

Human Capital Strategy

Shinichiro Oka
Executive Vice President
& Executive Officer



Under our Medium-term Business Plan (2023-2025), we aimed to develop professional talent (individuals with unique skills who can think and act independently) and have been working to cultivate the next generation of leaders, promote women's workplace participation, and establish a dual-track management system. As a result, the number of employees capable of consistently delivering the desired performance is steadily increasing. Going forward, it will be important to translate that growth into organizational results.

Human capital will be the key to achieving our Medium-term Business Plan as well. While the transformation centered on ROIC-based management will be driven by strong leadership from top management, strengthening the leadership and middle management teams is essential for its widespread adoption and implementation.

Furthermore, to achieve new growth, we must integrate our technology, human capital, and customer base across businesses and regions to create unique value. Therefore, we will work to build an organization where diverse talent bring together their insights and strengths to continuously create shared value. Through these transformations in our human capital and organization, we will lay the foundation for long-term growth.

Our Company has established the engagement score as a key KPI for our human capital strategy. However, our goal is not simply to meet numerical targets, but to improve performance and engagement and to create a virtuous cycle in which employees take on challenges and grow. We will channel the growth of our human capital into organizational results and long-term enhancement of corporate value.

Basic Policy for Human Capital Strategy

In formulating its Corporate Plan 2026-2028 (hereinafter, new Medium-term Business Plan), Konica Minolta has redefined its ideal profile for human capital and organization.

The ideal profile for our human capital is "talent that continuously learn, cross business and regional boundaries, and stay committed to results." To achieve this, we will prioritize strengthening our leadership ranks, who drive our businesses and functions, and promote systematic global development and strategic rotations across businesses and regions.

Furthermore, the role of middle management will become even more critical in implementing the reforms outlined in the new Medium-term Business Plan and turning them into tangible results. We must bring out the potential of each individual, integrate it into the organization as a whole, and empower our human capital. For this reason, we will work to strengthen our management capabilities from both a systemic and operational perspective. Furthermore, by expanding our systematic training programs and strengthening our recruitment and development of technical talent, we will further reinforce the talent base that supports our business growth.

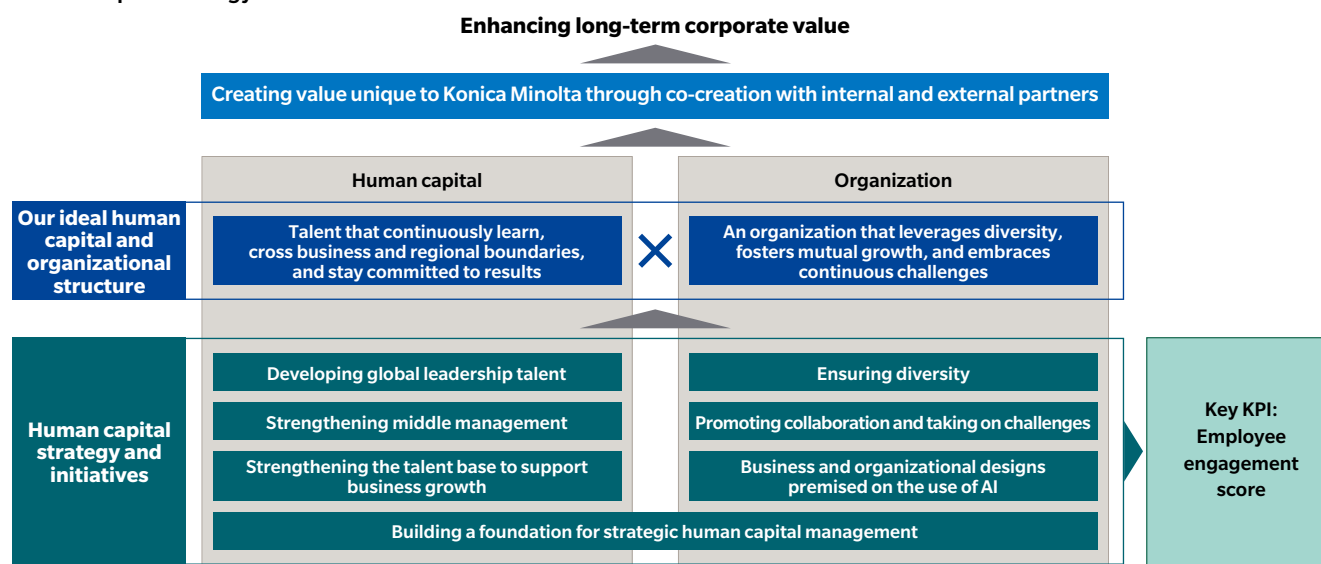
As for our organization, we aim to be an organization that leverages diversity, fosters mutual growth, and embraces continuous challenges. We enhance our competitiveness by empowering diverse talent to inspire one another and take on the challenge of creating value through collaboration both within and outside the Company. To make this a reality, we will continue to develop systems and opportunities that support these efforts.

In addition, we will clarify the division of roles between humans and AI and work to create an environment where people can focus on co-creation activities that generate higher added value. Leveraging our strengths in DX talent and DX literacy, we are exploring ways to design business processes and organizational structures with the integration of AI as a given.

As the foundation for these initiatives, we will advance the development and utilization of human capital data and, by centrally managing human capital information on a global scale, realize human capital management that is aligned with our business strategy.

Through these initiatives, we will create a virtuous cycle of enhanced corporate value and increased employee engagement by fostering the growth of our human capital and our organization.

Human Capital Strategy Framework



Human Capital Strategy

Cultivating talent that continuously learn, cross business and regional boundaries, and stay committed to results

Developing global leadership talent

In fiscal 2024, Konica Minolta established a Human Capital Committee to develop educational plans for the next generation of leadership who could become future candidates for president. This committee is chaired by the President and consists of the

executive officers in charge of business and technology, as well as the executive officer in charge of corporate affairs. The committee is carrying out assessments of prospective talent, strategic assignments based on areas for improvement, and systematic development.

In addition, with regard to international human capital, we coordinate with succession planning in key regions to provide mentoring and individualized development plans for selected employees, as well as assignments that span countries and businesses. In Europe, where these efforts are already underway,

the Company is strengthening leadership through practical experience, such as by assigning employees to lead cross-functional projects and drive DX on a broad scale.

In addition, we have introduced a Resilience Program led by occupational health physicians for senior management, with the aim of enhancing the interpersonal skills and integrative abilities needed to drive transformation. Through these initiatives, we are working to strengthen our talent base to drive co-creation on a global scale.

Voice Global Leadership Talent



Elena Drecheva

Managing Director, Konica Minolta Business Solutions Bulgaria & Greece
Sensing Business Expansion Project Lead (Project UNITY), Konica Minolta Europe

I oversee the Business Technologies Businesses in Bulgaria and Greece, and I lead UNITY, a project to expand our sensing business in Europe. This project aims to create value that transcends business and organizational boundaries by combining the technical assets of our sensing units with our sales infrastructure in the Business Technologies Business across more than 30 countries.

The challenge I face is promoting change across organizations that are not directly under my supervision. Given the cultural differences between engineering and sales, and within a matrix structure that includes the European headquarters and the Japanese headquarters, “alignment of direction” is more important than “authority.” Under the theme of “UNITY (One Direction),” we are working to build an organization that addresses customer challenges through dialogue and collaboration that transcends cultural differences.

Influence isn’t given; it’s built. The key is not to do things yourself, but to create an environment where others can take action. We will contribute to sustainable growth by transforming technology into value, establishing a replicable growth model, and developing leaders capable of collaboration.

Voice Resilience Program Coordinator



Makiko Mori

Corporate Human Resources Division,
Health & Wellness Group,
Occupational physician,
KONICA MINOLTA, INC.

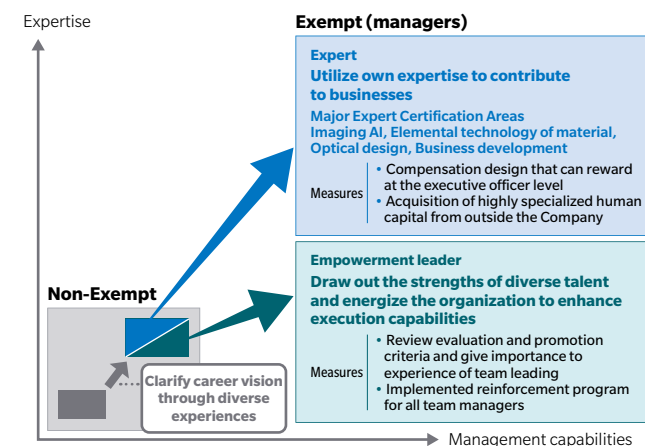
The Resilience Program is an initiative based on insights from medicine, psychology, and neuroscience that aims to enhance the resilience of individuals and organizations and foster their ability to overcome challenges and create value. Over the course of a year, we aim to deepen participants’ understanding of how the brain works, help them develop new habits aligned with their vision of the kind of leader they want to become, and build deep relationships of trust among participants through sharing and discussing challenging experiences. Since its launch in 2021, this program has not only fostered behavioral changes among participants—primarily senior executives—but has also led to candid discussions and the development of cross-departmental collaborations. These are viewed as significant achievements in improving the quality of decision-making and creating value by combining the strengths of each department.

Through this program, I hope to use leadership-level transformation as a starting point to spread that impact throughout the entire organization, ultimately creating a company where every employee can thrive and contribute to the fullest. We aim to enable everyone to enhance their capacity for life (their capacity for happiness) and to foster a culture where individual and corporate success go hand in hand. We will also continue to expand the program to other companies, contributing to the revitalization of Japanese industry and the creation of a better society.

Strengthening middle management

To strengthen our ability to drive change, we are working to strengthen our middle management ranks, focusing primarily on Japan, where the head office functions that serve as the core of our business and operations are concentrated. Konica Minolta has reevaluated the traditional concept of “management positions” and, starting in fiscal 2022, transitioned to an “exempt” system featuring a dual-track role structure, clarifying roles along two axes: “empowerment leaders” and “experts.” Empowerment leaders are responsible for drawing out the strengths of diverse talent and translating that into organizational results, while experts are responsible for driving the business forward through their advanced expertise. We have clearly defined the behaviors expected for these roles as evaluation criteria and promote continuous growth through a multi-dimensional evaluation process.

Dual-track system



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Our development initiatives include implementing systematic programs centered on coaching and team building for section managers, while providing training for department heads aimed at strengthening their ability to drive change. Furthermore, we have introduced competitive performance-based compensation packages for experts to strengthen our efforts to attract and retain highly specialized human capital.

On the other hand, while the exempt system is fundamentally based on role-based compensation, it is necessary to further clarify the responsibilities, performance expectations, and required skills for each position. For this reason, we will work to develop job descriptions that are linked to performance evaluations, with the aim of improving the quality and acceptability of goal-setting. Through these initiatives, we will promote the visualization of each individual's strengths and areas for improvement, as well as self-directed skill development, thus strengthening middle management to drive transformation.

Strengthening the talent base to support business growth

To strengthen our talent base, which supports business growth and enhances corporate value, we are implementing systematic training initiatives centered on OJT (on-the-job training). Specifically, we have structured our training system around four pillars: selective training, which focuses on investing in high-potential talent; tiered training, tailored to key milestones such as joining the Company or receiving a promotion; career development support, which assists employees in building diverse career paths; and re/up-skilling, which supports self-directed learning through initiatives such as self-development grants of up to ¥1.5 million per year that can be used toward pursuing an MBA or other degrees.

In terms of acquisition of human capital, in addition to strengthening partnerships with universities in Japan, we are working to expand our connections with the academic community, including overseas universities, and to pursue global recruitment, thereby broadening our access to human capital capable of driving growth in key areas. Furthermore, as workforce mobility increases and competition for specialized human capital intensifies, we will place great importance on maintaining ongoing contact with former employees and candidates who have had prior ties to our Company. By expanding opportunities for them to reconnect with us in the future, we will build human capital that supports our business growth. At the same time, we

are fostering a corporate culture that encourages individual growth and taking on new challenges by combining open recruitment, the lifting of restrictions on side jobs, and systems that recognize and reward initiative.

We are also focusing on strengthening our technical human capital, which is key to our growth strategy, and have reorganized our previously fragmented training functions. We have established a training framework that integrates with our core technologies and areas such as AI and data. Furthermore, we have introduced a system that recognizes contributions to employee development and training and established a Company-wide framework to promote human capital development. Through these efforts, we are working to build a solid talent base that will sustainably support our business growth.

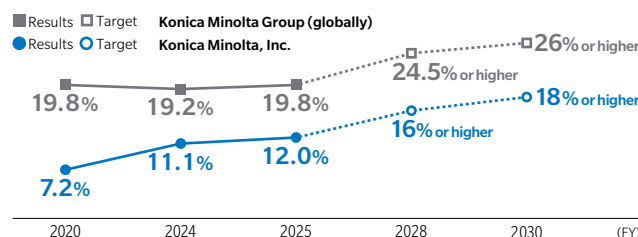
Evolving into an organization that leverages diversity, fosters mutual growth, and embraces continuous challenges

Ensuring diversity

We believe that the diversity of our human capital leads to the ability to perceive and solve challenges from a variety of perspectives. At Konica Minolta, roughly three fourths of our employees are based outside Japan, and our diverse, multinational employees are thriving. Furthermore, the percentage of women in management (exempt) positions is steadily increasing, standing at 19.8% globally and 12.0% in Japan as of fiscal 2025.

However, we recognize that further efforts are needed to promote women's participation in the workplace. Therefore, we

Percentage of women in management (exempt) positions*



* Global: The percentage of management positions held by women (including executive officers) as of March 31.
Konica Minolta, Inc.: The percentage of management positions held by women (excluding executive officers) as of April 1 of the following year for each fiscal year.

have been implementing a program called 'Women 2 Lead' to select and nurture the next generation of leaders from our globally active female employees. In this program, we collaborate with IMD* to identify participants' strengths and areas for improvement through assessments, and then provide career development and leadership training over a period of approximately eight months. After completion, supervisors, business unit leaders, and the HR departments work together to support steady growth through role expansion and assignments based on individual development plans.

At the same time, we are working to expand the number of female leaders by increasing the recruitment of women and systematically developing employees from an early stage in their career, with the aim of reinforcing our talent base over the medium to long term.

* IMD: International Institute for Management Development, a world-renowned business school based in Switzerland.

Promoting collaboration and taking on challenges

We are strengthening initiatives that promote collaboration and a mindset of taking on challenges, aimed at creating an organization where diverse talent can inspire and challenge one another to continuously strive for improvement.

For example, we are implementing the GLOW Program, which aims to develop the next generation of management talent. This program is a six-month overseas assignment program with a two-way exchange that includes international participants. Participants set their own missions and coordinate with host organizations, collaborating on-site to achieve tangible results in a short period of time. This program has been well received by host organizations, achieving results in both business operations and human capital development.

Also, through our global recognition program, we highlight and share examples of innovative initiatives and commend actions that drive value creation, which promotes Company-wide learning and implementation. Through these efforts, we are striving to create a virtuous cycle of collaboration and value creation driven by purposeful challenges.

Business and organizational designs premised on the use of AI

To advance the use of AI and DX, we are promoting human capital development in two areas: raising the skill level of all employees and enhancing the expertise of specialized human capital.

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We are working to enhance the performance of all our employees through AI and DX (digital transformation) literacy training, generative AI training, and ethics and governance training.

Additionally, we are working to develop specialized human capital capable of handling everything from defining business challenges to implementing solutions through hands-on training focused on real-world business themes and management-oriented training. Building on this foundation, we defined roles such as DX promoters and AI engineers, established a training framework and an in-house certification system, and now have approximately 1,000 DX specialists operating across our various business units.

Voice GLOW Program



Stacey Sujeebun
Corporate Communications,
KONICA MINOLTA, INC.

International mobility has been a defining thread throughout my career, with experiences across Europe, the United States, and Japan within the Group. Leading Marketing and Communications departments in each region, I have been exposed to diverse customer needs and market environments, while developing a broad, enterprise-wide perspective. These experiences have reinforced the importance of continually re-examining assumptions to deliver more effective solutions to complex business challenges.

Participation in the GLOW program at headquarter in Japan, deepened my understanding of the Group's global strategy, while enabling a two-way exchange of insights-bringing perspectives from different regions into headquarters and contributing to more integrated decision-making. The program subsequently led to the opportunity to continue my career at Headquarters, where I now support corporate communications.

The benefit of international mobility—and of diversity more broadly—lies not in individual experience alone, but in the collective impact created by integrating different perspectives across the organization. By embracing diverse viewpoints and constructively challenging established approaches, organizations can strengthen agility, foster innovation, and deliver greater value to customers globally.

Going forward, we will restructure our operations into human-led areas, human-AI collaboration areas, and AI-led areas. We will strengthen uniquely human capabilities such as decision-making, organizational leadership, and relationship-building, as we evolve into an organization that co-creates with AI.

Building a foundation for strategic human capital management

Development of a Global Human Resources Information System

To achieve strategic human capital management aligned with our business strategy, we are moving forward with the development of the Global Human Resources Information System (HRIS), which serves as the foundation for this initiative. We aim to enhance the quality of management decisions through workforce forecasting based on future business plans, while also striving to improve productivity and operational efficiency. In implementing this, we are not merely building a system; we are driving transformation in decision-making processes based on business challenges.

Moving forward, using HRIS as a foundation, we will work to enhance workforce planning in alignment with our business strategy, strengthen human capital management for employees who drive value co-creation, and build systems that support the autonomous growth of each and every employee. Furthermore, by gaining a global overview of our human capital and promoting data-driven decision-making to ensure the right people are placed in the right roles, we will accelerate human capital management and drive sustainable growth in corporate value.

Improving Employee Engagement

Konica Minolta uses the employee engagement score as a key KPI for its human capital strategy.

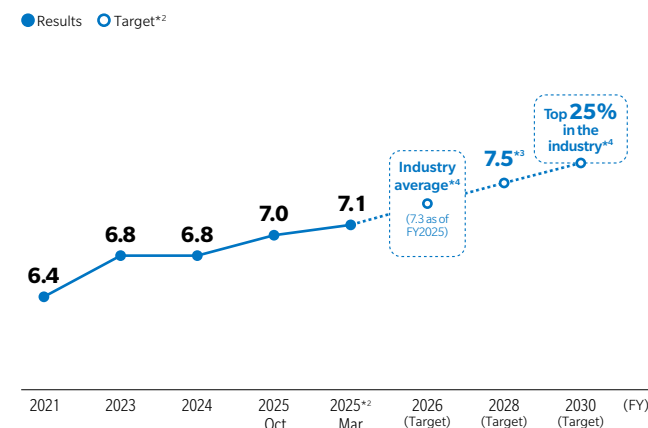
We conduct an annual employee survey called “Your Voice” for all employees worldwide. By visualizing engagement scores and the factors that drive their improvement, we assess the current state of the organization and identify challenges. Based on the survey results, each business division and base is identifying its strengths and challenges through dialogue, and formulating and implementing specific improvement measures. By continuously maintaining this cycle of dialogue and

improvement, we are fostering an organizational culture where employees can truly feel a sense of fulfillment in their work and enhancing the work environment.

In addition, we place a high priority on physical and mental health as the foundation of employee engagement and have formulated a medium-term health plan designed to link the promotion of employee well-being to the enhancement of corporate value. Under this plan, we are working to improve organizational health score and reduce presenteeism and absenteeism. The Company and a health insurance society are working together to promote data-driven initiatives aimed at enhancing employee vitality and productivity.

Through these initiatives, we aim to inspire each employee to take on new challenges and foster a sense of belonging to the organization, thus achieving sustainable growth through co-creation with both internal and external partners, and creating a virtuous cycle of enhanced corporate value and increased employee engagement.

Employee engagement score*1



*1 Engagement score: The average score for the question “To what extent would you recommend working at Konica Minolta to someone outside the company?” in “Your Voice” (Global Employee Survey: responses on a scale of 0 to 10).

*2 Since our target is set in line with industry standards (those of the global technology sector as a whole), we review it annually. While the industry average at the time the target was set (fiscal 2023) was 7.7, the industry average based on results for fiscal 2025 (the target for fiscal 2025) was 7.3.

*3 The target for fiscal 2028 has been set at a value that is 0.2 points higher than the fiscal 2026 target (the industry average). For reference, using the fiscal 2025 industry average of 7.3, the target is 7.5.

*4 Based on results for fiscal 2025, the industry average (target for fiscal 2026) is 7.3, and the top 25% of the industry (target for fiscal 2030) is 7.7.