

Board of Directors

Konica Minolta Holdings, Inc.
As of August 5, 2003

Chairman of the Board of Directors

Tomiji Uematsu

Directors

Fumio Iwai

Yoshikatsu Ota

Kikuo Fujiwara Senior Corporate Advisor, Shimadzu Corporation

Tetsuya Katada Senior Advisor, Komatsu Ltd.

Hiroyuki Fujimura Chairman and Representative Director, Ebara Corporation

Noriyuki Inoue Chairman and Chief Executive Officer, Daikin Industries, Ltd.

Yoshihiko Higashiyama

Takeo Koitabashi

Norio Tashima

Masaru Kanbe

Masanori Hondo

President & CEO, Representative Executive Officer

Fumio Iwai

Vice President, Representative Executive Officer

Yoshikatsu Ota

Senior Executive Officers

Norio Tashima

Masaru Kanbe

Masanori Hondo

Hideaki Iwama

Teruo Kawaura

Hirofumi Sakaguchi

Takamasa Shintani

Shigeyuki Seki

Hiroshi Fujii

Shoei Yamana

Executive Officers

Hiroshi Ishiko

Toshiaki Ishihara

Mitsuharu Ohura

Masaru Oba

Kaoru Onodera

Tateomi Kohno

Tomohisa Saito

Yasunari Sata

Yoshihiko Someya

Yoshisuke Takekida

Hiroshi Furukawa

Toshifumi Hori

Takashi Matsumaru

Tsuyoshi Miyachi



Seated (from left to right): Hiroyuki Fujimura, Tetsuya Katada, Fumio Iwai, Tomiji Uematsu, Yoshikatsu Ota, Kikuo Fujiwara, Noriyuki Inoue
Standing (from left to right): Masaru Kanbe, Takeo Koitabashi, Yoshihiko Higashiyama, Norio Tashima, Masanori Hondo