



Human Capital Strategy

March 11, 2021

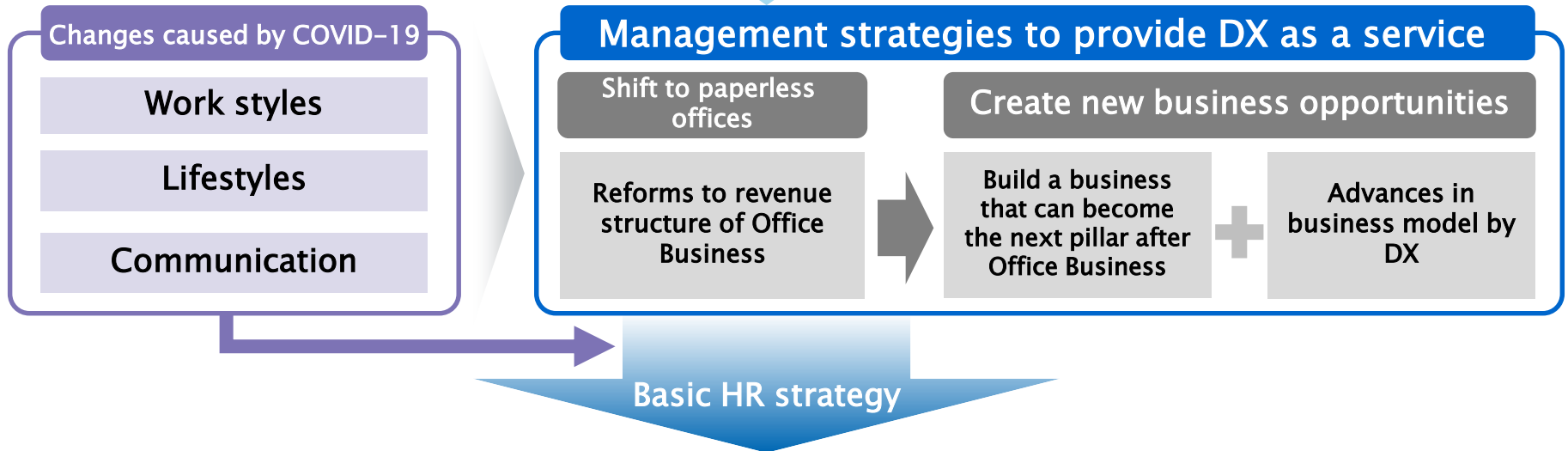
Shinichiro Oka,
Executive Officer, Responsible for Human Resources



Our Vision Imaging to the People

A global company that is vital to society, bringing vision to reality.

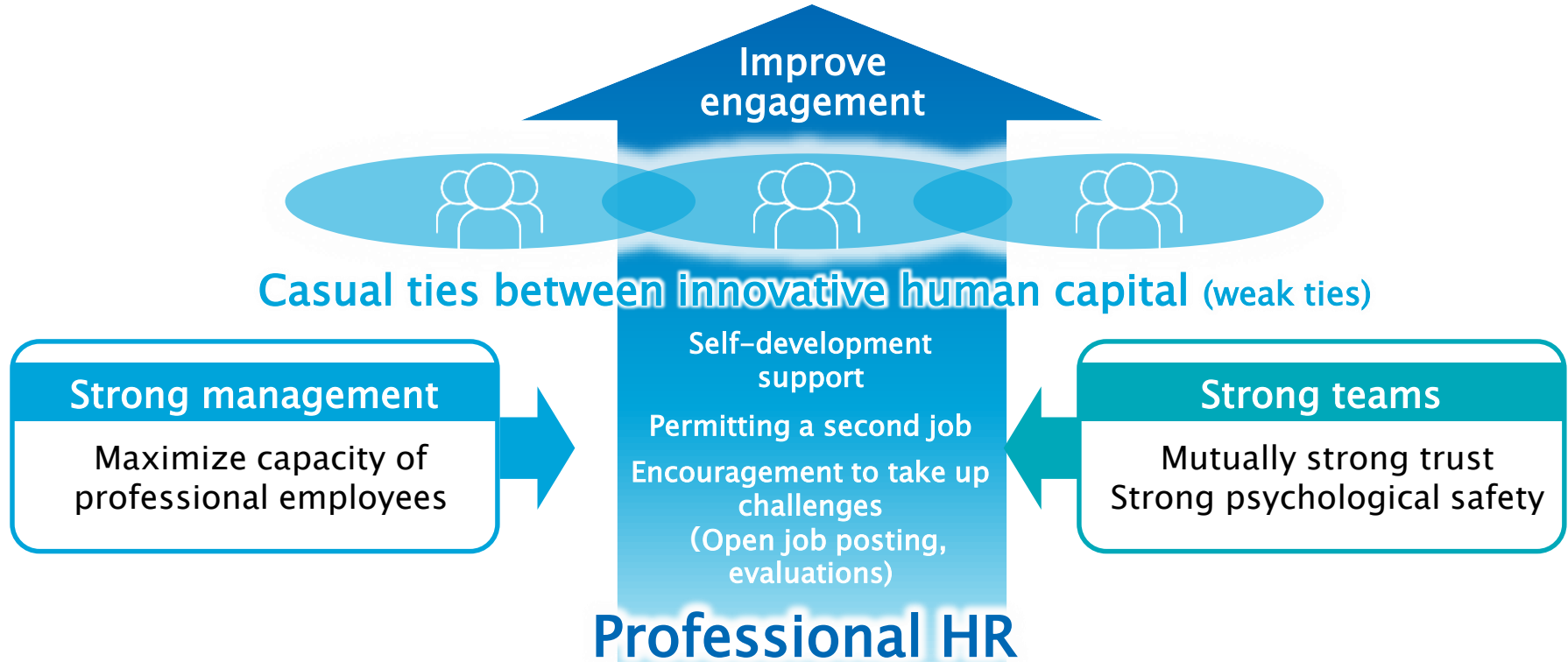
A robust and innovative company, continually evolving and contributing to the sustainable growth of society and individuals.



Transform into a professional employees group

Sustainable Growth

Pursue and accelerate DX strongly



- Impressive knowledge and skills as well as unique personal skills
- Act to solve problems based on autonomous thought (self-management)

6 Values

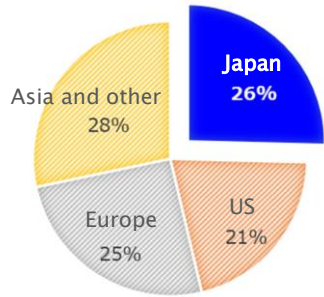


What are the 6 Values?

- Values are the standards that we depend on.
- Not a concept, but something that we demonstrate through action.
- Shared standards that we do not lose sight of even if our company is in a competitive environment.
- Our inherited DNA and what we should create going forward.

Maximize Skills of Konica Minolta's Diverse Human Capital and Use Them Effectively

Development and best use on a global level



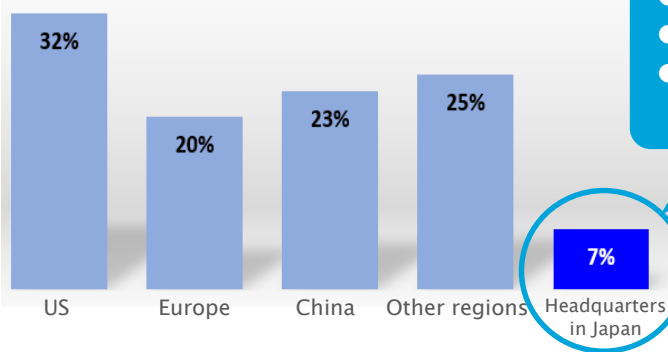
Diverse human resources

The right person in the right position, regardless of residence, nationality and language



- Utilization and development at headquarters for global manager candidates
- Strategic rotations extending across regions
- Assign to key positions at headquarters utilizing remote work
- Global expansion of Global Assignment Program for early career talent

Promote women's advancement in the workplace



Promoting women's advancement in the workplace is an urgent issue in Japan

- CEO Talent Review makes women with high potential visible
- Establish and lay out individual development plans and career plans
- Also consider outside hiring of employees who are potential managerial candidates

Becoming role models for young female employees actively being hired

	Sep 2020	Apr 2022	Apr 2023	Apr 2025
Directors and Officers	6.4% 3	8.5% 4	10.6% 5	12.7% 6
Senior Managers	1.2% 3	3.5% 9	4.6% 12	6.2% 16
Managers	6.8% 83	8.6% 105	9.5% 116	11.6% 142

Percentage of management positions filled by women globally (FY19, 18%)

* Percentage of female new graduate hires at headquarters was 35% in FY20.

Next-generation leaders & global DX leaders

CEO Talent Review

* Held every year in December with CEO in all businesses

Clarify requirements

- Organizational issues (current, in 3–5 years)
- Requirements for employees in leadership positions

- ① Assessment of employees currently in key positions
- ② Make list of future candidates for leadership positions
- ③ HR development plan for next-generation leadership for high-potential employees
- ④ Confirm needs for hiring strategic executives
- ⑤ Ascertain current status of high-potential female employees and implementation plan

HR training extending across all businesses, countries, regions and functions to ensure optimal HR company-wide

Focus on employees with potential to be directors and officers in the future (particularly young and/or female employees)

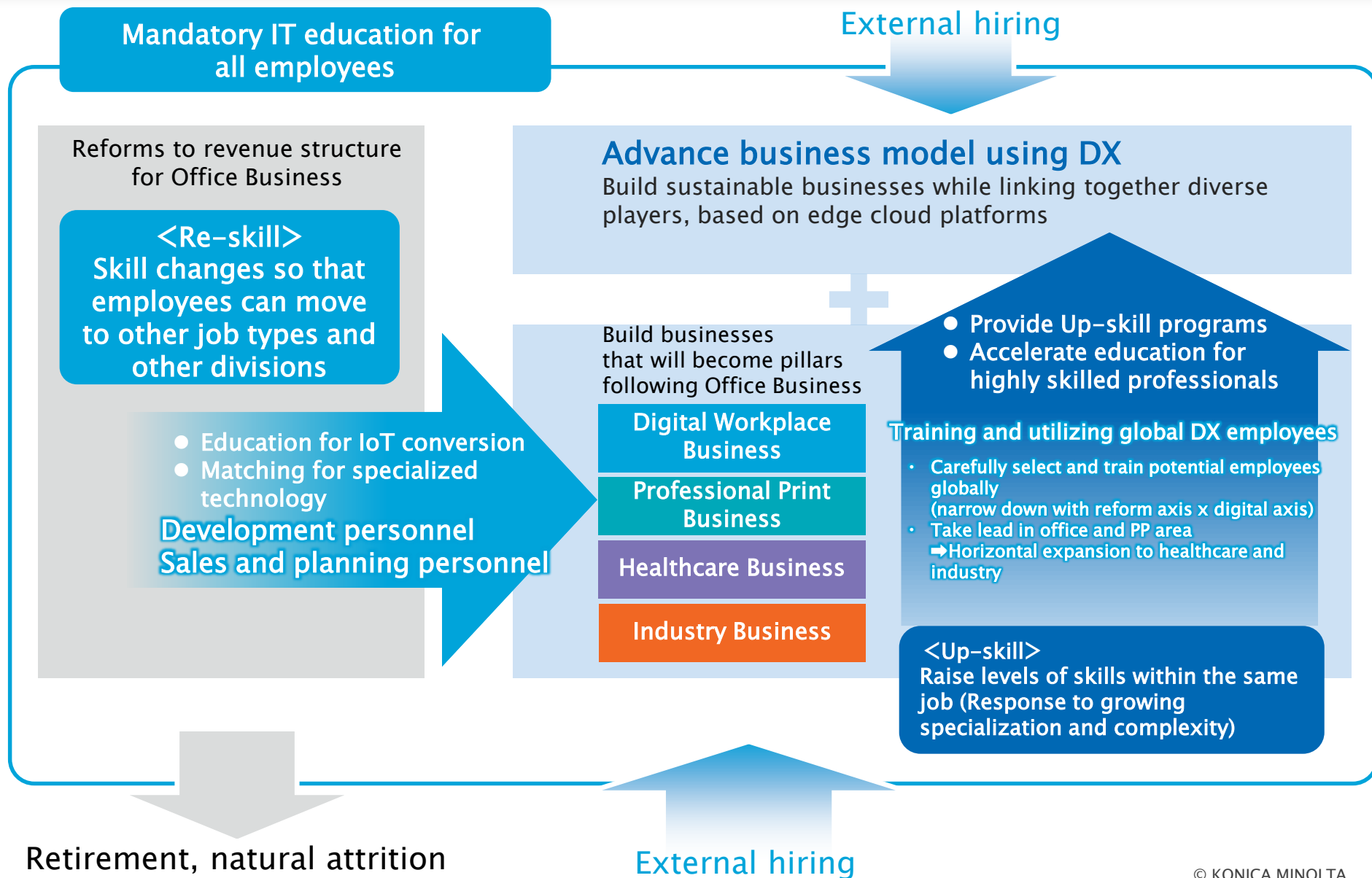
Education and best use of global DX human capital

Expand DX business and accelerate promotion of DX internally



Human Resource Shift to Achieve Conversion of Business Portfolio

Strengthen HR in the DX Business Field



Implement PDCA to improve engagement, with the annual Global Employee Survey as the axis

Penetration of medium-term business strategy and DX and confirmation of full understanding

Timely analysis, sharing of results of surveys digging deep into issues in each company and region and establishment of action plan



Growing to human capital that can compete globally as professional human capital



Create innovation

Develop human capital

- CEO talent review
- DX talent review
- Global E-Juku
- Global Assignment Program for early career talent (122 sent)
- Self-development support system (maximum of ¥1.5 million)

Promote diversity

- Promote women's advancement in the workplace
- Permit a second job
- Job return system
- Promote networking

Reform work styles

- New KM Work Style Optimization of work from home and in office
- Reconsider employee transfers that require to moves
- IT Education for all employees (21/2~) (700 over a 3-week application period)



Foster a challenge-seeking culture

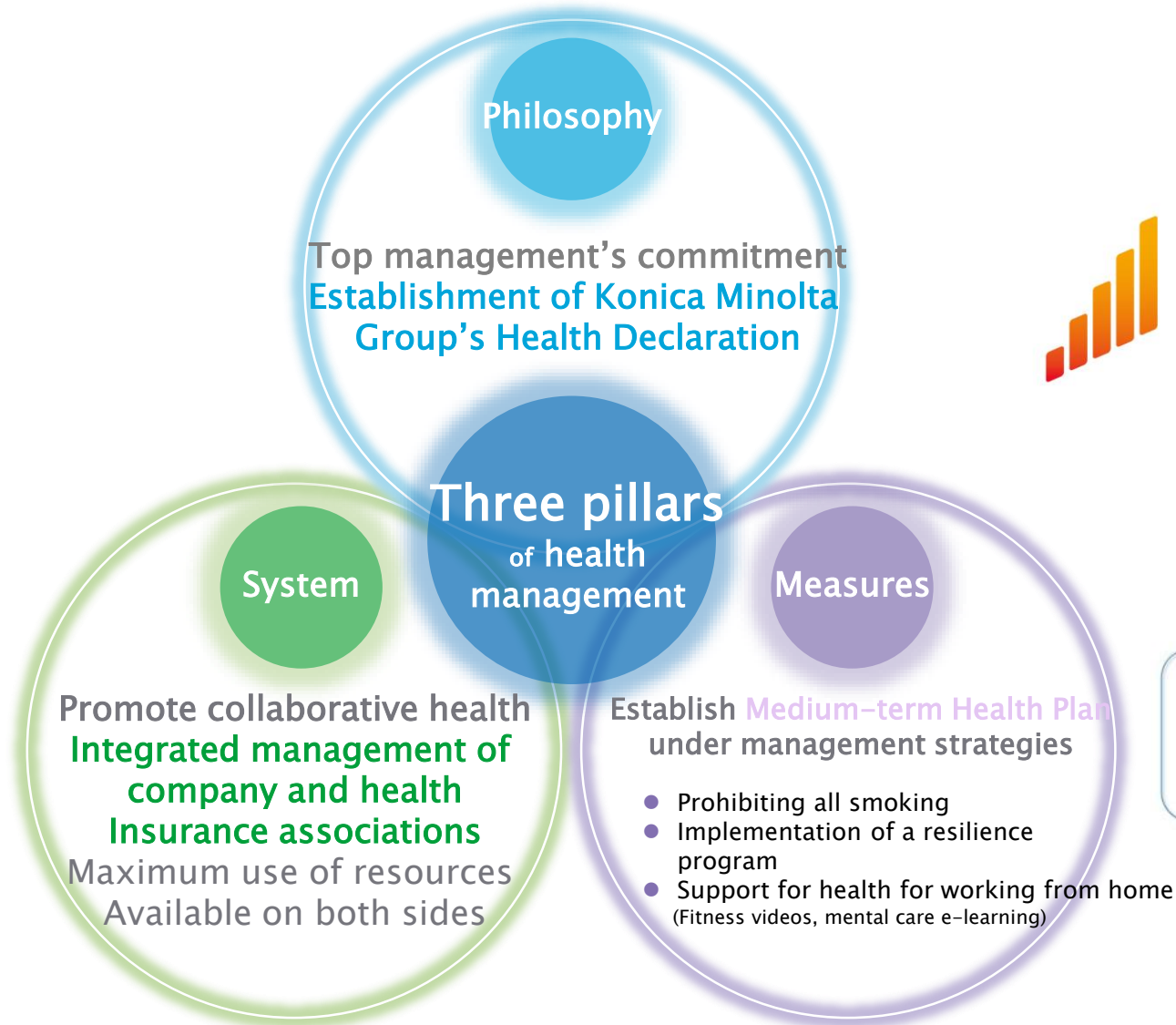
- Extra points in evaluations for challenging activities
- Support for activities creating innovation
 - Innovation forum
 - CGF
 - Value creation forum
- Support for independent activities by employees (LETS)
- Transfer system via open job postings/FA

Health management

Promote mental healthcare

Creating a corporate culture that puts health first

Activities aimed at enhancing health



Recognized by Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange as a Certified Health & Productivity Management Organization in 2021

1. **One management** (from FY2012)
One leader responsible for both company and health insurance associations
2. **Integrated operations** (from FY2013)
Reflected in organization



- Safety and hygiene
- Support for employees stationed overseas



- Adoption, payment, general affairs

<Integrated operations fields>

- Medical check-ups
- Medical check-up data analysis
- Drafting and implementing health measures



KONICA MINOLTA