

## To be a company that grows sustainably under the keywords, “Growth” and “Global”

### Creating new growth opportunities by identifying changing social needs

The world is currently facing a time of extraordinary change.

We are entering a period in which only companies capable of establishing and leveraging a clear presence in the global market will succeed in achieving sustainable growth amid rapidly globalizing economic activity. This is also a time in which the growing adoption of cloud computing and smartphones are the most prominent ways that the evolution of digital network technology is beginning to have a major impact on business. At the same time, as countries throughout the world rethink their nuclear power policies, we are seeing growing social demand for increased usage of renewable resources and energy.

Against that background of ongoing diversification and rapid change verging on a shift toward a new set of values, we are striving to create new growth opportunities by identifying, and accurately responding to, the value society is demanding. “G PLAN 2013,” the three-year, medium-term business plan we began to implement in April 2011 under the key words “Growth” and “Global,” clearly expresses our determination, and the directions we will pursue, to achieve the growth we envision.

“G PLAN 2013” describes the actions we will take along three key directions – 1) Expanding the scale of operations by achieving growth, 2) Changing into a “Global Company,” and 3) Increasing the recognition of

the Konica Minolta brand – to put ourselves on a growth track by fiscal 2013. Summarizing the intent of this plan, we aim to undertake strategic alliances and investments to mark even greater achievements in the future as we realize efficient growth by focusing management resources on growth markets. At the same time, we will also work to build a foundation for nurturing and developing our Environment and Energy businesses and other new endeavors in response to needs we foresee for the future.

### Expanding the scale of operations by achieving growth

Under the “G PLAN 2013,” we will work to expand our operations, so that we achieve a minimum of ¥1 trillion in sales and more than 8% in operating income ratio. By expanding our earnings through the growth of existing businesses, we will strengthen our business core to create operations that can withstand the emergence of unforeseen risks and will augment our presence in the industry to ensure we come out on top in global competition.

Toward that end, we are focusing our attention on the parts of our existing businesses that promise growth by responding to society’s needs. Examples include our OPS offerings for providing comprehensive operating and management services for printing infrastructure in our Business Solutions business, and IT services responding to the networking needs of medical institutions in our Healthcare business. At the same time,

however, we will also develop new Environment and Energy businesses around LED and Organic Light Emitting Diode (OLED) lighting, and we are already hard at work pursuing the alliances and M&A deals that this will entail.

### Changing into a “Global Company”

With the world moving toward a single market, “global business” is evolving beyond “cross-border transactions” to mean engaging in business activities with all people and in all locations, without reference to pre-conceived restrictions.

Konica Minolta, therefore, will rise to the challenge of evolving into a truly global company that responds to global economic and social developments through business activities firmly rooted in locations throughout the world. With three quarters of our sales coming from overseas and over half of our employees working in facilities outside Japan, we have, in fact, been conducting business globally for some time now. Nevertheless, evolving into a truly global company requires that we undergo further changes, for example, in terms of our ways of thinking and management organization for developing our businesses globally, how we evaluate and nurture the development of human resources, and our acceptance of diversity.

Committed to achieving progress along those lines, we have created the “Global Executive Program” to provide a medium for bringing Group company executives from across the globe together with Konica Minolta’s top management to communicate directly with one another and are implementing activities aimed at bringing about new ways of thinking under the unified global slogan, “simply BOLD.” These are only two examples of how we are concentrating on developing human resources capable of thinking and acting globally.

### Increasing the recognition of the Konica Minolta brand

In developing business globally, achieving a common understanding of the company’s raison d’être – its philosophy, vision of the future, and how to create value – is critical.

At Konica Minolta, we have grown our company by continuously melding our unique core technologies to create the value society seeks. Carrying this heritage forward, we will rise to the challenge of creating the new value demanded by a new era. To communicate our



commitment to customers, we put forth a new communication message in the fall 2011.

This message, “Giving Shape to Ideas,” incorporates our determination, at a time when change and diversification are occurring at speeds that should leave no one unamazed, to maintain a constant awareness of people’s daily lives and give shape to that awareness through our own unique ideas and technologies. Our aim in spreading this message throughout the world is to foster knowledge and understanding of Konica Minolta among as many people as possible.

Responding to the wishes and desires of people throughout the world with our incomparable creativity and technologies, Konica Minolta will become a company that brings inspiration to business and daily life and gives rise to new rounds of innovation.

### Masatoshi Matsuzaki

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### Konica Minolta’s “G PLAN 2013” Growth Strategy

