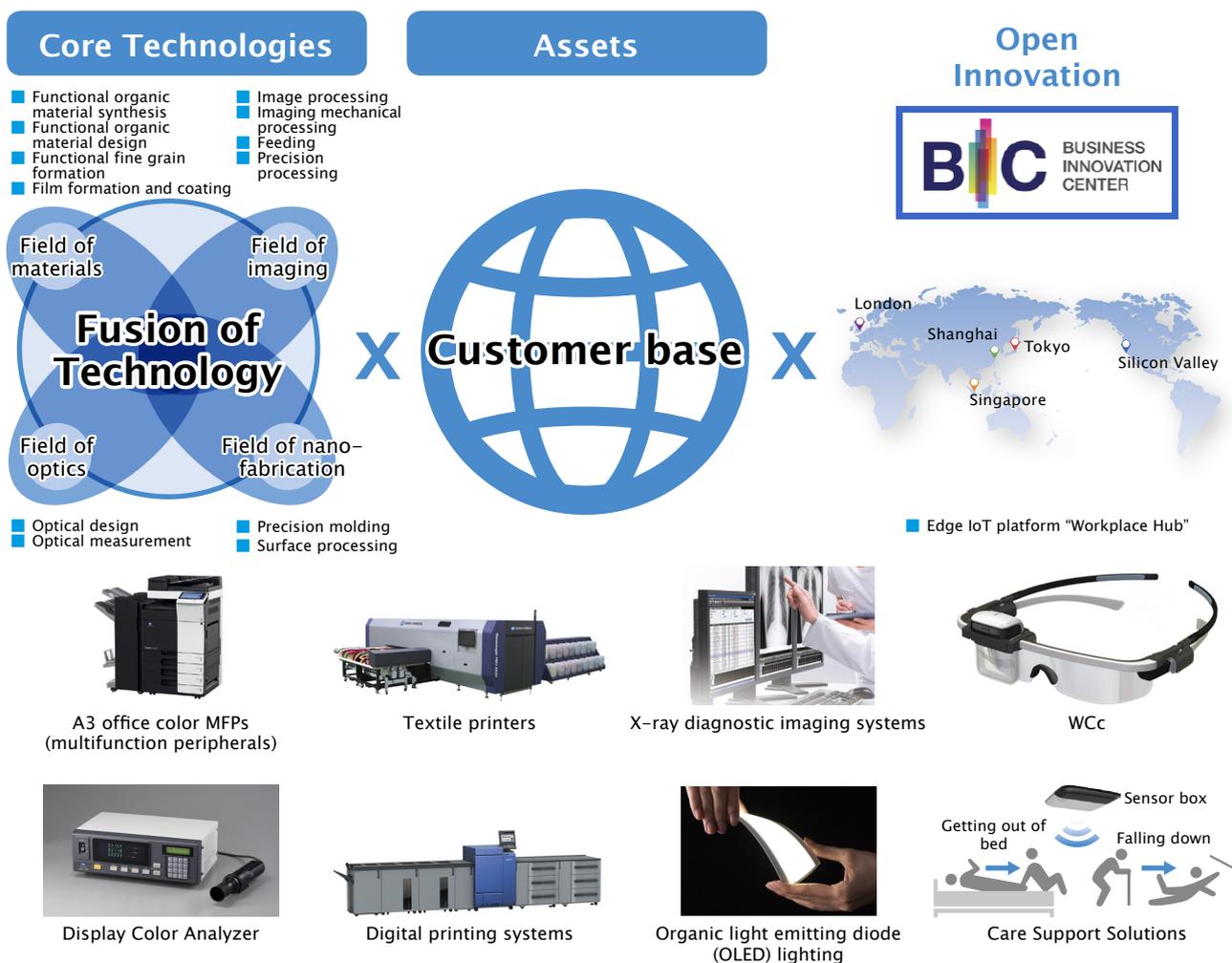


1. Core Technologies and Business Strategies

Konica Minolta, Inc. (“Konica Minolta”) is committed to creating new values through a high-level fusion of its “core technologies” in such fields as materials, optics, imaging and nano-fabrication. In the Medium Term Business Plan “SHINKA 2019”^{*1} announced in fiscal 2017, business units are identified either as “Core,” “Growth,” or “New.” Specific to each of these three categories, various measures are implemented to realize highly profitable business by applying the “core technologies” mentioned above, and through synergy arising from open innovation. In particular, for businesses identified as “New,” we are focusing our efforts on further developing the “core technologies” with a view to creating highly profitable businesses that can provide new values to society in the era of IoT.



Core Business

- Focusing on high value-added products
- Structural reform of global cost
- ROIC management at the business unit level

Growth Business

- Maximization of the achievements of M&A deals
- Cultivation of digital customer value and profit expansion

New Business

- Establishment of highly profitable business model in the IoT era
- Establishment of a management base

*1 For information on Medium Term Business Plan “SHINKA 2019,” visit our website: https://www.konicaminolta.com/about/investors/management/midterm_plan_presentations/index.html