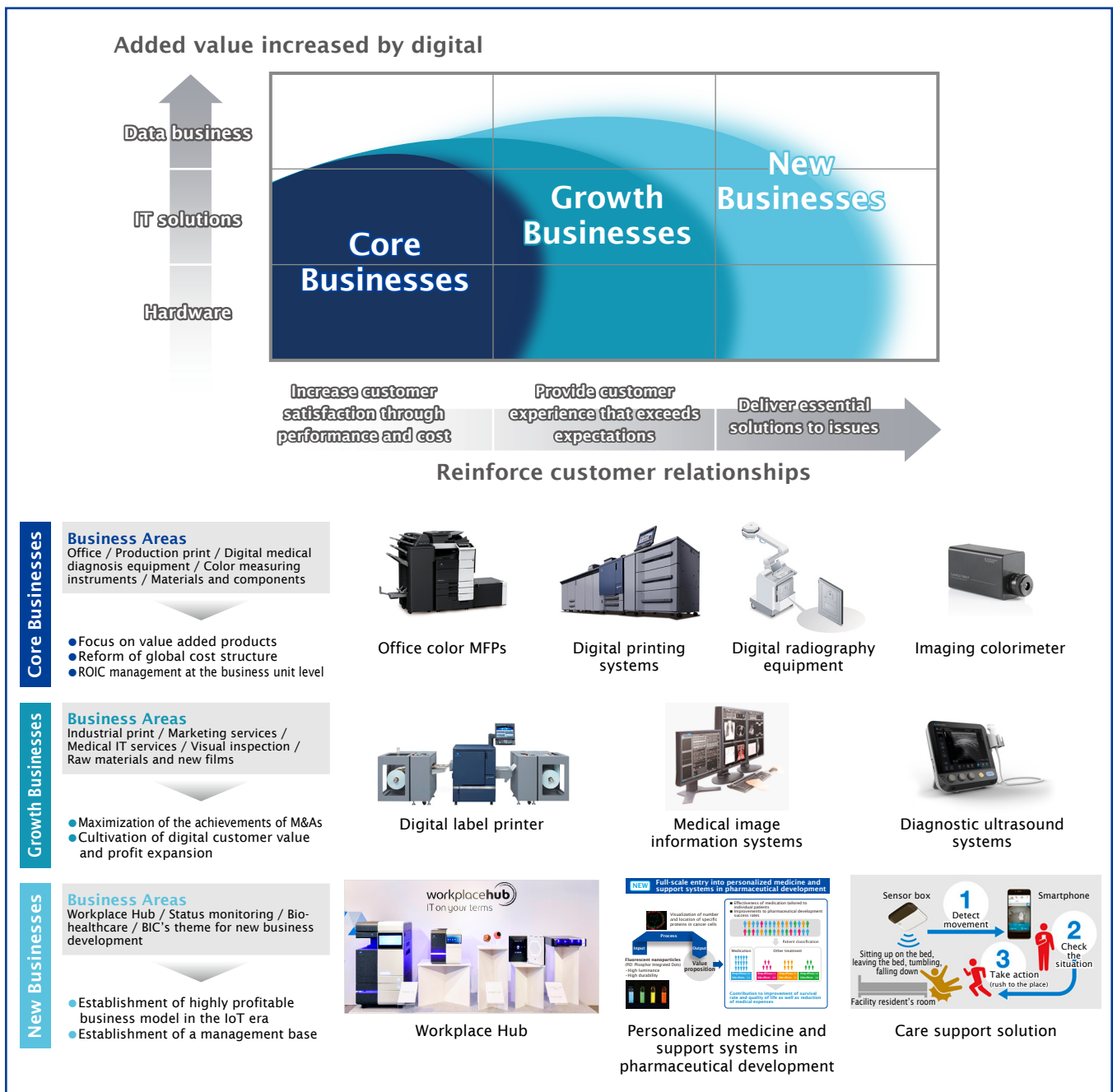


Business Strategy and Technology

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

In the previous Medium Term Business Plan “TRANSFORM 2016”^{*1}, we pushed forward in transforming our business model to one that provides higher added-value solutions with a view to commoditizing products. In the new Medium Term Business Plan “SHINKA 2019”^{*2}, our business model will evolve further to a platform business powered by data, where existing core technologies are combined with technologies and knowhow we have actively acquired and strengthened through M&As.

Through these activities, we will actively work as a digital company with insight into implicit challenges, to address social issues and strive to be a high-profit enterprise that continues to create new value for the evolution of business and human societies.



^{*1, *2} For information on previous Medium Term Business Plan “TRANSFORM 2016” and new Medium Term Business Plan “SHINKA 2019,” visit our website:
https://www.konicaminolta.jp/about/investors/management/midterm_plan_presentations/index.html