

# **Konica Minolta Group Consolidated Financial Results Fiscal Year ended March 31, 2013**

**- Announced on May 10, 2013 -**

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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.*



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# **Consolidated Financial Results**

## **Fiscal Year ended March 31, 2013**

## March 2013 financial results - Overview



- **Net sales: ¥813.1 billion (+6%)**
  - ▶ Sales growth for main products in each business drove a year on year net sales increase
  - ▶ The Company accelerated the transformation in the business portfolio by promoting M&As, which also contributed to the increase in net sales
- **Operating income: ¥ 40.7 billion (+1%)**
  - ▶ The Company secured an increase in operating income year on year as higher profit in the Industrial Business and Healthcare Business covered lower profit in the Business Technologies Business.
  - ▶ Reasons for failure to realize plans:
    - (1) Sales push in 4Q focused on lower-end models;
    - (2) Delay in reducing costs for certain products (Business Technologies Business); and
    - (3) Impact of adjustments beyond expectations in 4Q for TAC film, etc. (Industrial Business).
- **Net income : ¥ 15.1 billion (-26%)**
  - ▶ Impact of a decline in profit of ¥2.2 billion in line with the recording of an impairment loss (¥2.9 billion)

# March 2013 financial results highlight - Overview



[Billions of yen]

※Forecast

(Announced on January 31, 2013)

	Mar 2013	Mar 2012	YoY	Mar 2013
Net sales	813.1	767.9	6%	800.0
Operating income	40.7	40.3	1%	48.0
<i>Operating income ratio</i>	<i>5.0%</i>	<i>5.3%</i>		<i>6.0%</i>
Net income	33.8	32.8	3%	-
<i>Net income ratio</i>	<i>1.9%</i>	<i>2.7%</i>		<i>2.8%</i>
EPS [Yen]	28.52	38.52		41.5
FOREX [Yen] USD	83.10	79.07	4.03	81.25
Euro	107.14	108.96	△ 1.82	105.38

# March 2013 financial results highlight - Segments



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[Billions of yen]

\*Announced on January 31,2013

Net Sales	Full year			Forecast
	Mar 2013	Mar 2012	YoY	Mar 2013
Business Technologies	581.6	547.6	6%	560.0
Industrial Business	146.8	135.1	9%	150.0
Healthcare	72.8	73.0	-0%	75.0
Others	11.9	12.1	-	15.0
<b>Group total</b>	<b>813.1</b>	<b>767.9</b>	<b>6%</b>	<b>800.0</b>

Operating income								
Business Technologies	31.7	5.4%	39.5	7.2%	-20%	39.0	7.0%	
Industrial Business	23.7	16.1%	15.2	11.3%	56%	23.0	15.3%	
Healthcare	3.3	4.6%	0.1	0.1%	great increase	2.5	3.3%	
Eliminations and Corporate	-18.0	-	-14.4	-	-	-16.5	-	
<b>Group total</b>	<b>40.7</b>	<b>5.0%</b>	<b>40.3</b>	<b>5.3%</b>	<b>1%</b>	<b>48.0</b>	<b>6.0%</b>	

# Business Technology Business



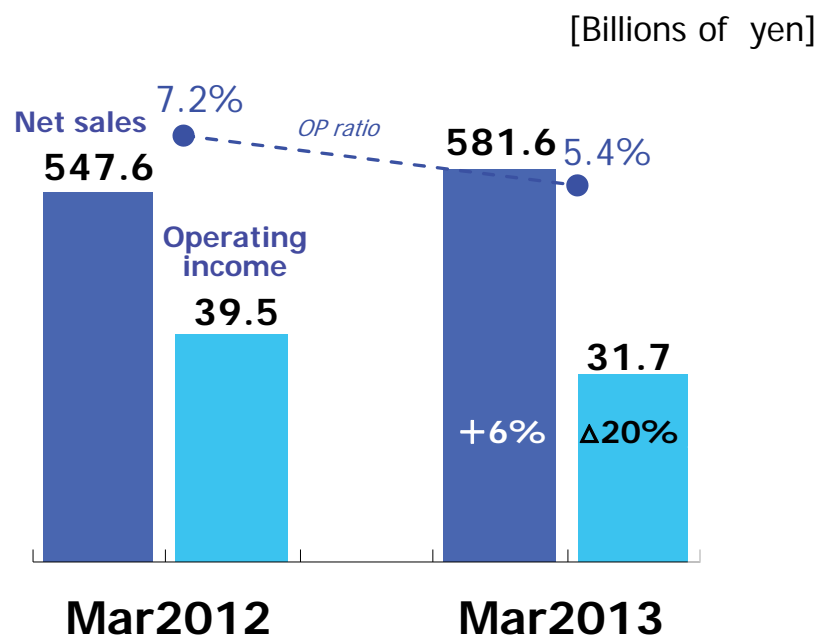
## Net sales:

An increase in sales of color MFPs and production print units as well as M&As contributed to an increase in segment sales year on year. Plans were also achieved.

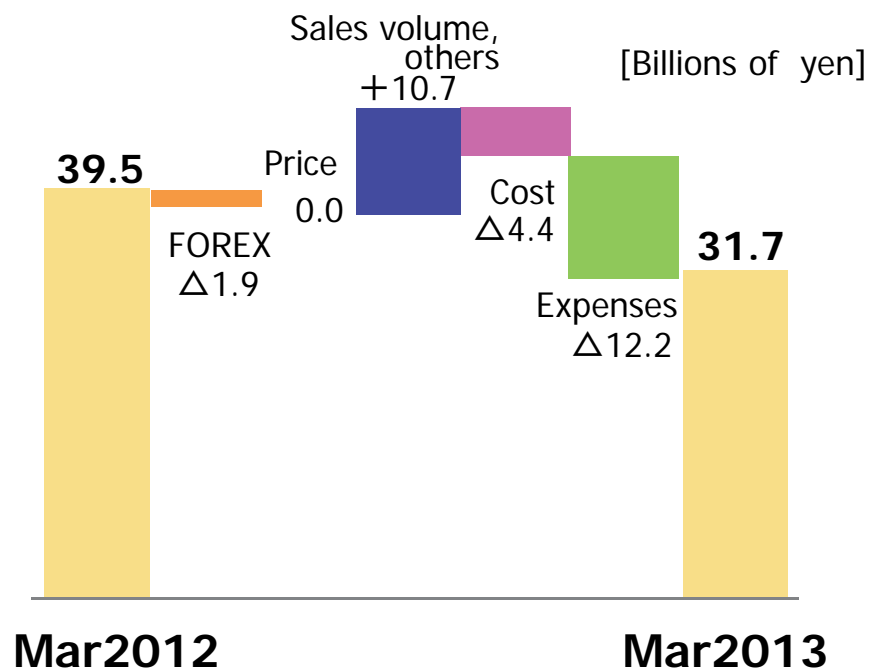
## Operating income:

This was impacted by a sales push in 4Q focused on lower-segment models and a delay in cost reductions amid progress toward a transformation in the business portfolio through M&As, etc. Operating income declined year on year and fell short of plans.

### March 2013(YoY)



### Operating income analysis(YoY)



# Business Technology Business (Supplement)

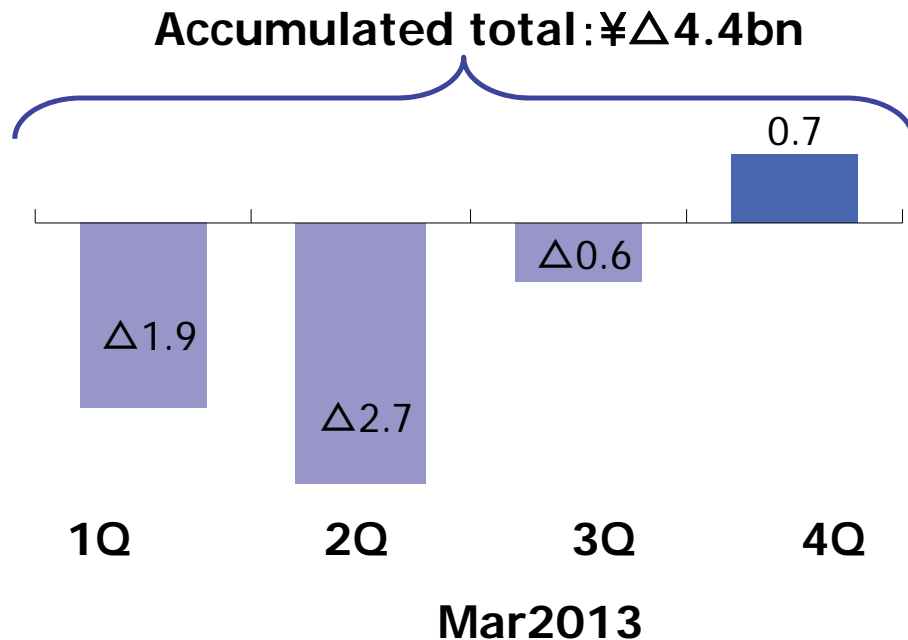


Although manufacturing cost reduction failed to achieve plans, it has steadily improved relative to 3Q.

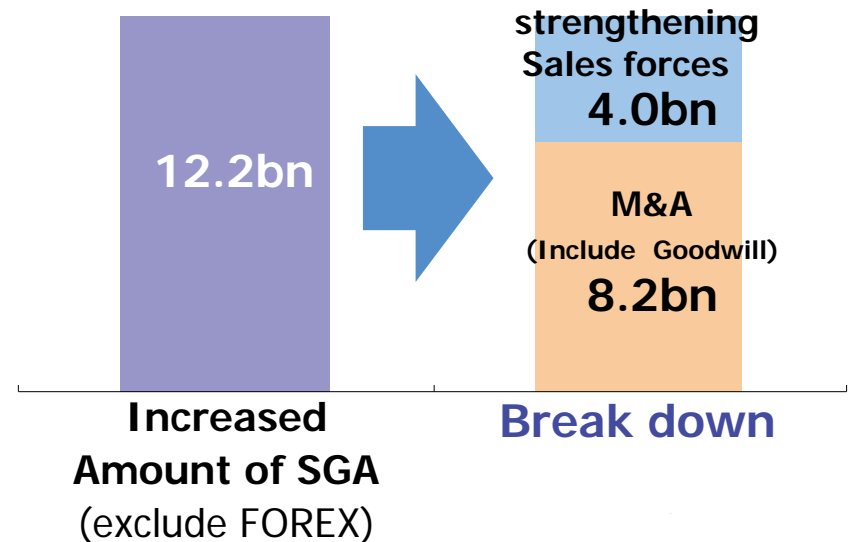
SGA expenses increased in line with M&As aimed at transforming the business portfolio.

Existing sales subsidiaries bolstered personnel numbers to strengthen service business as well.

## Status of manufacturing cost reductions



## SGA breakdown (increase amount)



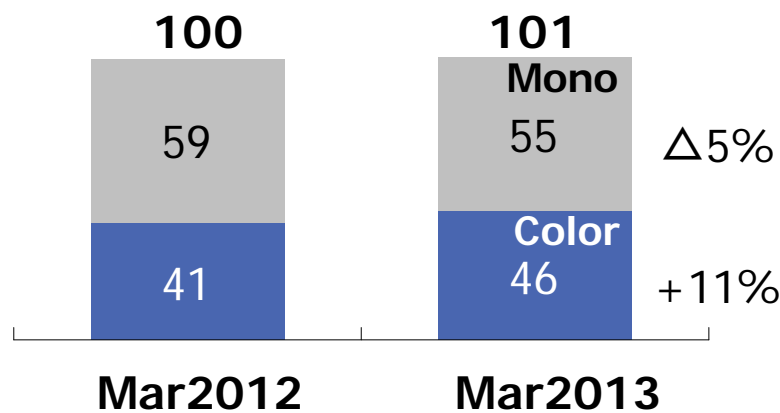


# Business Technology Business: Office Field

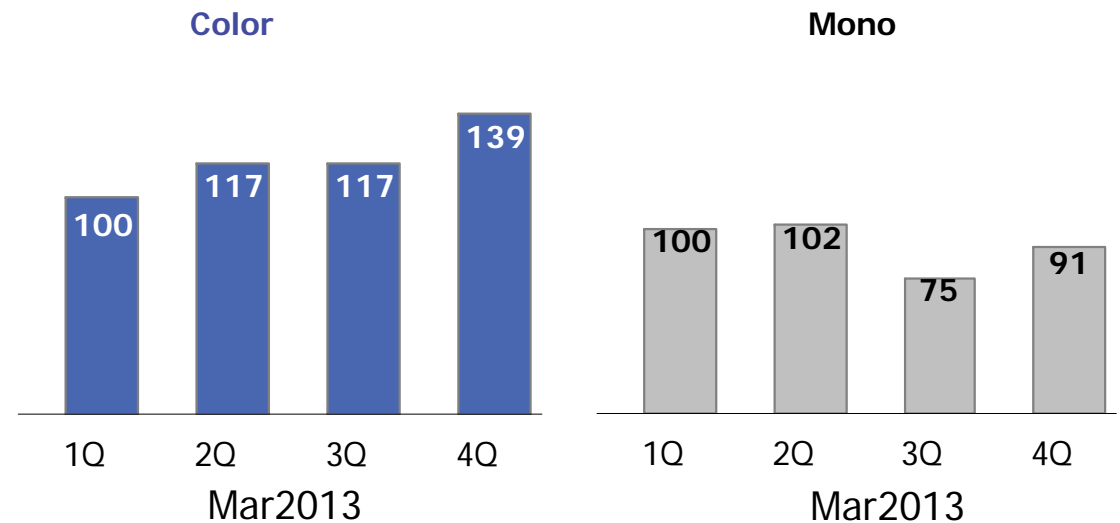


Sales of A3 monochrome units decreased year on year despite picking up from 4Q. Sales of a new series of A3 color units maintained momentum throughout the year. This covered the decline in sales of monochrome machines and secured volume growth overall.

A3MFP Sales units (YoY)



Unit sales trend



\* Base index : "1Q Mar2013" = 100

## Business Technology Business: - Growth measures in Office Field



### ■ Establish organization to promote OPS (Optimized Print Services)

Aim: Strengthening the capabilities of proposals for global projects and services

- ▶ GMA net sales: ¥14.9 billion (YoY +35%)
  - New customers acquired: 16
- ▶ OPS net sales: ¥29.3 billion (YoY +44%)

### ■ Promote M&As of IT service providers

Aim: Strengthening the capabilities of proposals to improve the business processes of small- and medium-size companies

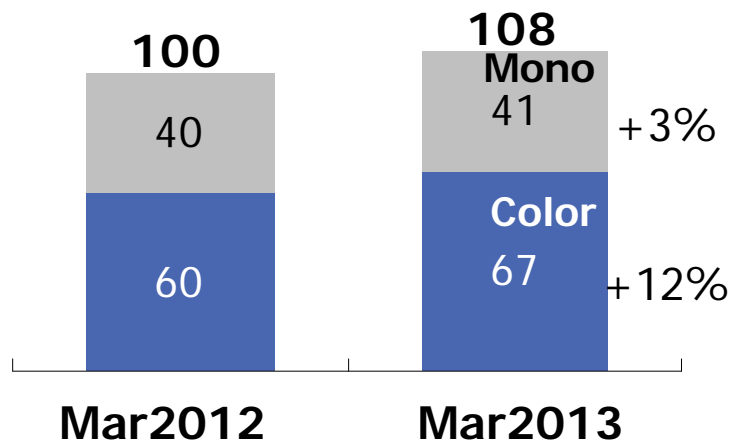
- ▶ IT service solutions net sales: ¥42.4 billion (YoY +78%)
  - MFP + solution set sales ratio: Approx. 60%  
(within the direct-to-customer segment in the United States)

# Business Technology Business: Office Field

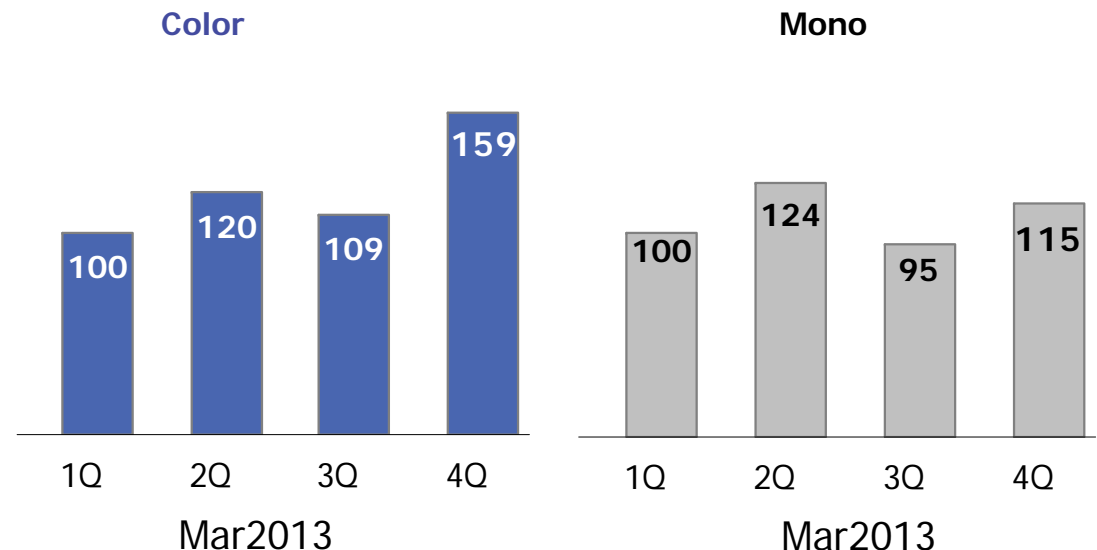


Achieved double-digit growth in sales volume of color units due to vigorous efforts to expand entry models in Europe and the U.S. and accelerating sales push in 4Q. Almost achieved double-digit growth overall, due in part to the effect of the introduction of new monochrome units in the first half.

PP Sales units (YoY)



Unit sales trend



\* Base index : "1Q Mar2013" = 100

## Business Technology Business: - Growth measures in PP Field



### ■ Promote M&As such as Kinko's and Charterhouse

Aim: Strengthening the capabilities of proposals and marketing for large corporate customers

- ▶ Secured order for large project from a major Japanese corporation that recognized the originality of the comprehensive proposals that also include Kinko's output services. Steadily increase pipeline for CRD (in-house printing) projects as well

### ■ Promote sales alliance with Komori Corporation

Aim: Strengthen marketing capabilities to large commercial printing customers

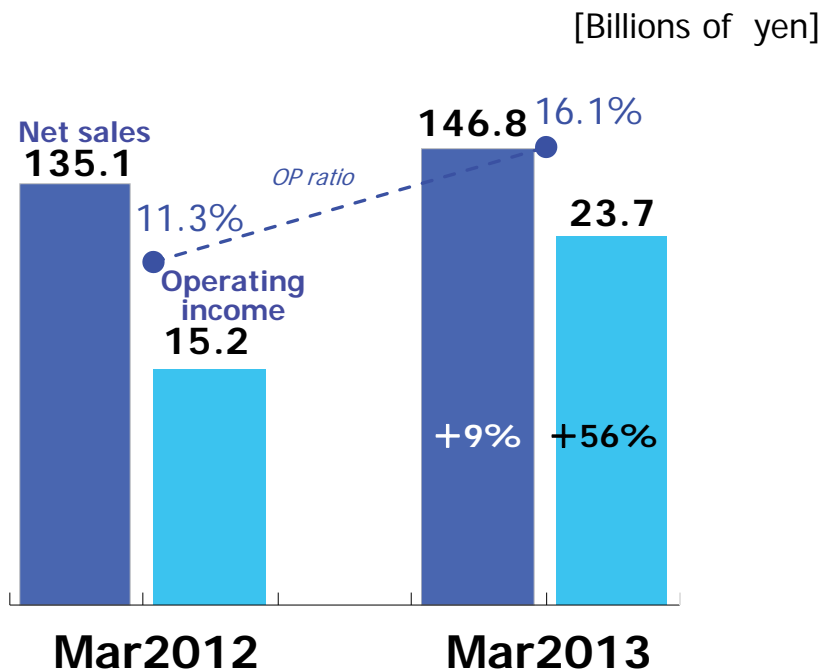
- ▶ Expand reach for large commercial printing customers in North America and contribute to expansion in the number of high-end units installed

# Industrial Business - Overview

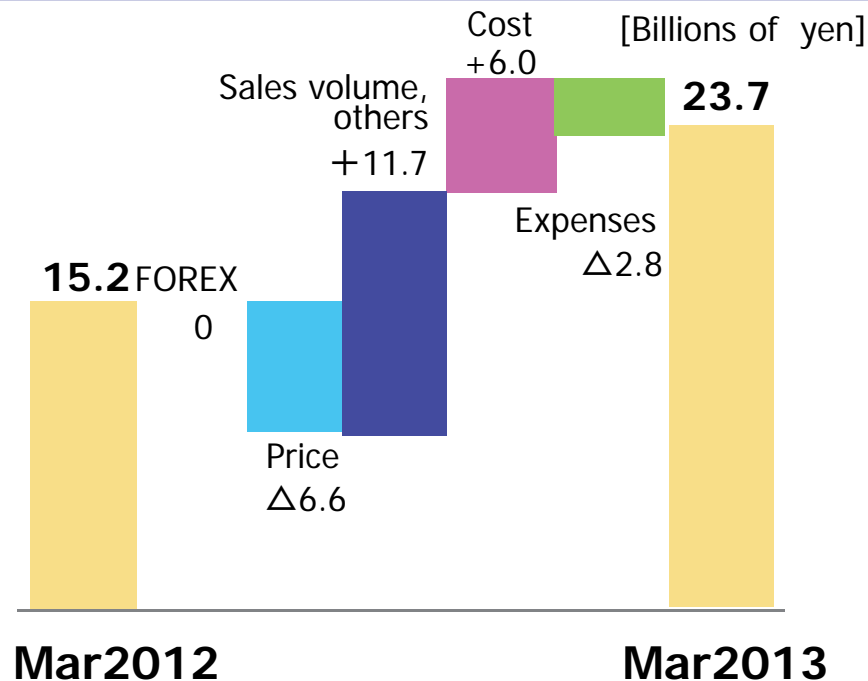


Expanded sales of both plain TAC and VA-TAC.  
 New customers were acquired for replacement lenses.  
 Large orders and the effects of M&As contributed to results for light meters.  
 Sales and profit were up, driven by strong performance in these fields.  
 However, 4Q results were impacted by adjustments overall, falling below projections made in 3Q.

## March 2013 (YoY)



## Operating income analysis (YoY)



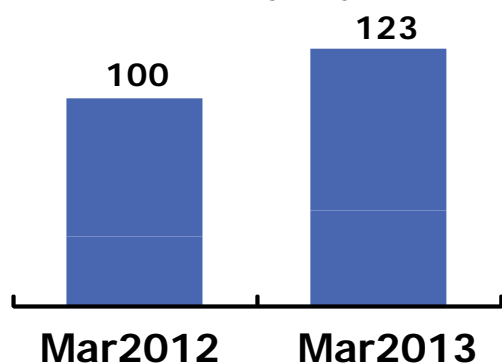
# Industrial Business - Sales performance (Units)



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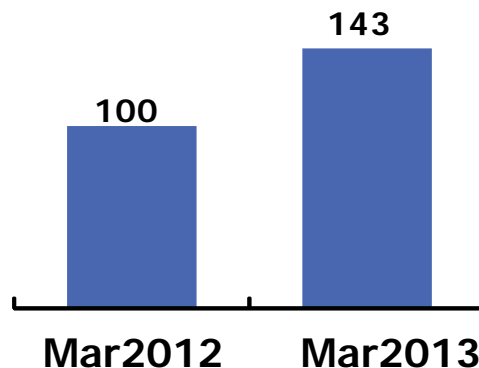
## TAC films

- Sales were solid of VA-TAC and plain TAC film products. 4Q results were impacted by adjustments, etc.



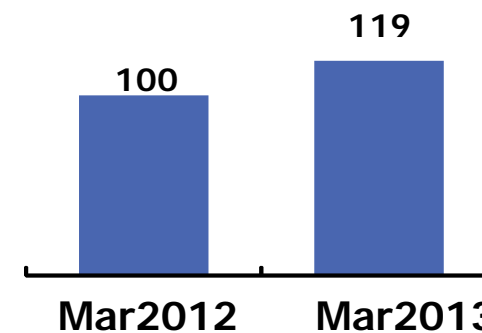
## Replacement lenses for DSLR cameras

- Sales volume expanded owing to an increase in customer numbers.



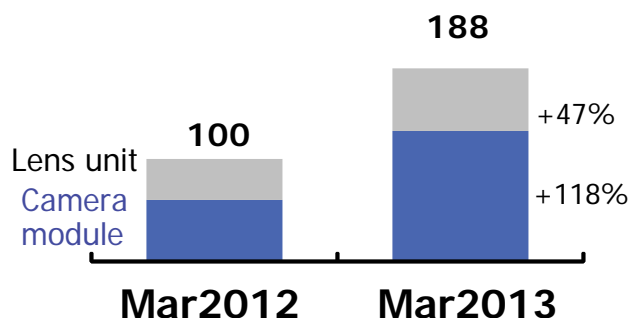
## Color meters

- Sales volume increased due to the acquisition of a major client.



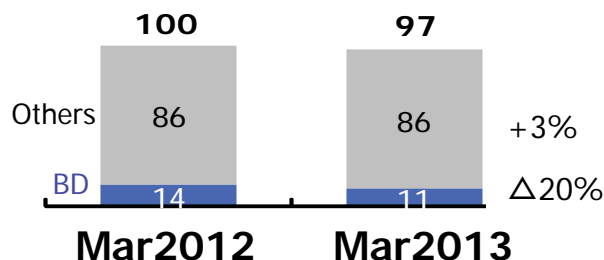
## Optical units for mobile phones

- Sales increased significantly for smartphones.



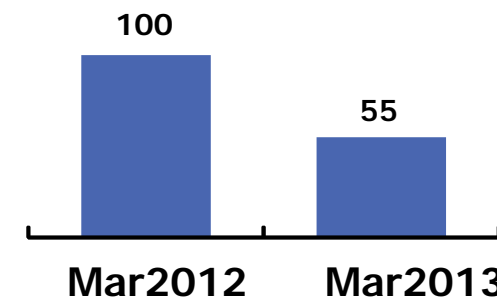
## Optical pickup lenses

- Sales of BDs stagnated following a lack of market recovery.



## Glass substrates for HDDs

- Sales decreased rapidly from 2Q due to adjustments, etc.



# Healthcare Business - Overview

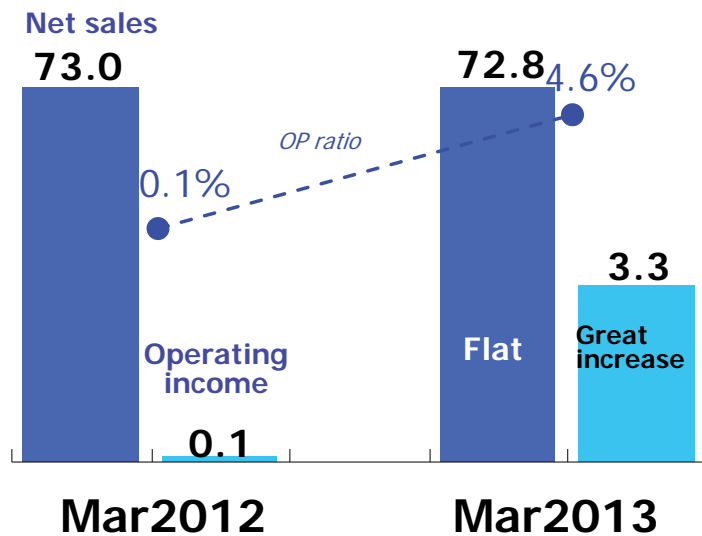


Sales of DR products were strong in Japan and overseas, which covered the decline in sales of film products.

The shift in business structure from analog to digital continued to progress and a significant increase in profit was achieved.

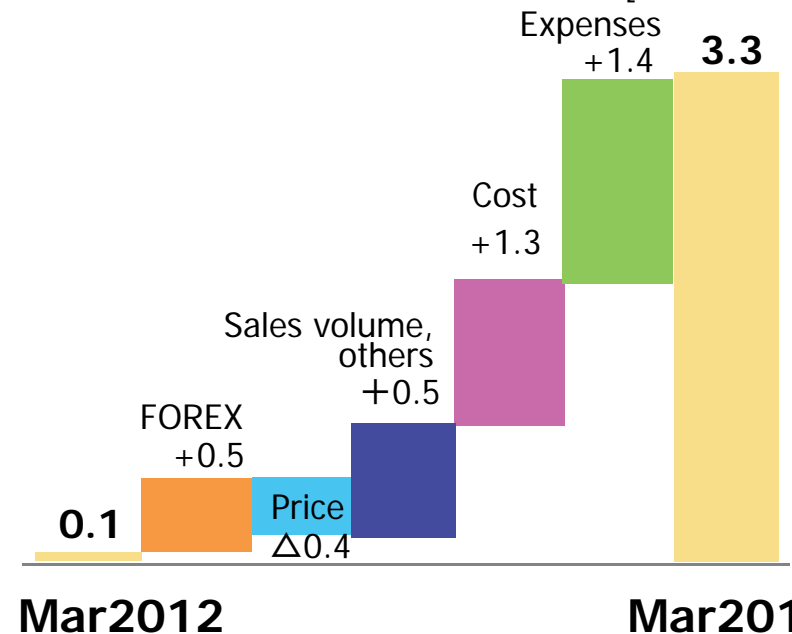
## March 2013 (YoY)

[Billions of yen]



## Operating income analysis (YoY)

[Billions of yen]



# Healthcare Business - Sales performance (Units)



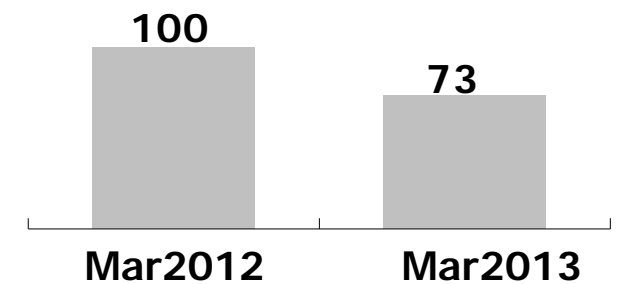
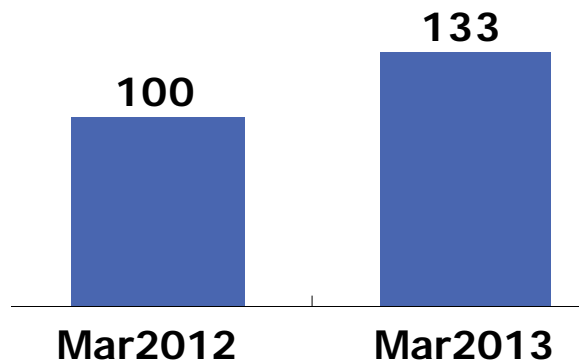
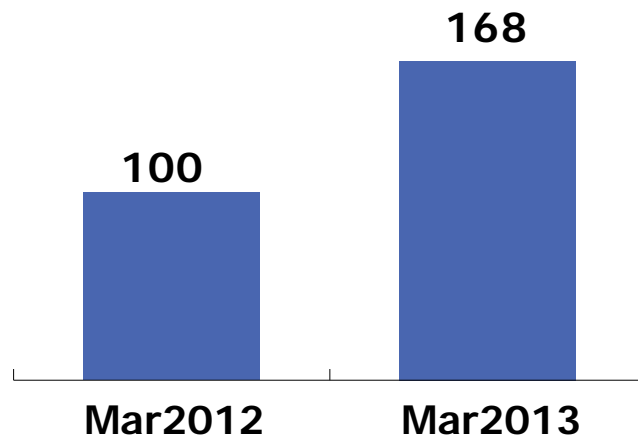
Sales of cassette-type DR systems grew significantly in Japan on the back of competitive advantage in product capabilities and sales strategy.

Overseas, sales of strategic CR products in addition to DR products increased.

AeroDR

CR(strategic products)

Dry films(Japan)



\*Base index : Mar2012= 100





## ■ Full-year forecasts for year ending March 2014

## Full-year forecasts for year ending March 2014



- Net sales:                    ¥ 900.0 billion (+11%)
- Operating income:        ¥ 55.0 billion (+35%)
  - FOREX assumption: US\$ 93yen/Euro 123yen
  - ▶ Contribute to increased sales and profit through the effects of M&As
  - ▶ Strengthen cost reduction capabilities
  - ▶ Continue to invest in growth fields
- Net income:                ¥ 26.0 billion (+72%)
  - ▶ Focus on strengthening structure and responding to restructuring
    - Utilize forecast deferred tax assets in line with reorganization of management system

# Full-year forecasts for year ending March 2014

## - Group highlights



[Billions of yen]

	Forecast Mar 2014	Results Mar 2013	YoY
Net sales(a)	900.0	813.1	11%
Operating income	55.0	40.7	35%
<i>Operating income ratio</i>	<i>6.1%</i>	<i>5.0%</i>	
Ordinary income	53.0	38.9	36%
Net income	26.0	15.1	72%
<i>Net income ratio</i>	<i>2.9%</i>	<i>1.9%</i>	
EPS [Yen]	49.03	28.52	
CAPEX	47.0	38.4	
Depreciation	50.0	46.0	
R&D expenses	76.0	71.5	
FCF	2.5	3.0	
CF from operating activities+CAPEX	32.5	27.4	
*Purchase of tangible/intangible assets			
FOREX [Yen]			
USD	93.00	83.10	
Euro	123.00	107.14	

FOREX impact per 1yen movement (Full year)		
	Net sales	Operating income
	3.0	0.4
	1.4	0.8

# Full-year forecasts for year ending March 2014

## - Segments



[Billions of yen]

Net Sales	Forecast		Results		
	Mar 2014		Mar 2013		YoY
Business Technologies	665.0		581.6		14%
Industrial Business	139.0		146.8		-5%
Healthcare	78.0		72.8		7%
Eliminations and Corporate	18.0		11.9		-
<b>Group total</b>	<b>900.0</b>		<b>813.1</b>		<b>11%</b>

Operating income	Forecast		Results		YoY
	Mar 2014		Mar 2013		
Business Technologies	55.0	8.3%	31.7	5.4%	74%
Industrial Business	19.0	13.7%	23.7	16.1%	-20%
Healthcare	6.0	7.7%	3.3	4.6%	79%
Eliminations and Corporate	-25.0	-	-18.0	-	-
<b>Group total</b>	<b>55.0</b>	<b>6.1%</b>	<b>40.7</b>	<b>5.0%</b>	<b>35%</b>

# Industrial Business

## -Main Points



	Net sales	Operating income
YoY decrease	Approx 8.0 ¥bn	Approx 4.0 ¥bn

- ▶ TAC film:  
Cover the decline in sales to certain customers by expanding sales for TVs and small- to medium-size applications. Aim to recover the market share for certain customers with new models in 2014
- ▶ Replacement lenses:  
Increase sales by expanding the number of customers
- ▶ Measuring instruments:  
Expand sales through M&A synergies
- ▶ Underperforming fields:  
Transfer to a business structure in line with declining demand

# Industrial Business

## -Main Points



	Net sales	Operating income
YoY increase	Approx 8.0 ¥bn	Approx 4.0 ¥bn

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- ▶ Measuring instruments:  
Expand sales through M&A synergies
- ▶ Underperforming fields:  
Transfer to a business structure in line with declining demand

# Healthcare Business

## -Main Points



	Net sales	Operating income
YoY increase	Approx 5.0 ¥bn	Approx 3.0 ¥bn

- ▶ Japan:  
Expand sales of DR products through enhanced product groups and reinforced sales system
- ▶ Europe and U.S.:  
Expand sales of DR products through active development of B2B
- ▶ Emerging countries:  
Increase sales of CR products by packaging with film sales
- ▶ Film:  
Switch from internal manufacturing to outsourced manufacturing in order to raise profitability

# Progress in promising areas

## ■ Functional films



- ▶ In OLED lighting, the Company is currently developing barrier film and R2R production technology toward commercialization of flexible panels.
- ▶ Set up business in earnest for heat insulation film from fiscal 2013.

## ■ Industrial Ink-Jet



- ▶ For the print-on-demand textile inkjet printers, where the Company leads the market, expand sales of high-end in earnest from fiscal 2013.



- ▶ Joint development of high-speed inkjet printers for production printing is progressing with Komori Corporation, aiming for launch in fiscal 2014.



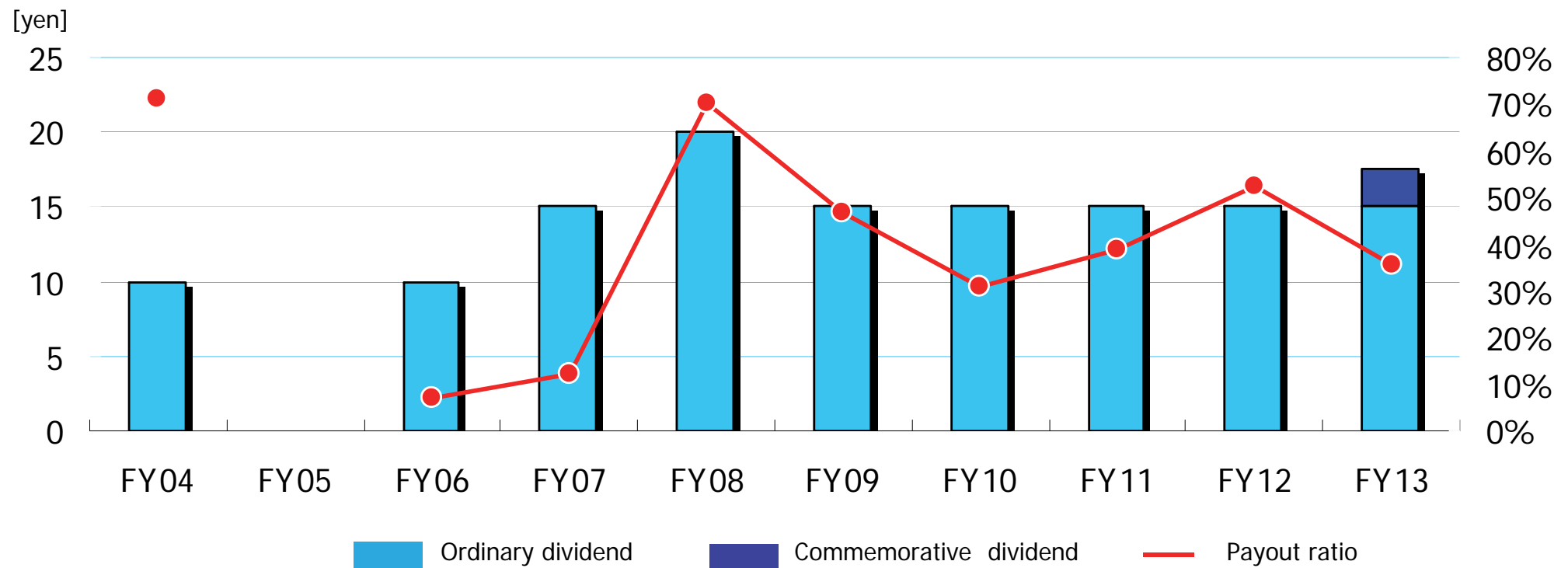
# Shareholder Return

## - Commemorative dividend marking 10 years since integration



Plan to provide a commemorative dividend of 2.5 yen per share at the time of the interim dividend marking 10 years since the management integration.

(Combined with the ordinary dividend, the interim dividend will be 10 yen per share and the total annual dividend will be 17.5 yen per share.)





# ■ **Supplementary Information March 2013** **Financial Results**

# Results for March 2013 – Group highlights



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	Mar 2013	Mar 2012	YoY	4Q Mar 2013	4Q Mar 2012	[Billions of yen] YoY
Net sales(a)	813.1	767.9	6%	235.3	207.5	13%
Gross income	375.6	355.3	6%	105.8	95.3	11%
<i>Gross income ratio</i>	46.2%	46.3%		45.0%	45.9%	
Operating income	40.7	40.3	1%	13.6	17.1	-20%
<i>Operating income ratio</i>	5.0%	5.3%		5.8%	8.2%	
Goodwill amortization	9.9	8.8	12%	2.8	2.2	26%
Operating income before amortization of Goodwill (b)	50.5	49.2	3%	16.4	19.3	-15%
(b)/(a)	6.2%	6.4%		7.0%	9.3%	
Ordinary income	38.9	34.8	12%	12.8	15.9	-19%
Pre-tax Profit	33.8	32.8	3%	10.9	18.8	-42%
Net income	15.1	20.4	-26%	4.8	15.0	-68%
<i>Net income ratio</i>	1.9%	2.7%		2.0%	7.2%	
EPS [Yen]	28.52	38.52		9.07	28.33	
CAPEX	38.4	34.0		13.5	11.7	
Depreciation	46.0	49.2		12.7	13.2	
R&D expenses	71.5	72.5		18.1	17.0	
FCF	3.0	29.6		16.8	11.9	
CF from operating activities+CAPEX*	27.4	37.4		17.7	12.3	
*Purchase of tangible/intangible assets						
FOREX [Yen] USD	83.10	79.07	4.03	92.42	79.28	13.14
Euro	107.14	108.96	△ 1.82	122.04	103.99	18.05

# Results for March 2013 – Segments



## Net Sales

	Full year			*Announced on January 31, 2013 Previous Forecast		4Q		
	Mar 2013	Mar 2012	YoY	Mar 2013	Mar 2013	Mar 2012	YoY	
Business Technologies	581.6	547.6	6%	560.0	176.5	146.7	20%	
Industrial Business	146.8	135.1	9%	150.0	32.4	36.1	-10%	
Healthcare	72.8	73.0	-0%	75.0	22.7	21.1	7%	
Eliminations and Corporate	11.9	12.1	-	15.0	3.8	3.6	-	
<b>Group total</b>	<b>813.1</b>	<b>767.9</b>	<b>6%</b>	<b>800.0</b>	<b>235.3</b>	<b>207.5</b>	<b>13%</b>	

## Operating income

	Full year			Previous Forecast		4Q		
	Mar 2013	Mar 2012	YoY	Mar 2013	Mar 2013	Mar 2012	YoY	
Business Technologies	31.7	39.5	-20%	39.0	13.3	14.8	-11%	
Industrial Business	23.7	15.2	56%	23.0	2.1	4.8	-55%	
Healthcare	3.3	0.1	great increase	2.5	2.2	0.7	214%	
Eliminations and Corporate	-18.0	-14.4	-	-16.5	-4.0	-3.2	-	
<b>Group total</b>	<b>40.7</b>	<b>40.3</b>	<b>1%</b>	<b>48.0</b>	<b>13.6</b>	<b>17.1</b>	<b>-20%</b>	

# March 2013 – Group results (YoY)

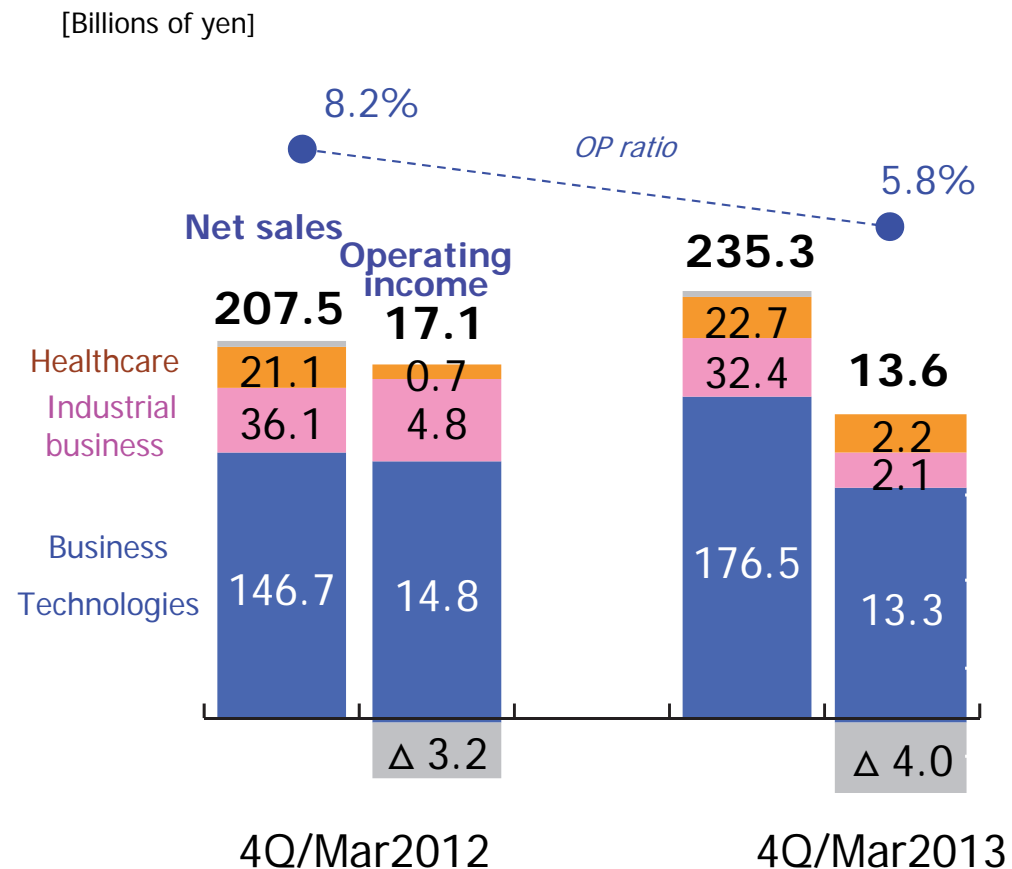
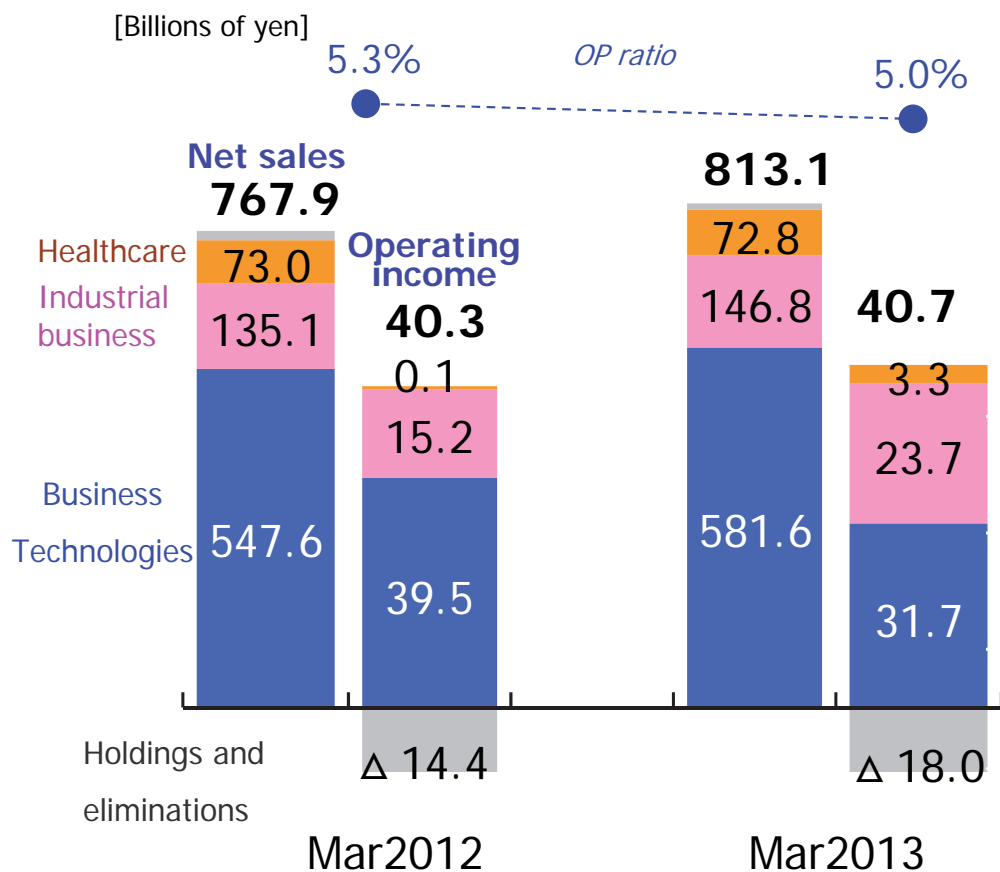


**March 2013**

- Net sales (YoY): +6% (W/O FOREX :+4%)
- Operating income (YoY): +1% (W/O FOREX :+3%)

**4Q/March 2013**

- Net sales (YoY): +13% (W/O FOREX :+2%)
- Operating income (YoY):  $\Delta$ 21% (W/O FOREX : $\Delta$ 45%)



# Business Technologies Business – Performance overview



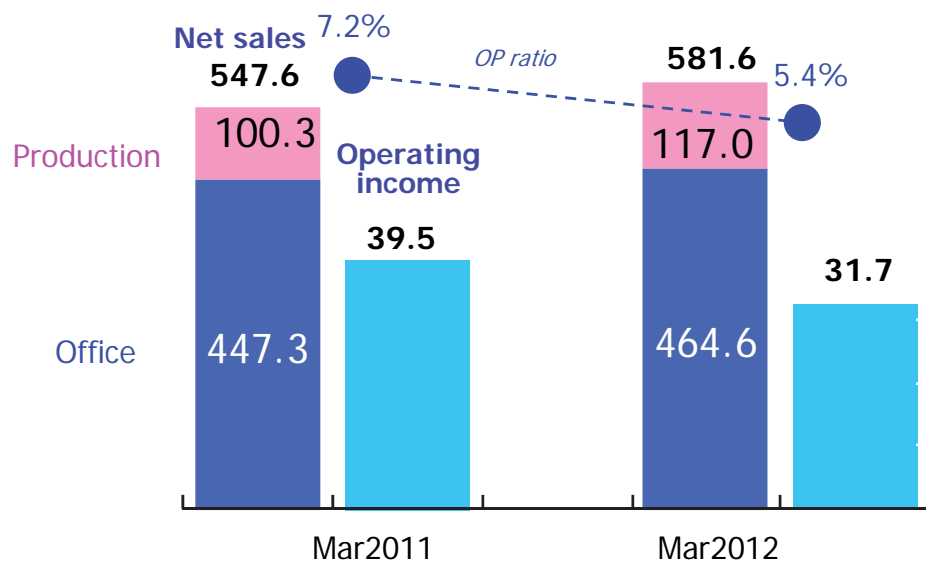
### March 2013 (YoY)

- Net sales: +6% (W/O FOREX : +4%)
- Operating income :  $\Delta$ 20% (W/O FOREX :  $\Delta$ 15%)

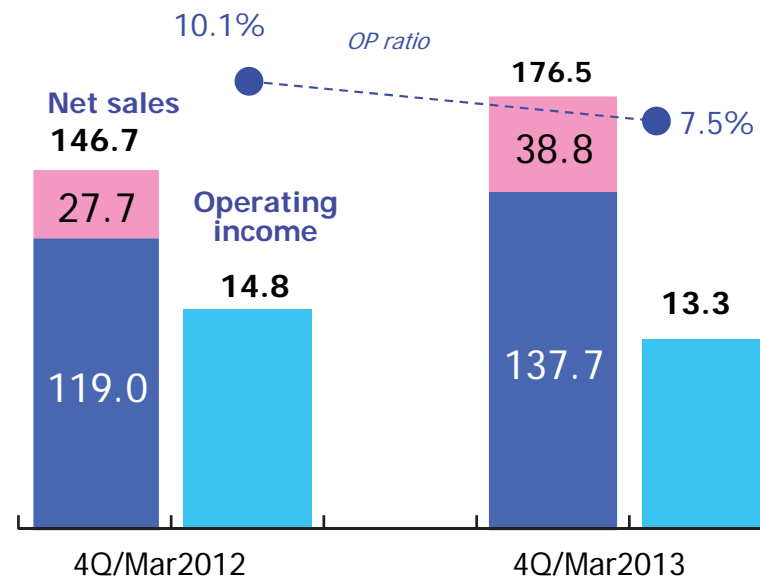
### 4Q/March 2013 (YoY)

- Net sales: +20% (W/O FOREX : +6%)
- Operating income:  $\Delta$ 11% (W/O FOREX :  $\Delta$ 32%)

[Billions of yen]



[Billions of yen]



\*Growth rate of sales by regions (W/O FOREX)

	Japan	U.S.	Europe	Others	Total
Office	+3%	+6%	+3%	$\Delta$ 7%	+2%
PP	+41%	+2%	+22%	$\Delta$ 2%	+14%
<b>Total</b>	<b>+9%</b>	<b>+5%</b>	<b>+6%</b>	<b><math>\Delta</math>6%</b>	<b>+4%</b>

\*Growth rate of sales by regions (W/O FOREX)

	Japan	U.S.	Europe	Others	Total
Office	0%	+6%	+5%	$\Delta$ 4%	+3%
PP	+51%	$\Delta$ 7%	+66%	+25%	+27%
<b>Total</b>	<b>+8%</b>	<b>+2%</b>	<b>+15%</b>	<b>+1%</b>	<b>+6%</b>

# Business Technologies Business – Sales



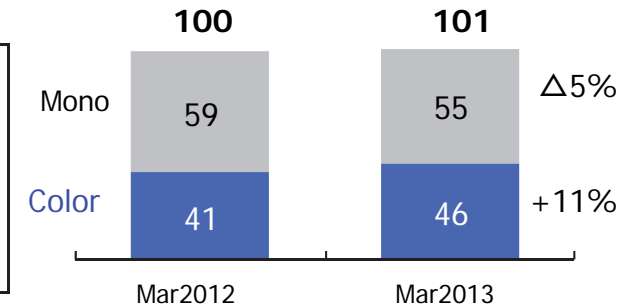
KONICA MINOLTA

## A3 Office MFPs (Units)

<Growth rate of units by regions (YoY)>

Mar2013	Japan	U.S.	Europe	Others
Color	+13%	+16%	+10%	+8%
Mono	+16%	Δ5%	Δ14%	Δ4%
Total	+14%	+4%	0%	Δ1%

4Q	Japan	U.S.	Europe	Others
Color	+21%	+15%	+15%	+7%
Mono	+4%	Δ18%	Δ12%	Δ9%
Total	+14%	Δ3%	+4%	Δ5%

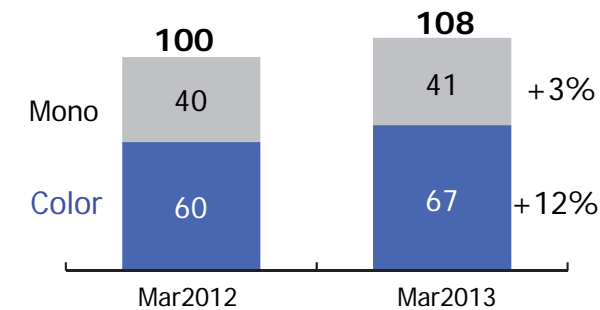


## Production printing systems (Units)

<Growth rate of units by regions (YoY)>

Mar2013	Japan	U.S.	Europe	Others
Color	+26%	+11%	+12%	+8%
Mono	+49%	Δ4%	+15%	Δ4%
Total	+33%	+3%	+13%	+3%

4Q	Japan	U.S.	Europe	Others
Color	+39%	+23%	+37%	+17%
Mono	+5%	Δ24%	+21%	+6%
Total	+26%	Δ2%	+32%	+13%

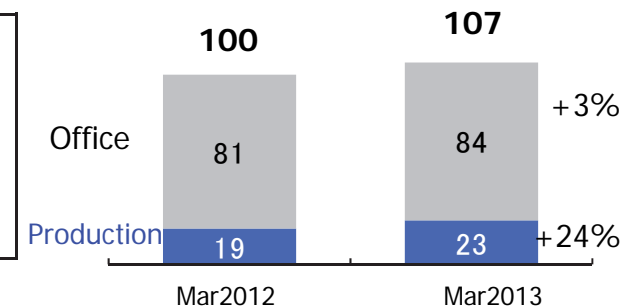


## Non-hardware (local currency-based, w/o FOREX) (Value)

<Growth rate of non-hard sales by regions (YoY)>

Mar2013	Japan	U.S.	Europe	Others
Office	Δ1%	+2%	+7%	+1%
PP	+58%	0%	+44%	+5%
Total	+9%	+2%	+12%	+2%

4Q	Japan	U.S.	Europe	Others
Office	Δ7%	0%	+5%	+4%
PP	+70%	0%	+103%	+30%
Total	+6%	0%	+19%	+9%



# Industrial Business/Business Technologies Business

## – Performance overview



**March 2013 (YoY)**

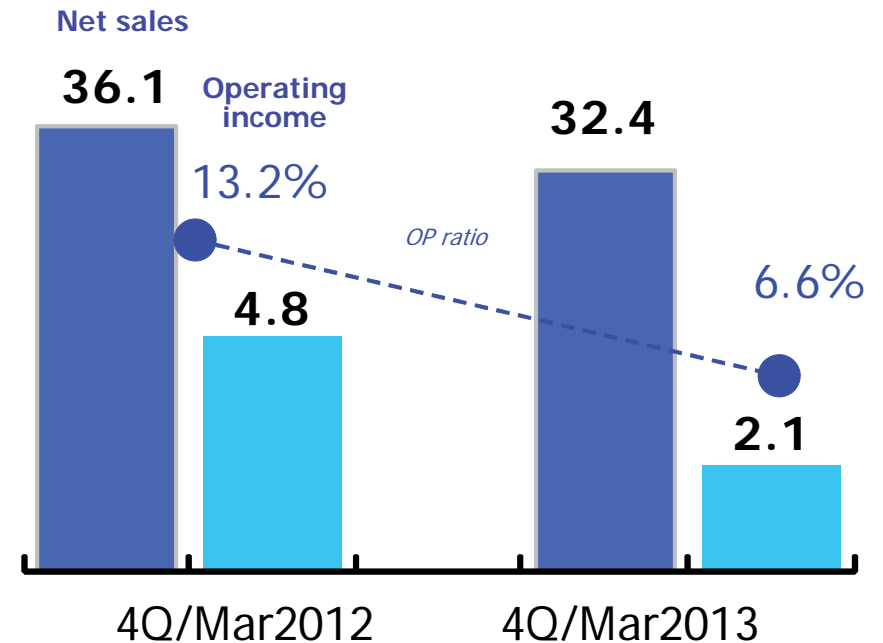
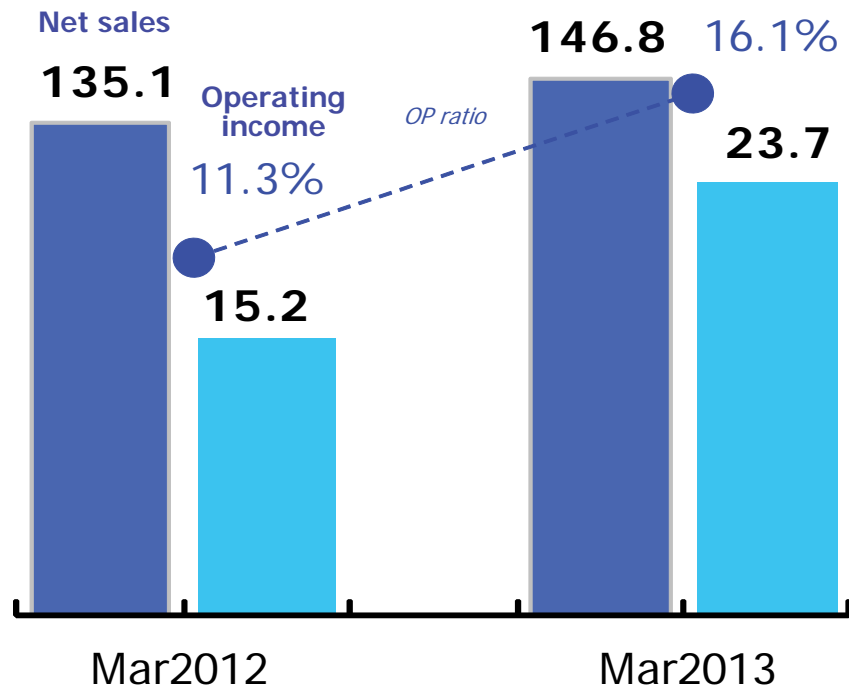
- Net sales: +9%
- Operating income : +56%

**4Q/March 2013 (YoY)**

- Net sales:  $\Delta$ 10%
- Operating income:  $\Delta$ 55%

[Billions of yen]

[Billions of yen]





# Healthcare Business – Performance overview/Sales performance



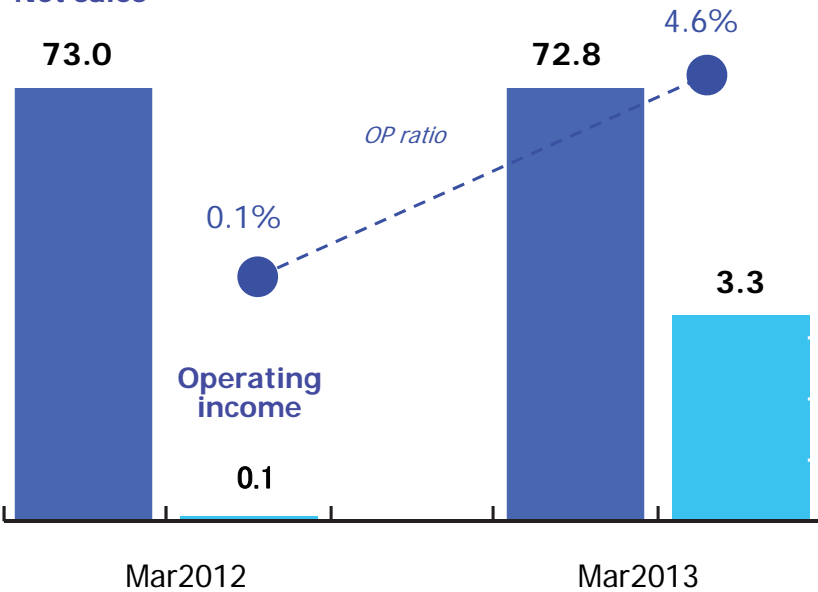
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## March 2013 (YoY)

- Net sales: Flat
- Operating income: Great increase

[Billions of yen]

### Net sales

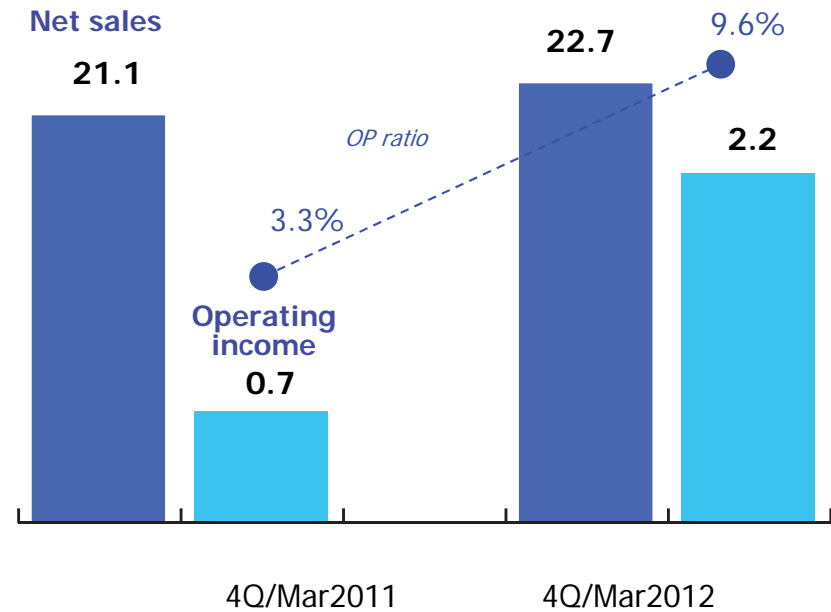


## 4Q/March 2013 (YoY)

- Net sales: +7%
- Operating income: Great increase

[Billions of yen]

### Net sales



# Operating profit analysis



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[Billions of yen]

## 12M/Mar 2013 vs. 12M/Mar 2012

### [Factors]

	Business Technologies	Industrial Business	Others	Total
Forex impact	-1.9	0.1	0.8	-1.1
Price change	0.0	-6.6	-0.4	-7.0
Sales volume change, and other, net	10.7	11.7	0.5	22.9
Cost up/down	-4.4	6.0	1.3	2.9
SG&A change, net	-12.2	-2.8	-2.4	-17.4

### [Operating income]

Change, YoY	-7.8	8.5	-0.3	0.3
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## 4Q/Mar 2013 vs. 4Q/Mar 2012

### [Factors]

	Business Technologies	Industrial Business	Others	Total
Forex impact	3.1	0.2	0.8	4.1
Price change	0.0	-1.3	-0.2	-1.4
Sales volume change, and other, net	0.0	-1.8	0.3	-1.5
Cost up/down	0.7	1.7	0.4	2.9
SG&A change, net	-5.5	-1.5	-0.7	-7.6

### [Operating income]

Change, YoY	-1.6	-2.6	0.7	-3.5
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# SGA, non-operating and extraordinary income/loss



[Billions of yen]

	Mar 2013	Mar 2012	YoY	4Q Mar 2013	4Q Mar 2012	YoY
<b>SG&amp;A:</b>						
Selling expenses - variable	44.4	41.8	2.7	12.4	10.1	2.3
R&D expenses	71.5	72.5	-1.0	18.1	17.0	1.1
Labor costs	131.6	119.3	12.3	37.5	30.6	6.9
Other	87.4	81.4	6.0	24.2	20.5	3.8
<b>SGA total*</b>	<b>334.9</b>	<b>315.0</b>	<b>20.0</b>	<b>92.2</b>	<b>78.2</b>	<b>14.0</b>
	<i>* Forex impact: +¥3.8 bn. (Actual: ¥16.2 bn.)</i>			<i>¥6.4 bn. (Actual: ¥7.6 bn.)</i>		
<b>Non-operating income/loss:</b>						
Interest and dividend income/loss, net	-1.0	-1.0	-0.1	-0.4	-0.3	0.0
Foreign exchange gain, net	1.5	-2.6	4.1	0.8	0.4	0.5
Other	-2.2	-2.1	-0.2	-1.2	-1.2	0.0
<b>Non-operating income/loss, net</b>	<b>-1.8</b>	<b>-5.6</b>	<b>3.8</b>	<b>-0.8</b>	<b>-1.2</b>	<b>0.4</b>
<b>Extraordinary income/loss:</b>						
Sales of noncurrent assets, net	-1.7	-1.7	0.0	-0.4	-0.4	0.1
Sales of investment securities	0.1	-2.7	2.8	0.1	-0.3	0.4
Imperament gain/loss	-2.9	-0.9	-2.0	-1.4	-0.8	-0.6
Business structure improvement expenses	-0.4	-1.2	0.8	-	-	-
Other	-0.2	4.5	-4.7	-0.2	4.5	-4.7
<b>Extraordinary income/loss, net</b>	<b>-5.1</b>	<b>-1.9</b>	<b>-3.1</b>	<b>-1.9</b>	<b>2.9</b>	<b>-4.8</b>

# Cash flows



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[Billions of yen]

	Mar 2013	Mar 2012	YoY	4Q Mar 2013	4Q Mar 2012	YoY
Income before income taxes and minority interests	33.8	32.8	1.0	10.9	18.8	-7.8
Depreciation and amortization	46.0	49.2	-3.2	12.7	13.2	-0.5
Income taxes paid	-13.5	-6.2	-7.3	-3.2	-1.9	-1.3
Change in working capital	0.1	-3.5	3.6	10.5	-6.7	17.2
<b>I. Net cash provided by operating activities</b>	<b>66.5</b>	<b>72.4</b>	<b>-5.9</b>	<b>30.9</b>	<b>23.4</b>	<b>7.5</b>
<b>II. Net cash used in investing activities</b>	<b>-63.4</b>	<b>-42.8</b>	<b>-20.7</b>	<b>-14.1</b>	<b>-11.5</b>	<b>-2.6</b>
<b>I.+ II. Free cash flow</b>	<b>3.0</b>	<b>29.6</b>	<b>-26.6</b>	<b>16.8</b>	<b>11.9</b>	<b>4.9</b>
Change in debts and bonds	-15.0	36.1	-51.0	3.9	4.4	-0.5
Cash dividends paid	-8.0	-7.9	-0.0	-0.1	-0.1	-0.0
Other	-1.7	-1.7	0.1	-0.6	-0.5	-0.1
<b>III. Net cash used in financing activities</b>	<b>-24.6</b>	<b>26.4</b>	<b>-51.0</b>	<b>3.2</b>	<b>3.8</b>	<b>-0.6</b>

# B/S



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	[Billions of yen]		
	Mar 2013	Mar 2012	Change
<b>Assets:</b>			
Cash and short-term investment securities	213.9	231.9	-18.0
Notes and A/R-trade	194.0	174.2	19.8
Inventories	112.5	105.1	7.4
Other	59.2	54.7	4.4
<b>Total current assets</b>	<b>579.6</b>	<b>565.9</b>	<b>13.7</b>
Tangible assets	179.9	179.0	0.9
Intangible assets	110.9	87.3	23.6
Investments and other assets	70.1	69.8	0.3
<b>Total noncurrent assets</b>	<b>361.0</b>	<b>336.1</b>	<b>24.8</b>
<b>Total assets</b>	<b>940.6</b>	<b>902.1</b>	<b>38.5</b>

## Liabilities and Net Assets:

Notes and A/P-trade	85.4	88.1	-2.7
Interest bearing debts	224.9	227.9	-3.0
Other liabilities	163.8	151.0	12.8
<b>Total liabilities</b>	<b>474.1</b>	<b>467.1</b>	<b>7.1</b>
Total shareholders' equity*	464.9	433.7	31.2
Other	1.5	1.3	0.2
<b>Total net assets</b>	<b>466.4</b>	<b>435.0</b>	<b>31.4</b>
<b>Total liabilities and net assets</b>	<b>940.6</b>	<b>902.1</b>	<b>38.5</b>

\*Equity = Shareholders' equity +

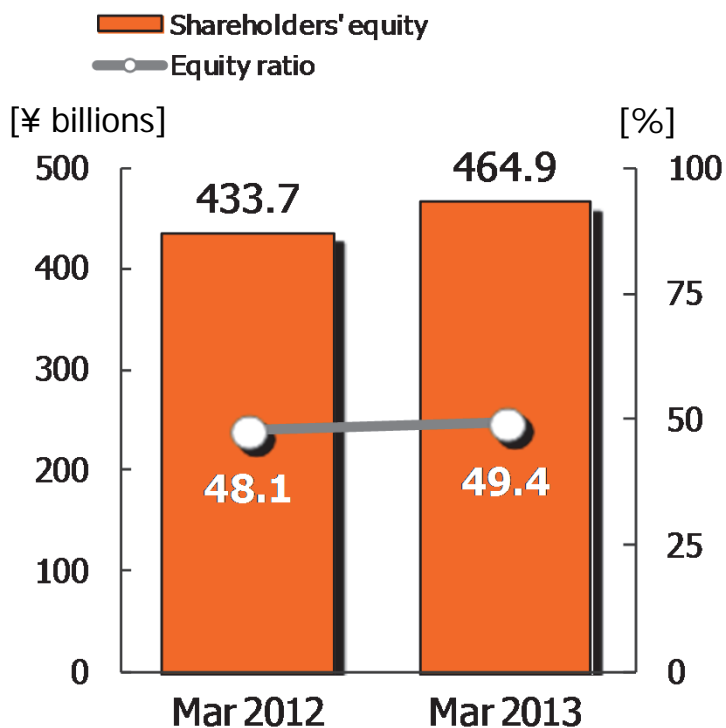
Accumulated other comprehensive income

	[yen]		
	Dec 2012	Mar 2012	YoY
US\$	94.05	82.19	11.86
Euro	120.73	109.80	10.93

# B/S – Main indicators

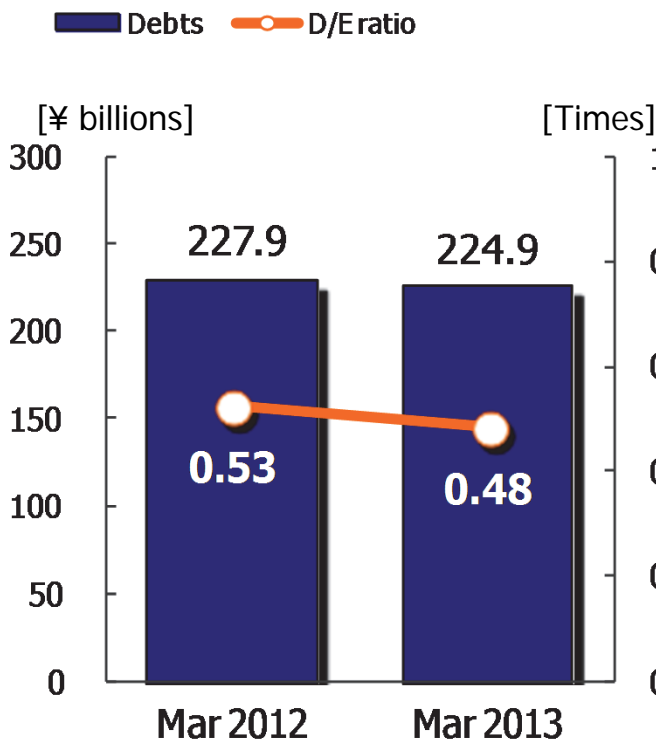


## Equity & Equity ratio



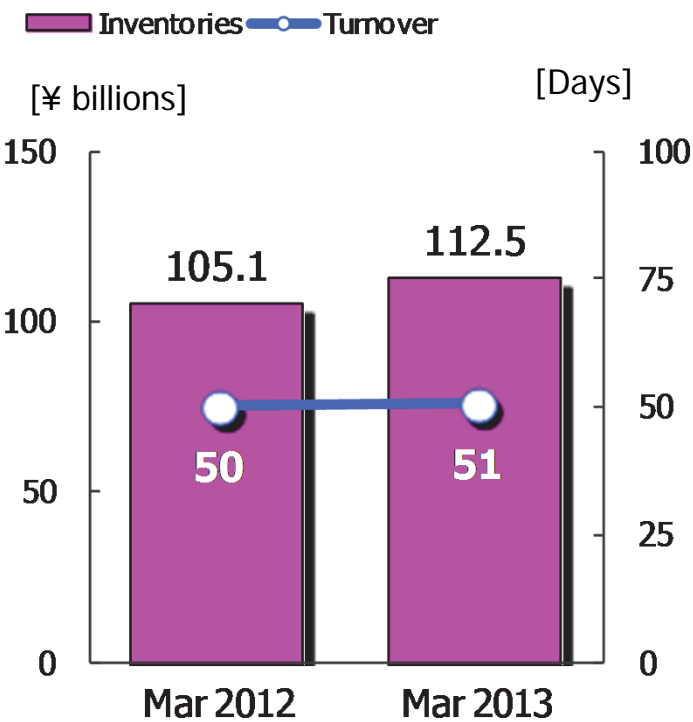
Equity ratio = Equity / Total assets

## Interest-bearing debts & D/E ratio



D/E ratio = Interest-bearing debts at year-end / Shareholders' equity at year-end

## Inventories & Inventory turnover



Inventory turnover (days) = Inventories at period-end / Average sales per day

\*Equity = Shareholders' equity + Accumulated other comprehensive income

# Unit sales trend: Business Technologies

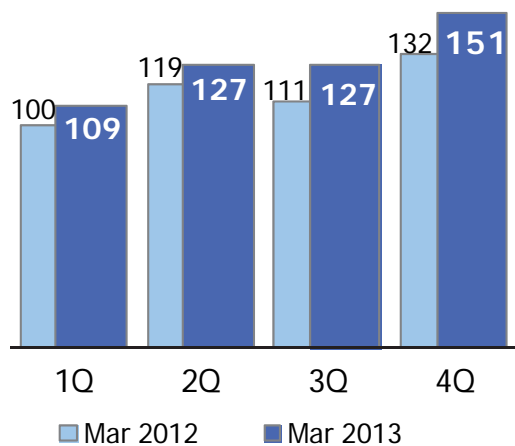


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(w/o forex effects)

## A3 color MFP – Units\*

YoY: +15%

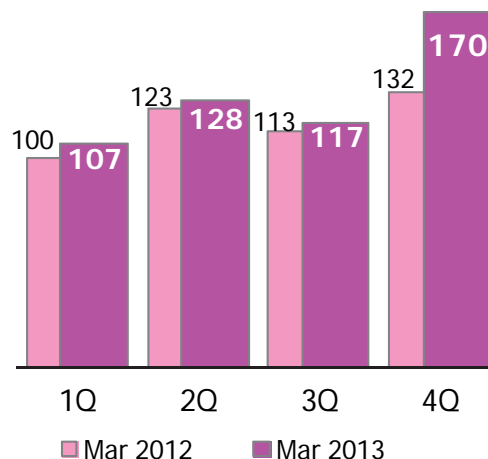
QoQ: +19%



## Color Production Print – Units\*

YoY: +29%

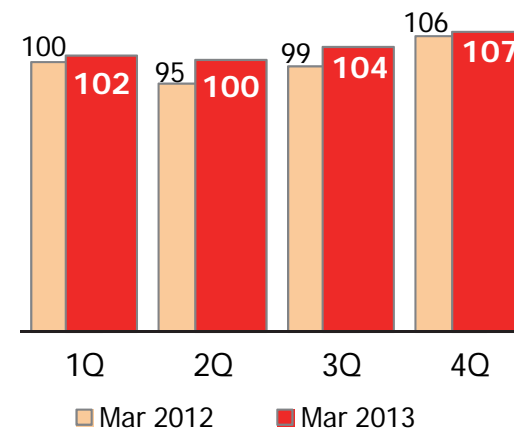
QoQ: +45%



## Office Non-hardware \* (w/o forex effects)

YoY: +1%

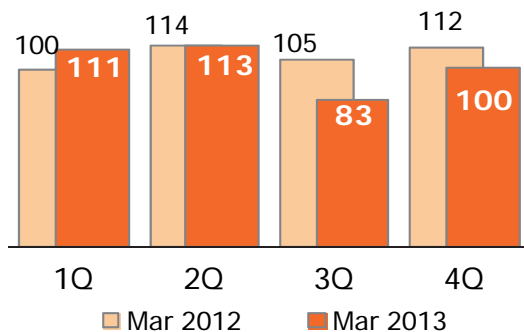
QoQ: +3%



## A3 mono MFP – Units\*

YoY: -10%

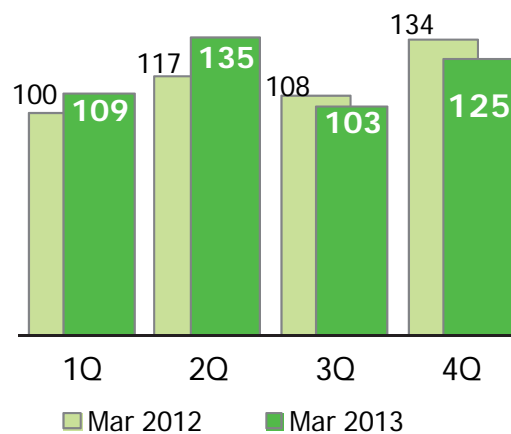
QoQ: +21%



## Mono Production Print – Units\*

YoY: -7%

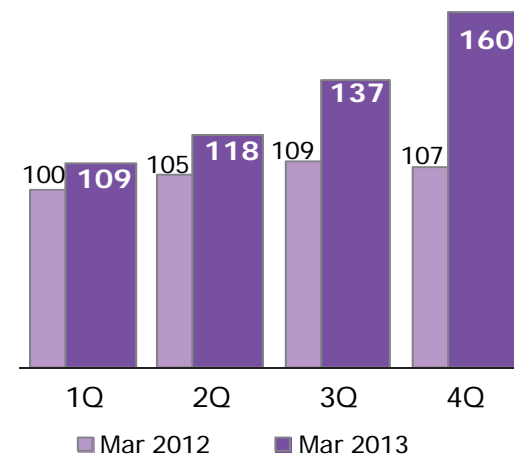
QoQ: +21%



## Production Non-hardware\* (w/o forex effects)

YoY: +49%

QoQ: +17%



\* Base index : "1Q Mar2012" = 100

# Unit sales trend - Industrial Business

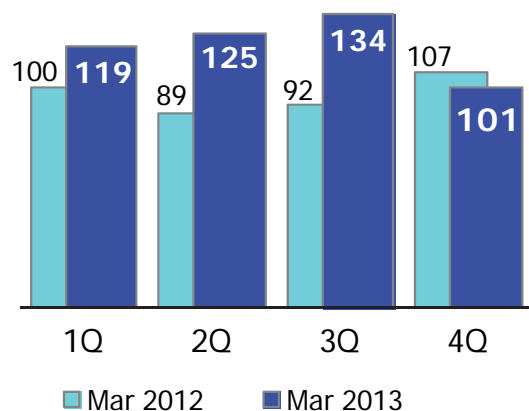


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## TAC film – Volumes

YoY:  $\Delta 6\%$

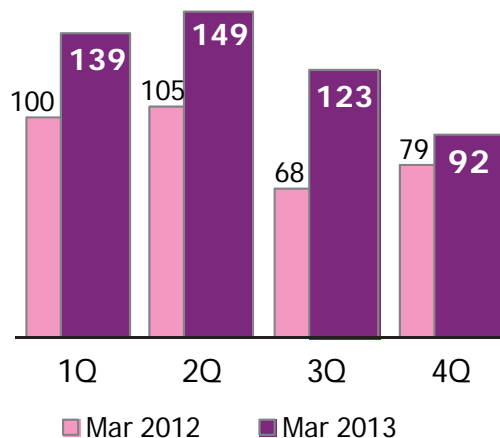
QoQ:  $\Delta 25\%$



## Replacement lenses for DSLR – Units

YoY:  $+17\%$

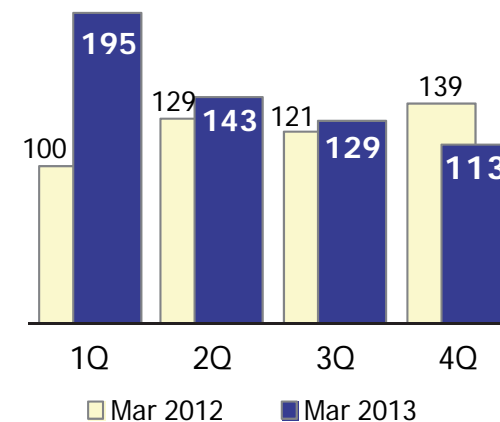
QoQ:  $\Delta 25\%$



## Color Meters – Units

YoY:  $\Delta 19\%$

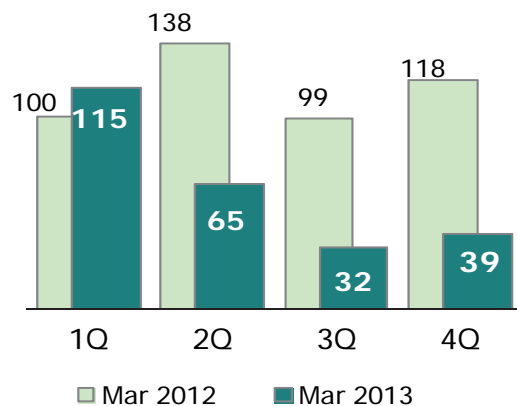
QoQ:  $\Delta 12\%$



## Glass substrates for HDDs – Units

YoY:  $\Delta 67\%$

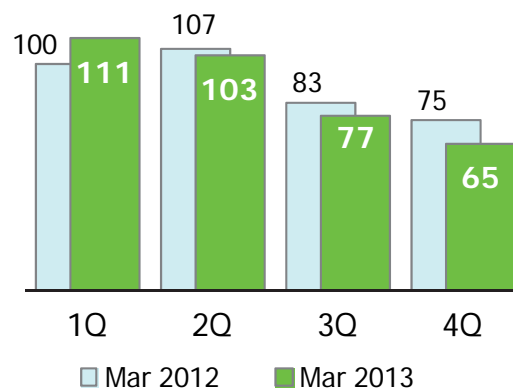
QoQ:  $+22\%$



## Optical pickup lenses – Units

YoY:  $\Delta 14\%$

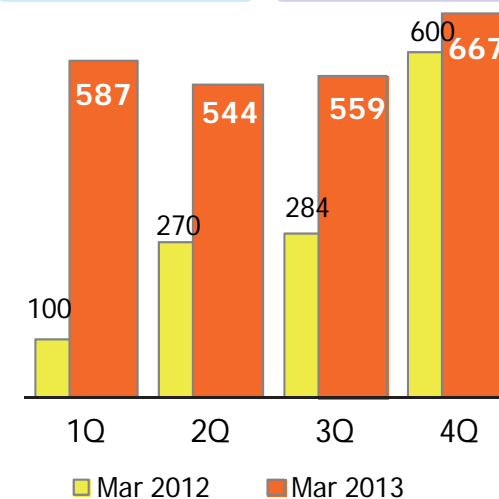
QoQ:  $\Delta 15\%$



## Mobile phone components – Units

YoY:  $+11\%$

QoQ:  $+19\%$



Giving Shape to Ideas

\* Base index : "1Q Mar2012" = 100