Key Financial Data for the Past 11 Years

Konica Minolta, Inc. and Subsidiaries, Business Years Ending March 31
* The Company uses International Financial Reporting Standards (IFRS)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Consolidated Financial Highlights											
Revenue (Millions of yen)	1,002,758	1,031,740	962,555	1,031,256	1,059,120	996,101	863,381	911,426	1,130,397	1,159,999	1,127,882
Business contribution profit (Millions of yen)*1	78,541	65,623	43,316	45,807	50,694	23,250	-15,018	-12,154	29,739	26,019	31,927
Business contribution profit ratio (%)	7.8	6.4	4.5	4.4	4.8	2.3	–	–	2.6	2.2	2.8
Operating profit (Millions of yen)	65,762	60,069	50,135	53,844	62,444	8,211	-16,266	-22,297	-95,125	26,091	-64,014
Profit attributable to owners of the Company (Millions of yen)	40,934	31,973	31,542	32,248	41,705	-3,073	-15,211	-26,123	-103,153	4,521	-47,484
Basic earnings per share (Yen)*2	81.01	64.39	63.65	65.17	84.33	-6.21	-30.75	-52.93	-208.89	9.15	-95.98
Net assets per share (Yen)	1,067.97	1,037.96	1,057.92	1,060.72	1,123.39	1,058.29	1,093.98	1,113.71	986.87	1,091.68	935.99
Dividends per share (Yen)	20.0	30.0	30.0	30.0	30.0	25.0	25.0	30.0	10.0	5.0	0.0
R&D expenses (Millions of yen)	74,295	76,292	73,275	77,021	78,396	74,040	65,035	62,678	63,894	65,101	59,597
R&D expense ratio (%)*3	7.4	7.4	7.6	7.5	7.4	7.4	7.5	6.9	5.7	5.6	5.3
Cash flows from operating activities (Millions of yen)	101,989	59,244	68,659	65,367	57,166	30,148	78,060	37,438	13,319	83,338	51,093
Cash flows from investing activities (Millions of yen)	-54,014	-110,788	-70,594	-133,737	-41,480	-50,043	-34,330	-50,999	-37,498	-44,534	24,607
Free cash flow (Millions of yen)	47,975	-51,544	-1,935	-68,370	15,685	-19,895	43,730	-13,561	-24,179	38,804	75,700
Profitability											
ROE (%)*4	7.9	6.1	6.1	6.1	7.7	-0.6	-2.9	-4.8	-19.9	0.9	-9.5
ROA (%)*5	4.1	3.2	3.2	2.9	3.4	-0.2	-1.2	-2.0	-7.5	0.3	-3.6
ROIC (%)*6	6.4	6.1	5.1	5.0	5.4	0.7	-1.4	-1.8	-7.7	2.1	-5.8
Efficiency											
Total assets (Millions of yen)	1,001,800	976,370	1,005,435	1,203,907	1,218,986	1,276,768	1,299,752	1,338,124	1,413,777	1,388,052	1,217,641
Property, plant and equipment (Millions of yen)	181,641	187,322	190,580	192,941	207,138	309,457	292,535	287,749	289,127	282,225	265,618
Inventories (Millions of yen)	120,803	121,361	136,020	139,536	144,703	162,575	156,942	185,661	242,108	219,065	207,644
Trade receivables (Millions of yen)	248,827	245,047	236,721	255,972	269,147	255,058	256,611	273,576	305,131	312,383	281,055
Stability											
Shareholder's equity, Equity attributable to owners of the Company (Millions of yen)	535,976	514,285	524,331	524,513	555,689	523,745	539,888	549,810	487,424	539,816	463,154
Equity ratio, Ratio of equity attributable to owners of the Company (%)	53.5	52.7	52.1	43.6	45.6	41.0	41.5	41.1	34.5	38.9	38.0
D/E ratio (Times)*7	0.31	0.33	0.35	0.56	0.49	0.77	0.76	0.82	1.17	0.97	0.97
Net D/E ratio (Times)*8	-0.02	0.13	0.18	0.27	0.27	0.60	0.53	0.60	0.80	0.73	0.75
Investment Indicators											
Price-to-earnings ratio (PER) (Times)*9	15.07	14.85	15.65	13.99	12.91	–	–	–	–	54.27	–
Price-book value ratio (PBR) (Times)*10	1.14	0.92	0.94	0.86	0.97	0.41	0.55	0.46	0.58	0.45	0.53

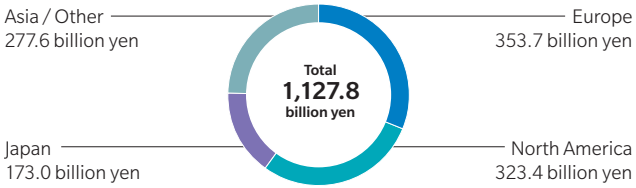
*1 Business contribution profit: Original index of the Company, the profit subtracted sales cost, SG&A from revenue
*2 Basic earnings per share = Profit attributable to owners of the Company / Average number of issued and outstanding shares during the year
*3 Ratio of R&D expenses to revenues = R&D expenses / Revenues × 100 (%)
*4 ROE = Profit attributable to owners of the Company / Equity attributable to owners of the Company (average of beginning and ending balances) x 100 (%)
*5 Return on assets (ROA) = Profit attributable to owners of the Company / Total assets (average of beginning and ending balances) × 100 (%)
*6 ROIC = Operating profit after tax / (Share capital + Share premium + Retained earnings + Treasury shares + Interest-bearing debt (average of beginning and ending balances)) x 100 (%)
*7 D/E ratio = Interest-bearing debt / Shareholder's equity (times)
*8 Net D/E ratio = (Interest-bearing debt – Cash reserves) / Shareholder's equity (times)
*9 PER = Share price at year-end / Earnings per share
*10 PBR = Share price at year-end / Total equity attributable to owners of the Company per share

Company Overview/Stock Information/Independent Valuation

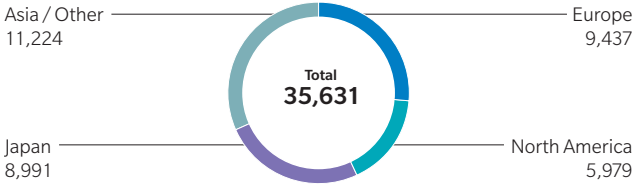
Company Overview (as of March 31, 2025)

Company name	KONICA MINOLTA, INC.
Stock code	4902 Listed on the Prime Market of the Tokyo Stock Exchange
Date established	1873
Establishment as joint-stock company	1936
Capital	37,519 million yen
Number of employees	Consolidated: 35,631
Head office	JP TOWER, 2-7-2 Marunouchi, Chiyoda-ku, Tokyo 100-7015, Japan

Revenue by region



Employees by region*



* Data is compiled on a consolidated basis (as of March 31, 2025)

Stock Information (as of March 31, 2025)

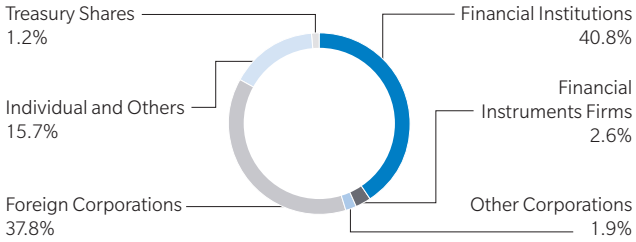
Stock Information

Total number of authorized shares	1,200,000,000 shares
Total number of issued shares	502,664,337 shares
Number of shareholders	83,264
Minimum trading units	100 shares

Total Shareholder Return (TSR)

Holding Period	1 year	3 years	5 years	10 years
Konica Minolta (dividend-included stock price)	1.3%	0.1%	5.5%	-5.2%
Dividend-included TOPIX	-1.5%	13.8%	16.4%	8.1%

Shareholder Composition



Independent Valuation

Credit Ratings* (As of June 5, 2025)

Institution Name	Rating	Rating Outlook
Rating and Investment Information, Inc. (R&I)	A-	Stable
Japan Credit Rating Agency, Ltd. (JCR)	A	Stable

Evaluations by International ESG Rating Agencies

Inclusion in Prominent Japanese/Foreign Investment Indices

FTSE4Good *1
FTSE Blossom Japan Index *1
FTSE Blossom Japan Sector Relative Index *1
MSCI Selection Indexes *2

2025 CONSTITUENT MSCI日本株 *2
ESGセレクト・リーダーズ指数
2025 CONSTITUENT MSCI日本株 *2
女性活躍指数 (WIN)
2025 CONSTITUENT MSCIジャパン *2
ESGセレクト・リーダーズ指数

MORNINGSTAR GenDi J *3
Japan ex-REIT Gender Diversity Tilt Index
TOP CONSTITUENT 2025

Sustainability-related Awards

NIKKEI SDGs 経営調査 2024 ★★★★★

*1 FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that Konica Minolta, Inc. has been independently assessed according to the criteria of each index, and has satisfied the requirements to become a constituent of FTSE4Good Index Series, FTSE Blossom Japan Index, and FTSE Blossom Japan Sector Relative Index.

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*3 Morningstar, Inc., and/or one of its affiliated companies (individually and collectively, "Morningstar") has authorized Konica Minolta, Inc. to use of the Morningstar® Japan ex-REIT Gender Diversity Tilt Logo ("Logo") to reflect the fact that, for the designated ranking year, Konica Minolta, Inc. ranks within the top group of companies comprising the Morningstar® Japan ex-REIT Gender Diversity Tilt Index℠ ("Index") on the issue of gender diversity in the workplace. Morningstar is making the Logo available for use by Konica Minolta, Inc. solely for informational purposes. Konica Minolta, Inc.'s use of the Logo should not be construed as an endorsement by Morningstar of Konica Minolta, Inc. or as a recommendation, offer or solicitation to purchase, sell or underwrite any security associated with Konica Minolta, Inc. The Index is designed to reflect gender diversity in the workplace in Japan, but Morningstar does not guarantee the accuracy, completeness or timeliness of the Index or any data included in it. Morningstar makes no express or implied warranties regarding the Index or the Logo, and expressly disclaims all warranties of merchantability or fitness for a particular purpose or use with respect to the Index, any data included in it or the Logo. Without limiting any of the foregoing, in no event shall Morningstar or any of its third-party content providers have any liability for any damages (whether direct or indirect), arising from any party's use or reliance on the Index or the Logo, even if Morningstar is notified of the possibility of such damages. The Morningstar name, Index name and the Logo are the trademarks or services marks of Morningstar, Inc. Past performance is no guarantee of future results.