

Konica Minolta Group

Konica Minolta is in the business of "Imaging, From Input To Output." We focus on four core technologies"optical," "nanotechnology," "imaging," and "materials." And we provide a variety of products and services that make a new world of imaging possible in a broad range of fields, from general consumer uses to office, medical, printing, business and the office.

Innovation to create a new inspiring world for the next generation.

Today's world demands new value.

Amid the rapid growth of digital technologies and networking, the world of imaging needs innovative technologies and the creation of new value.

Konica Minolta aims to be an innovator that continues to inspire the world of imaging, and aims to be a global market leader with its advanced technologies and reliability.

To do this, we recently made a brand new start as an integrated corporate group.

Management Philosophy

The creation of new value.

Management Visions

An innovative corporation that continues to create inspiring products and services in the field of imaging

A global corporation that leads the market by advanced technologies and reliability

Corporate Message

The essentials of imaging*

* The message represents our wish to be acknowledged as an essential company, by offering essential products, services and solutions to customers in the world of imaging.



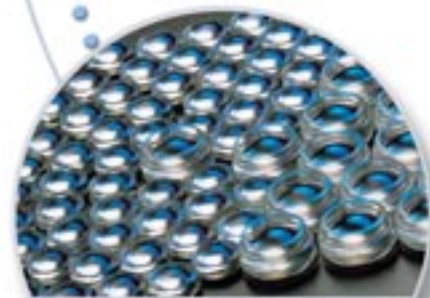
Indirect support functions that group companies share in common, such as research and development, incubation of new technologies and businesses, and administration and services relating to intellectual property.

Konica Minolta Technology Center, Inc.



Manufacturing, sales and related services for copiers, printers, microfilm reading and output devices, fax machines, and related supplies, etc.

Konica Minolta Business Technologies, Inc.



Manufacturing and sales of optical products [optical pickup lenses, microcamera units, etc.], related devices and materials for electronics materials [e.g., triacetyl-cellulose (TAC) film for use in LCDs].

Konica Minolta Opto, Inc.



KONICA MINOLTA



Group support functions--a variety of management support and indirect functions and services, involving production facilities, logistics and procurement, environment and safety, export management, general affairs, human resources, and accounting, etc.

Konica Minolta Business Expert, Inc.



Manufacturing and sales of instrument systems for industrial, photographic, and medical industries.

Konica Minolta Sensing, Inc.



Manufacturing, sales, and related services for film and processing equipment for medical and graphic imaging.

Konica Minolta Medical & Graphic, Inc.



Manufacturing, sales, and related services for color film, digital cameras, film cameras, inkjet media, and related devices.

Konica Minolta Photo Imaging, Inc.

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Fiscal Year for Reporting
 Fiscal 2003
 Japan: April 1, 2003 to March 31, 2004
 Overseas: January 1, 2003 to December 31, 2003

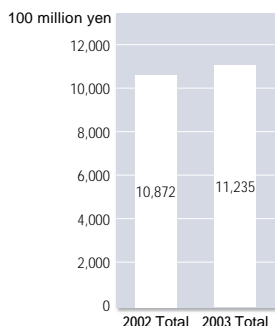
Scope of Report
 The entire Konica Minolta Group in Japan and overseas

Holding Company
 Konica Minolta Holdings, Inc.

Business Companies
 Konica Minolta Business Technologies, Inc.
 Konica Minolta Opto, Inc.
 Konica Minolta Photo Imaging, Inc.
 Konica Minolta Medical & Graphic, Inc.
 Konica Minolta Sensing, Inc.

Common-Function Companies
 Konica Minolta Technology Center, Inc.
 Konica Minolta Business Expert, Inc.

Net Sales



Corporate Profile

Name: Konica Minolta Holdings, Inc.
Head Office: 1-6-1, Marunouchi, Chiyoda-ku, Tokyo 100-0005, Japan
Kansai Office: 2-3-10, Nishihonmachi, Nishi-ku, Osaka-shi, Osaka 550-0005, Japan
President and CEO: Fumio Iwai
Established: December 22, 1936
Paid-in Capital: 37,519 million yen
Fiscal Year End: March 31
Number of Employees: 34,710 persons (consolidated basis, as of March 31, 2004)
Description of Business: Holding company (formulation and implementation of Group management strategies, evaluation of Group business management, and overseeing of Group business management activities)
Management Structure: Governance based on "board-with-committees" system