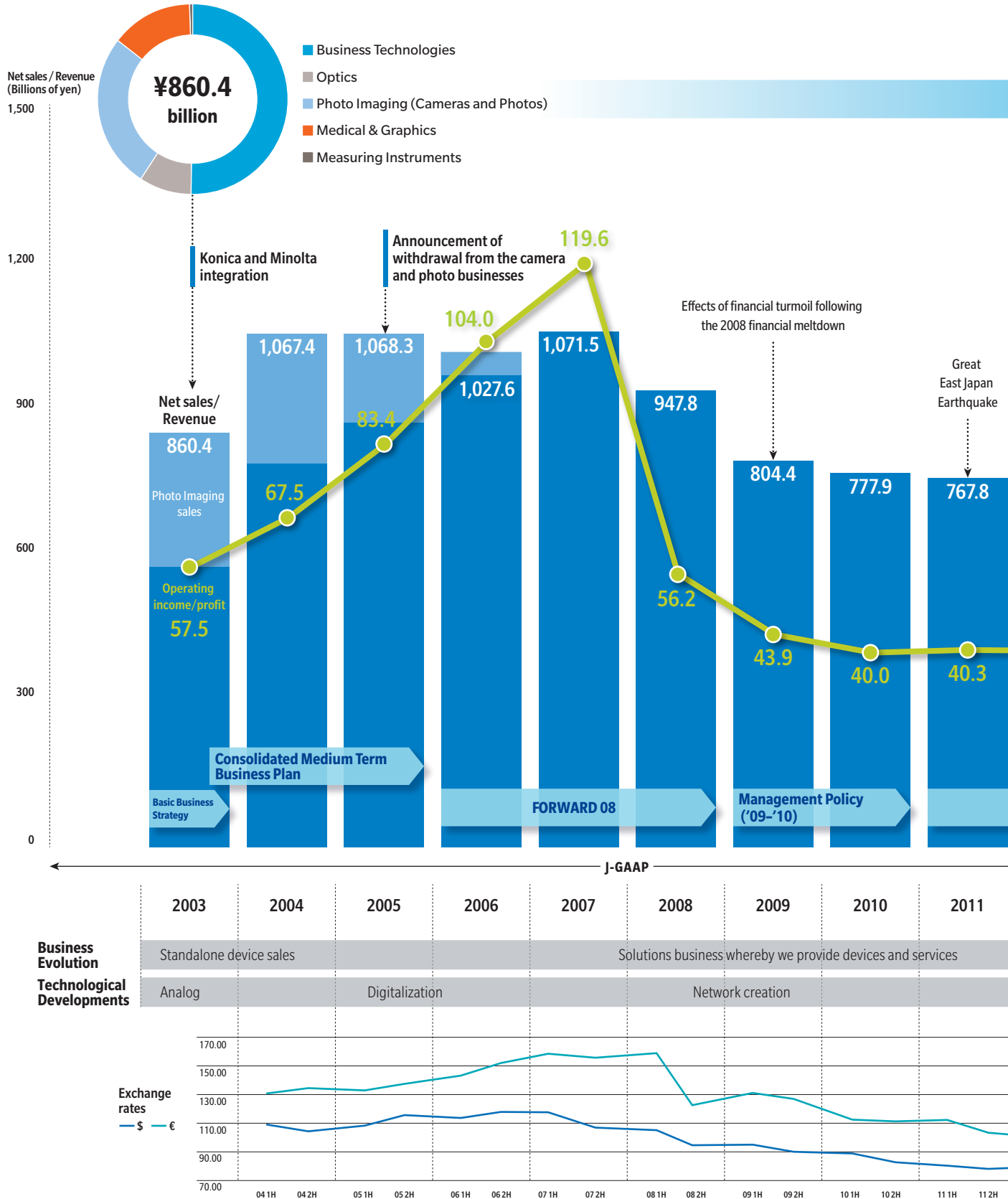
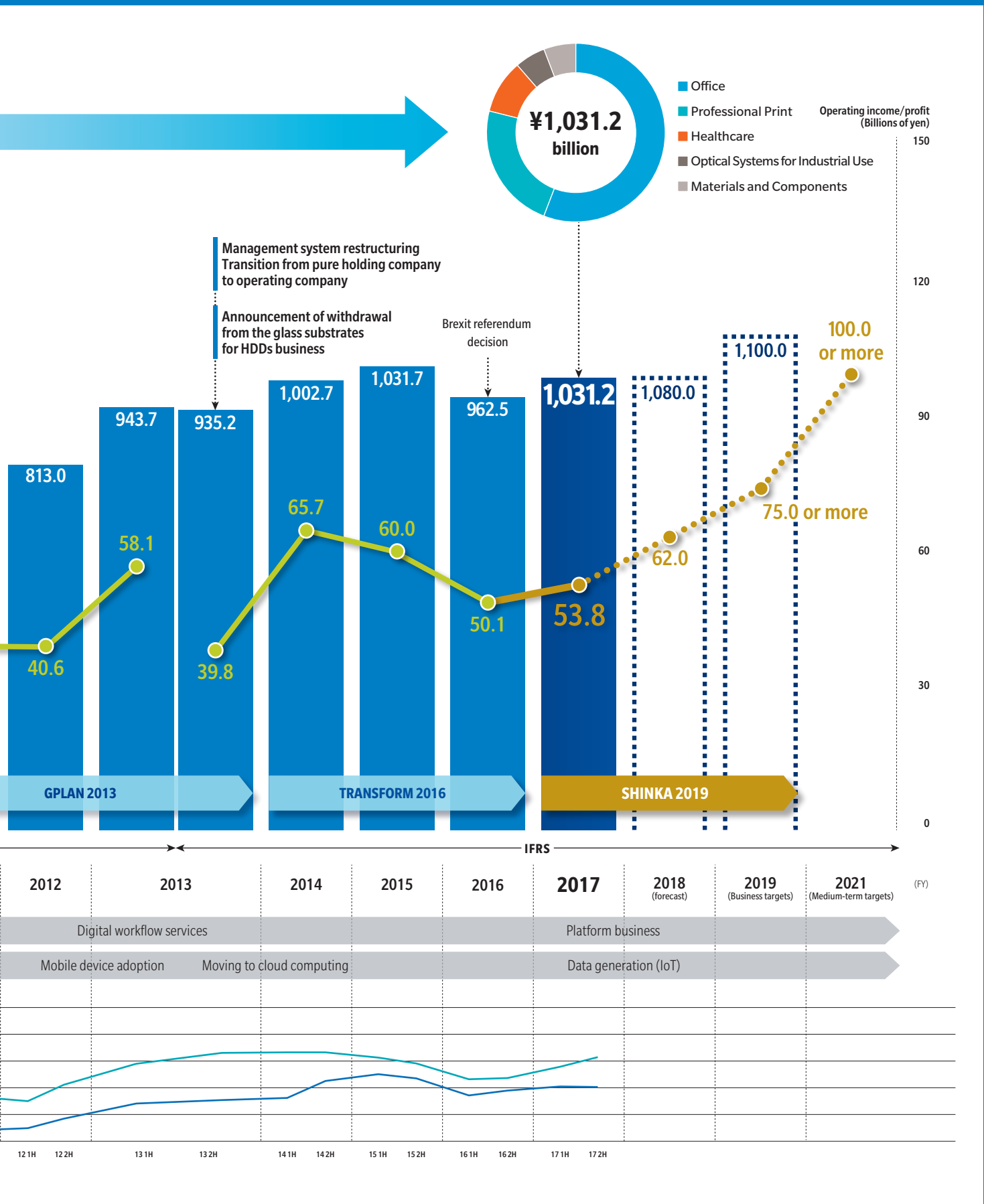


Konica Minolta's Journey So Far



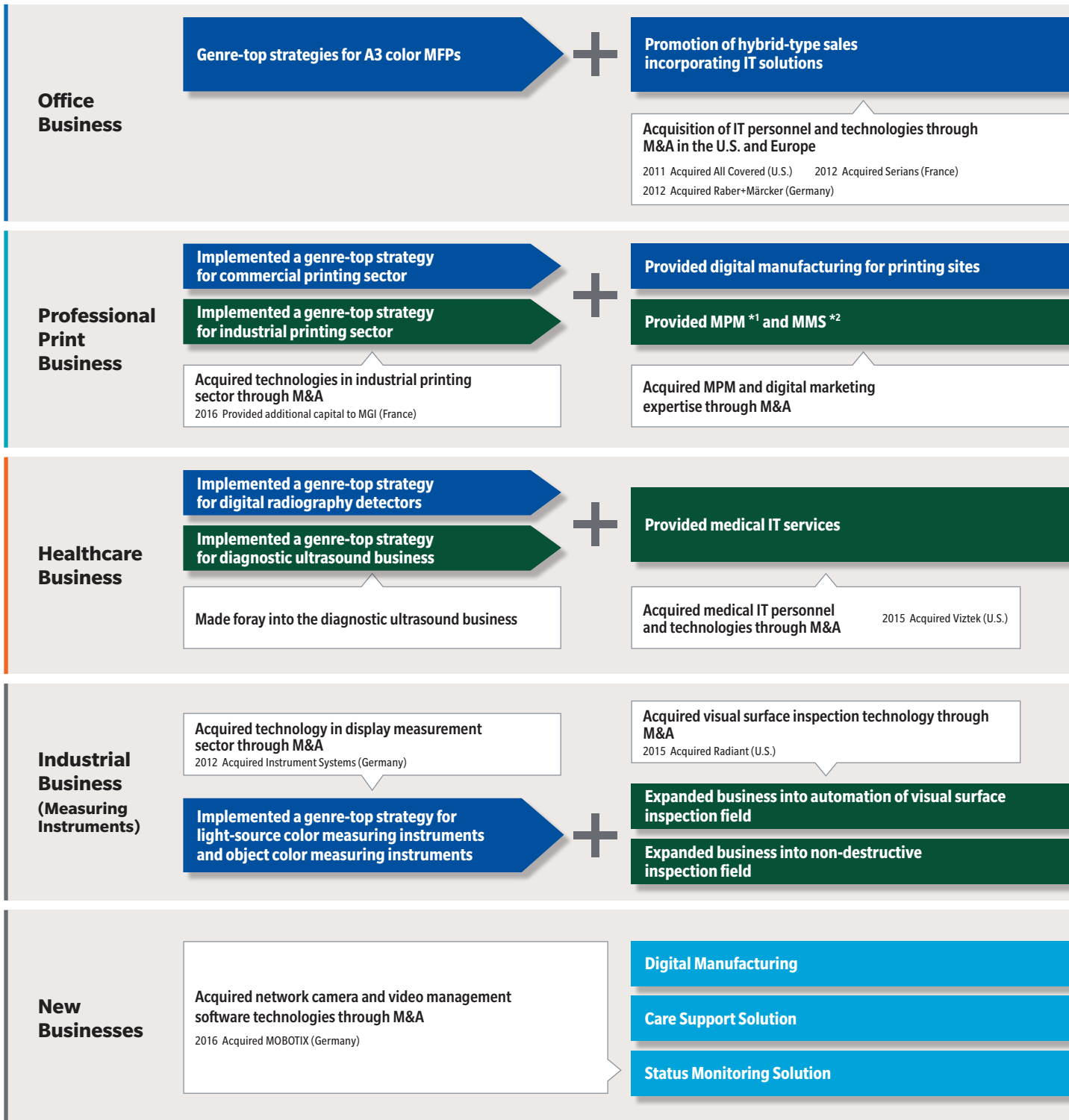


Evolution of a Business Model

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

Change in business environment: Shift from analog to digital technology + Diversification and increasing sophistication of customer needs

Evolution of a business model: Hardware (products) + IT solutions (products + services)



*1 MPM: Marketing Production Management *2 MMS: Marketing Management Services

Core businesses

Growth businesses

New businesses

*See page 11 for details on core, growth, and new businesses

Acceleration of digital innovation

Platform business

Customer value



Promotion of edge IoT platform business through Workplace Hub

2016 Acquired ProcessFlows Holdings (UK)

Workflow optimization, business productivity improvement, and information security reinforcement



Provided digital marketing services

2012 Acquired Charterhouse (UK) 2014 Acquired Ergo (Australia)
2015 Acquired Indicia (UK) 2016 Partnered with the Netyear Group (Japan)

Improved printing site workflows and improved marketing ROI



Made full-scale foray into precision medicine

Acquired sales channels and technology through M&A
2017 Acquired Ambry Genetics
2017 Acquired Invicro LLC (U.S.)

Promoted platform business utilizing data

Improved primary care efficiency and diagnosis quality, reduced healthcare costs and improved patients' QoL

Improved industrial product quality and improved manufacturing site productivity

Improved plant productivity

Reduced burden on carers

Improved security

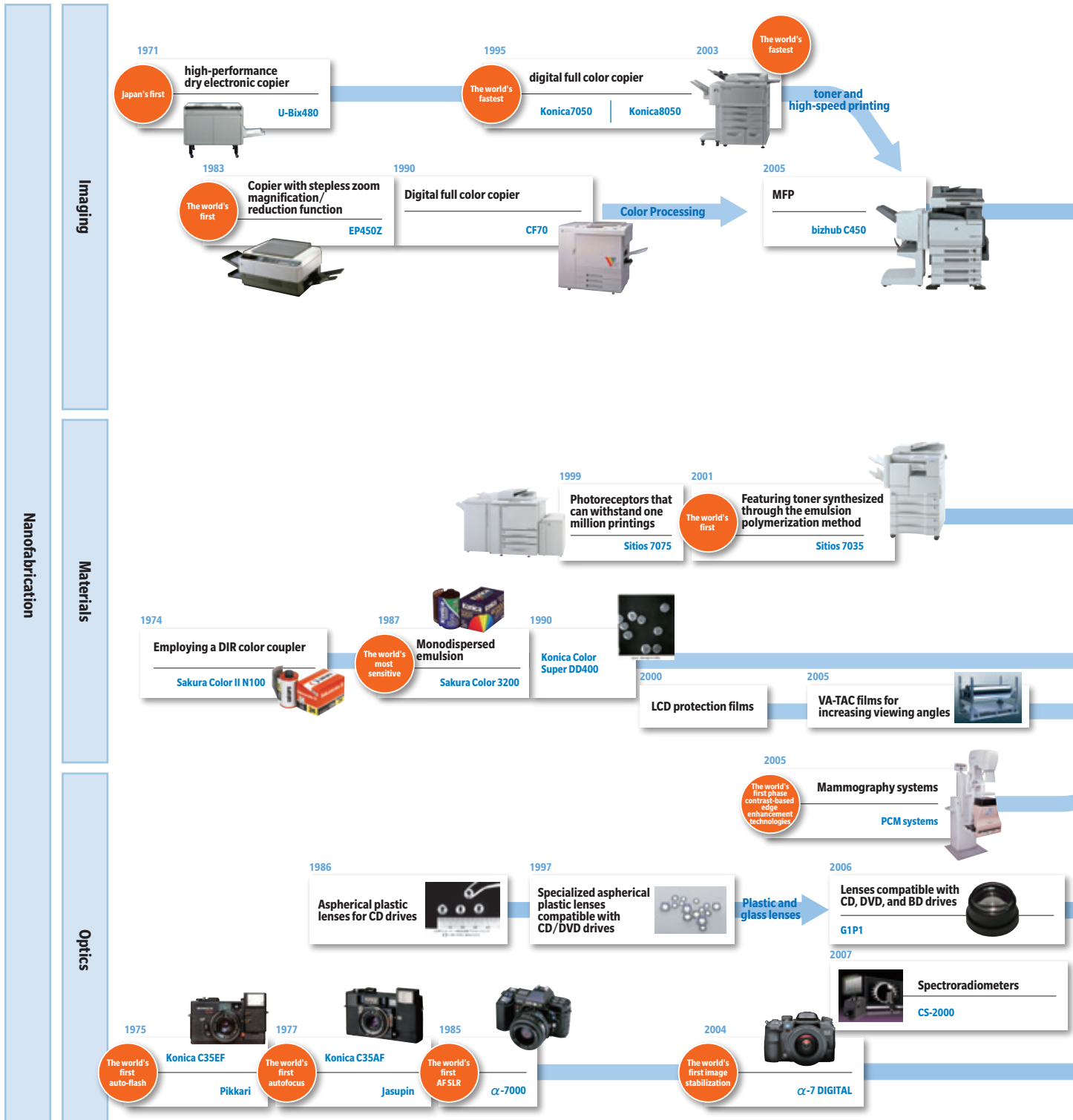
Technological Progress

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

1873-2002

2003-2013

Core technologies



2014-

