

# HUMAN CAPITAL

**December 12, 2023**

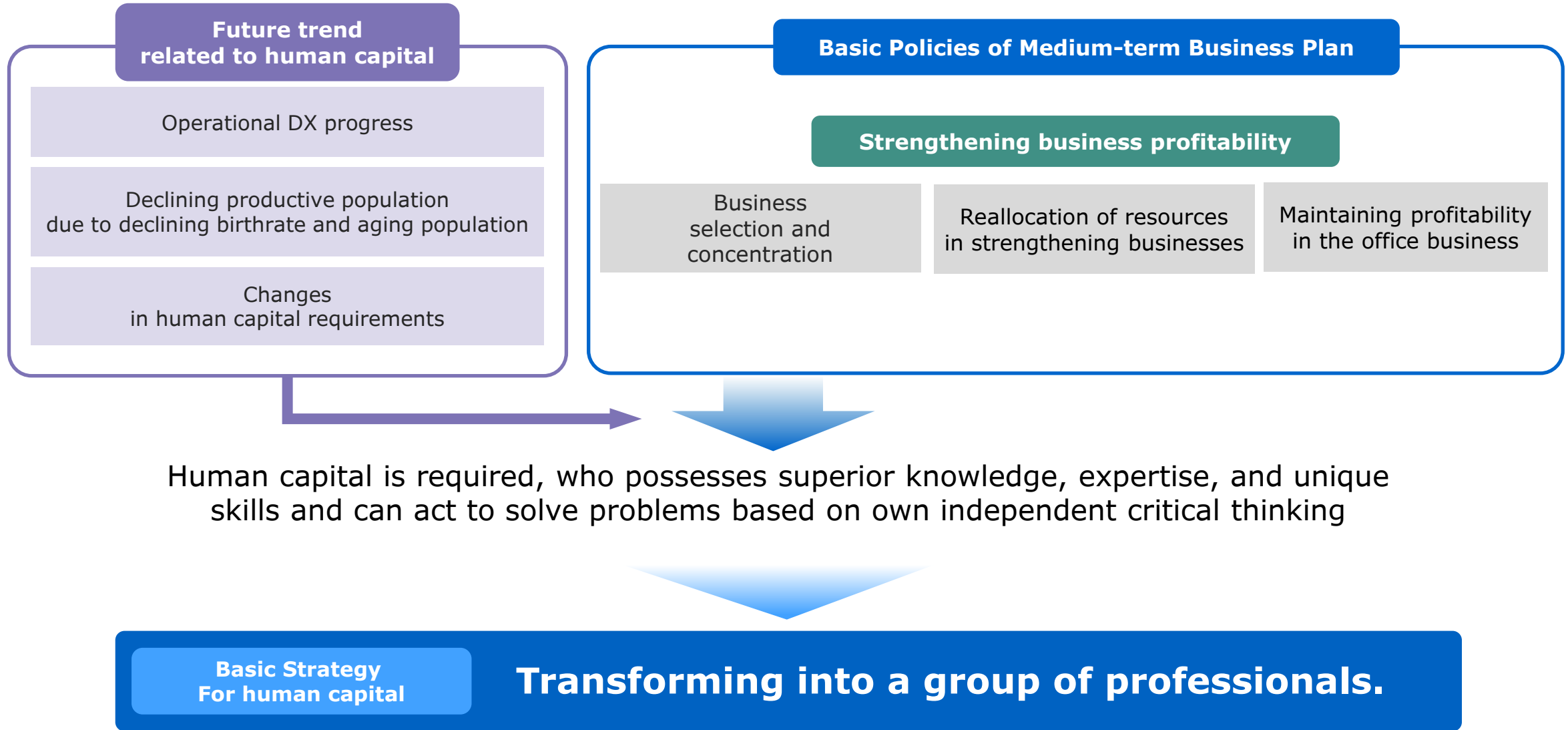
**Shinichiro Oka**

**Executive Vice President and Executive Officer**



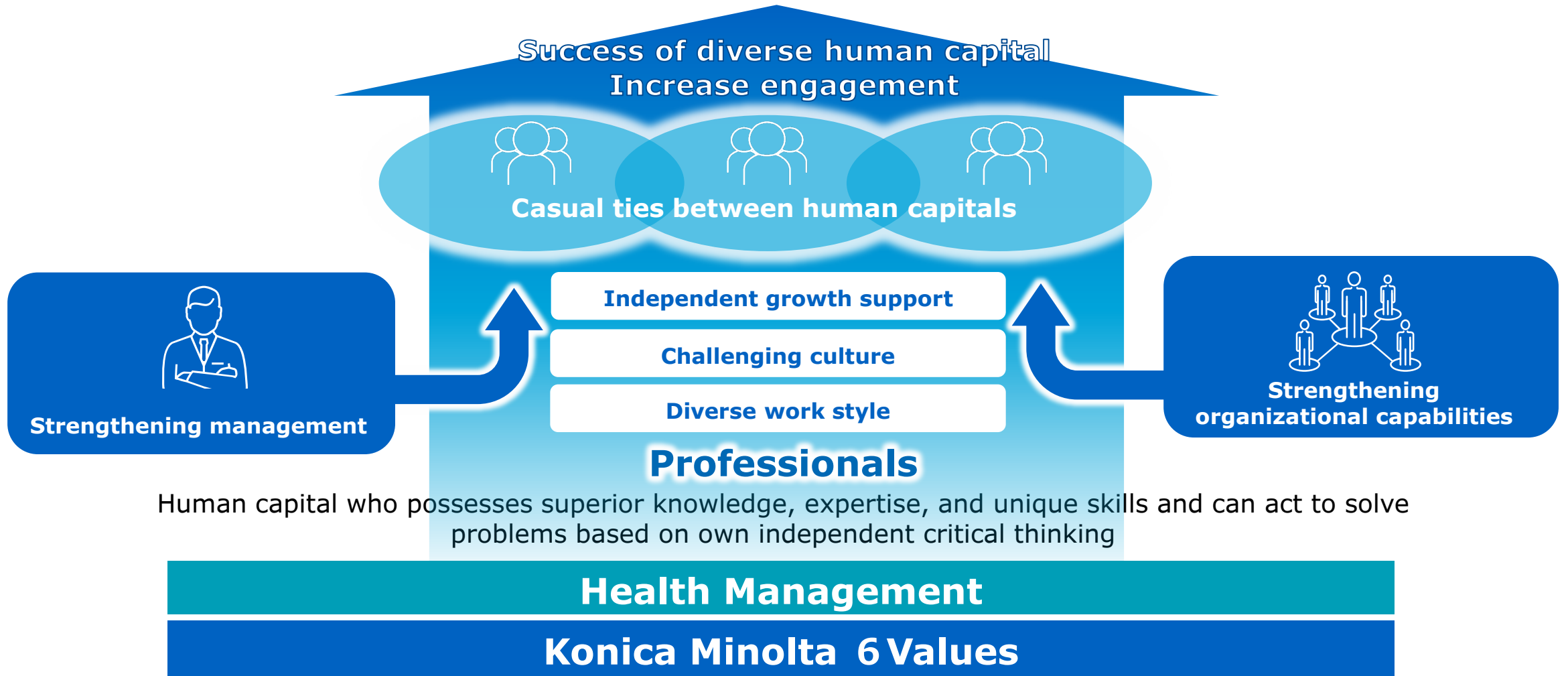
# BASIC STRATEGY FOR HUMAN CAPITAL





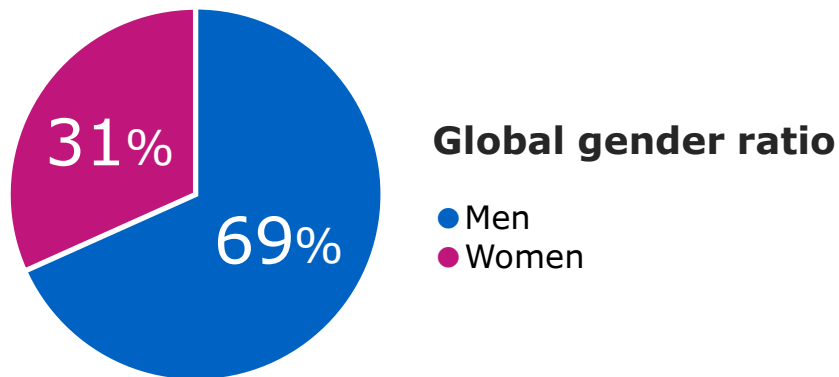
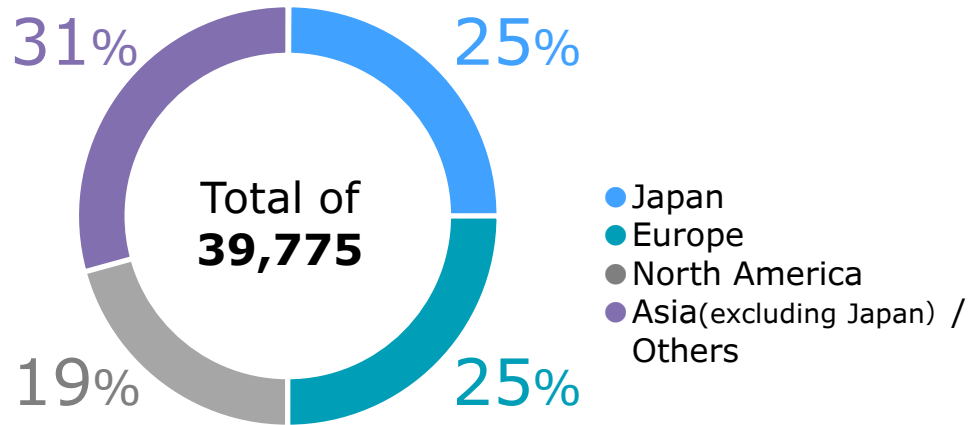
## Sustainable growth

Fulfilling the desires of people to “see” and creating value through co-creation with customers originated from social issues

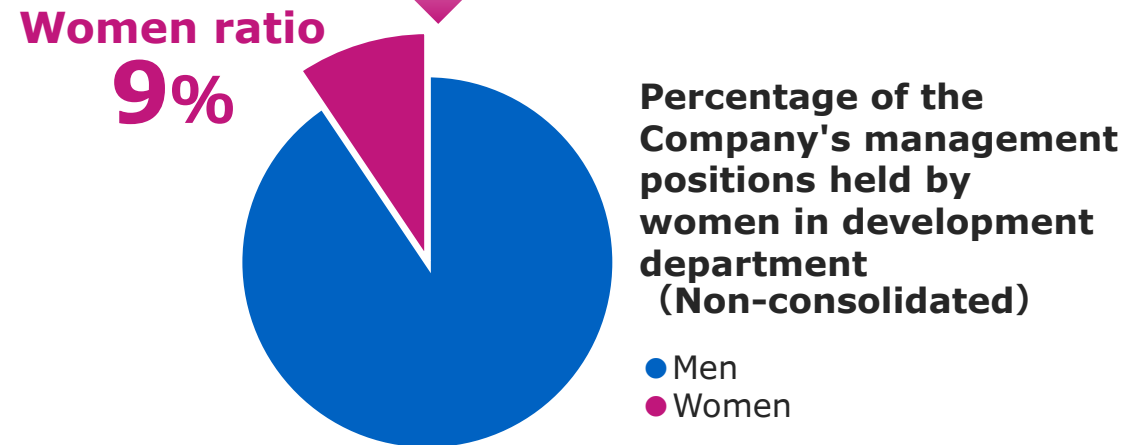
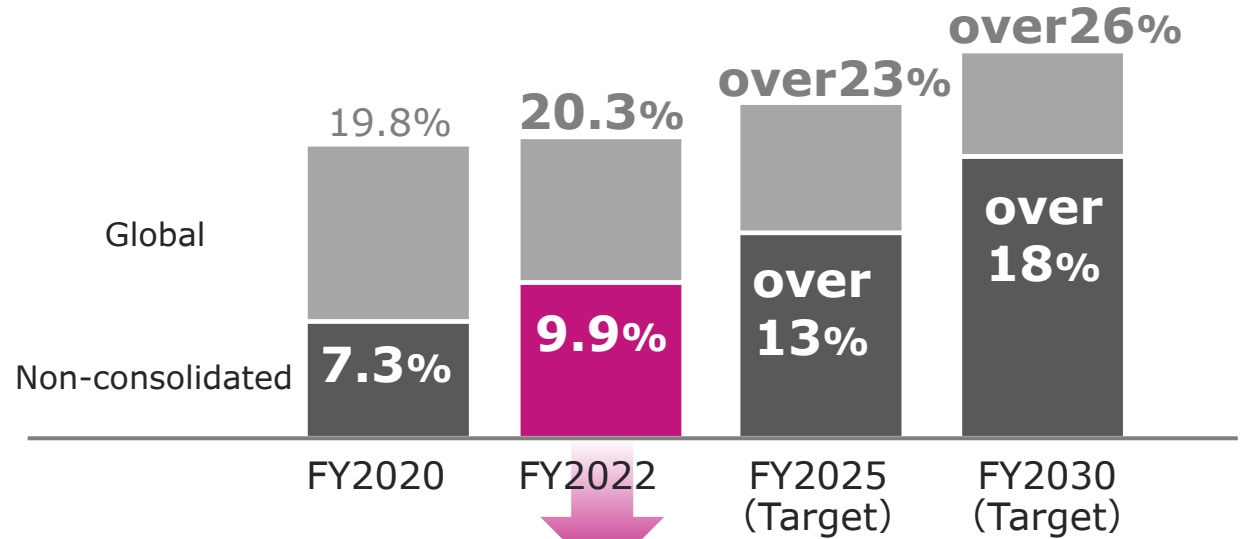


# Utilizing diverse human capitals spread globally

## Employee ratio by region



## Percentage of the Company's management positions held by women



## Aim

**Create human capital that realize selection and concentration, and business growth**

**By ensuring diversity enhance the quality of management decisions**

**Maximizing performance of organizations and individuals**

## Initiatives to implement basic strategy for human capital

### Acquisition, development, and utilization of human capital for business selection and concentration

- Acquisition and shift of human capital in strengthening businesses
- Introduction of the model for developing global leaders to strengthening businesses
- Strengthen organizational capabilities and acquire human capital by double-track human capital system

### Developing diverse management

- Developing Leaders of Global and Women
- Developing next-generation global leaders to realize sustainable growth

### Strengthening organizational capabilities

- Toward a management team that achieves transformation by enhancing resilience
- Promoting Employee Engagement through Dialogue

**ACQUISITION, DEVELOPMENT,  
AND UTILIZATION OF HUMAN  
CAPITAL FOR BUSINESS  
SELECTION AND  
CONCENTRATION**



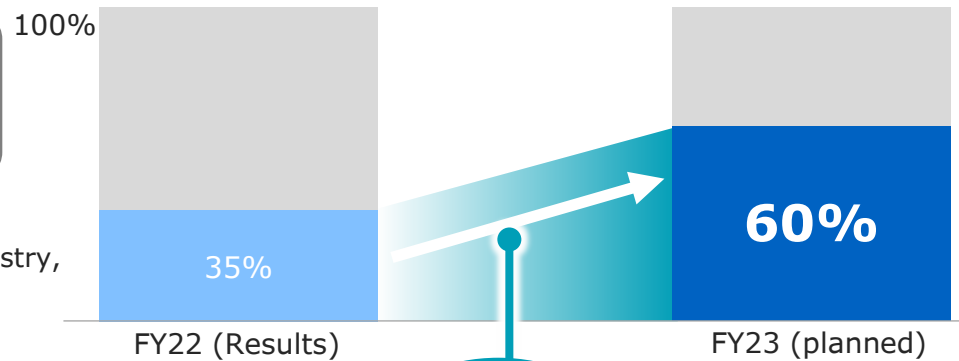


# Acquisition and shift of human capital in strengthening businesses

## Focus highly specialized human capital to drive growth on strengthening businesses and accelerate growth with a small number of elites

**Recruitment ratio of strengthening businesses**

- Strengthening area for Industry, Medical Imaging
- All other than the above



### Acquisition of highly specialized human capital from outside the company

- Amid continued competition to acquire high-end human capital, we achieved the majority of targets in the H1 of the fiscal year



#### Strengthening area for Industry

- Business development promotion human capital who connects technology and customers beyond business units on industrial VC\*
- Human capital who leads strategy formulation, customer relations, and technological asset enhancement centered on industry.

\*VC: Value Chain

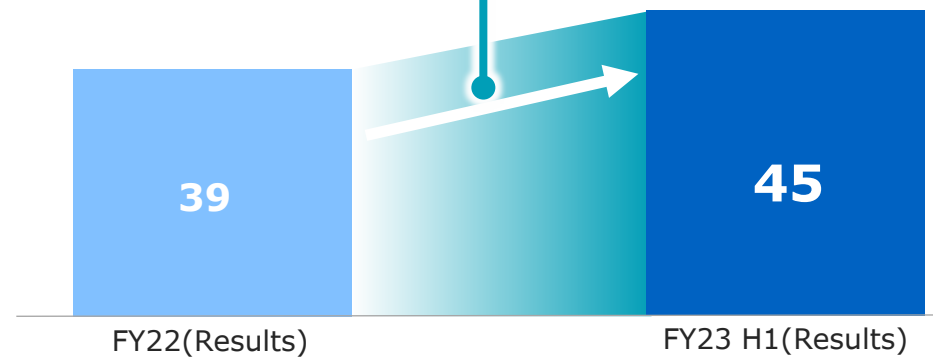
#### Medical imaging

Human capital involved in imaging analysis, AI, and clinical development that support the co-creation of value with KOLs\*

\*KOL: Key Opinion Leader

**Number of human capital shifted to strengthening businesses\***

\*Strengthening area for Industry and Medical imaging, excluding Professional print



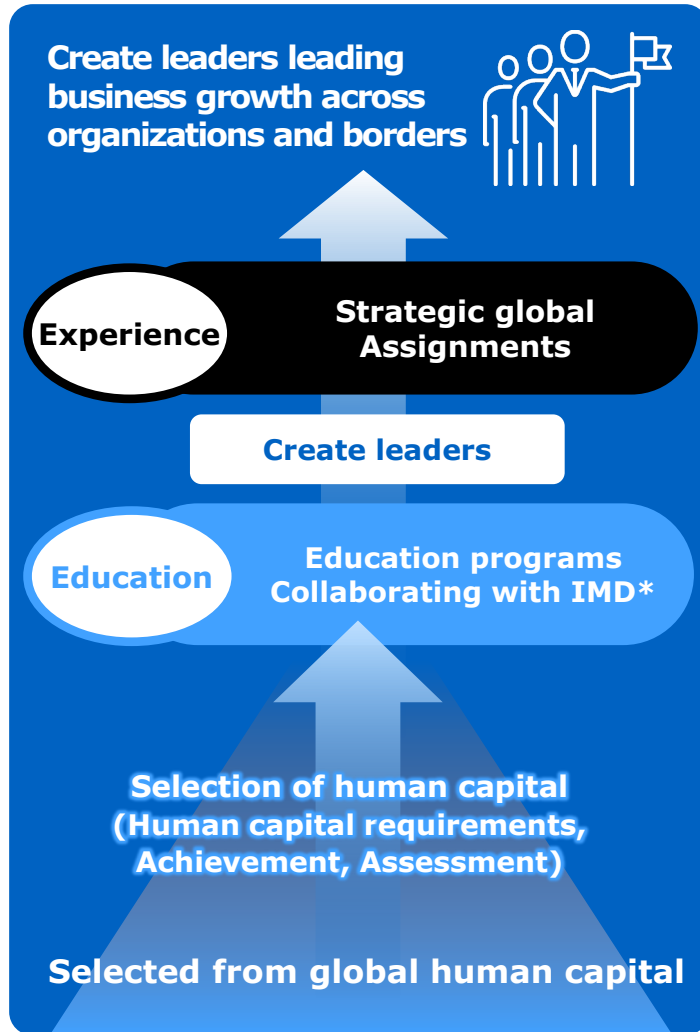
### Shift internal human capital to strengthening businesses

- Achieve advanced matching by the talent management system
- Shift as of the H1 exceeded the results of the previous year

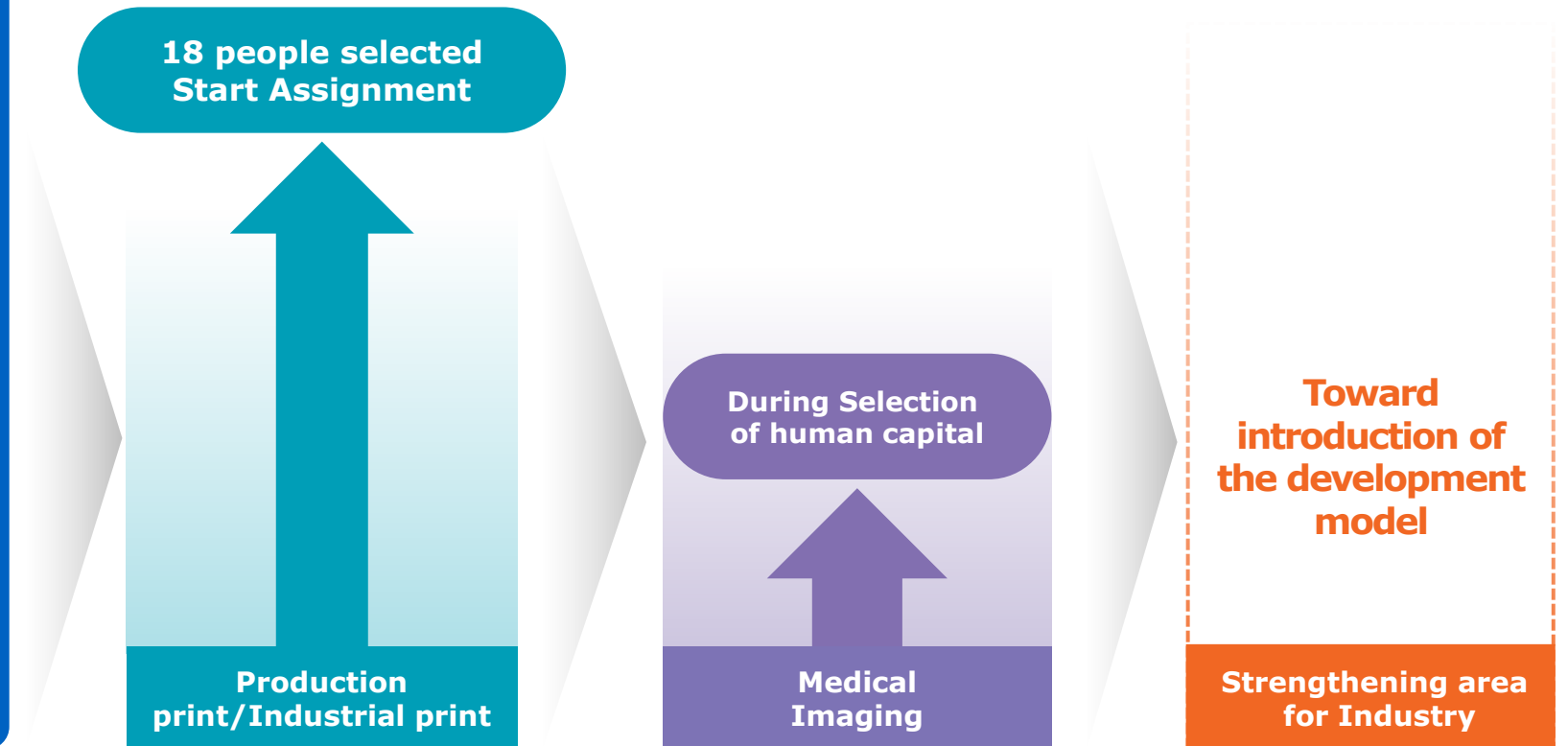


# Introduction of the model for developing global leaders to strengthening businesses

## Global Leader Development Model



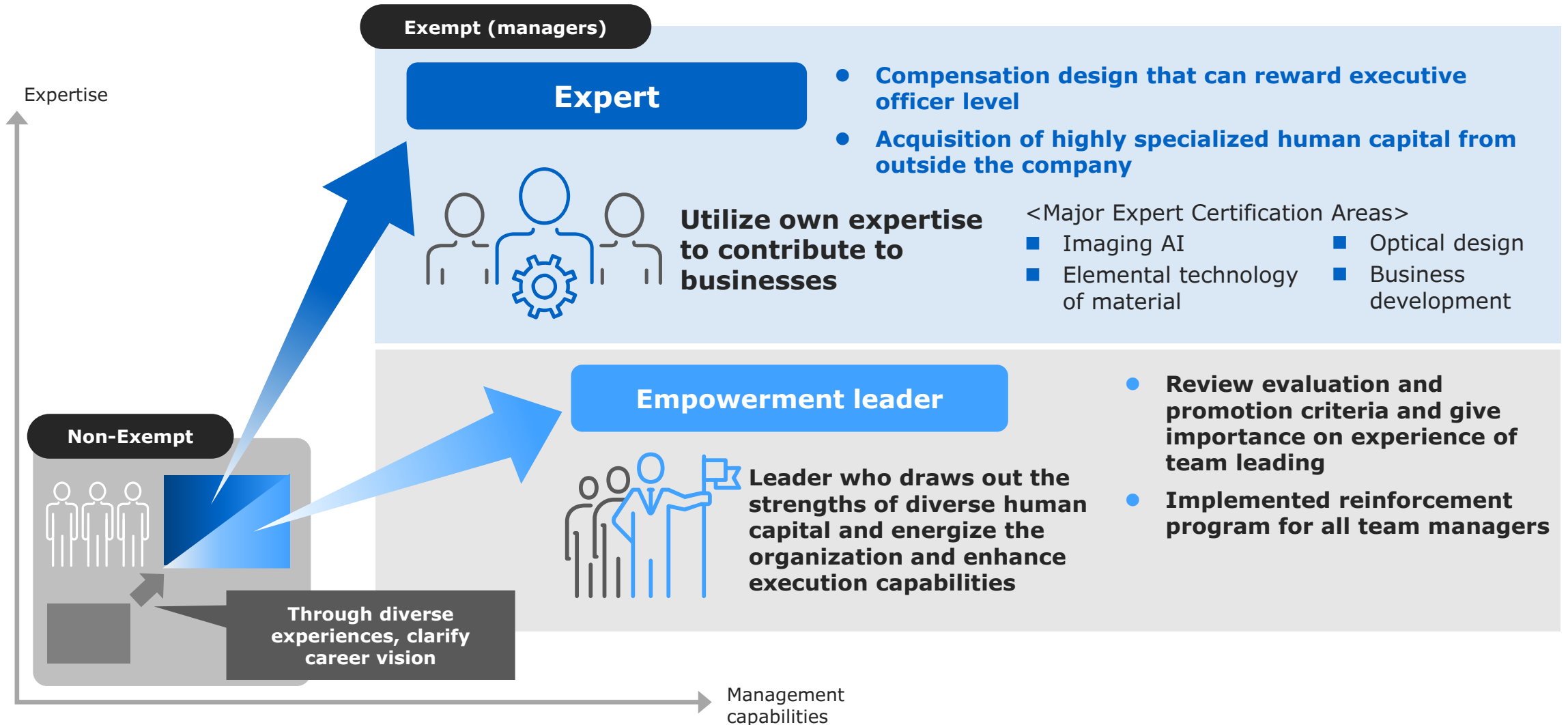
- Introduced in advance to Office business and selected 25 people and visualized human capital of leaders  
Confirmed successful activities beyond national borders through global assignments
- Started introduction of the model to strengthening businesses with an eye toward utilizing human capital of leaders across the company



\*IMD: Abbreviation of International Institute for Management Development, one of the world's leading business schools based on Switzerland

# Strengthen organizational capabilities and acquire human capital by double-track human capital system

Strengthen execution capabilities and implement rewards and incentives to attract highly specialized human capital by double-track system

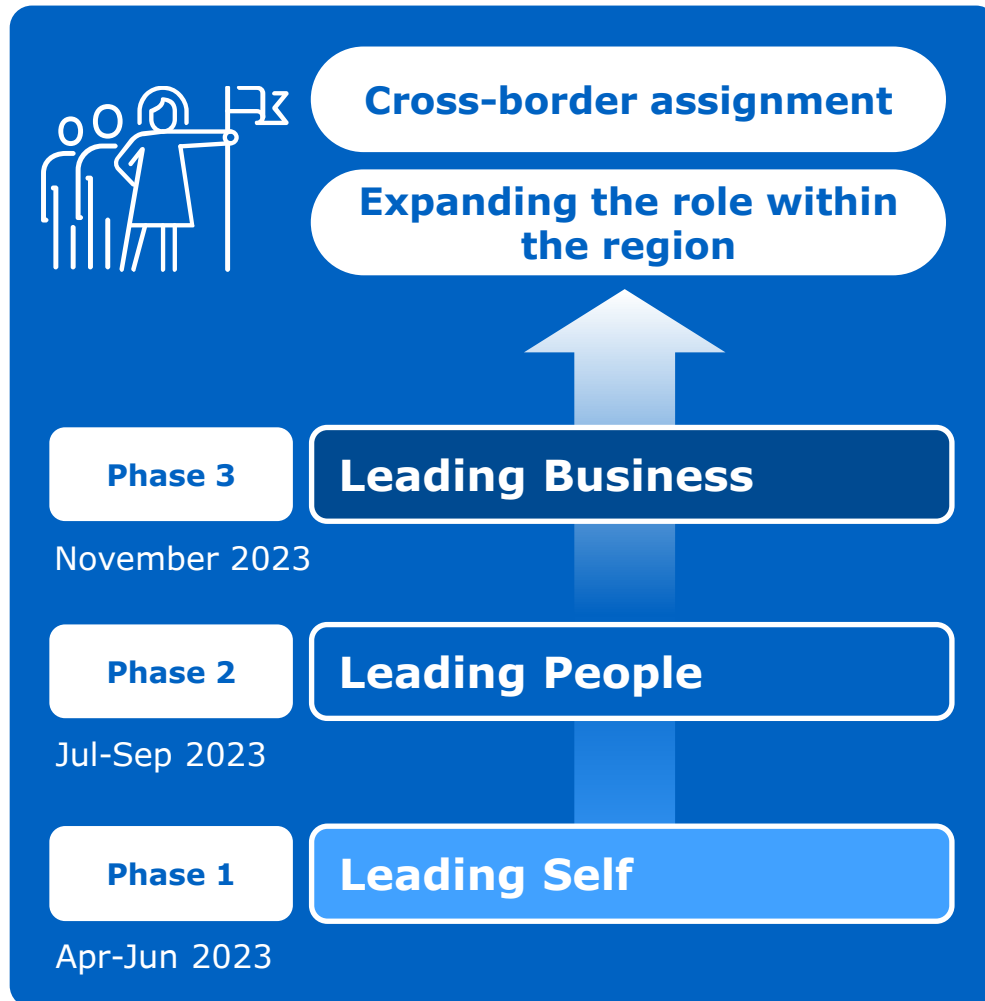


# DEVELOPING DIVERSE MANAGEMENT



## "Women 2 Lead Program"

### Program steps



### Purpose

- **Ensuring Diversity and Further Enhancing Equity in the place of Decision-Making**
- **Contributing to sustainable business growth** even in a constantly changing business environment

### Progress

- Selected **12 women leaders** in total globally
- Programs to develop leadership and boost career growth collaborating with IMD

# Developing next-generation global leaders to realize sustainable growth

“GLOW” as global expansion of overseas training program for young employees



## Purpose

- Early development of true global leaders who have capabilities to compete in the world
- Understand diversity and develop global work practices and perspectives

## Progress

- First term May 2023 **11** people
- Second term After January 2024 **10** people

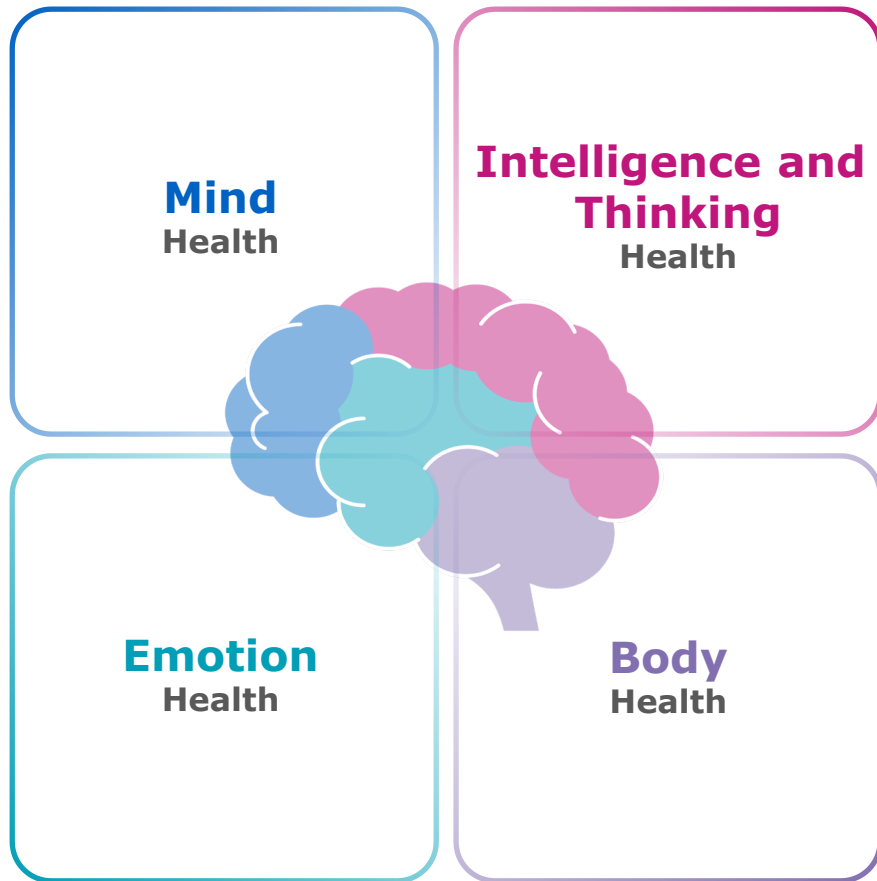
## Characteristics

- **Take on opportunities for the program and challenge the goals set by themselves**
- **Expand to excellent overseas human capital and highly specialized human capital**

# STRENGTHENING ORGANIZATIONAL CAPABILITIES



# Toward a management team that achieves transformation by improving resilience



## Progress

- Implemented 16-month enhancement program for executives and candidates for executive
- Expansion to executive candidates for the next leader of major sales subsidiaries

## Program

- Learning and Practice in 4 Health Fields Based on Medical Knowledge
- Sharing case of failures and considering it as if it was their own story in the case study session



## Outcome

Enhance quality of Management decision making

Activate discussion in management meeting

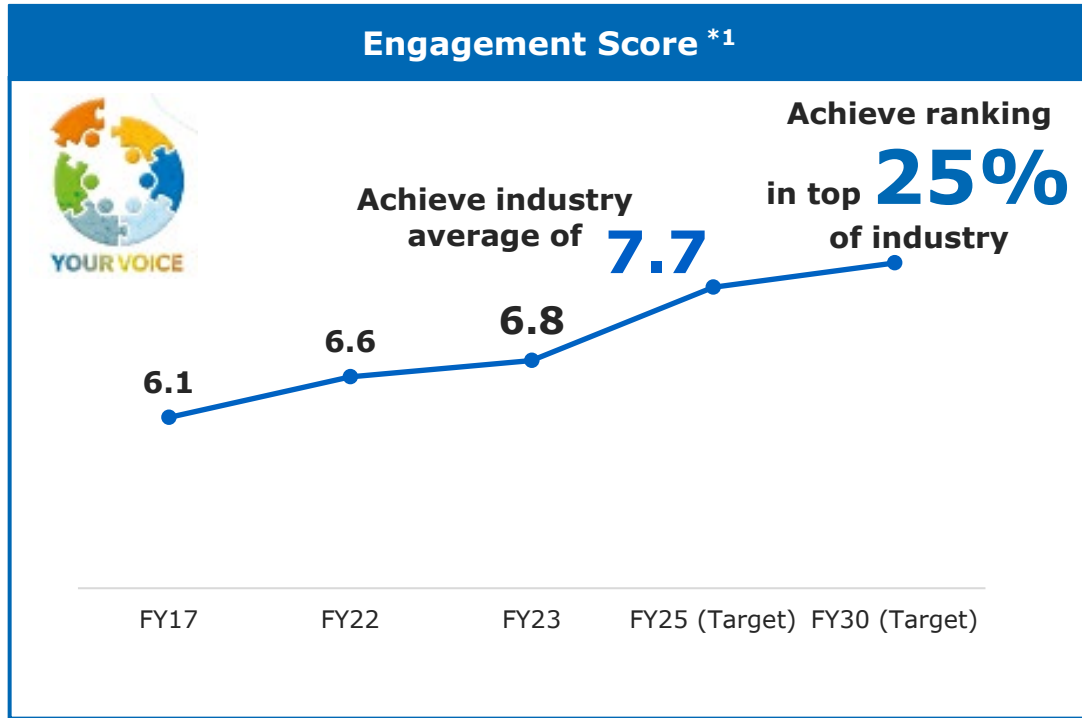
Cultivate culture of collaboration across the company

**Toward a management team that will bring about transformation**

# Enhance employee engagement

## Global Engagement Survey "Your Voice"

Responded by  
**35,000** global  
employees



**Steady progress toward achieving engagement score goal in Medium-term Business Plan's**

### Drivers promoting Engagement enhancement \*2

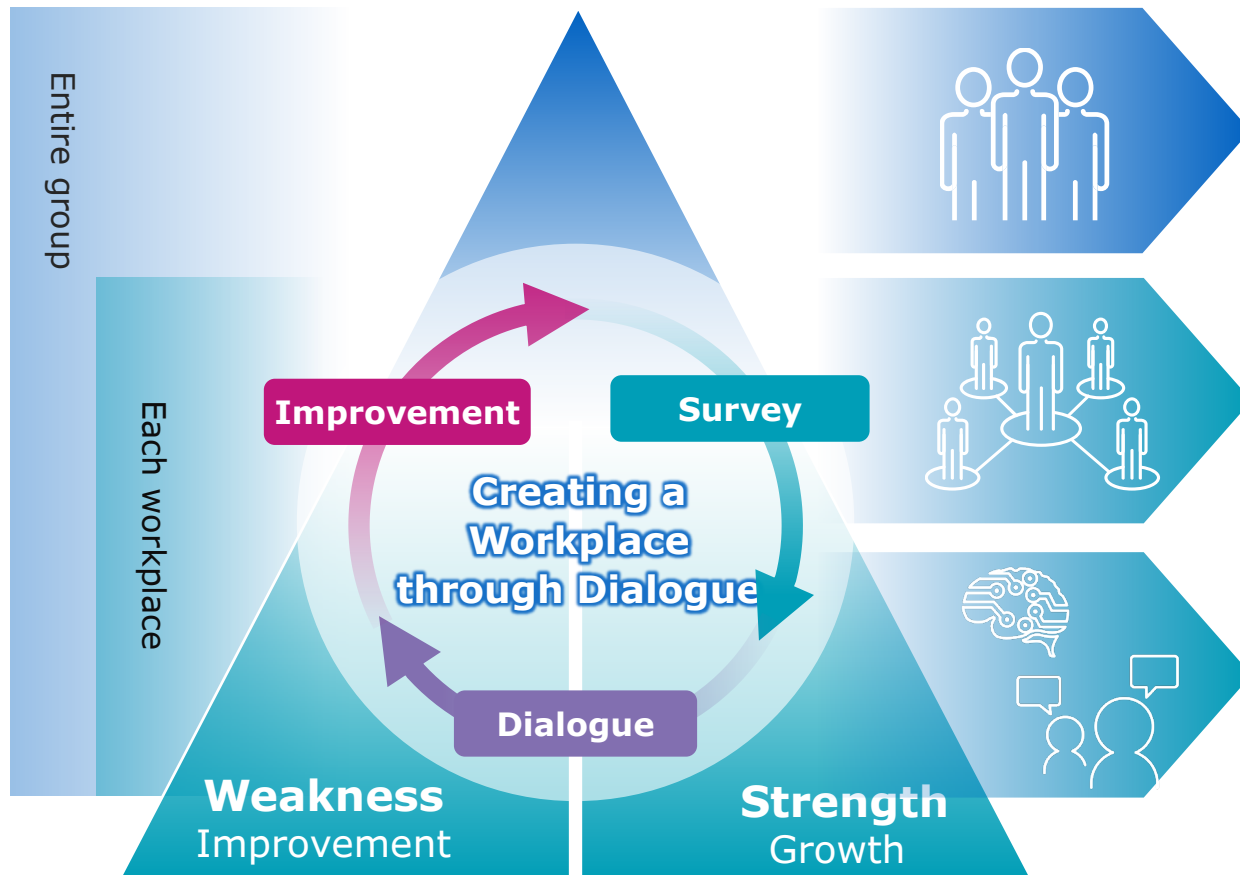
- **Global:** Reward, Accomplishment, Career Path
- **Japan:** Career Path, Demonstration of strengths, and Equity

\*1: Adopted Workday's research infrastructure. Average score for questions on "engagement" in the global employee awareness survey (answers on a scale of 0 to 10)

\*2: Factors that contribute significantly to engagement enhancement by improvement (items with high correlation)



## Building company rooted in Uniqueness of Konica Minolta



### Promoting communication throughout the Group

- Reinforcement of internal communication
- Promotion to understand Medium-term Business Plan

### Strengthen communication among business units and individual subsidiaries

- Surveys and engagement measures
- Promote dialogue with town hall meetings

### Promotion of dialogue in each organization and workplace

- Analyzing priority issues using AI
- Dialogue based on employee comments
- Workshops in each workplace



**KONICA MINOLTA**

**150**

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**YEARS**