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Securities Code: 4902
May 27, 2011

To Our Shareholders

Masatoshi Matsuzaki
Director, Representative Executive Officer
and President
Konica Minolta Holdings, Inc.
1-6-1 Marunouchi, Chiyoda-ku, Tokyo

**NOTICE OF CONVOCATION OF
THE 107TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

KONICA MINOLTA HOLDINGS, INC. (“the Company”) extends sincere condolences to those who have been affected by the Tohoku-Pacific earthquake.

The Company respectfully requests your attendance at the 107th Ordinary General Meeting of Shareholders (“the Meeting”), which will be held as detailed below.

If you are unable to attend the Meeting, you may exercise your voting rights in writing or by an electronic method (via the Internet). In this case, please examine the attached Reference Documents for the Meeting of Shareholders, indicate your approval or disapproval on the enclosed Voting Form and return it so it reaches us by 5.40 p.m., Tuesday, June 21, 2011, or vote on the website for exercising voting rights designated by the Company (<http://www.evotep.jp/>) no later than the above-mentioned deadline.

1. Date and Time: Wednesday, June 22, 2011 at 10.00 a.m.

2. Place: Grand Arc Hanzomon, 4F “Fuji-no-ma”

3. Objectives:

- Matters to be Reported:**
1. Reports on the Business Report, the Consolidated Financial Statements for the 107th Fiscal Year (from April 1, 2010 to March 31, 2011); and Audit Reports by the Accounting Auditor and the Auditing Committee on the Consolidated Financial Statements
 2. Reports on the Non-consolidated Financial Statements for the 107th Fiscal Year (from April 1, 2010 to March 31, 2011)

Matters to be Resolved:

Agenda Item: Election of Eleven (11) Directors

4. Guide to the Exercise of Voting Rights, etc.

Please refer to “Guide to the Exercise of Voting Rights, etc.”

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- If you plan to attend the Meeting, please submit the enclosed Voting Form to the receptionist at the Meeting.
 - In case of any changes to the Reference Documents for the Meeting of Shareholders, the Business Report, Non-consolidated Financial Statements or Consolidated Financial Statements, the changes will be posted on the Company's website (<http://konicaminolta.jp/about/investors/index.html>).
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Guide to the Exercise of Voting Rights, etc.

1. **Deadline for exercise of voting rights**

As specified in the opening statement of this notice, for those unable to attend the Meeting, the deadline for receipt of votes by mail and the deadline for the exercise of voting rights on the website for exercising voting rights designated by the Company (<http://www.evotep.jp/>) is 5.40 p.m., Tuesday, June 21, 2011.

2. **Treatment of votes without indication of approval or disapproval**

Any voting right exercised without indicating approval or disapproval for a particular proposal will be counted as a vote for approval of the proposal.

3. **Treatment of votes cast more than once by mail**

If any voting right is exercised more than once by mail, the latest exercise will be upheld as a valid exercise of the voting right.

4. **Diverse exercise of voting rights**

Shareholders are respectfully requested to notify the Company in writing of any diverse exercising of voting rights and the reason therefore not later than three days before the Shareholders' Meeting.

Using the Internet to exercise voting rights

1. **Treatment of votes cast both by mail and via the Internet**

If any voting right is exercised both by mail and by the Internet, the exercise via the Internet will be upheld as valid exercise of the voting right.

2. **Treatment of votes cast more than once via the Internet**

If any voting right is exercised more than once via the Internet, the latest exercise will be upheld as a valid exercise of the voting right. If any voting right is exercised by personal computer and by cellular phone, the latest exercise will be upheld as a valid exercise of the voting right.

3. **Guide to using the Internet to exercise voting rights**

If you decide to use the Internet to exercise your voting rights, please read the following in advance. If you intend to attend the Meeting in person, voting in writing or using the Internet is unnecessary.

(1) **Site for Exercising Voting Rights**

- (i) You may only exercise voting rights via the Internet by accessing the website for exercising voting rights designated by the Company (<http://www.evotep.jp/>) through a personal computer or cellular phone (i-mode, EZweb or Yahoo! Mobile)*. Please note that you will not be able to access the above URL from 2.00 a.m. to 5.00 a.m. each day during the exercise period.

* ("i-mode" is a trademark or registered trademark of NTT DoCoMo Inc., "EZweb" is a trademark or registered trademark of KDDI Corporation, "Yahoo!" is a trademark or registered trademark of Yahoo! Inc. in the United States and "Yahoo! Mobile" is a trademark or registered trademark of SOFTBANK MOBILE Corp.)

- (ii) With respect to exercising voting rights via the Internet using a personal computer, in some network environments (including, but not limited to, the case in which you use firewall, etc. antivirus programs or a Proxy Server for Internet access), you may not be able to exercise voting rights.
- (iii) With respect to the exercise of voting rights via the Internet by using a cellular phone, please use the service by i-mode, EZweb or Yahoo! Mobile. For security purposes, the website is only compatible with cellular phones that have functions of an encrypted communication (SSL communication) and transmission of cellular phone information.
- (iv) Although the exercise of voting rights via the Internet will be acceptable until 5.40 p.m. on Tuesday, June 21, 2011, we recommend that you exercise your voting rights earlier. If you have any enquiries, please contact the helpdesk shown below.

- (2) Method of Exercising Voting Rights via the Internet
- (i) On the website for exercising voting rights (<http://www.evotep.jp/>), please enter your approval or disapproval for the proposals by using your “Login ID” and “Temporary Password” described in the Voting Form and by following the instructions on the screen.
 - (ii) Please note that if you wish to exercise your voting rights via the internet, you will be asked to change your “Temporary Password” on the website for exercising voting rights in order to prevent unauthorized access (web spoofing) or alteration of the voting by any other person than shareholders.
 - (iii) The “Login ID” and the “Temporary Password” will be renewed and sent to you for each general meeting of shareholders to be held in the future.
- (3) Costs Arising from Access to the Website for Exercising Voting Rights
- Any costs arising from access to the website for exercising voting rights (such as the Internet access fees and phone charges, etc.) shall be paid by you. In addition, with respect to accessing the website by using a cellular phone, packet communication fees and any other phone charges shall also be paid by you.

For enquiries with respect to exercising voting rights via the Internet

Mitsubishi UFJ Trust and Banking Corporation
Stock Transfer Agency Department (helpdesk)
Telephone: 0120-173-027
(Operating Hours: 9.00 to 21.00, toll-free number)
(Japanese language only)

To Institutional Investors

As an additional method for exercising your voting rights at the General Meeting of Shareholders using electronic means, made available in addition to the method of exercise via the Internet described above, any trust management bank or other nominal shareholders (including standing proxies) may use the electronic voting platform for institutional investors operated by ICJ, Inc. subject to prior request for the use of the platform.

BUSINESS REPORT

From April 1, 2010 to March 31, 2011

1. Overview of Konica Minolta Group business activities

(1) Konica Minolta Group developments and results of business activities

Looking at economic circumstances in Japan and overseas, economies in both the United States and Europe continued to recover moderately, despite uncertain factors, reflecting governments' successful pump-priming measures and monetary policies. Asian economies continued to expand steadily overall, led by China and India. The Japanese economy recovered moderately in the first half thanks to the effect of economic measures, but the pace of the recovery slowed in the second half as the effect of economic measures came to a halt, and exports weakened. The unprecedented earthquake that hit the Pacific coast of the Tohoku region and other regions in March 2011 wrought enormous economic damage, disrupting supply chains that depended on production bases in the devastated areas and prompting concerns over electric power shortages.

Seeing to use the major change in the business environment triggered by the global financial crisis in the autumn of 2008 was an opportunity to achieve stronger growth for Konica Minolta Holdings, Inc. and its group companies ("the Company" or collectively "the Group"), the Group adopted its Management Policy <09-10> in April 2009. The Group viewed this consolidated fiscal year, the second year of the Management Policy, as a return to growth and pursued an aggressive management approach that aims to achieve growth five to ten years from now.

Specifically, the Group set, and focused on meeting, important challenges: (1) enhancing and expanding current businesses, (2) strengthening operations in Asian markets, and (3) accelerating establishment of new businesses. To enhance and expand current businesses, the Company launched new products in the bizhub series of MFPs (multi-functional peripherals), and established a global system for OPS (Optimized Print Services) in the Business Technologies Business. In the production print field, the Company launched a new brand, the bizhub PRESS series, to increase sales in the digital printing market. Meanwhile, the Company took steps to strengthen its sales force in the businesses in Japan and overseas by integrating the sections associated with commercial and digital printing, which were included in Medical & Graphic Imaging Business, into the Business Technologies Business and concluding a cross distribution agreement with Eastman Kodak (based in the United States). In the Optics Business, the Company sought to expand TAC film for LCD polarizer and glass substrates for HDDs operations and increased production capabilities. In strengthening operations in Asian markets, the Company aimed to expand sales in the Chinese market, which continued to enjoy dynamic growth, launching new products and bolstering its sales force of dealers in the Business Technologies Business. In the Indian market, we set up sales subsidiaries in the Business Technologies Business and the Healthcare Business to expand sales of Konica Minolta products and services.

Looking at the results of major businesses, in the Business Technologies Business, sales volumes of MFPs exceeded the results of the previous consolidated fiscal year, led by sales of new color and monochrome MFPs, as demand recovered moderately. We sought to stimulate demand in the digital printing market, launching new production printing products. As a result of the expansion of the range of products and the establishment of the OPS system, business for major global accounts increased steadily. For example, the Company concluded a contract with Allianz (based in Germany), a major international financial group, to manage the operation of the group's office machinery worldwide. However, since overseas sales account for over 80% of total sales in the Business Technologies Business, the business was very susceptible to the strong yen throughout this consolidated fiscal year. In the Optics Business, sales of glass substrates for

HDDs and pickup lenses for Blu-ray Discs* were weak overall, influenced by prolonged production adjustments that began at customers in the summer of 2010. In contrast, sales of TAC films, which ended production adjustments early, were solid. In the Healthcare Business, sales of digital medical input equipment rose from a year ago, but fell short of offsetting a decline in sales of film products.

*Note: Blu-ray Disc™ is a trademark of Blu-ray Disc Association.

As a result, Konica Minolta's consolidated net sales for the fiscal year under review amounted to ¥777.9 billion, a decrease of 3.3% year on year. Although the Group cut costs and expenses and improved productivity, operating income declined 9.0%, to ¥40.0 billion, reflecting a decline in profits associated with the decrease in sales and the effect of exchange rates. The yen had been very strong against the US dollar and euro since the beginning of the fiscal year under review. The adverse effect of exchange rates on net sales was ¥53.1 billion, and without it net sales rose 3.3% year on year. The effect on operating income was ¥20.9 billion. Without it, operating income increased 38.6%.

Ordinary income slipped 18.8%, to ¥33.1 billion, reflecting a foreign exchange loss associated with the strong yen. After posting business structure improvement expenses and a loss on valuation of investment securities as extraordinary losses, income before income taxes and minority interests fell 22.1%, to ¥28.1 billion. With the application of tax effect accounting associated with the liquidation of a subsidiary of Photo Imaging Business, net income rose 53.0%, to ¥25.8 billion.

Regarding the payment of year-end dividends from retained earnings, to reward shareholders for their support, the Company intends to distribute year-end dividends of ¥7.50 per share as planned. This will bring annual dividends, including interim dividends to shareholders of record as of September 30, 2010, to ¥15 per share.

Overview of Business Segments

Segment	[Billions of yen]					
	Net sales to outside customers			Operating income		
		YoY change			YoY change	
Business Technologies Business	539.6	(1.1)	(0.2%)	37.4	(1.5)	(3.9%)
Optics Business	129.8	(6.9)	(5.1%)	12.8	1.5	11.0%
Healthcare Business	84.9	(19.3)	(18.6%)	0.1	(1.2)	(88.3%)

Business conditions in each segment during the fiscal year under review are as follows.

Business Technologies Business

In the office field, as demand for MFPs for offices gradually continued to recover in the Japanese market and major overseas markets, sales of the color MFPs and monochrome MFPs of the bizhub series, which focused on facilitating customers' efforts to reduce TCO (total cost of ownership; denoting total costs for implementation, use, and maintenance of MFPs), were solid in the US market and major markets in Europe. As a result, sales volumes for the consolidated fiscal year under review rose from the previous year. The bizhub 184/164 series, which was launched as monochrome MFPs for emerging countries only, contributed to the expansion of market share, especially in the Chinese market.

In the production print field, the Company began marketing three new color products, bizhub PRESS C8000/C7000/C6000, in addition to the existing bizhub PRO series and started to develop a digital commercial printing field in earnest. With many inquiries for those new

products in the US and European markets, sales volumes of color and monochrome machines rose from the previous year.

Overall, our Business Technologies Business sought to boost sales of new products having enhanced market competitiveness in the office and the production print fields in line with our “genre-top” strategy. It also started to provide Optimized Print Services (OPS), needs for which are rising in the market, on a global scale. To strengthen its IT services capability, the Company established an alliance with Getronics N.V. (headquartered in the Netherlands) in Europe in November 2010. It acquired All Covered Inc. of the United States in December 2010. As a result, net sales of the Business Technologies Business to outside customers stood at ¥539.6 billion, on a par with the year-ago level. Operating income came to ¥37.4 billion, down 3.9% year on year. Excluding the adverse effects of exchange rates of ¥45.9 billion on sales and ¥16.7 billion on income, net sales and operating income rose 8.3% and 39.0%, respectively.

<OPS (Optimized Print Services)>

In the OPS (Optimized Print Services), we provide consultation to our customers regarding their business processes, security and expenditure in order to offer our customers a holistic solution design of office machines for their cost reduction and improvement of productivity. Further, we provide a comprehensive service ranging from realization of the proposal to implementation and management thereof in this business model.

We have been delivering OPS at regional level by focusing the markets of North America and Europe so far. To meet global enterprises' satisfaction concerning document related asset management and cost reduction, we set up a global OPS program. Thus, the global OPS program enables us to provide global enterprises having business places worldwide with consistent services and contribute to their cost reduction and streamline operations.

Optics Business

In the display material field, liquid crystal panel production started to recover in October 2010 after production adjustments that began in the summer of 2010. With the development of new VA-TAC films for increasing viewing angle (VA-TAC films) and the start of shipments of TAC films for IPS panels, the sales of VA-TAC films and thin plain TAC films, which are strengths of the Company, were solid in the second half of the fiscal year. Overall sales volumes of TAC films rose from the previous year.

Sales volumes of pickup lenses for optical disks increased year on year, led by pickup lenses for Blu-ray Discs in the memory device field. Sales volumes of glass substrates for HDDs also rose, led by high-density recording products, including 320GB. However, the growth was not as strong as originally anticipated, given the effects of prolonged production adjustments seen in the personal computer and digital home appliances industries since last summer.

In the image input/output component field, sales volumes of lens units for digital cameras and video cameras rose year on year, but volumes for cell phones with cameras fell sharply partly as a result of weak sales of models equipped with products of the Company.

Of our mainstay products, sales volumes of plain TAC films and VA-TAC films rose steadily as production adjustments at customers ended relatively early and as the Company took steps to expand sales. Sales volumes of glass substrates for HDDs were also solid. However, sales volumes of pickup lenses for optical disks were sluggish overall, reflecting prolonged production adjustments. Sales of lens units were also weak. As a result, net sales of the Optics Business to outside customers stood at ¥129.8 billion, down 5.1% year on year. Operating income was ¥12.8 billion, declining 11.0%.

<Increasing production capacity for TAC films and VA-TAC films>

The construction of the seventh TAC film and VA-TAC film plant (Kobe, Hyogo), undertaken with ¥18.0 billion to increase production capability for TAC films and VA-TAC films, was completed in last July. With the construction of the new plant having the production capability of 50 million square meters for TAC films and VA-TAC films, we increase our production capacity to 270 million square meters per year, up from 220 million square meters at

present. The new plant has the facilities capable of manufacturing wide films exceeding 2 meters, which contributes to increasing customers' production capability for LCD televisions. With the increase in production capacity, we will respond to expanding demand for liquid crystal panels and will increase market share, taking advantage of its competitive superiority in thin film and ultrawide film technologies.

Healthcare Business

In the Healthcare Business, the Company continued to take steps to boost sales of Computed Radiography and Digital Radiography, including REGIUS MODEL 110/210, diagnostic workstations, network devices, and the service solution business to medical facilities in Japan and abroad. As a result, unit sales of digital input equipment in the REGIUS series exceeded the results of the previous fiscal year both in Japan and overseas markets. In contrast, sales of film products continued to decline, given a continued rise in the use of filmless equipment. The fiscal year under review was between seasons for new products, and earnings were influenced by falling prices of existing products and amounts for preliminaries, including development costs, as well as the effects of the appreciation of the yen. As a consequence, net sales to outside customers declined 18.6% year on year, to ¥84.9 billion. Operating income stood at ¥0.1 billion, down 88.3% year on year.

<Change of business segment>

We have restructured our operations by integrating the businesses associated with commercial printing and digital printing of the Medical & Graphic Imaging Business into the Business Technologies Business. As a result, we have transferred the Graphic Imaging Business in the Medical & Graphic Imaging Business into the Business Technologies Business since the third quarter of the consolidated fiscal year under review. According to this restructuring, the title of the reportable segment has changed from the Medical & Graphic Imaging Business to the Healthcare Business.

Effect of the Tohoku-Pacific Earthquake

Immediately following the Tohoku-Pacific earthquake, the Company established the Disaster Recovery Task Force, and promptly accessed the status of damages within the Group. In the meantime, each Group company endeavored to assess and analyze the damages and recovery plan of its business partners in order to minimize the effect of the earthquake to our business activities.

<Casualties>

With respect to the employees of the Group working in the devastated areas and their families, the safety of all members was confirmed after the earthquake, and so no casualties have been found.

<Status of production sites and sales offices>

We have no production sites in Tohoku region which was heavily suffered by the earthquake. At the several production sites in the Kanto region, no major damages have been found. Depending on recovery status of electric power supply and some of supply chain for production base in the devastated areas, however, concerns remain over our production activities from now on.

In our Business Technologies Business and Healthcare Business, some facilities and inventory assets were damaged in the sales offices and distribution depots located in Tohoku region.

<Impact on corporate performance>

Our group posted an extraordinary loss of ¥400 million in the fiscal year under review.

(2) Financing, etc.

a. Financing

The Company, which is the holding company of the Group, is mainly responsible for financing, and, in the fiscal year under review, we issued the first series of unsecured corporate bonds (issue amount: 20 billion yen) and the second series of unsecured corporate bonds (issue amount: 10 billion yen) in December 2010 for the repayment of loans and the capital expenditure.

b. Capital expenditure

The capital expenditure of the Group during the fiscal year under review totaled ¥42.9 billion, with the emphasis on expenditure for the development and manufacture of new products mainly in the Business Technologies Business and the Optics Business. Significant expenditure included investment in the plant in Malaysia for glass substrates for HDDs and the plant in Kobe for the TAC film for LCD polarizer in Optics Business.

c. Significant restructuring

We have transferred the Graphic Imaging Business in the Medical & Graphic Imaging Business into the Business Technologies Business in October 2010 in order to strengthen the competitiveness and expand current business.

We acquired All Covered Inc. of the United States and included it in consolidated subsidiaries in December 2010 to expand the variety of office output equipment and the menu of related IT services and deliver them to customers.

(3) Business results of the last three fiscal years

	104th Term Fiscal Year Ended March 31, 2008	105th Term Fiscal Year Ended March 31, 2009	106th Term Fiscal Year Ended March 31, 2010	107 th Term Fiscal Year Ended March 31, 2011 (Fiscal year under review)
Net sales (Millions of yen)	1,071,568	947,843	804,465	777,953
Operating income (Millions of yen)	119,606	56,260	43,988	40,022
Ordinary income (Millions of yen)	104,227	45,403	40,818	33,155
Net income (Millions of yen)	68,829	15,179	16,931	25,896
Net income per share (yen)	129.71	28.62	31.93	48.84
Total assets (Millions of yen)	970,538	918,058	865,797	845,453
Net assets (Millions of yen)	418,310	414,284	420,775	428,987
Net assets per share (yen)	786.20	779.53	791.28	806.53
Dividend per share (yen)	15	20	15	15
[of which, interim dividend per share]	[7.5]	[10]	[7.5]	[7.5]

(4) Issues to be handled

Looking at world economic conditions, uncertainties remain, including high crude-oil prices associated with political instability in the Middle East and North Africa and financial insecurity in parts of Europe. Nonetheless, we expect emerging markets, especially China and India, will continue to grow, and the US and European economies should continue to recover moderately.

The Japanese economy appears to be tapering off after a round of fiscal stimulus. There are fears that if it takes time to restore the supply chains and electric power supply that were heavily damaged by the unprecedented earthquake in March, the economic downturn will be prolonged and will affect a wider range of fields.

In uncertain circumstances, the Group is focusing on sustainable growth and has adopted a medium-term management plan, **G PLAN 2013**, the keyword of which is “**growth**.” Under the

plan, in three years from the fiscal year ending March 31, 2012 to the fiscal year ending March 31, 2014, the Group aims to achieve the following goals (the Group's vision):

- 1) Make Group-wide efforts to **expand its scale by achieving growth**, taking advantage of business opportunities, and become a company that has persistence and presence even if market circumstances change rapidly;
- 2) **Evolve** from a company that merely manufactures and sells products in the global arena to a **true global company** that will create ideas and act from a global perspective; and
- 3) As a result of the goal 1) and 2), achieve for the **Konica Minolta brand higher recognition** and wide acclaim in the international community.

To overcome uncertain circumstances, including effects of the major earthquake, and achieve these goals, the Group will pursue the following priority challenges.

< G PLAN 2013 - 5 Priority Challenges >

a. Growth Strategy

Business Technologies Business:

Enhance the "color genre-top strategy" in the office and the production print fields and expand sales in OPS and emerging markets, including Asia, which have excellent growth opportunities.

Optics Business:

Maintain the "genre-top" position and take a major step forward in the manufacture of TAC films and other products in the digital consumer electronics and IT fields, and accelerate business development in new areas such as LED lighting.

Healthcare Business:

Expand sales of digital medical input equipment and IT services, leveraging full-scale development of new Computed Radiography and Digital Radiography.

In addition to achieving growth in those existing businesses and fields peripheral to them, the Group will seek to accelerate growth through strategic alliances and M&A. Meanwhile, aiming for sustainable growth in five to ten years, the Group will strive to develop new fields, taking advantage of technologies in which the Company has strengths, including technologies for organic light emitting diode lighting, organic thin film solar cells, and high-function films.

<Expiration of the alliance with General Electric>

The Company formed an alliance with General Electric (headquartered in the United States) in March 2007 and jointly promoted research and development for the commercialization of organic light emitting diode lighting. The Company reviewed the commercialization policy and terminated the agreement in March 2011, the expiration time of the agreement, based on the agreement of both companies.

Going forward, the Company will promote research and development and marketing to make organic light emitting diode lighting—expected to grow significantly as next-generation lighting—a pillar of growth, using the vapor deposition method and the roll-to-roll coating method and taking advantage of material technologies and layered design technologies, areas in which the Company excels.

b. Enhancing Profitability

We consider management to increase profits, as well as the execution of growth strategies to achieve growth, as our most important challenges. To meet these challenges, we will develop products that can generate sufficient profits in growth areas, including emerging markets and new business categories, and will change the business models. We will also strive to enhance cost competitiveness through automation, labor saving, process reform, and technological innovation.

c. Increasing Deployment Capability

We will be sure to achieve growth by developing operations promptly in response to trends in growth areas. Meanwhile, we will exploit more business opportunities in our core businesses and in fields peripheral to them through synergies from M&A and alliances. We will also enhance management based on the latest SCM and CRM (Customer Relationship Management) data.

d. Group Interconnecting Strategy

To reinforce our global management base, we will position compliance as a top priority in all business activities and will execute strategies that are even broader and deeper in a range of aspects, including CSR, branding, finance, accounting, technology, and intellectual property.

e. Becoming a “Global Company”

We will pursue global, optimal management, evolving from a domestic-oriented company to a global company in every aspect. To that end we will recruit and cultivate human talent capable of working in the international stage and will enhance our organizational functions, governance system, work procedures, and communication from a global perspective.

< G PLAN 2013 – Group’s Performance Goal (the fiscal year ending March 31, 2014)>

- I . Net Sales: 1 trillion yen or more.
- II . Operating Income Ratio: 8% or more.
- III . ROE: 10% or more.

(5) Main businesses of Konica Minolta Group at the fiscal year end

The main businesses of the Group are as follows.

Business segment	Principal products
Business Technologies Business	MFPs (Multi-functional peripherals), printers, equipment for production print systems and graphic arts, etc.
Optics Business	Optical products, electronic materials, etc.
Healthcare Business	Consumables and equipment for healthcare systems, etc.

(6) Major business offices, plants, etc. of the Konica Minolta Group at the fiscal year end

a. Main business offices, plants, etc. of the Group

The Group carries out operations throughout the world. The Group consists of the Company, which is the holding company of the Group, 106 subsidiaries and five affiliated companies, which include the business companies responsible for each business segment and common-function companies.

a) Offices of the Company

Head Office: Chiyoda-ku, Tokyo

Kansai Office: Osaka

b) Other domestic offices

The offices of the business companies and the common function companies are located in Chiyoda-ku, Tokyo, Hino City (Tokyo), Hachioji City (Tokyo), Toyokawa City (Aichi Prefecture), Sakai City (Osaka), Osakasayama City (Osaka), Kobe City (Hyogo Prefecture) and other sites.

c) Overseas offices

The Group has plants, development facilities and sales offices throughout the world, including the United States, Germany and China.

b. Employees of the Group

Number of employees	Compared with end of previous fiscal year
35,204	Decrease of 844

Notes 1. The number of employees indicates the number of employees currently on duty.

2. The number of employees excludes employees seconded by the Group to outside the Group and includes employees seconded to the Group.

(7) Significant subsidiaries at the fiscal year end

Company name	Capital	Ratio of voting rights held by the Company	Description of principal businesses
Konica Minolta Business Technologies, Inc.	Millions of yen 500	100%	Manufacturing and sale of multi-functional peripherals (MFPs), printers, and equipment for production print systems and graphic arts, providing related solution services
Konica Minolta Opto, Inc.	Millions of yen 500	100%	Manufacturing and sale of optical products (pickup lenses, etc.) and electronic materials (TAC films, etc.)
Konica Minolta Medical & Graphic, Inc.	Millions of yen 500	100%	Manufacturing and sale of consumables and equipment for healthcare systems
Konica Minolta Sensing, Inc.	Millions of yen 495	100%	Manufacturing and sale of measuring instruments for industrial and healthcare applications
Konica Minolta Technology Center, Inc.	Millions of yen 50	100%	Provision of services to group companies including R&D, customized product design and management of intellectual property assets
Konica Minolta Business Expert, Inc.	Millions of yen 495	100%	Provision of various shared services for the Group in the field of engineering, logistics, environment, safety and others
Konica Minolta IJ Technologies, Inc.	Millions of yen 10	100%	Manufacturing and sale of inkjet printheads, inks and textile printers for industrial use
Konica Minolta Business Solutions Japan Co., Ltd.	Millions of yen 497	*100%	Sale of multi-functional peripherals (MFPs), printers, equipment for production print systems and graphic arts, and related supplies in Japan
Konica Minolta Health Care Co., Ltd.	Millions of yen 397	*100%	Sale of consumables and equipment for healthcare system in Japan
Konica Minolta Technoproducts Co., Ltd.	Millions of yen 350	*100%	Manufacturing and sale of equipment for healthcare system
Konica Minolta Supplies Manufacturing Co., Ltd.	Millions of yen 1,500	*100%	Manufacturing and sale of supplies for multi-functional peripherals (MFPs) and printers
Konica Minolta Business Solutions U.S.A., Inc.	Thousand US dollar 40,000	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in the U.S.
Konica Minolta Business Solutions Europe GmbH	Thousand euro 88,100	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in Europe
Konica Minolta Business Solutions Deutschland GmbH	Thousand euro 10,025	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in Germany
Develop GmbH	Thousand euro 1,540	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies
Konica Minolta Business Solutions France S.A.S.	Thousand euro 26,490	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in France
Konica Minolta Business Solutions (UK) Ltd.	Thousand British pound 21,000	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in the U.K.

Konica Minolta Business Solutions Australia Pty. Ltd.	Thousand Australian dollar 24,950	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in Australia
Konica Minolta Business Solutions (CHINA) Co., Ltd.	Thousand RMB 96,958	*100%	Sale of multi-functional peripherals (MFPs), printers and related supplies in China
Konica Minolta Opto (SHANGHAI) Co., Ltd.	Thousand RMB 8,119	*100%	Sale of optical products (pickup lenses, etc.) in China
Konica Minolta Business Technologies Manufacturing(HK) Ltd.	Thousand HK dollar 195,800	*100%	Manufacturing and sale of multi-functional peripherals (MFPs) , printers, and related supplies
Konica Minolta Business Technologies (WUXI) Co., Ltd.	Thousand RMB 289,678	*100%	Manufacturing and sale of multi-functional peripherals (MFPs), printers, and related supplies
Konica Minolta Business Technologies (DONGGUAN) Co., Ltd.	Thousand RMB 141,201	*100%	Manufacturing and sale of multi-functional peripherals (MFPs, printers, and related supplies
Konica Minolta Opto (DALIAN) Co., Ltd.	Thousand RMB 244,675	*100%	Manufacturing and sale of optical products (pickup lenses, etc.)
Konica Minolta Glass Tech Malaysia Sdn. Bhd.	Thousand RM 230,850	*100%	Manufacturing and sale of glass substrates for HDDs

Notes 1. The ratio of voting rights marked with * include those held by subsidiaries.

2. Konica Minolta Photo Imaging, Inc. was dissolved on March 31, 2011.

(8) Principal lenders and the amount of loans of the Konica Minolta Group at the fiscal year end

[Millions of yen]

Lender	Outstanding amount of loan
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	27,432
Sumitomo Mitsui Banking Corporation	14,303
Resona Bank, Limited.	6,680
Mizuho Corporate Bank, Ltd.	4,497

(9) Policy on exercise of authority if Articles of Incorporation allow distribution of dividends from retained earnings by the resolution of the Board of Directors (Article 459, Paragraph 1 of the Company Law)

The policy regarding resolutions on the payment of dividends from retained earnings, etc. calls for the basic approach of making a comprehensive evaluation of consolidated performance and funding requirements for promoting strategic investments in growth fields while seeking to sustain shareholder returns. Regarding the specific dividend target, the Company is aiming to sustain a dividend payout ratio of 25% or higher on a consolidated basis over the medium-to-long term. With respect to the acquisition of treasury stock, the Company intends to make appropriate decision regarding treasury stock acquisition as a means of profit distribution while giving due attention to such factors as the Company's financial condition and stock price trends.

(10) Other significant matters of the Konica Minolta Group

No significant matters worth mentioning.

2. State of shares at the fiscal year end

(1) Total number of shares authorized to be issued 1,200,000,000 shares

(2) Total number of shares issued 531,664,337 shares
(of which, treasury stock 1,436,447 shares)

(3) Number of shareholders 29,991

(4) Major shareholders (the top ten shareholders)

Name of shareholder	Number of shares held (thousand shares)	Ratio of shares held (%)
Japan Trustee Services Bank, Ltd. (Trust account)	34,643	6.5
The Master Trust Bank of Japan, Ltd. (Trust account)	23,750	4.5
State Street Trust & Banking Co., Ltd. 505223	18,097	3.4
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	15,494	2.9
Nippon Life Insurance Company	12,009	2.3
JPMorgan Chase Bank 385167	11,980	2.3
Japan Trustee Services Bank, Ltd. (Chuo Mitsui Asset Trust and Banking Company, Limited ReTrust Portion, Sumitomo Mitsui Banking Corporation Pension Trust Account)	11,875	2.2
The Nomura Trust and Banking Co., Ltd. (Holder in Retirement Benefit Trust for the Bank of Tokyo-Mitsubishi UFJ, Ltd.)	10,801	2.0
SSBT OD05 OMNIBUS ACCOUNT- TREATY CLIENTS	9,961	1.9
The Chase Manhattan Bank, N. A. London Secs Lending Omnibus Account	9,909	1.9

Note: Ratio of shares held is calculated by deducting treasury stock 1,436,447 shares.

3. Stock acquisition rights, etc. of the Company

(1) Summary of stock acquisition rights, etc., issued to/held by directors and officers of the Company as compensation for the execution of duties at the fiscal year end

Starting in fiscal 2005, the Company began issuing stock acquisition rights to directors (excludes outside directors) and executive officers in the form of a compensation-type stock option plan, in accordance with its compensation determination policy.

Upon the exercise of stock acquisition rights, treasury stock owned by the Company will be transferred.

	First Series Fiscal Year Ended March 31, 2006	Second Series Fiscal Year Ended March 31, 2007	Third Series Fiscal Year Ended March 31, 2008	
Number of stock acquisition rights	389	211	226	
Type and number of shares under stock acquisition rights	Common shares 194,500 shares	Common shares 105,500 shares	Common shares 113,000 shares	
Amount to be paid upon exercise of the stock acquisition rights	One (1) yen per share	One (1) yen per share	One (1) yen per share	
Exercise period of stock acquisition rights	August 23, 2005 - June 30, 2025	September 2, 2006 - June 30, 2026	August 23, 2007 - June 30, 2027	
Primary condition for exercise of stock acquisition rights	The Optionee shall exercise stock acquisition rights during the period from one (1) year after the date of retirement from the post of director or executive officer of the Company up until five (5) years from that starting date.			
Primary events and conditions for acquisition of stock acquisition rights	The Company may acquire stock acquisition rights without any compensation if the General Meeting of Shareholders approves merger agreement in which the Company becomes the dissolving company, etc.			
Holdings of directors and executive officers	Number of holders	11	11	14
	Number of rights	151	110	135
	Number of shares	75,500 shares	55,000 shares	67,500 shares

	Fourth Series Fiscal Year Ended March 31, 2009	Fifth Series Fiscal Year Ended March 31, 2010	Sixth Series Fiscal Year Ended March 31, 2011
Number of stock acquisition rights	256	399	376
Type and number of shares under stock acquisition rights	Common shares 128,000 shares	Common shares 199,500 shares	Common shares 188,000 shares
Amount to be paid upon exercise of the stock acquisition rights	One (1) yen per share	One (1) yen per share	One (1) yen per share
Exercise period of stock acquisition rights	August 19, 2008 - June 30, 2028	August 20, 2009 - June 30, 2029	August 28, 2010 - June 30, 2030
Primary condition for exercise of stock acquisition rights	The Optionee shall exercise stock acquisition rights during the period from one (1) year after the date of retirement from the post of director or executive officer of the Company up until five (5) years from that starting date.		

Primary events and conditions for acquisition of stock acquisition rights		The Company may acquire stock acquisition rights without any compensation if the General Meeting of Shareholders approves merger agreement in which the Company becomes the dissolving company, etc.		
Holdings of directors and executive officers	Number of holders	17	22	24
	Number of rights	172	354	376
	Number of shares	86,000 shares	177,000 shares	188,000 shares

(2) Other significant matters regarding stock acquisition rights, etc. at the fiscal year end

Stock acquisition rights incorporated in Euro-Yen base convertible type corporate bonds with stock acquisition rights due 2016 (issued December 7, 2006; total amount of issue being ¥40 billion)

Number of stock acquisition rights	8,000
Type of shares under stock acquisition rights	Common shares
Number of shares under stock acquisition rights	16,785,564 shares
Amount to be paid per share upon exercise of the stock acquisition rights	2,383 yen

4. Status of the Company's management members

(1) Names, etc. of directors and executive officers

a. Directors

Position	Name	Responsibilities	Important positions currently held
Director	Yoshikatsu Ota	Chairman of the Board	-
Director	Masatoshi Matsuzaki	(Representative Executive Officer and President)	-
Outside Director	Tadao Namiki	Member of Nomination Committee (Chairman) Member of Compensation Committee	Representative of Namiki Office
Outside Director	Tohru Tsuji	Member of Auditing Committee (Chairman) Member of Nomination Committee	Senior Corporate Advisor of Marubeni Corporation and Director of SEKISUI CHEMICAL CO., LTD.
Outside Director	Yozo Izuhara	Member of Compensation Committee (Chairman) Member of Auditing Committee	Senior Corporate Advisor of Nippon Sheet Glass Co., Ltd.
Outside Director	Nobuhiko Ito	Member of Nomination Committee Member of Auditing Committee Member of Compensation Committee	Director of TADANO LTD.
Director	Yoshifumi Johno	Member of Auditing Committee Member of Compensation Committee	-
Director	Yasuo Matsumoto	Member of Nomination Committee Member of Auditing Committee Member of Compensation Committee	-
Director	Shoei Yamana	(Senior Executive Officer)	-
Director	Akio Kitani	(Senior Executive Officer)	-
Director	Yoshiaki Ando	(Senior Executive Officer)	-

- Notes 1. The four directors Mr. Tadao Namiki, Mr. Tohru Tsuji, Mr. Yozo Izuhara and Mr. Nobuhiko Ito are outside directors, as provided for in Article 2, Item 15 of the Company Law and independent directors, as provided for under Rule 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc.
2. At the 106th Ordinary General Meeting of Shareholders held on June 22, 2010, the terms of office of all thirteen (11) directors expired. The following nine directors were reelected: Mr. Yoshikatsu Ota, Mr. Masatoshi Matsuzaki, Mr. Tadao Namiki, Mr. Tohru Tsuji, Mr. Yozo Izuhara, Mr. Yoshifumi Johno, Mr. Yasuo Matsumoto, Mr. Shoei Yamana and Mr. Akio Kitani; and Mr. Nobuhiko Ito and Mr. Yoshiaki Ando were newly elected and assumed office the same day.
3. Upon the close of the 106th Ordinary General Meeting of Shareholders held on June 22, 2010, the term of office of Mr. Tadaaki Jagawa and Mr. Hisao Yasutomi expired and they retired from the office of directors.
4. Auditing Committee member Mr. Yasuo Matsumoto had been in charge of the corporate accounting and corporate finance of the Company as the senior executive officer and has considerable knowledge of corporate finance and corporate accounting.

b. Executive Officers

Position	Name	Responsibilities and important positions currently held
* Representative Executive Officer and President	Masatoshi Matsuzaki	In charge of Risk Management
* Senior Executive Officer	Shoei Yamana	In charge of Corporate Strategy and Investor Relations (IR
Senior Executive Officer	Yoshihiko Someya	In charge of Human Resources, Corporate Communications and Branding, and Imaging Strategy
Senior Executive Officer	Takashi Matsumaru	Representative Director and President of Konica Minolta Opto, Inc.
* Senior Executive Officer	Akio Kitani	In charge of Supply Chain Management (SCM) Representative Director and President of Konica Minolta Business Technologies, Inc.
Senior Executive Officer	Kiyofumi Tanida	In charge of CSR General Manager of Kansai Headquarters
Senior Executive Officer	Takashi Sugiyama	In charge of Technology Strategy Managing Director and General Manager of R & D Headquarters of Konica Minolta Business Technologies, Inc.
* Senior Executive Officer	Yoshiaki Ando	In charge of Corporate Accounting, Corporate Finance, and Information Technology (IT)
Senior Executive Officer	Masaru Kamei	In charge of Legal Affairs, General Affairs, Compliance, Intellectual Property and Crisis Management
Senior Executive Officer	Atsushi Kodama	Representative Director and President of Konica Minolta Medical & Graphic, Inc.
Executive Officer	Hideki Okamura	Managing Director of Konica Minolta Business Technologies, Inc. President of Konica Minolta Business Solutions Europe GmbH
Executive Officer	Masami Akiyama	Managing Director and General Manager of Performance Materials Headquarters of Konica Minolta Opto, Inc.
Executive Officer	Nobuyasu Ieuji	In charge of Manufacturing Innovation Managing Director and General Manager of Manufacturing Headquarters of Konica Minolta Business Technologies, Inc.
Executive Officer	Toshihiko Karasaki	Representative Director and President of Konica Minolta Sensing, Inc.
Executive Officer	Hiroyuki Inoue	Managing Director and General Manager of Optical Business Headquarters of Konica Minolta Opto, Inc.
Executive Officer	Tawara Komamura	Representative Director and President of Konica Minolta Technology Center, Inc.
Executive Officer	Yoshiaki Takei	Managing Director and General Manager of Corporate Planning & Managing Headquarters of Konica Minolta Business Technologies, Inc.
Executive Officer	Kazuyoshi Hata	General Manager of Corporate Strategy Division
Executive Officer	Hirofumi Hogaki	Representative Director and President of Konica Minolta Business Expert, Inc.
Executive Officer	Akiyoshi Ohno	Representative Director and President of Konica Minolta IJ Technologies, Inc.
Executive Officer	Yoshitsugu Shiraki	General Manager of LA Business Division

Notes 1. Executive officers marked with * hold concurrent director positions.

2. The above executive officers were, after the close of the 106th Ordinary General Meeting of Shareholders held on June 22, 2010, elected at the meeting of the board of directors held the same day.
3. Mr. Yoshihiko Someya and Mr. Akio Kitani resigned as executive officers as of March 31, 2011.

4. Mr. Nobuyasu Ieuji and Mr. Hideki Okamura were promoted to senior executive officer as of April 1, 2011. Mr. Jun Haraguchi and Mr. Tsukasa Wakashima were newly assumed executive officer posts as of the same date. Executive officers and its responsibilities changed as of April 1, 2011 are as follows.

Position	Name	Responsibilities, important positions currently held
Representative Executive Officer and President	Masatoshi Matsuzaki	In charge of Risk Management
Senior Executive Officer	Shoei Yamana	Representative Director and President of Konica Minolta Business Technologies, Inc.
Senior Executive Officer	Takashi Matsumaru	Representative Director and President of Konica Minolta Opto, Inc.
Senior Executive Officer	Kiyofumi Tanida	In charge of CSR, Corporate Communications and Branding General Manager of Kansai Headquarters
Senior Executive Officer	Takashi Sugiyama	In charge of Technology Strategy and Information Technology (IT)
Senior Executive Officer	Yoshiaki Ando	In charge of Corporate Strategy, Investor Relations (IR), Corporate Accounting and Corporate Finance
Senior Executive Officer	Masaru Kamei	In charge of Legal Affairs, General Affairs, Compliance, Intellectual Property and Crisis Management
Senior Executive Officer	Atsushi Kodama	Representative Director and President of Konica Minolta Medical & Graphic, Inc.
Senior Executive Officer	Nobuyasu Ieuji	In charge of Manufacturing Innovation Managing Director and General Manager of Manufacturing Headquarters of Konica Minolta Business Technologies, Inc.
Senior Executive Officer	Hideki Okamura	In charge of Supply Chain Management (SCM)
Executive Officer	Masami Akiyama	Managing Director and General Manager of Performance Materials Headquarters of Konica Minolta Opto, Inc.
Executive Officer	Toshihiko Karasaki	Representative Director and President of Konica Minolta Sensing, Inc.
Executive Officer	Hiroyuki Inoue	Managing Director and General Manager of HD Business Division of Konica Minolta Opto, Inc.
Executive Officer	Tawara Komamura	Representative Director and President of Konica Minolta Technology Center, Inc.
Executive Officer	Yoshiaki Takei	Managing Director and in charge of Quality Assurance Operations and Environment Division of Konica Minolta Business Technologies, Inc.
Executive Officer	Kazuyoshi Hata	Managing Director and General Manager of Corporate Management Headquarters of Konica Minolta Medical & Graphic, Inc.
Executive Officer	Hirofumi Hogaki	Representative Director and President of Konica Minolta Business Expert, Inc.
Executive Officer	Akiyoshi Ohno	Representative Director and President of Konica Minolta IJ Technologies, Inc.
Executive Officer	Yoshitsugu Shiraki	General Manager of LA Business Division
Executive Officer	Jun Haraguchi	Managing Director and General Manager of Sales Headquarters and Office Business Managing Headquarters of Konica Minolta Business Technologies, Inc.
Executive Officer	Tsukasa Wakashima	General Manager of Human Resources Division

(2) Total compensation to directors and executive officers

		Compensation (Millions of yen)						
		Total	Base salary		Performance-based cash bonus		Stock compensation-type stock options	
			Persons	Amount	Persons	Amount	Persons	Amount
directors	Outside	41	5	41	-	-	-	-
	Inside	153	5	130	-	-	5	23
	Total	194	10	171	-	-	5	23
Executive Officers		452	21	264	21	79	21	107

- Notes 1. At the end of the period (March 31, 2011), the Company has four (4) outside directors, three (3) inside directors (not concurrently holding executive officer posts) and twenty-one (21) executive officers.
2. In addition to the five (5) inside directors shown above, the Company has another four (4) inside directors who concurrently hold executive officer posts, and the compensation to these directors is included in compensation to executive officers.
3. Regarding the performance-based cash bonus, the amounts which should be recorded as expense in the period are stated.
4. Regarding the compensation-type stock options, the amounts which should be recorded as expense based on an estimation of the fair value of the stock acquisition rights issued to directors (excluding outside directors) and executive officers as part of their compensation are stated.
5. The base salary and the performance-based cash bonus of the 13 executive officers who are primarily responsible for the company's subsidiaries are partially paid by the subsidiaries concerned, and the total of such amount plus the amount recorded as expense by the Company is as follows.

		Compensation (Millions of yen)						
		Total	Base salary		Performance-based cash bonus		Stock compensation-type stock options	
			Persons	Amount	Persons	Amount	Persons	Amount
Executive Officers		724	21	500	21	115	21	107

6. In addition to the compensation outlined above, the Company also paid compensation under the conventional retirement benefit system abolished in June 2005 as follows during the period under review in accordance with a resolution of the Compensation Committee.
- Director (one) 12 million yen (retired on April 28, 2010)

(3) Summary of policy for determining amount of director or executive officer compensation and the method of calculation

The Company, which has adopted the company-with-committees system, has established a Compensation Committee. Outside directors account for the majority of members of the committee and the committee is chaired by an outside director to ensure transparency and to determine compensation in a fair and appropriate manner.

The Company's directors' compensation system is intended to strengthen the motivation of directors and executive officers to strive for the continuous medium-to-long-term improvement of Group performance in line with management policies to meet shareholder expectations, and to contribute to the optimization of Group value. The Company aims for a level of compensation that enables it to attract and retain talented people to take responsibility for the Company's development.

In keeping with these aims, the Compensation Committee has established a policy for determining the individual compensation entitlement of directors and executive officers as set out below, and determines the amount, etc. of individual compensation entitlement of directors and executive officers in line with this policy.

1. Compensation system
 - (1) Compensation packages for directors (excluding directors who concurrently hold executive officer posts) exclude a short-term performance-based cash bonus because directors have a supervisory role, and consist of a “base salary” component in the form of a base salary and long-term incentives in the form of “compensation-type stock options.” Outside directors receive base salary only.
 - (2) Executive officer compensation packages consist of “base salary,” “performance-based cash bonus,” which reflects the short-term performance of the Group and the short-term performance of the business of which they are in charge, and “compensation-type stock options” as a long-term incentive.
2. The total amount of individual compensation entitlement and “Base salary” are set at an appropriate level for each position, based upon objective data, evaluation data and other data collected at regular intervals, etc.
3. The amount of the “performance-based cash bonus” is determined according to the level of performance result for the fiscal year (consolidated operating income) and the degree of attainment of annual performance targets. The amount based on the degree of attainment of annual performance targets is determined in the 0 % to 200 % range of the standard amount of compensation. Targets currently place emphasis on profits.
4. Regarding the “compensation-type stock options,” the Company grants stock acquisition rights to inside directors and executive officers as share-price based incentives from a shareholder perspective. The number of rights granted is determined based on the position.
5. The standard for compensation to executive officers is a 60:20:20 mix of “base salary,” “performance-based cash bonus” and “compensation-type stock options.”
6. The Company reviews matters such as the level of compensation and the compensation structure in a timely and appropriate manner in response to changes in the business environment.

Regarding the conventional retirement benefit system abolished in June 2005, the Compensation Committee has determined individual entitlements within reason based upon certain criteria established by the Company, and will pay such entitlement upon the retirement of each director or executive officer in office prior to the abolition of this system.

(4) Matters regarding outside directors

a. Persons serving as executive officers at the important positions of other companies, etc.

Name	Name of company, etc.	Position
Tadao Namiki	Namiki Office	Representative

There is no material transaction with the Company.

b. Persons serving as outside directors at the important positions of other companies, etc.

Name	Name of company, etc.	Position
Tohru Tsuji	SEKISUI CHEMICAL CO., LTD.	Outside director
Nobuhiko Ito	TADANO LTD.	Outside director

There is no material transaction with the Company.

c. Family relationship with an executive officer, etc. of the Company or of a specified related business operator of the Company

Not applicable

d. Primary activities of outside directors

Outside directors of the Company participate in Board of Directors meetings by making constructive statements on the decision-making and supervision of management, and they are also in charge of duties of the three committees: the Nomination Committee, the Auditing Committee and the Compensation Committee, as stated in “(1) Names, etc. of Directors and Executive Officers.” Also, where appropriate, outside directors also observe development, production and marketing and other actual operations as part of their supervision and auditing work, and exchange information with the President and the Chairman of the Board on various aspects including the running of Board of Directors meetings. The principal activities of outside directors are as follows.

a) Mr. Tadao Namiki

He attended all 14 Board of Directors meetings, all seven Nomination Committee meetings, all three Auditing Committee meetings held up until June 2010, while he had been in charge of the Auditing Committee, and all five Compensation Committee meetings held after June 2010 when he became in charge of the Compensation Committee, which were respectively held during the fiscal year. At Board of Directors meetings, he primarily made statements, as necessary and appropriate, for the supervision of and the advice on management from the perspective of a highly experienced management on areas such as medium-term management strategy, financial strategy and management innovation. At the Auditing Committee held up until June 2010, as the chairman, he had made appropriate and necessary statements with his experienced deep knowledge.

b) Mr. Tohru Tsuji

He attended all 14 Board of Directors meetings, all seven Nomination Committee meetings, all 13 Auditing Committee meetings and one Compensation Committee meeting held up until June 2010, while he had been in charge of the Compensation Committee, which were respectively held during the fiscal year. At Board of Directors meetings, he primarily made statements, as necessary and appropriate, for the supervision of and the advice on management from the perspective of a highly experienced management on areas such as medium-term management strategy, M & A strategy, financial strategy and corporate governance. At the Auditing Committee held after June 2010, as the chairman, he had made appropriate and necessary statements with his experienced deep knowledge.

c) Mr. Yozo Izuhara

He attended all 14 Board of Directors meetings, all 13 Auditing Committee meetings, and all six Compensation Committee meetings, which were respectively held during the fiscal year. At Board of Directors meetings, he primarily made statements, as necessary and appropriate, for the supervision of and the advice on management from the perspective of a highly experienced management on areas such as medium-term management strategy, human resources strategy based on a global perspective and risk management. At the Auditing Committee, he made appropriate and necessary statements with his experienced deep knowledge.

d) Mr. Nobuhiko Ito (appointed at the Ordinary General Meeting of Shareholders held June 2010)

He attended 10 out of 11 Board of Directors meetings held after his appointment, all seven Nomination Committee meetings, nine out of 10 Auditing Committee meetings, and all five Compensation Committee meetings, which were respectively held during the fiscal year. At Board of Directors meetings, he primarily made statements, as necessary and appropriate, for the supervision of and the advice on management from the perspective of a highly experienced management on areas such as medium-term management strategy, area strategy based on a global perspective, corporate management and speedy management. At the Auditing

Committee, he made appropriate and necessary statements with his experienced deep knowledge.

e. Liability limitation agreements

To attract skillful people as outside directors and to enable them to fully demonstrate their expected role, the Company stipulates in its current Articles of Incorporation that the Company may, pursuant to the provisions of Article 427, Paragraph 1 of the Company Law, enter into an agreement with outside directors which limits their liabilities for payment of damages with respect to the acts mentioned in Article 423, Paragraph 1 of the Company Law to the extent permitted by laws and regulations. Based on these stipulations, the four outside directors Mr. Tadao Namiki, Mr. Tohru Tsuji, Mr. Yozo Izuhara and Mr. Nobuhiko Ito have entered into an agreement with the Company limiting their liabilities for payment of damages, and the content of this agreement is summarized as follows.

The maximum amount of liability of an outside director who, with the best of intentions and without gross negligence, fails to execute his or her duties while in office and causes damage to the Company shall be limited to the aggregate sum of the amounts prescribed in Article 113 of the Company Law Enforcement Regulations multiplied by two (Article 425, Paragraph 1, Item 1 (c) of the Company Law).

5. Status of Independent Auditor

(1) Name of Independent Auditor

KPMG AZSA LLC

(2) Compensation to the Independent Auditor

a. Compensation paid by the Company to the Independent Auditor during the fiscal year under review

Compensation for audit certification in accordance with Article 2, Section 1 of the Certified Public Accountants Law	94 millions of yen
Compensation for services other than those stipulated in Article 2, Section 1 of the Certified Public Accountants Law	59 millions of yen
Total	153 millions of yen

Note Compensation is the total of compensation for the Independent Auditor's audit under the Company Law and audit compensation under the Financial Instruments and Exchange Law, as there is no clear separation between the two.

b. Total amount of other property benefits paid by the Company and its subsidiaries

347 Millions of yen

(3) Details of services other than auditing

We paid KPMG AZSA LLC to consign the advisory service about the introduction of International Financial Reporting Standards.

(4) Policy regarding decisions to dismiss or deny reappointment to Independent Auditor

The Auditing Committee will examine dismissing or denying reappointment of the Independent Auditor if the Independent Auditor has committed a serious violation or infringement of the Company Law, the Certified Public Accountants Law or other relevant laws or regulations, or if the Independent Auditor is deemed to have committed a serious breach of public order or custom. If, as a result of this examination, it is deemed appropriate to dismiss or deny reappointment, the Auditing Committee will request the Board of Directors to submit a proposition calling for the dismissal or denial of reappointment of the Independent Auditor to the General Meeting of Shareholders pursuant to the provisions of Article 339, Paragraph 1 and Article 404, Paragraph 2, Item 2 of the Company Law.

The Auditing Committee also examines the status of the performance of the Independent Auditor and decides the reappointment or denial every fiscal year.

6. Establishment of system to ensure appropriate business operations

The Board of Directors of the Company adopted resolutions on the matters prescribed by the applicable Ordinance of the Ministry of Justice as those necessary for the execution of the duties of the Audit Committee (Article 416, Paragraph 1, Item 1 (b) of the Company Law), and on the establishment of systems necessary to ensure that the execution of duties by executive officers complies with laws and regulations and the Articles of Incorporation, and other systems prescribed by the applicable Ordinance of the Ministry of Justice as systems necessary to ensure the properness of operations of a Stock Company (Article 416, Paragraph 1, Item 1 (e) of the Company Law). A summary of the resolutions is as follows.

<I. Requirements for the execution of duties by the Auditing Committee>

1. The Company set up the Auditing Committee Office with a full-time staff to support the Auditing Committee, and, besides being the secretariat of the Auditing Committee, the Auditing Committee Office shall perform its duties in accordance with the instructions of the Auditing Committee.
2. To ensure the independence of the above Auditing Committee Office from executive officers, personnel matters regarding the Auditing Committee Office including appointment, personnel changes and disciplinary action, shall be approved in advance by the Auditing Committee.
3. The executive officers with jurisdiction over internal control, including the Corporate Audit Division, Risk Management Committee and the Compliance Committee, shall report on the status of operation to the Auditing Committee on a regular basis and without delay if an urgent situation that must be reported has arisen or if requested to make a report by the Auditing Committee.
4. Auditing Committee members elected by the Auditing Committee may attend management council meetings and other important meetings if necessary and may request investigations, reports, etc. from the executive officers with jurisdiction over internal control, including the Corporate Audit Division, Risk Management Committee and the Compliance Committee.

<II. Systems for ensuring compliance of execution of duties by executive officers with laws, regulations and the Articles of Incorporation and other required systems for ensuring the properness of business operations>

5. Each executive officer shall manage the minutes of management council meetings and other important meetings, documents requesting formal approval and other information concerning the performance of their duties to ensure that documents are preserved in an appropriate manner and made available for inspection in accordance with the provisions of document management regulations.
6. The Company set up the Risk Management Committee which is in charge of managing the various risks that arise in connection with the Group's business activities, and the executive officer nominated by the Board of Directors shall be responsible for the development of risk management systems including the following, in accordance with the Risk Management Committee Regulations.
 - (1) With respect to management of the business strategy risks, the executive officer in charge of business strategy shall be responsible, and regarding management of other risks in connection with business activities, each executive officer shall be responsible in accordance with respective assigned area. The Risk Management Committee shall provide support to each executive officer. Further, the Risk Management Committee shall, periodically conduct selection, assessment and review of material risks, shall develop measures, and shall confirm management status.

- (2) The executive officer in charge of risk management nominated by the Board of Directors shall be responsible for the formation of contingency plans and countermeasures to minimize the damages by a crisis which is supposed to adversely affect the corporate value.
 - (3) Provide support to the development and strengthening of risk management systems at each group company.
7. The Company set up the Compliance Committee which is in charge of establishing the Group's compliance systems, and the executive officer nominated by the Board of Directors shall be responsible for the development of compliance systems including the following, in accordance with the Compliance Committee Regulations.
 - (1) Defining compliance in the Group as the observance of laws and regulations applicable to corporate activities, corporate ethics and internal regulations and policies, and making this known to every individual working for the Group.
 - (2) Establishing the Konica Minolta Group Charter of Corporate Behavior, making this percolate down through the Group, and enacting compliance conduct guidelines, etc. based on the philosophy of the Charter of Corporate Behavior.
 - (3) Developing systems to promote compliance at each group company.
 - (4) Developing and operating a whistle blowing system that allows employees to report any compliance violations that are discovered or anticipated.
8. The Company set up a Corporate Audit Division which is in charge of the internal auditing of the Group to evaluate and improve the status of execution of business operations in all business activities from the viewpoint of legality and rationality, and which shall be responsible for developing internal auditing systems in accordance with the Internal Auditing Regulations.
9. The Company shall be responsible for developing a system of internal control over financial reporting in the Group and a system for evaluating the efficacy of their operation.
10. The Company established the Corporate Organization Basic Regulations, and shall develop the corporate governance mechanisms of the Company and the Group, including the foregoing systems. The Company shall also work to develop a system for ensuring the appropriateness of business operation through the management council and other meeting bodies, authority regulations and other internal regulations, and shall endeavor to ensure the legality, rationality and efficiency of business execution by reviewing as necessary systems for management and administration across all the business activities of the Group.

*Amounts and numbers of shares shown in this business report are rounded down to the nearest whole unit.

Consolidated Balance Sheet

(As of March 31, 2011)

[Millions of yen]

Item	Amount	Item	Amount
Assets		Liabilities	
Current assets	501,876	Current liabilities	242,480
Cash and deposits	87,886	Notes and account payable - trade	74,640
Notes and accounts receivable-trade	163,363	Short-term loans payable	50,018
Lease receivables and lease investment assets	14,327	Long-term loans due within one year	24,516
Short-term investment securities	87,261		
Inventories	100,243	Unpaid expenses	31,490
Deferred tax assets	30,393	Accrued expenses	24,282
Accounts receivable-other	10,536	Income taxes payable	5,199
Other current assets	12,084	Provision for bonuses	10,911
Allowance for doubtful accounts	(4,220)	Provision for D & O's bonuses	130
		Provision for product warranties	1,622
		Provision for loss on withdrawal from operation	26
		Notes payable-facilities	585
		Asset retirement obligations	42
		Other current liabilities	19,013
Noncurrent assets	343,577	Noncurrent liabilities	173,985
Tangible noncurrent assets	190,701	Corporate Bonds payable	70,000
Buildings and structures	69,372	Long-term loans payable	48,033
Machinery, equipment and vehicles	51,530	Deferred tax liabilities for land revaluation	3,733
Tools, furniture and fixtures	20,154	Provision for retirement benefits	44,734
Land	33,777	Provision for D & Os' retirement benefits	329
Lease assets	488	Asset retirement obligations	963
Construction in progress	6,589	Other noncurrent liabilities	6,192
Assets for business-use rent	8,788		
Intangible noncurrent assets	88,371	Total liabilities	416,465
Goodwill	63,146	Net assets	
Other intangible noncurrent assets	25,225	Shareholder's equity	451,457
Investments and other assets	64,504	Capital stock	37,519
Investment securities	20,893	Capital surplus	204,140
Long-term loans receivable	154	Retained earnings	211,467
Long-term prepaid expenses	3,030	Treasury stock	(1,670)
Deferred tax assets	30,404	Accumulated other comprehensive income	(23,809)
Other investments	10,752	Valuation difference on securities	478
Allowance for doubtful accounts	(732)	Deferred gains or losses on hedges	(94)
		Foreign currency translation adjustment	(24,193)
		Subscription rights to shares	658
		Minority interests	682
		Total net assets	428,987
Total assets	845,453	Total liabilities and net assets	845,453

Consolidated Statement of Income

(From April 1, 2010 to March 31, 2011)

[Millions of yen]

Item	Amount	
Net sales		777,953
Cost of sales		423,372
Gross profit		354,580
Selling, general and administrative expenses		314,558
Operating income		40,022
Non-operating income		
Interest and dividends income	1,807	
Equity in gains of affiliates	112	
Other	3,975	5,895
Non-operating expenses		
Interest expenses	3,129	
Foreign exchange losses	3,762	
Other	5,869	12,761
Ordinary income		33,155
Extraordinary income		
Gain on sales of noncurrent assets	456	
Gain on sales of investment securities	5	
Gain on sales of subsidiaries and affiliates' stocks	12	
Reversal of provision for loss on withdrawal from operation	2,498	
Other extraordinary income of foreign subsidiaries	505	3,477
Extraordinary losses		
Loss on sales and retirement of noncurrent assets	1,983	
Loss on sale of investment securities	2	
Loss on valuation of investment securities	680	
Impairment loss	1,027	
Business structure improvement expenses	3,394	
Loss on adjustment for changes of accounting standard for asset retirement obligations	983	
Loss on disaster	450	8,521
Income before income taxes and minority interests		28,111
Income taxes-current	9,580	
Income taxes-deferred	(7,420)	2,160
Income before minority interests		25,951
Minority interests in income		54
Net income		25,896

Consolidated Statement of Changes in Shareholder's Equity

(From April 1, 2010 to March 31, 2011) [Millions of yen]

	Shareholder's Equity				
	Capital stock	Capital surplus	Retained earnings	Treasury stock	Total shareholder's equity
Balance at March 31, 2010	37,519	204,140	193,790	(1,743)	433,707
Changes during the period					
Dividends from surplus			(7,953)		(7,953)
Net income			25,896		25,896
Purchase of treasury stock				(76)	(76)
Disposal of treasury stock			(54)	148	94
Amortization of net retirement benefit obligation in foreign subsidiaries			(211)		(211)
Changes, net, in items other than shareholder's equity					
Total changes during the period	-	-	17,676	72	17,749
Balance at March 31, 2011	37,519	204,140	211,467	(1,670)	451,457

	Accumulated other comprehensive income				Subscription rights to shares	Minority interests	Total net assets
	Valuation difference on securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Total accumulated other comprehensive income			
Balance at March 31, 2010	741	33	(14,947)	(14,172)	617	622	420,775
Changes during the period							
Dividends from surplus							(7,953)
Net income							25,896
Purchase of treasury stock							(76)
Disposal of treasury stock							94
Amortization of net retirement benefit obligation in foreign subsidiaries							(211)
Changes, net, in items other than shareholder's equity	(263)	(128)	(9,245)	(9,637)	41	59	(9,536)
Total changes during the period	(263)	(128)	(9,245)	(9,637)	41	59	8,212
Balance at March 31, 2011	478	(94)	(24,193)	(23,809)	658	682	428,987

Notes to Consolidated Financial Statements

<NOTES TO BASIS OF PRESENTING CONSOLIDATED FINANCIAL STATEMENTS>

I. Scope of Consolidation

1. Number of consolidated subsidiaries and names of principal consolidated subsidiaries

Number of consolidated subsidiaries: 89 companies

Names of principal consolidated subsidiaries:

Konica Minolta Business Technologies, Inc.

Konica Minolta Opto, Inc.

Konica Minolta Medical & Graphic, Inc.

Konica Minolta Sensing, Inc.

Konica Minolta Technology Center, Inc.

Konica Minolta Business Expert, Inc.

Changes in scope of consolidation

(Included due to establishment)

Konica Minolta Healthcare India Private Ltd.

Konica Minolta Business Solutions Bulgaria EOOD

(Included due to acquisition)

All Covered Inc.

(Excluded due to merger)

Konica Minolta Business Solutions (MONTREAL) Inc.

Albin Industries, Inc.

Frontier Business Systems, Inc.

Hughes – Calihan Corporation

Konica Minolta Graphic Imaging Japan Co., Ltd.

Konica Minolta Technology U.S.A., Inc.

(Excluded due to liquidation)

Konica Minolta Repro Co., Ltd.

Konica Minolta Printing Solutions Asia Pty. Ltd.

Konica Minolta Components Co., Ltd.

(Excluded due to divestiture)

American Litho Inc.

2. Names of principal unconsolidated subsidiaries

ECS Buero-und Datentechnik GmbH

Unconsolidated subsidiaries have not been included in consolidation because they are relatively small and their total assets, sales, net income and retained earnings (in proportion to scale of equity ownership), etc. do not have a material impact on the consolidated financial statements.

II. Scope of the Use of Equity Accounting

1. Number of unconsolidated subsidiaries and affiliated companies accounted for by the equity method and names of principal companies

Number of companies accounted for by the equity method:

5 companies (3 unconsolidated subsidiaries, 2 affiliated companies)

Principal companies accounted for by the equity method:

ECS Buero-und Datentechnik GmbH

Changes in scope of application of equity method

(Excluded due to liquidation)

Konica Holding Australia Pty. Ltd.

Konica Minolta Healthcare System Support Co., Ltd.

MHI Medical Systems, Inc.

2. Names of principal unconsolidated subsidiaries and affiliated companies that are not accounted for by the equity method

Konica Minolta Software Laboratory Co., Ltd. is an unconsolidated subsidiary not accounted for by the equity method.

Companies that are not accounted for by the equity method are excluded from the scope of the equity method because they have an insignificant effect on consolidated net income and consolidated retained earnings and also lack overall materiality.

III. Changes Regarding Consolidated Subsidiaries during the Fiscal Year under Review

Some consolidated subsidiaries have fiscal years ending on December 31, and consolidated financial statements are prepared using the financial statements of those companies as of that fiscal year-end date. Adjustments are made to consolidated accounts to account for important transactions involving those companies that occur between the end of those companies' fiscal year-end date and the end of the consolidated fiscal year.

(Consolidated Subsidiaries with Fiscal Years Ending on December 31)

Konica Minolta Business Solutions (Shenzhen) Co., Ltd.
Konica Minolta Business Solutions do Brazil Ltda.
Konica Minolta Business Solutions de Mexico SA de CV.
Konica Minolta Medical Systems Russia LLC
Konica Minolta Business Solutions Romania s.r.l.
Konica Minolta Business Solutions Russia LLC

Of the consolidated subsidiaries, Konica Minolta Medical & Graphic (SHANGHAI) Co., Ltd. had a fiscal year ending on December 31, and consolidated financial statements were prepared using the financial statements of the Company as of that fiscal year-end date. Adjustments were made to consolidated accounts to account for important transactions involving the Company that occurred between the end of the Company's fiscal year-end date and the end of the consolidated fiscal year. However, to disclose consolidated financial information more appropriately, the fiscal year-end date of the Company has been changed to March 31, the end of the consolidated fiscal year for the fiscal year under review and subsequent fiscal years. As a result the fiscal year under review of the Company is 15 months from January 1, 2010 to March 31, 2011.

IV. Accounting Standards and Methods

1. Valuation Standards and Methods of Assets

(1) Securities

Held to maturity receivables

The amortized cost method (the straight-line method) is used.

Other securities

Securities with fair market value are stated using the mark-to-market method based on the market price at the balance sheet date. (Total net unrealized gains or losses after tax effect adjustments are directly recorded in shareholders' equity, and the cost of securities sold is computed based on the moving-average method.)

Other securities that do not have fair market values are primarily stated at cost using the moving value average.

(2) Derivatives

Derivatives are stated using the mark-to-market method.

(3) Inventories

Domestic consolidated subsidiaries' inventories are, in the main, recorded at cost as determined by the periodic-average method (method of reducing book value when the contribution of inventories to profitability declines). Overseas consolidated subsidiaries' inventories are recorded at the lower of cost or market value, with cost determined by the first-in, first-out method.

2. Amortization Method for Noncurrent Assets

(1) Tangible noncurrent assets (excluding lease assets)

The depreciable assets of Konica Minolta Holdings, Inc. ("the Company") and its domestic consolidated subsidiaries are depreciated using the declining-balance method. Overseas consolidated subsidiaries adopt the straight-line method. However, the Company and its domestic consolidated subsidiaries have used the straight-line method for their buildings (excluding annexed structures) acquired since April 1, 1998.

(2) Intangible noncurrent assets

We have adopted the straight-line method based on an estimated in-house working life of five years for the software we use.

(3) Lease assets

Lease assets arising from finance lease transactions not involving transfer of ownership

Depreciation is computed using the straight-line method based on the assumption that the useful life equals the lease term and the residual value equals zero. Finance lease transactions not involving transfer of ownership commencing on or before March 31, 2008 are accounted for based on methods applicable to ordinary rental transactions.

3. Standards for Allowances
 - (1) Allowance for doubtful accounts
To prepare for possible losses on uncollectable receivables, for general receivables, an amount is provided according to the historical percentage of uncollectables. For specific receivables for which there is some concern regarding collectability, an estimated amount is recorded by investigating the possibility of collection for each individual account.
 - (2) Provision for bonuses
To prepare for the payment of employee bonuses, an amount corresponding to the current portion of estimated bonus payments to employees is recorded.
 - (3) Provision for D & O's bonuses
To prepare for the payment of directors and officers' bonuses, an amount corresponding to the projected value of bonus payments to directors and officers for the fiscal year under review is recorded.
 - (4) Provision for product warranties
The provisioning of free after-sales service for products is recorded based on past after-sales service expenses as a percentage of net sales.
 - (5) Provision for loss on withdrawal from operation
To provide for losses when the Company exits a business, provisions to this reserve are made in the amount of the estimated losses.
 - (6) Provision for retirement benefits
In order to provide employee retirement benefits, the amount recorded by the Company is based on projected benefit obligations and pension assets at the end of the fiscal year.
Prior service cost is being amortized as incurred by the straight-line method over periods (principally 10 years) which are shorter than the average remaining years of service of the employees at the time when the service cost is generated.
Actuarial gains and losses are amortized in the year following the year in which the gains or losses are recognized, primarily by the straight-line method over periods (principally 10 years) which are shorter than the average remaining years of service of the employees at the time when the service cost is generated.
 - (7) Provision for D & O's retirement benefits
Consolidated subsidiaries, to provide for the payment of directors and officers' retirement benefits, record provision for benefits for retired directors and officers in an actual amount equal to the need at the end of the year period under review based on the relevant regulations.
4. Accounting methods for hedge transactions
 - (1) Hedge accounting methods
The deferred hedge method is used. Special accounting methods are used for interest rate swaps that meet certain conditions.
 - (2) Hedge methods and hedge targets
The hedge methods are forward exchange contracts, and interest rate swaps.
The hedge targets are scheduled foreign currency denominated transactions and borrowings.
 - (3) Hedge policy
The Company and consolidated subsidiaries enter into forward foreign exchange contracts as hedging instruments only, not for trading purpose to make profits, within the limit of actual foreign transactions to reduce risk arising from future fluctuations of foreign exchange rates.
In addition, the Company and consolidated subsidiaries enter into interest rate swaps to make interest rates on borrowings stable and reduce costs fluctuations for future capital procurement, both as hedging instruments only, not for speculation purpose, within the limit of actual financial or operating transactions.
 - (4) Methods for evaluating the effectiveness of hedges
Verification is made to ascertain a high correlation between value fluctuations of cash flows and hedging instruments.
5. Consumption tax
The tax-exclusion method is used to account for consumption taxes. In addition, asset-related consumption tax that cannot be excluded is accounted for as deferred consumption taxes, etc., in the long-term prepaid expenses item and amortized over a five-year period by the straight-line method.
6. Consolidated tax payment system
The consolidated tax payment system is applied.
7. Amortization of goodwill
Amortization of goodwill is carried out separately for each goodwill item over a rational time period of 20 years or less.

8. Changes of important items regarding the basis of presenting consolidated financial statements
- (1) Change in accounting policy
(Application of the Accounting Standards for Asset Retirement Obligations)
Starting the fiscal year under review, the Group is applying the Accounting Standards for Asset Retirement Obligations (Accounting Standards Board of Japan Statement No. 18 issued on March 31, 2008) and the Guidance on Accounting Standards for Asset Retirement Obligations (ASBJ Guidance No. 21 issued on March 31, 2008).
With the application, income before income taxes and minority interests declined ¥983 million.
- (2) Change in presentation
(Consolidated statements of income)
Starting the fiscal year under review, the Group is applying the Ordinance Partially Revising Regulations for Enforcement of the Company Law and Regulations of Corporate Financial Calculation (2009 Ministry of Justice Ordinance No.7 issued on March 27, 2009) based on the Accounting Standard for Consolidated Financial Statements (Accounting Standards Board of Japan Statement No. 22 issued on December 26, 2008). With the application, "Income before minority interests" is included in the consolidated statements of income.

<Notes to Consolidated Balance Sheet>

1. Assets used for collateral and Secured Obligations	
(1) Assets used for collateral	
Notes Receivables	¥ 47 million
(2) Secured Obligations	
Short-term Loans payable	¥ 82 million
2. Accumulated depreciation on tangible noncurrent assets	¥ 441,980 million
3. Breakdown of inventories	
Merchandise and Finished Goods	¥69,804 million
Work in Process	¥ 13,796million
Raw Materials and Stores	¥ 16,641 million
4. Balance of guaranteed obligations	
Guaranteed obligations (guarantees for bank loans and lease obligations, etc. of unconsolidated companies, etc.)	¥ 651 million
<u>Commitments to guarantee, etc. (guarantees for bank loans of suppliers/customers)</u>	<u>¥ 119 million</u>
Total	¥ 770 million

<Notes to Consolidated Statement of Changes in Shareholders' Equity>

1. Issued Shares

Type of shares	End of previous fiscal year	Increase	Decrease	End of fiscal year under review
Common shares	shares 531,664,337	shares -	shares -	shares 531,664,337

2. Treasury stock

Type of shares	End of previous fiscal year	Increase	Decrease	End of fiscal year under review
Common shares	shares 1,464,883	shares 97,218	shares 125,654	shares 1,436,447

(Summary of reasons for change)

The principal reasons for increase were as follows:

Purchasing shares from shareholders whose whereabouts are unknown: 61,049 shares

Increase related to requests to purchase shares less than full trading units: 36,169 shares

The principal reasons for decrease were as follows:

Reduction related to exercise of stock acquisition rights: 120,500 shares

Reduction related to shareholders' buying to complete full trading units: 5,154 shares

3. Dividends

(1) Dividends paid

Decision	Type of shares	Total dividend value (millions of yen)	Dividend per share (yen)	Record date	Effective date
Board of Directors May 13, 2010	Common shares	3,976	7.50	March 31, 2010	May 31, 2010
Board of Directors October 28, 2010	Common shares	3,976	7.50	September 30, 2010	November 26, 2010

(2) Dividends for which the record date belonging to the current period will be effective in the next period

Decision	Type of shares	Total dividend value (millions of yen)	Dividend source	Dividend per share (yen)	Record date	Effective date
Board of Directors May 12, 2011	Common shares	3,976	Retained earnings	7.50	March 31, 2011	May 30, 2011

4. Stock subscription rights

Breakdown of stock subscription rights	Type of shares under stock subscription rights	Number of shares under stock subscription rights
First issue of stock compensation-type stock options for 2005	Common shares	88,500 shares
Second issue of stock compensation-type stock options for 2006	Common shares	77,500 shares
Third issue of stock compensation-type stock options for 2007	Common shares	95,000 shares
Fourth issue of stock compensation-type stock options for 2008	Common shares	108,000 shares
Fifth issue of stock compensation-type stock options for 2009	Common shares	189,500 shares
Sixth issue of stock compensation-type stock options for 2010	Common shares	188,000 shares
Total		746,500 shares

5. The figure for provision of retirement allowance debt of overseas subsidiaries stems from provisions for the accounting treatment of retirement benefit payments that affected a portion of consolidated subsidiaries in the United States.

<Notes to Financial Instruments>

1. Matters relating to the status of financial instruments

The Group raises short-term working capital mainly with bank borrowings and invests temporary surplus funds in financial instruments with extremely low risk. The Group has decided to engage in derivatives transactions within the scope of actual demand in accordance with its internal regulations.

In principle, the risk of currency fluctuations relating to receivables and payables denominated in foreign currencies are hedged using the forward exchange contract. With respect to the interest volatility risk relating to some long-term loans payable, we try to fix interest expenses using the interest-rate swap.

Investment securities consist mainly of stocks, and the market values of listed stocks are determined on a quarterly basis.

We try to reduce the credit risk of customers relating to notes and accounts receivable-trade through regular monitoring and the comprehensive management of deadlines and balances.

2. Matters relating to fair market values, etc. of financial instruments

The consolidated balance sheet amount, the fair market value and the difference between the two on March 31, 2011 (the closing date of the consolidated fiscal year under review) are as follows.

[Millions of yen]

	Consolidated balance sheet amount	Fair market value	Difference
(1) Cash and deposits	87,886	87,886	-
(2) Notes and accounts receivable-trade	163,363	163,363	-
(3) Securities and investment securities			
(i) Held-to-maturity receivables	10	10	-
(ii) Other securities	103,111	103,111	-
(4) Notes and accounts payable-trade	(74,640)	(74,640)	-
(5) Short-term loans payable	(50,018)	(50,018)	-
(6) Corporate bonds	(70,000)	(69,469)	531
(7) Long-term loans payable	(48,033)	(48,374)	(341)
(8) Derivatives	(1,318)	(1,318)	-

1) Items that are posted in liabilities are enclosed in parentheses.

2) Net receivables and payables generated from derivatives trading are shown. Items generating net payables are enclosed in parentheses.

(Note 1) Methods of calculating the fair market value of financial instruments and matters relating to securities and derivatives transactions

(1) Cash and deposits and (2) Notes and accounts receivable-trade

As they are settled in a short period and their market values are nearly identical to their book values, the book values are used.

(3) Securities and investment securities

For the fair market values of securities and investment securities, the prices of stocks are based on the value on the relevant stock exchanges and the prices of receivables are based on the value indicated by relationship financial institutions.

(i) As held-to-maturity receivables are entirely school bonds and the creditworthiness of the issuers has not changed materially from the time of acquisition, their book values are used.

(ii) The acquisition cost, consolidated balance sheet amount and difference between them of other securities are as follows.

[Millions of yen]

	Type	Acquisition cost	Consolidated balance sheet amount	difference
Consolidated balance sheet amount exceeds the acquisition cost	Stocks	3,283	6,497	3,214
	Others	10	12	1
Consolidated balance sheet amount does not exceed the acquisition cost	Stocks	11,641	9,335	(2,305)
	Receivables	9,279	9,261	(18)
	Negotiable deposit	78,000	78,000	-
	Others	5	4	(1)
Total		102,220	103,111	890

(4) Notes and accounts payable-trade and, (5) Short-term loans payable

As they are settled in a short period and their fair market values are nearly identical to their book values, the book values are used.

(6) Corporate bonds

The book value of corporate bonds is based on the value indicated by relationship financial institutions.

(7) Long-term loans payable

For the fair market values of long-term loans payable at fixed interest rates, the total amount of the principal and interest is discounted using a rate that is assumed to be applied when a similar loan is newly borrowed.

For the fair market values of long-term loans payable at variable interest rates, as the credit risk of the Company has not changed materially and the market values are nearly identical to their book values, the book values are used. For those that are subject to the special treatment of interest rate swaps (see (8) (ii) below), the total amount of the principal and interest that were accounted for as a single item with the relevant interest rate swap is discounted with a rate that is assumed to be applied when a new, similar loan is taken out.

(8) Derivatives transactions

(i) Those which the hedge accounting does not apply to

The contract amount or the amount equivalent to the principal set forth in the contract for each type of hedged item in derivatives transactions on the consolidated closing date, the fair market value and valuation gains or losses, and the method of calculating fair market value are as follows:

- (a) Currency-related derivatives (the fair market values of forward exchange contracts are calculated using forward exchange rates, and the fair market values of currency swaps are calculated using prices offered by relationship financial institutions.)

[Millions of yen]

Category	Type	Contract amount, etc.		Fair market value	Valuation gains or losses
			More than one year		
Transactions other than market transactions	Forward exchange contract	36,057	-	(980)	(980)
	Currency swap	13,625	-	(177)	(177)

(ii) Those which the hedge accounting applies to

The contract amount or the amount equivalent to the principal set forth in the contract, etc. for each method of hedge accounting on the consolidated closing date are as follows:

[Millions of yen]

Method of hedge accounting	Type of derivatives transactions	Major hedged items	Contract amount, etc.		Fair market value	Calculation method of the fair market value
				More than one year		
Special treatment of interest rate swap	Interest rate swap	Long-term loans payable	23,000	23,000	(*)	
Planned transactions such as forward exchange contract	Forward exchange contract	Accounts receivable and accounts payable-trade	8,341	-	(160)	Forward exchange rate

(*) As interest rate swaps subject to the special treatment of interest rate swap are accounted for as a single item with underlying long-term loans payable, which are hedged items, their market values are included in those of long-term loans payable (see (7) above).

(Note 2)

As unlisted stocks (consolidated balance sheet amount of ¥2,225 million) and shares of affiliates (consolidated balance sheet amount ¥2,808 million) do not have market values, it is considered extremely difficult to calculate their fair market values. Therefore, they are not included in “(3) (ii) Other securities.”

<Notes to Real Estates for Rent, etc.>

1. Matters regarding the status of real estates for rent, etc.

The Company and some subsidiaries have office buildings for rent and idle assets, etc. in Japan and overseas.

2. Matters regarding fair market values, etc. of real estates for rent, etc.

[Millions of yen]

Consolidated balance sheet amount	Fair market value as of the end of the fiscal year under review
3,560	4,194

(Note 1) Consolidated balance sheet amount is calculated by subtracting accumulated depreciation and accumulated impairment losses from acquisition cost.

(Note 2) Fair market value as of the end of the fiscal year under review is recorded as follows:

- (1) Amount of primary domestic real estates has been calculated by the Company based on the method similar to real-estate appraisal standards. However, such domestic real estates whose change of the fair market value has been insignificant have been evaluated by real-estate appraisal at the immediate appraisal. Other domestic real estates have been calculated based on a certain appraisal or the criteria which seems to reflect the fair market value correctly.
- (2) Overseas real estates have been primarily calculated by real-estate appraisal by local appraisers.

<Notes on Per-Share Information>

- | | |
|-------------------------|---------|
| 1. Net assets per share | ¥806.53 |
| 2. EPS | ¥48.84 |

<Significant Subsequent Events>

Not applicable

<Other Notes>

1. The reversal of the provision for loss on withdrawal from operations resulted from dipping into provision for loss on business withdrawal with the dissolution of Konica Minolta Photo Imaging, Inc.
2. Other extraordinary profit of foreign subsidiaries represents the reduction in refund obligation, etc. in accordance with US State laws at a U.S. subsidiary.
3. Impairment losses mainly represent the reduction of book values to recoverable values with respect to manufacturing facilities, etc. in the Optics Business.
4. Business structure improvement expense consists mainly in expenses on business reorganization in the former Medical and Graphic Imaging Business, and retirement allowances, etc. associated with staff allocation/optimization in the Business Technologies Business.
5. Figures given in the text have been rounded off to the nearest million.

Independent Auditors' Report

May 11, 2011

The Board of Directors
Konica Minolta Holdings, Inc.

KPMG AZSA LLC

Atuji Maeno (Seal)
Designated Limited Liability Partner
Certified Public Accountant

Yoshihiko Nakamura (Seal)
Designated Limited Liability Partner
Certified Public Accountant

Hiroo Iwaide (Seal)
Designated Limited Liability Partner
Certified Public Accountant

We have audited the consolidated financial statements, comprising the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in shareholder's equity and the notes to consolidated financial statements of Konica Minolta Holdings, Inc. ("the Company") as of March 31, 2011 and for the year from April 1, 2010 to March 31, 2011 in accordance with Article 444 (4) of the Corporate Law. The consolidated financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on the consolidated financial statements based on our audit as independent auditors.

We conducted our audit in accordance with auditing standards generally accepted in Japan. Those auditing standards require us to obtain reasonable assurance about whether the consolidated financial statements are free of material misstatement. An audit is performed on a test basis, and includes assessing the accounting principles used, the method of their application and estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position and the results of operations of the Company and its consolidated subsidiaries for the period, for which the consolidated financial statements were prepared, in conformity with accounting principles generally accepted in Japan.

Our firm and engagement partners have no interest in the Company which should be disclosed pursuant to the provisions of the Certified Public Accountants Law of Japan.

Balance Sheet
(As of March 31, 2011)

[Millions of yen]

Item	Amount	Item	Amount
Assets		Liabilities	
Current assets	256,496	Current liabilities	89,167
Cash and deposits	58,728	Notes payable	106
Accrued income	1,099	Short-term loans payable	52,917
Short-term investment securities	87,261	Long-term loans due within one year	24,501
Prepaid expenses	344	Lease obligations	54
Deferred tax assets	14,904	Unpaid expenses	10,238
Short-term loans receivable	127,950	Accrued expenses	532
Accounts receivable-other	10,317	Income taxes payable	149
Income tax refund receivable	3,625	Advances received	0
Other current assets	1,193	Provision for bonuses	286
Allowance for doubtful accounts	(48,928)	Provision for D & O's bonuses	63
		Asset retirement obligations	19
		Other current liabilities	297
Noncurrent assets	232,358	Noncurrent liabilities	130,787
Tangible noncurrent assets	70,398	Corporate bonds payable	70,000
Buildings	35,713	Long-term loans payable	47,006
Structures	2,203	Lease obligations	114
Machinery and equipment	842	Deferred tax liabilities for land revaluation	5,201
Vehicles	1	Provision for retirement benefits	7,234
Tools, furniture and fixtures	506	Asset retirement obligations	963
Land	27,780	Other noncurrent liabilities	265
Lease assets	161		
Construction in progress	3,188		
		Total liabilities	219,954
Intangible noncurrent assets	2,041	Net assets	
Software	1,416	Shareholder's equity	259,714
Other intangible noncurrent assets	625	Capital stock	37,519
		Capital surplus	135,592
		Capital reserve	135,592
Investments and other assets	159,918	Retained earnings	88,272
Investment securities	15,438	Other retained earnings	88,272
Stock of affiliated companies	134,520	Retained earnings carried forward	88,272
Investments-affiliated companies	3,794	Treasury stock	(1,670)
Long-term loans to employees	0		
Long-term prepaid expenses	800	Valuation and translation adjustments	8,527
Deferred tax assets	3,898	Valuation difference on securities	1,200
Other investments	1,558	Land revaluation difference	7,327
Allowance for doubtful accounts	(93)	Subscription rights to shares	658
		Total net assets	268,900
Total assets	488,854	Total liabilities and shareholders' equity	488,854

Statement of Income
(From April 1, 2010 to March 31, 2011)

[Millions of yen]

Item	Amount	
Operating revenue		31,283
Operating expense		30,396
Operating profit		887
Non-operating income		
Interest and dividends income	2,354	
Miscellaneous income	313	2,667
Non-operating expenses		
Interest expenses	1,672	
Miscellaneous expense	584	2,257
Ordinary income		1,297
Extraordinary income		
Reversal of provision for allowance for doubtful receivables	2,282	2,282
Extraordinary losses		
Loss on sales and retirement of noncurrent assets	509	
Loss on valuation of investment securities	1,009	
Loss on adjustment for changes of accounting standard for asset retirement obligations	983	
Loss on disaster	58	2,561
Net profit before taxes		1,018
Income taxes-current	(5,380)	
Income taxes-deferred	(14,619)	(20,000)
Net income		21,018

Statement of Changes in Shareholder's Equity

(From April 1, 2010 to March 31, 2011)

[Millions of yen]

	Shareholder's equity		
	Capital stock	Additional paid-in capital	
		Capital surplus	Total additional paid-in capital
Balance at March 31, 2010	37,519	135,592	135,592
Changes during the period			
Dividends from surplus			
Net income			
Purchase of treasury stock			
Disposal of treasury stock			
Changes, net, in items other than shareholders' equity			
Total changes during the period	-	-	-
Balance at March 31, 2011	37,519	135,592	135,592

	Shareholder's equity				
	Retained earnings			Treasury stock	Total shareholder's equity
	Other retained earnings	Total retained earnings			
	Retained earnings carried forward				
Balance at March 31, 2010	75,261	75,261	(1,743)	246,630	
Changes during the period					
Dividends from surplus	(7,953)	(7,953)		(7,953)	
Net income	21,018	21,018		21,018	
Purchase of treasury stock			(76)	(76)	
Disposal of treasury stock	(54)	(54)	148	94	
Changes, net, in items other than shareholders' equity					
Total changes during the period	13,010	13,010	72	13,083	
Balance at March 31, 2011	88,272	88,272	(1,670)	259,714	

	Valuation and translation adjustments			Subscription rights to shares	Total net assets
	Valuation difference on securities	Change in land value	Total valuation and translation adjustments		
Balance at March 31, 2010	1,230	7,327	8,557	617	255,806
Changes during the period					
Dividends from surplus					(7,953)
Net income					21,018
Purchase of treasury stock					(76)
Disposal of treasury stock					94
Changes, net, in items other than shareholders' equity	(30)		(30)	41	10
Total changes during the period	(30)	-	(30)	41	13,094
Balance at March 31, 2011	1,200	7,327	8,527	658	268,900

Notes to Financial Statements

<Summary of Significant Accounting Policies>

1. Criteria and methods for evaluating securities

(1) Shares of subsidiaries and affiliates

Shares of subsidiaries and affiliates are stated at cost using the moving-average method.

(2) Other securities

Securities with fair market value are stated using the mark-to-market method based on the market price at the balance sheet date. (Total net unrealized gains or losses after tax effect adjustment are directly recorded in shareholders' equity, and the cost of securities sold is computed based on the moving-average method.)

Other securities that do not have fair market value are primarily stated at cost using the moving-value average.

2. Criteria and methods for evaluating derivatives

Derivatives are stated using the mark-to-market method.

3. Depreciation and amortization of noncurrent assets

(1) Tangible noncurrent assets (excluding lease assets)

The declining-balance method is used. However, the straight-line method is used for buildings (excluding annexed structures) acquired since April 1, 1998.

(2) Intangible noncurrent assets

The straight-line method is used. For software for internal use, the straight-line method is adopted based on a licensing period of five years.

(3) Lease assets

Lease assets arising from finance lease transactions not involving transfer of ownership

Depreciation is computed using the straight-line method based on the assumption that the useful life equals the lease term and the residual value equals zero. Finance lease transactions not involving transfer of ownership commencing on or before March 31, 2008 are accounted for based on methods applicable to ordinary rental transactions.

4. Standards for Allowances

(1) Allowance for doubtful accounts

To prepare for possible losses on uncollectable receivables, for general receivables, an amount is provided according to the historical percentage of uncollectables. For specific receivables for which there is some concern regarding collectability, an estimated amount is recorded by investigating the possibility of collection for each individual account.

(2) Provision for bonuses

To prepare for the payment of employee bonuses, an amount corresponding to the current portion of estimated bonus payments to employees is recorded.

(3) Provision for D&O' bonuses

To prepare for the payment of directors and officers' bonuses, an amount corresponding to the projected value of bonus payments to directors and officers for the fiscal year under review is recorded.

(4) Provision for retirement benefits

In order to provide employee retirement benefits, the amount recorded by Konica Minolta Holdings, Inc. (the Company) is based on projected benefit obligations and pension assets at the end of the fiscal year.

Prior service cost is being amortized as incurred by the straight-line method over periods (10 years) which are shorter than the average remaining years of service of the employees.

Actuarial gains and losses are amortized in the year following the year in which the gains or losses are recognized, primarily by the straight-line method over periods (10 years) which are shorter than the average remaining years of service of the employees.

5. Accounting methods for hedge transactions

(1) Hedge accounting methods

The deferred hedge method is used. Special accounting methods are used for interest rate swaps that meet certain conditions.

(2) Hedging methods and hedging targets

Interest rate swaps and currency swaps are used as the hedge method.

The hedge targets are borrowings and loans.

(3) Hedge policy

The Company enters into interest rate swaps and currency swaps to make interest rates on borrowings stable, to reduce the risk of cost fluctuations for future capital procurement, or to make interest income from loans stable, not for speculation purpose, within the limit of actual financial or operating transactions.

(4) Methods for evaluating the effectiveness of hedges

Verification is made to ascertain a high correlation between value fluctuations of hedged items, cash flows and hedge instruments.

6. Consumption tax

The tax-exclusion method is used to account for consumption taxes. In addition, asset-related consumption tax that cannot be excluded is accounted for as deferred consumption taxes, etc., in the long-term prepaid expenses item and amortized over a five-year period by the straight-line method.

7. Consolidated tax payment system

Consolidated tax payment system is adopted.

8. Change in accounting policy

Starting the fiscal year under review, the Group is applying the Accounting Standards for Asset Retirement Obligations (Accounting Standards Board of Japan Statement No. 18 issued on March 31, 2008) and the Guidance on Accounting Standards for Asset Retirement Obligations (ASBJ Guidance No. 21 issued on March 31, 2008).

With the application, income before income taxes and minority interests declined ¥983 million.

<Notes to Balance Sheet>

1. Accumulated depreciation of tangible noncurrent assets	¥ 77,859 Million
2. Accumulated impairment on tangible noncurrent assets	¥2,760 Million
3. Receivables from affiliated companies and payables to affiliated companies	
Short-term receivables	¥139,772 Million
Short-term payables	¥43,330 Million

4. Land revaluation

Land for industrial purposes that had been revaluated based on the Law Concerning Land Revaluation (Law No. 34 implemented on March 31, 1998) was received from Minolta Co., Ltd. on October 1, 2003, at the time of the merger. The amount corresponding to taxes on the amount of the land revaluation is included under the item deferred tax liabilities for land revaluation. An amount equivalent to the amount of the revaluation less the deferred tax liability has been entered in shareholders' equity as the land revaluation difference.

(1) Method of revaluation

The value of the land has been evaluated according to the value appraisal method for land fronting major roads, as provided for in Article 2-4 of the Enforcement Orders for the Law Concerning Land Revaluation (Enforcement Orders No. 119, implemented on March 31, 1998) and the method for valuation of noncurrent assets provided for in Article 2-3 of the Enforcement Orders.

(2) Date of revaluation

March 31, 2002

(3) The difference between the market value of the revalued land at the end of the fiscal year under review and the book value following revaluation

¥ (8,412 Million)

5. Loan commitment

The Company has entered into loan agreements concerning group financing with 13 subsidiaries, setting a loan limit. The available loan balance at the end of the fiscal year under review under these agreements is as follows.

Total loan limit	¥202,027 Million
<u>Disbursed loan balance</u>	<u>¥127,950 Million</u>
Available loan balance	¥74,076 Million

6. Pension assets in retirement benefit trust

The Company operates with two types of retirement benefit plans: a lump-sum payment plan and a defined benefit pension plan.

Provision for retirement benefits and pension assets in retirement benefit trust at year end by retirement benefit plan are as follows.

[Millions of yen]

	Provision for retirement benefits (before deduction of pension assets in retirement benefit trust)	Pension assets in retirement benefit trust	Provision for retirement benefits (After deduction of pension assets in retirement benefit trust)
Lump-sum payment plan	771	—	771
Defined benefit pension plan	9,346	2,883	6,463
Total	10,118	2,883	7,234

<Notes to Statement of Income>

Transactions with affiliated companies

Operating revenue	¥31,276 Million
Operating expense	¥19,282 Million
Other non-operating transactions	¥6,331 Million

<Notes to Statement of Changes in Shareholders' Equity>

Type and number of treasury stock at end of period

Common shares	1,436,447 shares
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<Notes on Tax Effect Accounting>

1. Breakdown by cause of deferred tax assets and liabilities

Deferred tax assets

Allowance for doubtful accounts	¥19,946 Million
Net operating tax loss carried forward	¥11,247 Million
Provision for retirement benefits	¥5,635 Million
Excess of depreciation and amortization over deductible limit	¥585 Million
Provision for bonuses	¥116 Million
Other	¥2,434 Million
Deferred tax assets subtotal	¥39,966 Million
Valuation allowance	¥(19,494 Million)
Total deferred tax assets	¥20,471 Million
Deferred tax liabilities	
Gain on establishment of employee pension trust	¥(936 Million)
Revaluation difference of marketable securities	¥(733 Million)
Total deferred tax liabilities	¥(1,669 Million)
Net deferred tax assets	¥18,802 Million

2. Deferred tax liabilities related to revaluation

Deferred tax liabilities related to revaluation of land	¥(5,201 Million)
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<Notes on Leased Noncurrent Assets>

In addition to the noncurrent assets recorded on the balance sheet, the Company has other significant noncurrent assets which it uses under lease contracts, notably computer equipment. Finance lease transactions not involving transfer of ownership commencing on or before March 31, 2008 are accounted for based on methods applicable to ordinary rental transactions.

<Notes on Related-Party Transactions>

Subsidiaries, etc.

[Millions of yen]

Attribute	Name of company, etc.	Equity ownership percentage	Relationship with the Company		Description of transactions	Transaction amount	Account item	Ending balance
			Executive posts concurrently held	Business relationship				
Subsidiary	Konica Minolta Holdings U. S. A., Inc.	(Ownership) Direct 41 % Indirect 59%	One Executive of the Company	U.S. holding company	Lending of funds (See Note 1.)	28,496	Short-term loans	27,023
Subsidiary	Konica Minolta Business Technologies, Inc.	(Ownership) Direct 100%	Five Executives of the Company	Manufacture and sale of MFPs, printers and related supplies	Lending of funds (See Note 1.)	3,411	Short-term loans	145
					Renting of real estates (See Note 2.)	2,064	Accrued income	180
					Usage of Brands (See Note 3.)	2,851	Accrued income	172
Subsidiary	Konica Minolta Opto, Inc.	(Ownership) Direct 100%	Three Executives of the Company	Manufacture and sale of optical devices, electronic materials, etc.	Lending of funds (See Note 1.)	48,256	Short-term loans	41,021
					Renting of real estates (See Note 2.)	2,445	Accrued income	213
					Usage of Brands (See Note 3.)	1,292	Accrued income	87
Subsidiary	Konica Minolta Photo Imaging, Inc.	(Ownership) Direct 100%	One Executive of the Company	(See Note 5.)	Lending of funds (See Note 1.)	57,177	Short-term loans (See Note 5.)	51,419
Subsidiary	Konica Minolta Technology Center, Inc.	(Ownership) Direct 100%	One Executive of the Company	Research & development, commercialization of new business, and management, administration, etc. of intellectual property	Consignment of research & development (See Note 4.)	8,600	Unpaid expenses	850
Subsidiary	Konica Minolta Business Expert, Inc.	(Ownership) Direct 100%	One Executive of the Company	Provision of management support, and indirect capabilities & services	Consignment of indirect capabilities & services (See Note 4.)	2,985	Unpaid expenses	179

The transaction amount does not include consumptions tax. The ending-balance of unpaid expenses includes consumption tax.

(Notes) Transaction terms and policy for determining transaction terms

- Regarding the lending of funds, the Company enters into loan agreements concerning group financing with subsidiaries, setting a limit. The interest rate is determined based on market rates. The transaction amount is the average loan balance over the period under review.
- The Company determines the rental fee for real estates based on overall consideration of the management expenses for the real estate and general economic circumstances.
- The Company determines the usage fee for brands based on the net sales of subsidiaries for the fiscal year under review based on overall consideration of the investment and expenses regarding enhancing the brand value of the Company.
- The fee for consignment of research & development and the fee for consignment of indirect capabilities & services are determined based on overall consideration of expenses necessary to receive provision of these services.
- In response to the withdrawal from Photo Imaging business, Konica Minolta Photo Imaging, Inc. was liquidated as of March 31, 2011. The Company reserved a provision for possible losses on loans to Konica Minolta Photo Imaging, Inc. of ¥48,928 million. The Company also recorded the reversal of provision for allowance for doubtful receivables of ¥2,282 million in the period under review.

<Notes on Per Share Information>

Net assets per share	¥ 505.90
Net income per share	¥ 39.64

<Other Notes>

Figures given in the text have been rounded off to the nearest million.

Independent Auditors' Report

May 11, 2011

The Board of Directors
Konica Minolta Holdings, Inc.

KPMG AZSA LLC

Atuji Maeno (Seal)
Designated Limited Liability Partner
Certified Public Accountant

Yoshihiko Nakamura (Seal)
Designated Limited Liability Partner
Certified Public Accountant

Hiroo Iwaide (Seal)
Designated Limited Liability Partner
Certified Public Accountant

We have audited the financial statements, comprising the balance sheet, the statement of income, the statement of changes in shareholder's equity and the notes to financial statements, and its supporting schedules of Konica Minolta Holdings, Inc. ("the Company") as of March 31, 2011 and for the 107th business year from April 1, 2010 to March 31, 2011 in accordance with Article 436 (2) (i) of the Corporate Law. The financial statements and supporting schedules are the responsibility of the Company's management. Our responsibility is to express an opinion on the financial statements and supporting schedules based on our audit as independent auditors.

We conducted our audit in accordance with auditing standards generally accepted in Japan. Those auditing standards require us to obtain reasonable assurance about whether the financial statements and supporting schedules are free of material misstatement. An audit is performed on a test basis, and includes assessing the accounting principles used, the method of their application and estimates made by management, as well as evaluating the overall presentation of the financial statements and supporting schedules. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the financial statements and supporting schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and supporting schedules were prepared, in conformity with accounting principles generally accepted in Japan.

Additional Information

As stated in "Summary of Significant Accounting Policies," the Company has applied "Accounting Standards for Asset Retirement Obligations" and "Guidance on Accounting Standards for Asset Retirement Obligations" effective from the fiscal year under review.

Our firm and engagement partners have no interest in the Company which should be disclosed pursuant to the provisions of the Certified Public Accountants Law of Japan.

AUDIT REPORT

We, the Auditing Committee of Konica Minolta Holdings, Inc. (“the Company”), have audited the performance of duties by directors and executive officers during the 107th business year from April 1, 2010 to March 31, 2011. We report the method and results as follows.

1. Method and details of audit

We, the Auditing Committee, have received reports from the executive officers and employees on a regularly basis on the details of the board resolutions with respect to items prescribed in Article 416, Paragraph 1, Item 1, b) and e) of the Company Law, and the status of the development and operation of the system established based on such board resolutions (internal control system), sought explanations, whenever the necessity arose, and expressed our opinions. Also, in accordance with the audit standards, audit policy, audit plan, assignment of duties, etc. determined by the Auditing Committee and in cooperation with the internal audit division and other internal control divisions of the Company and the auditors of subsidiaries, we confirmed the process and details of the decision-making at the important meetings, etc., the details of the primary decision documents and other important documents, etc. on the performance of business operations, the status of the performance of the duties of directors, executive officers and others, and the status of business operations and assets of the Company.

With respect to subsidiaries, we confirmed the status of their business and management by communicating and exchanging information with directors and corporate auditors of the subsidiaries, visiting and attending important meetings, and inspecting important decision documents, etc., whenever the necessity arose.

Moreover, in addition to monitoring and examining whether the accounting auditor maintained an independent position and performed auditing appropriately, we received reports from the accounting auditor on the performance of its duties and requested explanations when necessary. In addition, we received notice from the accounting auditor that “The systems for ensuring the proper performance of duties” (set forth in each item of Article 131 of the Regulations of Corporate Financial Calculation) are organized in accordance with the “Standards for Quality Control of Audit” (Business Accounting Council, October 28, 2005) and other relevant standards, and sought explanations whenever necessity arose.

Based on the above methods, we examined the business report, financial statements (balance sheet, statement of income, statement of changes in shareholder’s equity, notes to financial statements), supporting schedules, and the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in shareholder’s equity, notes to consolidated financial statements) for the fiscal year under review.

2. Results of audit

(1) Results of audit of business report, etc.

- i) In our opinion, the Business Report and accompanying schedules fairly represent the condition of the Company, including the description of the effects of and response to the Tohoku-Pacific earthquake, in accordance with the laws, regulations and Articles of Incorporation of the Company.
- ii) We have determined that there were no serious occurrences of dishonest or false activity or violations of any laws, regulations or the Company’s Articles of Incorporation by any directors or executive officers in carrying out their duties.
- iii) We believe the details of resolutions of the Board of Directors regarding the internal control system are appropriate. We found no matters of note with respect to the execution of duties of executive officers regarding the internal control system including the response to the Tohoku-Pacific earthquake taken by executive officers.

(2) Results of audit of financial statements and accompanying schedules

In our opinion, the audit method and audit results received from the accounting auditor KPMG AZSA LLC are appropriate.

(3) Results of audit of consolidated financial statements

In our opinion, the audit method and audit results received from the accounting auditor KPMG AZSA LLC are appropriate.

May 12, 2011

Auditing Committee of Konica Minolta Holdings, Inc.

Auditing Committee Member	Tohru Tsuji	(Seal)
Auditing Committee Member	Yozo Izuhara	(Seal)
Auditing Committee Member	Nobuhiko Ito	(Seal)
Auditing Committee Member	Yoshifumi Johno	(Seal)
Auditing Committee Member	Yasuo Matsumoto	(Seal)

Note: Mr. Tohru Tsuji, Mr. Yozo Izuhara and Mr. Nobuhiko Ito are outside directors as provided for in Article 2, Item 15 and Article 400, Paragraph 3 of the Company Law.

REFERENCE DOCUMENTS FOR THE GENERAL MEETING OF SHAREHOLDERS

Agenda Item Election of Eleven (11) Directors

Upon the close of this Ordinary General Meeting of Shareholders of Konica Minolta Holdings, Inc. (“the Company”), the terms of office of all the eleven (11) directors will expire. Accordingly, shareholders are requested to elect eleven (11) directors based on the nominations of the Nomination Committee.

The Nomination Committee has nominated suitable candidates for achieving good corporate governance, i.e. ensuring the transparency, soundness and efficiency of the Company’s operations, in accordance with the director election standards determined by the Nomination Committee. In particular, outside director nominees have been nominated, assessing their professional records and visions, ensuring they have done no material business transaction with the Company and are strictly independent from the Company, and ensuring that they can devote sufficient time to the Board and committee duties.

The candidates for the position of director are as follows.

Director Candidates

No.	Name (Date of birth)	Career history, position and responsibilities at the Company, and important position currently held	Number of shares of the Company held by the candidate
1	Yoshikatsu Ota (December 28, 1941)	<p>April 1964 Joined Minolta Camera Co., Ltd.</p> <p>April 1987 General Manager of Reprographic Marketing Division, Reprographic Operations of Minolta Camera Co., Ltd.</p> <p>June 1991 Director and General Manager of Reprographic Operations of Minolta Camera Co., Ltd.</p> <p>June 1995 Managing Director of Minolta Co., Ltd.</p> <p>June 1999 Representative Director and President of Minolta Co., Ltd.</p> <p>April 2001 Representative Director, President and Executive Officer of Minolta Co., Ltd.</p> <p>April 2002 Representative Director, President, Executive Officer and President of Image Information Products Company of Minolta Co., Ltd.</p> <p>August 2003 Director, Representative Executive Officer and Vice-President of the Company, and Representative Director, President, Executive Officer and President of Image Information Products Company of Minolta Co., Ltd.</p> <p>October 2003 Director, Representative Executive Officer and Vice-President of the Company, and Representative Director and President of Konica Minolta Business Technologies, Inc.</p> <p>April 2006 Director, Representative Executive Officer and President of the Company</p> <p>April 2009 Director and Chairman of the Board of the Company (positions which he continues to hold)</p>	50,276 shares

2	Masatoshi Matsuzaki (July 21, 1950)	<p>April 1976 November 1997 May 1998 October 2003 April 2005 April 2006 June 2006 April 2009</p> <p>Joined Konishiroku Photo Industry Co., Ltd. General Manager of Development Group No. 2, Color Business Machines Development Div., Business Machines Headquarters of Konica Corporation General Manager of Development Center No. 1, System Technology Development Div., Business Machines Headquarters of Konica Corporation Director of Konica Minolta Business Technologies, Inc. Executive Officer of the Company, and Representative Director and President of Konica Minolta Technology Center, Inc. Senior Executive Officer of the Company, and Representative Director and President of Konica Minolta Technology Center, Inc. Director and Senior Executive Officer of the Company, and Representative Director and President of Konica Minolta Technology Center, Inc. Director, Representative Executive Officer and President of the Company (positions which he continues to hold)</p>	43,500 shares
3	Tohru Tsuji (February 10, 1939)	<p>April 1961 June 1991 June 1995 April 1996 June 1997 April 1999 April 2003 April 2004 April 2008 June 2008 June 2008</p> <p>Joined Marubeni-Iida Co., Ltd. Director of Marubeni Corporation Managing Director of Marubeni Corporation Representative Director and Managing Director of Marubeni Corporation Representative Director and Senior Managing Director of Marubeni Corporation Representative Director and President of Marubeni Corporation Representative Director and Chairman of Marubeni Corporation Director and Chairman of Marubeni Corporation Director and Senior Corporate Advisor of Marubeni Corporation Senior Corporate Advisor of Marubeni Corporation (position which he continues to hold) Director of the Company (position which he continues to hold)</p> <p><Important position currently held> Senior Corporate Advisor of Marubeni Corporation Director of SEKISUI CHEMICAL CO., LTD.</p>	-

4	Yozo Izuhara (September 23, 1938)	<p>April 1962 Joined Nippon Sheet Glass Co., Ltd. June 1992 Representative Director and President of Nippon Glass Fiber Co., Ltd. June 1996 Managing Director of Nippon Sheet Glass Co., Ltd. June 1998 Representative Director and President of Nippon Sheet Glass Co., Ltd. June 2004 Representative Director and Chairman of Nippon Sheet Glass Co., Ltd. June 2008 Director and Chairman of the Board of Nippon Sheet Glass Co., Ltd. October 2009 Director, Chairman of the Board and Chairman of Nippon Sheet Glass Co., Ltd. June 2010 Senior Corporate Advisor of Nippon Sheet Glass Co., Ltd. June 2009 Director of the Company (positions which he continues to hold) (position which he continues to hold) <Important position currently held> Senior Corporate Advisor of Nippon Sheet Glass Co., Ltd.</p>	-
5	Nobuhiko Ito (February 5, 1947)	<p>July 1971 Joined Exxon Chemical Japan, Ltd. July 1989 Joined General Electric Japan, Ltd. January 1999 Representative Director and President of GE Yokogawa Medical Systems, INC. October 2002 Representative Director, President and CEO of GE Edison Life Insurance Company January 2004 Representative Director, President and CEO of GE Capital Leasing Corporation February 2005 Representative Director, President and CEO of General Electric Japan, Ltd. October 2007 Left General Electric Japan, Ltd. (position which he continues to hold) June 2010 Director of the Company (position which he continues to hold) <Important position currently held> Director of TADANO LTD.</p>	-
6 (*)	Shoji Kondo (December 6, 1942)	<p>April 1965 Joined Toyota Motor Co., Ltd. June 1997 Director of Toyota Motor Corporation June 2001 Senior Executive Director of Toyota Motor Corporation June 2003 Director and Vice-President of Hino Motors, Ltd. June 2004 Representative Director and President of Hino Motors, Ltd. June 2008 Representative Director and Chairman of Hino Motors, Ltd. (position which he continues to hold) <Important position currently held> Representative Director and Chairman of Hino Motors, Ltd.</p>	-

7	Yasuo Matsumoto (August 20, 1948)	<p>July 1981 July 1998</p> <p>July 2000</p> <p>October 2003</p> <p>June 2004</p> <p>April 2005</p> <p>April 2006 June 2006</p> <p>April 2010</p>	<p>Joined Konishiroku Photo Industry Co., Ltd. General Manager of Marketing Dept., Business Machines Marketing Div., Business Machines Headquarters of Konica Corporation</p> <p>President of Konica Business Technologies U.S.A., Inc.</p> <p>Director of Konica Minolta Business Technologies, Inc., and President of Konica Minolta Business Solutions U.S.A., Inc.</p> <p>Executive Officer of the Company, and Director of Konica Minolta Business Technologies, Inc., and President of Konica Minolta Business Solutions U.S.A., Inc.</p> <p>Executive Officer and General Manager of Corporate Strategy Div. of the Company</p> <p>Senior Executive Officer of the Company</p> <p>Director and Senior Executive Officer of the Company</p> <p>Director of the Company (position which he continues to hold)</p>	24,500 shares
8	Akio Kitani (August 1, 1948)	<p>April 1972 June 2001</p> <p>October 2003</p> <p>June 2004</p> <p>April 2005</p> <p>April 2006</p> <p>June 2006</p> <p>April 2011</p>	<p>Joined Minolta Camera Co., Ltd. Executive Officer of Minolta Co., Ltd., and President of Minolta Europe GmbH</p> <p>Director of Konica Minolta Business Technologies, Inc., and President of Konica Minolta Business Solutions Europe GmbH</p> <p>Executive Officer of the Company, and Director of Konica Minolta Business Technologies, Inc., and President of Konica Minolta Business Solutions Europe GmbH</p> <p>Executive Officer of the Company, and Managing Director of Konica Minolta Business Technologies, Inc.</p> <p>Senior Executive Officer of the Company, and Representative Director and President of Konica Minolta Business Technologies, Inc.</p> <p>Director and Senior Executive Officer of the Company, and Representative Director and President of Konica Minolta Business Technologies, Inc.</p> <p>Director of the Company (positions which he continues to hold)</p>	29,863 shares

9	Shoei Yamana (November 18, 1954)	<p>April 1977 July 1996</p> <p>January 2001 July 2002</p> <p>August 2003</p> <p>October 2003</p> <p>April 2006 June 2006</p> <p>April 2011</p> <p><Important position currently held> Representative Director and President of Konica Minolta Business Technologies, Inc.</p>	<p>Joined Minolta Camera Co., Ltd. General Manager of Management Planning Div. of Minolta Co., Ltd.</p> <p>CEO of Minolta QMS Inc. Executive Officer, General Manager of Management Planning Div., Deputy General Manager of Image Information Products General Headquarters, Image Information Products Company of Minolta Co., Ltd.</p> <p>Senior Executive Officer of the Company, and Executive Officer and General Manager of MFP Operations and Deputy General Manager of Image Information Products General Headquarters, Image Information Products Company of Minolta Co., Ltd.</p> <p>Senior Executive Officer of the Company, and Managing Director of Konica Minolta Business Technologies, Inc.</p> <p>Senior Executive Officer of the Company Director and Senior Executive Officer of the Company</p> <p>Director and Senior Executive Officer of the Company, and Representative Director and President of Konica Minolta Business Technologies, Inc. (positions which he continues to hold)</p>	21,500 shares
10	Yoshiaki Ando (November 16, 1951)	<p>April 1975 March 1994</p> <p>June 1998</p> <p>October 2002 October 2003</p> <p>April 2005</p> <p>April 2007</p> <p>April 2010 June 2010</p>	<p>Joined Konishiroku Photo Industry Co., Ltd. Executive Vice-President and CFO of Konica Business Machines U.S.A., Inc.</p> <p>General Manager of Planning Dept., Business Machines Marketing Div., Business Machines Headquarters of Konica Corporation</p> <p>Director of Konica Business Machines Co., Ltd. Director of Konica Minolta Business Solutions Japan Co., Ltd.</p> <p>General Manager of Corporate Finance Division of the Company</p> <p>Executive Officer and General Manager of Corporate Finance Division of the Company</p> <p>Senior Executive Officer of the Company Director and Senior Executive Officer of the Company (position which he continues to hold)</p>	12,000 shares

11 (*)	Takashi Sugiyama (November 21, 1950)	April 1974	Joined Minolta Camera Co., Ltd.	14,500 shares
		July 1997	General Manager of Design Division No.1, Image Information Products Development Headquarters of Minolta Co., Ltd.	
		April 2001	General Manager of Development Center No.1 of Minolta Co., Ltd.	
		October 2003	Director of Konica Minolta Business Technologies, Inc.	
		April 2005	Executive Officer of the Company, and Senior Executive Director of Konica Minolta Business Technologies, Inc.	
		April 2009	Senior Executive Officer of the Company, and Senior Executive Director of Konica Minolta Business Technologies, Inc.	
		April 2011	Senior Executive Officer of the Company (position which he continues to hold)	

- Notes
1. The candidates for directors marked with (*) are first-time candidates.
 2. Mr. Yoshikatsu Ota, Mr. Masatoshi Matsuzaki, Mr. Tohru Tsuji, Mr. Yozo Izuhara, Mr. Nobuhiko Ito, Mr. Yasuo Matsumoto, Mr. Akio Kitani, Mr. Shoei Yamana, and Mr. Yoshiaki Ando are currently directors of the Company, and their positions and responsibilities at the Company are as specified in “Names, etc. of directors and executive officers” on p. 16~ p. 18 of the Business Report.
 3. No conflicts of interest exist between the Company and the director candidates.
 4. Mr. Tohru Tsuji, Mr. Yozo Izuhara, Mr. Nobuhiko Ito and Mr. Shoji Kondo are candidates for outside directors, as provided for under Article 2, Paragraph 3, Item 7 of the Regulation for Enforcement of the Company Law
 5. The reasons for choosing outside director nominees are the following:

Each of Mr. Tohru Tsuji, in Marubeni Corporation, a general trading company, Mr. Yozo Izuhara, in Nippon Sheet Glass Co., Ltd., a manufacturer of glass, Mr. Nobuhiko Ito, in General Electric Japan, Ltd. and GE Yokogawa Medical Systems, INC. (current GE Healthcare Japan, INC.) etc., and Mr. Shoji Kondo, in Toyota Motor Corporation and Hino Motors, Ltd., manufacturers of automobiles, has been involved in global corporate management for many years. They have top corporate management experience and broad vision in each business field, and the Company believes that they could help maintain and enhance the Board’s ability to supervise management of the Company which has adopted a company-with-committees-system.

The four outside director nominees meet not only the Company’s criteria on the independence of outside directors determined by the Nomination Committee, but also the standards of independence established by Tokyo Stock Exchange, Inc., and so the Company believes they are eligible candidates for the independent directors.

To be more specific, any of the companies for which Mr. Tohru Tsuji, Mr. Yozo Izuhara, and Mr. Nobuhiko Ito have worked has not been major business partner of the Company because the volume of business transactions between the Company and each of such companies are less than 1% of the consolidated net sales of the Company. In addition, any of such companies is not major shareholder of the Company. Therefore, the Nomination Committee has designated and registered them to Tokyo Stock Exchange, Inc. as independent directors, as provided for under Rule 436-2 of the Securities Listing Regulations of Tokyo Stock Exchange, Inc. The volume of business transaction of sales collaboration between GE Yokogawa Medical Systems, INC. (currently GE Healthcare Japan, INC.), for which Mr. Nobuhiko Ito had served as Representative Director and President up until August 2002, and Konica Minolta Medical & Graphic, Inc., one of our subsidiaries in the field of medical equipment for the Japanese market, is less than 0.1% of the consolidated net sales of the Company. In the same manner, Mr. Shoji Kondo, a new outside director nominee, has never served as an executive officer, etc. at any of business partners or major shareholders of the Company, and so he is eligible candidate for the independent director provided by Tokyo Stock Exchange, Inc.
 6. Candidate for outside director Mr. Tohru Tsuji served as outside director of Sompo Japan Insurance Inc. from June 2003 to June 2009. On May 25, 2006, Sompo Japan Insurance Inc. was punished by the Financial Services Agency pursuant to the Insurance Business Law (partial business suspension order and business improvement order) on the grounds that there had been misconduct in connection with an investigation into insurance benefit non-payment and other matters, but Mr. Tsuji had no direct involvement in the facts that led to the punishment and had always performed his duties in compliance with the laws and regulations. Since the punishment of

Sompo Japan Insurance, Inc., Mr. Tsuji had overseen the execution of measures to prevent a recurrence such as improvement and strengthening of the internal control system.

7. As of the close of this Ordinary General Meeting of Shareholders, director candidates Mr. Tohru Tsuji will have served for three years, Mr. Yozo Izuhara will have served for two years, and Mr. Nobuhiko Ito will have served for one year.
8. The Company has entered into liability limitation agreements with outside directors Mr. Tohru Tsuji, Mr. Yozo Izuhara and Mr. Nobuhiko Ito, the content of which is summarized in “Liability limitation agreements” on p. 22 of the Business Report. The Company will enter into similar agreements with them when they will be re-elected, and with the first-time candidate for outside director Mr. Shoji Kondo when he will be elected.

[Reference]

If the eleven directors are elected at this Ordinary General Meeting of Shareholders, the members of each of the committees under the company-with-committees-system provided for in Article 2, Item 12 of the Company Law will be appointed as follows from among three inside directors, Mr. Yoshikatsu Ota, Mr. Yasuo Matsumoto and Mr. Akio Kitani who do not concurrently hold executive officer posts, and the four outside directors.

The Company appoints the Chairman of each committee especially from among outside directors. The Representative Executive Officer and President serves as neither member of the Auditing Committee, which is not allowed by the Company Law, nor member of the Nomination Committee and Compensation Committee. Thus, the Company continues to strive to ensure the transparency of the administration of three committees.

Nomination Committee	Tohru Tsuji (Chairman), Nobuhiko Ito, Shoji Kondo, Yoshikatsu Ota, Yasuo Matsumoto
Auditing Committee	Nobuhiko Ito (Chairman), Yozo Izuhara, Shoji Kondo, Yasuo Matsumoto, Akio Kitani
Compensation Committee	Yozo Izuhara (Chairman), Tohru Tsuji, Shoji Kondo, Yasuo Matsumoto, Akio Kitani