On the Release of Integrated Report 2017

Since fiscal 2015, Konica Minolta has released annual reports that provide a comprehensive look at the Company’s activities and philosophies. The third report is now available. These reports will be referred to as “integrated reports” from here on. We consider this integrated report to be an important tool that represents a systematic organization of both financial and non-financial information, and is intended to be a communication tool to better familiarize readers with Konica Minolta. The 2016 annual report was externally well-received, winning recognition and awards that included the Grand Prix Runner Up in the Nikkei Annual Report Awards conducted by Nikkei Inc.

Integrated Report 2017 lays out the Konica Minolta Group’s strengths and process to creating value with a focus on SHINKA 2019, the new Medium Term Business Plan formulated this year, while explaining the Group’s medium- to long-term business strategy and pathway to value creation.

The report was a cross-organizational collaboration accomplished by taking cues from sources such as the International Integrated Reporting Framework published by the International Integrated Reporting Council (IIRC) and the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation formulated by the Ministry of Economy, Trade and Industry.

I can attest to the soundness and accuracy of the report creation process and its content.

Konica Minolta will continue using the integrated report as a tool for engaging with all of its stakeholders, including its shareholders and investors, as it works to sustainably improve the corporate value it provides.

Shoei Yamana
President and CEO

Role of Integrated Report 2017

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Notes on outlook for future results

The plans, strategies and statements related to the outlook for future results in this document are in accordance with assumptions and beliefs determined by management based on currently available information. However, it should be noted that there is a possibility that actual results could differ significantly due to such factors as social and economic conditions.
On the Release of Integrated Report 2017

Konica Minolta’s Journey So Far
- Evolution of a business model
- Technological progress
- Preparations made under the previous Medium Term Business Plan

Konica Minolta’s Journey Ahead
- Message from the CEO
- Message from the CFO
- Value Creation Process

Special Feature
- 1 Toward the Establishment of a Platform Business
- 2 Building a Bio-healthcare Business

Business Results
- Financial and Non-Financial Highlights
- At a Glance
- Business Technologies Business (Office Services)
- Business Technologies Business (Commercial and Industrial Printing)
- Healthcare Business
- Industrial Business
- Market Data by Segment

Discussion on Corporate Governance
- The Chairman of the Board and an Outside Director
  - Towards Sustainable Growth and Enhanced Corporate Value
  - Fortifying Medium Term Business Plan Oversight
- Corporate Governance
- CSR Management
- Creating Value through Our Value Chain
- External Evaluation of Konica Minolta’s Management, with Its Focus on Achieving Sustainable Growth

Financial Report
- 10-Year Financial Summary
- Management’s Discussion and Analysis
- Consolidated Financial Statements
- Independent Auditor’s Report
- Company Overview/Stock Information
- Glossary
Our Philosophy

The Creation of New Value

Our Vision

A global company that is vital to society
Possessing a mindset that drives us to best serve and improve the quality of society in all our activities, we are determined to become a company that is vital to global society by providing excitement that exceeds the expectations of all.

An innovative company that is robust and constantly evolving
We are committed to becoming an innovative company that stands tall in difficult times with a solid and quality business base, ensuring we remain courageous to provide new value in the face of any challenge.

Brand Proposition

Giving Shape to Ideas
It is our pledge to bring the ideas of customers and society to life through innovation and contribute to the creation of a high quality society.
Our 6 Values are the essence of our innermost beliefs, our inherited DNA, and define how we go about our business and act towards all our partners. They articulate what we stand for and direct our decision making.

Open and honest
We are convinced that only by acting with integrity and communicating with all our partners in an open and honest way can we create long-lasting partnerships of mutual trust and true significance.

Customer-centric
We exist solely for our customers; always thinking on their behalf, undertaking challenges together with them, and working tirelessly to bring them success and provide excitement that exceeds expectations both now and in the future.

Innovative
Innovation is what drives us. We constantly strive to develop ground-breaking ideas that will form the basis of everything we do going forward, every step of the way.

Passionate
Being passionate, strong-willed and determined is essential to making a meaningful contribution to our customers’ businesses and society as a whole.

Inclusive and collaborative
We believe that the power of inclusiveness and collaboration with customers, partners and each other is the best way to come up with game-changing ideas that provide ultimate benefits.

Accountable
Not only must we be individually and collectively responsible and accountable for what we do, all our actions should contribute to the creation of a sustainable society and Konica Minolta.