

Dialogue with Stakeholders

In order to make our disclosure and communication of intellectual property activities more effective, we regularly hold dialogues with our stakeholders.

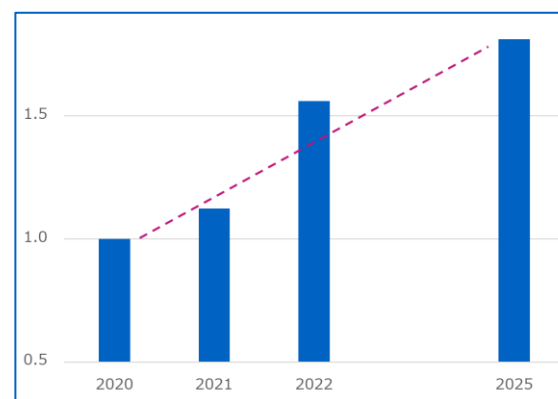
In fiscal 2024, we exchanged opinions with several stakeholders on our disclosure and communication through our Intellectual Property Report and events for stakeholders. Particularly, with Nomura Asset Management Co., Ltd., we discussed the linkage between intellectual property disclosure and communication and management strategy, as well as evaluation indicators for intellectual property investment and the connection with financial and human resource strategies.

Konica Minolta (KM) Our company actively discloses and communicates our intellectual property initiatives through the publication of the Intellectual Property Reports, the holding of events for stakeholders, and direct dialogue with stakeholders. In our disclosures and communications, we are conscious of showing the link with our business strategy, and we strive to disclose how intellectual property supports future business growth as a data-backed story.

Nomura Asset Management (Nomura) At an event for stakeholders, you explained your intellectual property strategy, which supports the enhancement of business profitability through selection and concentration, as one of the basic policies of your Medium-term Business Plan (2023-2025). In this context, you introduced the strategy that supports the expansion of strengthening businesses using specific technologies and products, which was easy to understand.

KM To deepen understanding further, we believe it is necessary to communicate how these technologies and products will contribute to the realization of the Medium-term Business Plan from the perspective of more specific value creation.

Nomura At the event, in the discussion of selection and concentration of intellectual property investments, you mentioned the ratio of patent applications as an indicator of the appropriateness of intellectual property investments in the strengthening businesses. On the other hand, in your Intellectual Property Report 2023, you used a different indicator called intellectual property ROI (Return On Investment). Why is that?



Trend of intellectual property ROI
in Business Technologies Business
(from Intellectual Property Report 2023)

KM Because the offered products and business environment differ for each of our businesses, we believe it is difficult to evaluate all of our businesses with a single indicator. As an example of using of intellectual property ROI, in the office business covered in the Intellectual Property Report 2023, there are many patents per product, and intellectual property plays an important role. If we do not own enough intellectual property rights, including patents, it could affect the profitability of the business. In such businesses, we consider the difference in royalty income and expenditure that varies depending on the presence or absence of intellectual property activities, as profit (i.e., Return), and calculate and evaluate intellectual property ROI.

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Nomura I see, so you are selecting the optimal evaluation indicators according to the positioning of each business and the objectives of your intellectual property activities.

KM Regarding the ratio of patent applications in the strengthening businesses to the company-wide total patent applications, which you mentioned earlier, we have raised our target for fiscal 2025 to 70% based on the results of fiscal 2023. We will explore consider future targets considering the sales of the strengthening business, their ratio to the whole, and the consistency with our management and business strategies.

Nomura Your company clearly shows the relationship with management and business strategies. We think it would be good if you could also show the connection with financial indicators and human resource strategies.

KM When discussing our intellectual property activities, we aim to explain the connection with financial indicators in more detail, and show them as a story that links the timeline from the past to the future. We also regard

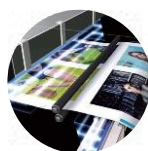
human resources as an important intangible asset, and we have set out an intellectual property human resources strategy in our Medium-term Intellectual Property Plan that looks ahead to the medium- and long-term, so we will consider setting specific KPIs and evaluating the execution status. Furthermore, we also think it is necessary to disclose, from the perspective of intellectual property, how our products and services, such as IQ-501 and SANUQI, have become the key to the expansion of the strengthening businesses.

Nomura We hope that you will continue to provide high-quality disclosure and communication, and that this will lead to sustainable enhancement of corporate value not only in the short- and medium-term but also in the long-term.

KM Thank you very much for your valuable opinions. We will make use of these opinions and actively and clearly disclose and communicate information about our activities related to intellectual property, which is the source of our corporate value.

Key products and services for the expansion of strengthening businesses

Key growth products/services



Professional Print Business
IQ-501
 (Intelligent Quality Optimizer)



Industry Business
SANUQI
 (Display film)

