

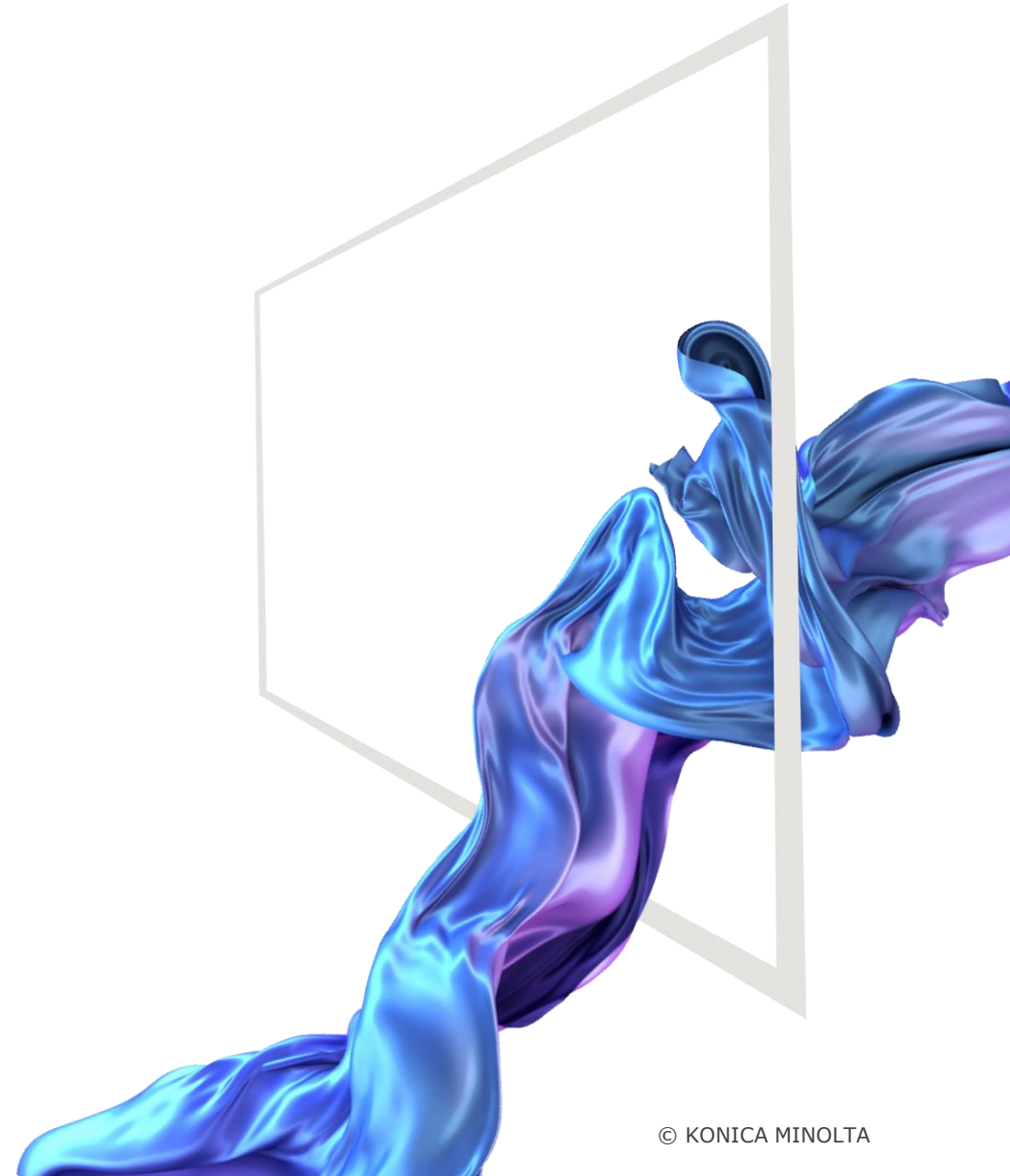
Konica Minolta, Inc. 2nd Quarter/FY2024 ending in March 2025 Consolidated Financial Results

Toshimitsu Taiko
President and CEO

Three months(3M): July 1, 2024 - September 30, 2024

Six months(6M): April 1, 2024 - September 30, 2024

- Announced on November 5, 2024 -



FY24 6M Results and Full-Year Forecasts

- First Half: Significant increase in business contribution profit*
Improved free cash flow
- Full-Year: Downward revision of operating profit incorporating measures for business selection and concentration and risk of impairment loss
Unchanged net profit incorporating gain from all share transfer of Ambry

Medium-term Business Plan | Progress

- **Strengthening business profitability:**
Stabilized profitability of office unit and earnings growth of Professional Print
Decision to end production at a manufacturing subsidiary in Wuxi China
- **Business selection and concentration:**
Concluded agreement to transfer all shares of Ambry in Precision Medicine
- **Global structural reform:** Progress ahead of schedule

Medium-term Business Plan | Issues

- **Strengthening business profitability:**
Earnings deterioration in sensing, performance materials and healthcare unit
- **Reinforcement of financial foundation:**
Worsening in finance income & loss (foreign exchange loss)
Continued high tax expenses

FY24 6M results

Business Contribution Profit

¥ **17.8** billion
(YoY +¥15.5 billion)

FCF

¥ **16.7** billion
(YoY +¥7.3 billion)

Business Contribution Profit Ratio

Company overall **3.1%**
(YoY +2.6 pt)

Office **7.9%**
(YoY +2.4 pt)

Professional Print **4.6%**
(YoY +1.7 pt)

Revenue

Industry

60.4 billion
(YoY -¥1.3 billion)

Net Profit

Company overall

-10.7 billion
(YoY -¥6.2 billion)

FY2024 6M PERFORMANCE OVERVIEW



KONICA MINOLTA

FY2024 6M Performance | Summary

- Revenue: Increased
- Gross profit: Improved profit ratio
- Business contribution profit*:
Contributed by profit increase of office/production print, loss reduction from non-focused/direction-changing businesses
- Operating profit:
Recorded structure improvement expenses of ¥16.4 billion(incl. ¥12.0 billion for global structural reforms, ending production of factory in Wuxi and selection and concentration of DW-DX unit and other factors)
- Profit attributable to owners of the Company:
Loss due to worsening in finance income & loss(incl. ¥4.6 billion foreign exchange loss), continued high tax expenses

[¥ billions]

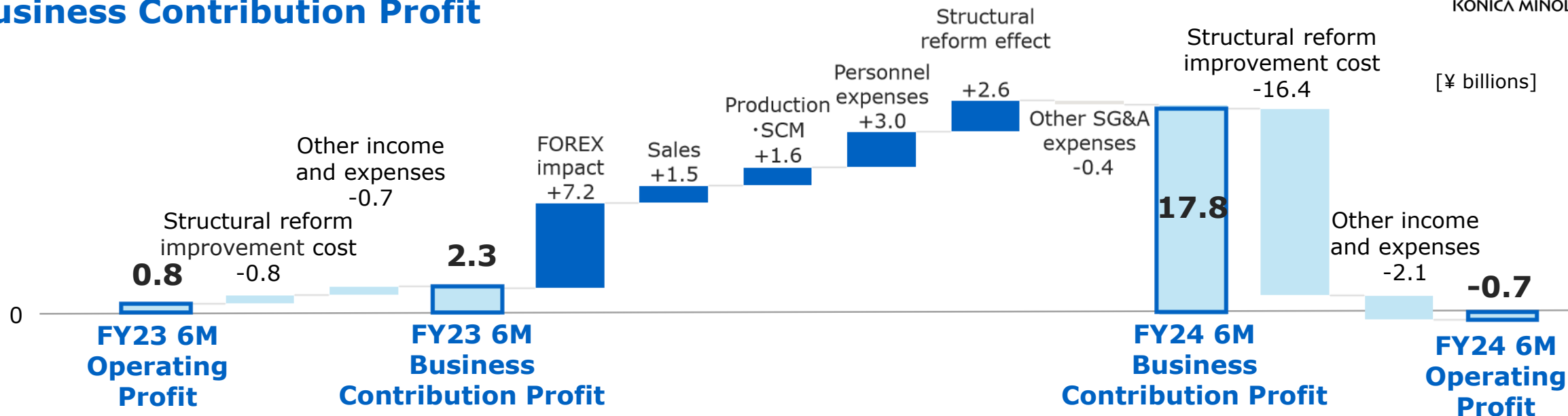
| | FY23 6M | FY24 6M | YoY | w/o FOREX | FY23 Q2 | FY24 Q2 | YoY | w/o FOREX |
|---|---------|---------|--------|-----------|---------|---------|--------|-----------|
| Revenue | 552.8 | 583.7 | +6% | -1% | 286.4 | 297.5 | +4% | +0% |
| Gross Profit | 237.2 | 260.7 | +10% | +2% | 125.3 | 134.3 | +7% | +2% |
| Gross Profit ratio | 42.9% | 44.7% | +1.7pt | | 43.8% | 45.1% | +1.4pt | |
| SG & A | 235.0 | 242.9 | +3% | -2% | 119.0 | 118.0 | -1% | -3% |
| Business Contribution Profit | 2.3 | 17.8 | +679% | +364% | 6.4 | 16.2 | +154% | +107% |
| Operating Profit | 0.8 | -0.7 | - | - | 5.2 | -0.3 | - | - |
| Profit attributable to owners of the Company | -4.5 | -10.7 | - | | 1.1 | -7.3 | - | |
| FCF | 9.4 | 16.7 | +78% | | 20.2 | 25.0 | +23% | |
| FOREX [Yen] | | | | | | | | |
| USD | 141.00 | 152.63 | +11.63 | | 144.62 | 149.38 | +4.76 | |
| EUR | 153.39 | 165.95 | +12.56 | | 157.30 | 164.01 | +6.71 | |
| RMB | 19.75 | 21.15 | +1.40 | | 19.94 | 20.82 | +0.88 | |

*Business contribution profit: Original index of the Company, the profit subtracted sales cost, SG&A from revenue

FY2024 6M Performance | Increase/Decrease Factors of Operating Profit and Business Contribution Profit



KONICA MINOLTA



| | actual amount | | | increase /decrease amount | | | | | | | actual amount | | | |
|--------------------|--------------------------|------------------------------------|---------------------------|--------------------------------------|--------------|-------|----------------|--------------------|--------------------------|---------------------|--------------------------------------|------------------------------------|---------------------------|--------------------------|
| | FY23 6M Operating Profit | Structural reform improvement cost | Other income and expenses | FY23 6M Business Contribution Profit | FOREX impact | Sales | Production·SCM | Personnel expenses | Structural reform effect | Other SG&A expenses | FY24 6M Business Contribution Profit | Structural reform improvement cost | Other income and expenses | FY24 6M Operating Profit |
| Digital Workplace | 10.0 | -0.5 | -0.2 | 10.7 | +3.5 | -0.0 | +1.5 | -0.3 | +1.7 | +2.0 | 19.1 | -12.9 | 0.4 | 6.6 |
| Professional Print | 3.7 | - | 0.0 | 3.6 | +2.8 | +2.2 | -0.2 | -0.8 | +0.4 | -1.5 | 6.5 | -1.7 | 0.1 | 4.9 |
| Industry | 7.6 | - | -0.5 | 8.1 | +0.7 | -2.4 | +0.2 | +0.0 | +0.2 | +0.6 | 7.5 | -0.5 | 0.2 | 7.2 |
| Imaging Solutions | -3.5 | - | -0.0 | -3.5 | +0.0 | -1.4 | - | +0.0 | +0.3 | -0.4 | -5.0 | -0.5 | -0.4 | -5.9 |
| Precision Medicine | -5.2 | -0.1 | -0.0 | -5.0 | +0.1 | +2.9 | - | +3.9* | - | -0.5 | 1.4 | -0.0 | -1.2 | 0.2 |
| Corporate, etc. | -11.8 | -0.2 | 0.1 | -11.7 | +0.0 | +0.2 | - | +0.2 | - | -0.5 | -11.8 | -0.7 | -1.2 | -13.8 |
| Company overall | 0.8 | -0.8 | -0.7 | 2.3 | +7.2 | +1.5 | +1.6 | +3.0 | +2.6 | -0.4 | 17.8 | -16.4 | -2.1 | -0.7 |

* Includes personnel expenses reduction by transfer of Invicro

FY2024 6M Performance | Revenue & Profit by Segment



KONICA MINOLTA

[¥ billions]

| Revenue | FY23 6M | FY24 6M | YoY | w/o FOREX | FY23 Q2 | FY24 Q2 | YoY | w/o FOREX |
|--------------------|---------|---------|------|-----------|---------|---------|------|-----------|
| Digital Workplace | 294.5 | 307.6 | +4% | -2% | 151.2 | 155.6 | +3% | -1% |
| Professional Print | 124.0 | 139.1 | +12% | +5% | 63.8 | 71.4 | +12% | +8% |
| Industry | 61.7 | 60.4 | -2% | -7% | 32.0 | 29.5 | -8% | -11% |
| Imaging Solutions | 48.5 | 50.4 | +4% | +0% | 26.7 | 27.6 | +3% | +2% |
| Precision Medicine | 23.8 | 25.8 | +9% | +1% | 12.4 | 13.3 | +7% | +4% |
| Corporate, etc. | 0.3 | 0.3 | +8% | +8% | 0.2 | 0.1 | -2% | -2% |
| Company overall | 552.8 | 583.7 | +6% | -1% | 286.4 | 297.5 | +4% | +0% |

| Business Contribution Profit | FY23 6M | ratio | FY24 6M | ratio | YoY | w/o FOREX | FY23 Q2 | ratio | FY24 Q2 | ratio | YoY | w/o FOREX |
|------------------------------|---------|-------|---------|-------|-------|-----------|---------|-------|---------|-------|-------|-----------|
| Digital Workplace | 10.7 | 4% | 19.1 | 6% | +78% | +45% | 8.4 | 6% | 12.3 | 8% | +47% | +32% |
| Professional Print | 3.6 | 1% | 6.5 | 5% | +80% | +2% | 2.8 | 2% | 4.8 | 7% | +68% | +26% |
| Industry | 8.1 | 3% | 7.5 | 12% | -7% | -19% | 4.3 | 3% | 3.8 | 13% | -12% | -23% |
| Imaging Solutions | -3.5 | - | -5.0 | - | - | - | -0.8 | - | -0.9 | - | - | - |
| Precision Medicine | -5.0 | - | 1.4 | 5% | - | - | -2.1 | - | 1.6 | 12% | - | - |
| Corporate, etc. | -11.7 | - | -11.8 | - | - | - | -6.3 | - | -5.3 | - | - | - |
| Company overall | 2.3 | 1% | 17.8 | 3% | +679% | +364% | 6.4 | 4% | 16.2 | 5% | +154% | +107% |

| Operating Profit | FY23 6M | ratio | FY24 6M | ratio | YoY | w/o FOREX | FY23 Q2 | ratio | FY24 Q2 | ratio | YoY | w/o FOREX |
|--------------------|---------|-------|---------|-------|------|-----------|---------|-------|---------|-------|------|-----------|
| Digital Workplace | 10.0 | 3% | 6.6 | 2% | -34% | -64% | 8.0 | 5% | 2.1 | 1% | -74% | -85% |
| Professional Print | 3.7 | 1% | 4.9 | 4% | +34% | -40% | 2.7 | 2% | 3.3 | 5% | +19% | -22% |
| Industry | 7.6 | 3% | 7.2 | 12% | -5% | -18% | 3.7 | 2% | 4.1 | 14% | +11% | +0% |
| Imaging Solutions | -3.5 | - | -5.9 | - | - | - | -0.8 | - | -1.7 | - | - | - |
| Precision Medicine | -5.2 | - | 0.2 | 1% | - | - | -2.1 | - | -1.2 | - | - | - |
| Corporate, etc. | -11.8 | - | -13.8 | - | - | - | -6.4 | - | -7.0 | - | - | - |
| Company overall | 0.8 | 0% | -0.7 | - | - | - | 5.2 | 3% | -0.3 | - | - | - |

FY2024 6M Performance | Business Trends of Industry

[¥ billions]

Revenue Business contribution profit

- Sensing
- Performance materials
- IJ components
- Optical components



Revenue

(YoY)

| | |
|---|---|
| Sensing -0.8 | (-) Light source color: Impact of major customers' restraints on capital investment, harsher competition for some applications (+) Object color: Increase mainly in Asia (+) HSI: Strong for recycling applications (+) Automotive visual inspection: Increase mainly in Europe and the U.S. |
| Performance materials -0.3 | (-) IT: Decrease due to market stagnation (+) Smartphones: Recovery trend from adjustments of surplus stock in market supply chains (-) TV: Q2 decrease for small to mid-sized TV despite Q1 increase |
| IJ components +0.8 | (+) Fundamental: Steady for sign graphics in Europe, the U.S., India, and South Korea (+) Growth: Progress in adoption of cardboard printing, etc. |
| Optical components -1.0 | (-) Non-industrial: Sluggish sales in lenses for projectors due to market conditions (+) Upstream industrial: Steady for semiconductor manufacturing equipment application |

Business Contribution Profit

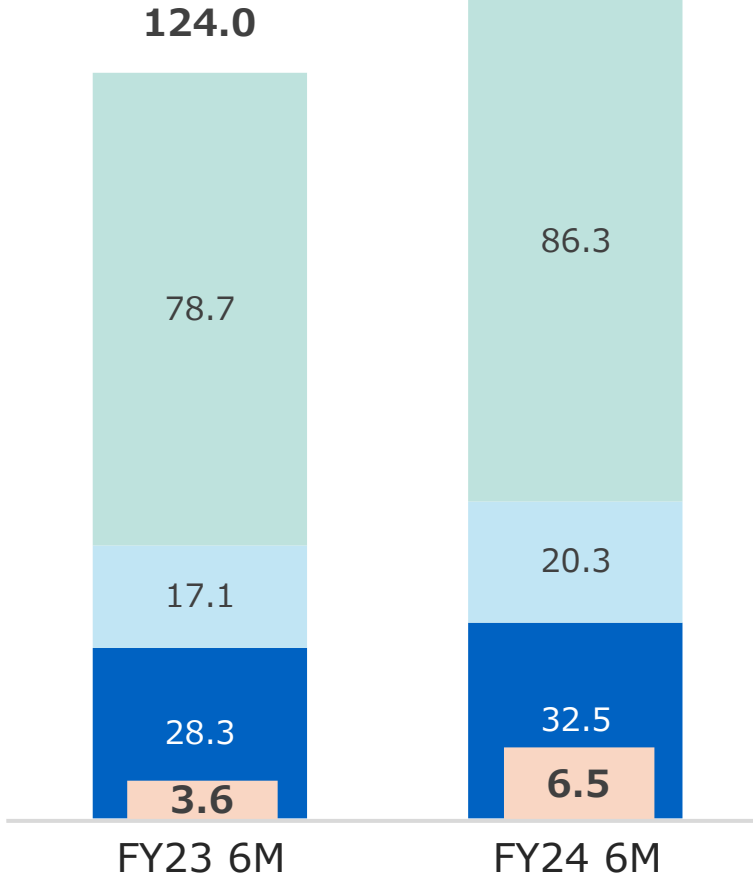
| | |
|---|---|
| Industry Business -0.6 | (-) Performance materials, sensing (+) IJ components |
|---|---|

FY2024 6M Performance | Business Trends of Professional Print

[¥ billions]

Revenue

- Production print
- Industrial print
- Marketing service



Revenue

(YoY)

| | FY24 6M | w/o FOREX | FY24 Q2 | w/o FOREX |
|---|---------------|-----------|---------------|-----------|
| Production print +7.6 | | | | |
| [Revenue] | | | | |
| Hardware | +9% | +2% | +7% | +4% |
| Non-hard | +10% | +2% | +7% | +3% |
| Industrial print +3.2 | | | | |
| [Units] | | | | |
| Color models | -1% (HPP+37%) | | +2% (HPP+28%) | |
| Monochrome models | -10% | | -7% | |
| (+) Non-hard: Strong in the U.S. and India (+) Hardware: drupa effect, volume increase of HPPs | | | | |
| (+) Non-hard: Increase in sales in all areas due to increase in number of printing machines in operation (+) Hardware: drupa effect, volume increase of inkjet, label, and embellishment | | | | |

Business Contribution Profit

| | |
|---|---|
| Professional Print Business +2.9 | (+) Production print: Volume increase and FOREX impact (+) Industrial print: Decrease in loss due to volume increase and FOREX |
|---|---|

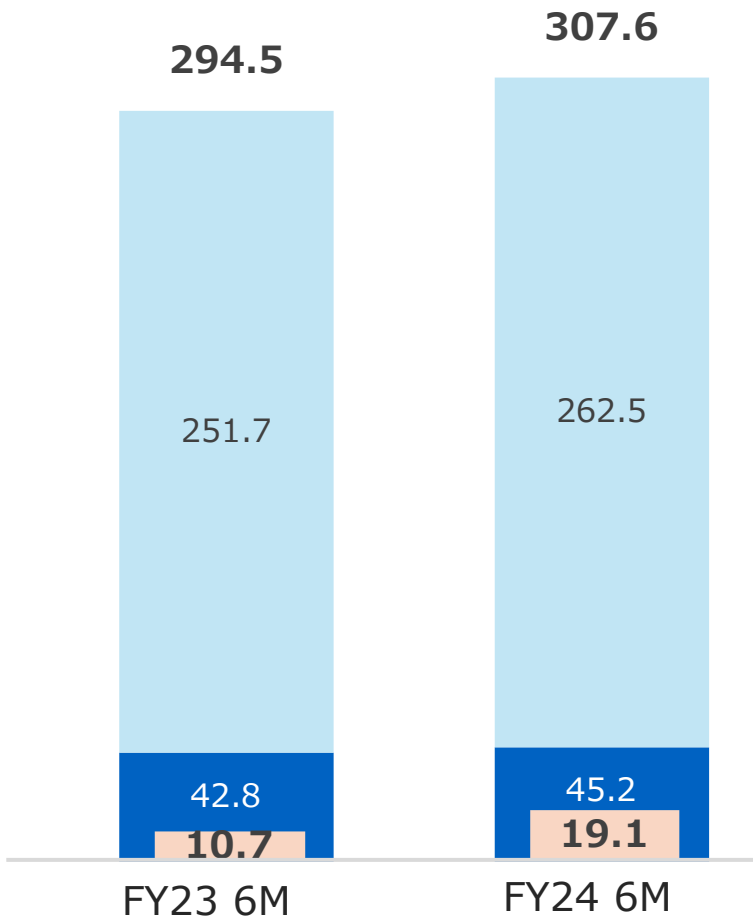
FY2024 6M Performance | Business Trends of Digital Workplace

[¥ billions]

Revenue

- Office
- DW-DX

Business contribution profit



Revenue

(YoY)

| | FY24 6 M | w/o FOREX | FY24 Q2 | w/o FOREX |
|--|----------|-----------|---------|-----------|
| Office +10.8 | | | | |
| [Value] | | | | |
| Hardware | +2% | -4% | +6% | +2% |
| Non-hard | +6% | -0% | +3% | -1% |
| DW-DX +2.4 | | | | |
| [Units] | | | | |
| A3 color models | -6% | | -3% | |
| A3 monochrome models | +5% | | +9% | |
| (+) Non-hard: Decrease in Japan, the U.S., Europe, and China, increase in India and Australia (+) Operation optimizing services*1: Strong in Japan, the U.S., and Europe (+) AI SaaS services*2 by industry: Strong in Japan | | | | |

Business Contribution Profit

| | |
|--|--|
| Digital Workplace Business +8.4 | (+) Office: Production cost reduction and SG&A control including structural reform effect (+) DW-DX: Decreased loss due to gross profit increase and SG&A control, etc. |
|--|--|

*1 Operation optimizing services: Services that provides business content management and business process management

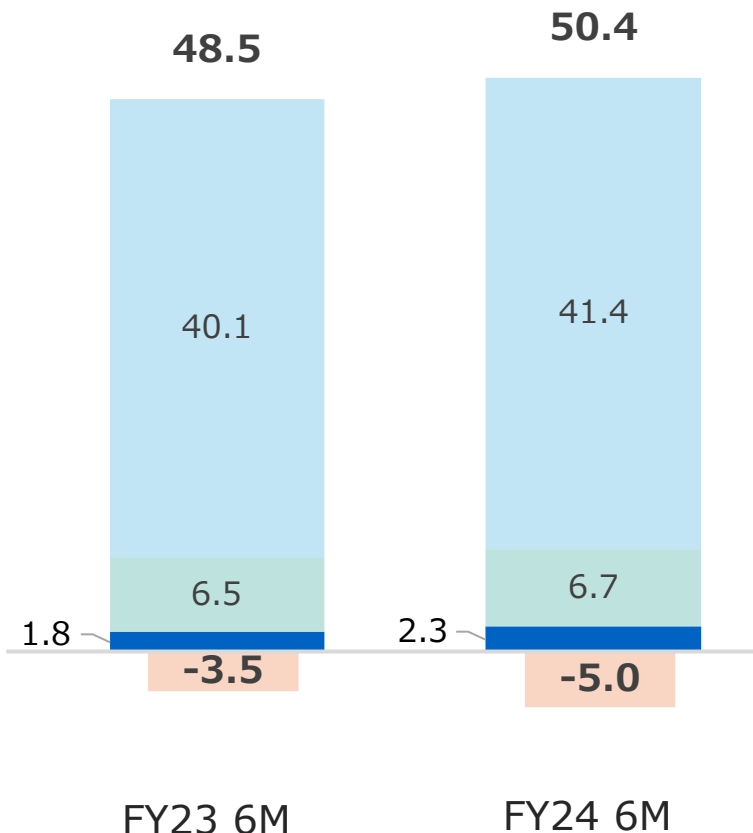
*2 AI SaaS services: Services developed in-house such as AI-based interpretation, knowledge management, and learning support

FY2024 6M Performance | Business Trends of Imaging Solutions

[¥ billions]

Revenue Business contribution profit

- Healthcare
- Imaging-IoT solutions
- Visual solutions



Revenue

(YoY)

| | |
|---|--|
| Healthcare +1.2 | (+) DR: Decrease in Japan, increase in the U.S., growth in Dynamic Digital Radiography in Europe and Asia (+) Medical IT: Strong in Japan and the U.S. (-) X-Ray film: Decrease, mainly in China |
| Imaging-IoT solutions +0.2 | (-) Monitoring camera solution: Decrease in Mobotix, solid in sales subsidiaries in Europe and the U.S. (+) Force Security*: Strong |
| Visual solutions +0.5 | (+) Directly managed planetariums: Strong |

* Force Security: U.S. system integrator acquired in FY2023

Business Contribution Profit

| | |
|--|--|
| Imaging Solutions Business -1.5 | (-) Healthcare: Decrease in gross profit due to sales decline in DR in Japan and film and the subsequent decrease in production efficiency (+) Visual solutions: Turned profitable (+) Imaging-IoT solutions, etc.*: SG&A expenses reduction |
|--|--|

* FORXAI and QOL solutions, which were included in CO, etc. in FY2023, have been added
 FORXAI: Business unit that develops a company-wide common technology platform centered on AI technology
 QOL solutions: Business unit that develops monitoring solutions for care facilities

MEDIUM-TERM BUSINESS PLAN PROGRESS



KONICA MINOLTA

- Agreement concluded to transfer all shares of Ambry Genetics, a U.S. genetic testing company, to Tempus AI (November 5, 2024)

| | |
|-----------|---|
| Tempus AI | Location: Chicago, the U.S. Year of Establishment: 2015 Business description: Providing precision medical technology utilizing data and AI |
|-----------|---|

- Transfer price and schedule

| | |
|----------------|---|
| Transfer price | USD600 million (approximately ¥84.0 billion), of which USD375 million will be paid in cash, USD225 million will be paid in Tempus Type A common stock* |
| Transfer date | FY24 H2 (planned) |

*Of the Tempus Type A common stock of USD225 million, USD125 million portion will be available for selling after completing the registration process, and USD100 million portion is subject to a 12-month lock-up period.

- Impact on Profit and Loss

- The Precision medicine business will be classified as a discontinued operation. It is excluded from revenue, business contribution profit, and operating profit.
- The ¥41.0 billion* gain from the transfer of the shares is expected to be recorded on net profit as a profit from discontinued operation in FY24 H2.

Impact of classification as discontinued operation on
FY2024 full-year consolidated earnings

| | |
|--|------------------------|
| Revenue | -¥46.0 billion |
| Business contribution profit | + ¥4.0 billion |
| Operating profit | + ¥4.0 billion |
| Profit attributable to owners of the Company | Approx. +¥41.0 billion |

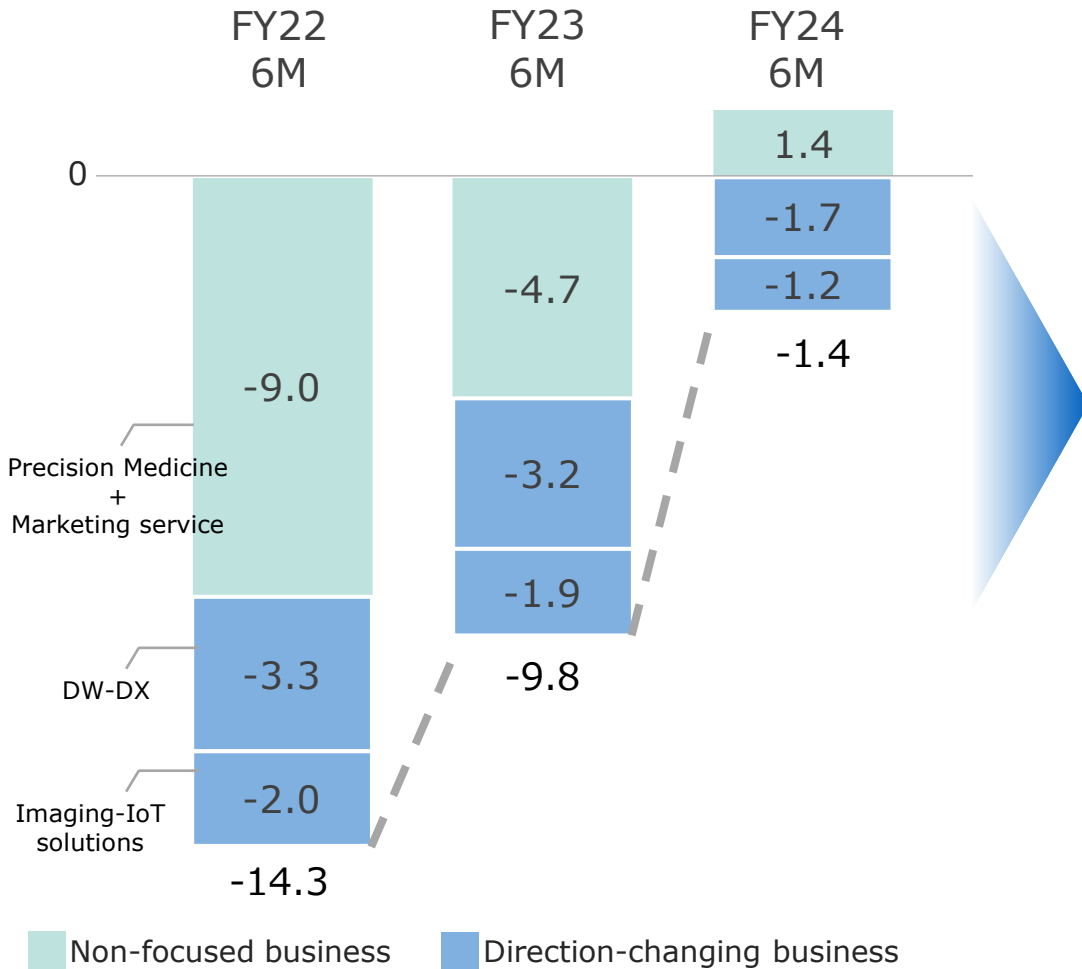
* The gain from transfer is calculated by deducting net assets, debt from the Company, transaction costs from the corporate value, and adding realized profit and loss on exchange differences on translation of foreign operations.

* The final amount of a gain or loss on the share transfer might change depending on the future stock price, foreign exchange rate fluctuations, and other factors.

Medium-term Business Plan Progress | Non-focused business and Direction-changing business

Business Contribution Profit transition

[¥ billions]



Progress in FY24 6M

Non-focused business

Accelerate “business selection and concentration”

Precision Medicine

- Business contribution profit improved by ¥6.4 billion
Strong in genetic testing service business

Direction-changing business

Narrowed down region/country and business area
Execution started, progressing as planned

DW-DX

- Implemented “business selection and concentration” and improved profit ratio in continuing areas
 - Completed transfer of MWA Intelligence, the U.S. Sales Company’s ERP Solutions Division (June)
 - Completed transfer of HydraCloud, the IT infrastructure construction and operation business of Norwegian sales company (June)
 - Completed transfer of French IT training business (September)

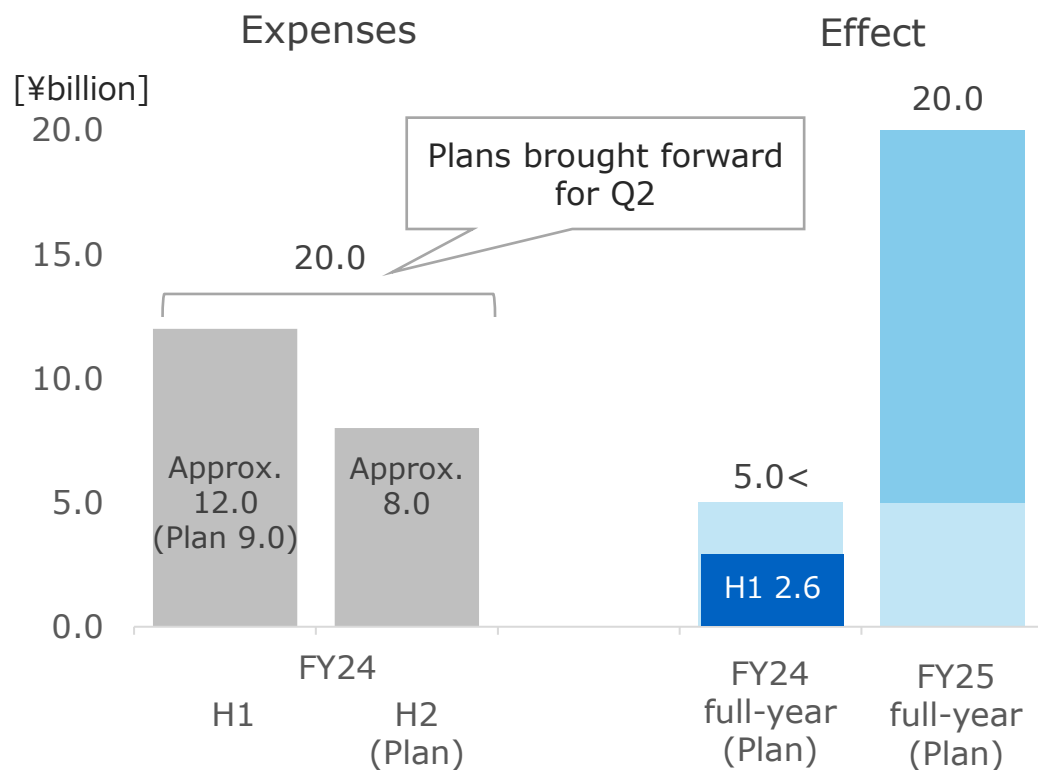
Imaging-IoT solutions

- Review of sales resources and strengthening of solution sales

Progress in Global Structural Reform and Business Selection and Concentration

Global structural reform progress ahead of schedule and continue our initiatives to improve productivity

Global structural reform



Number of Group employees: Trend/Plan

| | End of Mar. 2024 | End of Sept. 2024 | End of Mar. 2025 (plan) |
|---|----------------------|----------------------|--------------------------|
| Cumulative reduction number (incl. temporary and contract workers) | | | |
| Structural reform | | 1,597 people | Approx. 2,400 people |
| Business selection and concentration | | 511 people | |
| Group employees (regular employees) | 40,015 people | 38,516 people | <37,000 people |

Progress toward Medium- to Long-Term Growth | Industry(Optical Components for Semiconductor Manufacturing Equipment)

Business expansion by capturing changes in the supply chain and increasing our share within customer through strengthening relationships

Policies

(from the FY2023 Industry Business Briefing)

Reinforcement of development and production systems

- ① Strengthening relationships with customers
- ② Introducing next-generation technology
- ③ Strengthening systems through reorganization and securing human capitals



Investment for mid-to long-term growth

- Investment in capital expenditure at scale of billions of yen
- R&D investment to adopt next-generation technologies while also optimize existing technologies

Progress

Progress in pipeline expansion and preparation for growth

- ① Expanding orders in the middle-end field (VIS/UV*1) for a specific customer through customization and stable supply
- ② Introducing non-contact polishing technology to standardize polishing technology and improve surface precision
- ③ Planning human capital investment to increase production capacity

Number of our models adopted for semiconductor manufacturing equipment

Total number of models for both mass production and prototyping
Increase by approx. **40%**



*1 Wavelength range of light sources. As the wavelength becomes shorter in the order of VIS(visible), UV(ultraviolet), DUV(deep ultraviolet), VUV(vacuum ultraviolet), it is used for forming and inspecting, etc. finer semiconductor circuit patterns.

Cost Structure Reform | Progress in B/S Improvement

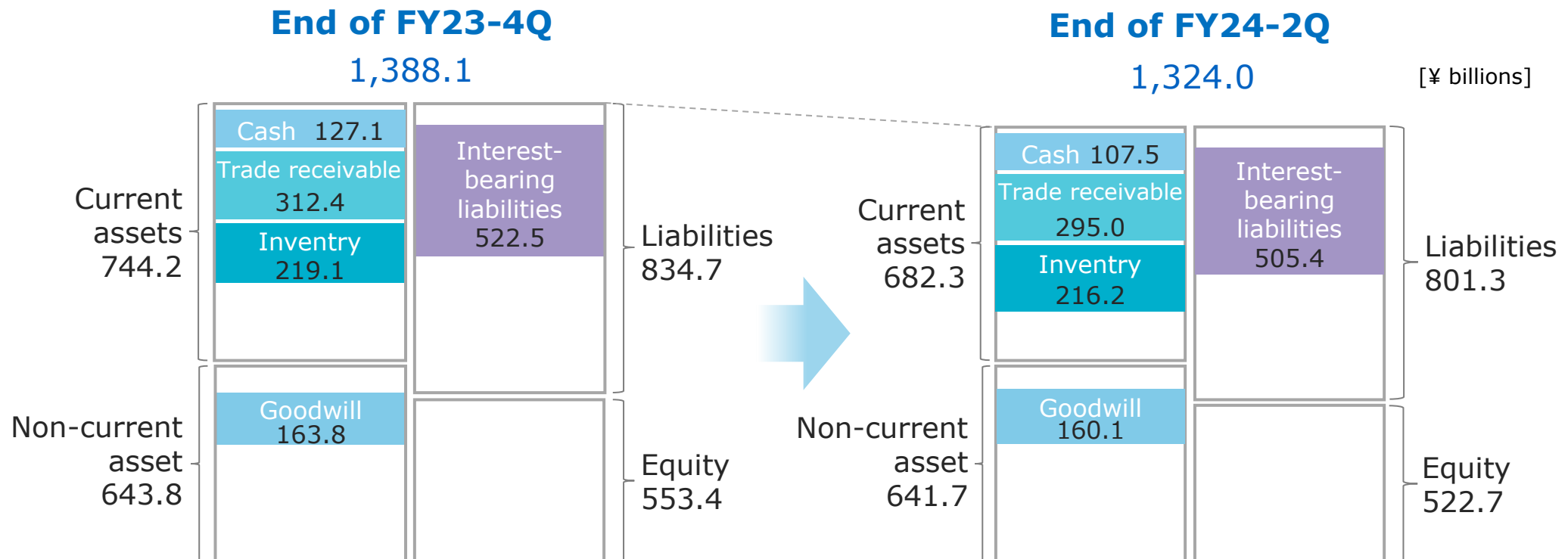
Progress in asset reduction through reducing operating receivables and business transfer and interest-bearing debt reduction

FY24 Q2 results
(compared to the
end of FY23)

Total assets: -¥64.1 billion, w/o FOREX impact -¥36.9 billion

- Trade receivables: -¥17.4 billion, w/o FOREX impact -¥9.0 billion
- Inventories: -¥2.8 billion, w/o FOREX impact +¥1.7 billion
- Assets held for sale: -24.7billion(Invicro and other factors)

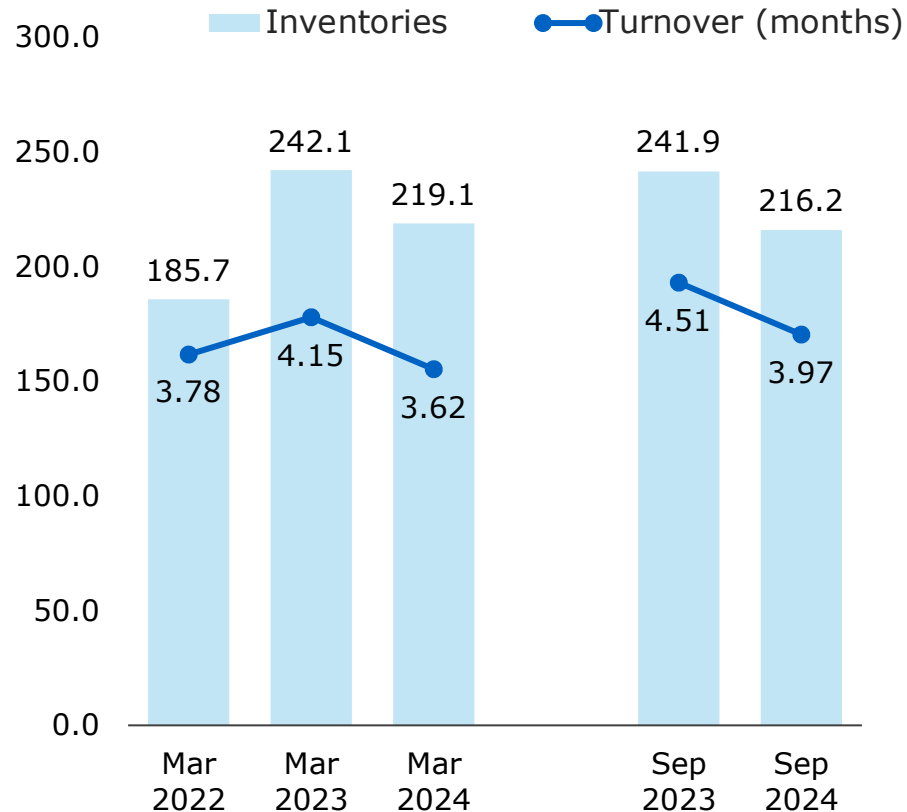
Interest-bearing liabilities: -¥17.1 billion



Reduction and turnover improvement of inventories year-on-year

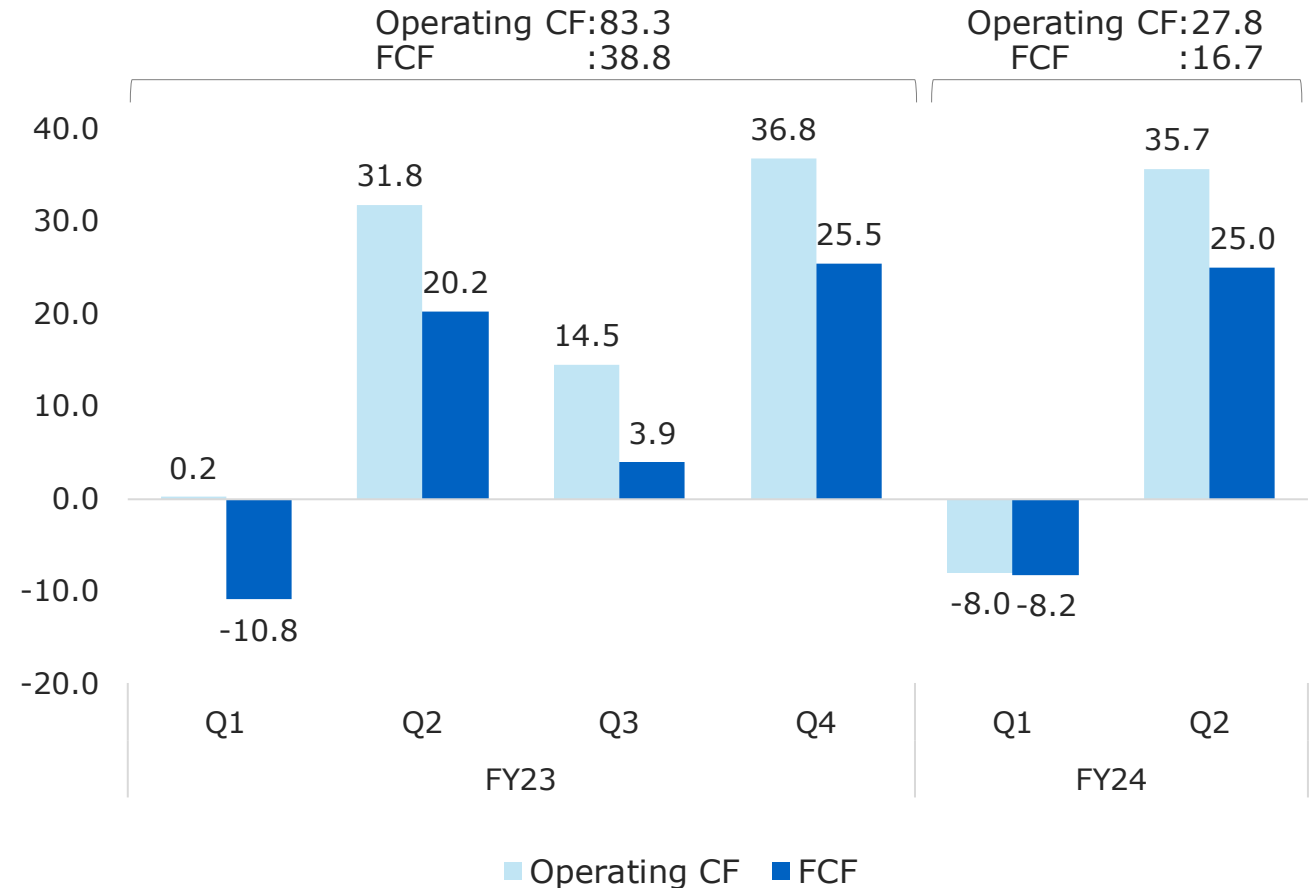
Inventories

[¥ billions]



Operating cash flow

[¥ billions]



Towards the second half of the Medium-term Business Plan, accelerate the completion of business selection and concentration, return to growth in strengthening businesses and reinforcement of financial foundation

- Projects that have achieved results
- Projects that are behind schedule
- Projects currently underway

FY23-FY24 6M

| | | |
|---|--|--|
| Strengthening business profitability | Utilizing third-party capital for non-focused businesses | <ul style="list-style-type: none"> ● Precision medicine: Concluded agreement to transfer all shares of Ambry(November) ● Marketing services: Exclusion of domestic subsidiaries from consolidation ● Optical components: Transfer of Chinese manufacturing subsidiary (closing not completed) ● Precision medicine: Completion of transfer of all shares in Invicro |
| | Re-establishing the strategic direction of direction-changing businesses | <ul style="list-style-type: none"> ● DW-DX: Reduction in losses through reorganization ● Imaging-IoT solutions: Reduction in losses through review of sales resources |
| | Expanding revenue for Business Technologies Business | <ul style="list-style-type: none"> ● Office: Profitability improvement ● Business Technologies: Business alliance with FUJIFILM Business Innovation Corp. ● Business Technologies: Decision to end production of factory in Wuxi, China |
| | Groundwork to establish a growth foundation | <ul style="list-style-type: none"> ● Strengthening business: Profitability deteriorating in fundamental fields (Light source color, displays films, X-ray DR) ● Strengthening business: Growth in focus products such as SANUQI, optical components for industrial applications, and Dynamic Digital Radiography ● Industry: Progress in new business development across the business units in display area |
| Reinforcing revenue foundation | Global structural reform | <ul style="list-style-type: none"> ● Executing plans ahead of schedule |
| | Strengthening the financial foundation | <ul style="list-style-type: none"> ● Achieve positive FCF by reducing working capital ● Reduce interest-bearing liabilities ● Deterioration of finance income & loss due to foreign exchange loss and increase in tax expenses resulted in net loss (FY24 H1) |

FY2024 EARNINGS FORECAST





FY2024 Earnings Forecast | Summary

- FOREX impact and solid demand in Digital Workplace and Professional Print
- Industry: Restrained capital investment by customers and intensified competition for some applications in sensing, and a decrease in IT applications in performance materials
- Discontinued operation and gain from transfer through the business transfer of Precision Medicine
- Incorporation of use of third-party capital for non-focused businesses, business selection and concentration, and impairment loss risks for some businesses (¥-29.0 billion)
- Deterioration in finance income & loss, including foreign exchange loss

| | FY23 ^{*1} Result | FY24 Previous forecast | FY24 Forecast | Change | [¥ billions] Discontinued operations (excluded) |
|---|------------------------------|------------------------------|------------------|--------|--|
| Revenue | 1,160.0 | 1,160.0 | 1134.0 | -26.0 | - 46.0 |
| Business contribution profit | 26.0 | 40.0 | 42.0 | +2.0 | +4.0 |
| Operating Profit | 26.1 | 13.0 | -14.0 | -27.0 | +4.0 |
| Profit attributable to owners of the Company | 4.5 | 0.0 | 0.0 | - | +41.0 |
| Dividends (¥/share) | 5 | 0 | 0 | - | |

| FOREX [Yen] | | | | | FOREX Sensitivity [¥ billions] | |
|-------------|--------|-------------------------|---------|------------------|--------------------------------|-------|
| | 6M | Full year ^{*2} | Revenue | Operating profit | | |
| USD | 144.62 | 140.00 | 152.63 | 146.32 | +3.0 | - 0.0 |
| EUR | 156.80 | 150.00 | 165.95 | 157.97 | +1.6 | +0.4 |
| RMB | 20.14 | 20.00 | 21.15 | 20.58 | +3.2 | +1.1 |

*1 Before retrospective adjustment of discontinued operations

*2 Average of actual rates for 6M and expected rates for H2 (USD: ¥140, EUR: ¥150, RMB: ¥20)

FY2024 Earnings Forecast | Revenue & Profit



KONICA MINOLTA

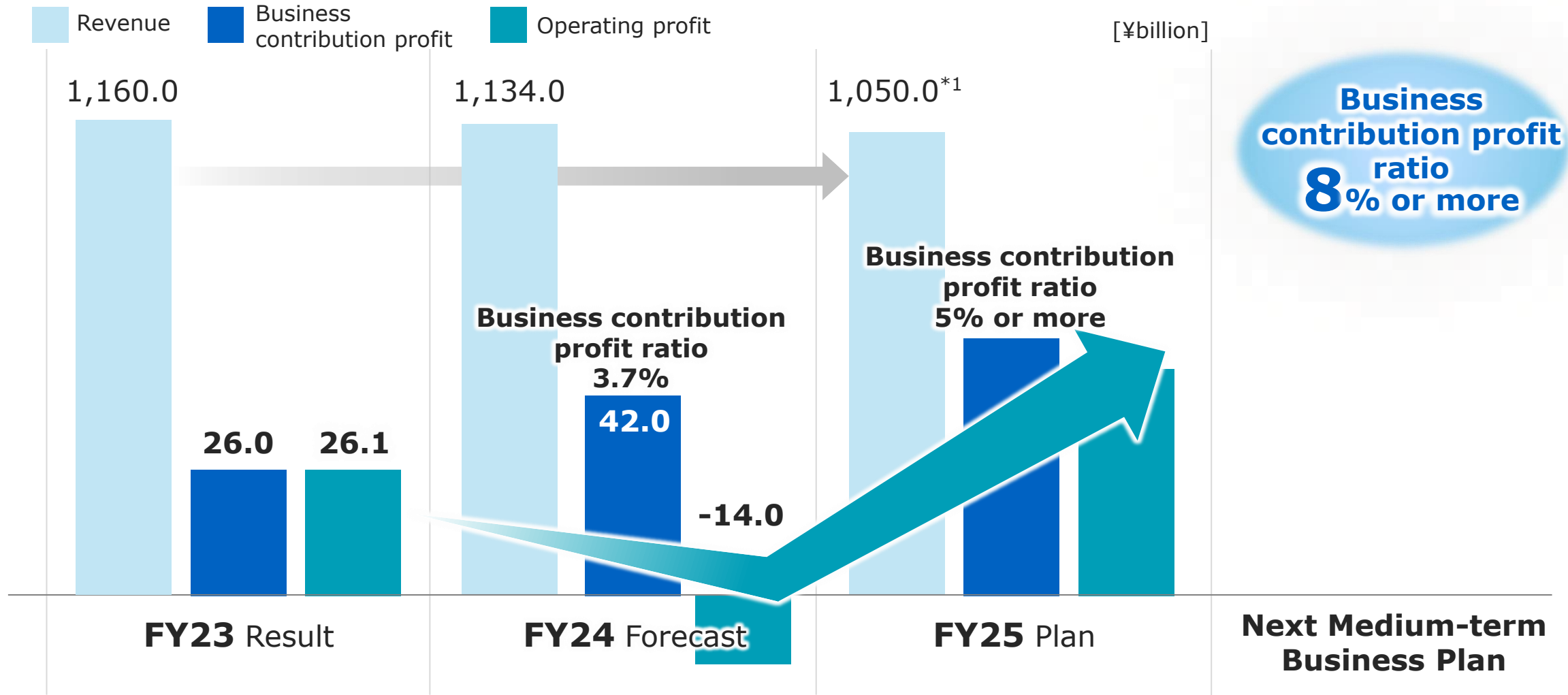
[¥ billions]

| Revenue | FY23 result | FY24 Previous forecast | FY24 Forecast | Change |
|--------------------|-------------|------------------------|---------------|--------|
| Digital Workplace | 614.9 | 600.0 | 620.0 | +20.0 |
| Professional Print | 263.4 | 270.0 | 280.0 | +10.0 |
| Healthcare | 123.6 | 136.0 | 126.0 | - 10.0 |
| Industry | 105.2 | 108.0 | 108.0 | - |
| Precision Medicine | 52.3 | 46.0 | 0.0 | - 46.0 |
| Corporate, etc. | 0.7 | 0.0 | 0.0 | - |
| Company overall | 1,160.0 | 1,160.0 | 1,134.0 | - 26.0 |

| Business contribution profit | FY23 result | Ratio | FY24 Previous forecast | Ratio | FY24 Forecast | Ratio | Change |
|------------------------------|-------------|-------|------------------------|-------|---------------|-------|--------|
| Digital Workplace | 32.7 | 5% | 33.5 | 6% | 34.5 | 6% | +1.0 |
| Professional Print | 13.8 | 5% | 16.5 | 6% | 17.5 | 6% | +1.0 |
| Healthcare | 17.6 | 14% | 22.0 | 16% | 18.0 | 14% | - 4.0 |
| Industry | -8.4 | - | -5.5 | - | -5.5 | - | - |
| Precision Medicine | -7.6 | - | -4.0 | - | 0.0 | - | +4.0 |
| Corporate, etc. | -22.2 | - | -22.5 | - | -22.5 | - | - |
| Company overall | 26.0 | 2% | 40.0 | 3% | 42.0 | 4% | +2.0 |

| Operating profit | FY23 result | Ratio | FY24 Previous forecast | Ratio | FY24 Forecast | Ratio | Change |
|--------------------|-------------|-------|------------------------|-------|---------------|-------|--------|
| Digital Workplace | 33.0 | 5% | 33.5 | 6% | 15.0 | 2% | - 18.5 |
| Professional Print | 11.6 | 4% | 16.5 | 6% | 15.0 | 5% | - 1.5 |
| Healthcare | 16.6 | 13% | 22.0 | 16% | 19.0 | 15% | - 3.0 |
| Industry | -10.9 | - | -5.5 | - | -6.0 | - | - 0.5 |
| Precision Medicine | -1.7 | - | -4.0 | - | 0.0 | - | +4.0 |
| Corporate, etc. | -22.5 | - | -49.5 | - | -57.0 | - | - 7.5 |
| Company overall | 26.1 | 2% | 13.0 | 1% | -14.0 | - | - 27.0 |

Complete management reforms to achieve growth from FY2025 onwards



Toward dividends resumption in line with profit growth in FY25

*1 After non-focused businesses are excluded from consolidation

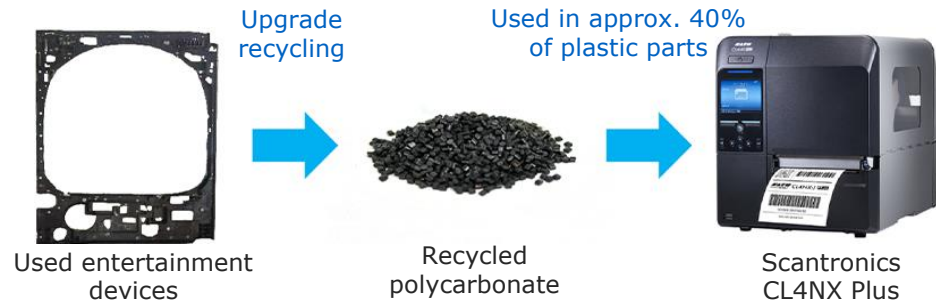
TOWARD ACHIEVING OUR MATERIALITY TARGETS



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[Recycled material technology as growth seeds] Expand adoption by other companies' products

- Our recycled material "Matelier®" with high strength and flame retardance and ease of molding adopted for SATO*1's four label printer products
- Expected to achieve approx. 65% reduction in CO₂ emissions compared to conventional products in the parts where the material is used



Our Strengths

Formulation design of high PCR*2 materials and high-quality injection molding that support industry top-class rate of recycled materials used in MFP

Achievement Award for the Development of Female Engineers

- Our DEI promotion department received an organizational award at the Achievement Award for the Development of Female Engineers*3 hosted by the Japan Association of Technology Executives
- Awarded because of the high evaluation for female ratio in technical personnel recruitment of over 30%, system that supports the female career development, achievement of male childcare leave ratio of 75%



*1 SATO Corporation

*2 PCR : Post-Consumer Recycled. Resource recovery through the collection of used products

*3 An award that recognizes the achievements of individuals and organizations that have made outstanding contributions to the development of female engineers, supported by the Gender Equality Bureau Cabinet Office, METI, MHLW, MLIT, and the MEXT

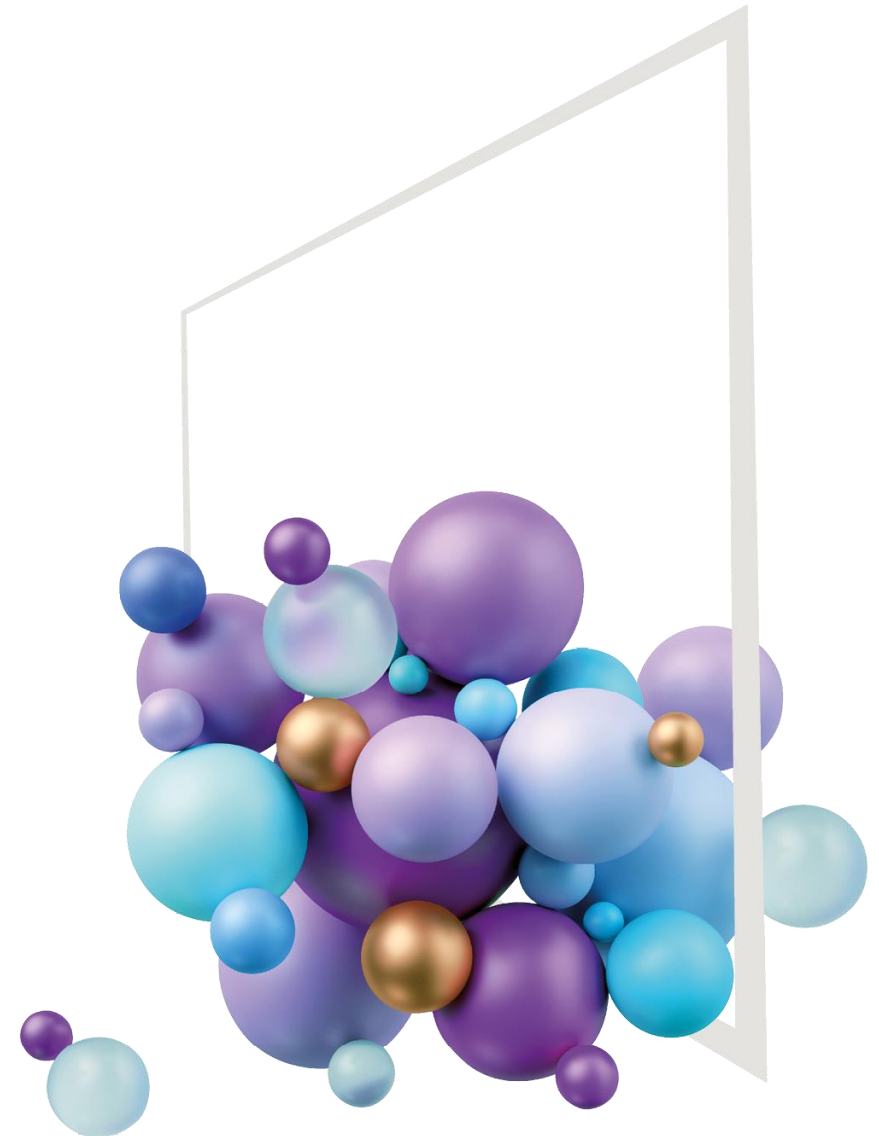


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APPENDIX

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_2q_presentation_supplementary.xlsx





Changes in Segment Information due to Organizational Changes (Repost)

Segmented into the main three areas of Business Technologies Business, Industry Business, and Imaging Solutions Business to strengthen the structure for accelerating the execution of Medium-term Business Plan

| 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 | |
|---|---|
| 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 |
| Precision Medicine Business | |
| Corporate, etc. (Technology Development Headquarters, and other CO) | |

Financial Result - Overview



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| | [¥ billions] | | | | | |
|--|--------------|---------|--------|---------|---------|--------|
| | FY23 6M | FY24 6M | YoY | FY23 Q2 | FY24 Q2 | YoY |
| Revenue | 552.8 | 583.7 | +6% | 286.4 | 297.5 | +4% |
| Gross Profit | 237.2 | 260.7 | +10% | 125.3 | 134.3 | +7% |
| Gross Profit ratio | 42.9% | 44.7% | +1.7pt | 43.8% | 45.1% | +1.4pt |
| SG & A | 235.0 | 242.9 | +3% | 119.0 | 118.0 | -1% |
| Business Contribution Profit | 2.3 | 17.8 | +679% | 6.4 | 16.2 | +154% |
| Business Contribution Profit ratio | 0.4% | 3.1% | | 2.2% | 5.4% | |
| Other income and expenses | -1.5 | -18.6 | - | -1.2 | -16.5 | - |
| Operating Profit (loss) | 0.8 | -0.7 | - | 5.2 | -0.3 | - |
| Operating Profit ratio | 0.1% | - | | 1.8% | - | |
| Finance income and costs | -4.4 | -9.3 | - | -3.1 | -7.9 | - |
| Profit (loss) before tax | -3.7 | -10.0 | - | 2.0 | -8.2 | - |
| Profit before tax ratio | - | - | | 0.7% | - | |
| Profit attributable to owners of the Company | -4.5 | -10.7 | - | 1.1 | -7.3 | - |
| Profit attributable to owners of the Company ratio | - | - | - | 0.4% | - | - |
| EPS [Yen] | -9.09 | -21.66 | | 2.17 | -14.70 | |
| CAPEX | 18.9 | 17.4 | | 11.1 | 9.6 | |
| Depreciation and Amortization Expenses * | 27.1 | 26.2 | | 13.8 | 13.0 | |
| R&D expenses | 32.5 | 30.8 | | 16.4 | 15.5 | |
| FCF | 9.4 | 16.7 | | 20.2 | 25.0 | |
| Investment and lending | 0.7 | 0.0 | | 0.7 | 0.0 | |

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

[¥ billions]

| SG&A | FY23 6M | FY24 6M | YoY | FY23 Q2 | FY24 Q2 | YoY |
|-----------------------------|---------|---------|----------------------|---------|---------|----------------------|
| Selling expenses - variable | 22.3 | 22.7 | +0.5 | 11.3 | 11.2 | -0.1 |
| R&D expenses | 32.5 | 30.8 | -1.7 | 16.4 | 15.5 | -0.9 |
| Personnel expenses | 115.4 | 119.8 | +4.3 | 58.6 | 58.1 | -0.5 |
| Others | 64.7 | 69.6 | +4.8 | 32.7 | 33.2 | +0.5 |
| SG&A total | 235.0 | 242.9 | +7.9 | 119.0 | 118.0 | -0.9 |
| | | | (w/o FOREX YoY) -4.6 | | | (w/o FOREX YoY) -4.0 |

Other Income & Expenses / Finance Income & Loss

Recorded business structure improvement expenses (brought forward)
Recorded foreign exchange losses due to the yen appreciation

[¥ billions]

| | | FY23 6M | FY24 6M | YoY | FY23 Q2 | FY24 Q2 | YoY |
|-------------------------------------|---|---------|---------|-------|---------|---------|-------|
| Business Contribution Profit | | 2.3 | 17.8 | +15.5 | 6.4 | 16.2 | +9.8 |
| Other income | Other income total | 2.8 | 2.6 | -0.2 | 1.3 | -0.6 | -1.9 |
| Other expenses | Business structure improvement expenses | 0.8 | 16.4 | +15.6 | 0.2 | 13.4 | +13.2 |
| | Loss on sales and disposals of property, plant and equipment, and intangible assets | 1.1 | 1.4 | +0.4 | 0.8 | 0.8 | -0.0 |
| | Other expenses | 2.4 | 3.3 | +0.9 | 1.5 | 1.7 | +0.2 |
| | Other expenses total | 4.3 | 21.2 | +16.9 | 2.5 | 16.0 | +13.4 |
| Operating Profit | | 0.8 | -0.7 | -1.5 | 5.2 | -0.3 | -5.5 |
| Finance income | Interest and dividend income | 1.4 | 1.5 | +0.1 | 0.7 | 0.7 | +0.0 |
| | Foreign exchange gain | 0.8 | - | -0.8 | - | - | - |
| | Other | 0.3 | 0.1 | -0.2 | 0.3 | 0.0 | -0.3 |
| | Finance income total | 2.5 | 1.6 | -0.9 | 1.0 | 0.7 | -0.3 |
| Finance costs | Interest expenses | 5.0 | 4.6 | -0.4 | 2.6 | 2.2 | -0.3 |
| | Lease interest | 1.4 | 1.5 | +0.0 | 0.7 | 0.7 | -0.0 |
| | Foreign exchange loss | - | 4.6 | +4.6 | 0.7 | 5.4 | +4.7 |
| | Other | 0.5 | 0.3 | -0.2 | 0.1 | 0.2 | +0.1 |
| | Finance costs total | 6.9 | 11.0 | +4.1 | 4.1 | 8.6 | +4.5 |
| Profit before tax | | -3.7 | -10.0 | -6.3 | 2.0 | -8.2 | -10.2 |
| Income tax expense (income) | | 0.8 | 0.7 | -0.0 | 0.8 | -1.1 | -1.8 |
| Profit for the period | | -4.5 | -10.7 | -6.2 | 1.2 | -7.1 | -8.4 |

FOREX Impact on Revenue and Operating Profit

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

| | FY23 | FY24 | YoY Impact | | FX Sensitivity*2 | |
|--------------------------|--------|--------|--------------|-------------|------------------|-------|
| | 6M | 6M | Revenue | OP | Revenue | OP |
| USD | 141.00 | 152.63 | +17.0 | - 0.9 | +3.0 | - 0.0 |
| EUR | 153.39 | 165.95 | +9.3 | +5.3 | +1.6 | +0.4 |
| GBP | 177.49 | 195.46 | +2.2 | - 0.1 | +0.2 | +0.1 |
| European Currency*1 | - | - | +12.5 | +5.2 | +2.3 | +0.7 |
| RMB | 19.75 | 21.15 | +2.6 | +1.2 | +3.2 | +1.1 |
| Others | - | - | +3.8 | +0.8 | - | - |
| Exchange contract effect | - | - | - | +0.1 | - | - |
| Total | - | - | +35.8 | +6.5 | - | - |

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

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

Consolidated Statements of Cash Flows

| | [¥ billions] | |
|--|--------------|--------------|
| | FY23 6M | FY24 6M |
| Profit (loss) before tax | -3.7 | -10.0 |
| Depreciation and amortization expenses | 37.8 | 37.3 |
| Increase/decrease in trade and other receivables ("-" is increase) | 28.5 | 9.2 |
| Increase/decrease in inventories ("-" is increase) | 16.9 | -2.7 |
| Increase/decrease in trade and other payables ("-" is decrease) | -25.7 | -0.6 |
| Others | -21.7 | -5.3 |
| Cash flows from operating activities | 32.0 | 27.8 |
| Purchase of property, plant and equipment | -11.5 | -12.5 |
| Purchase of intangible assets | -9.0 | -7.5 |
| Purchase of investments in subsidiaries | -1.4 | -0.3 |
| Others | -0.7 | 9.3 |
| Net cash provided by (used in) investing activities | -22.6 | -11.0 |
| Free cash flows | 9.4 | 16.7 |

Consolidated Statements of Financial Position

[¥ billions]

| | Mar 2023 | Mar 2024 | Sep 2024 |
|---------------------------------|----------------|----------------|----------------|
| Cash and cash equivalents | 180.6 | 127.1 | 107.5 |
| Trade and other receivables | 313.5 | 319.5 | 299.3 |
| Inventories | 242.1 | 219.1 | 216.2 |
| Other current assets | 41.4 | 41.8 | 47.3 |
| Assets held for sale | - | 36.7 | 12.0 |
| Total current assets | 777.6 | 744.2 | 682.3 |
| Property, plant and equipment | 289.1 | 282.2 | 279.7 |
| Goodwill and intangible assets | 258.9 | 271.0 | 261.4 |
| Other non-current assets | 88.2 | 90.6 | 100.6 |
| Total non-current assets | 636.2 | 643.8 | 641.7 |
| Total assets | 1,413.8 | 1,388.1 | 1,324.0 |

| | Mar 2023 | Mar 2024 | Sep 2024 |
|--|----------------|----------------|----------------|
| Trade and other payables | 200.5 | 193.8 | 182.3 |
| Bonds and borrowings | 469.1 | 426.6 | 405.9 |
| Lease liabilities | 99.2 | 95.9 | 99.5 |
| Other liabilities | 145.1 | 118.3 | 113.6 |
| Total liabilities | 913.9 | 834.7 | 801.3 |
| Equity attributable to owners of the Company | 487.4 | 539.8 | 508.0 |
| Non-controlling interests | 12.5 | 13.6 | 14.7 |
| Total equity | 499.9 | 553.4 | 522.7 |
| Total liabilities and equity | 1,413.8 | 1,388.1 | 1,324.0 |

| | Mar 2023 | Mar 2024 | Sep 2024 |
|-------------------------------------|----------|----------|----------|
| Equity ratio (%) | 34.5 | 38.9 | 38.4 |
| Equity ratio for company rating (%) | 37.9 | 42.4 | 42.1 |
| D/E ratio | 1.17 | 0.97 | 0.99 |

Quarterly Financial Results by Segments : Revenue

[¥ billions]

| [Revenue] | FY23 | | | | | FY24 | |
|-------------------------------------|-------|-------|-------|-------|----------------|-------|-------|
| | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 |
| Digital Workplace | 143.3 | 151.2 | 156.1 | 164.3 | 614.9 | 152.0 | 155.6 |
| Office | 122.6 | 129.1 | 133.2 | 139.6 | 524.5 | 129.0 | 133.4 |
| DW-DX | 20.7 | 22.1 | 22.8 | 24.7 | 90.4 | 23.0 | 22.2 |
| Professional Print | 60.2 | 63.8 | 65.7 | 73.7 | 263.4 | 67.6 | 71.4 |
| Production print | 37.7 | 41.0 | 43.5 | 46.4 | 168.6 | 42.2 | 44.1 |
| Industrial print | 7.7 | 9.4 | 8.6 | 11.9 | 37.6 | 8.4 | 11.9 |
| Marketing services | 14.8 | 13.4 | 13.6 | 15.3 | 57.2 | 17.1 | 15.5 |
| Industry | 29.7 | 32.0 | 28.4 | 33.5 | 123.6 | 31.0 | 29.5 |
| Sensing | 9.1 | 9.8 | 9.9 | 10.6 | 39.4 | 8.8 | 9.3 |
| Performance materials | 11.4 | 12.8 | 8.5 | 12.2 | 44.8 | 13.1 | 10.7 |
| IJ components | 4.5 | 4.7 | 4.9 | 5.5 | 19.6 | 5.3 | 4.7 |
| Optical components | 4.7 | 4.8 | 5.1 | 5.2 | 19.7 | 3.7 | 4.8 |
| Imaging Solutions | 21.8 | 26.7 | 24.6 | 32.1 | 105.2 | 22.8 | 27.6 |
| Healthcare | 18.0 | 22.1 | 20.4 | 26.2 | 86.7 | 18.8 | 22.6 |
| *1) Imaging-IoT solutions, etc. | 2.9 | 3.6 | 3.0 | 4.2 | 13.8 | 3.1 | 3.6 |
| Visual solutions | 0.8 | 1.0 | 1.1 | 1.7 | 4.7 | 0.9 | 1.4 |
| Precision Medicine | 11.3 | 12.4 | 14.3 | 14.3 | 52.3 | 12.6 | 13.3 |
| Corporate, etc. | 0.2 | 0.2 | 0.2 | 0.2 | 0.7 | 0.2 | 0.1 |
| Company overall | 266.4 | 286.4 | 289.2 | 318.0 | 1,160.0 | 286.2 | 297.5 |

*1 Including revenue of QOL solutions and FORXAI

Quarterly Financial Results by Segments : Profit

[¥ billions]

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

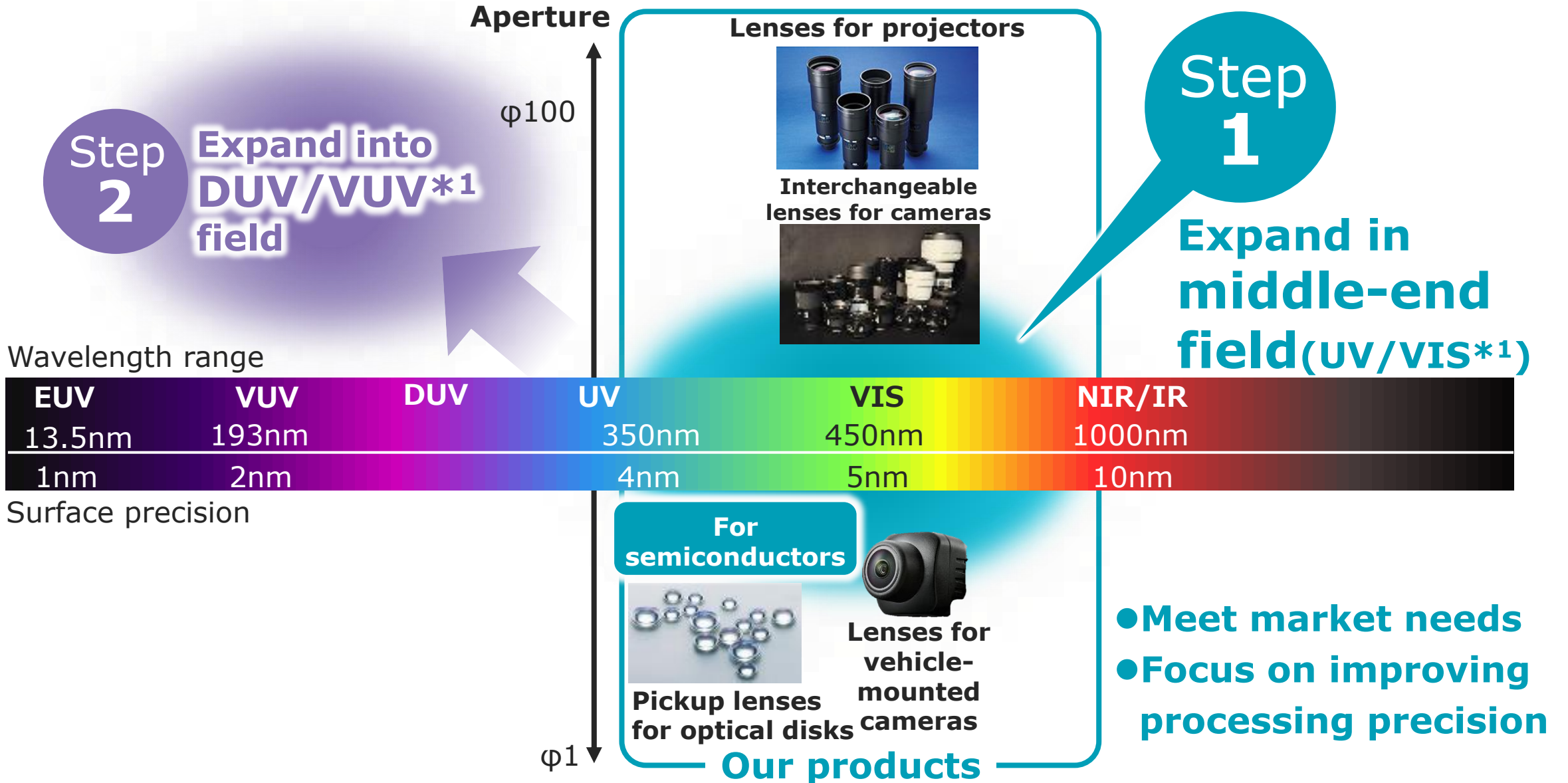
| [Operating Profit] | FY23 | | | | | FY24 | |
|-----------------------|------|------|------|------|--------------|------|------|
| | Q1 | Q2 | Q3 | Q4 | Total | Q1 | Q2 |
| Digital Workplace | 2.0 | 8.0 | 9.6 | 13.3 | 33.0 | 4.5 | 2.1 |
| Professional Print | 0.9 | 2.7 | 5.1 | 2.8 | 11.6 | 1.7 | 3.3 |
| *1) Industry | 3.9 | 3.7 | 4.4 | 4.6 | 16.6 | 3.1 | 4.1 |
| *2) Imaging Solutions | -2.7 | -0.8 | -4.7 | -2.6 | -10.9 | -4.3 | -1.7 |
| Precision Medicine | -3.1 | -2.1 | -1.1 | 4.6 | -1.7 | 1.4 | -1.2 |
| *3) Corporate, etc. | -5.4 | -6.4 | -5.6 | -5.1 | -22.5 | -6.8 | -7.0 |
| Company overall | -4.4 | 5.2 | 7.8 | 17.5 | 26.1 | -0.4 | -0.3 |

*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

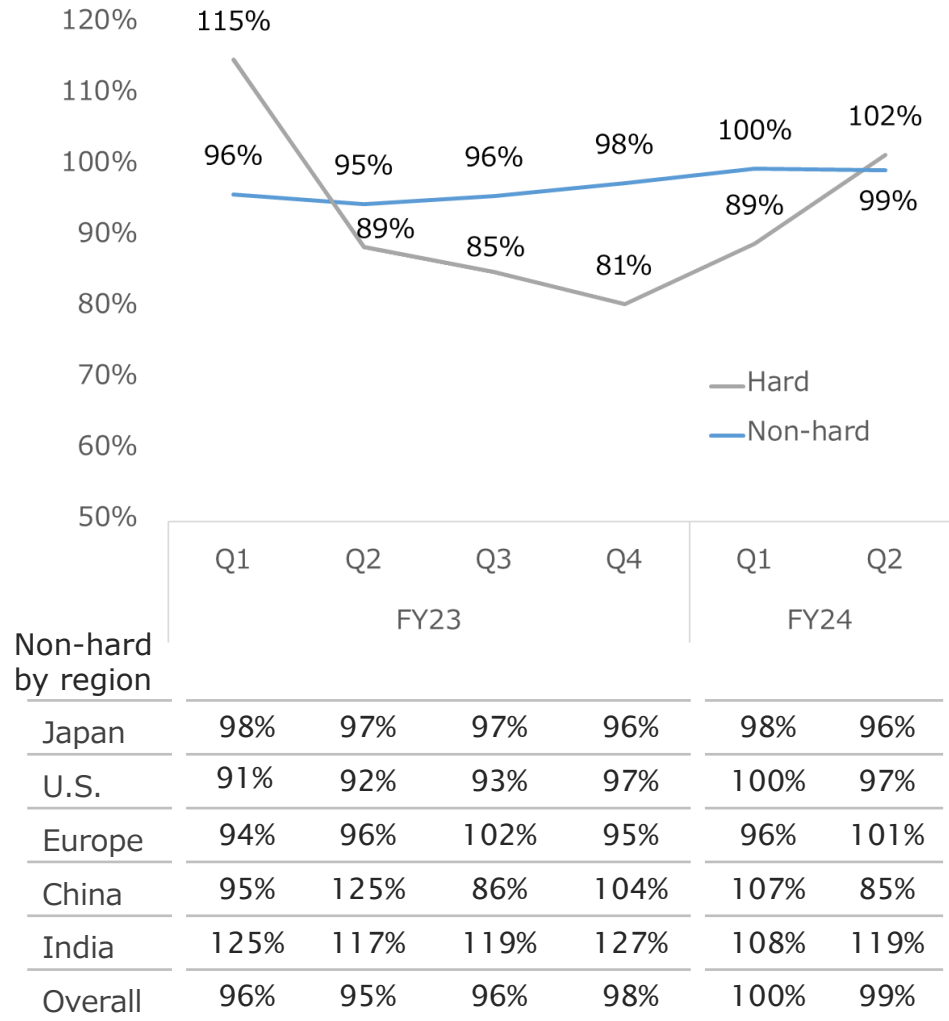
(Repost from FY2023 Industry Business Briefing Session) Product Map by Wavelength and Future Growth Steps



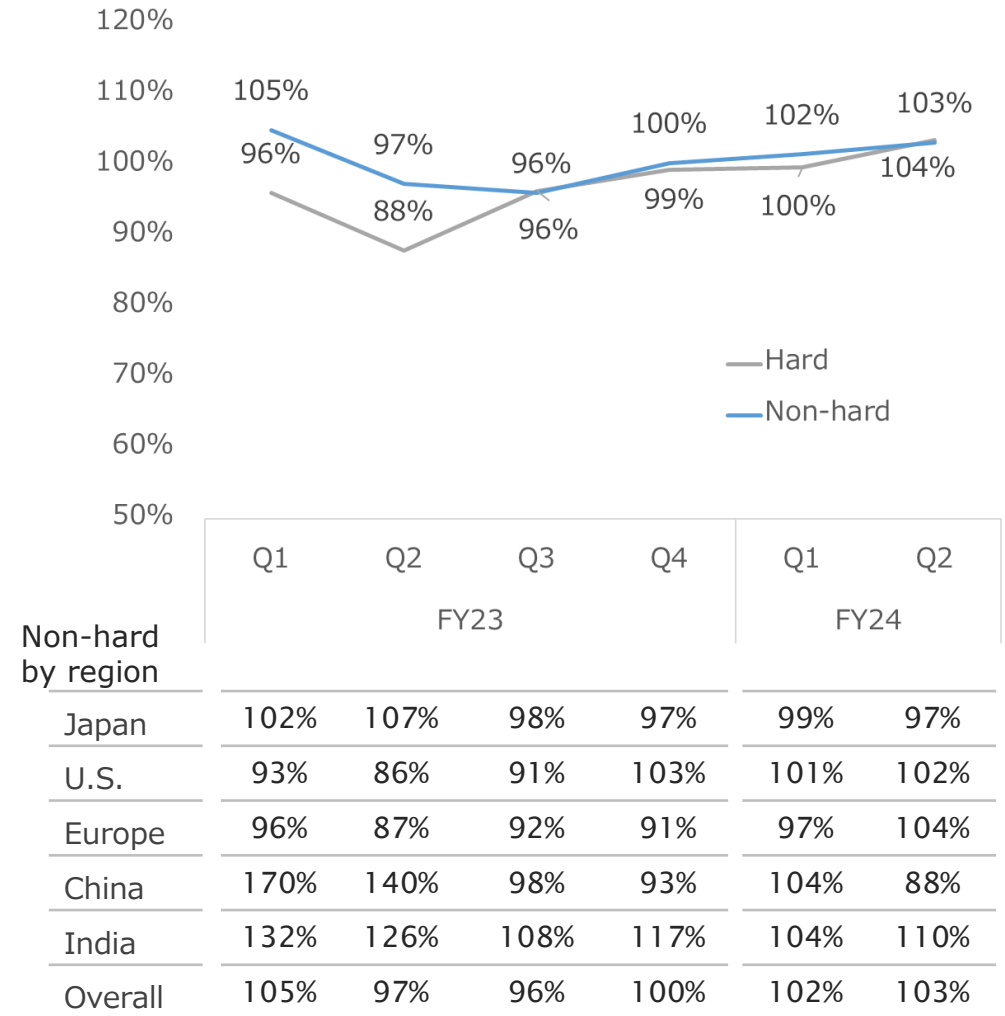
*1 Wavelength range of light sources. As the wavelength becomes shorter in the order of VIS(visible), UV(ultraviolet), DUV(deep ultraviolet), VUV(vacuum ultraviolet), it is used for forming and inspecting, etc. finer semiconductor circuit patterns.

FY24 Quarterly Performance | Hard and Non-hard Revenue YoY

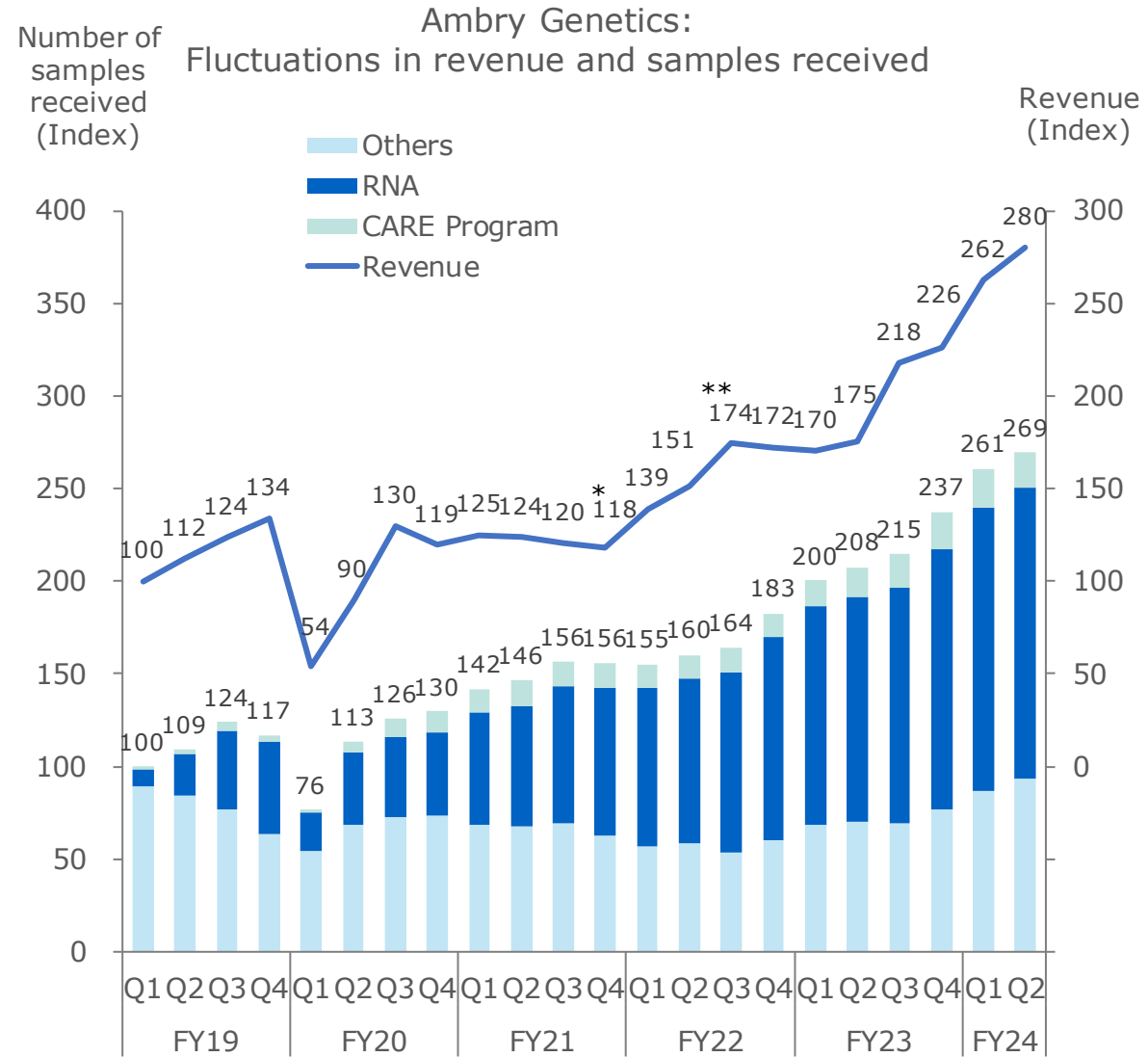
Office



Production Print



Revenue and KPI Trends of Genetic Testing



Indexed with FY2019 Q1 as 100 / Revenue is JPY basis.

*Before reduction of recoverable amount of accounts receivable and revenue

**After reflection of recoverable amount of accounts receivable and revenue



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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.