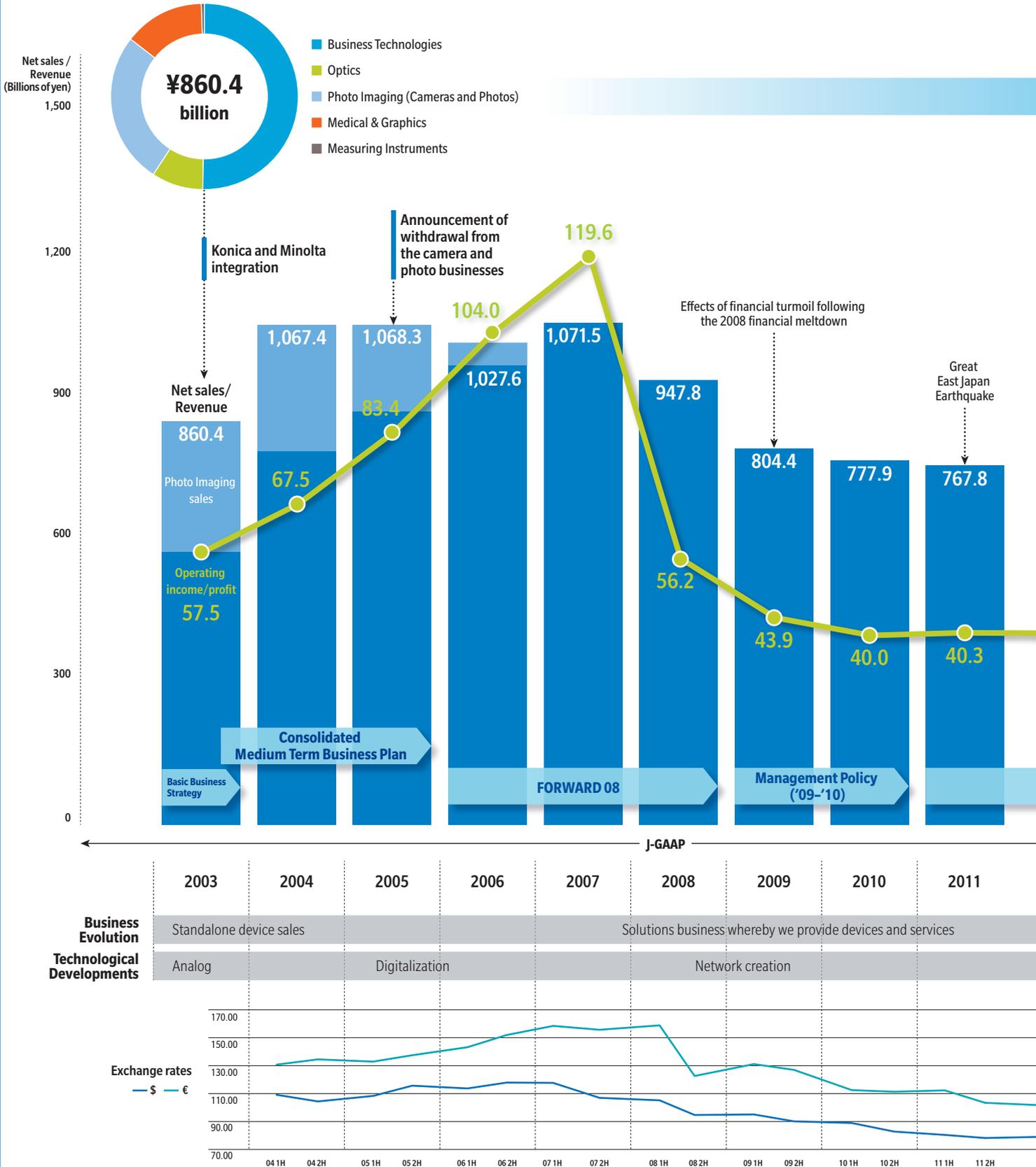
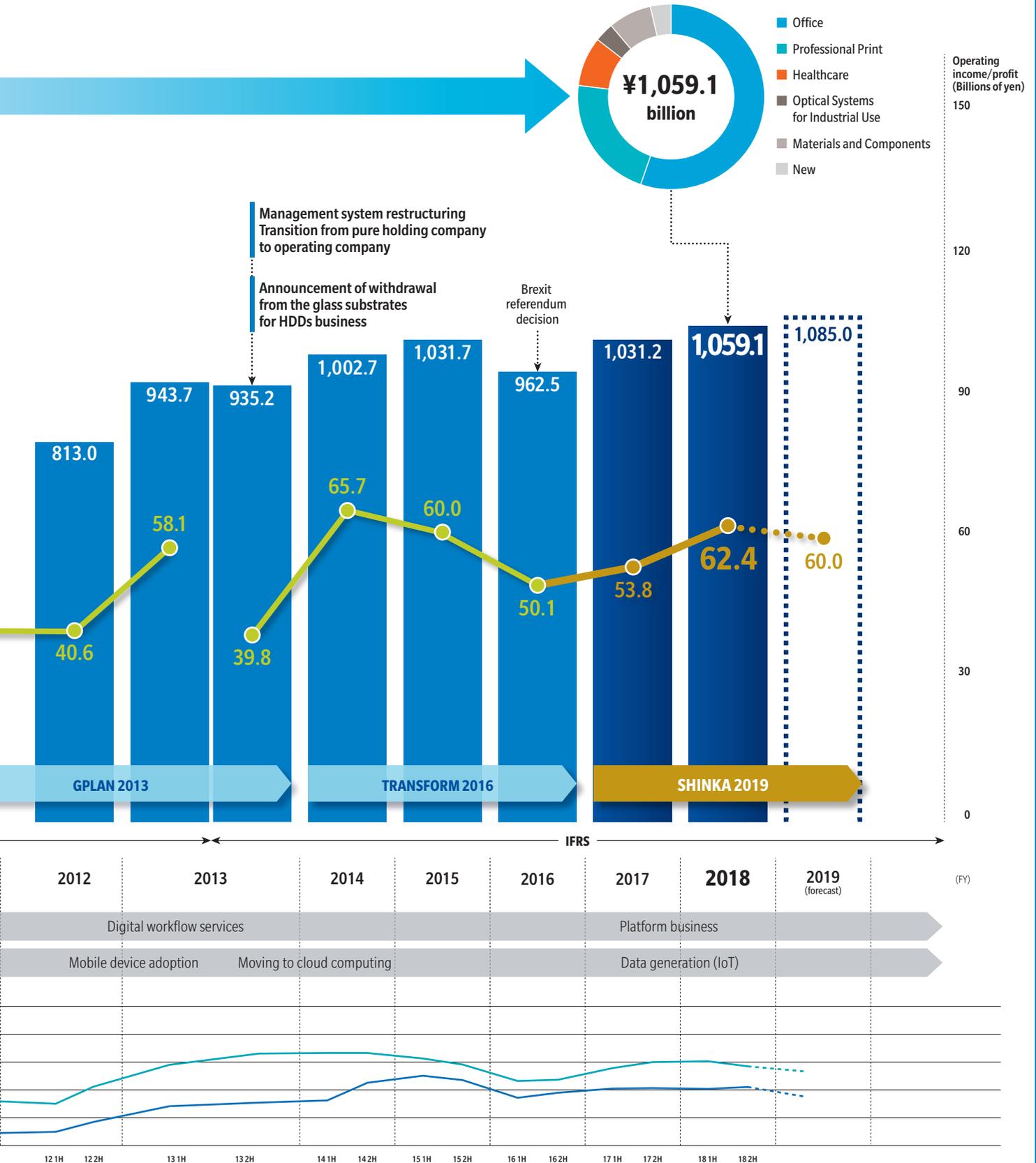


Konica Minolta Milestones





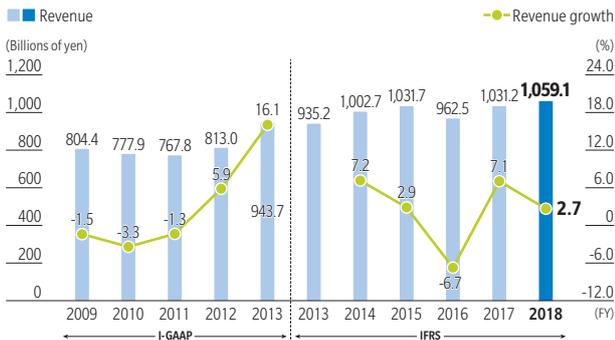
Financial and Non-Financial Highlights

Pgs. 95-96 also show major financial data for the last 10 years.

Profitability

In fiscal 2018, with the management environment affected by the global economy, such as trade friction between the U.S. and China, the continuation of uncertainty regarding the European economy, and the slowing of the Chinese economy, the shift to higher value-added products and value-added sales in core businesses showed results, with revenue increasing for the second year in a row, being up 2.7% year-on-year to ¥1,059.1 billion. Increased revenue in core businesses together with an increase in the gross margin led to rising gross profit, and a reduction in SG&A expenses ratio to sales contributed to operating profit, increasing 16% year-on-year to ¥62.4 billion, while sustaining investment in growth and new businesses. The strategy focused on profit bore fruit. Along with this, net profit attributable to owners of the company grew 29.3% to ¥41.7 billion.

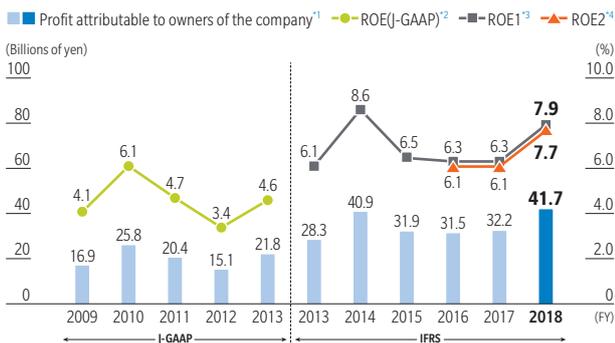
Revenue, Revenue growth



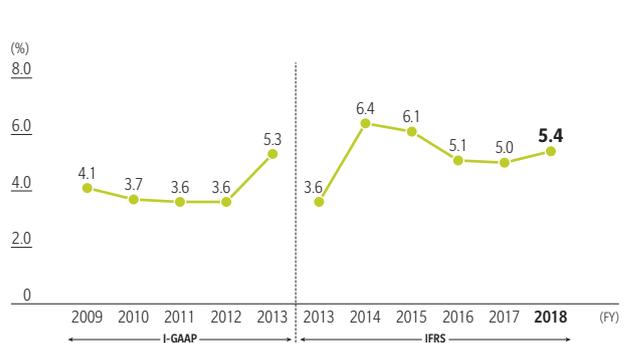
Operating profit, Operating profit ratio



Profit attributable to owners of the company^{*1}, ROE^{*2,3,4}



ROIC^{*5}



Efficiency

Total assets as of the end of fiscal 2018 increased ¥15.0 billion (+1.3% year-on-year) to ¥1,218.9 billion. This was owing to an increase of about ¥40.0 billion from increases in property, plant and equipment and in goodwill and intangible assets with the purchase of distributors for the expansion of the customer base for Workplace Hub and IT services; an increase in trade and other receivables; and the deduction of about ¥25.0 billion in cash and cash equivalents primarily for payment of bonds. As for inventories, while there was a decrease of performance materials due to production line switchover, there was an overall increase with safety stock considering the U.S.-China trade friction, healthcare's reduced sales in the U.S., and the effect of the transfer of the Panasonic business in IJ (inkjet) component. The inventory turnover period increased slightly to 2.89 months.

Total assets, Total assets turnover^{*6}



Inventory, Inventory turnover period^{*7}



*1 Fiscal 2009–2013 (J-GAAP) = Profit for the year

Fiscal 2013–2018 (IFRS) = Profit attributable to owners of the company

*2 ROE (J-GAAP) = Profit for the year (cumulative total) / Average shareholders' equity x 100%

*3 ROE 1 (IFRS) = Profit attributable to owners of the company / (Share capital + Share premium + Retained earnings + Treasury shares (average at start of fiscal year and end of fiscal year)) x 100%

*4 ROE 2 (IFRS) = Profit attributable to owners of the company / equity attributable to owners of the company (average of beginning and ending balances) x 100%

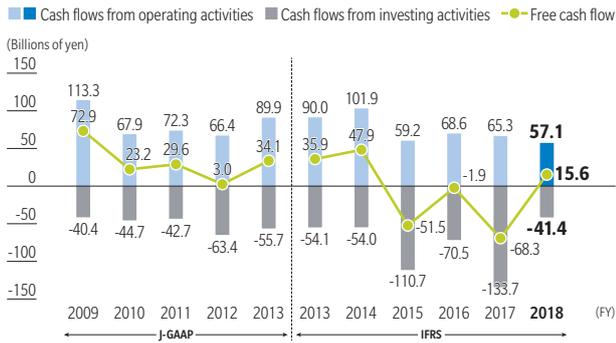
*5 ROIC = Operating profit after tax / (Share capital + Share premium + Retained earnings + Treasury shares + Interest-bearing debt (yearly average)) x 100%

*6 Total assets turnover = Revenue / Average total assets

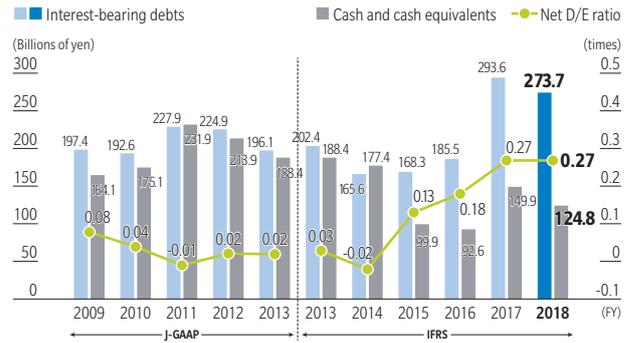
Stability

In fiscal 2018 cash flows, net cash provided by operating activities was ¥57.1 billion, while net cash used in investing activities consisting of income from the liquidation of real estate, capital investments such as for new product dies, and expenses related to investment and loans, such as buying distributors, totaled ¥41.4 billion. As a result, free cash flow (the sum of cash flows from operating and investing activities) was a positive ¥15.6 billion. Interest-bearing debt declined by about ¥20.0 billion from fiscal 2017 to ¥273.7 billion due to redemption of bonds and repaying long-term loans, and there was also the effect of exchange rate volatility on cash reserves of ¥124.8 billion so the net D/E ratio improved somewhat to 0.27.

Cash flows



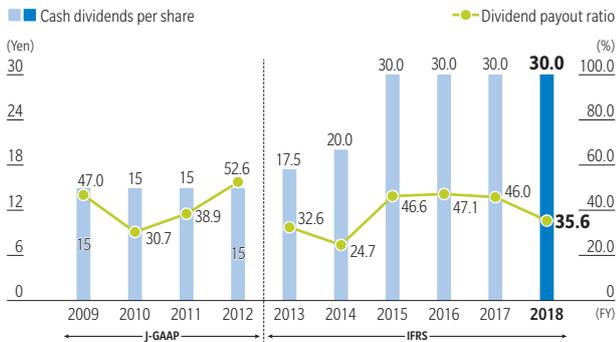
Interest-bearing debts, Cash and cash equivalents, Net D/E ratio



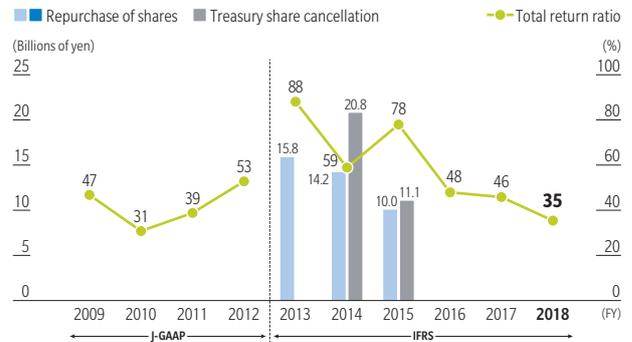
Shareholder Return/Investment Indicators

The Company's basic policy is to proactively distribute earnings to shareholders after comprehensive consideration of factors including consolidated business results and strategic investment in growth areas. In fiscal 2018, the company paid an annual dividend per share of ¥30. No treasury stock was acquired or disposed of.

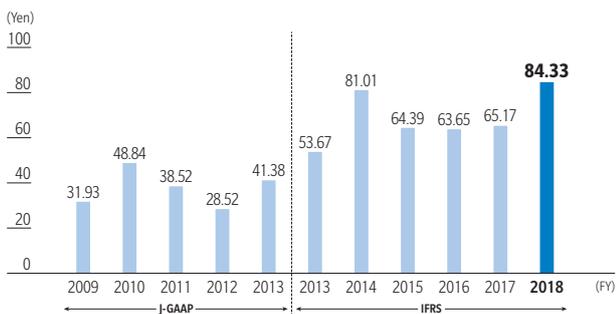
Cash dividends, Dividend payout ratio (%)



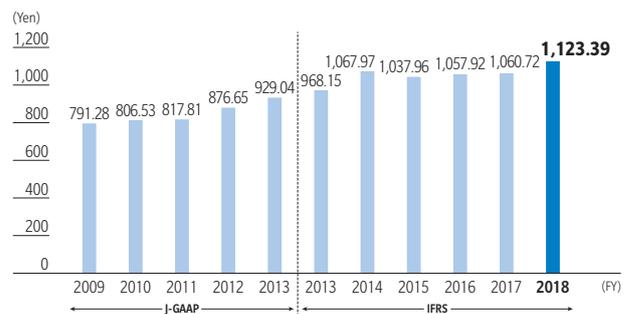
Repurchase of shares and Treasury share cancellation, Total return ratio (%)



EPS^{*8}



BPS^{*9}



*7 Inventory turnover period = Inventory balance at fiscal year end / Average cost of sales for most recent three months

*8 EPS = Profit attributable to owners of the company / Average number of outstanding shares during the period

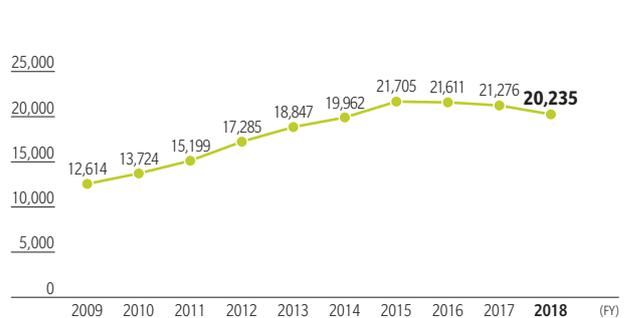
*9 BPS = Profit attributable to owners of the company / shares at fiscal year end

Non-Financial Data

R&D expenses, R&D expense ratio

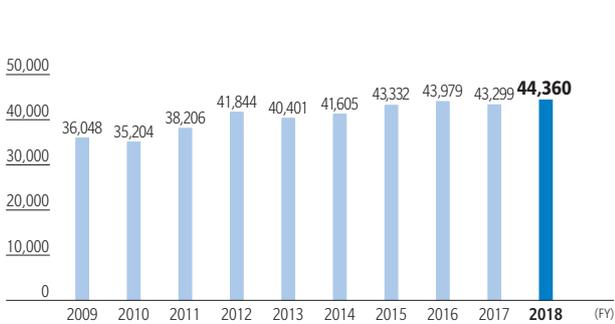


Number of patent rights held*



* The number of patents is the total number of patents held in Japan, the U.S., and China.

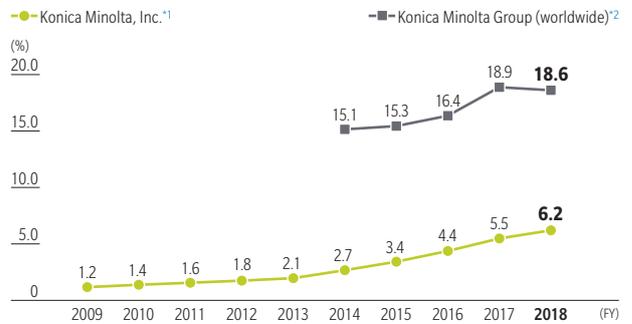
Group employees (consolidated)



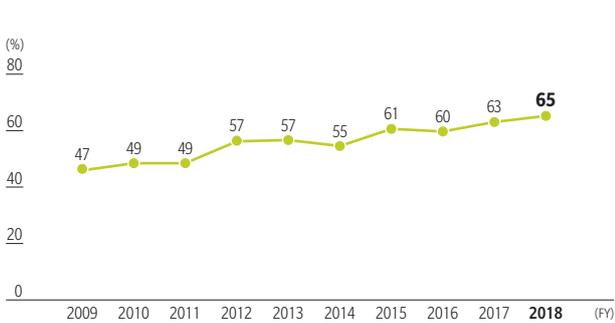
*1 Includes employees seconded to Group companies. Figures are as of April 1, the day after the end of each fiscal year.

*2 Konica Minolta, Inc. and consolidated subsidiaries representing at least 89% of the total workforce of the Group through fiscal 2015, at least 93% in fiscal 2016 and 2017, and at least 92% in fiscal 2018. Figures are as of March 31 of each fiscal year.

Percentage of management positions held by women



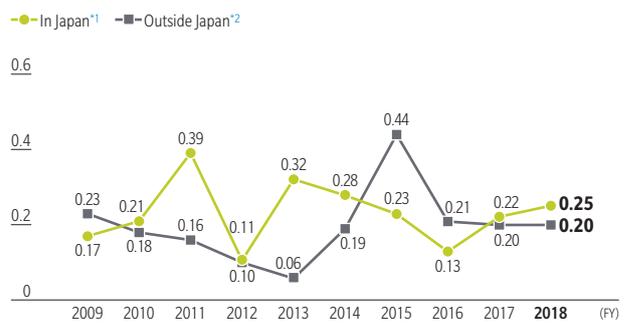
Local/foreign president ratio at foreign subsidiaries



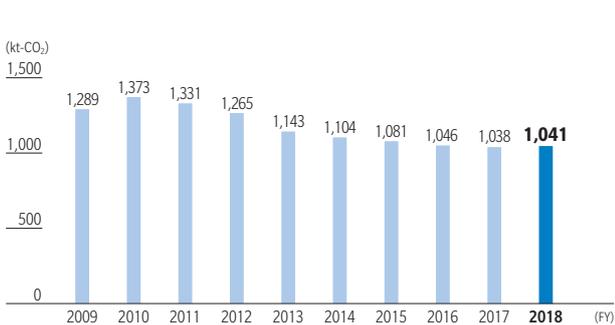
*1 Figures are employees of Konica Minolta Group Japan, including those dispatched from an agency

*2 Figures are for employees of major manufacturing companies in China and Malaysia, including those dispatched from an agency, through fiscal 2014. Employees of Group companies in China and manufacturing companies in Malaysia, including those dispatched from an agency, since fiscal 2015.

Frequency rate of accidents causing absence from work

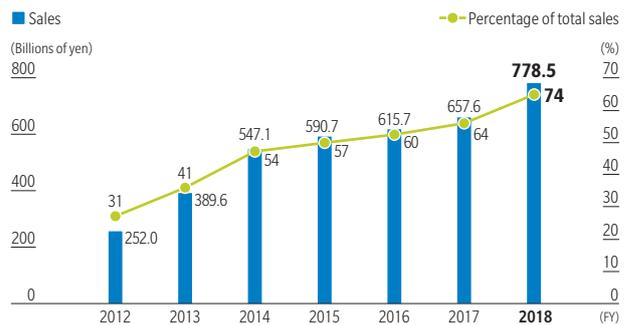


CO₂ emissions throughout product life cycle*



* CO₂ emissions throughout a product's lifecycle, from procurement to production, distribution, sales, service, and product customization.

Green product sales



Regional Overview

Consolidated Subsidiaries*

174

Global Sites* (countries)

50

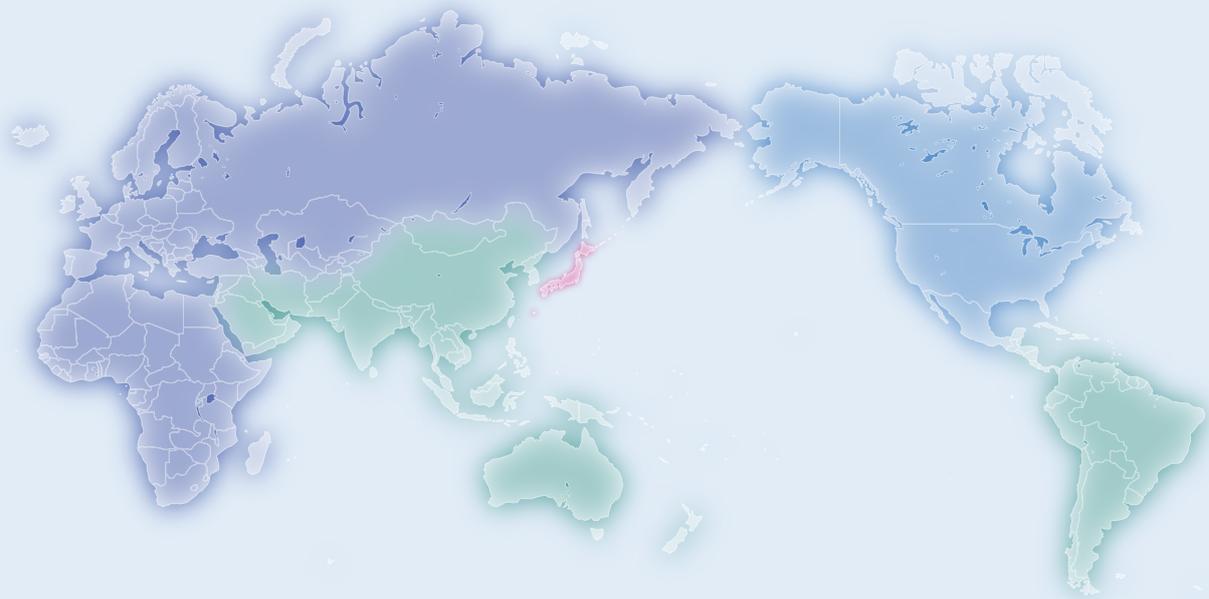
In Sales and Service (countries)

approximately 150

Employees*

44,360

* Data is compiled on a consolidated basis (as of March 31, 2019)



		Revenue (Billions of yen)	Employees	Consolidated subsidiaries	CO ₂ emissions (kt-CO ₂)	Total energy inputs (TJ)	Water consumption (km ³)
Europe	2016	299.9	10,568	70	29	577	112
	2017	324.7	10,706	72	29	562	115
	2018	318.5	11,275	81	29	582	122
North America	2016	249.6	8,519	17	35	570	90
	2017	271.5	9,266	26	39	636	98
	2018	293.7	9,270	29	39	643	98
Japan	2016	192.2	11,872	17	245	5,273	3,054
	2017	196.3	11,291	17	229	4,871	2,905
	2018	197.6	11,278	18	229	4,859	3,046
Others	2016	220.6	13,020	49	80	1,085	583
	2017	238.4	12,036	48	80	1,107	555
	2018	249.1	12,537	46	69	977	566

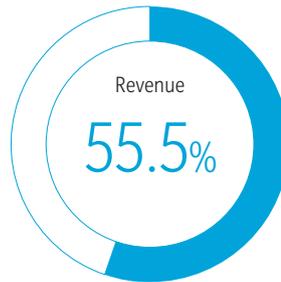
At a Glance

The biggest drivers of earnings growth are our Core businesses, especially the Office and Professional Print Businesses. We are accelerating efforts aimed at achieving profitability in Growth and New businesses, too.

Revenue and operating profit composition by business



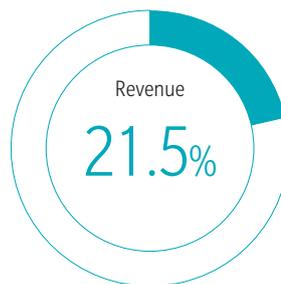
Office Business



P.49



Professional Print Business



P.50



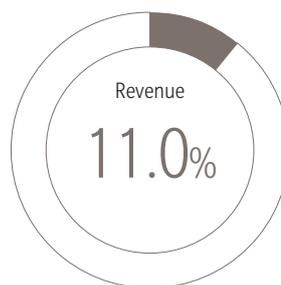
Healthcare Business



P.51



Industrial Business



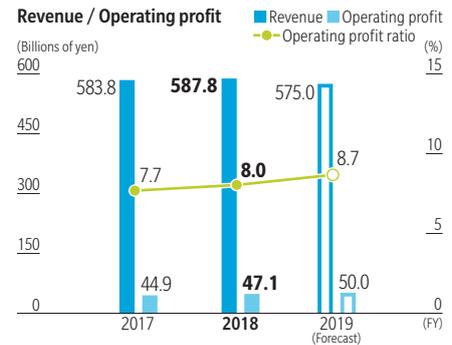
P.52

P.53

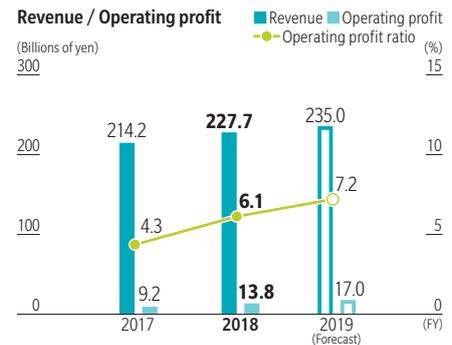
* Composition of operating profit excludes figures in new businesses and corporate and other divisions.

Business Overview

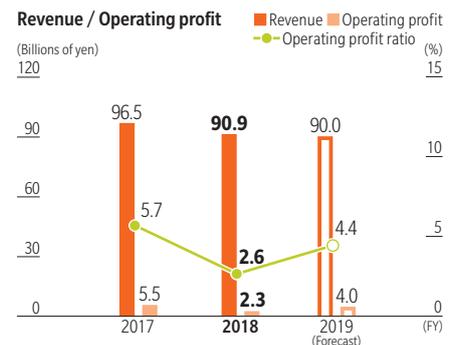
Revenue in this business rose 0.7% year-on-year to ¥587.8 billion and operating profit grew 5.1% to ¥47.1 billion. In the office products business unit, overall sales volume of A3 MFPs grew year-on-year due to a large increase in color units, although there was a drop in monochrome units. For color units, sales of high-speed models, which we launched in the previous year, grew in developed nations such as the U.S., Europe, and Japan. In emerging nations, and China in particular, sales growth was significant for all units, from low-speed to high-speed models. These results show the success of the regional strategy that was executed as a key operational measure during the year under review. In the IT service solutions business unit, year-on-year revenue growth was driven by the effects of new consolidation through acquisitions made in the U.S. and Europe, as well as by strengthened sales of, and capacity for providing, managed IT services, as part of our efforts to build a sales structure for the Workplace Hub, an edge IoT platform.



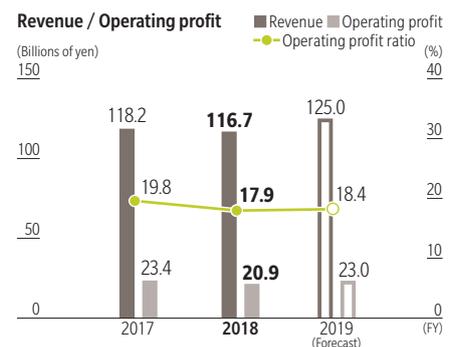
Revenue in this business rose 6.3% year-on-year to ¥227.7 billion and operating profit grew 49.2% to ¥13.8 billion. In the production print business unit, Europe drove sales growth in color units, with sales volume rising significantly in such emerging nations as China, India, and ASEAN nations, too. Monochrome unit sales grew in the U.S. and emerging nations. In the industrial printing business unit, sales volume increased substantially from the previous year for the Accuriojet KM-1 inkjet digital printer. Sales of label printers and MGI-made digital decoration printing equipment put us in the top position in the target market. Our sales regions also expanded from the U.S. and Europe to include emerging nations, and we added more specialists to strengthen our sales structure. In the marketing services business unit, along with revenue increases attributable to recovered demand from major accounts, we improved profitability by accelerating the shift to high value-added services.



Revenue in this business decreased 5.8% year-on-year to ¥90.9 billion and operating profit dropped 57.0% to ¥2.3 billion. In the healthcare business unit, DR unit sales volume grew in Japan but was down overall year-on-year due to a cooling of demand among hospitals in the U.S. Despite these results, a Dynamic Digital Radiography we launched in November and with which we aim to make X-ray diagnoses more sophisticated, has been well received by healthcare providers. Diagnostic ultrasound system sales volume increased mainly in Japan and the U.S., as a result of maintaining the top position in the orthopedics field and showing strong performance in the business targeting obstetricians and gynecologists that we took over in the previous year. In the medical IT business unit, service business sales grew, mainly for the informity medical IT service platform. Overall business unit revenues and profit dropped due to such factors as terminating the sale of low-profitability purchased products and temporary revenue attributable to asset liquidation recorded in the previous year.



Revenue in this business decreased 1.3% year-on-year to ¥116.7 billion and operating profit dropped 10.7% to ¥20.9 billion. In the optical systems for industrial use field, although we are continuing to pursue further business opportunities in response to a wave of demand in the measuring instruments business unit, revenue declined due to a gap with OLED display-related investment in markets that drove revenue increases in the previous year. In the materials and components field, revenue increased year-on-year in the performance materials business unit due to robust sales growth for high value-added products such as retardation films, particularly in growth markets. For the optical component business unit, while interchangeable lenses for cameras and optical components for projectors saw strong sales, overall revenue dropped due to a decline in sales of other optical parts. The IJ (inkjet) component business unit posted revenue increases due to solid orders received in Europe and Asia.



Office Business



Strengths

Strengths

- A customer base of about two million companies that consists primarily of small and medium-sized enterprises and that was developed through a global system of sales and services
- The human capital and expertise that, acquired through M&A and new employee recruitment, is needed to provide our IT services
- Hybrid sales that successfully merge products and services, organizations, and sales approaches for MFPs and IT services

Weaknesses

Weaknesses

- Impact from exchange rate volatility due to a high percentage of revenue in Europe (we have a natural hedge in the U.S. dollar)
- Volume-derived cost competitiveness compared to large competitors
- Distributed and redundant operations at each business facility internationally
- Delay in establishing a brand image as a provider of office solutions, including IT services

Opportunities

Opportunities

- Increasing color MFP shipment volume due to further penetration and expansion of color printing output in emerging nations
- Continued rising need for IT services to solve management issues at small and medium-sized enterprises, which tend to suffer from shortages of IT experts
- Continued growth of interest in, and the needs for, security and digital workflow solutions tailored to the working styles of individuals and organizations

Threats

Threats

- Requests for price reductions from customers in response to the maturation and commoditization of the color MFP market in developed nations
- Impact on regional sales and rising costs, such as tariffs, due to the continued rise of protectionism and global economic uncertainty
- Declining print volume per MFP unit as more workplaces do away with printing

Main Achievements in Fiscal 2018

Fiscal 2018 revenue in this business grew **0.7% year-on-year to ¥587.8 billion**

Office Unit

Core business

- Unit sales for A3 color MFPs, a core product category, increased 10% year-on-year, greatly surpassing the market growth rate for color units. The high speed bizhub C759 series showed particularly significant growth, with profitability also increasing.
- Although overall color unit sales volume growth was stagnant in developed nations such as Japan, the U.S., and countries in Europe, the product mix of color unit sales improved due to the growth of high-speed MFP sales. Overall color unit sales volume grew significantly in China, ASEAN, and other emerging nations, which demonstrates the progress expected in our regional strategy and set a new annual sales volume record.
- Production cost reductions and service efficiency improvement also proceeded according to plan, with an increase in the gross profit margin.

IT Service Solutions Unit

Core business

- Improved sales and delivery capability for managed IT services, as a part of building the Workplace Hub sales structure, drove increased revenue.

Fiscal 2019 Earnings Forecast

- We will continue to strengthen our regional strategy and introduce newly designed products equipped with, among other things, the industry's first security functions. With these products we plan to have unit sales that exceed overall market growth again, continuing from fiscal 2018, while maintaining prices.
- We will strengthen earning power by expanding our scientific sales approach to improve sales efficiency and profitability, and boosting our service efficiency through the expansion of predictive maintenance and remote maintenance.
- Our fiscal 2019 revenue forecast for this business is ¥575.0 billion, somewhat decreased, but we aim to increase profits with new products, business innovations through the use of IT, and optimizing SG&A.

Revenue for this business

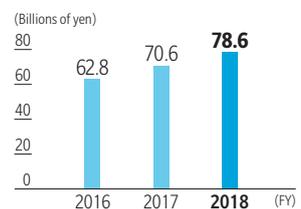


A3 color MFP sales volume*



* Base index: fiscal 2017 = 100

IT service solutions revenue



Professional Print Business



Strengths

Strengths

- Along with great device specifications, the ability to develop and provide value-added solutions for fundamental issues in the printing industry (e.g. IQ-501)
- Color mid production printers (MPP) occupy the top position in the segment. Efforts are also focused on the emerging nations, namely China and India
- The AccurioJet KM-1 has number two market share, and digital decoration printing equipment and digital label printers have top market share in their respective segments.

Weaknesses

Weaknesses

- Product lineup for color heavy production printers (HPP)
- Room for improvement in the optimal structure and processes for the industrial printing business unit

Opportunities

Opportunities

- Further digitalization and market growth are expected to occur in the commercial and industrial printing markets, which have low rates of digitalization
- As companies' marketing methods become more individualized, segmented, and marked by shorter cycles, demand for digital printing is likely to increase
- Packaging and labeling demand will increase as the global population rises, more low-capacity packaging is used, and private and local branding increases

Threats

Threats

- The slow pace of print digitalization due to improvements to offset printers
- Geopolitical risks causing fluctuations in willingness to invest at printing companies, our main customers

Main Achievements in Fiscal 2018

Fiscal 2018 revenue in this business grew 6.3% year-on-year to ¥227.7 billion

Production Print Business Unit

Core business

- Unit sales increased as a result of contributions from the AccurioPress C6100, a new series of digital color print systems, and AccurioPress C3080 series in Europe, and from the new AccurioPress 6136 series of digital monochrome print systems in North America. Unit sales of both color and monochrome printers saw major increases in China and India.
- The effects of the IQ-501 contributed to significant non-hardware earnings growth and to increased profitability.

Industrial Printing Business Unit

Growth business

- Sales increased substantially primarily in the U.S. and Europe for the AccurioJet KM-1 inkjet digital printer, digital decorative printers, and digital label printers. Sales increased also in China and in the ASEAN countries.

Marketing Services Unit

Growth business

- Orders from major accounts made a recovery and the shift toward high value-added services accelerated in addition to business expanding in the U.S. and Japan. All these factors contributed to increased profitability.

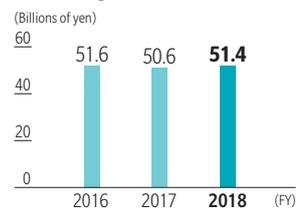
Fiscal 2019 Earnings Forecast

- Sales will continue to expand for the AccurioPress C6100 series and IQ-501, with expectations for unit sales exceeding market growth in the color mid production market. Non-hardware earnings will also continue to rise.
- We will introduce new products into the color heavy production printer (HPP) market, a new market for Konica Minolta, while also introducing new light production printer (LPP) models. We will boost our product competitiveness in industrial printing, which will keep us in the leading market position.
- The fiscal 2019 forecast for this business puts revenue at ¥235.0 billion, up 3% year-on-year.

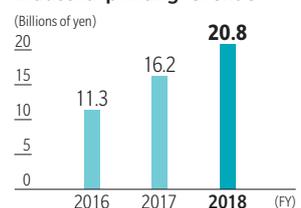
Revenue for this business



Marketing service revenue



Industrial printing revenue



Healthcare Business



Strengths

Strengths

- Advanced technological expertise and knowledge in the medical imaging domain, which develops products that provide top-level image quality
- High customer satisfaction due to high quality products and services
- Customer base in Japan centered on hospitals and medical clinics

Weaknesses

Weaknesses

- Ability to respond to the diversity of customer needs in different clinical departments
- Systems and functions by regional sites to strengthen customer contact

Opportunities

Opportunities

- IT and digital technologies are being increasingly applied in medical diagnostics
- Customer needs are increasing for solutions to improve efficiency in diagnostic support and operations
- The trend towards regional healthcare coordination and home-based care is accelerating
- Increasing medical needs owing to the development of the emerging nations mainly in Asia

Threats

Threats

- The rise of startups and large global IT enterprises that utilize new technologies
- Declining investment by customers due to economic downturns
- Regulations surrounding medical equipment in some countries

Main Achievements in Fiscal 2018

Fiscal 2018 revenues in this business fell 5.8% year-on-year to ¥90.9 billion^{*1}

Healthcare Unit (diagnostic imaging: X-ray imaging systems)

Core business

- Overall sales volume of cassette-type digital X-ray systems dropped due to a slowdown in demand from hospitals in the U.S., although sales volume grew in Japan. We launched a Dynamic Digital Radiography system with which we aim to make X-ray diagnoses more sophisticated.

Healthcare Unit (diagnostic imaging: diagnostic ultrasound systems)

Growth business

- The SONIMAGE HS1 held onto the genre-top position in the domestic orthopedics market, while the SONIMAGE MX1, a compact unit with high image quality, saw significantly increased sales. Another contributor was a business targeting obstetricians and gynecologists that was transferred to Konica Minolta in the previous year. Sales from this business grew mainly in Japan and the U.S.

Medical IT Unit

Growth business

- Although picture archiving and communication system (PACS) sales volume was down, service business revenue grew, mainly for the informity medical IT service platform.

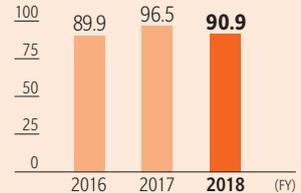
Fiscal 2019 Earnings Forecast

- Our X-ray business is expected to see continued growth mainly in emerging nations but increasing market maturation in developed nations. Our ultrasound business will continue to follow the global growth trend. For the medical IT business, medical information sharing and coordination mainly in developed nations is expected to move ahead and the market to grow.
- We will step up efforts to sell and propose our mainstay products and services that have a strong market competitive edge in terms of both functions and price.
- The fiscal 2019 forecast for this business puts revenue at ¥90.0 billion, level with the previous year.

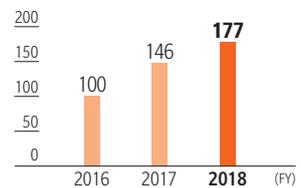
^{*1} Includes the impact of roughly ¥5.0 billion from discontinuing trade of purchased goods

Revenue for this business

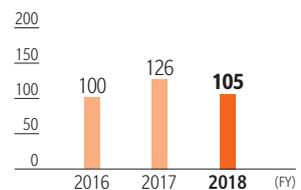
(Billions of yen)



SONIMAGE HS1/MX1 unit sales^{*2}



Medical IT service revenue^{*2}



^{*2} Base index: fiscal 2016 = 100

Industrial Business

(Optical Systems for Industrial
Use)



Strengths

Strengths

- Wide-ranging product lineup of precision measuring instruments
- Reliable technical expertise developed over many years and a track record of diverse products chosen by customers
- Global sales and service network

Weaknesses

Weaknesses

- Strong correlation between capital investment and infrastructure investment, and a business category in which economic condition fluctuations often have a significant impact
- The impact of exchange rate fluctuation due to our global business expansion

Opportunities

Opportunities

- Needs are growing for light-source color measuring devices as displays for mobile devices, TVs, and other products become higher definition and those markets grow
- Production volume is moderately increasing in the automobile industry, a major customer in the object color measuring devices market
- More and more investment is going into production line automation, and the FA measuring market is growing

Threats

Threats

- The rise of start-ups
- Risks posed by uncertainties related to growing regulation in some regions, geopolitical developments, etc.

Main Achievements in Fiscal 2018

Fiscal 2018 revenue in this field fell 18.5% year-on-year to ¥35.1 billion.

Measuring Instruments Unit (Sensing)

Core business

- While revenue was down year-on-year due to a slowdown in large OLED-related investment among our customers, we recorded sustained growth owing to the spread of our business into customer bases in China and South Korea and to the expansion of OLED applications.

Measuring Instruments Unit (Visual Inspection)

Growth business

- Headway was made in developing technologies for the visual inspection business, which undertakes the detection and quantification of scratches and defects in the exteriors of products such as resins and metals in the production process. Efforts were continued to test concepts through a customer-centric approach.

Imaging Solution Unit

Growth business

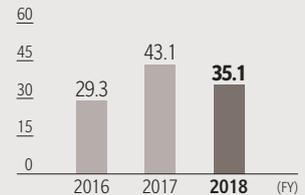
- Konica Minolta's directly managed flagship planetarium facility PLANETARIA TOKYO opened in Yurakucho, Tokyo.

Fiscal 2019 Earnings Forecast

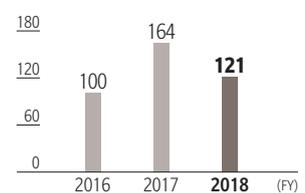
- In anticipation of greater popularization of TVs made with micro LEDs beginning in fiscal 2020, we will introduce new products and solutions for light-source color inspections of micro LEDs and achieve genre-top status in this business area as well.
- We will promote our automotive visual inspection business growth by leveraging our acquisition of Spain-based Eines Systems.
- The fiscal 2019 forecast for this field puts revenue at ¥35.0 billion, level with the previous year.

Revenue for this field

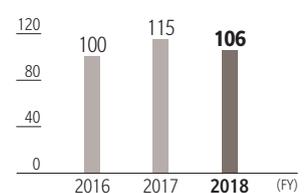
(Billions of yen)



Light-source color measuring instrument revenue^{*1}



Object color measuring device revenue^{*1}



*1 Base index: fiscal 2016 = 100

Industrial Business

(Materials and Components)



Strengths

Strengths

- We have built a relationship of trust with customers and amassed assets that consist of technologies, production equipment, and supply chains through developing, producing, and selling TAC film
- Ability to provide value by developing industrial inkjet head technology and offering products
- Groundbreaking and advanced core technologies in product design, processing, and evaluation to support optical products such as pickup lenses for optical discs

Weaknesses

Weaknesses

- Prices continue to fall as a result of product commoditization
- Improvements could be made to our ability to expand business through the reciprocal leveraging of technologies and customer needs by different business units

Opportunities

Opportunities

- The displays market will continue to see greater breadth as a result of the trend towards larger, higher definition TVs
- Full-scale IoT advancement will see range of applications grow for device technologies that include vehicle-mounted cameras, surveillance cameras, and optical communication solutions
- As display market diversity grows and growing companies enter the market, consumers will seek out more advanced functions, and more business opportunities will arise for film products

Threats

Threats

- The business environment is susceptible to dramatic change caused by market environment shakeups, examples of which are the rise of alternative technologies and start-ups
- The growing pervasiveness of IT in production and design could compromise the competitive edge we achieve through inter-departmental collaboration towards satisfying customer needs, a strength of Konica Minolta
- Difficulty predicting supply chain changes due to multilateral trade disputes and revaluations of policies

Main Achievements in Fiscal 2018

Fiscal 2018 revenue in this field grew 8.5% year-on-year to ¥81.5 billion.

Performance Materials Unit

Core business

- For protective film for polarizers, successful anticipation of larger TV screen sizes and customer diversification allowed us to focus on our high value-added products, which include VA-TAC films with greater waterproofing performance and ZeroTAC films for IPS panels. This led to growth in our share of the market. Greater unit sales led to increased revenues and contributed to greater earnings for the business,

Optical Component Unit

Core business

- Although a slowdown in market demand had an effect, we recorded revenue roughly on par with fiscal 2017 due to strong sales of projector and interchangeable lens-related products in the first half of the year.

IJ (inkjet) Component Unit

Core business

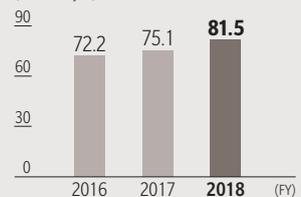
- Revenue increased on account of continued strong sales in Europe and Asia.

Fiscal 2019 Earnings Forecast

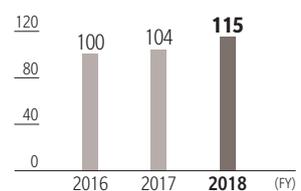
- The performance materials unit will seek to flexibly accommodate customers' wide-ranging needs and thereby build trust and expand business. To this end, we will provide new resin products, developed by leveraging Konica Minolta's unique inventiveness, in addition to our traditional TAC products.
- Continued strong growth for the IJ (Inkjet) component unit. The optical component unit will provide products for growing markets using its extensive technical expertise.
- The fiscal 2019 forecast for this field puts revenue at ¥90.0 billion, up 10% year-on-year.

Revenue for this field

(Billions of yen)



Performance materials unit revenue*



* Base index: fiscal 2016 = 100

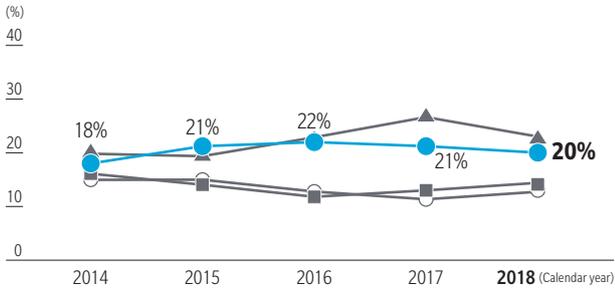
Market Data by Segment

Office Business

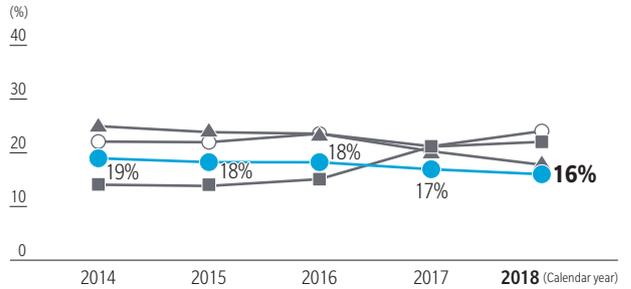
Konica Minolta share of A3 color MFPs (based on sales value)*

● KM ■ Company A ▲ Company B ○ Company C □ Company D

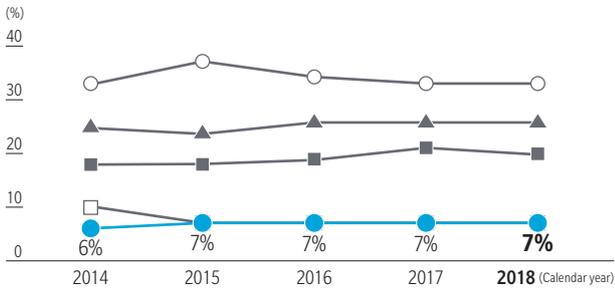
Europe



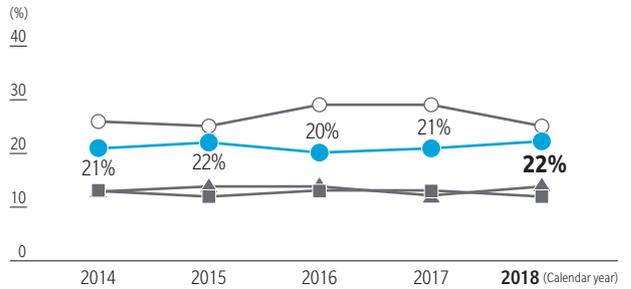
North America



Japan



China

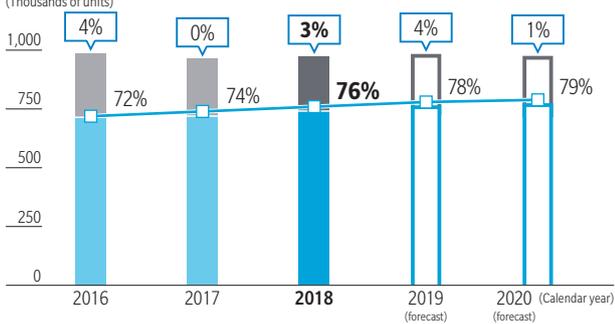


* Konica Minolta estimate

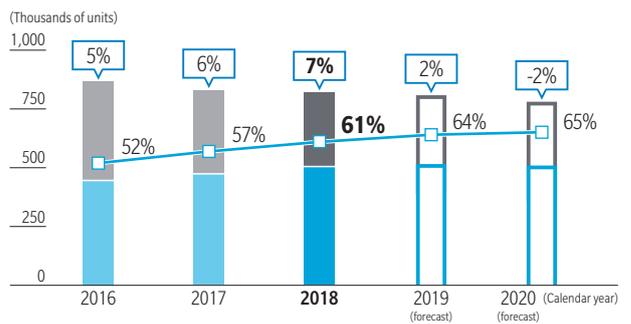
Unit shipment trends and forecasts* in the A3 color MFP market

■ Color ■ B/W □ Color ratio □ A3 color MFP growth rate

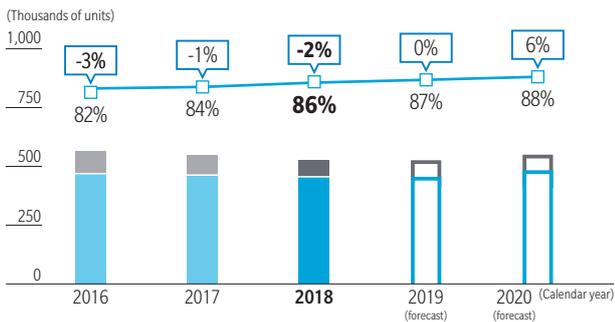
Europe



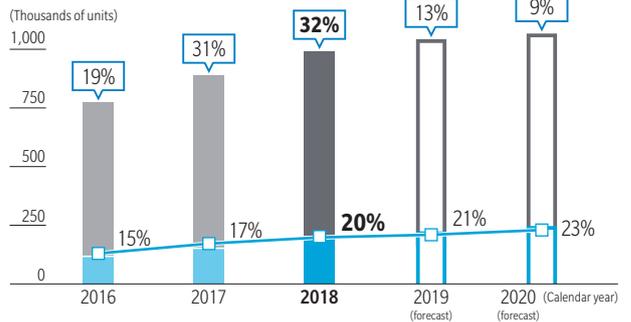
North America



Japan



China

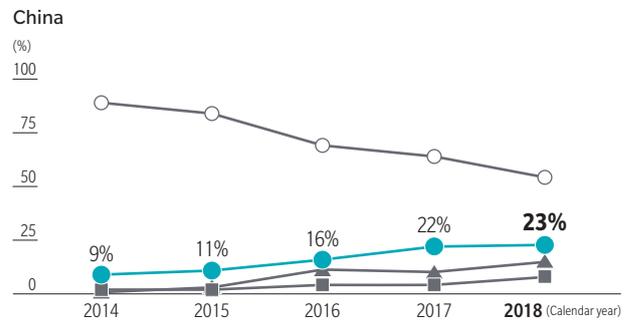
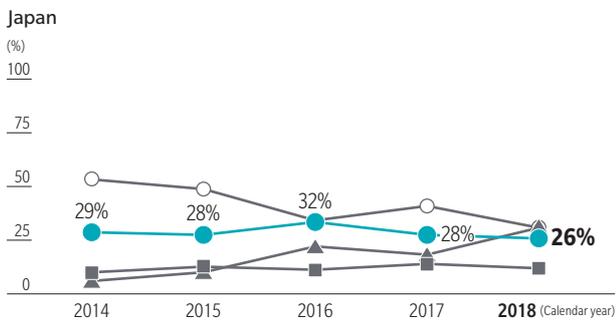
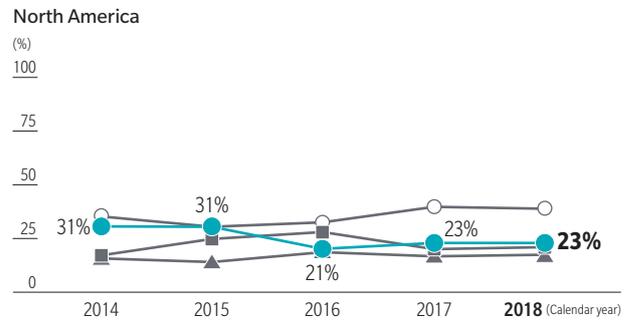
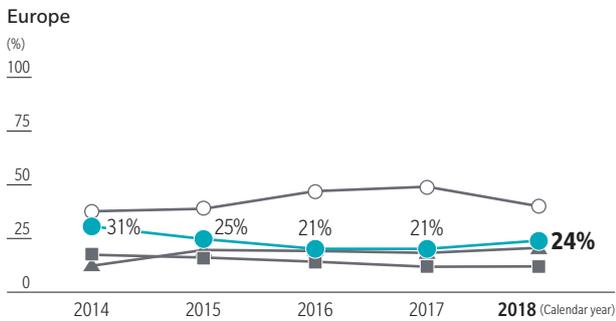


* Konica Minolta estimate

Professional Print Business

Color production printer market share (based on sales value)*

● KM ■ Company A ▲ Company B ○ Company C

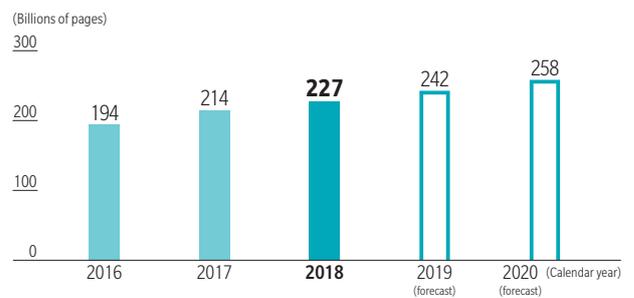
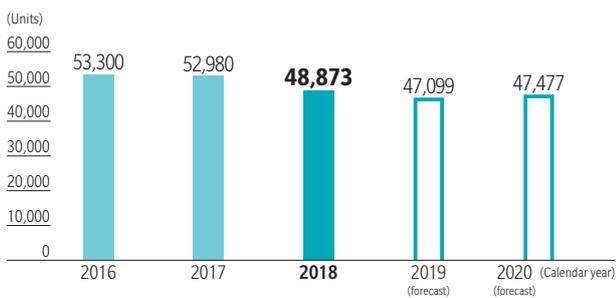


* Konica Minolta estimate (LPP+MPP)

* LPP: Light Production Printer MPP: Mid Production Printer

Color production printer units shipped and forecast (worldwide)*

Color PV (print volume) and forecast (worldwide)*



* Konica Minolta estimate

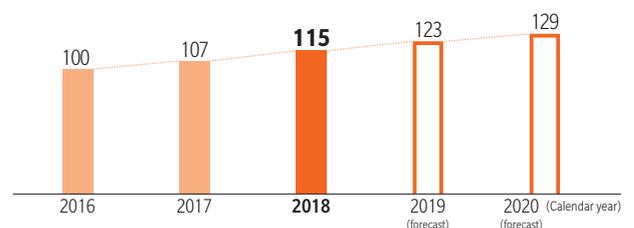
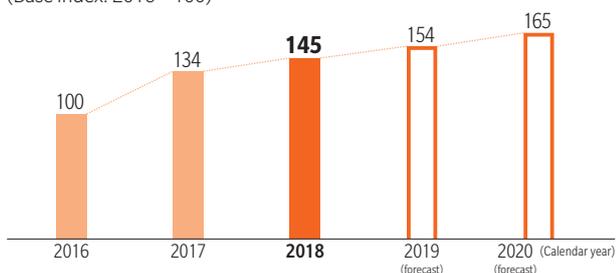
Healthcare Business

DR units shipped and forecast (worldwide)*¹

(Base index: 2016 = 100)

Diagnostic ultrasound systems units shipped and forecast (worldwide)*²

(Base index: 2016 = 100)



*¹ Based on data from "x-ray-intelligence-service-summary-general-radiography-and-fluoroscopy-x-ray-equipment" from IHS TECHNOLOGY, with some estimates from Konica Minolta

*² Based on data from "Ultrasound-Intelligence-Database-Equipment-December-2018" from IHS TECHNOLOGY