Konica Minolta’s Journey So Far

Konica Minolta’s Journey Ahead

Business Results

Platform Supporting Sustainability

Financial Section

Net sales / Revenue
(Billions of yen)

¥860.4 billion

Konica Minolta’s Journey So Far

Konica and Minolta integration

Announcement of withdrawal from the camera and photo businesses

Effects of financial turmoil following the 2008 financial meltdown

Great East Japan Earthquake

Konica and Minolta integration

Net sales / Revenue

Operating income / profit

Photo Imaging sales

Consolidated Medium Term Business Plan

Basic Business Strategy

FORWARD 08

Management Policy (’09–’10)

GPLAN 2013

TRANSFORM 2016 SHINKA 2019

exchange rates

$ €

0 30 60 90 120 150 180 210 240 270 300 330 360 390 420 450 480 510 540 570 600 630 660 690 720 750 780 810 840 870 900 930 960 990 1,020 1,050 1,080 1,110 1,140 1,170

2003 2004 2005 2006 2007 2008 2009 2010 2011

Business Evolution

Technological Developments

Solutions business whereby we provide devices and services

Standalone device sales

Analog

Digitalization

Network creation

Exchange rates

$ €

2003 2004 2005 2006 2007 2008 2009 2010 2011

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Konica Minolta’s Journey So Far

Management system restructuring
Transition from pure holding company to operating company
Announcement of withdrawal from the glass substrates for HDDs business

Digital workflow services
Platform business
Mobile device adoption
Moving to cloud computing
Data generation (IoT)

Konica Minolta’s Journey Ahead

Business Evolution
- Solutions business whereby we provide devices and services
- Platform business
- Digitalization
- Network creation
- Mobile device adoption
- Moving to cloud computing

Technological Developments
- Exchange rates

Konica Minolta’s Business
- Photo Imaging
- J-GAAP
- IFRS

Business Results
- Operating income/profit
- Net sales/Revenue

53.8
75.0 or more
62.0
100.0 or more
50.1
104.0

Office
Professional Print
Healthcare
Optical Systems for Industrial Use
Materials and Components

Operating income/profit (Billions of yen)

Net sales/Revenue (Billions of yen)

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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)

Office Business
- Genre-top strategies for A3 color MFPs
- Promotion of hybrid-type sales incorporating IT solutions
  - Acquisition of IT personnel and technologies through M&A in the U.S. and Europe
    - 2011: Acquired All Covered (U.S.)
    - 2012: Acquired Serians (France)
    - 2012: Acquired Raber+Marcker (Germany)

Professional Print Business
- Implemented a genre-top strategy for commercial printing sector
- Implemented a genre-top strategy for industrial printing sector
  - Acquired technologies in industrial printing sector through M&A
    - 2016: Provided additional capital to MGI (France)
- Provided digital manufacturing for printing sites
  - Provided MPM *1 and MMS *2

Healthcare Business
- Implemented a genre-top strategy for digital radiography detectors
- Implemented a genre-top strategy for diagnostic ultrasound business
  - Made foray into the diagnostic ultrasound business
- Provided medical IT services
  - Acquired medical IT personnel and technologies through M&A
    - 2015: Acquired Viztek (U.S.)

Industrial Business (Measuring Instruments)
- Acquired technology in display measurement sector through M&A
  - 2012: Acquired Instrument Systems (Germany)
- Implemented a genre-top strategy for light-source color measuring instruments and object color measuring instruments
- Acquired visual surface inspection technology through M&A
  - 2015: Acquired Radiant (U.S.)
- Expanded business into automation of visual surface inspection field
- Expanded business into non-destructive inspection field

New Businesses
- Acquired network camera and video management software technologies through M&A
  - 2016: Acquired MOBOTIX (Germany)
- Digital Manufacturing
- Care Support Solution
- Status Monitoring Solution

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

Konica Minolta’s Journey So Far  
Konica Minolta’s Journey Ahead  
Business Strategy  
Business Results  
Platform Supporting Sustainability  
Financial Section
*See page 11 for details on core, growth, and new businesses

Improved printing site workflows and improved marketing ROI

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

**Promotion of edge IoT platform business through Workplace Hub**

2016 Acquired ProcessFlows Holdings (UK)

**Provided digital marketing services**

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

**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**
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.