



KONICA MINOLTA

News Release

2026 New Year's Message from Toshimitsu Taiko, President and CEO

A Year to Accelerate Establishment of Foundation for Growth through Continuous Transformation

January 5, 2026

A Happy New Year to you all.

In 2025, amid ongoing uncertainty in the global economy, especially following the implementation of reciprocal tariffs in the United States and subsequent fluctuations in tariff rates, global business management demanded even greater adaptability to change. At the same time, 2025 was a year in which AI became an integral part of nearly every aspect of our operations, to the extent that there was hardly a day when we did not hear the term "AI."

For Konica Minolta, fiscal 2025 - the final year of our Medium-term Business Plan - was positioned as "Turn Around 2025," to establish a foundation for sustainable growth. United as one, we have worked to absorb the impact of reciprocal tariffs and have implemented various measures to improve profitability. By "establishing a foundation for sustainable growth," we are strongly positioned to envision a future in which the strengthening of profitability in our existing businesses is complemented by new avenues for growth. In this context, it is encouraging to see progress in the "seeds for growth," such as with intelligent recycled materials, barrier films of perovskite solar cells, and optical components for semiconductor manufacturing equipment.

In Spring 2026, we plan to announce our next Medium-term Business Plan. We will accelerate prospective growth areas while responding to changes in the global economic environment, including rising domestic interest rates, currency fluctuations, U.S. reciprocal tariffs, and the impact of economic security measures. We must break free from conventional methods and mindsets, review our business processes across all operations, control costs and make investments that truly lead to future growth.

Opportunities come only to those who take initiative. It is not that we act because opportunities arise; rather, we must act first in order to seize and attract opportunities. I hope this will be such a year for all of us.

I offer my sincere wishes for your good health and happiness, and would greatly appreciate your continued support and encouragement for the Konica Minolta Group in 2026.

Toshimitsu Taiko
President and CEO
Konica Minolta, Inc.