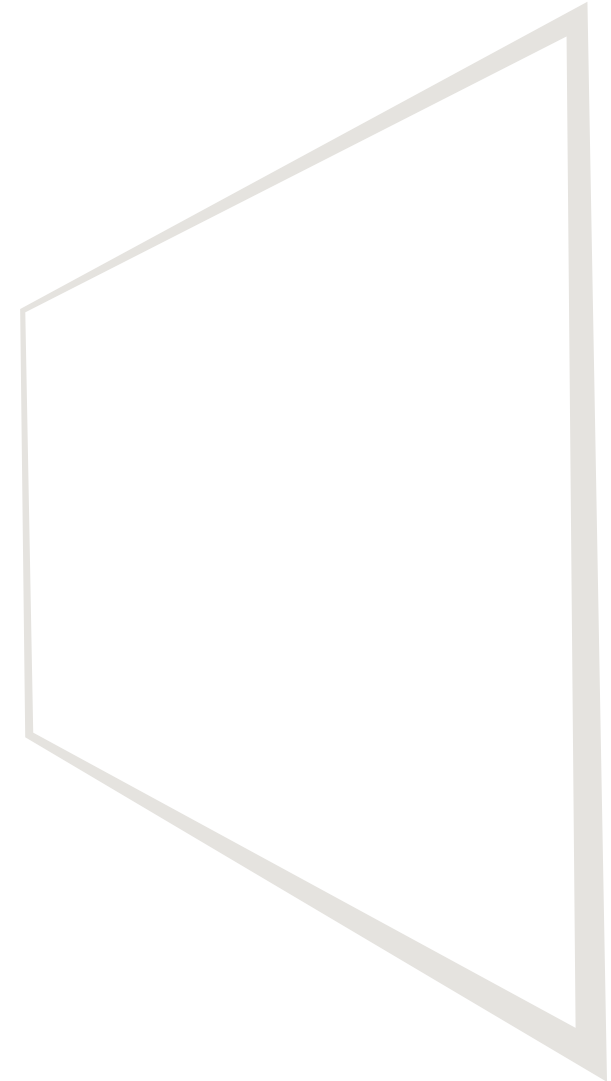


Konica Minolta, Inc. FY2025 ended in March 2026 Consolidated Financial Results

Toshimitsu Taiko
President and CEO, Representative Executive Officer
May 14, 2026



FY2025 PERFORMANCE OVERVIEW



KONICA MINOLTA



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FY2025 Performance | Summary

Compared to FY24

- Revenue Decreased (+: FOREX and revenue increase in Industry, -: business selection and concentration, and lower revenue in office and healthcare)
- Business contribution profit Increased (+: improvement in gross profit ratio due to an improved business mix, improvement in SG&A expenses ratio from global structural reform efforts and other initiatives, and absence of decrease by correction of elimination of unrealized gains in consolidated adjustments; impact of U.S. tariffs was -¥5.3 billion)
- Operating profit Increased (+: absence of one-time expenses recorded in the previous fiscal year, including structural reform costs, expenses related to business selection and concentration, and impairment losses)
- Profit attributable to owners of the Company Increased (+: improvement in finance income and costs, improvement in tax rates including one-time factors, and valuation loss on Tempus AI shares)
- FCF Decreased (+: operating cash flows due to higher profit before tax; -: investing cash flows due to lower cash inflows from business transfers and higher cash inflows from partial sale of Tempus AI shares)

[¥ billions]

	FY24 12M	FY25 12M	YoY	w/o FOREX	FY24 Q4	FY25 Q4	YoY	w/o FOREX
Revenue	1,127.9	1,087.7	-4%	-5%	296.0	306.6	+4%	-2%
Gross Profit	479.4	478.4	-0%	-2%	115.1	131.8	+14%	+6%
Gross Profit ratio	42.5%	44.0%	+1.5pt		38.9%	43.0%	+4.1pt	
SG&A	447.5	425.2	-5%	-6%	112.0	113.3	+1%	-4%
SG & A ratio	39.7%	39.1%	-0.6pt		37.8%	36.9%	-0.9pt	
Business Contribution Profit*1	31.9	53.2	+67%	+55%	3.1	18.5	+492%	+389%
Business Contribution Profit ratio	2.8%	4.9%	+2.1pt		1.1%	6.0%	+5.0pt	
Operating Profit	-64.0	49.9	-	-	-45.6	16.6	-	-
Profit attributable to owners of the Company	-47.5*2	30.3	-		-34.1	8.8	-	
FCF	75.7*2	52.3	-31%		69.0	27.4	-60%	
FOREX [Yen]								
USD	152.58	150.77	-1.81		152.60	156.86	+4.26	
EUR	163.75	174.79	+11.04		160.50	183.65	+23.15	

*1 Business contribution profit: The profit subtracted sales cost, SG&A from revenue

*2 Including those from discontinued businesses

FY2025 Performance | Increase/Decrease Factors of PL

[¥ billions]

	FY24 12M	FY25 12M	Increase/ Decrease	Main factors of increase/decrease
Revenue	1,127.9	1,087.7	-40.1	Business selection and concentration ^{*1} : -51.0, and FOREX: +16.2, etc.
Gross profit	479.4	478.4	-1.0	Business selection and concentration ^{*1} : -12.3, U.S. tariff expenses and related impacts on sales: -12.2, FOREX: +10.1, and absence of decrease by correction of elimination of unrealized gains in consolidated adjustments recorded in FY24: +11.4, etc.
SG&A	447.5	425.2	-22.3	Structural reform efforts: -13.0, business selection and concentration ^{*1} : -14.5, cost reductions from measures in response to U.S. tariffs : -6.9, FOREX: +6.4, and others: +6.0, etc.)
Business contribution profit	31.9	53.2	+21.3	
Capital expenditures ^{*2}	41.6	60.5	+18.9	Acquisition of real estate trust beneficiary interests in the land of Tokyo Site Hino: +18.9
Depreciation and amortization expenses ^{*3}	52.8	40.2	-12.6	Business selection and concentration ^{*1} : -8.3, and absence of impairment losses of property, plant and equipment and others recorded in FY24: -2.7, etc.
Research and development expenses	59.6	54.8	-4.8	Business selection and concentration ^{*1} : -2.0, etc.

^{*1} Business transfers in DW-DX, marketing services, and imaging IoT solutions unit. Precision Medicine Business is not included as it is a discontinued operation

^{*2} Including the expenses for acquiring real estate trust beneficiary interests in the land of Tokyo Site Hino (¥18.9 billion)

^{*3} Not including IFRS16 right-of-use assets amortization expenses

FY2025 Performance | Increase/Decrease Factors of PL

[¥ billions]

	FY24 12M	FY25 12M	Increase/ Decrease	Main factors of increase and decrease
Other income and expenses	-95.9	-3.3	+92.6	Absence of one-time expenses recorded in FY24, including impairment losses +51.1, structural reform costs +21.6, and expenses related to business selection and concentration*1 +19.6
Operating profit	-64.0	49.9	+113.9	
Financial income and costs	-15.1	-6.5	+8.7	Decrease in interest payments, including lease interest +0.9, gains on the acquisition of real estate trust beneficiary interests in the land of Tokyo Site Hino +1.1, and FOREX: +6.0
Profit before tax	-79.2	43.4	+122.6	
Income tax expense	-16.2	-9.6	+6.6	Improvement in tax expense for the current fiscal year caused by an improvement in the recoverability of deferred tax assets related to tax losses incurred in connection with the business selection and concentration promoted in the previous fiscal year, including one-time factors ,etc.
Profit from continuing operations	-95.4	33.8	+129.2	
Profit from discontinued operations	45.1	-1.9	-47.0	Valuation gains on Tempus AI shares and losses on partial sale of shares -1.7, and absence of gains on the sale of Ambry Genetics Corporation and others in FY24.: -45.1
Profit attributable to	-50.3	31.8	+82.2	
Owners of the Company	-47.5	30.3	+77.8	
Non-controlling interests	-2.8	1.6	+4.4	Absence of impairment losses related to MGI in FY24 : +4.2

*1 Business transfers in DW-DX, marketing services, and imaging IoT solutions unit. Precision Medicine Business is not included as it is a discontinued operation

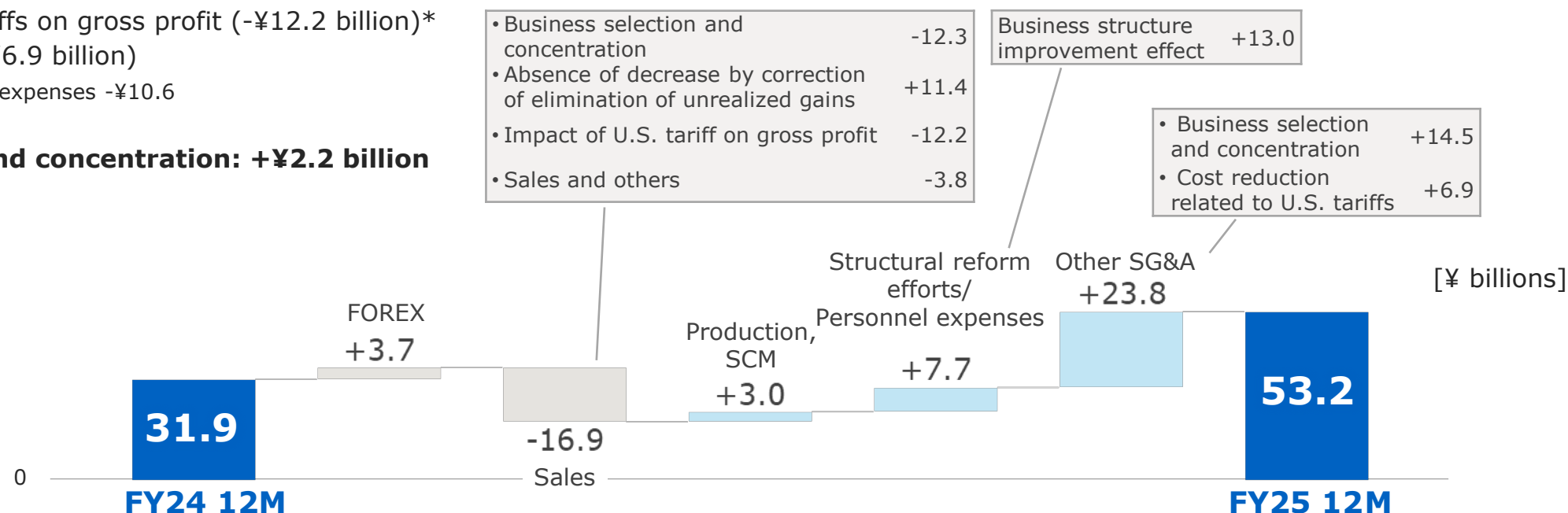
FY2025 Performance | Increase/Decrease Factors of Business Contribution Profit

Impact of U.S. tariffs: -¥5.3 billion

- Impact of U.S. tariffs on gross profit (-¥12.2 billion)*
- Cost reduction (+¥6.9 billion)

* Including U.S. tariff expenses -¥10.6

Business selection and concentration: +¥2.2 billion



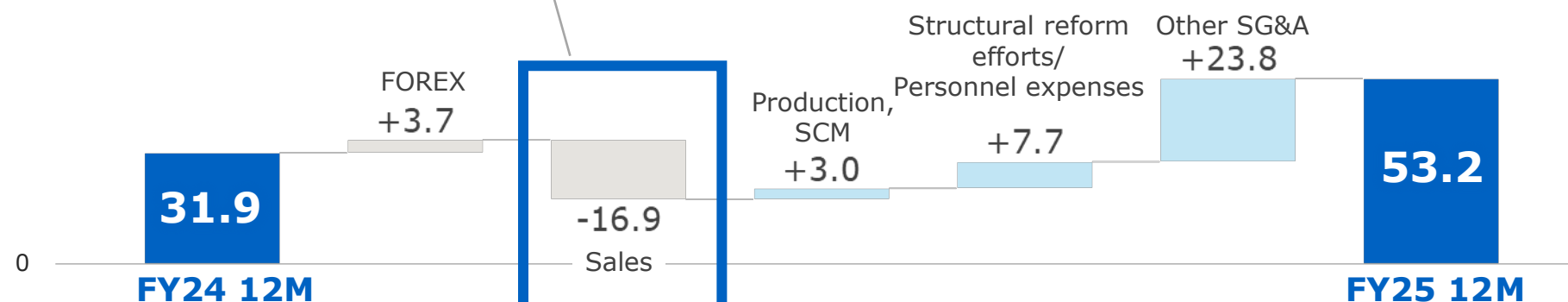
	FY24 12M	FOREX	Sales	Production, SCM	Structural reform efforts/ Personnel expenses	Other SG&A	FY25 12M
Digital Workplace	35.8	+4.1	-13.8	+1.9	+4.0	+6.7	38.8
Professional Print	13.0	+0.4	-7.9	-0.0	+1.4	+4.3	11.1
Industry	14.0	-0.5	+5.1	+0.2	+0.6	+2.8	22.4
Imaging Solutions	-10.3	-0.1	-0.8	+0.9	+1.4	+7.0	-1.8
Corporate, etc.	-20.5	-0.3	+0.4	-	+0.2	+3.0 ^{*1}	-17.2
Company overall	31.9	+3.7	-16.9	+3.0	+7.7	+23.8	53.2

*1 Improved business contribution profit due to gains on the acquisition of real estate trust beneficiary interests (Tokyo Site Hino) and others, etc.

FY2025 Performance | Details of Increase/Decrease Factors of Business Contribution Profit

	Sales	Business selection and concentration	Absence of decrease by correction of elimination of unrealized gains	Impact of U.S. tariff on gross profit	Sales and others
Digital Workplace	-13.8	-1.3	+6.4	-6.6	-12.2
Professional Print	-7.9	-7.1	+3.3	-5.6	+1.5
Industry	+5.1	-0.0	-	-0.1	+5.2
Imaging Solutions	-0.8	-3.9	+1.7	+0.2	+1.2
Corporate and others	+0.4	-	-	-	+0.4
Company overall	-16.9	-12.3	+11.4	-12.2	-3.8

[¥ billions]



	FY24 12M	FOREX	Sales	Production, SCM	Structural reform efforts/Personnel expenses	Other SG&A	FY25 12M
Digital Workplace	35.8	+4.1	-13.8	+1.9	+4.0	+6.7	38.8
Professional Print	13.0	+0.4	-7.9	-0.0	+1.4	+4.3	11.1
Industry	14.0	-0.5	+5.1	+0.2	+0.6	+2.8	22.4
Imaging Solutions	-10.3	-0.1	-0.8	+0.9	+1.4	+7.0	-1.8
Corporate, etc.	-20.5	-0.3	+0.4	-	+0.2	+3.0 ^{*1}	-17.2
Company overall	31.9	+3.7	-16.9	+3.0	+7.7	+23.8	53.2

*1 Improved business contribution profit due to gains on the acquisition of real estate trust beneficiary interests (Tokyo Site Hino) and others, etc.

FY2025 Performance | Revenue & Profit by Segment

[¥ billions]

Revenue	FY24 12M	FY25 12M	YoY	w/o FOREX	FY24 Q4	FY25 Q4	YoY	w/o FOREX
Digital Workplace	616.4	610.5	-1%	-3%	157.8	171.4	+9%	+1%
Professional Print	284.7	255.2	-10%	-11%	77.1	70.0	-9%	-15%
Industry	119.3	126.8	+6%	+6%	30.1	35.8	+19%	+16%
Imaging Solutions	106.9	94.5	-12%	-12%	30.9	29.2	-5%	-7%
Corporate, etc.	0.7	0.7	+8%	+8%	0.2	0.2	+18%	+18%
Company overall	1127.9	1087.7	-4%	-5%	296.0	306.6	+4%	-2%

Business Contribution Profit	FY24 12M	ratio	FY25 12M	ratio	YoY	w/o FOREX	FY24 Q4	ratio	FY25 Q4	ratio	YoY	w/o FOREX
Digital Workplace	35.8	7%	38.8	6%	+8%	-3%	5.7	7%	12.0	7%	+112%	+69%
Professional Print	13.0	5%	11.1	4%	-15%	-17%	2.2	6%	3.2	5%	+43%	+7%
Industry	14.0	12%	22.4	18%	+60%	+63%	3.3	11%	7.4	21%	+125%	+121%
Imaging Solutions	-10.3	-	-1.8	-	-	-	-3.1	-	1.0	3%	-	-
Corporate, etc.	-20.5	-	-17.2	-	-	-	-5.0	-	-5.1	-	-	-
Company overall	31.9	3%	53.2	5%	+67%	+55%	3.1	5%	18.5	6%	+492%	+389%

Operating Profit	FY24 12M	ratio	FY25 12M	ratio	YoY	w/o FOREX	FY24 Q4	ratio	FY25 Q4	ratio	YoY	w/o FOREX
Digital Workplace	14.0	7%	37.1	6%	+165%	+135%	-1.6	7%	11.4	7%	-	-
Professional Print	-13.2	5%	9.3	4%	-	-	-22.1	6%	3.1	4%	-	-
Industry	-12.7	12%	22.3	18%	-	-	4.9	11%	7.3	20%	+47%	+45%
Imaging Solutions	-25.9	-	-1.3	-	-	-	-18.5	-	0.1	0%	-	-
Corporate, etc.	-26.1	-	-17.5	-	-	-	-8.4	-	-5.3	-	-	-
Company overall	-64.0	3%	49.9	5%	-	-	-45.6	5%	16.6	5%	-	-

Reinforcement of Financial Foundation | Status of Balance Sheet (Compared to End of FY24)

	End of Mar. 2025	End of Mar. 2026	Change	
Cash and cash equivalents	89.9	110.8	+20.9	
Trade and other receivables	289.6	316.6	+27.0	Increase from FOREX
Inventories	207.6	210.5	+2.8	
Other financial assets	35.8	14.1	-21.6	Valuation gain and partial sale of Tempus AI shares
Other current assets	38.5	41.0	+2.5	
Assets held for sale	26.3	-	-26.3	Transfer of business of overseas MPM and MOBOTIX, and others
Total current assets	687.8	693.0	+5.2	
Property, plant and equipment	265.6	259.5	-6.1	Change due to the acquisition of real estate trust beneficiary interests in the land of Tokyo Site Hino
Goodwill and intangible assets	171.3	182.8	+11.4	Increase from FOREX
Other non-current assets	92.9	99.6	+6.7	
Total non-current assets	529.8	541.9	+12.1	
Total assets	1,217.6	1,234.9	+17.3	FOREX impact: +67.0, without FOREX: -49.7

[¥ billions]

	End of Mar. 2025	End of Mar. 2026	Change	
Trade and other payables	170.7	172.7	+2.0	
Bonds and borrowings	343.3	329.6	-13.6	
Lease liabilities	94.9	68.7	-26.2	Change due to the acquisition of real estate trust beneficiary interests in the land of Tokyo Site Hino
Provisions	34.4	18.2	-16.3	Provision for business selection and concentration and business structure improvement, etc.
Liabilities directly associated with assets held for sale	15.8	-	-15.8	Transfer of business of overseas MPM and MOBOTIX, and others
Other liabilities	84.5	96.7	+12.2	Increase from FOREX
Total liabilities	743.6	685.9	- 57.6	
Equity attributable to owners of the Company	463.2	536.5	+73.4	
Non-controlling interests	10.9	12.5	+1.5	
Total equity	474.1	549.0	+74.9	
Total liabilities and equity	1,217.6	1,234.9	+17.3	

FOREX [¥]

	End of Mar. 2025	End of Mar. 2026
USD	149.52	159.88
EUR	162.08	183.41
RMB	20.59	23.11

Reinforcement of Financial Foundation | Free Cash Flows

[¥ billions]

	FY24 12M	FY25 12M	Details
Profit (loss) before tax	-79.2	43.4	Improvement in profit through operating profit, and improvement in financial income and costs
Depreciation and amortization expenses ^{*1}	74.6	58.7	Decrease from business selection and concentration, and impairment losses of the property, plant and equipment and others in FY24
Increase/decrease in trade and other receivable ("-" is increase)	-1.4	2.4	
Increase/decrease in inventories ("-" is increase)	6.9	15.0	
Turnover (months)	3.44	3.61	
Increase/decrease in trade and other payables ("-" is decrease)	-8.6	-14.5	
Others	58.7	-18.6	Decrease from provision for business structure improvement
Net cash provided by (used in) operating activities	51.1	86.3	
Purchase of property, plant and equipment	-25.8	-47.9	Purchase of the property, plant and equipment (including the acquisition of trust beneficiary interests in the land of Tokyo Site Hino)
Purchase of intangible assets	-15.6	-13.2	
Proceeds from sales of subsidiaries	66.1	5.7	Absence of proceeds from transfer of shares of Ambry Genetics Corporation and others in FY24
Payments for sales of subsidiaries	-1.9	-1.2	
Proceeds from sales of investment securities	0.7	21.3	Partial sales of Tempus AI shares
Others	1.1	1.2	
Net cash provided by (used in) investing activities	24.6	-34.0	
Free cash flows	75.7	52.3	

*1 Including depreciation of right-of-use assets recognized under IFRS 16

FY2026 EARNINGS FORECAST



KONICA MINOLTA

FOREX	<ul style="list-style-type: none">● Assumption: 150 USD/JPY and 180 EUR/JPY
Interest rate	<ul style="list-style-type: none">● Outlook: Japan to hike, U.S. to cut, Europe to rise or remain stable
U.S. tariffs	<ul style="list-style-type: none">● China (Business Technologies Business): 17.5%, the others: 10%
Energy	<ul style="list-style-type: none">● Energy costs are expected to be impacted by rising geopolitical risks in the Middle East.
Materials procurement	<ul style="list-style-type: none">● Factoring in the impact of rising memory and silver prices

FY2026 Earnings Forecast | Summary

- FOREX: 150 USD/JPY, 180 EUR/JPY
- Factoring in Macro environment: U.S. tariffs, the situation in the Middle East, rising material prices, etc.
- Operating profit: One-time expenses expected for reforms
- Net profit: Absence of one-time factors in tax rates
- Dividends: Operating CF, part of the cash inflow from the sale of Tempus AI shares

[¥ billions]

	FY25 Results	FY26 Forecast	Change
Revenue	1,087.7	1,105.0	+17.3
Business contribution profit	53.2	56.0	+2.8
Operating Profit	49.9	50.0	+0.1
Profit attributable to owners of the Company	30.3	28.5	-1.8
Dividends (yen/share)	12	18	+6
ROE (%)	6.1	5.2	-0.9
Capital expenditures	41.6 ^{*1}	50.0	+8.4
Depreciation and Amortization Expenses ^{*2}	40.2	43.0	+2.8
R&D expenses	54.8	55.0	+0.2
FCF	52.3	44.5	-7.8

The Company has currently filed applications with the U.S. authorities for tariff refunds, and the total amount of applications that have been accepted and are under review is around 7 billion yen. Also, the outcome of the refund applications, the amount of any refunds, and the timing of any refunds all remain uncertain. Accordingly, the amount of these applications has not been included in the FY2026 earnings forecast.

^{*1} Not including the expenses for acquiring real estate trust beneficiary interests in the land of Tokyo Site Hino (¥18.9 billion)

^{*2} Not including IFRS16 right-of-use assets amortization expenses

FY2026 Earnings Forecast | By Segment

[¥ billions]

Revenue	FY25 Results		FY26 Forecast		Change
Digital Workplace	610.5		619.0		+8.5
Professional Print	255.2		258.0		+2.8
Industry	126.8		136.0		+9.2
Imaging Solutions ^{*1}	94.5		92.0		-2.5
Corporate, etc.	0.7		0.0		-0.7
Company overall	1,087.7		1,105.0		+17.3

Business contribution profit	FY25 Results		FY26 Forecast		Change
		Ratio		Ratio	
Digital Workplace	38.8	6%	37.5	6%	-1.3
Professional Print	11.1	4%	15.5	6%	+4.4
Industry	22.4	18%	24.5	18%	+2.1
Imaging Solutions ^{*1}	-1.8	-	2.5	3%	+4.3
Corporate, etc.	-17.2	-	-24.0	-	-6.8
Company overall	53.2	5%	56.0	5%	+2.8

Operating profit	FY25 Results		FY26 Forecast		Change
		Ratio		Ratio	
Digital Workplace	37.1	6%	34.5	6%	-2.6
Professional Print	9.3	4%	15.0	6%	+5.7
Industry	22.3	18%	24.5	18%	+2.2
Imaging Solutions ^{*1}	-1.3	-	1.0	1%	+2.3
Corporate, etc.	-17.5	-	-25.0	-	-7.5
Company overall	49.9	5%	50.0	5%	+0.1

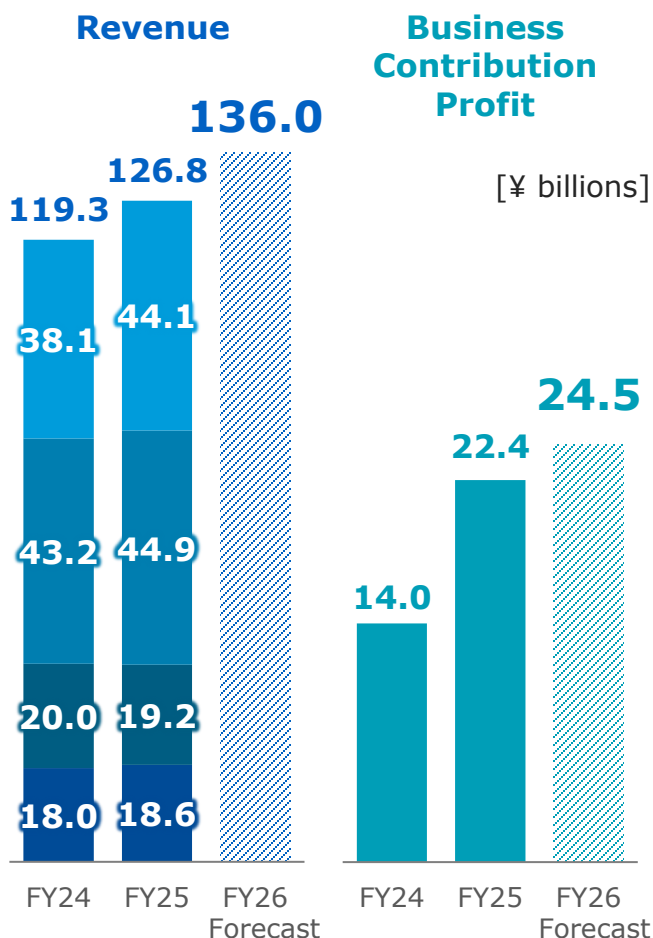
*1 Imaging Solutions Business : Video solution services in imaging IoT solutions is included in DW-DX, gas monitoring solutions is included in sensing from FY26.
FY25 results are shown before reclassification, FY26 results are shown after reclassification.

FY2025 Performance and FY2026 Forecast | Industry



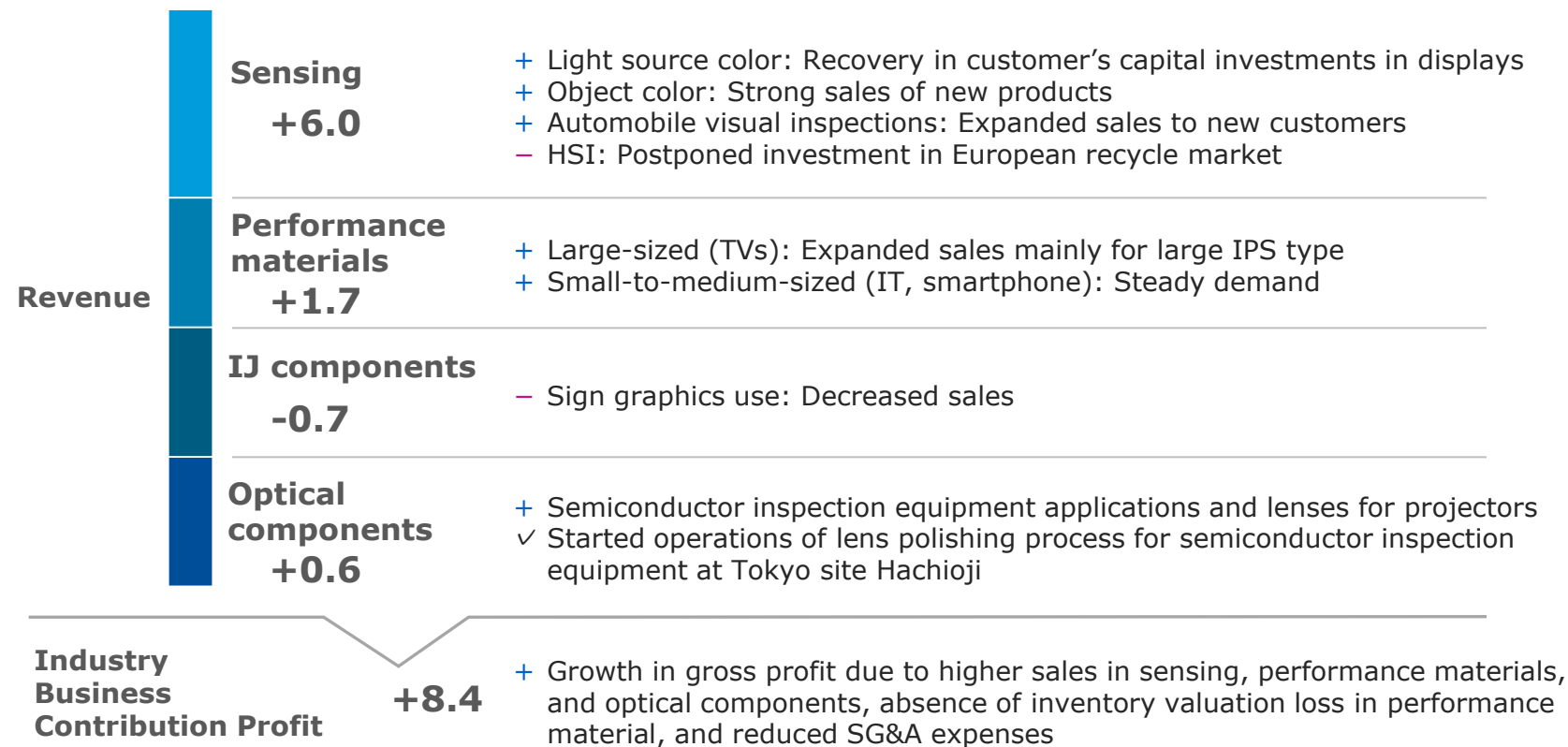
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[¥ billions]

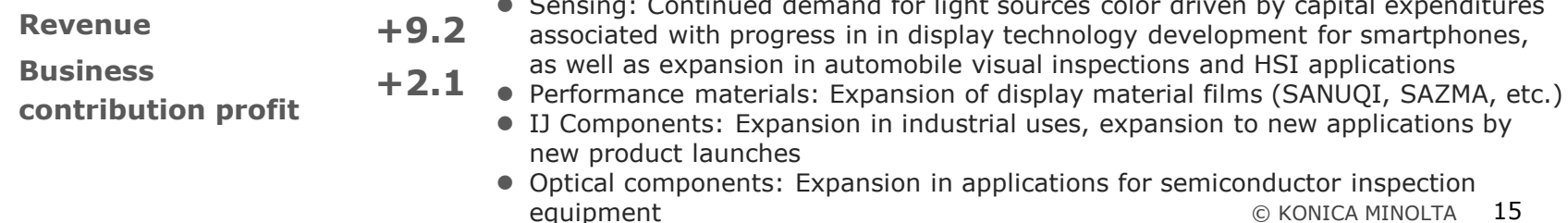


- Sensing
- Performance materials
- IJ components
- Optical components

FY2025 Results (YoY)



FY2026 Forecast (YoY)

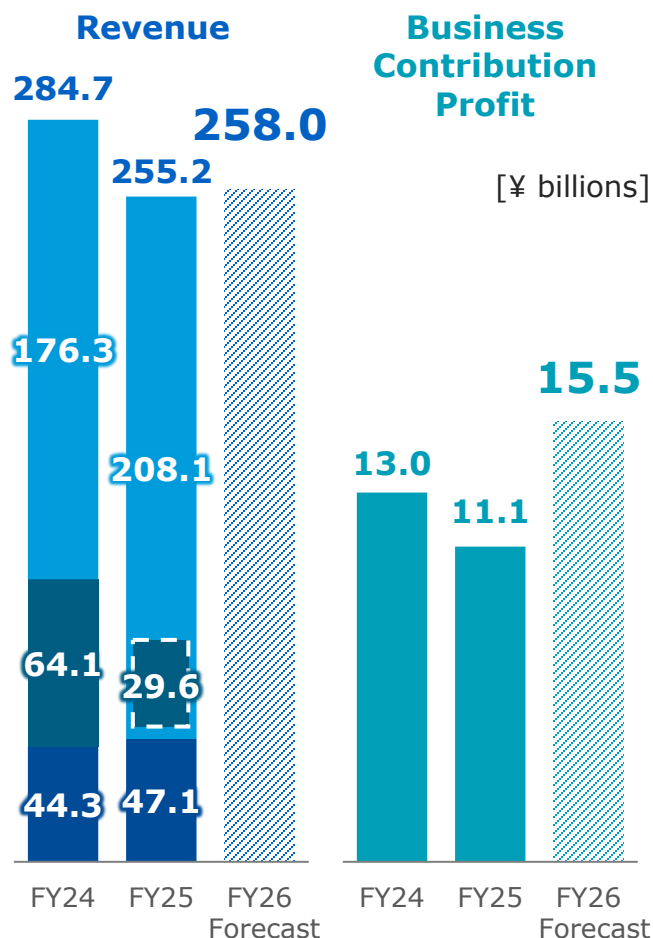


FY2025 Performance and FY2026 Forecast | Professional Print



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[¥ billions]



- Production print
- Marketing services
- Industrial print

FY2025 Results (YoY)

[Revenue]	FY25 12M	w/o FOREX	FY25 Q4	w/o FOREX
Hardware	-0%	-2%	+4%	-3%
Non-hard	+2%	+1%	+10%	+3%

- Hardware: U.S., Europe, and China (-), India and Asia (+)
- + Non-hard: Europe, China (+), U.S. (-)

[Units]	FY25 12M	FY25 Q4
Color	-1%	+0%
	HPP+2%、MPP+24% Others -4%	HPP+13%、MPP+16% Others -3%

Revenue

Production Print*1

Business selection and concentration excluded:

+3.9

(included: -32.3)

Industrial print

+2.8

Professional Print Business Contribution Profit

-1.9

- Hardware: Decrease in sales due to postponed investment mainly due to deterioration in the U.S. market conditions
- + Non-hard: Strong both in KM-1 series and label

- U.S. tariff effects, and decrease in gross profit and increase in R&D expenses in the industrial print unit
- + Absence of decrease by correction of elimination of unrealized gains, and increase in gross profit due to increased non-hard in the production print unit

FY2026 Forecast (YoY)

Revenue **+2.8**

Business contribution profit **+4.4**

- Production print: Increase in non-hard sales driven by growth in hardware sales of MPP and HPP
- Industrial print: Increase in sales due to expansion of hardware sales, higher non-hard revenue ratio, and acceleration of digital shift through workflow solutions

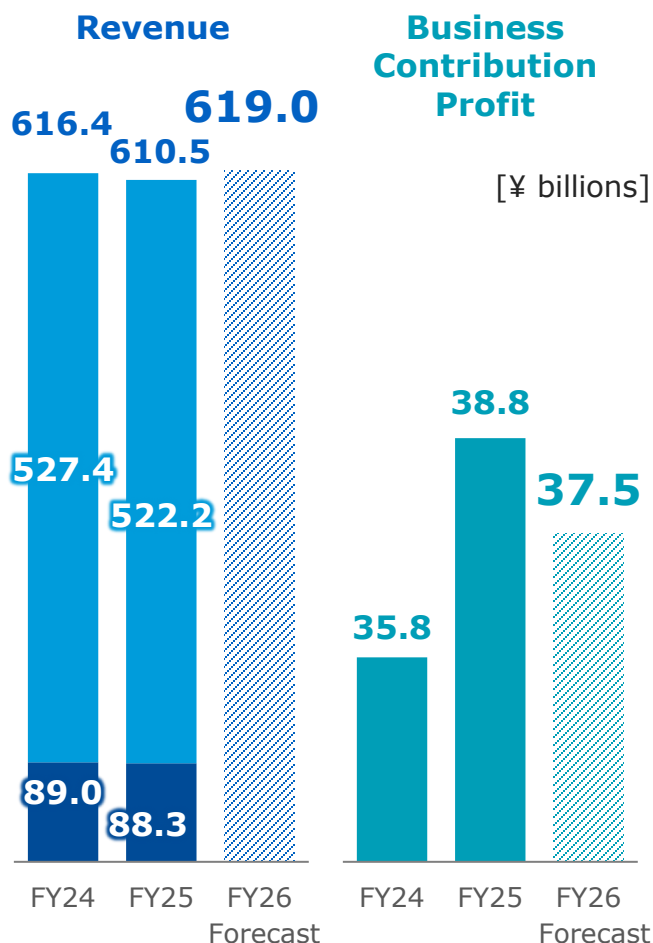
*1 Since the current fiscal year ended March 31, 2026, the marketing services unit has been integrated into the production print

FY2025 Performance and FY2026 Forecast | Digital Workplace



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[¥ billions]



■ Office
■ DW-DX

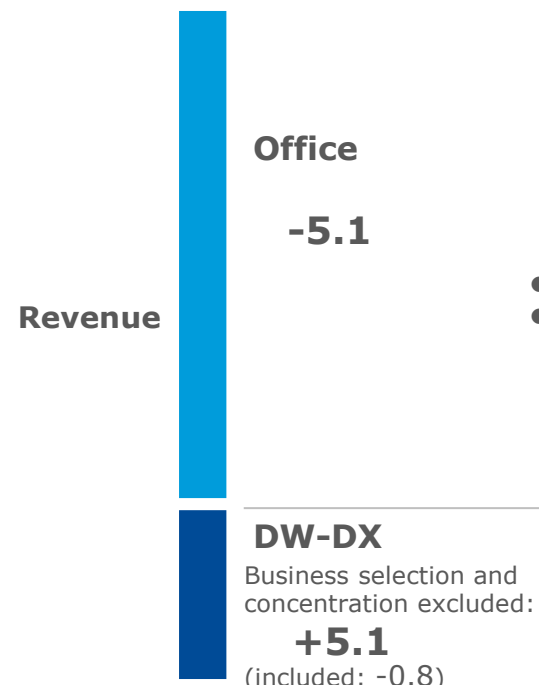
FY2025 Results (YoY)

[Revenue]	FY25 12M	w/o FOREX	FY25 Q4	w/o FOREX
Hardware	-1%	-4%	+13%	+5%
Non-hard	-1%	-3%	+6%	-2%

- Hardware: Japan, U.S., and China (-), Europe (+)
- Non-hard: Japan, Europe, U.S., and China (-), India and other regions (+)

- 12M -1%, Q4 +3% (w/o FOREX), excluding revenue for other companies' brand
- Factor of increase in Q4: A non-recurring change in lease accounting treatment (France) and revenue for other companies' brand

[Unit]	FY25 12M	FY25 Q4
A3 Color	-1%	+12%
A3 Monochrome	-21%	-25%



- Managed IT services: Decreased sales due to narrowed its focus to selected business areas, and sluggish in the U.S.
- + Operation optimizing services: Europe (+)
- + AI SaaS services by industry: Japan (+)

Digital Workplace Business Contribution Profit

+3.0

- + DW-DX: Business selection and concentration effect and business structure improvement effect
- Office: Decreased gross profit due to decreased revenue, impact of U.S. tariffs
- + Office: Absence of decrease by correction of elimination of unrealized gains, business structure improvement effect

FY2026 Forecast (YoY)

Revenue

+8.5

Business contribution profit

-1.3

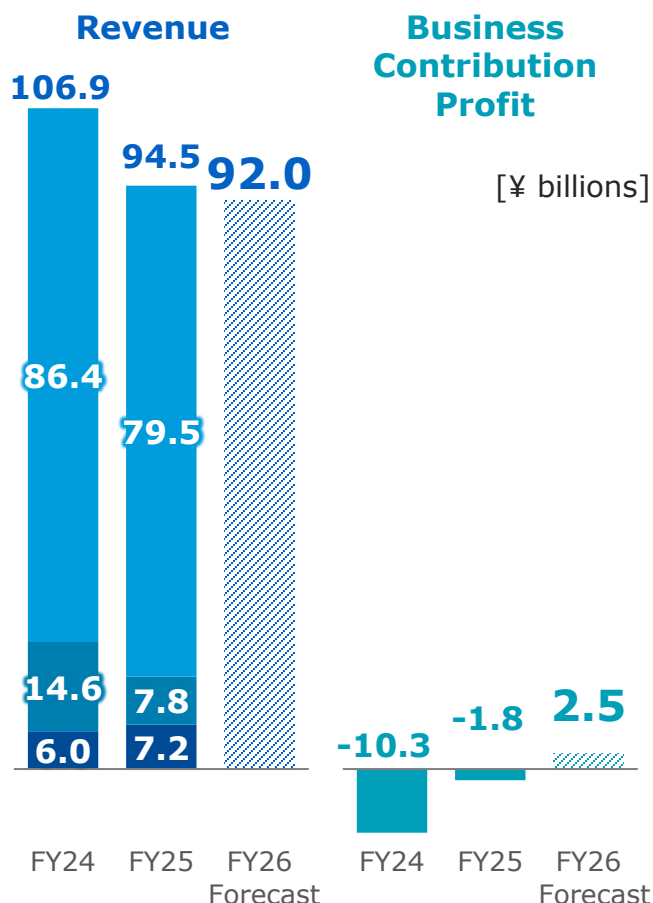
- Office: Decrease of hardware and non-hard
- DW-DX: Expansion of cross selling to MFP customers, ARPU growth
- Operational efficiency improvement and fixed cost optimization through AI utilization

FY2025 Performance and FY2026 Forecast | Imaging Solutions



KONICA MINOLTA

[¥ billions]

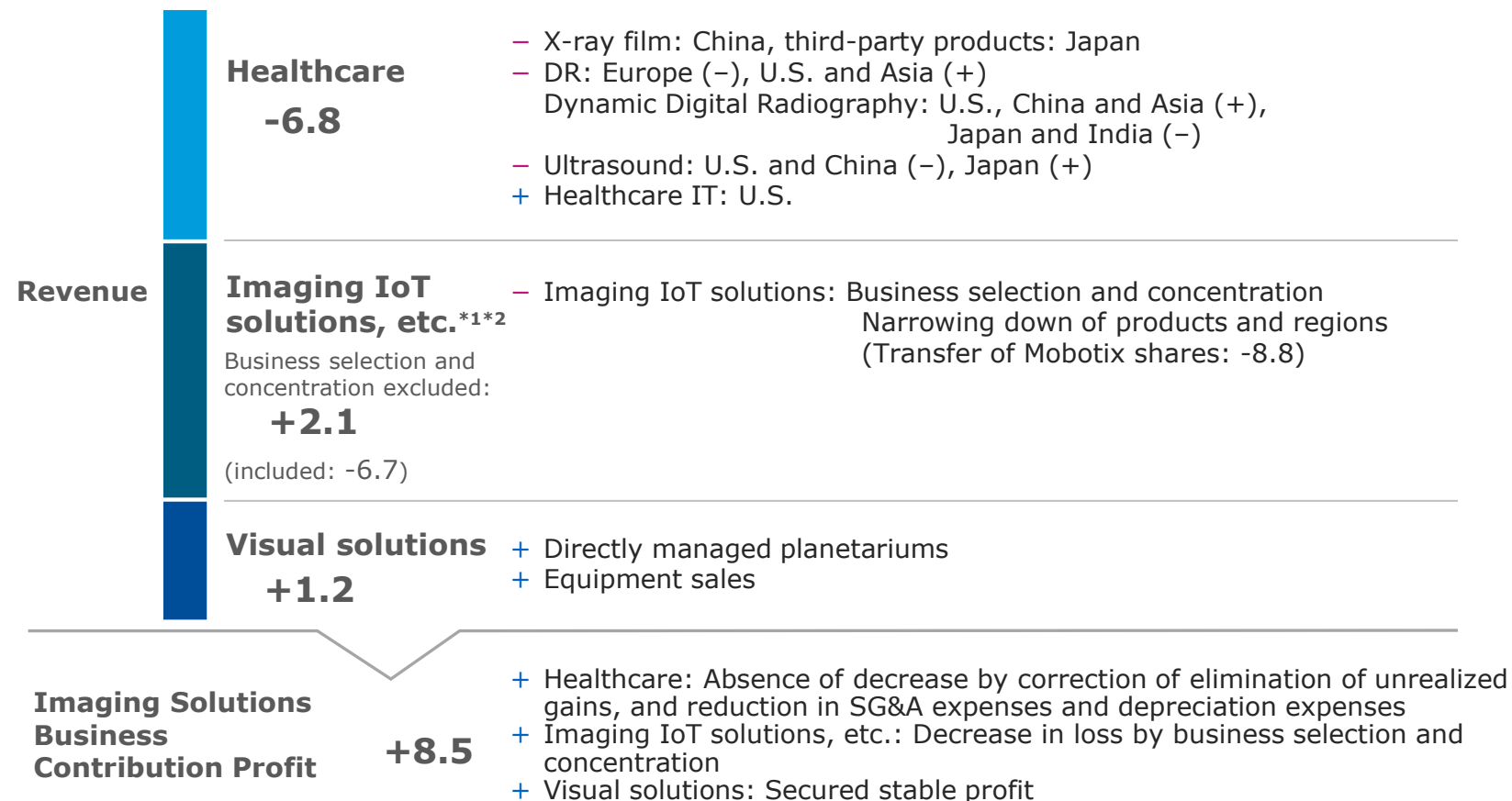


- Healthcare
- Imaging IoT solutions, etc. *1 *2
- Visual solutions

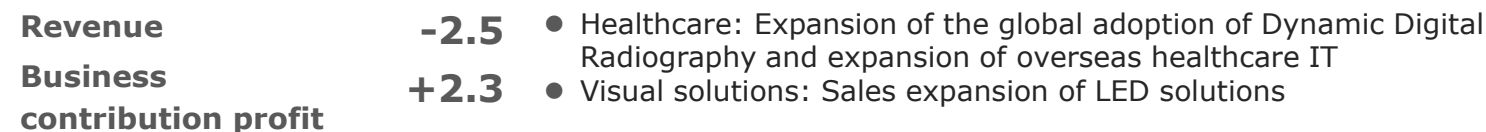
*1 Including FORXAI and QOL solutions

*2 Business unit reclassification was implemented in FY26. Figures in FY25 are before that, FY26 are after that.

FY2025 Results (YoY)



FY2026 Forecast (YoY)



Following the Announcement of the Medium-term Business Plan on April 23 | Toward Further Improvement in Profitability of the Business Technologies Business, Centered on the Office Business

Efficiency Enhancement Measures under the Medium-term Business Plan

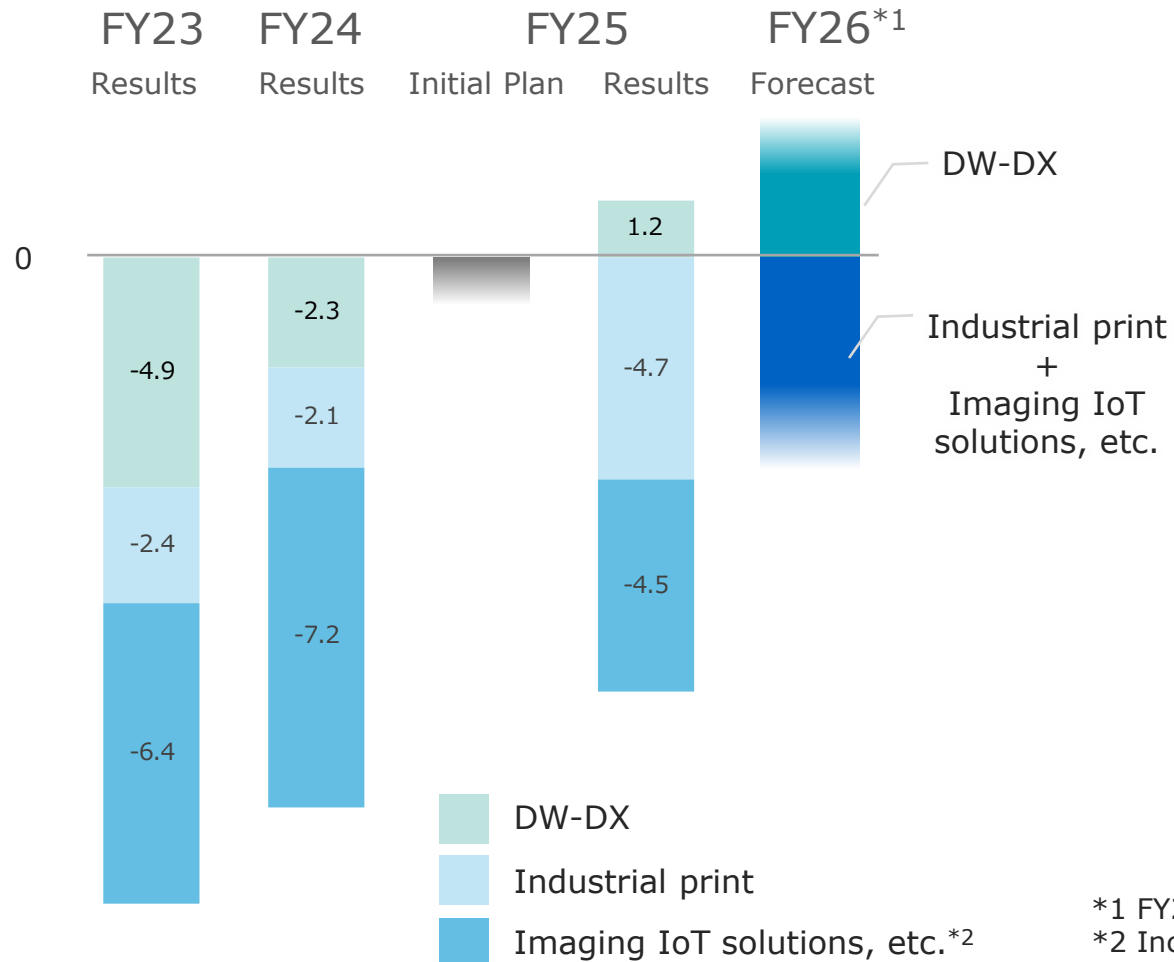
- Business Technologies Business: Position the organization for sustainable growth through operational transformation (Business Process Reengineering - BPR) and maximize the value created by human capital through AI. Achieve a sustainable high-profit business structure and industry-leading productivity.
- Corporate: Standardize processes and enhance functionality across businesses and regions.

Additional Measures in the Medium-term Business Plan

- Drive thorough initiatives by a dedicated project team to improve the profitability of the Business Technologies Business, especially Office Business, to achieve the higher ROE target.
(Progress will be explained on an ongoing basis from the Q1 financial results and onwards.)

Business contribution loss history

[¥ billions]



Achievements of the Previous Medium-term Business Plan

DW-DX

- Substantial improvement

Future Initiatives

Industrial print

- Sales growth through customer targeting and the acceleration of the digital shift by workflow solutions

Imaging IoT solutions, etc.*2

- Themes have been transferred to respective businesses, such as video solution services to DW-DX and gas monitoring solutions to sensing, to drive synergy creation
- AI engineers have been reallocated to the corporate R&D

*1 FY26 Forecast for imaging IoT solutions, etc. are shown before reclassification

*2 Including FORXAI and QOL solutions

Shareholder Returns

Dividends

FY25: Changed from the initial plan of ¥10/share to ¥12/share

- ¥ 2/share increase, reflecting net profit from continuing operations and FCF exceeding expectations

FY26 forecast: ¥18/share

- Cash flows from operating activities
- Tempus AI shares: As of May 2026, 700,000 shares were sold, generating cash inflows of 6.0 billion yen, a portion of which is allocated

FY26-28 Cumulative

Cash inflows

Increase from the sale
of Tempus AI shares
(At present)

+6.0 billion yen

230.0 billion yen

Cash outflows

Reduction in interest-bearing
liabilities and shareholder return

50.0 billion yen → **56.0** billion yen

Capital expenditures,
investment and lending

180.0
billion yen

Including growth investments
of 90.0 billion yen

Upcoming IR events

- July 30, 2026 Announcement of Q1/March 2027 Consolidated Financial Results
- To be announced once finalized
 - ✓ Briefing of Business:
Business Technologies, IJ components, optical components for semiconductor inspection equipment
 - ✓ Growth Seeds Briefing (Based on progress)

Past IR events

- March 18, 2026 Briefing of Optical Components for Semiconductor Manufacturing Equipment
- April 23, 2026 Announcement of Corporate Plan 2026-2028

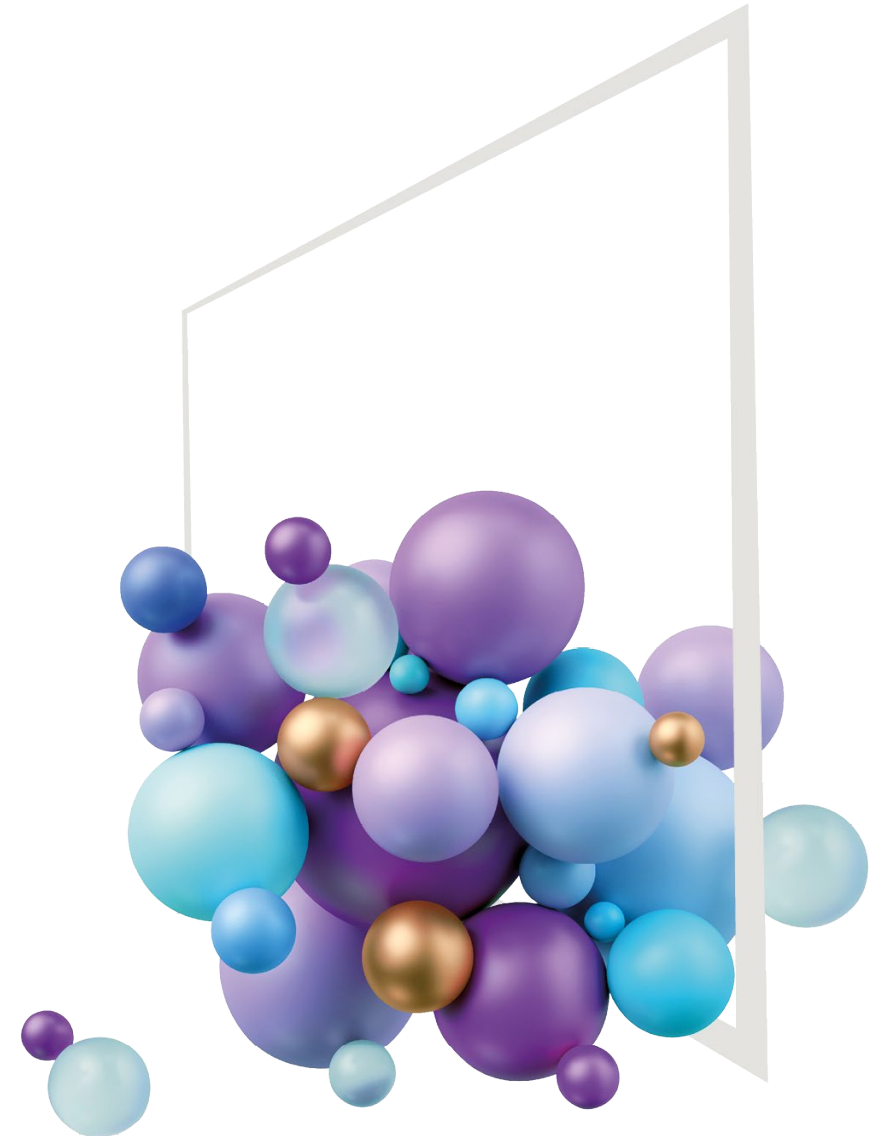
Please refer to our website for further details.

https://www.konicaminolta.com/global-en/investors/event/other_event/index.html

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/2026/2026_4q_presentation_supplementary.xlsx



Changes in Segment Information due to Organizational Changes

FY25

Industry Business		<ul style="list-style-type: none"> ■ Sensing ■ Performance materials ■ Optical components ■ Inkjet components
Business Technologies Business	Professional Print Business	<ul style="list-style-type: none"> ■ Production print (including marketing services) ■ Industrial print ■ Marketing services
	Digital Workplace Business	<ul style="list-style-type: none"> ■ Office ■ DW-DX
Imaging Solutions Business		<ul style="list-style-type: none"> ■ Healthcare ■ Imaging IoT solutions, etc. (including QOL solutions and FORXAI) ■ Visual solutions

Corporate, etc. (Technology Development Headquarters, and other CO)

Discontinued operations

Precision Medicine Business

From FY26

Industry Business		<ul style="list-style-type: none"> ■ Sensing (including gas monitoring solutions in imaging IoT solutions) ■ Performance materials ■ Optical components ■ Inkjet components
Business Technologies Business	Professional Print Business	<ul style="list-style-type: none"> ■ Production print ■ Industrial print
	Digital Workplace Business	<ul style="list-style-type: none"> ■ Office ■ DW-DX (including video solution services in imaging IoT solutions)
Imaging Solutions Business		<ul style="list-style-type: none"> ■ Healthcare ■ Imaging IoT solutions, etc. (including QOL solutions) ■ Visual solutions

Corporate, etc. (Technology Development Headquarters, [Imaging AI/System R&D](#), and other CO)

Discontinued operations

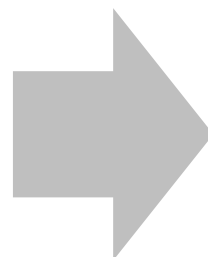
Precision Medicine Business

Tempus AI Stock: Number of Shares Sold and Held

- Background : Completed the transfer of the share of the genetic testing company Ambry Genetics Corporation to Tempus AI, Inc. (Tempus) and acquired Tempus Class A Common Stock as part of the transfer price (November 5, 2024.)

[As of November 2024: Acquired transfer price]

- 1) Without lock-up period
Transfer price of 125M USD:
Approx. 2.69M shares
- 2) With lock-up period
Transfer price of 100M USD:
Approx. 2.15M shares



[As of May 14, 2026]

- 1) Without lock-up period
Approx. 2.69M shares ➡ Sold
- 2) With lock-up period
 - Sold shares: Approx. 1.07M shares
 - Held shares: Approx. 1.08M shares

FY2024-FY2026 One-Time Factors List

[billion yen]

	FY24 Results	FY25 Results	FY26 Forecast
Business Contribution Profit	31.9	53.2	56.0
Other income and expenses	-95.9	-3.3	-6.0
Business selection and concentration (profit)	+2.2	+1.6	
(Loss)	-21.9	-1.7	
Business structure improvement expenses	-21.6	-1.2	
Impairment losses	-51.1	-1.0	
Operating Profit	-64.0	49.9	50.0
(Temporary reduction in tax expenses)		+Approx. 5.0	
Earnings from Continuing Operations	-95.4	33.8	
Profit from discontinued operations	45.1	-1.9	
Business transfer gains, etc.	+36.0	-0.2	
Tempus AI stock	+9.1	-1.7	
Profit attributable to owners of the Company	-47.5	30.3	28.5

Financial Results | Overview

[¥ billions]

	FY24 12M	FY25 12M	YoY	FY24 Q4	FY25 Q4	YoY
Revenue	1127.9	1087.7	-4%	296.0	306.6	+4%
Gross Profit	479.4	478.4	-0%	115.1	131.8	+14%
Gross Profit ratio	42.5%	44.0%	+1.5pt	38.9%	43.0%	+4.1pt
SG&A	447.5	425.2	-5%	112.0	113.3	+1%
Business Contribution Profit	31.9	53.2	+67%	3.1	18.5	+492%
Business Contribution Profit ratio	2.8%	4.9%	+2.1pt	1.1%	6.0%	+5.0pt
Other income and costs	-95.9	-3.3	-	-48.7	-1.9	-
Operating Profit	-64.0	49.9	-	-45.6	16.6	-
Operating Profit ratio	-	4.6%	-	-	5.4%	-
Finance income and costs	-15.1	-6.5	-	-5.1	-2.4	-
Profit before tax	-79.2	43.4	-	-50.6	14.2	-
Profit before tax ratio	-	4.0%	-	-	4.6%	-
Profit attributable to owners of the Company	-47.5 ^{*1}	30.3	-	-34.1	8.8	-
Profit attributable to owners of the Company ratio	-	2.8%	-	-	2.9%	-
EPS [yen]	-95.98 ^{*1}	61.25		-68.90	17.87	
Capital expenditures	41.6	60.5 ^{*2}		14.3	16.1	
Depreciation and Amortization Expenses ^{*3}	52.8	40.2		12.5	10.4	
R&D expenses	59.6	54.8		15.0	14.2	
FCF	75.7 ^{*1}	52.3		69.0	27.4	
Investment and lending	0.4	-		0.0	-	

*1 Including those from discontinued business

*2 Including the expenses for acquiring real estate trust beneficiary interests in the land of Tokyo Site Hino (¥18.9 billion)

*3 Not including IFRS16 right-of-use assets amortization expenses

Other income/expenses and Finance income/costs Detail



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[¥ billions]

		FY24 12M	FY25 12M	Change	FY24 Q4	FY25 Q4	Change
Business Contribution Profit		31.9	53.2	+21.3	3.1	18.5	+15.4
Other income	Gain on sales of shares in subsidiaries	-	1.7	+1.7	-	-0.6	-0.6
	Gain on sales of subsidiaries' equity	2.2	-	-2.2	2.2	-	-2.2
	Gain on sales of property, plant and equipment and intangible assets	2.6	0.7	-1.9	2.0	0.1	-1.9
	Settlement income	1.6	0.3	-1.4	1.6	0.0	-1.6
	Others	5.5	4.7	-0.9	1.9	1.2	-0.8
	Other income total	12.0	7.4	-4.6	7.8	0.7	-7.1
Other expenses	Loss on sales of shares in subsidiaries	-	1.7	+1.7	-	-	-
	Loss on sales and disposals of property, plant and equipment and intangible assets	6.8	1.3	-5.5	4.7	0.6	-4.1
	Sublease losses	-	1.2	+1.2	-	-	-
	Business structure improvement expenses	21.6	1.2	-20.5	4.0	0.5	-3.5
	Impairment losses	51.1	1.0	-50.1	22.0	0.3	-21.8
	Impairment losses regarding assets held for sale	12.0	-	-12.0	12.0	-	-12.0
	Provision for business transfer loss	8.6	-	-8.6	8.6	-	-8.6
	Others	7.8	4.4	-3.4	5.2	1.3	-3.9
Other expenses total		108.0	10.7	-97.2	56.5	2.6	-53.9
Operating Profit		-64.0	49.9	+113.9	-45.6	16.6	+62.1
Finance income	Interest and dividend income	3.1	3.1	+0.0	0.8	0.7	-0.0
	Foreign exchange gain	-	0.1	+0.1	-	-	-
	Other	0.3	1.7	+1.4	0.1	0.5	+0.5
	Finance income total	3.3	4.8	+1.5	0.8	1.3	+0.5
Finance costs	Interest expenses	9.2	8.7	-0.4	2.2	2.4	+0.2
	Lease interest	2.7	2.3	-0.5	0.6	0.6	-0.1
	Foreign exchange loss	5.9	-	-5.9	2.6	0.5	-2.1
	Other	0.6	0.3	-0.3	0.3	0.1	-0.2
Finance costs total		18.4	11.3	-7.1	5.9	3.6	-2.2
Profit before tax		-79.2	43.4	+122.6	-50.6	14.2	+64.8
Income tax expense (income)		16.2	9.6	-6.6	9.0	1.4	-7.7
Profit from continuing operations		-95.4	33.8	+129.2	-59.7	12.8	+72.5
Profit from discontinued operations		45.1	-1.9	-47.0	22.6	-3.8	-26.4
Profit		-50.3	31.8	+82.2	-37.1	9.0	+46.1
Profit attributable to owners of the Company		-47.5	30.3	+77.8	-34.1	8.8	+42.9
Profit attributable to non-controlling interests		-2.8	1.6	+4.4	-3.0	0.2	+3.2

Quarterly Financial Results by Segment: Revenue

[¥ billions]

[Revenue]	FY24					FY25				
	Q1	Q2	Q3	Q4	12M	Q1	Q2	Q3	Q4	12M
Digital Workplace	152.0	155.6	150.9	157.8	616.4	138.9	148.8	151.3	171.4	610.5
Office	129.0	133.4	129.9	135.0	527.4	118.5	126.4	129.9	147.5	522.2
DW-DX	23.0	22.2	21.0	22.8	89.0	20.5	22.5	21.4	23.9	88.3
Professional Print	67.6	71.4	68.5	77.1	284.7	64.3	59.6	61.4	70.0	255.2
Production print	42.2	44.1	43.6	46.3	176.3	54.2	49.5	49.9	54.5	208.1
Industrial print	8.4	11.9	9.6	14.5	44.3	10.1	10.1	11.5	15.5	47.1
Marketing services ^{*1}	17.1	15.5	15.3	16.3	64.1	-	-	-	-	-
Industry	31.0	29.5	28.7	30.1	119.3	28.7	30.4	31.8	35.8	126.8
Sensing	8.8	9.3	9.6	10.3	38.1	9.2	10.2	11.6	13.1	44.1
Performance materials	13.1	10.7	9.8	9.5	43.2	11.1	11.0	10.1	12.6	44.9
IJ components	5.3	4.7	4.4	5.6	20.0	4.2	4.6	4.9	5.6	19.2
Optical components	3.7	4.8	4.9	4.6	18.0	4.2	4.6	5.2	4.5	18.6
Imaging Solutions	22.8	27.6	25.6	30.9	106.9	19.1	23.0	23.2	29.2	94.5
Healthcare	18.8	22.6	20.6	24.5	86.4	16.9	19.7	19.9	23.0	79.5
Imaging IoT solutions, etc. ^{*2}	3.1	3.6	3.6	4.2	14.6	1.3	1.6	1.7	3.3	7.8
Visual solutions	0.9	1.4	1.4	2.2	6.0	1.0	1.7	1.6	2.9	7.2
Corporate, etc.	0.2	0.1	0.2	0.2	0.7	0.1	0.2	0.2	0.2	0.7
Precision Medicine	12.6	13.3	-	-	-	-	-	-	-	-
Company overall	286.2	297.5	274.0	296.0	1,127.9	251.2	262.0	268.0	306.6	1087.7

As the Precision Medicine Business is a discontinued operation, it has been excluded from the results from FY24 Q3 onwards and has also been excluded for the full fiscal year retroactively to the beginning of FY24.

*1 Marketing services unit has been integrated into production print unit since FY25

*2 Revenue from QOL solutions and FORXAI is included

Quarterly Financial Results by Segment: Profit

[¥ billions]

[Business Contribution Profit]	FY24					FY25				
	Q1	Q2	Q3	Q4	12M	Q1	Q2	Q3	Q4	12M
Digital Workplace	6.8	12.3	11.0	5.7	35.8	7.4	10.8	8.5	12.0	38.8
Professional Print	1.8	4.8	4.2	2.2	13.0	1.4	3.5	3.0	3.2	11.1
Industry ^{*1}	3.8	3.8	3.2	3.3	14.0	4.3	5.3	5.4	7.4	22.4
Imaging Solutions ^{*2}	-4.0	-0.9	-2.2	-3.1	-10.3	-1.4	0.0	-1.5	1.0	-1.8
Corporate, etc. ^{*3}	-6.5	-5.3	-3.7	-5.0	-20.5	-2.5	-5.0	-4.6	-5.1	-17.2
Precision Medicine	-0.2	1.6	-	-	-	-	-	-	-	-
Company overall	1.6	16.2	12.5	3.1	31.9	9.2	14.7	10.9	18.5	53.2

[Operating Profit]	Q1	Q2	Q3	Q4	12M	Q1	Q2	Q3	Q4	12M
	Q1	Q2	Q3	Q4	12M	Q1	Q2	Q3	Q4	12M
Digital Workplace	4.5	2.1	9.0	-1.6	14.0	7.1	10.6	7.9	11.4	37.1
Professional Print	1.7	3.3	3.9	-22.1	-13.2	0.4	2.3	3.5	3.1	9.3
Industry ^{*1}	3.1	4.1	-24.9	4.9	-12.7	4.3	5.3	5.4	7.3	22.3
Imaging Solutions ^{*2}	-4.3	-1.7	-1.6	-18.5	-25.9	0.6	-0.3	-1.8	0.1	-1.3
Corporate, etc. ^{*3}	-6.8	-7.0	-3.9	-8.4	-26.1	-2.4	-5.1	-4.7	-5.3	-17.5
Precision Medicine	1.4	-1.2	-	-	-	-	-	-	-	-
Company overall	-0.4	-0.3	-17.4	-45.6	-64.0	10.1	12.9	10.3	16.6	49.9

As the Precision Medicine Business is a discontinued operation, it has been excluded from the results from FY24 Q3 onwards and has also been excluded for the full fiscal year retroactively to the beginning of FY24.

*1 Industry Business: Sensing, performance materials, IJ components, optical components, industry business development center, industry business strategy office

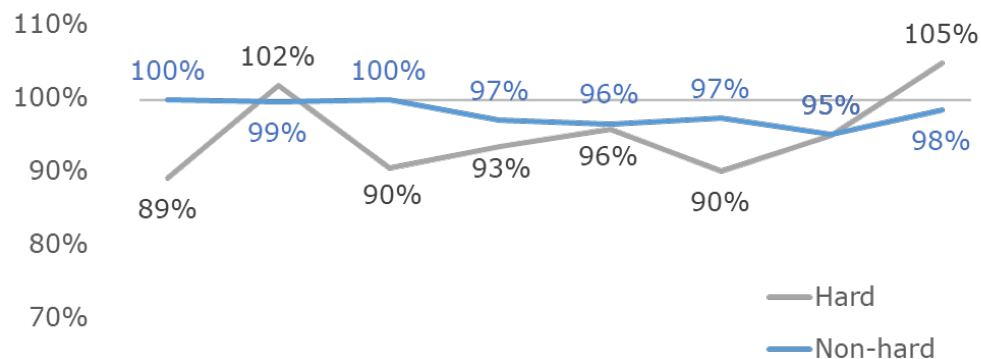
*2 Imaging Solutions Business: Healthcare(former medical imaging), imaging IoT solutions, etc.(including QOL solutions, FORXAI), visual solutions

*3 Corporate, etc.: Technical development headquarters, other corporate

FY25 Quarterly Performance | Hard and Non-hard Revenue YoY

Without FOREX

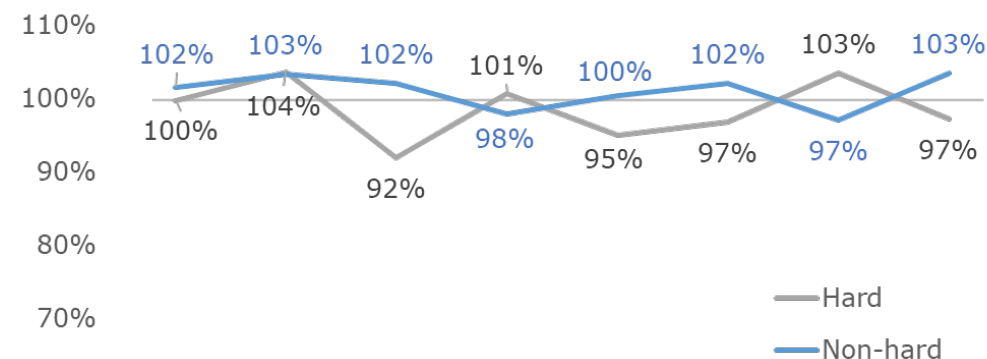
Office



Non-hard by region	FY24				FY25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Japan	98%	96%	96%	96%	97%	98%	97%	100%
U.S.	100%	97%	96%	95%	99%	103%	96%	96%
Europe	96%	101%	99%	94%	96%	91%	93%	100%
China	107%	85%	122%	88%	95%	92%	91%	91%
India	108%	119%	116%	113%	100%	104%	96%	107%
Overall	100%	99%	100%	97%	96%	97%	95%	98%

Without FOREX

Production Print



Non-hard by region	FY24				FY25			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Japan	99%	97%	95%	98%	98%	101%	99%	102%
U.S.	101%	102%	98%	94%	93%	103%	88%	95%
Europe	97%	104%	99%	97%	100%	98%	101%	105%
China	104%	88%	118%	95%	97%	100%	87%	117%
India	104%	110%	110%	106%	112%	111%	105%	110%
Overall	102%	103%	102%	98%	100%	102%	97%	103%

FOREX Impact on Revenue and Operating Profit

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

	FY24 12M	FY25 12M	YoY Impact		FX Sensitivity ^{*2}	
			Revenue	OP	Revenue	OP
USD	152.58	150.77	- 4.5	+0.8	+2.4	- 0.1
EUR	163.75	174.79	+18.2	+5.8	+1.5	+0.5
GBP	194.61	202.11	+0.8	+0.0	+0.1	+0.0
European Currency ^{*1}	-	-	+22.4	+6.0	+2.1	+0.7
RMB	21.10	21.25	+0.2	- 0.3	+2.6	+1.0
Others	-	-	- 1.9	- 2.4	-	-
Exchange contract effect	-	-	-	- 0.4	-	-
Total	-	-	+16.2	+3.6	-	-

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

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

- **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
- **SAZMA: Trademark of a new acrylic resin film, used as a material for displays. SAZMA is used for display surface protection for its flexibility and high impact resistance**
- **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



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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.