Konica Minolta, Inc.
2nd Quarter/FY2026 ending in March 2027
Consolidated Financial Results

Toshimitsu Taiko
President and CEO, Representative Executive Officer

Six months (6M): April 1, 2026 – September 30, 2026
- Announced on November 5, 2026 -

© KONICA MINOLTA

FY2026 6M PERFORMANCE OVERVIEW



© KONICA MINOLTA

FY2026 6M Performance | Summary

[¥ billions]	FY25 6M	FY26 6M	YoY		YoY excluding FX		Tariff refund
Revenue	513.2	**530.4**	+17.3	+3%	-21.5	-4%	
Gross profit	228.2	**250.8**	+22.6	+10%	+0.9	+0%	11.9
Gross profit ratio	44.5%	**47.3%**	+2.8 pt				
SG&A	204.3	**224.4**	+20.1	+10%	+6.5	+3%	
SG&A ratio	39.8%	**42.3%**	+2.5 pt				
Business contribution profit[*1]	23.8	**26.4**	+2.5	+11%	-5.6	-24%	11.9
Business contribution profit ratio	4.6%	**5.0%**	+0.3 pt				
Operating profit	23.0	**22.9**	-0.1	-0%	-8.1	-35%	11.9
Profit from continuing operations	15.1	**13.5**	-1.6	-10%	-6.7	-44%	12.3
Profit from discontinued operations	8.3	**4.7**	-3.7	-44%	-3.7	-44%	
Profit attributable to owners of the Company	22.6	**17.8**	-4.8	-21%	-9.9	-44%	12.3
FCF	11.9	**35.8**	+23.9	+200%			
FX [Yen]							
USD	146.04	**159.37**	+13.33				
EUR	168.06	**184.35**	+16.29				

*1 Business contribution profit: The profit calculated by subtracting the cost of sales and SG&A from revenue

© KONICA MINOLTA

FY2026 6M Performance | Summary – Main Factors

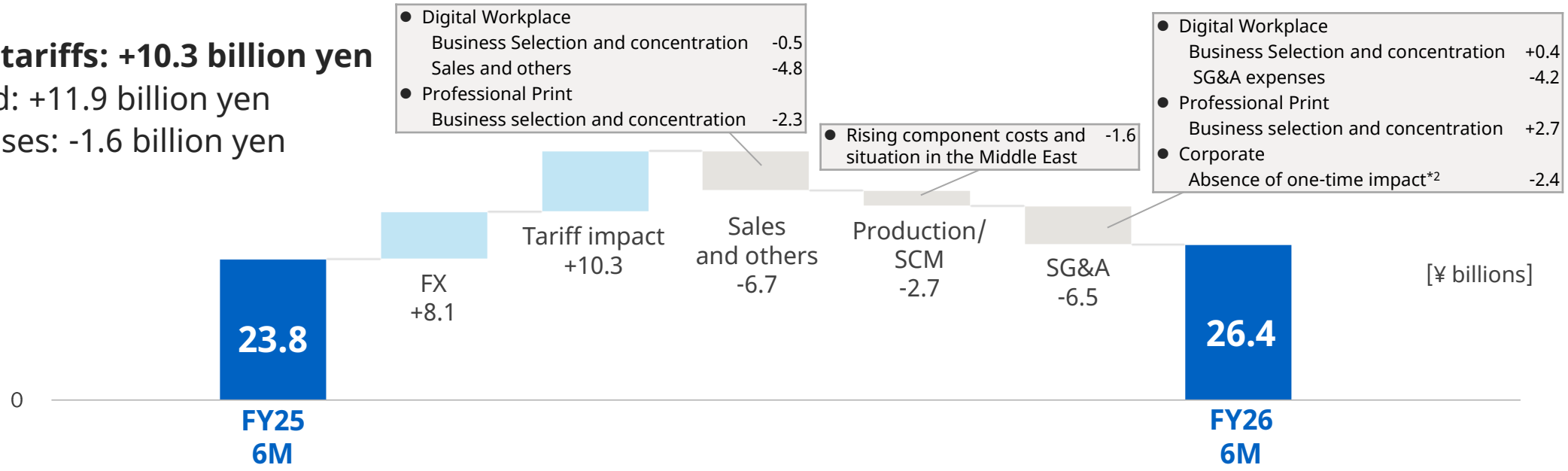
[¥ billions]	YoY	Main Factors +: Positive Factors, –: Negative Factors
Revenue	**+17.3**	+: FX (38.7), Industry (3.8) –: Decrease due to business selection and concentration (12.7), Digital Workplace (11.8)
Gross profit	**+22.6**	+: FX (21.7), U.S. tariff refund (11.9) –: Decrease due to business selection and concentration (2.8), U.S. tariff expenses (1.6), Sales and others, production, and SCM (9.4)
SG&A	**+20.1**	–: FX (13.5), Costs related to preparing for transformation, allowance for doubtful accounts, and others (7.2), Absence of one-time factors for decrease for acquisition of real estate trust beneficiary interests (Tokyo site Hino) and others in FY25 (2.4) +: Decrease due to business selection and concentration (3.1)
Business contribution profit	**+2.5**	
Other income and expenses	**-2.6**	–: Absence of gains from subsidiary (Mobotix) equity transfer in FY25 (2.3), Business structure improvement expenses (1.5), Loss on sales and disposals of property, plant and equipment and intangible assets (0.9) +: Absence of loss from subsidiary (MPM) shares transfer in FY25 (2.2)
Operating profit	**-0.1**	
Finance income and costs	**-1.3**	–: Absence of gains from real estate trust beneficiary interests in FY25 (1.1), Foreign exchange loss (0.6), Interest expenses (0.6) +: Interest (0.9)
Profit **from continuing operations**	**-1.6**	
Profit **from discontinued operations**	**-3.7**	+: Gain on sale of Tempus AI shares, etc. (2.9), Settlement of the escrow holdback related to the sale of equity capital in Invicro (1.8) –: Absence of valuation gain based on the fair value of Tempus AI shares etc. in FY25 (8.3)
Profit **attributable to owners of the Company**	**-4.8**	
FCF	**+23.9**	+: Increase in operating CF (13.9): Decrease in working capital +: Increase in investing CF (9.9): Absence of expenses for acquisition of real estate trust beneficiary interests (Tokyo site Hino) in FY25

© KONICA MINOLTA

FY2026 6M Performance | Factors behind Changes in Business Contribution Profit

Impact of U.S. tariffs: +10.3 billion yen

- Tariff refund: +11.9 billion yen
- Tariff expenses: -1.6 billion yen



	FY25 6M	FX	Tariff impact	Sales and others	Production/ SCM	SG&A	FY26 6M
Digital Workplace*1	17.7	+3.8	+6.1	-5.3	-1.7	-3.8	16.9
Professional Print	4.9	+3.1	+3.7	-3.5	-0.5	+1.7	9.3
Industry*1	8.9	+1.0	+0.3	+1.8	+0.5	-0.3	12.3
Imaging Solutions*1	0.2	+0.4	+0.3	-0.1	-1.0	-0.4	-0.6
Corporate, etc.	-7.9	-0.2	-0.1	+0.4	-	-3.8	-11.6
Company overall	23.8	+8.1	+10.3	-6.7	-2.7	-6.5	26.4

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.
*2 Absence of one-time factors for decrease for the acquisition of real estate trust beneficiary interests (Tokyo Site Hino) and others in FY2025, and reclassification of the Imaging IoT Solutions business from FY2026

© KONICA MINOLTA

FY2026 6M Performance | Revenue & Profit by Segment

[¥ billions]

Revenue	FY25 6M	FY26 6M	YoY		YoY excluding FX	
Digital Workplace	289.4	300.0	+10.6	+4%	-13.5	-5%
Professional Print	123.8	121.7	-2.1	-2%	-11.6	-9%
Industry	59.3	66.2	+6.8	+12%	+3.8	+6%
Imaging Solutions	40.3	42.2	+1.9	+5%	+0.0	+0%
Corporate, etc.	0.3	0.3	+0.0	+13%	-0.2	-60%
Company overall	513.2	530.4	+17.3	+3%	-21.5	-4%

Business Contribution Profit	FY25 6M	ratio	FY26 6M	ratio	YoY		YoY excluding FX	
Digital Workplace	17.7	6%	16.9	6%	-0.7	-4%	-4.6	-26%
Professional Print	4.9	4%	9.3	8%	+4.5	+92%	+1.4	+29%
Industry	8.9	15%	12.3	19%	+3.3	+37%	+2.3	+26%
Imaging Solutions	0.2	1%	-0.6	-	-0.9	-	-1.2	-
Corporate, etc.	-7.9	-	-11.6	-	-3.7	-	-3.5	-
Company overall	23.8	5%	26.4	5%	+2.5	+11%	-5.6	-24%

Operating Profit	FY25 6M	ratio	FY26 6M	ratio	YoY		YoY excluding FX	
Digital Workplace	17.1	6%	15.6	5%	-1.5	-9%	-5.1	-30%
Professional Print	2.8	2%	9.1	7%	+6.3	+226%	+3.3	+117%
Industry	9.0	15%	12.1	18%	+3.2	+35%	+2.1	+24%
Imaging Solutions	2.0	5%	-2.4	-	-4.4	-	-4.7	-
Corporate, etc.	-7.9	-	-11.6	-	-3.7	-	-3.7	-
Company overall	23.0	4%	22.9	4%	-0.1	-0%	-8.1	-35%

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.

© KONICA MINOLTA

FY2026 6M Performance | Industry

[¥ billions]	FY25 6M	FY26 6M	YoY
Revenue	**59.3**	**66.2**	**+6.8**
(Change %)			+12%
Sensing	19.5	24.5	+4.9
Performance materials	22.2	21.7	-0.5
Inkjet components	8.7	9.9	+1.1
Optical components	8.9	10.1	+1.2
Business contribution profit	**8.9**	**12.3**	**+3.3**
(Change %)			+37%

Factors behind changes (including FX)

Revenue

Sensing	+ Light source color: Increased customer capital investment + Object color: Steady sales of software and services + HSI: Steady orders of applications such as mineral mining and recycling + Automotive visual inspection: Strong performance driven by enhanced solutions for component suppliers, a key focus area
Performance materials	− Impact of supply shortages in Q1 + The high-transmittance version of VA-TAC film and SANUQI performed steadily
Inkjet components	+ Sign graphics use: Demand recovery in some regions and new product effect, including the two-color printhead + Other (businesses other than printheads and ink)
Optical components	+ Interchangeable lenses: Strong performance driven by expanding demand + Semiconductor inspection equipment applications: Increased demand due to chipletization, and production capacity expansion

Business contribution profit

+ Gross profit growth driven by higher sales of sensing, IJ components, and optical components
+ SG&A expense reduction in performance materials

© KONICA MINOLTA

FY2026 6M Performance | Digital Workplace

[¥ billions]	FY25 6M	FY26 6M	YoY
Revenue	**289.4**	**300.0**	**+10.6**
(Change %)			+4%
Office	244.8	252.8	+7.9
DW-DX	44.6	47.3	+2.7
Business contribution profit	**17.7**	**16.9**	**-0.7**
(Change %)			-4%

Factors behind changes (including FX)

Revenue

[Revenue]	FY26 6M	Excluding FX	FY26 Q2	Excluding FX
Hard	+1%	-7%	-2%	-9%
Non-hard	+5%	-3%	+2%	-4%

-6% in 6M and -5% in Q2, excluding revenue for other companies' brand and the FX impact

Office

[Revenue]
+ Hard: FX (+)
U.S., China, and Asia (–), Japan (+)
+ Non-hard: FX (+)
U.S., Europe, and China (–), India (+)

DW-DX

+ Operation optimizing services: U.S., Europe, and Japan (+)
+ AI SaaS services by industry: Japan (+)
– Managed IT services: Business selection and concentration (–)
U.S. and Europe (+), Japan (–)

Business contribution profit

+ Office: U.S. tariff refund

– Office: Decline in gross profit, increase in U.S. tariff expenses, and increase in SG&A expenses
+ DW-DX: Higher gross profit driven by increased sales (remaining profitable)

© KONICA MINOLTA

FY2026 6M Performance | Professional Print

[¥ billions]	FY25 6M	FY26 6M	YoY
Revenue	**112.7**	**121.7**	**+9.0**
(Change %)			+8%
Including business selection and concentration	**123.8**		**-2.1**
			-2%
Production print	92.5	98.7	+6.1
Including business selection and concentration	103.6		-5.0
Industrial print	20.2	23.0	+2.8
Business contribution profit	**4.9**	**9.3**	**+4.5**
(Change %)			+92%

Factors behind changes (including FX)

Revenue

Production print

[Revenue]

	FY26 6M	Excluding FX	FY26 Q2	Excluding FX
Hard	-1%	-9%	-2%	-9%
Non-hard	+11%	+2%	+9%	+2%

[Revenue]

– Hard: FX (+)
Europe, U.S., and China (–), Japan and India (+)

\+ Non-hard: FX (+)
U.S. and India (+), Europe and China (–)

[Units]

	FY26 6M	FY26 Q2
Color Machine	-9%	-8%
	HPP -10%, MPP -3%, others -9%	HPP -15%, MPP -10%, others -7%

– Decline in overseas MPM business revenue due to business selection and concentration

Industrial print

\+ Hard: KM-1 (B2IJ), Labels, and Textiles (+), Embellishment (–)
Non-hard: KM-1 (B2IJ), Labels, and Embellishment (+)

Business contribution profit

\+ U.S. tariff refund

\+ FX and effects of business selection and concentration

– Industrial print: Losses due to higher SG&A expenses associated with new product development, and other factors

© KONICA MINOLTA

FY2026 6M Performance | Imaging Solutions

[¥ billions]	FY25 6M	FY26 6M	YoY
Revenue	**40.3**	**42.2**	**+1.9**
(Change %)			+5%
Healthcare	36.6	38.2	+1.7
Visual solutions	2.7	3.0	+0.3
Imaging IoT solutions	1.0	1.0	-0.0
Business contribution profit	**0.2**	**-0.6**	**-0.9**
(Change %)			-

Factors behind changes (including FX)

Revenue

Healthcare

+ FX
+ DR: For partner brands, India and Japan (+), Asia (–)
  Dynamic Digital Radiography: U.S., China, Europe and India (+)
– Third-party products: Japan
+ Healthcare IT: U.S. (+)
+ X-ray film: India and China (+)

Visual solutions

+ Directly-managed planetariums

Business contribution profit

– Healthcare: Spike in the price of silver, and the absence of one-time factors in the same period of the previous fiscal year

Imaging IoT solutions:
Discontinued sales of FORXAI Video Vision in Europe. A loss on sales and disposals of fixed assets related to the discontinuation was recorded under other income (expenses). Preparations are also under way to terminate the remaining business operations.

Strengthening the Financial Structure | Balance Sheet Position (vs. End of FY2025)

[¥ billions]

	End of Mar 2026	End of Sep 2026	Change	Details
Cash and cash equivalents	110.8	97.4	-13.4	
Trade and other receivables	316.6	293.0	-23.7	Decrease mainly in the Business Technologies Business and Healthcare Business
Inventories	210.5	219.2	+8.7	
Other financial assets	14.1	2.9	-11.2	Decrease due to the completion of the sale of Tempus AI shares
Other current assets	41.0	41.7	+0.7	
Total current assets	**693.0**	**654.3**	**-38.7**	
Property, plant and equipment	259.5	261.0	+1.5	
Goodwill and intangible assets	182.8	180.0	-2.8	
Other non-current assets	99.6	105.2	+5.7	
Total non-current assets	**541.9**	**546.3**	**+4.4**	
Total assets	**1,234.9**	**1,200.5**	**-34.4**	FX impact : -10.6, Excluding FX: -23.8
Turnover (months)	*4.6*	*4.5*		

	End of Mar 2026	End of Sep 2026	Change	Details
Trade and other payables	172.7	161.2	-11.6	
Bonds and borrowings	329.6	297.8	-31.8	
Lease liabilities	68.7	70.6	+2.0	
Provisions	18.2	16.9	-1.3	
Other liabilities	96.7	94.1	-2.7	
Total liabilities	**685.9**	**640.6**	**-45.4**	
Equity attributable to owners of the Company	536.5	546.9	+10.4	Increase due to foreign currency translation adjustments of overseas subsidiaries
Non-controlling interests	12.5	13.1	+0.6	
Total equity	**549.0**	**560.0**	**+11.0**	
Total liabilities and equity	**1,234.9**	**1,200.5**	**-34.4**	FX impact: -10.6, Excluding FX: -23.8

FX [¥]

	End of Mar. 2026	End of Sep. 2026
USD	159.88	157.35
EUR	183.41	178.34
RMB	23.11	23.45

Strengthening the Financial Structure | FCF

Generated cash flow through improvements in working capital and reduced interest-bearing liabilities using proceeds from the sale of Tempus AI shares

[¥ billions]

	FY25 6M	FY26 6M
Profit (loss) before tax	20.0	18.6
Profit (loss) before tax from discontinued operation	8.3	4.7
Depreciation and amortization expenses*1	28.6	31.4
Increase/decrease in trade and other receivables ("-" is increase)	16.7	20.1
Increase/decrease in inventories ("-" is increase)	-11.2	-11.5
Increase/decrease in trade and other payables ("-" is decrease)	-10.5	-5.4
Others	-26.9	-18.8
Net cash provided by (used in) operating activities	**25.1**	**39.0**
Purchase of property, plant and equipment	-30.0	-12.9
Purchase of intangible assets	-6.1	-6.5
Proceeds from sales of subsidiaries	5.7	0.2
Payments for sales of subsidiaries	-1.2	-
Proceeds from sales of investment securities	17.1	16.1
Others	1.3	-0.1
Net cash provided by (used in) investing activities	**-13.2**	**-3.2**
Free cash flows	**11.9**	**35.8**

	FY25 6M	FY26 6M
Increase (decrease) in short-term loans payable	-1.3	-37.0
Proceeds from bonds issuance and long-term loans payable	0.3	3.1
Redemption of bonds and repayments of long-term loans payable	-0.2	-1.5
Repayments of lease liabilities	-10.4	-10.6
Cash dividends paid	-0.0	-3.3
Others	-0.9	-0.1
Net cash provided by (used in) financing activities	**-12.4**	**-49.4**

*1 Including IFRS16 right-of-use assets amortization expenses

© KONICA MINOLTA

FY2026
EARNINGS FORECAST



© KONICA MINOLTA

FY2026 Earnings Forecast | Summary – Upward Revision

- U.S. tariff refunds and strong performance in the Industry Business
- Profit growth driven by the benefits of a lower tax rate and income from discontinued operations
- Deterioration in the business environment, including rising component costs and the Middle East situation
- Bringing forward and accelerating the business structure optimization initiatives incorporated in the Medium-term Business Plan
- Annual dividend remains in line with the initial forecast

[¥ billions]	FY25 Results	FY26 Previous Forecast	FY26 Forecast	Change
Revenue	**1,087.7**	**1,105.0**	**1,121.0**	**+16.0**
Business contribution profit	**53.2**	**56.0**	**57.5**	**+1.5**
Operating profit	**49.9**	**50.0**	**50.5**	**+0.5**
	33.8		**26.9**	
	-1.9		**4.9**	
Profit attributable to owners of the Company	**30.3**	**28.5**	**31.5**	**+3.0**
Dividends (yen/share)	**12**	**18**	**18**	**-**
ROE (%)	**6.1**	**5.2**	**5.8**	**+0.6**
Capital expenditures	41.6*1	50.0	48.0	-2.0
Depreciation and Amortization Expenses*2	40.2	43.0	42.5	-0.5
R&D expenses	54.8	55.0	55.0	-
FCF	52.3	44.5	44.5	-

FX [Yen]					FX Sensitivity Revenue	FX Sensitivity Operating profit
USD	150.77	150.00	154.69	+4.69	+2.4	-0.1
EUR	174.79	180.00	182.18	+2.18	+1.5	+0.5

*1 Not including the expenses for acquiring real estate trust beneficiary interests for the land of Tokyo Site Hino (¥18.9 billion)
*2 Not including IFRS16 right-of-use assets amortization expenses

© KONICA MINOLTA

FY2026 Earnings Forecast

[¥billions]

Revenue	FY25 Results	FY26 Previous Forecast	FY25 Forecast	Change
Digital Workplace*1	614.3	619.0	627.0	+8.0
Professional Print	255.2	258.0	264.0	+6.0
Industry*1	127.5	136.0	139.0	+3.0
Imaging Solutions*1	90.0	92.0	91.0	-1.0
Corporate, etc.	0.8	0.0	0.0	-
Company overall	1,087.7	1,105.0	1,121.0	+16.0

Business contribution profit	FY25 Results	Ratio	FY26 Previous Forecast	Ratio	FY25 Forecast	Ratio	Change
Digital Workplace*1	37.6	6%	37.5	6%	35.0	6%	-2.5
Professional Print	11.1	4%	15.5	6%	19.0	7%	+3.5
Industry*1	21.3	17%	24.5	18%	26.5	19%	+2.0
Imaging Solutions*1	1.3	1%	2.5	3%	1.5	2%	-1.0
Corporate, etc.	-18.2	-	-24.0	-	-24.5	-	-0.5
Company overall	53.2	5%	56.0	5%	57.5	5%	+1.5

Operating profit	FY25 Results	Ratio	FY26 Previous Forecast	Ratio	FY25 Forecast	Ratio	Change
Digital Workplace*1	35.9	6%	34.5	6%	32.0	5%	-2.5
Professional Print	9.3	4%	15.0	6%	18.5	7%	+3.5
Industry*1	21.0	17%	24.5	18%	26.5	19%	+2.0
Imaging Solutions*1	1.9	2%	1.0	1%	-0.5	-	-1.5
Corporate, etc.	-18.3	-	-25.0	-	-26.0	-	-1.0
Company overall	49.9	5%	50.0	5%	50.5	5%	+0.5

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.

© KONICA MINOLTA

MEDIUM-TERM BUSINESS PLAN
BUILDING THE FOUNDATION FOR LONG TERM GROWTH



© KONICA MINOLTA

Promoting the Use of AI | Progress on Initiatives

From individual AI use to business process transformation that delivers results

Expanding Use
Deploying multiple AI technologies across the Company according to business needs.
Routine use of AI in individual tasks

In Practice
AI agents empower frontline decision-making and execution*

Organizational Outcomes
Driving the transformation based on operational KPIs identified on the frontline.
Monitoring financial impact across the Company

R&D and Quality Assurance



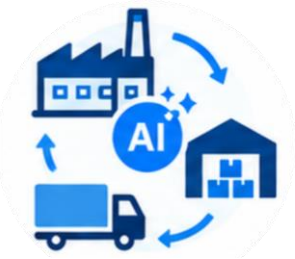
- AI agent-driven software development
- AI analyzes design and test data to support development
- AI suggests evaluation conditions and improvements based on past knowledge
- AI-based automated evaluation streamlines testing and quality checks

Sales and Service



- AI transcribes sales meeting audio and automatically analyzes the data
- AI scores customer data and suggests actions
- AI supports remote response based on inquiries and equipment information
- AI detects signs of abnormalities from equipment and product data

Production, Procurement and SCM



- AI creates production plans based on demand, inventory and performance data
- AI analyzes equipment data and images to identify possible causes
- AI automatically generates work procedures and quality checks based on the knowledge in the field
- AI connects ordering, inventory and logistics data to suggest optimal plans

Back Office



- AI analyzes qualitative and quantitative management accounting data
- Agents handle routine tasks
- Agents handle internal applications, reconciliations and registrations
- Using AI to review and revise legal documents

* Including examples from overseas and areas currently under verification

© KONICA MINOLTA

Promoting the Use of AI | Case Studies: Sales and Service

Using AI to drive top-line growth, improve gross profit, and increase sales productivity per employee

Implemented globally
Expanding the scope to deliver further impact

CASE 1: Sales

Japan

Enhancing sales activities with AI

Improving proposal capabilities and creating more time for customer engagement



AI-powered analysis of sales meeting recordings and provision of evaluations and improvement suggestions

CASE 2: Sales

Europe and the U.S.

AI-powered engagement with existing customers

Expanding customer touchpoints



Automated regular customer reviews and contract renewals

CASE 3: Service

Global

AI-powered print quality adjustment

Increased machine uptime and improved service efficiency



AI-enabled self-diagnosis and self-repair functions

© KONICA MINOLTA

KONICA MINOLTA

Corporate operations transformation

Examples in Japan: Targeting 70% of operations to be AI-enabled

Conducting an AI-BPR trial

CASE 1



AI-powered sorting of invoices for company dormitories and housing

AI accuracy Target achieved

CASE 2



AI-powered creation of approval documents for repairs and breakdown

AI accuracy Target achieved

CASE 3



Using AI to review voucher processing

Under verification

Expanding the scope to more than 300 workflows and promoting AI implementation

© KONICA MINOLTA

Business process transformation leveraging AI and digital technologies

Initiatives

- Eliminating reliance on individual expertise by eliminating duplication and redundancy and by standardizing operations
- Allocating resources and talent to growth domains
  - Support career development and reskilling
  - Internal transfers

Building the foundation for long-term growth

Accelerating Business Structure Optimization

AI-Driven Business Process Transformation and Talent Shift to Growth Businesses

Drive Business Portfolio Transformation Based on ROIC Management

Making business decisions based on ROIC, including accelerating investment in growth-driving businesses and exiting businesses

© KONICA MINOLTA

Medium-term Business Plan | Progress on Growth Drivers and Growth Seeds

Optical Components for Semiconductor Inspection Equipment

Production capacity expansion is proceeding as planned
The pipeline is expanding, including DUV applications

	End of FY26	End of FY28
Production capacity (vs FY24)	**2.6x**	**5.6x**

Sales target	**CAGR 40%** (FY25-FY30)

Intelligent Recycled Materials

Shipping mass-production samples from MJ Materials' new plant
Operations started in Q2 as planned

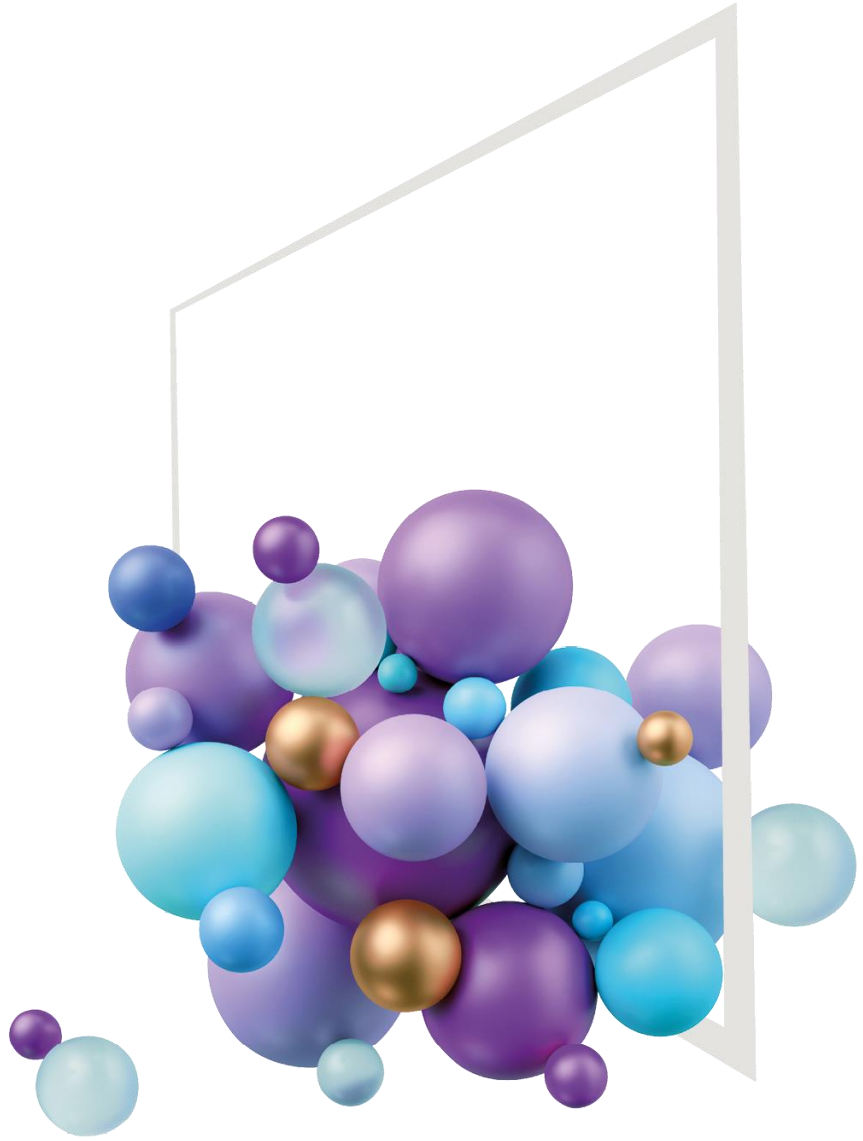


© KONICA MINOLTA

APPENDIX

Some materials previously disclosed in this presentation are now available on our website. Please download them from the link below.

https://www.konicaminolta.com/shared/changeable/investors/include/fr/pdf/2027/2027_2q_presentation_supplementary.xlsx



© KONICA MINOLTA

Changes in Segment Information due to Organizational Changes

FY25		
Industry Business		■ Sensing ■ Performance materials ■ Optical components ■ Inkjet components
Business Technologies Business	Professional Print Business	■ Production print (including marketing services) ■ Industrial print
	Digital Workplace Business	■ Office ■ DW-DX
Imaging Solutions Business		■ 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

FY26		
Industry Business		■ Sensing (including gas monitoring solutions) ■ Performance materials ■ Optical components ■ Inkjet components
Business Technologies Business	Professional Print Business	■ Production print ■ Industrial print
	Digital Workplace Business	■ Office ■ DW-DX (including video solutions services)
Imaging Solutions Business		■ 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

*Transferred from Imaging IoT solutions in FY26

FY2026 6M Performance | Summary

[¥ billions]	FY25 6M	FY26 6M	YoY		YoY excluding FX		Tariff refund	FY25 Q2	FY26 Q2	YoY		YoY excluding FX		Tariff refund
Revenue	513.2	**530.4**	+17.3	+3%	-21.5	-4%		262.0	**271.9**	+9.9	+4%	-6.7	-3%	
Gross profit	228.2	**250.8**	+22.6	+10%	+0.9	+0%	11.9	117.9	**126.7**	+8.8	+7%	-0.1	-0%	4.5
Gross profit ratio	44.5%	**47.3%**	+2.8 pt					45.0%	**46.6%**	+1.6 pt				
SG&A	204.3	**224.4**	+20.1	+10%	+6.5	+3%		103.3	**111.9**	+8.6	+8%	+3.1	+3%	
SG&A ratio	39.8%	**42.3%**	+2.5 pt					39.4%	**41.2%**	+1.7 pt				
Business contribution profit[*1]	23.8	**26.4**	+2.5	+11%	-5.6	-24%	11.9	14.7	**14.8**	+0.2	+1%	-3.2	-22%	4.5
Business contribution profit ratio	4.6%	**5.0%**	+0.3 pt					5.6%	**5.4%**	△ 0.1 pt				
Operating profit	23.0	**22.9**	-0.1	-0%	-8.1	-35%	11.9	12.9	**13.3**	+0.3	+3%	-3.1	-24%	4.5
Profit from continuing operations	15.1	**13.5**	-1.6	-10%	-6.7	-44%	12.3	10.5	**8.7**	-1.8	-17%	-3.7	-35%	4.7
Profit from discontinued operations	8.3	**4.7**	-3.7	-44%	-3.7	-44%		5.4	**1.7**	-3.6	-68%	-3.6	-68%	
Profit attributable to owners of the Company	22.6	**17.8**	-4.8	-21%	-9.9	-44%	12.3	15.3	**10.0**	-5.3	-35%	-7.2	-47%	4.7
FCF	11.9	**35.8**	+23.9	+200%				30.7	**18.3**	-12.5	-41%			
FX [Yen]														
USD	146.04	**159.37**	+13.33					147.48	**159.25**	+11.77				
EUR	168.06	**184.35**	+16.29					172.32	**183.32**	+11.00				

*1 Business contribution profit: The profit calculated by subtracting the cost of sales and SG&A from revenue

FY2026 6M Performance | Overview

[¥ billions]	FY25 6M	FY26 6M	YoY		FY25 Q2	FY26 Q2	YoY	
Revenue	513.2	530.4	+17.3	+3%	262.0	271.9	+9.9	+4%
Gross profit	228.2	250.8	+22.6	+10%	117.9	126.7	+8.8	+7%
Gross profit ratio	44.5%	47.3%	+2.8 pt		45.0%	46.6%	+1.6 pt	
SG&A	204.3	224.4	+20.1	+10%	103.3	111.9	+8.6	+8%
Business contribution profit	23.8	26.4	+2.5	+11%	14.7	14.8	+0.2	+1%
Business contribution profit ratio	4.6%	5.0%	+0.3 pt		5.6%	5.4%	-0.1 pt	
Other income and costs	-0.9	-3.5	-2.6	-	-1.7	-1.5	+0.2	-
Operating profit	23.0	22.9	-0.1	-0%	12.9	13.3	+0.3	+3%
Operating profit ratio	4.5%	4.3%	-0.2 pt		4.9%	4.9%	-0.1 pt	
Finance income and costs	-2.9	-4.2	-1.3	-	-1.8	-2.3	-0.5	-
Profit before tax	20.0	18.6	-1.5	-7%	11.2	11.0	-0.2	△2%
Profit before tax ratio	3.9%	3.5%	-0.4 pt		4.3%	4.0%	-0.2 pt	
Profit attributable to owners of the Company	22.6	17.8	-4.8	-21%	15.3	10.0	-5.3	△35%
Profit attributable to owners of the Company ratio	4.4%	3.4%	-1.1 pt		5.9%	3.7%	-2.2 pt	
EPS [Yen]	45.76	35.96			31.03	20.22		
CAPEX	36.2*1	17.8			11.2	9.0		
Depreciation and amortization expenses*2	19.6	21.1			9.8	10.6		
R&D expenses	26.8	27.0			13.6	13.4		
FCF	11.9	35.8			30.7	18.3		
Investment and lending	-	0.3			-	0.3		

*1 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

© KONICA MINOLTA

FY2026 6M Performance | Revenue & Profit by Segment

[¥ billions]

Revenue	FY25 6M	FY26 6M	YoY		YoY excluding FX		FY25 Q2	FY26 Q2	YoY		YoY excluding FX	
Digital Workplace	289.4	300.0	+10.6	+4%	-13.5	-5%	149.8	150.9	+1.1	+1%	-8.6	-6%
Professional Print	123.8	121.7	-2.1	-2%	-11.6	-9%	59.6	63.6	+4.0	+7%	-0.2	-0%
Industry	59.3	66.2	+6.8	+12%	+3.8	+6%	30.5	34.4	+3.8	+13%	+2.3	+7%
Imaging Solutions	40.3	42.2	+1.9	+5%	+0.0	+0%	21.9	22.9	+0.9	+4%	-0.0	-0%
Corporate, etc.	0.3	0.3	+0.0	+13%	-0.2	-60%	0.2	0.2	+0.0	+11%	-0.1	-74%
Company overall	513.2	530.4	+17.3	+3%	-21.5	-4%	262.0	271.9	+9.9	+4%	-6.7	-3%

Business Contribution Profit	FY25 6M	ratio	FY26 6M	ratio	YoY		YoY excluding FX		FY25 Q2	ratio	FY26 Q2	ratio	YoY		YoY excluding FX	
Digital Workplace	17.7	6%	16.9	6%	-0.7	-4%	-4.6	-26%	10.6	7%	8.0	5%	-2.6	-24%	-3.8	-35%
Professional Print	4.9	4%	9.3	8%	+4.5	+92%	+1.4	+29%	3.5	6%	5.0	8%	+1.6	+45%	+0.2	+5%
Industry	8.9	15%	12.3	19%	+3.3	+37%	+2.3	+26%	5.0	16%	7.0	20%	+2.0	+40%	+1.3	+26%
Imaging Solutions	0.2	1%	-0.6	-	-0.9	-	-1.2	-	0.8	4%	0.6	3%	-0.2	-27%	-0.4	-56%
Corporate, etc.	-7.9	-	-11.6	-	-3.7	-	-3.5	-	-5.2	-	-5.9	-	-0.6	-	-0.5	-
Company overall	23.8	5%	26.4	5%	+2.5	+11%	-5.6	-24%	14.7	6%	14.8	5%	+0.2	+1%	-3.2	-22%

Operating Profit	FY25 6M	ratio	FY26 6M	ratio	YoY		YoY excluding FX		FY25 Q2	ratio	FY26 Q2	ratio	YoY		YoY excluding FX	
Digital Workplace	17.1	6%	15.6	5%	-1.5	-9%	-5.1	-30%	10.4	7%	7.9	5%	-2.5	-24%	-3.6	-35%
Professional Print	2.8	2%	9.1	7%	+6.3	+226%	+3.3	+117%	2.3	4%	5.1	8%	+2.7	+116%	+1.4	+58%
Industry	9.0	15%	12.1	18%	+3.2	+35%	+2.1	+24%	5.0	16%	6.9	20%	+1.9	+39%	+1.2	+25%
Imaging Solutions	2.0	5%	-2.4	-	-4.4	-	-4.7	-	0.5	2%	-0.7	-	-1.3	-	-1.4	-
Corporate, etc.	-7.9	-	-11.6	-	-3.7	-	-3.7	-	-5.3	-	-5.8	-	-0.5	-	-0.6	-
Company overall	23.0	4%	22.9	4%	-0.1	-0%	-8.1	-35%	12.9	5%	13.3	5%	+0.3	+3%	-3.1	-24%

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.

FY2026 6M Performance | Other Income/Expenses and Finance Income/Costs Detail

[¥ billions]		FY25 6M	FY26 6M	Change	FY25 Q2	FY26 Q2	Change
Business Contribution Profit		23.8	26.4	+2.5	14.7	14.8	+0.2
Other income	Gain on sales of subsidiaries' equity	2.3	-	-2.3	-0 .0	-	+0.0
	Others	2.7	1.9	-0.8	1.1	1.2	+0.1
	Other income total	4.9	1.9	-3.1	1.1	1.2	+0.1
Other expenses	Business structure improvement expenses	0.5	1.9	+1.4	0.3	0.7	+0.4
	Loss on sales and disposals of property, plant and equipment, and intangible assets	0.5	1.4	+0.9	0.3	1.0	+0.8
	Loss on sales of shares in subsidiaries	2.2	-	-2.2	1.1	-	-1.1
	Others	2.7	2.1	-0.6	1.1	1.0	-0.1
	Other expenses total	5.8	5.3	-0.5	2.8	2.7	-0.1
Operating Profit		23.0	22.9	-0.1	12.9	13.3	+0.3
Finance income	Interest and dividend income	1.5	2.4	+0.9	0.7	1.3	+0.5
	Foreign exchange gain	-	-	-	0.3	-	-0.3
	Others	1.1	0.2	-0.9	0.0	0.1	+0.1
	Finance income total	2.6	2.6	-0.0	1.0	1.4	+0.3
Finance costs	Interest expenses	4.2	4.8	+0.6	2.2	2.5	+0.3
	Lease interest	1.1	1.2	+0.1	0.5	0.6	+0.1
	Foreign exchange loss	0.1	0.6	+0.6	-	0.4	+0.4
	Others	0.1	0.2	+0.0	0.1	0.1	+0.0
	Finance costs total	5.6	6.9	+1.3	2.8	3.6	+0.8
Profit before tax		20.0	18.6	-1.5	11.2	11.0	-0.2
Income tax expense (income)		5.0	5.1	+0.1	0.7	2.3	+1.6
Profit from continuing operations		15.1	13.5	-1.6	10.5	8.7	-1.8
Profit from discontinued operations		8.3	4.7	-3.7	5.4	1.7	-3.6
Profit		23.4	18.2	-5.2	15.8	10.4	-5.4
Profit attributable to owners of the Company		22.6	17.8	-4.8	15.3	10.0	-5.3
Profit attributable to non-controlling interests		0.8	0.4	-0.4	0.5	0.4	-0.1

FY2026 6M Performance | Quarterly Financial Results by Segment

[Revenue]	FY25 Q1	Q2	6M	Q3	Q4	12M	FY26 Q1	Q2	6M
Digital Workplace	139.7	149.8	289.4	152.3	172.6	**614.3**	149.1	150.9	300.0
Office	118.5	126.4	244.8	129.9	147.5	**522.2**	126.4	126.4	252.8
DW-DX*1	21.2	23.4	44.6	22.3	25.1	**92.1**	22.8	24.5	47.3
Professional Print	64.3	59.6	123.8	61.4	70.0	**255.2**	58.1	63.6	121.7
Production print	54.2	49.5	103.6	49.9	54.5	**208.1**	47.5	51.1	98.7
Industrial print	10.1	10.1	20.2	11.5	15.5	**47.1**	10.6	12.5	23.0
Industry	28.8	30.5	59.3	31.9	36.2	**127.5**	31.8	34.4	66.2
Sensing*1	9.2	10.3	19.5	11.7	13.5	**44.8**	11.8	12.6	24.5
Performance materials	11.1	11.0	22.2	10.1	12.6	**44.9**	10.5	11.2	21.7
IJ components	4.2	4.6	8.7	4.9	5.6	**19.2**	4.6	5.3	9.9
Optical components	4.2	4.6	8.9	5.2	4.5	**18.6**	5.0	5.2	10.1
Imaging Solutions	18.3	21.9	40.3	22.1	27.6	**90.0**	19.3	22.9	42.2
Healthcare	16.9	19.7	36.6	19.9	23.0	**79.5**	17.5	20.7	38.2
Imaging IoT solutions, etc.*1	0.5	0.6	1.0	0.6	1.6	**3.3**	0.5	0.5	1.0
Visual solutions	1.0	1.7	2.7	1.6	2.9	**7.2**	1.3	1.6	3.0
Corporate, etc.	0.1	0.2	0.3	0.3	0.3	**0.8**	0.2	0.2	0.3
Company overall	251.2	262.0	513.2	268.0	306.6	**1,087.7**	258.5	271.9	530.4

[¥ billions]

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.

© KONICA MINOLTA

FY2026 6M Performance | Quarterly Financial Results by Segment

[Business Contribution Profit]	FY25 Q1	Q2	6M	Q3	Q4	12M	FY26 Q1	Q2	6M
Digital Workplace*1	7.1	10.6	17.7	8.2	11.8	**37.6**	8.9	8.0	16.9
Professional Print	1.4	3.5	4.9	3.0	3.2	**11.1**	4.3	5.0	9.3
Industry*1	3.9	5.0	8.9	5.1	7.2	**21.3**	5.3	7.0	12.3
Imaging Solutions*1	-0.6	0.8	0.2	-0.5	1.6	**1.3**	-1.2	0.6	-0.6
Corporate, etc.*1	-2.7	-5.2	-7.9	-4.9	-5.3	**-18.1**	-5.7	-5.9	-11.6
Company overall	9.2	14.7	23.8	10.9	18.5	**53.2**	11.6	14.8	26.4

[¥ billions]

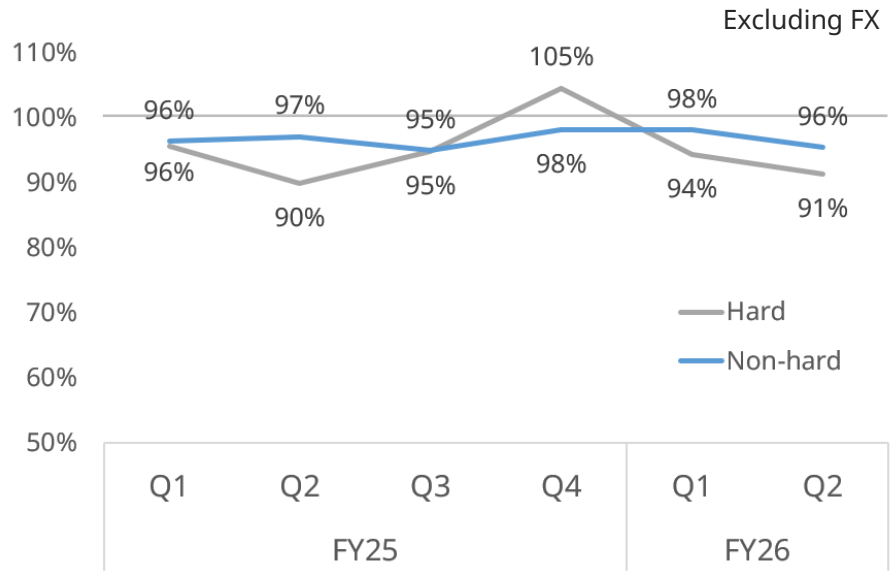
[Operating Profit]	Q1	Q2	6M	Q3	Q4	12M	Q1	Q2	6M
Digital Workplace*1	6.7	10.4	17.1	7.6	11.2	**35.9**	7.8	7.9	15.6
Professional Print	0.4	2.3	2.8	3.5	3.1	**9.3**	4.0	5.1	9.1
Industry*1	4.0	5.0	9.0	5.0	7.1	**21.0**	5.3	6.9	12.1
Imaging Solutions*1	1.5	0.5	2.0	-0.9	0.8	**1.9**	-1.7	-0.7	-2.4
Corporate, etc.	-2.6	-5.3	-7.9	-4.9	-5.5	**-18.3**	-5.7	-5.8	-11.6
Company overall	10.1	12.9	23.0	10.3	16.6	**49.9**	9.6	13.3	22.9

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.

© KONICA MINOLTA

FY2026 Quarterly Performance | Hard and Non-hard Revenue YoY

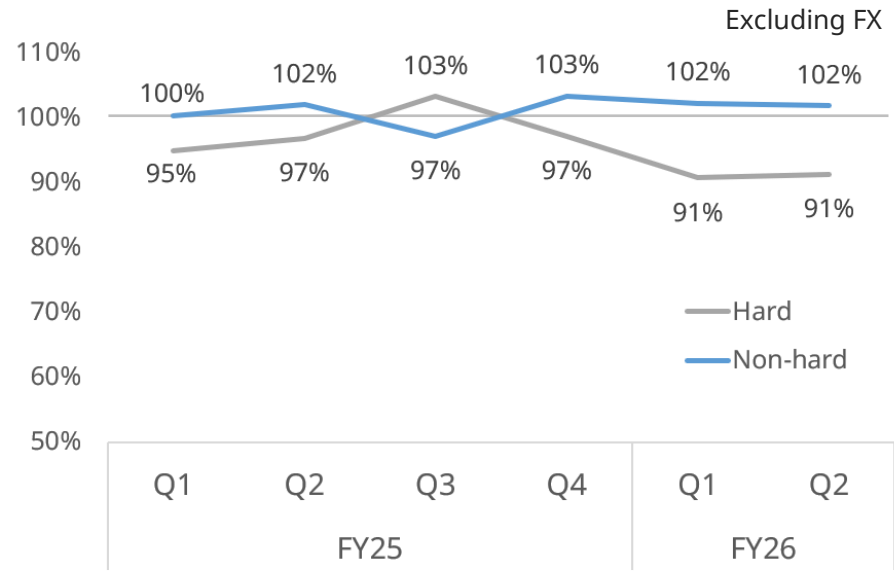
Office



Non-hard by region

		Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26
Excluding FX	Japan	97%	98%	97%	100%	99%	100%
	U.S.	99%	103%	96%	96%	99%	93%
	Europe	96%	91%	93%	100%	97%	100%
	China	95%	92%	91%	91%	97%	88%
	India	100%	104%	96%	107%	108%	116%
	Overall	96%	97%	95%	98%	98%	96%
Including FX	Overall	92%	98%	99%	106%	108%	102%

Production Print



Non-hard by region

		Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26
Excluding FX	Japan	98%	101%	99%	102%	100%	100%
	U.S.	93%	103%	88%	95%	105%	96%
	Europe	100%	98%	101%	105%	98%	101%
	China	97%	100%	87%	117%	92%	100%
	India	112%	111%	105%	110%	103%	108%
	Overall	100%	102%	97%	103%	102%	102%
Including FX	Overall	95%	102%	101%	110%	113%	109%

© KONICA MINOLTA

FX Impact on Revenue and Operating Profit

[FX: ¥]

[Impact, Sensitivity: ¥billions]

	FY25 6M	FY26 6M	YoY Impact Revenue	YoY Impact OP	FX Sensitivity*2 Revenue	FX Sensitivity*2 OP
USD	146.04	159.37	+15.6	+0.1	+2.4	-0.1
EUR	168.06	184.35	+11.2	+6.1	+1.5	+0.5
GBP	195.96	214.06	+1.0	-0.0	+0.1	+0.0
European currency*1	-	-	+15.2	+6.2	+2.0	+0.7*3
RMB	20.30	23.52	+3.6	+1.3	+2.4	+0.8
Others	-	-	+4.4	+0.3	-	-
Exchange contract effect	-	-	-	+0.2	-	-
Total	-	-	+38.7	+8.0	-	-

*1 European currency: Currencies used in Europe including EUR/GBP
*2 FX Sensitivity: Past annual FX impact at ¥1 change (reference)
*3 Sensitivity is shown for business contribution profit

© KONICA MINOLTA

FY2026 Earnings Forecast | By Segment

Revenue

[¥ billions]

	FY25 Results	FY26 Previous Forecast	FY26 Forecast	Change
Digital Workplace	614.3	619.0	627.0	+8.0
Office	522.2	522.0	528.0	+6.0
DW-DX*1	92.1	97.0	99.0	+2.0
Professional Print	255.2	258.0	264.0	+6.0
Production print	208.1	205.0	210.0	+5.0
Industrial print	47.1	53.0	54.0	+1.0
Industry	127.5	136.0	139.0	+3.0
Sensing*1	44.8	48.0	50.0	+2.0
Performance materials	44.9	48.0	49.0	+1.0
IJ components	19.2	20.0	20.0	-
Optical components	18.6	20.0	20.0	-
Imaging Solutions	90.0	92.0	91.0	-1.0
Healthcare	79.5	83.0	81.0	-2.0
Imaging IoT solutions, etc.*1	3.3	2.0	2.0	-
Visual solutions	7.2	7.0	8.0	+1.0
Corporate, etc.	0.8	-	-	-
Company overall	1,087.7	1,105.0	1,121.0	+16.0

*1 FY2025 results have been reclassified in accordance with the business reorganization effective from FY2026.

Glossary

- Business Contribution Profit
  Original index of the Company, the profit calculated by subtracting the cost of sales and SG&A from revenue
- HSI (Hyperspectral 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. A film characterized by ease of surface processing and optical isotropy, features not found in conventional products
- 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 provide 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

© KONICA MINOLTA



KONICA MINOLTA

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.