

"Konica Minolta, Inc." Q&A from the 121th Ordinary General Meeting of Shareholders

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Venue: Tokyo International Forum/Online

Cautionary Statement

This material was prepared for those who were unable to attend the Ordinary General Meeting of Shareholders in person and is intended only for reference purpose.

Readers are asked to acknowledge in advance that the following text is not a verbatim account of everything that was said at the meeting but a basic summary whose content was determined by Konica Minolta.

Moreover, readers are asked to further results in this document is based upon information that the Company has at present and upon a rational evaluation based on certain assumptions and, additionally, that actual business performance can greatly vary due to number of factors.

[Management Policies and Governance Structure]

Q. It is said that company with three committees structure have superior governance. Given that, how do you view your responsibility for the current sluggish business result?

A. (Hodo) We take your comment very seriously. Between around 2015 and 2017, we invested approximately 100 billion yen in advanced medical fields such as precision medicine. Unfortunately, these efforts did not yield favorable results. "When I was appointed as an Outside Director, the term was four years. However, I proposed extending it to six years, with a maximum of eight, to ensure Directors could oversee results throughout a CEO's term. "Governance is led by Outside Directors, who make rigorous decisions. "Before the Lehman Shock, our ROE exceeded 8%, which was the peak. On average, it has been around 5%, but it is currently in negative territory." From a corporate governance perspective, we recognize that an ROE target of 5% is at the minimum acceptable level. We are ensuring that the executive team fully recognizes this reality, and we are incorporating more shareholder perspectives into our discussions. We must aim for an ROE of 8% as early as possible. We have many strong technologies and a dedicated workforce with sincere and capable employees. We are becoming a

company that helps solve social issues. We have resolved most of our negative legacies and are now aiming to return to growth, targeting ROE levels of 5% and eventually 8%. We are making a fresh start with new Directors who bring expertise in revitalizing Japan's manufacturing sector. Although manufacturing sector takes time, we are progressing toward an ROE of 10% as part of our growth trajectory. I intend to take responsibility by drawing a clear line and handing over to the next generation.

A. (TaiKo) Since the 2022 Ordinary General Meeting of Shareholders, the majority of the Board consists of Outside Directors, and the Chairperson is also an Outside Director. This enabled us to acknowledge and address past failures in this three years. If the Chairperson and the majority of Directors had been internal, it is unclear whether things could have been executed as smoothly as they were. Going forward, we expect the discussions to shift from restructuring to investment. We intend to demonstrate the true value of our reformed governance structure.

Q. During the structural reforms and workforce optimization, how did the executives share in the burden?

A. (Taiko) As for the reduction in executive compensation related to the structural reforms, the global optimization of human capital was not planned at the time the Medium-Term Business Plan was formulated, but was decided at the end of fiscal 2023 as an additional measure. This was carried out to ensure that the issues would not be carried over beyond fiscal 2025. While the profits of the Office Unit are currently stable, the print volume continues to gradually decline, inevitably leading to a sense of labor redundancy at some point. In anticipation of this, we proactively initiated reskilling to develop capabilities and shift roles, followed by optimization of human capital. Short-term performance-linked compensation for Executive Officers has decreased by more than 60% compared to the previous year. In this way, I have shared the burden, and in addition to this, I voluntarily declined half of my short-term performance-based compensation and explained the situation to employees. Through these actions, I believe we are demonstrating our responsibility as Executives.

Q. Is Mr. Fujii, from the Precision Medicine Business, also no longer affiliated, including with any subsidiaries?

A. (Oka) Mr. Fujii stepped down as Senior Executive Officer at the end of March 2024. Subsequently, he was involved in the transfer of Ambry's business at our

U.S. subsidiary, Realm Inc. The transfer was completed on February 4, 2025, at which point he resigned as a Director of Realm and has left our Group.

[Company Performance]

Q. Could you provide an update on new businesses, particularly regarding the sale of the Precision Medicine business?

A. (Taiko) Back in 2015, in response to declining office print volumes, the former management team carried out a series of major acquisitions to diversify the business. "Under the current Medium-term Business Plan, we have reviewed and organized the businesses we intend to retain and those we do not. We understand that this may have caused concern among our shareholders." While we do not believe that the diversification strategy itself was a mistake, we acknowledge there are lessons to be learned regarding post-investment execution, organizational readiness, and financial impact in case of underperformance. We intend to fulfill our responsibilities by committing ourselves fully to future growth, and we ask for your continued support.

Q. There are approximately 170 billion yen in goodwill and intangible assets combined. Could you provide a breakdown by business segment?

A. (Hirai) This information is provided on pages 161–162 of the securities report disclosed on June 13. At the end of fiscal 2024, the total goodwill amounted to 126.3 billion yen. Among this, 103.6 billion yen is allocated to the Digital Workplace CGU (Cash Generation Unit). The other portion is 5 billion yen from Radiant in the Sensing Unit. We will continue to take firm actions to reduce impairment risk through business execution.

A. (Taiko) I would like to provide some additional context. We recognized merger-related goodwill at the time of the 2003 integration between Konica and Minolta. In the past, goodwill was amortized evenly, but after adopting IFRS in 2014, we no longer perform scheduled amortization. We conduct annual impairment tests and recognize impairment losses as necessary. A substantial portion of goodwill from the Konica–Minolta merger remains unamortized in the Business Technology Segment, but we are managing impairment risk by securing earnings through the Office Unit and Professional Print Unit.

[Stock Price]

Q. While stock prices are determined by the market, recent trends show continued stagnation. Do you have any specific measures in place to improve the stock price?

A. (Taiko) The stock price has remained largely unchanged between the date of last year's and this year's Ordinary General Meeting of Shareholders. Last year, we stated our aim to reach around 900 yen per share, but despite various efforts, the stock price has not improved. We sincerely apologize to our shareholders. I would like to explain our efforts to enhance corporate value over the past year. In the Office Unit, securing profitability through efficiency and cost reduction was the top priority. In addition, the Office Unit generates stable monthly income from its customer base, contributing to steady cash flow. This aspect has been progressing as planned. We have also been advancing selection and concentration of businesses. We carried out the transfer of Ambry Genetics Corporation, Inc.'s business before Q2 results, leading to profit and cash benefits. The stock price reached its highest point at the time. Subsequently, we recorded losses from the business transfer, and impairment losses due to the current state of our operations. We made every effort to avoid carrying over negative legacies into FY2025, but the stock price did not improve. In addition, the overall market was affected by the impact of reciprocal tariffs between the U.S. and other countries since the beginning of the year. We recognize that the current stock price reflects both our insufficient foresight and execution capabilities, as well as the impact of external market conditions. After three years of restructuring, we recognize that we must now focus on raising our stock price going forward. Our top priority is to maximize profits from our existing businesses. In addition to the Office Unit, we also need to improve profitability in the somewhat stagnant Industry Business segment over the medium term. We will showcase how our untapped technologies can create value beyond our current businesses to meet shareholders' expectations. We are confident that these initiatives will lead to an improvement in our stock price. In FY2024, we also reversed deferred tax assets, among other measures. We aim to improve our share price by enhancing net income through various efforts, including reducing interest-bearing debt to lower interest payments and optimizing tax rates, in addition to improving business profitability. In order to attract new shareholders and encourage long-term holding by existing ones, our officers, including the President, are strengthening engagement and incorporating shareholder feedback into management as needed.

[Business and Technology]

Q. Regarding the Imaging Solutions Business, particularly in the Healthcare Unit, I would like to see further application of your technologies in diagnostics to help reduce patient burden and better identify underlying issues.

A. (Yoshimura) We sincerely appreciate your expectations and continued support for our healthcare business. In the field of orthopedics, known as primary imaging, we offer X-ray and ultrasound diagnostics, which are widely accessible and cost-effective. The point you raised is exactly what we should be addressing. From a technical standpoint, we are working on combining imaging and AI to extract biological signals more clearly and visualize previously undetectable conditions and signs. This includes examples such as Dynamic Digital Radiography introduced in our business report. We will continue refining our technologies to address societal challenges and patient needs. We may not be able to solve the issues raised immediately, but we aim to incorporate these customer perspectives, refine our technologies, and deliver meaningful solutions to society. We will continue to make steady efforts, and we sincerely ask for your continued support and expectations.

Q. Could you tell us about the details of the joint research with the University of Toronto in Canada?

A. (Eguchi) The University of Toronto is home to Professor Geoffrey Hinton, a Nobel laureate winner often referred to as the "father of AI." It attracts AI experts from around the world and possesses cutting-edge technologies. It is an honor for us to collaborate with such a prestigious university, and our dispatched engineers are proud to work in such an environment. The joint research has been focused on anticipating AI technology trends approximately five years ahead since 2020. In the first five years, we have focused on strengthening our technologies by leveraging data—for example, improving the yield rate of functional material films to the maximum extent. This contributes to stabilizing production and improving quality across various business areas. While few outcomes have been disclosed externally, many results have been utilized internally. In the next five years, we aim to apply AI technologies to material development as growth drivers, enabling the rapid creation of materials with previously unimaginable functionalities. We will continue to dispatch talented engineers to develop technologies that can contribute to reducing environmental impact, as required

by future society. We intend to share our results with you in due course, so that you can understand the value of our technologies.

Q. We expect future growth in areas such as Optical Components for semiconductor Manufacturing Equipment, as well as Barrier Film of Perovskite Solar cell mentioned in the press. Could you share more details to the extent possible?

A. (Kuguhara) The Industry Business has grown by integrating various elemental technologies developed over our long history to deliver value across customers' value chains. We have working with customers—about 10 years—in the field of Optical Components for Semiconductor Manufacturing Equipment. Recently, as miniaturization of semiconductors progresses, there are technological limitations, and a technology called chiplets, which involves stacking semiconductors, has gained attention. This part is the middle process between the front-end and back-end processes. This is not a field that requires large-scale investments, and conventional technologies can be applied. Thanks to our long-standing trust with customers, opportunities in this area have been increasing. We currently have a factory in Osaka Sayama, where we intend to increase capacity while also investing in a new production facility. We experienced some failures in investment in the past, but in the Industry Business, our continuous investment of 10 billion yen annually during the growth phase of the display segment in the late 2000s has turned into a revenue stream. We intend to leverage the strong relationships we have built with our customers to enhance our technologies, make investments, and achieve sustainable growth. We hope to expand such business areas further.

A. (Eguchi) The Barrier Film of Perovskite Solar Cell, considered one of growth seeds, is mentioned in the second paragraph of page 64 in the Notice of Convocation. The growth seeds introduced here are areas where we hope to make a significant societal contribution by leveraging our technologies. In the field of the Barrier Film of Perovskite Solar Cells, we apply the material and coating technologies we developed approximately 10 years ago for OLED lighting. The Perovskite Solar Cells are vulnerable to moisture and a barrier film is necessary to prevent moisture penetration. The required performance is lower than that used in the OLED lighting we previously developed, allowing us to repurpose the technology. We intend to leverage this to initiate new business. The Perovskite Solar Cells are a Japan-originated technology, with raw materials sourced domestically, and are thus being promoted as a national policy initiative. We aim to begin supplying materials for Perovskite Solar Cells in 2027, with the

goal of generating the equivalent of one nuclear power plant's output by 2030. There is also potential to utilize inkjet technology in the coating process and sensing measurement technology in the inspection process. We will proceed with caution while verifying the business viability.

- A. (Taiko) I would like to add a few remarks. Our optical components for semiconductor manufacturing equipment are a bottom-up initiative recognized by long-time customers for their quality and delivery performance, rather than being directed from top management. After visiting each site and hearing from them directly, we felt a strong potential and are increasing our resource allocation. The Perovskite Solar Cells initiative initially started with discussions on measurement instruments, but we have continued as we recognized its technological potential. Although the scale is still small, we have developed good technology through long-term efforts and will continue to pursue its potential. We will do our utmost to meet your expectations and greatly appreciate your continued support.

Q. Toward our company's future growth, I hope to see innovation driven by integrating technologies from Industry and Imaging Solutions, with enough impact to hold private shows.

- A. (Kuguhara) We sincerely appreciate your enthusiastic encouragement. Our Industry Business and Imaging Solutions Businesses have evolved from our legacy Camera and Film Business. While exiting those areas, we retained core technologies and leveraged them to drive the growth in a horizontally specialized industrial landscape. Although current business performance remains challenging, these Businesses have generated over 200 billion yen in cumulative cash flow. As the convergence of digital and analog technologies becomes more advanced, we believe our AI-enhanced legacy technologies are resonating strongly across various industries. Our growth has been driven by technological progress in fields like semiconductors, imaging, display, and inspection equipment. Our growth is not something we can achieve through our technologies alone. We aim to grow in collaboration with our customers and partners. It is also important to effectively communicate and showcase our technologies.

[Initiatives to Business Awareness]

Q. What measures are being taken to enhance shareholder awareness of the businesses we are engaged in?

- A. (Hirai) Based on feedback from last year's Ordinary General Meeting of Shareholders, we have held internal discussions on how to provide information fairly to all shareholders, including those who do not attend the meeting. We have decided to utilize our website, where we already share information from various perspectives. Three perspectives are outlined on page 65 of the Notice of Convocation. The site, prepared by our Public Relations Department, presents various initiatives undertaken by our employees. From the perspective of understanding our company's history, we provide an overview of our current status by looking back on the 151 years since our founding. In addition, we also introduce related technologies on our technology webpage. QR code is included, and we encourage you to take a look. We will continue our efforts to help deepen your understanding of our company.

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