

“ACTION” FOR REALIZING STRONG GROWTH —SHIFTING TO A GROWTH TRACK—

GROW SALES AND EXPAND OPERATIONS IN EXISTING BUSINESSES

STEADY GROWTH IN OFFICE MFPs

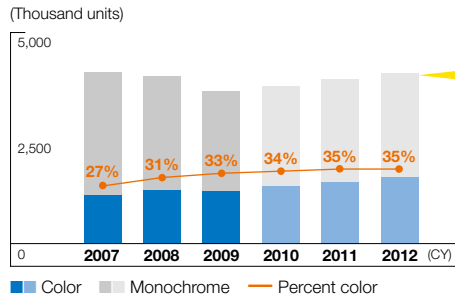
PRIORITY MEASURES

- Expand sales of new products (both color and monochrome)
- Bolster OPS*1 approach
- Enhance vertical marketing
- Launch exclusive models for emerging markets

Led by a genre-top strategy,*2 the Konica Minolta Group is promoting operations mainly in Japan, the U.S. and Europe with emphasis on a shift to color models. Konica Minolta is currently the top group in the color MFP market in Europe and the U.S. We also firmly hold the top share in China, a growth market where Konica Minolta has had a powerful base for many years. We plan to further refine our genre-top strategy to mark steady growth in the office MFP field.

*1 OPS: Optimized Print Services
A solution designed to optimize costs and enhance productivity in the office printing environment for MFPs, printers and other devices.
*2 Genre-top strategy: A strategy in which management resources are channeled into specific fields where Group strengths can be maximized, enabling Konica Minolta to capture the top group position within a genre. The strategy is then repeated to build dominant positions in multiple genres.

PROJECTED SCALE OF THE OFFICE A3 MFP MARKET (KONICA MINOLTA PROJECTIONS)



Shift to color in office MFPs in Japan, U.S., Europe and other developed markets likely to gain momentum



Color MFP for Office “bizhub C652”

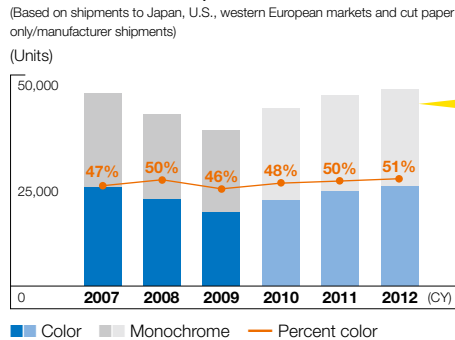
EXPAND BUSINESS SCOPE IN PRODUCTION PRINTING

PRIORITY MEASURES

- Introduce new products to extend lineup and expand scope to encompass the commercial printing field
- Completely renew color printing lineup to enhance competitiveness
- Strengthen marketing functions by utilizing know-how that we possess cultivated in the printing field

We seek to expand our business scope to encompass the medium and heavy production printing fields by leveraging technology and expertise cultivated in light production printing, where Konica Minolta has a dominant presence and strengths in high-resolution imaging that meet the demanding level of the commercial printing industry.

PROJECTED SCALE OF THE PRODUCTION PRINTING MARKET (KONICA MINOLTA PROJECTIONS)



Amid overall market growth, commercial printing is expected to undergo growth particularly in color printing, where Konica Minolta has advantages



Color Production Printing System “bizhub PRESS C8000”

KONICA MINOLTA POLYMERIZED TONER —ACHIEVING HIGH RESOLUTION AND SUPERIOR ENVIRONMENTAL PERFORMANCE—

The Konica Minolta Group was among the first to research and develop the manufacture of toner using emulsion polymerization. Following steady improvements since the start of polymerized toner production in early 2000, in 2010 the Group developed “Digital Toner HD+,” the third generation of this innovative toner. Engineered for high-resolution, high-definition printing output as well as outstanding environmental performance, this toner will strengthen outstanding competitiveness in commercial printing.

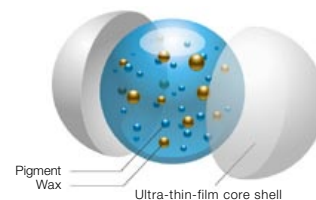
Superior Environmental Performance

- (1) Low-temperature fixing contributes to energy and resource savings during use
- (2) Curbing energy use during production reduces carbon gas emissions by 35% compared to pulverization production method
- (3) Plant-derived ingredients make up 9% of the toner, reducing carbon gas emissions during disposal and incineration from a carbon neutrality standpoint

Achieving High-Resolution, High Definition Imaging

- (1) Ultra-thin-film core shell structure enables both heat-resistant storability and low-temperature fixing properties
- (2) Allows a glossy finish closer to offset image and realize glossy texture that can be adjusted to a variety of paper types
- (3) Compatible with a wide range of paper gauges from thin to thick

Core shell structure of Konica Minolta polymerized toner (“Digital Toner HD+” used for diagram)

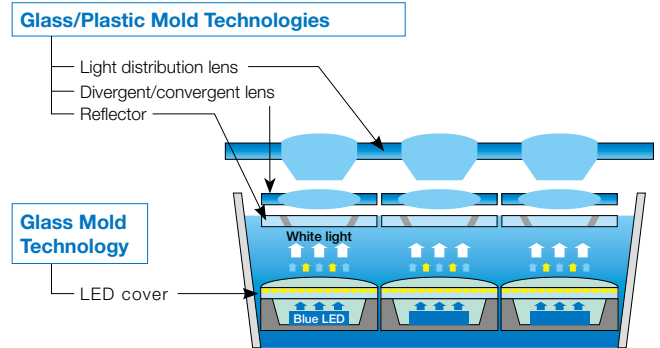


*1 “Digital Toner,” “Digital Toner HD,” and “Digital Toner HD+” are trademarked names for Konica Minolta polymerized toner.

ENTRY INTO THE LED LIGHTING MATERIALS AND COMPONENTS BUSINESS

LEDs have become the focus of attention as next-generation lighting sources. As demand for higher light output and longer life for individual LED modules grows, measures to combat the heat these modules generate will be critical. Glass materials are resistant to deterioration from heat, and Konica Minolta has advantages in glass and plastic mold technologies. We will leverage these capabilities to offer seals, lenses and other components for LED modules.

Structure of LED Lighting



EXTEND BUSINESS SCOPE IN THE INKJET SECTOR

The scope of use for inkjet printers extends far beyond printing to include potential applications in manufacturing and an extremely diverse range of other applied fields. Konica Minolta has proprietary technology in piezo-electric DOD (drop on demand) techniques, and also sells products such as high-performance printer heads compatible with a variety of media (paper, film, fabric, metal and other basic materials), multi-functional ink, and textile printers. With the adoption of inkjet technology gaining ground most notably in the commercial printing field, Konica Minolta will extend its business scope to include the field of industrial printing.



ACCELERATE DEVELOPMENT OF NEW BUSINESSES

OLED LIGHTING BUSINESS

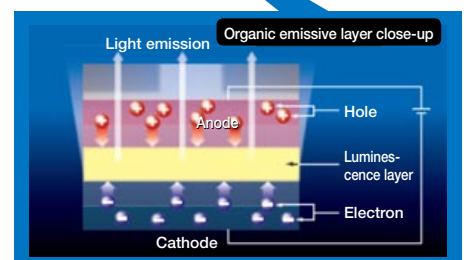
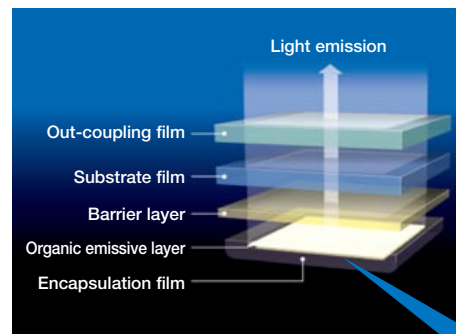
SUPERIOR KONICA MINOLTA TECHNOLOGIES

- Material synthesis technology (blue phosphorous materials)
- Thin-film coating technology (roll-to-roll method)

Leveraging the superior qualities of thin, lightweight, flexible film light sources, Konica Minolta will establish a base in the environment and energy field as a new business.

Distinct Features of OLED

- Minimal environmental impact
- Thin and flexible
- Emits light from a surface
- Generates little heat



Structural Diagram of OLED Light Sources