



KONICA MINOLTA

News Release

Konica Minolta to Introduce TSR as a New Index in the Stock Compensation System for Executive Officers

Tokyo (May 8, 2025) - Konica Minolta, Inc. (Konica Minolta) today announced that the Compensation Committee decided to introduce TSR (total shareholder return) as an assessment index for the stock compensation system for executive officers. With the assumption of the direction and strategy of management from fiscal year 2026 that follows the current Mid-term Business Plan, it was also decided that the assessment period will start from fiscal year 2025.

1. Background and purpose of introducing TSR

In fiscal year 2017, Konica Minolta introduced a performance-linked medium-term stock compensation system, and since fiscal year 2023, the Company has been operating a stock compensation system that combines financial and non-financial indicators. The Company decided to adopt TSR as a new index, and use the share price at the beginning of fiscal year 2025 as the starting point for calculating the number of shares to be granted to Executive Officers as medium-term stock compensation from fiscal year 2025 onward. Konica Minolta aims to further strengthen the executives' contribution to increasing shareholder value, expecting to incentivize them to increase long-term corporate value.

2. Implementation Plan

Setting "Turn Around 2025" as a policy, Konica Minolta begins the evaluation period using TSR from fiscal year 2025, when the Company aims to return to being a highly profitable company. At the same time, Konica Minolta will proceed with the detailed design of the executive officers' compensation system, taking into account the management direction and strategy from fiscal year 2026 onwards.

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