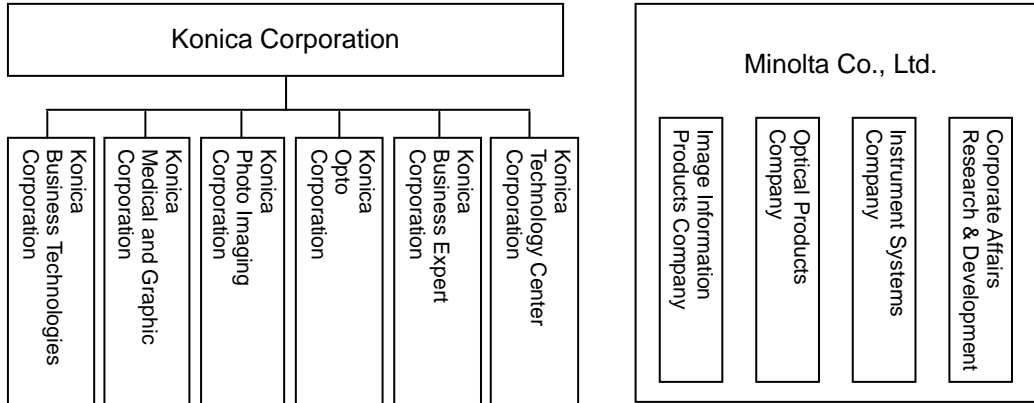


Appendix-1 Group Organization

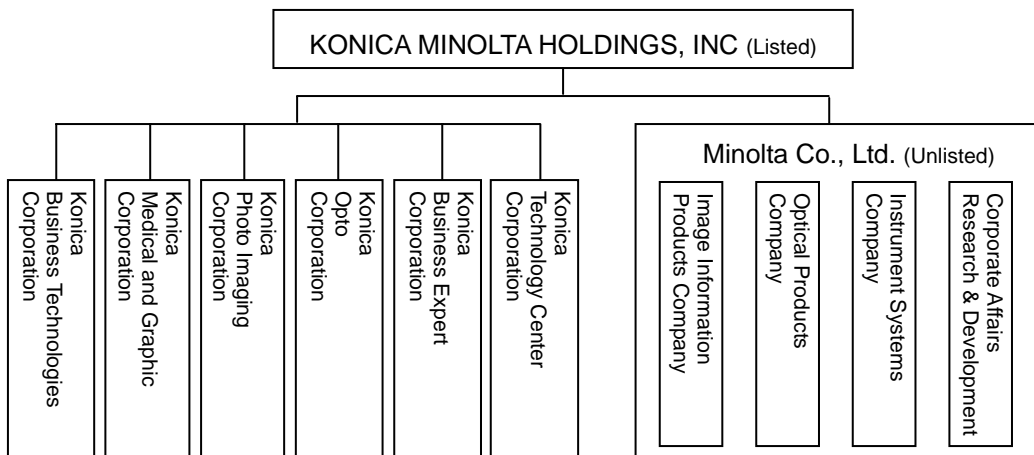
<1st Step: April, 2003 >

Konica Corporation establishes separate companies and becomes a holding company.



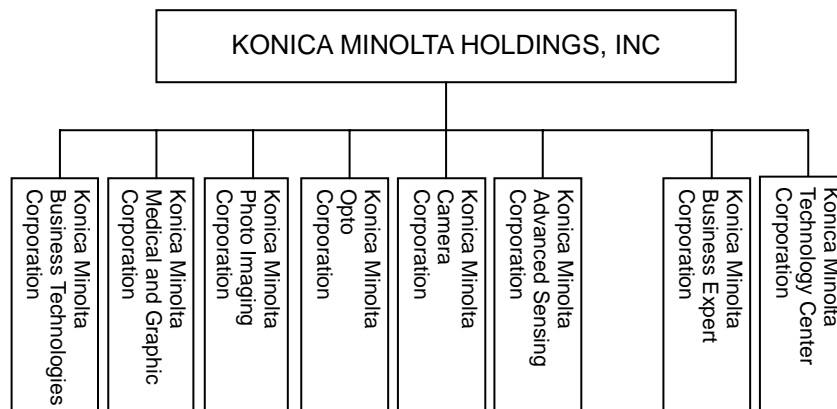
<2nd Step: August, 2003>

Based on a split of equality, Konica becomes a complete parent company of Minolta that turns into a wholly owned subsidiary via stock swaps. A new integrated holding company is "Konica Minolta Holdings, Inc.".



<3rd Step: October, 2003>

The companies will be reorganized to form a new corporate group. (The names of group companies are tentative and subject to change.)



Appendex-2) New Integrated Holding Company's Mid-Term Target

The new integrated holding company after stock swap, gives high priority to protect "shareholders' interest", and maximize global competitiveness to strengthen the profitability and efficiency by synergy effects of business rationalization. We target JPY 1300 billion in sales and JPY 150 billion in operating profit.

<Group Mid-Term Target>

(in billions of JPY)

		FY2002 (Plan)	FY2005 (Target)
	Net sales (A)+(B)	1,097.6	1,300.0
	Konica (A)	570.0	
	Minolta (B)	527.6	
	Operating income (A)+(B)	62.9	150.0 (11.5%)
	Konica (A)	38.0	
	Minolta (B)	24.9	

<Mid-Term Target by Business Segment>

(in billions of JPY)

		FY2002 (Plan)			FY2005 (Target)
		Konica (A)	Minolta (B)	Total (A)+(B)	
Image Information Products	Net sales	208.0	389.3	597.3	700.0
	Operating income	19.5	25.3	44.8	90.0
Cameras and Consumer Imaging Products	Net sales	183.0	93.1	276.1	337.0
	Operating income	5.0	0.7	5.7	20.5
Optical Products	Net sales	48.0	9.7	57.7	100.0
	Operating income	14.0	(0.7)	13.3	22.0
Others (MG, Others)	Net sales	131.0	35.5	166.5	163.0
	Operating income	8.6	1.6	10.2	17.5
Elimination/Others		(9.1)	(2.0)	(11.1)	0
Total	Net sales	570.0	527.6	1,097.6	1,300.0
	Operating income	38.0	24.9	62.9	150.0