

February 24, 2022

To whom it may concern,

Company name: Konica Minolta, Inc.
 Representative: Shoei Yamana, President and CEO
 Stock Exchange Listing: Tokyo (First Section)
 Local Securities Code Number: 4902
 Contact: Mami Iwamoto, General Manager, Corporate Communications Division
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Notice Regarding Change of President & CEO, Representative Executive Officer

Konica Minolta, Inc. (the “Company”) announced change of President & CEO, Representative Executive Officer, effective April 1, 2022, with the resolution adopted at the Board of Directors meeting held on February 24, 2022, as follows:

1. Change of President & CEO, Representative Executive officer

Name	New Position	Current Position
Shoei Yamana	Director, Executive Chairman and Executive Officer	Director, President & CEO, Representative Executive Officer
Toshimitsu Taiko	Director, President & CEO, Representative Executive Officer	Director, Senior Executive Vice President and Executive Officer

2. Reason for Change

In the current Medium-term Business Plan "DX2022," the Company is aiming to complete the two business portfolio transformations through FY2025. To this end, the Company is accelerating the shift to the Digital Workplace Business by leveraging the customer base of its Office Printing Business and the shift to highly profitable businesses by expanding growth in the measurement, inspection and diagnosis fields, centered on its strength of imaging IoT.

Since the Covid-19 outbreak in 2020, people's values and behavioral changes have progressed, and the business environment surrounding the Company has changed dramatically. Turning around the Office and Production Print Businesses, as the Company's core businesses, as soon as possible, and further enhancing the Industry Business that drives earnings generation, Healthcare Business and Industrial Print Business are an urgent management issue. In order to complete the medium-term business portfolio transformation and simultaneously resolve short-term issues, it is necessary to further strengthen execution capabilities and accelerate it.

FY2022 is the final year of the Medium-term Business Plan “DX2022” and the year for formulating the next business plan. The decision has been made that, in enhancing the corporate value, it is appropriate to change President & CEO, Representative Executive Office, at this timing so that the new President & CEO, Representative Executive Officer, will formulate new Medium-term Business Plan himself, lead the Group’s 40,000 global talent and maximize their execution capability.

3. Reason for Designating New President & CEO, Representative Executive Officer

The Company identified the following three requirements for new leaders to overcome the medium- to long-term management issues and address short-term management issues described above by strengthening and accelerating the execution capabilities:

1. Global communication capabilities that will lead to the ability to see social values as their own issues for all 40,000 human assets in the Group
2. Empowerment capabilities to draw out the brilliance from diverse talent
3. Strong will and ability for accomplishment with persistence

In the selection of President & CEO, Representative Executive Officer, Toshimitsu Taiko was appointed by the resolution at the Board of Directors meeting today, following the process as a company with three committees. Taiko meets the above-mentioned leadership requirements.

4. Effective Date of Change

April 1, 2022

5. Profile of New President & CEO, Representative Executive Officer

(1) Date of birth: November 30, 1962

(2) Career

April 1986	Joined Minolta Camera Co., Ltd.
April 2002	Executive Vice President of Minolta QMS Printing Solutions USA Inc.
April 2005	General Manager, Business Strategy Division, Business Headquarters of Konica Minolta Business Technologies, Inc.
June 2012	Director, General Manager, Corporate Planning Division, General Manager, Business Innovation Division of Konica Minolta Business Technologies, Inc
April 2013	CEO of Konica Minolta Business Solutions U.S.A., Inc.
April 2015	Executive Officer of the Company
April 2016	General Manager, Business Technologies Business, Business Planning Headquarters of the Company
April 2017	General Manager, Professional Printing Business Headquarters of the Company
January 2018	General Manager, Office Business Headquarters of the Company
April 2018	Senior Executive Officer, lead officer responsible for Business Technologies Business, General Manager, Office Business Headquarters

	of the Company
June 2018	Director and Senior Executive Officer, lead officer responsible for Business Technologies Business, General Manager, Office Business Headquarters of the Company
April 2020	Director and Senior Vice President and Executive Officer, lead officer responsible for Business Technologies, and responsible for Corporate Planning, Investor Relations, Corporate Communications and DX Branding of the Company
January 2022	Director and Senior Vice President and Executive Officer, lead officer responsible for Business Technologies, and responsible for Corporate Planning of the Company (position which he continues to hold)

(3) Number of Company's shares held: 33,531