

Toward strengthening interactive communication

CEO LIVE!

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Investor Relations Office

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Giving Shape to Ideas

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I am Chikako Imai from the Investor Relations Office. This is my tenth year at Konica Minolta.
Today, I would like to talk about CEO LIVE! – an initiative I am working on with Mr. Taiko and other executives.

- Quarterly briefing of financial results and strategies to group employees by the president and other executives
- Planning the event with young employees to foster interactive communication between executives and employees

Planning meetings



Holding hybrid meetings online and on-site



At Konica Minolta, we hold CEO LIVE! events each quarter where Mr. Taiko and other executives explain financial results and business strategies to all of the employees in the Konica Minolta Group. These briefings are held in a hybrid format: both on-site, through rotating visits to sites in Japan, and online.

In the Q&A corner, employees are able to access the briefing online from any location and ask questions. The executives answer these questions on the spot, making these briefings a forum for interactive communication between management and employees.

Members such as myself, who plan these events and prepare materials, are all young employees in their 20s and early 30s. We have meetings with Mr. Taiko once or twice each month to develop our scenarios and stories.

Recognizing best practices worldwide and foster a culture of innovation with employees around the world



For our efforts, we were selected as finalists in the Konica Minolta Awards, an internal award system, for this fiscal year. I would like to share with you the video that we produced on that occasion.

Previously, CEO LIVE! briefings were only for managers. Therefore, until last year, they were referred to as Group Management Meetings, or GMM for short. The name GMM appears in the video, but please understand that this is the former name.

Without further ado, let's watch the video.

Please watch the video "CEO LIVE! ~Toward strengthening interactive communication~" on our website.

~ Video ~

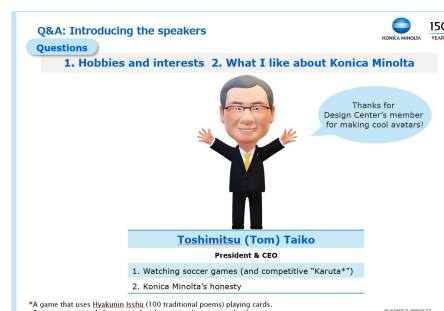
How did you like it? We all had a lot of fun making it.

Examples of questions from employees

- As the company booked impairment losses, it will be necessary to review the methods and standards of value evaluation. What measures can you think of?
- What were the issues for past failures? What do you think "empowerment leaders" should be aware of and take action going forward in terms of human capital development and organizational strengthening?
- I know you have a lot of decisions to make. What do you value in decision making?

Executives respond to questions from employees on the spot or at a later date

Introduction of executives



A place to learn more about our executives

In this way, by proposing our opinions to Mr. Taiko, discussing them, and reflecting this content in the briefings, we are able to make them easy to understand from an employee perspective.

When we first introduced the Q&A corner, we only received a slow trickle of questions from employees, but after several briefings, the questions began to come thick and fast, partly due to the companywide influence of Mr. Taiko's character. It really made me feel that the company is changing.

For the most recent Q&A sessions, not only Mr. Taiko but also other executives also take the podium, a move that has been well received by employees. We often run out of time with questions still remaining, but in these cases, the executives provide answers at a later date.

Mr. Taiko and the other executives answer any kind of employees' questions directly and frankly. From the perspective of an employee, I am impressed by the openness with which they talk about topics that would normally be the subject of discussions between senior managers.

The self-introduction corner also provides an opportunity for employees to find out about unexpected aspects of Konica Minolta's executives.

We are convinced that we are contributing to the company through these initiatives and it leads to greater self-confidence and individual growth. We hope to continue to make Konica Minolta a better company through internal dialogue.

**Selection and concentration
of business to break from past
traditions and return to a
growth trajectory**



https://www.konicaminolta.com/global-en/investors/ir_library/ar/ar2023/index.html

To conclude, I would like to introduce the Konica Minolta's Integrated Report from the Investor Relations Office.

For the cover of this fiscal year's report, we have chosen a simple, pure-white design. This cover page represents our strong commitment to breaking with the past and making a new start: a commitment also mentioned by Mr. Taiko and the Outside Directors in their messages.

Please take the time to read it.

That is all from me. Thank you for your attention.



KONICA MINOLTA

150

YEARS