

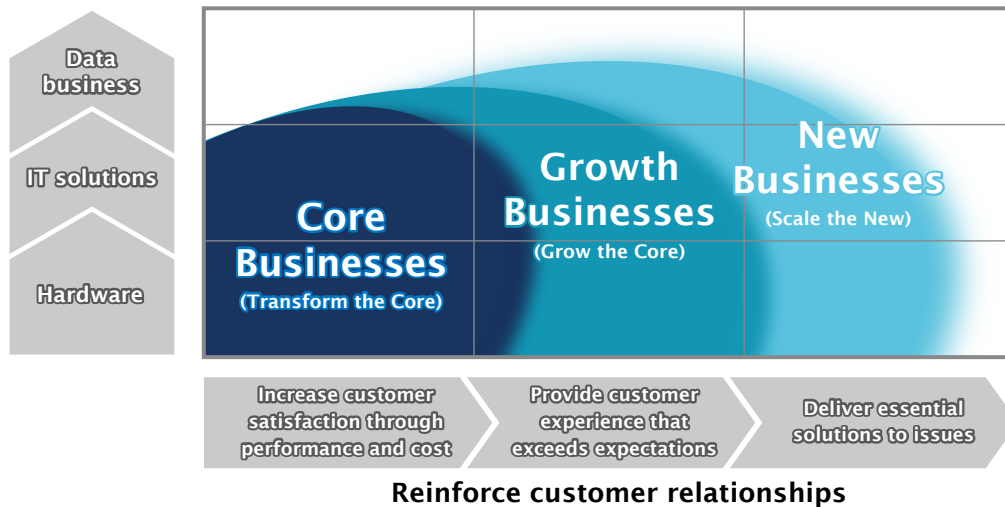
# Business Strategy and Technology

Under the Konica Minolta philosophy “The Creation of New Value,” Konica Minolta, Inc. (“Konica Minolta”) is committed to offering new values to customers through its products, services and solutions by evolving the core technologies it has developed that are rooted in its photographic film and camera technologies.

In the Medium Term Business Plan “SHINKA 2019”<sup>\*1</sup>, we are pushing forward with evolution to a platform business powered by data, where existing core technologies are combined with technologies and knowhow that we have actively acquired and strengthened through M&As.

We aim to be a highly profitable company with insight to social issues 10 years in the future and with a high value-added business model creating unique value for sustained growth.

## Added value increased by digital



**Core Businesses**

**Business Areas**  
Office / Production print / Digital medical diagnosis equipment / Color measuring instruments / Materials and components

- Focus on value added products
- Reform of global cost structure
- ROIC management at the business unit level



Office color MFPs



Digital printing systems



Digital radiography equipment



Imaging colorimeter

**Growth Businesses**

**Business Areas**  
Industrial print / Marketing services / Medical IT services / Visual inspection / Raw materials and new films

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



Digital label printer



Medical image information systems

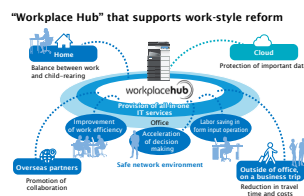


Diagnostic ultrasound systems

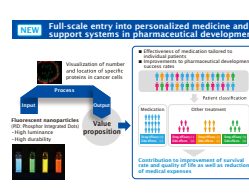
**New Businesses**

**Business Areas**  
Workplace Hub / Status monitoring / Bio-healthcare / BIC's theme for new business development

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



Workplace Hub



Personalized medicine and support systems in pharmaceutical development



Care support system

\*1 For information on the Medium Term Business Plan “SHINKA 2019,” visit our website: [https://www.konicaminolta.jp/about/investors/management/midterm\\_plan\\_presentations/index.html](https://www.konicaminolta.jp/about/investors/management/midterm_plan_presentations/index.html)