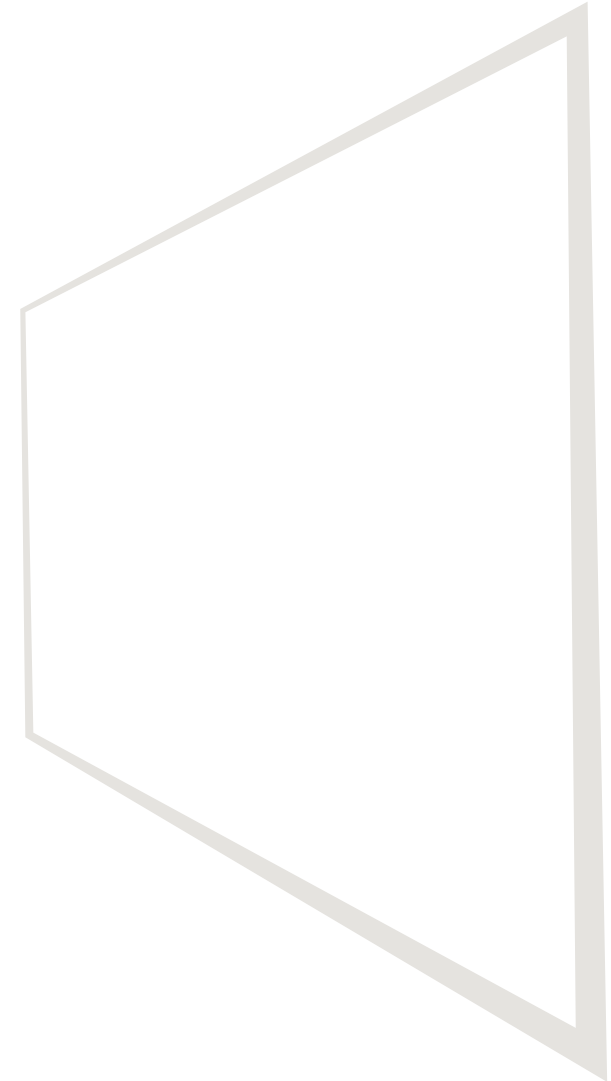


Konica Minolta, Inc. FY2024 ended in March 2025 Consolidated Financial Results

May 15, 2025



Consolidated Financial Results FY2024

Toshimitsu Taiko
President and CEO, Representative Executive Officer

- FY2024 Performance
 - FY2025 Earnings Forecast
-

Konica Minolta's Current Status and Outlook

Chikatomo Kenneth Hodo
Independent Outside Director, Chairperson of the Board

- Reform of the Board of Directors
- FY2024 Evaluation of Executive Officers
- For Further Evolution of the Board of Directors and the Company Growth
- Compensation Scheme Including TSR (Total Shareholder Return) for Executive Officers



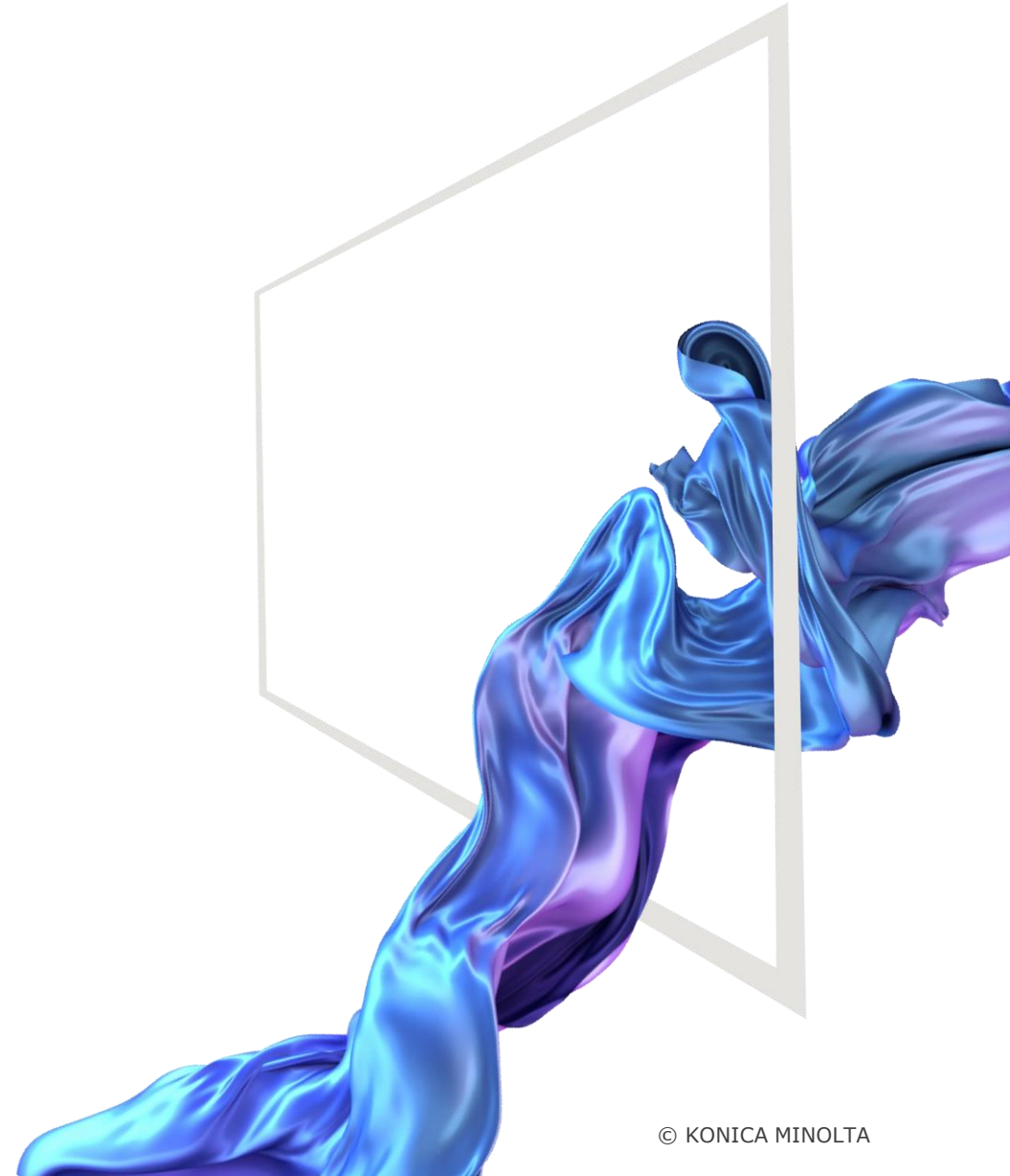
KONICA MINOLTA

Konica Minolta, Inc. **FY2024** **ended in March 2025** **Consolidated Financial Results**

Toshimitsu Taiko

President and CEO, Representative Executive Officer

May 15, 2025



FY2024 PERFORMANCE OVERVIEW



KONICA MINOLTA

FY2024 Performance | Summary

- Revenue: Increased mainly due to FOREX
- Business Contribution Profit: Decreased (decrease by correction of elimination of unrealized gains in consolidated adjustments, improvement by structural reform and others)
- Operating Profit and Profit attributable to owners of the Company: Decreased (operating loss from business transfers and impairment loss on goodwill and other assets)
- FCF: Improved significantly due to business transfers to the third parties

[¥ billions]

| | FY23 Results | FY24 Results | YoY | YoY (w/o FOREX) | FY24 Forecast (As of Apr 2025) | Change from forecast |
|---|-----------------|-----------------|--------|--------------------|-----------------------------------|-------------------------|
| Revenue | 1,107.7 | 1,127.9 | +2% | -2% | 1,125.0 | +2.9 |
| Gross Profit | 475.1 | 479.4 | +1% | -4% | - | - |
| Gross Profit ratio | 42.9% | 42.5% | -0.4pt | | - | - |
| SG & A | 441.8 | 447.5 | +1% | -2% | - | - |
| Business Contribution Profit | 33.3 | 31.9 | -4% | -28% | 43.0 | -11.1 |
| Operating Profit | 27.5 | -64.0 | - | - | -53.0 | -11.0 |
| Profit attributable to owners of the Company | 4.5 | -47.5 | - | | -38.0 | -9.5 |
| FCF | 38.8 | 75.7 | +95% | | - | - |
| FOREX [Yen] | | | | | | |
| USD | 144.62 | 152.58 | +7.96 | | 152.58 | - |
| EUR | 156.80 | 163.75 | +6.95 | | 163.75 | - |

Since the Q3 of the consolidated cumulative period, Precision Medicine Business has been classified as a discontinued operation. Accordingly, the figures related to discontinued operations excluded from revenue through profit before tax retroactively applied to the beginning of FY24.

The profit attributable to owners of the Company represents the sum of profits from continuing and discontinued operations.

The figures of FY23 have also been restated in the same manner. Please refer to P.30 for the FY23 results regarding Precision Medicine Business.

Changes from the FY2024 Forecast (Released on April 24th)

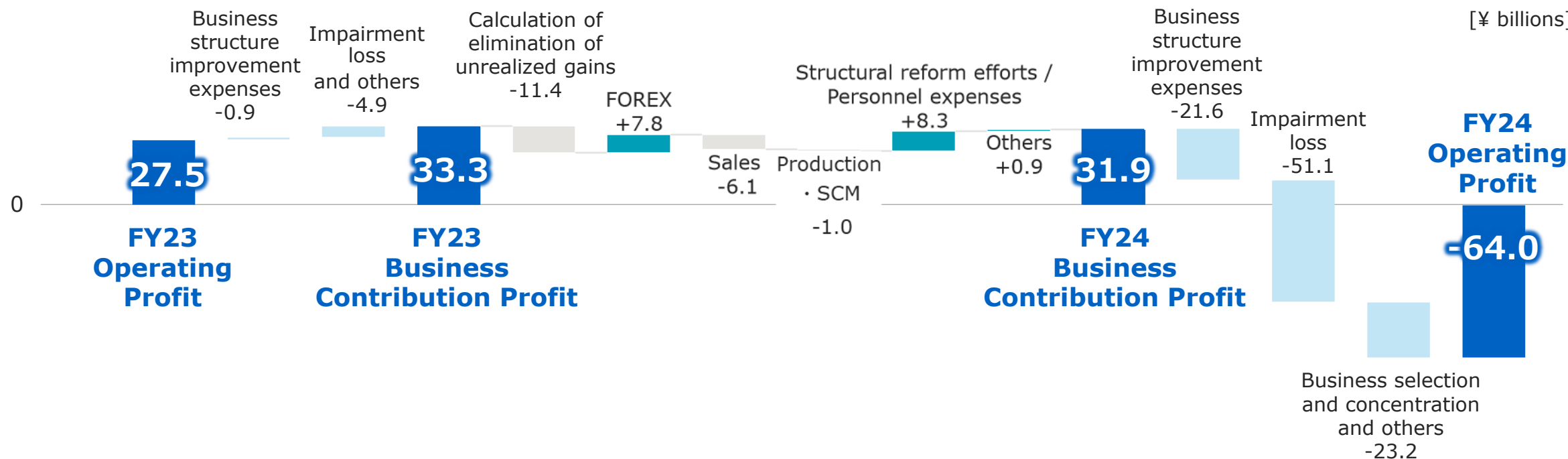
- Background: During the audit for FY24, the independent auditor identified an issue regarding the calculation of elimination of unrealized gains in consolidated adjustments and 11.4 billion yen was recorded as cost of sales.
- FY24 impact on business contribution profit and operating profit by business unit, non-cash
Office: -6.4 Production print: -2.3 Industrial print: -1.0 Healthcare: -1.7 [¥ billions]
- FY25 impact: No impact as it was recorded in FY24

FY2024 Performance | Factors of Increase/Decrease of Operating Profit (12M)



KONICA MINOLTA

[¥ billions]



← actual amount → ← increase /decrease amount → ← actual amount →

| | FY23 Operating Profit | Business structure improvement expenses | Impairment loss and others | FY23 Business Contribution Profit | Calculation of elimination of unrealized gains | FOREX | Sales | Production · SCM | Structural reform efforts/ Personnel expenses | Others | FY24 Business Contribution Profit | Business structure improvement expenses | Impairment loss | Business selection and concentration and others | FY24 Operating Profit |
|--------------------|-----------------------------|--|----------------------------------|--|--|-------|-------|---------------------|--|--------|--|--|--------------------|--|-----------------------------|
| Digital Workplace | 33.0 | -0.7 | 0.9 | 32.7 | -6.4 | +3.7 | -3.7 | +1.6 | +5.5 | +2.4 | 35.8 | -16.7 | -2.5 | -2.6 | 14.0 |
| Professional Print | 11.6 | - | -2.2 | 13.8 | -3.3 | +3.1 | +2.9 | -1.2 | -0.4 | -1.9 | 13.0 | -2.4 | -13.9 | -9.8 | -13.2 |
| Industry | 16.6 | - | -1.1 | 17.6 | - | +1.0 | -3.6 | -0.3 | +0.9 | -1.5 | 14.0 | -1.1 | -28.3 | 2.5 | -12.7 |
| Imaging Solutions | -10.9 | - | -2.5 | -8.4 | -1.7 | -0.1 | -1.7 | -1.0 | +2.1 | +0.4 | -10.3 | -0.7 | -5.5 | -9.4 | -25.9 |
| Corporate, etc. | -22.7 | -0.2 | -0.1 | -22.4 | - | +0.1 | - | - | +0.2 | +1.5 | -20.5 | -0.7 | -0.9 | -3.9 | -26.1 |
| Company overall | 27.5 | -0.9 | -4.9 | 33.3 | -11.4 | +7.8 | -6.1 | -1.0 | +8.3 | +0.9 | 31.9 | -21.6 | -51.1 | -23.2 | -64.0 |

FY2024 Performance | Revenue & Profit by Segment

[¥ billions]

| Revenue | FY23 12M | FY24 12M | YoY | w/o FOREX |
|--------------------|----------|----------|-----|-----------|
| Digital Workplace | 614.9 | 616.4 | +0% | -4% |
| Professional Print | 263.4 | 284.7 | +8% | +4% |
| Industry | 123.6 | 119.3 | -4% | -6% |
| Imaging Solutions | 105.2 | 106.9 | +2% | -0% |
| Corporate, etc. | 0.7 | 0.7 | +2% | +1% |
| Company overall | 1107.7 | 1127.9 | +2% | -2% |

| Business Contribution Profit | FY23 12M | ratio | FY24 12M | ratio | YoY | w/o FOREX |
|------------------------------|----------|-------|----------|-------|------|-----------|
| Digital Workplace | 32.7 | 5% | 35.8 | 6% | +9% | -2% |
| Professional Print | 13.8 | 5% | 13.0 | 5% | -6% | -29% |
| Industry | 17.6 | 14% | 14.0 | 12% | -20% | -26% |
| Imaging Solutions | -8.4 | - | -10.3 | - | - | - |
| Corporate, etc. | -22.4 | - | -20.5 | - | - | - |
| Company overall | 33.3 | 3% | 31.9 | 3% | -4% | -28% |

| Operating Profit | FY23 12M | ratio | FY24 12M | ratio | YoY | w/o FOREX |
|--------------------|----------|-------|----------|-------|------|-----------|
| Digital Workplace | 33.0 | 5% | 14.0 | 2% | -58% | -67% |
| Professional Print | 11.6 | 4% | -13.2 | - | - | - |
| Industry | 16.6 | 13% | -12.7 | - | - | - |
| Imaging Solutions | -10.9 | - | -25.9 | - | - | - |
| Corporate, etc. | -22.7 | - | -26.1 | - | - | - |
| Company overall | 27.5 | 2% | -64.0 | - | - | - |

FY2025 EARNINGS FORECAST

Turn Around 2025



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FY2025 Earnings Forecast | Summary

- Revenue decrease due to business selection and concentration and FOREX impact
- Improvement in Business Contribution Profit, Operating Profit, and Profit attributable to owners of the Company:
Digital Workplace, Professional Print, and Industry to increase profit,
Imaging Solutions to break even, and structural reform efforts
- Interest expenses improvement by reducing interest-bearing liabilities, tax expenses improvement
- Dividend forecast of ¥10 per share

| | FY24 Results | FY25 Forecast | Change | [¥ billions] | |
|--|-----------------|------------------|---------------|--------------------------------|------------------|
| Revenue | 1,127.9 | 1050.0 | -77.9 | | |
| Business contribution profit | 31.9 | 52.5 | +20.6 | | |
| Operating Profit | -64.0 | 48.0 | +112.0 | | |
| Profit attributable to owners of the Company | -47.5 | 24.0 | +71.5 | | |
| Dividends (yen/share) | 0 | 10 | +10 | | |
| ROE (%) | - | 5 | - | | |
| CAPEX | 41.6 | 45.0 | +3.4 | | |
| Depreciation and Amortization Expenses* ¹ | 52.8 | 50.0 | -2.8 | | |
| R&D expenses | 59.6 | 58.0 | -1.6 | | |
| FCF | 75.7 | 44.5 | -31.2 | | |
| | | | | FOREX Sensitivity [¥ billions] | |
| FOREX [Yen] | | | | Revenue | Operating profit |
| USD | 152.58 | 145.00 | -7.58 | +2.6 | - 0.1 |
| EUR | 163.75 | 150.00 | -13.75 | +1.6 | +0.4 |
| RMB | 21.10 | 20.00 | -1.10 | +3.0 | +0.8 |

- The impact of US reciprocal tariffs is approx. ¥16.0 billion yen (estimated based on information released by the US government as of April 23rd JST) and is not included in the table above
- Aiming to absorb the impact by reevaluation of Go-to-Market strategy, additional cost reduction, utilization of low-tariff countries in SCM

*¹ Depreciation and amortization expenses include those from discontinued businesses

FY2025 Earnings Forecast | By Segment

[¥ billions]

| Revenue | FY24 Results | FY25 Forecast | Change |
|--------------------|---------------------|---------------|--------|
| Digital Workplace | 616.4 | 570.0 | -46.4 |
| Professional Print | 284.7 ^{*1} | 244.0 | -40.7 |
| Industry | 119.3 | 130.0 | +10.7 |
| Imaging Solutions | 106.9 | 106.0 | -0.9 |
| Corporate, etc. | 0.7 | 0.0 | -0.7 |
| Company overall | 1,127.9 | 1,050.0 | -77.9 |

| Business contribution profit | FY24 Results | Ratio | FY25 Forecast | Ratio | Change |
|------------------------------|--------------|-------|---------------|-------|--------|
| Digital Workplace | 35.8 | 6% | 39.0 | 7% | +3.2 |
| Professional Print | 13.0 | 5% | 16.5 | 7% | +3.5 |
| Industry | 14.0 | 12% | 21.0 | 16% | +7.0 |
| Imaging Solutions | -10.3 | - | 0.0 | - | +10.3 |
| Corporate, etc. | -20.5 | - | -24.0 | - | -3.5 |
| Company overall | 31.9 | 3% | 52.5 | 5% | +20.6 |

| Operating profit | FY24 Results | Ratio | FY25 Forecast | Ratio | Change |
|--------------------|--------------|-------|---------------|-------|--------|
| Digital Workplace | 14.0 | 2% | 39.0 | 7% | +25.0 |
| Professional Print | -13.2 | - | 16.5 | 7% | +29.7 |
| Industry | -12.7 | - | 21.0 | 16% | +33.7 |
| Imaging Solutions | -25.9 | - | 0.0 | - | +25.9 |
| Corporate, etc. | -26.1 | - | -28.5 | - | -2.4 |
| Company overall | -64.0 | - | 48.0 | 5% | +112.0 |

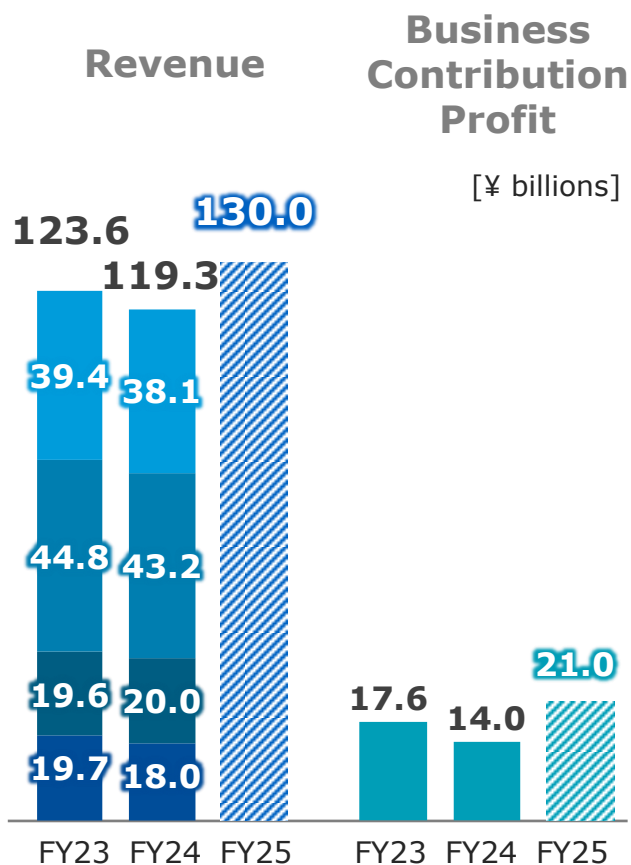
*1 Including overseas MPM business approx. ¥41.3 billions

FY2024 Performance and FY2025 Forecast | Industry



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[¥ billions]



FY2024 Results (YoY)

| | | | |
|--|------------------------------|-------------|---|
| Revenue | Sensing | -1.4 | <ul style="list-style-type: none"> — Light source color: Decreased customers' capital expenditures on displays + Object color, HSI, and automotive visual inspections |
| | Performance materials | -1.7 | <ul style="list-style-type: none"> — TV: Decreased demand for TAC, increased demand for SANUQI — IT: Panel market stagnation |
| | IJ components | +0.4 | <ul style="list-style-type: none"> + Fundamental: Sign graphics ✓ Launch of an inkjet printhead with long throw distance for printing on cardboard, etc. |
| | Optical components | -1.7 | <ul style="list-style-type: none"> — Non-industrial: Pickup lenses + Industrial: For semiconductor production equipment |
| Industry Business Contribution Profit | | -3.6 | <ul style="list-style-type: none"> — Performance materials: Loss on inventories, SG&A expenses increase due to new product development and increased tests for increased production — Sensing: Decrease in gross profit |

FY2025 Forecast (YoY)

| | |
|-------------------------------------|--------------|
| Revenue | +10.7 |
| Business Contribution Profit | +7.0 |

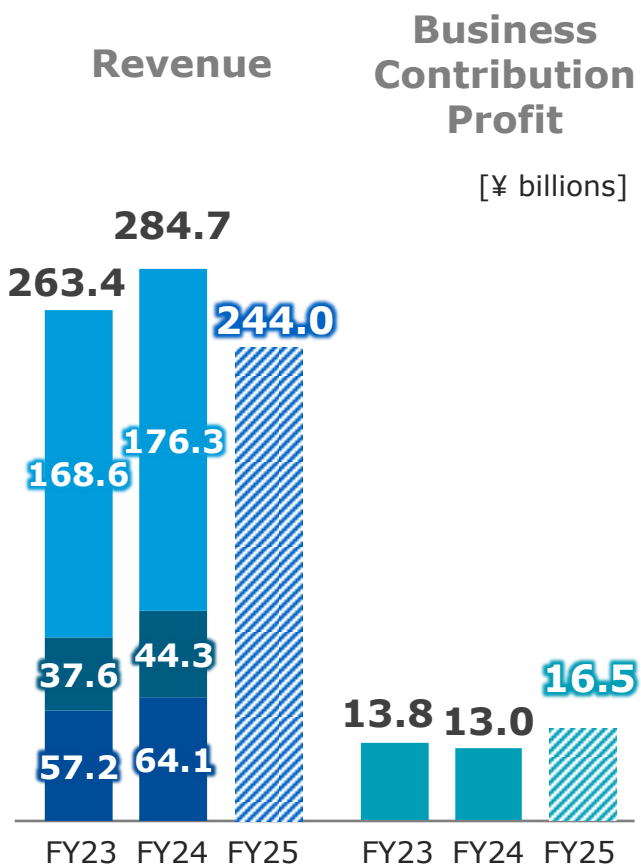
- Performance materials: Contributions of SANUQI and SAZMA
- Sensing: Light source color recovery, automotive visual and HSI increase
- IJ components: Maintain market share in sign graphics market and increase in industrial applications
- Optical components: Increase by strengthening production capacity for semiconductor production equipment applications
- Improvement by optical components business selection and concentration
- Structural reform efforts

FY2024 Performance and FY2025 Forecast | Professional Print



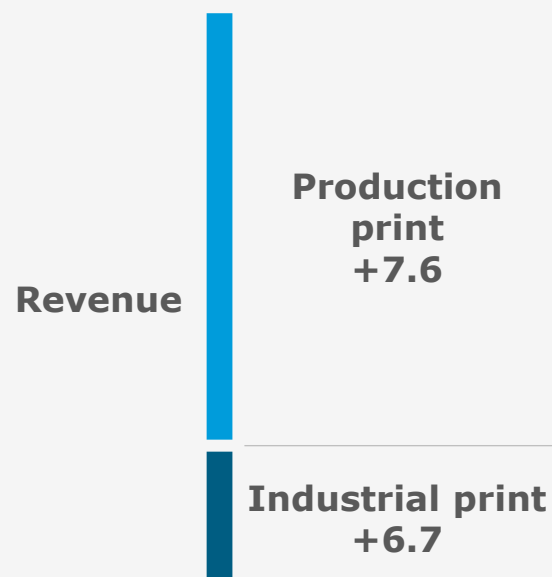
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[¥ billions]



- Production print
- Industrial print
- Marketing services

FY2024 Results (YoY)



| [Revenue] | FY24 | w/o FOREX | FY24 Q4 | w/o FOREX |
|------------|----------------|-----------|---------------|-----------|
| Hardware | +3% | -1% | +2% | +1% |
| Non-hard | +5% | +1% | -2% | -2% |
| [Units] | FY24 | | FY24 Q4 | |
| Color | +1% (HPP +18%) | | +6% (HPP +6%) | |
| Monochrome | -8% | | -5% | |

- Hardware: The U.S. (-), Europe (±), India and China (+)
Sales volume: MPP (±), HPP (+)
- Non-hard : Europe, the U.S., and China (±), India (+)
(excluding impact of FOREX on hardware/non-hard)
- Hardware: Sales volume Inkjet and high-speed label printer (+),
embellishment and textile (-)
- Non-hard: Sales increase in all areas
- Production print: Correction on calculation of elimination of unrealized gains
- Production print: Yen depreciation, structural reform efforts,
and gross profit increase due to sales growth
- Industrial print : Loss reduction due to volume increase

FY2025 Forecast (YoY)

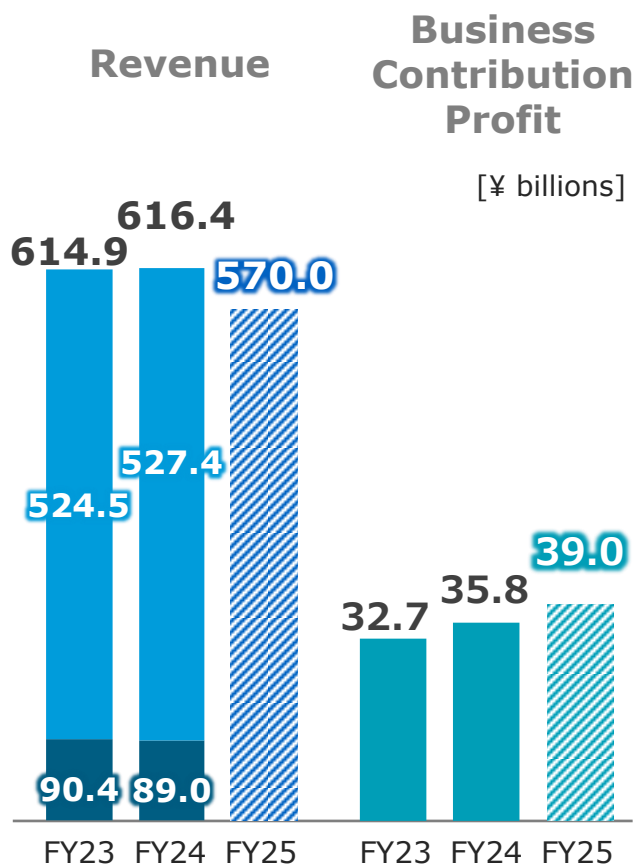
| | | |
|-------------------------------------|--------------|--|
| Revenue | -40.7 | ● Marketing services: Overseas MPM business transfer (approx. 41.3 billion yen) |
| Business Contribution Profit | +3.5 | ● Increase in gross profit and structural reform efforts |

FY2024 Performance and FY2025 Forecast | Digital Workplace

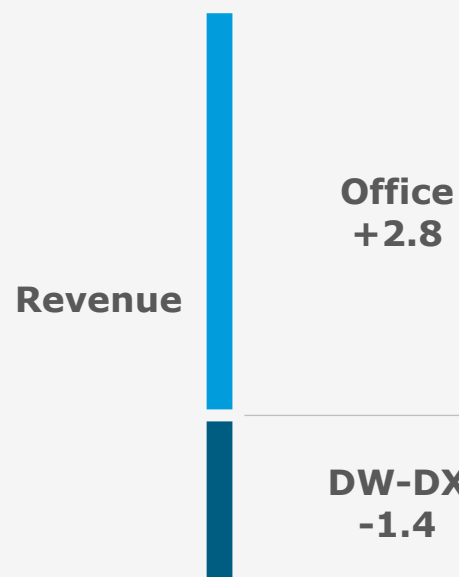


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[¥ billions]



FY2024 Results (YoY)



| [Revenue] | FY24 | w/o FOREX | FY24 Q4 | w/o FOREX |
|---------------|------|-----------|---------|-----------|
| Hardware | -2% | -6% | -6% | -7% |
| Non-hard | +3% | -1% | -2% | -3% |
| [Units] | FY24 | | FY24 Q4 | |
| A3 color | -8% | | -8% | |
| A3 monochrome | -2% | | -1% | |

- Hardware: Europe, the U.S., and China (-)
- Non-hard: Japan, Europe, the U.S., and China (-), India, etc. (+) (excluding impact of FOREX on hardware/non-hard)
- Managed IT services: Sales decrease due to narrowing down business areas, sluggish in the U.S.
- Operation optimizing services: Europe and Japan (+)
- AI SaaS services by industry: Japan (+)
- Office: Structural reform efforts, yen depreciation, and reduced production cost
- Office: Correction on calculation of elimination of unrealized gains
- DW-DX: Structural reform efforts and reduced SG&A expenses

FY2025 Forecast (YoY)

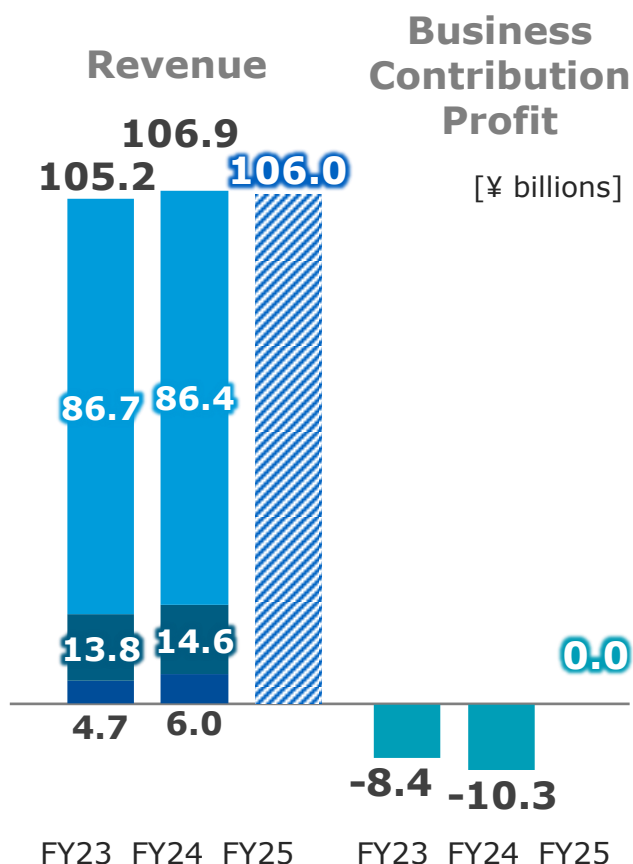
| | | |
|-------------------------------------|--------------|--|
| Revenue | -46.4 | <ul style="list-style-type: none"> Decrease due to FOREX impact Office: Decline in hardware and non-hard |
| Business Contribution Profit | +3.2 | <ul style="list-style-type: none"> Structural reform efforts |

FY2024 Performance and FY2025 Forecast | Imaging Solutions



KONICA MINOLTA

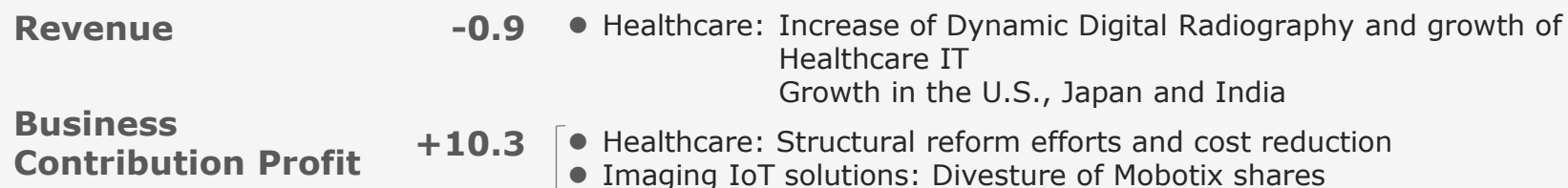
[¥ billions]



FY2024 Results (YoY)



FY2025 Forecast (YoY)



*1 FORXAI and QOL solutions, which were included in CO, etc. in FY2023, have been added



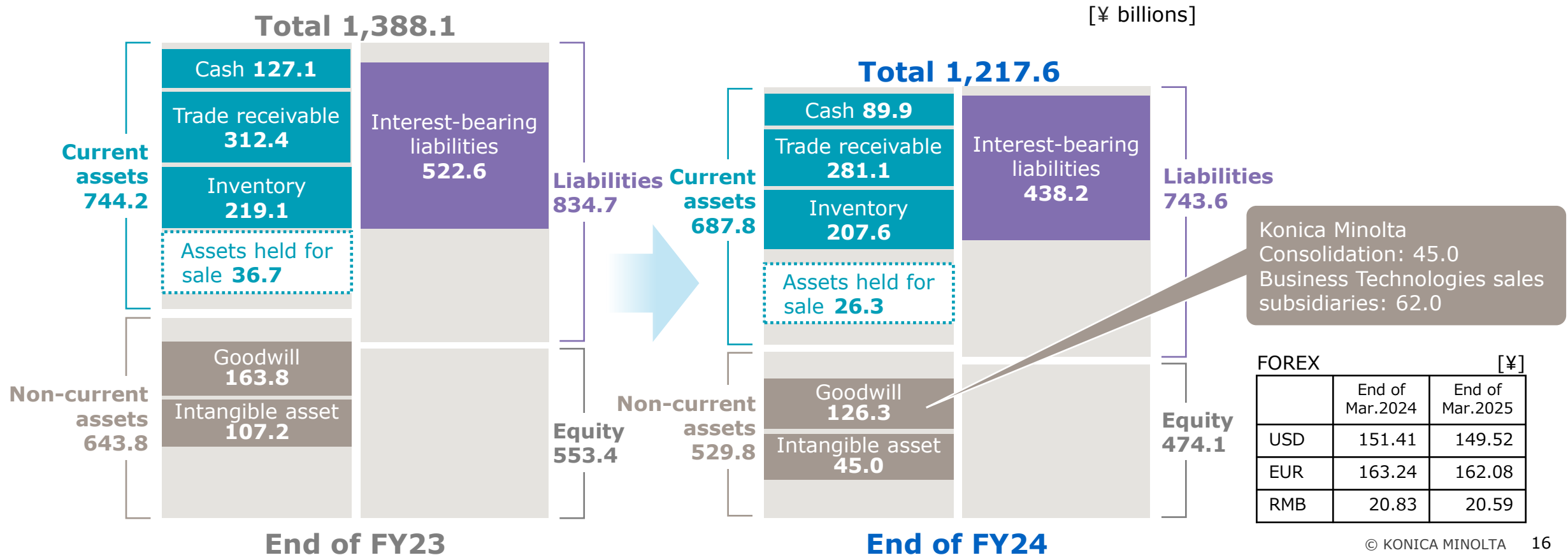
Reinforcement of Financial Structure | Status of Balance Sheet

End of FY24
(compared to end
of FY23)

Total assets: -¥170.4 billion, w/o FOREX impact -¥162.6 billion

- Trade receivables : -¥31.3 billion Reduction mainly in Business Technologies Business
- Goodwill : -¥37.5 billion Impairment losses, etc.
- Intangible asset : -¥62.2 billion Business transfer of Precision Medicine, impairment losses
- Assets held for sale : -¥10.3 billion Decrease due to business transfer of Invicro and Konica Minolta Optical Products (Shanghai) Co., Ltd., increase due to signed agreement for business transfer of MPM services business and MOBOTIX

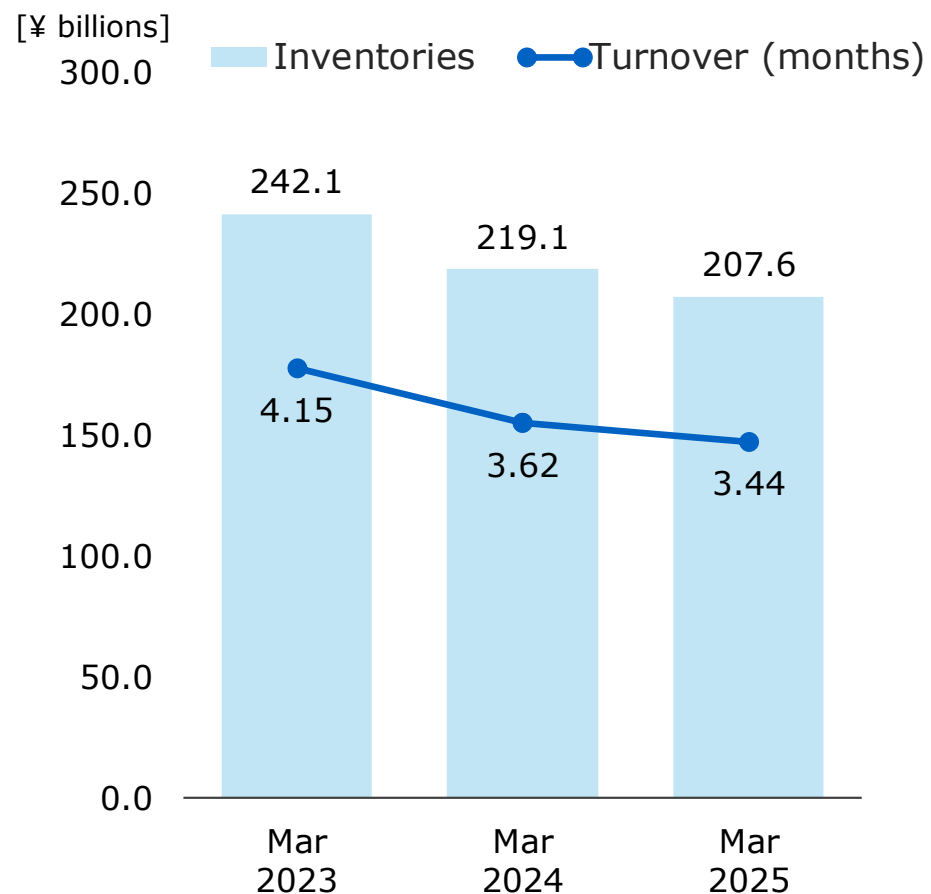
Interest-bearing liabilities: -¥84.4 billion



Reinforcement of Financial Structure| Inventories and Operating CF/FCF

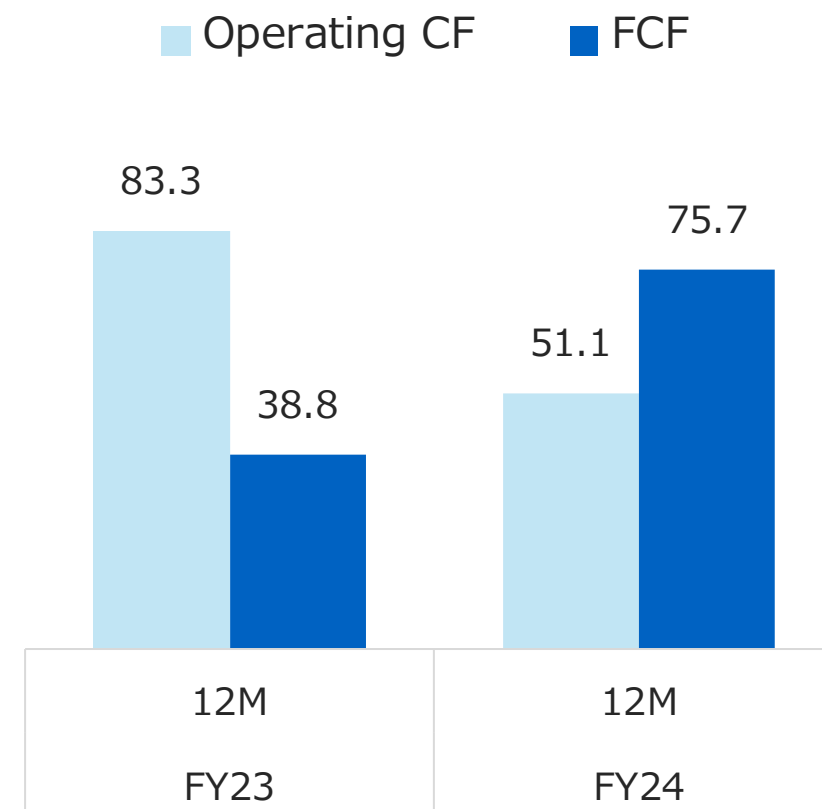
- Operating CF: Deteriorated by ¥32.2 billion due to decreased profit before taxes
- FCF: Improved due to the transfer of Precision Medicine Business

Inventories



Operating CF / FCF

[¥ billions]



Capital Allocation

- Toward the new stage of growth by promoting liabilities reduction

| | | Current forecast | | | Medium-term Business Plan (as of April 2024) |
|--------------|--|------------------|------|---------------|---|
| [¥ billions] | | FY23-24 | FY25 | 3-year total | |
| Cash in | Operating CF | 134.4 | 75.0 | Approx. 210.0 | 270.0 – 300.0 |
| | Business transfer, etc. | 68.8 | 14.0 | Approx. 82.0 | - |
| Cash out | Business investment (Equipment, investment and lending, etc.) | 86.8 | 45.0 | Approx. 130.0 | 150.0 |
| | Liability reduction | 161.6 | 35.0 | Approx. 194.0 | 120.0 – 150.0 |
| | Dividends | 2.4 | 2.5* | Approx. 5.0 | |

* Cash out from interim dividend of ¥5 per share (total dividend of ¥10 per share for FY25)

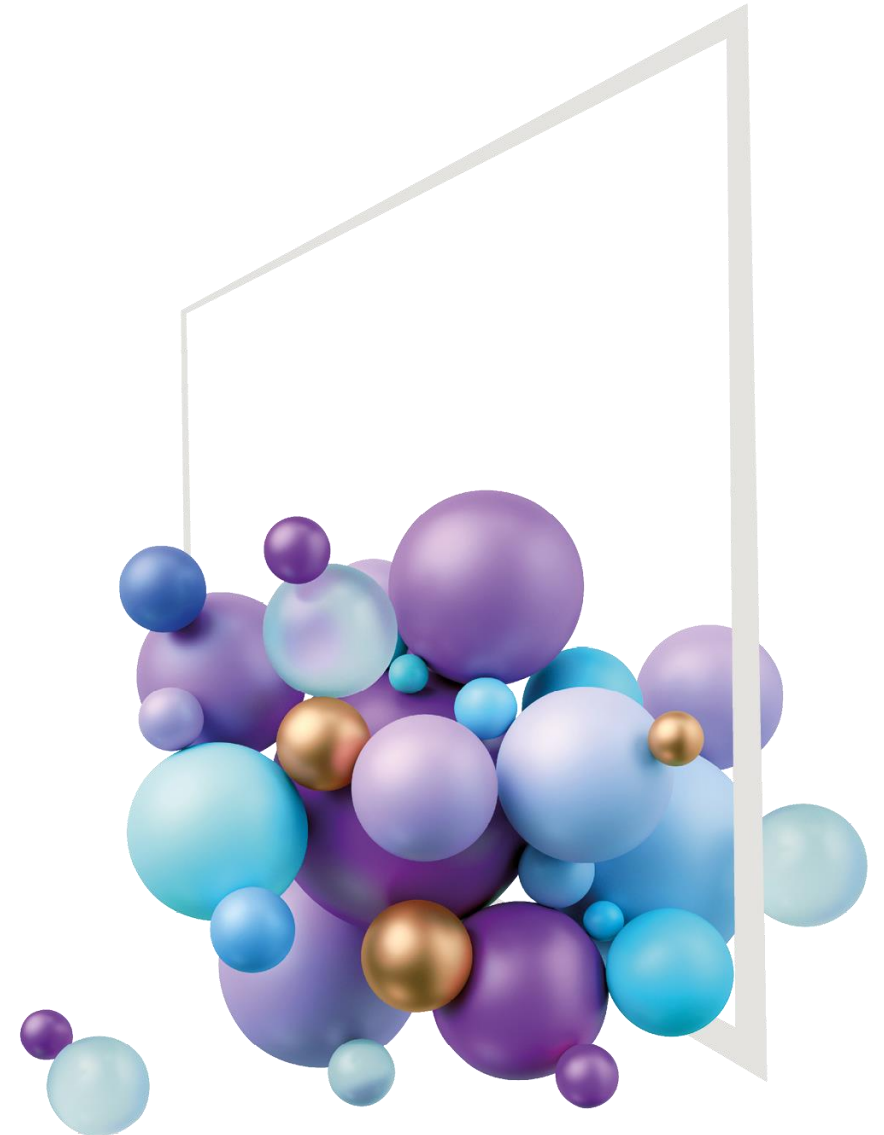


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APPENDIX

Some of the materials that had been disclosed on this presentation slides have been changed to disclosure on the website. You can download and check it from below.

https://www.konicaminolta.com/shared/changeable/investors/include/fr/pdf/2025/2025_4q_presentation_supplementary.xlsx



FY2024 Performance | Summary

[¥ billions]

| | FY23 12M | FY24 12M | YoY | YoY (w/o FOREX) | FY23 Q4 | FY24 Q4 | YoY | YoY (w/o FOREX) |
|---|-------------|-------------|--------|--------------------|------------|------------|--------|--------------------|
| Revenue | 1107.7 | 1,127.9 | +2% | -2% | 303.8 | 296.0 | -3% | -3% |
| Gross Profit | 475.1 | 479.4 | +1% | -4% | 128.5 | 115.1 | -10% | -11% |
| Gross Profit ratio | 42.9% | 42.5% | -0.4pt | | 42.3% | 38.9% | -3.4pt | |
| SG & A | 441.8 | 447.5 | +1% | -2% | 113.2 | 112.0 | -1% | -2% |
| Business Contribution Profit | 33.3 | 31.9 | -4% | -28% | 15.2 | 3.1 | -79% | -79% |
| Operating Profit | 27.5 | -64.0 | - | - | 12.9 | -45.6 | - | - |
| Profit attributable to owners of the Company | 4.5 | -47.5 | - | | 8.7 | -34.1 | - | |
| FCF | 38.8 | 75.7 | +95% | | 25.5 | 69.0 | +171% | |
| FOREX [Yen] | | | | | | | | |
| USD | 144.62 | 152.58 | +7.96 | | 148.61 | 152.60 | +3.99 | |
| EUR | 156.80 | 163.75 | +6.95 | | 161.31 | 160.50 | △ 0.81 | |

Since the Q3 of the consolidated cumulative period, Precision Medicine Business has been classified as a discontinued operation. Accordingly, the figures related to discontinued operations excluded from revenue through profit before tax retroactively applied to the beginning of FY24. The profit attributable to owners of the Company represents the sum of profits from continuing and discontinued operations. The figures of FY23 have also been restated in the same manner. Please refer to P.30 for the FY23 results regarding Precision Medicine Business.

FY2024 Performance | Revenue & Profit by Segment

[¥ billions]

| Revenue | FY23 12M | FY24 12M | YoY | w/o FOREX | FY23 Q4 | FY24 Q4 | YoY | w/o FOREX |
|--------------------|----------|----------|-----|-----------|---------|---------|------|-----------|
| Digital Workplace | 614.9 | 616.4 | +0% | -4% | 164.3 | 157.8 | -4% | -5% |
| Professional Print | 263.4 | 284.7 | +8% | +4% | 73.7 | 77.1 | +5% | +4% |
| Industry | 123.6 | 119.3 | -4% | -6% | 33.5 | 30.1 | -10% | -11% |
| Imaging Solutions | 105.2 | 106.9 | +2% | -0% | 32.1 | 30.9 | -4% | -4% |
| Corporate, etc. | 0.7 | 0.7 | +2% | +1% | 0.2 | 0.2 | -7% | -7% |
| Company overall | 1107.7 | 1127.9 | +2% | -2% | 303.8 | 296.0 | -3% | -3% |

| Business Contribution Profit | FY23 12M | ratio | FY24 12M | ratio | YoY | w/o FOREX | FY23 Q4 | ratio | FY24 Q4 | ratio | YoY | w/o FOREX |
|------------------------------|----------|-------|----------|-------|------|-----------|---------|-------|---------|-------|------|-----------|
| Digital Workplace | 32.7 | 5% | 35.8 | 6% | +9% | -2% | 12.2 | 7% | 5.7 | 4% | -54% | -49% |
| Professional Print | 13.8 | 5% | 13.0 | 5% | -6% | -29% | 5.0 | 7% | 2.2 | 3% | -55% | -58% |
| Industry | 17.6 | 14% | 14.0 | 12% | -20% | -26% | 5.1 | 15% | 3.3 | 11% | -35% | -39% |
| Imaging Solutions | -8.4 | - | -10.3 | - | - | - | -2.0 | - | -3.1 | - | - | - |
| Corporate, etc. | -22.4 | - | -20.5 | - | - | - | -5.1 | - | -5.0 | - | - | - |
| Company overall | 33.3 | 3% | 31.9 | 3% | -4% | -28% | 15.2 | 5% | 3.1 | 1% | -79% | -79% |

| Operating Profit | FY23 12M | ratio | FY24 12M | ratio | YoY | w/o FOREX | FY23 Q4 | ratio | FY24 Q4 | ratio | YoY | w/o FOREX |
|--------------------|----------|-------|----------|-------|------|-----------|---------|-------|---------|-------|-----|-----------|
| Digital Workplace | 33.0 | 5% | 14.0 | 2% | -58% | -67% | 13.3 | 8% | -1.6 | - | - | - |
| Professional Print | 11.6 | 4% | -13.2 | - | - | - | 2.8 | 4% | -22.1 | - | - | - |
| Industry | 16.6 | 13% | -12.7 | - | - | - | 4.6 | 14% | 4.9 | 16% | +8% | +3% |
| Imaging Solutions | -10.9 | - | -25.9 | - | - | - | -2.6 | - | -18.5 | - | - | - |
| Corporate, etc. | -22.7 | - | -26.1 | - | - | - | -5.2 | - | -8.4 | - | - | - |
| Company overall | 27.5 | 2% | -64.0 | - | - | - | 12.9 | 4% | -45.6 | - | - | - |

Financial Result | Overview



KONICA MINOLTA

[¥ billions]

| | FY23 12M | FY24 12M | YoY | FY23 Q4 | FY24 Q4 | YoY |
|--|-------------|-------------|--------|------------|------------|--------|
| Revenue | 1,107.7 | 1,127.9 | +2% | 303.8 | 296.0 | -3% |
| Gross Profit | 475.1 | 479.4 | +1% | 128.5 | 115.1 | -10% |
| Gross Profit ratio | 42.9% | 42.5% | -0.4pt | 42.3% | 38.9% | -3.4pt |
| SG & A | 441.8 | 447.5 | +1% | 113.2 | 112.0 | -1% |
| Business Contribution Profit | 33.3 | 31.9 | -4% | 15.2 | 3.1 | -79% |
| Business Contribution Profit ratio | 3.0% | 2.8% | -0.2pt | 5.0% | 1.1% | -4.0pt |
| Other income and costs | -5.8 | -95.9 | - | -2.3 | -48.7 | - |
| Operating Profit | 27.5 | -64.0 | - | 12.9 | -45.6 | - |
| Operating Profit ratio | 2.5% | - | - | 4.2% | - | - |
| Finance income and costs | -12.0 | -15.1 | - | -2.2 | -5.1 | - |
| Profit before tax | 15.3 | -79.2 | - | 10.7 | -50.6 | - |
| Profit before tax ratio | 1.4% | - | - | 3.5% | - | - |
| Profit attributable to owners of the Company | 4.5 | -47.5 | - | 8.7 | -34.1 | - |
| Profit attributable to owners of the Company ratio | 0.4% | - | - | 2.9% | - | - |
| EPS [Yen] | 9.15 | -95.98 | | 17.54 | -68.90 | |
| CAPEX | 44.5 | 41.6 | | 14.0 | 14.3 | |
| Depreciation and Amortization Expenses * | 54.1 | 52.8 | | 13.4 | 12.5 | |
| R&D expenses | 58.1 | 59.6 | | 14.6 | 15.0 | |
| FCF | 38.8 | 75.7 | | 25.5 | 69.0 | |
| Investment and lending | 0.6 | 0.4 | | - | 0.0 | |

* IFRS16 right-of-use assets amortization expenses not included.

The figures related to discontinued operations excluded from revenue through profit before tax and R&D expenses retroactively applied to the beginning of FY24 because Precision Medicine Business has been classified as a discontinued operation.
The figures of FY23 have also been restated in the same manner as a reference.

Other Income & Expenses / Finance Income & Costs

[¥ billions]

| | | FY23 12M | FY24 12M | Change | FY23 Q4 | FY24 Q4 | Change |
|--|--|----------|----------|--------|---------|---------|--------|
| Business Contribution Profit | | 33.3 | 31.9 | -1.4 | 15.2 | 3.1 | -12.1 |
| Other income | | | | | | | |
| | Gain on sales of property, plant and equipment and intangible assets | 0.2 | 2.6 | +2.4 | 0.1 | 2.0 | +1.9 |
| | Gain on sales of subsidiaries' equity | - | 2.2 | +2.2 | - | 2.2 | +2.2 |
| | Settlement income | - | 1.6 | +1.6 | - | 1.6 | +1.6 |
| | Insurance income | 1.2 | 0.3 | -0.9 | 0.1 | 0.1 | -0.1 |
| | Proceeds from sale of trial products | 1.3 | 0.2 | -1.1 | 0.4 | 0.0 | -0.4 |
| | Gain on revision of retirement benefit plan | 1.1 | - | -1.1 | 1.1 | - | -1.1 |
| | Others | 4.3 | 5.0 | +0.7 | 1.7 | 1.9 | +0.1 |
| | Other income total | 8.0 | 12.0 | +4.0 | 3.5 | 7.8 | +4.3 |
| Other expenses | | | | | | | |
| | Impairment losses | 4.2 | 51.1 | +46.9 | 2.4 | 22.0 | +19.7 |
| | Business structure improvement expenses | 0.9 | 21.6 | +20.7 | 0.1 | 4.0 | +3.9 |
| | Impairment losses regarding assets held for sale | 0.8 | 12.0 | +11.3 | 0.8 | 12.0 | +11.3 |
| | Provision for business transfer loss | - | 8.6 | +8.6 | - | 8.6 | +8.6 |
| | Loss on sales and disposals of property, plant and equipment and intangible assets | 2.0 | 6.8 | +4.8 | 0.6 | 4.7 | +4.1 |
| | Cost of sale of trial products | 1.0 | 0.1 | -0.9 | 0.3 | 0.0 | -0.3 |
| | Others | 5.0 | 7.7 | +2.7 | 1.7 | 5.2 | +3.5 |
| | Other expenses total | 13.8 | 108.0 | +94.1 | 5.8 | 56.5 | +50.7 |
| Operating Profit | | 27.5 | -64.0 | -91.6 | 12.9 | -45.6 | -58.5 |
| Finance income | | | | | | | |
| | Interest and dividend income | 3.0 | 3.1 | +0.1 | 0.7 | 0.8 | +0.0 |
| | Foreign exchange gain | - | - | - | 0.4 | - | -0.4 |
| | Other | 0.1 | 0.2 | +0.1 | -0.2 | 0.1 | +0.3 |
| | Finance income total | 3.1 | 3.3 | +0.2 | 0.9 | 0.8 | -0.1 |
| Finance costs | | | | | | | |
| | Interest expenses | 9.8 | 9.2 | -0.7 | 2.5 | 2.2 | -0.2 |
| | Lease interest | 2.6 | 2.7 | +0.1 | 0.7 | 0.6 | -0.0 |
| | Foreign exchange loss | 1.8 | 5.9 | +4.1 | - | 2.6 | +2.6 |
| | Other | 0.8 | 0.6 | -0.2 | -0.1 | 0.4 | +0.5 |
| | Finance costs total | 15.1 | 18.4 | +3.4 | 3.1 | 5.9 | +2.8 |
| Share of profit (loss) of investments accounted for using the equity method | | -0.2 | 0.0 | +0.2 | -0.0 | 0.0 | +0.0 |
| Profit before tax | | 15.3 | -79.2 | -94.5 | 10.7 | -50.6 | -61.3 |
| Income tax expense (income) | | 9.8 | 16.2 | +6.4 | 6.4 | 9.0 | +2.6 |
| Profit for the period | | 4.5 | -47.5 | -52.0 | 8.7 | -34.1 | -42.8 |

The figures related to discontinued operations excluded from revenue through profit before tax retroactively applied to the beginning of FY24 because Precision Medicine Business has been classified as a discontinued operation.
The figures of FY23 have also been restated in the same manner as a reference.

Quarterly Financial Results by Segments: Revenue

[¥ billions]

| [Revenue] | FY23 | | | | | | FY24 | | | | |
|---------------------------------|-------|-------|-------|-------|----------------|----------------|-------|-------|-------|-------|----------------|
| | Q1 | Q2 | Q3 | Q4 | Total | Total | Q1 | Q2 | Q3 | Q4 | Total |
| Digital Workplace | 143.3 | 151.2 | 156.1 | 164.3 | 614.9 | 614.9 | 152.0 | 155.6 | 150.9 | 157.8 | 616.4 |
| Office | 122.6 | 129.1 | 133.2 | 139.6 | 524.5 | 524.5 | 129.0 | 133.4 | 129.9 | 135.0 | 527.4 |
| DW-DX | 20.7 | 22.1 | 22.8 | 24.7 | 90.4 | 90.4 | 23.0 | 22.2 | 21.0 | 22.8 | 89.0 |
| Professional Print | 60.2 | 63.8 | 65.7 | 73.7 | 263.4 | 263.4 | 67.6 | 71.4 | 68.5 | 77.1 | 284.7 |
| Production print | 37.7 | 41.0 | 43.5 | 46.4 | 168.6 | 168.6 | 42.2 | 44.1 | 43.6 | 46.3 | 176.3 |
| Industrial print | 7.7 | 9.4 | 8.6 | 11.9 | 37.6 | 37.6 | 8.4 | 11.9 | 9.6 | 14.5 | 44.3 |
| Marketing services | 14.8 | 13.4 | 13.6 | 15.3 | 57.2 | 57.2 | 17.1 | 15.5 | 15.3 | 16.3 | 64.1 |
| Industry | 29.7 | 32.0 | 28.4 | 33.5 | 123.6 | 123.6 | 31.0 | 29.5 | 28.7 | 30.1 | 119.3 |
| Sensing | 9.1 | 9.8 | 9.9 | 10.6 | 39.4 | 39.4 | 8.8 | 9.3 | 9.6 | 10.3 | 38.1 |
| Performance materials | 11.4 | 12.8 | 8.5 | 12.2 | 44.8 | 44.8 | 13.1 | 10.7 | 9.8 | 9.5 | 43.2 |
| IJ components | 4.5 | 4.7 | 4.9 | 5.5 | 19.6 | 19.6 | 5.3 | 4.7 | 4.4 | 5.6 | 20.0 |
| Optical components | 4.7 | 4.8 | 5.1 | 5.2 | 19.7 | 19.7 | 3.7 | 4.8 | 4.9 | 4.6 | 18.0 |
| Imaging Solutions | 21.8 | 26.7 | 24.6 | 32.1 | 105.2 | 105.2 | 22.8 | 27.6 | 25.6 | 30.9 | 106.9 |
| Healthcare | 18.0 | 22.1 | 20.4 | 26.2 | 86.7 | 86.7 | 18.8 | 22.6 | 20.6 | 24.5 | 86.4 |
| *1) Imaging-IoT solutions, etc. | 2.9 | 3.6 | 3.0 | 4.2 | 13.8 | 13.8 | 3.1 | 3.6 | 3.6 | 4.2 | 14.6 |
| Visual solutions | 0.8 | 1.0 | 1.1 | 1.7 | 4.7 | 4.7 | 0.9 | 1.4 | 1.4 | 2.2 | 6.0 |
| Corporate, etc. | 0.2 | 0.2 | 0.2 | 0.2 | 0.7 | 0.7 | 0.2 | 0.1 | 0.2 | 0.2 | 0.7 |
| Precision Medicine | 11.3 | 12.4 | 14.3 | 14.3 | 52.3 | - | 12.6 | 13.3 | - | - | - |
| Company overall | 266.4 | 286.4 | 289.2 | 318.0 | 1,160.0 | 1,107.7 | 286.2 | 297.5 | 274.0 | 296.0 | 1,127.9 |

The figures related to discontinued operations excluded from 3M results and 12M results retroactively applied to the beginning of FY24 because Precision Medicine Business has been classified as a discontinued operation.

The figures of FY23 12M results have also been restated in the same manner as a reference(highlighted in light blue).

*1) Including revenue of QOL solutions and FORXAI

Quarterly Financial Results by Segments: Profit



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[¥ billions]

| [Business Contribution Profit] | FY23 | | | | | | FY24 | | | | | |
|--------------------------------|------|------|------|------|-------|-------|------|------|------|------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | Total | Total | Q1 | Q2 | Q3 | Q4 | Total | Total |
| Digital Workplace | 2.4 | 8.4 | 9.7 | 12.2 | 32.7 | 32.7 | 6.8 | 12.3 | 11.0 | 5.7 | 35.8 | 35.8 |
| Professional Print | 0.8 | 2.8 | 5.2 | 5.0 | 13.8 | 13.8 | 1.8 | 4.8 | 4.2 | 2.2 | 13.0 | 13.0 |
| *1) Industry | 3.9 | 4.3 | 4.4 | 5.1 | 17.6 | 17.6 | 3.8 | 3.8 | 3.2 | 3.3 | 14.0 | 14.0 |
| *2) Imaging Solutions | -2.7 | -0.8 | -2.9 | -2.0 | -8.4 | -8.4 | -4.0 | -0.9 | -2.2 | -3.1 | -10.3 | -10.3 |
| *3) Corporate, etc. | -5.5 | -6.3 | -5.4 | -5.1 | -22.2 | -22.4 | -6.5 | -5.3 | -3.7 | -5.0 | -20.5 | -20.5 |
| Precision Medicine | -2.9 | -2.1 | -1.1 | -1.5 | -7.6 | - | -0.2 | 1.6 | - | - | - | - |
| Company overall | -4.1 | 6.4 | 9.9 | 13.8 | 26.0 | 33.3 | 1.6 | 16.2 | 12.5 | 3.1 | 31.9 | 31.9 |

| [Operating Profit] | Q1 | Q2 | Q3 | Q4 | Total | Total | Q1 | Q2 | Q3 | Q4 | Total | Total |
|-----------------------|------|------|------|------|-------|-------|------|------|-------|-------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | Total | Total | Q1 | Q2 | Q3 | Q4 | Total | Total |
| Digital Workplace | 2.0 | 8.0 | 9.6 | 13.3 | 33.0 | 33.0 | 4.5 | 2.1 | 9.0 | -1.6 | 14.0 | 14.0 |
| Professional Print | 0.9 | 2.7 | 5.1 | 2.8 | 11.6 | 11.6 | 1.7 | 3.3 | 3.9 | -22.1 | -13.2 | -13.2 |
| *1) Industry | 3.9 | 3.7 | 4.4 | 4.6 | 16.6 | 16.6 | 3.1 | 4.1 | -24.9 | 4.9 | -12.7 | -12.7 |
| *2) Imaging Solutions | -2.7 | -0.8 | -4.7 | -2.6 | -10.9 | -10.9 | -4.3 | -1.7 | -1.6 | -18.5 | -25.9 | -25.9 |
| *3) Corporate, etc. | -5.4 | -6.4 | -5.6 | -5.2 | -22.5 | -22.7 | -6.8 | -7.0 | -3.9 | -8.4 | -26.1 | -26.1 |
| Precision Medicine | -3.1 | -2.1 | -1.1 | 4.6 | -1.7 | - | 1.4 | -1.2 | - | - | - | - |
| Company overall | -4.4 | 5.2 | 7.8 | 17.5 | 26.1 | 27.5 | -0.4 | -0.3 | -17.4 | -45.6 | -64.0 | -64.0 |

The figures related to discontinued operations excluded from 3M results and 12M results retroactively applied to the beginning of FY24 because Precision Medicine Business has been classified as a discontinued operation.

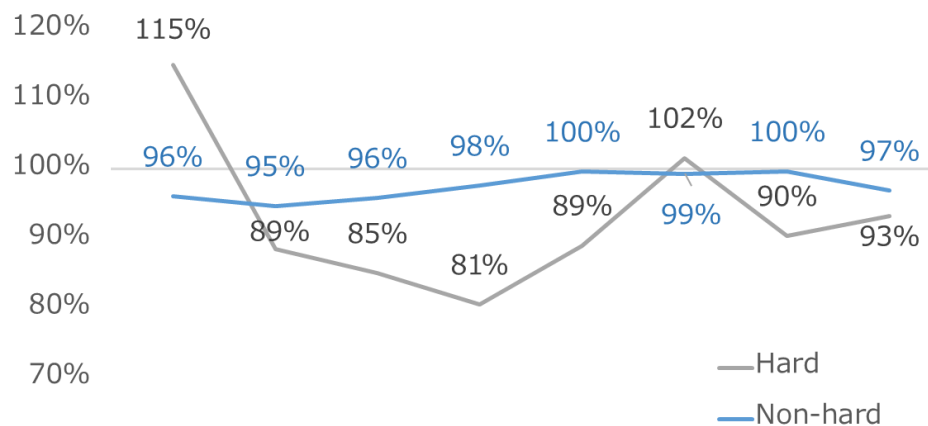
The figures of FY23 12M results have also been restated in the same manner as a reference(highlighted in light blue).

- *1) Industry Business: Sensing, performance materials, IJ components, optical components, industry business development center, industry business strategy office
- *2) Imaging Solutions Business: Healthcare(former medical imaging), imaging-IoT solutions, etc.(incl. QOL solutions, FORXAI), visual solutions
- *3) Corporate, etc.: Technical development headquarters, other corporate

FY24 Quarterly Performance | Hard and Non-hard Revenue YoY

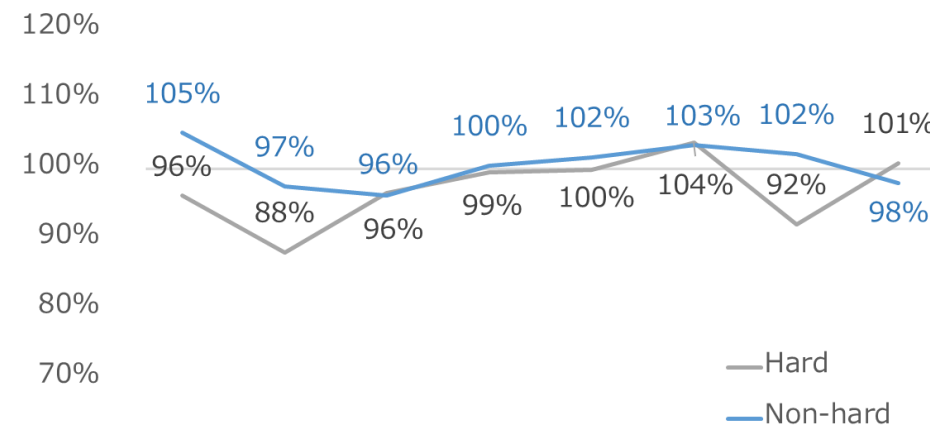
Without FOREX

Office



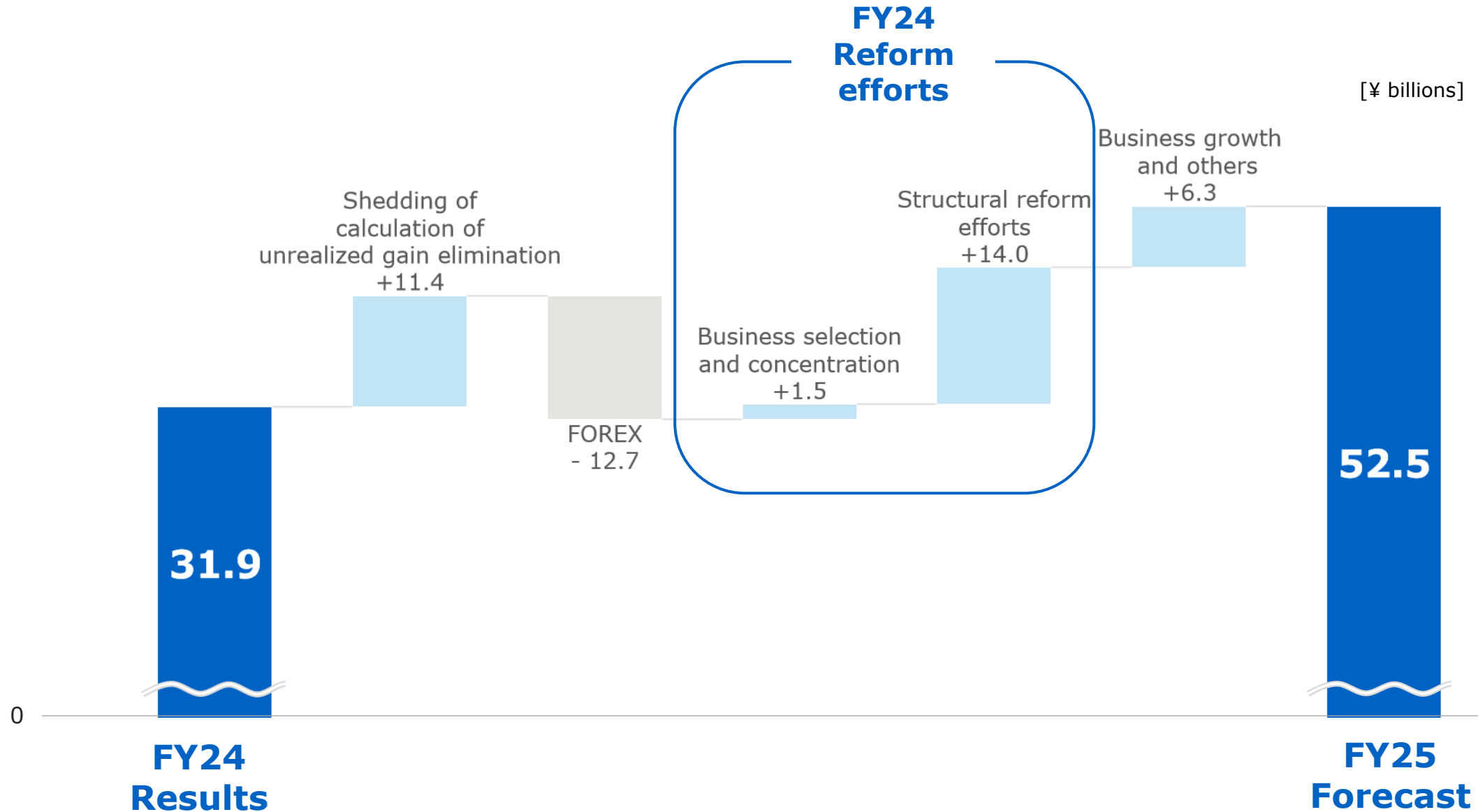
| Non-hard By region | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
|-----------------------|------|------|------|------|------|------|------|------|
| | FY23 | | | | FY24 | | | |
| Japan | 98% | 97% | 97% | 96% | 98% | 96% | 96% | 96% |
| U.S. | 91% | 92% | 93% | 97% | 100% | 97% | 96% | 95% |
| Europe | 94% | 96% | 102% | 95% | 96% | 101% | 99% | 94% |
| China | 95% | 125% | 86% | 104% | 107% | 85% | 122% | 88% |
| India | 125% | 117% | 119% | 127% | 108% | 119% | 116% | 113% |
| Overall | 96% | 95% | 96% | 98% | 100% | 99% | 100% | 97% |

Production Print



| Non-hard By region | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 |
|-----------------------|------|------|------|------|------|------|------|------|
| | FY23 | | | | FY24 | | | |
| Japan | 102% | 107% | 98% | 97% | 99% | 97% | 95% | 98% |
| U.S. | 93% | 86% | 91% | 103% | 101% | 102% | 98% | 94% |
| Europe | 96% | 87% | 92% | 91% | 97% | 104% | 99% | 97% |
| China | 170% | 140% | 98% | 93% | 104% | 88% | 118% | 95% |
| India | 132% | 126% | 108% | 117% | 104% | 110% | 110% | 106% |
| Overall | 105% | 97% | 96% | 100% | 102% | 103% | 102% | 98% |

FY25 Forecast | Factors of Increase/Decrease of Business Contribution Profit



FOREX Impact on Revenue and Operating Profit

[FOREX: ¥]
[Impact, Sensitivity: ¥ billions]

| | FY23 12M | FY24 12M | YoY Impact | | FX Sensitivity*2 | |
|--------------------------|-------------|-------------|------------|-------|------------------|-------|
| | | | Revenue | OP | Revenue | OP |
| USD | 144.62 | 152.58 | +20.4 | - 0.8 | +2.6 | - 0.1 |
| EUR | 156.80 | 163.75 | +10.4 | +6.2 | +1.6 | +0.4 |
| GBP | 181.76 | 194.61 | +3.1 | - 0.2 | +0.2 | +0.1 |
| European Currency*1 | - | - | +14.2 | +6.1 | +2.3 | +0.8 |
| RMB | 20.14 | 21.10 | +3.2 | +1.4 | +3.0 | +0.8 |
| Others | - | - | +3.8 | +0.2 | - | - |
| Exchange contract effect | - | - | - | +0.2 | - | - |
| Total | - | - | +41.6 | +7.0 | - | - |

*1 European currency: Currencies used in Europe including EUR/GBP

*2 FOREX Sensitivity: FOREX impact at ¥1 change (annual)

Regarding discontinued operations | Precision Medicine

Accounting Process

- Precision Medicine Business has been classified as a discontinued operation and excluded from consolidated revenue, business contribution profit, operating profit and profit before tax
Excluded from 12M results retroactively applied to Q1
- The profit from this transfer of shares was recorded in profit attributable to owners of the Company as the profit from discontinued operations
Q4 (cumulative): ¥45.1 billion

Results

[¥ billions]

| | FY23 Results | | | | FY23 Reference | | FY24 Results | |
|-------------------------------------|-----------------|---------|-------------------------|-------|--|---------|--|---------|
| | Company overall | | Discontinued operations | | Company overall W/O Discontinued operations | | Company overall W/O Discontinued operations | |
| | Q4 | 12M | Q4 | 12M | Q4 | 12M | Q4 | 12M |
| Revenue | 318.0 | 1,160.0 | 14.3 | 52.3 | 303.8 | 1,107.7 | 296.0 | 1,127.9 |
| Gross Profit | 136.6 | 504.7 | 8.1 | 29.6 | 128.5 | 475.1 | 115.1 | 479.4 |
| Gross Profit ratio | 42.9% | 43.5% | 56.7% | 56.6% | 42.3% | 42.9% | 38.9% | 42.5% |
| SG & A | 122.8 | 478.7 | 9.5 | 36.9 | 113.2 | 441.8 | 112.0 | 447.5 |
| Business Contribution Profit | 13.8 | 26.0 | -1.4 | -7.3 | 15.2 | 33.3 | 3.1 | 31.9 |
| Operating Profit | 17.5 | 26.1 | 4.6 | -1.5 | 12.9 | 27.5 | -45.6 | -64.0 |

Changes in Segment Information due to Organizational Changes

| Before FY2023 | |
|--|--|
| Digital Workplace Business | <ul style="list-style-type: none"> ■ Office ■ DW-DX |
| Professional Print Business | <ul style="list-style-type: none"> ■ Production print ■ Industrial print ■ Marketing services |
| Healthcare Business | <ul style="list-style-type: none"> ■ Medical imaging ■ Precision medicine |
| Industry Business | <ul style="list-style-type: none"> ■ Sensing ■ Performance materials ■ IJ components ■ Optical components ■ Imaging-IoT solutions ■ Visual solutions |
| Corporate, etc. (QOL solutions, FORXAI, Technology Development Headquarters, and other CO) | |



| After FY2024 Q3 | | |
|---|-----------------------------|---|
| Business Technologies Business | Digital Workplace Business | <ul style="list-style-type: none"> ■ Office ■ DW-DX |
| | Professional Print Business | <ul style="list-style-type: none"> ■ Production print ■ Industrial print ■ Marketing services |
| Industry Business | | <ul style="list-style-type: none"> ■ Sensing ■ Performance materials ■ Inkjet components ■ Optical components |
| Imaging Solutions Business | | <ul style="list-style-type: none"> ■ Healthcare (formerly medical imaging) ■ Imaging-IoT solutions, etc. (including QOL solutions and FORXAI) ■ Visual solutions |
| Corporate, etc. (Technology Development Headquarters, and other CO) | | |

Discontinued operations

Precision Medicine Business

- **Business Contribution Profit:**
Original index of the Company, the profit subtracted sales cost, SG&A from revenue
- **HSI (Hyper Spectral Imaging): Sensing unit**
An imaging technique in which a wide range of wavelengths are divided into multi-wavelengths. This technique can be used to sort different types of plastics that cannot be identified by the human eye or an RGB camera
- **SANUQI: Performance materials unit**
Trademark of a new resin film, used as a material in electronic devices for displays
- **Color production print machine segments: Production print unit**
ELPP (Entry Light Production Print) Monthly printing volume: 0.1-0.3 million sheets for low-priced products mainly for large companies' centralized printing rooms
LPP (Light Production Print) Monthly printing volume: 0.1-0.3 million sheets for commercial printing
MPP (Mid Production Print) Monthly printing volume: 0.3-1 million sheets for commercial printing
HPP (Heavy Production Print) Monthly printing volume: 1 million sheets or more for commercial printing
- **MPM: Marketing service unit**
Marketing Print Management. The service helps clients optimize return on investment of print production of promotional materials for marketing divisions of major global corporations.
- **Operation optimizing services: DW-DX unit**
Services that provides business content management and business process management
- **AI SaaS services: DW-DX unit**
Services developed in-house such as AI-based interpretation, knowledge management, and learning support
- **Managed IT Services: DW-DX unit**
Services that support all operations in a company's IT department. These wide-ranging services include support for a product's lifecycle, including the creation of plans for deploying things such as PCs and servers, operating systems, software, and networks, as well as the actual deployment, contracted operation and support, management, maintenance, and contracted collection
- **FORXAI: Imaging-IoT solutions unit, etc.**
Business unit that develops a company-wide common technology platform centered on AI technology
- **QOL Solutions: Imaging-IoT solutions unit, etc.**
Business unit that develops monitoring solutions for care facilities
- **Force Security: Imaging IoT solutions unit**
U.S. system integrator acquired in FY2023



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Cautionary Statement:

The forecasts mentioned in this material are the results of estimations based on currently available information, and accordingly, contain risks and uncertainties. The actual results of business performance may sometimes differ from those forecasts due to various factors.

Remarks:

Yen amounts are rounded to the nearest 100 million.