



KONICA MINOLTA



April 24, 2025

To whom it may concern,

Company Name: Konica Minolta, Inc.  
Representative: Toshimitsu Taiko, President and CEO  
Stock Exchange Listing: Tokyo Prime Market  
Local Securities Code Number: 4902  
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**(Progress of Disclosed Matter)**  
**Notice Regarding Completion of Global Structural Reforms**

As disclosed on April 4, 2024, the Company implemented global structural reforms that enhanced productivity across the Group, as initiatives to achieve goals of the Medium-term Business Plan (Fiscal 2023-2025) and a sustainable growth beyond 2025. The Company announces the status and results of the implementation.

In the disclosure on April 4, 2024, the global headcount optimization was expected to be a decrease of 2,400 people, compared to the initial personnel plan of the Medium-term Business Plan. Furthermore, the Company implemented additional measures to improve profitability, segmented by functions and regions.

The number of headcounts reduced was 2,391 on the original global structural reforms plan, and 310 on the additional measures to improve profitability. In total, the number was 2,701, including regular and non-regular employees.

One-time expenses associated with the implementation of the global structural reforms is approximately 19 billion yen, which is approximately 1 billion yen less than what was planned in the disclosure on April 4, 2024.

As a result, the effect on business contribution profit\* in the fiscal year ended March 31, 2025, is expected to be an increase of approximately 10 billion yen, compared to what it would be before the optimization. The effect on business contribution profit in the fiscal year ending March 31, 2026, is expected to an increase of approximately 14 billion yen.

\* 'Business contribution profit' is a profit index calculated by deducting cost of sales and selling, general and administrative expenses from revenue.

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