

Human Capital Strategy

Shinichiro Oka
Executive Vice President and
Executive Officer



Recognizing employees as key drivers of long-term value creation, we are strategically investing in human capital to enhance sustainable corporate value. Central to this initiative is the development of professional human capital capable of creating value in a rapidly evolving business landscape. We believe our competitiveness stems from human capital with the autonomy to think, act, and deliver measurable outcomes.

In fiscal 2024, we executed global, company-wide, structural reforms, optimized our human capital portfolio, and initiated cost structure transformation. Despite short-term challenges, employee engagement levels remained stable year over year, demonstrating organizational agility and resilience to transformation.

Beginning in fiscal 2025, we will lay the foundation for growth and accelerate reinvestment in human capital, including reskilling programs to enhance productivity. Specifically, we aim to support enhancing the market value of each employee by advancing DX leadership development programs and driving operational innovation through AI application. We will also pursue a qualitative transformation of our workforce by recruiting globally competitive talent, implementing diversity-focused talent management, launching targeted development programs for the next-generation management and mid-level leaders, and reallocation and requirement of human capital to strengthening businesses growth areas.

Operating across diverse sectors and business phases, Konica Minolta, which has various fields with multiple business phases, is keen to be selected by human resources seeking for growth opportunities through challenges as their growth stage to carving out their careers. By partnering with such talent, we aim to drive sustainable enhancement of corporate value.

Human Capital Vision of Konica Minolta

Basic Strategy for Human Capital

Konica Minolta has articulated a new growth strategy and business transformation policy as a part of its Medium-term Business Plan. In conjunction, we have defined the human capital required to realize our business plan as “professional human capital”—individuals who possess distinctive skills backed by superior knowledge, expertise, and experience, and who are able to solve problems through independent critical thinking. We are committed to developing and empowering such talent.

Konica Minolta is also committed to maximizing the power of each individual, based on 6 Values, our code of conduct, and health & productivity management that regards the physical and mental health of employees as a source of growth, as well as supporting self-directed growth through self-development support and extensive in-house training programs, fostering a culture of taking challenges by introducing in-house open recruitment, and realizing diverse workstyles by lifting the ban on side jobs ahead of other companies. At the same time, we are focusing on building an organization that maximizes the power of individuals and fostering management human capital who can realize strong teamwork.

We believe our efforts will organically connect diverse professional human capital to generate innovation, and at the same time, improve our execution capabilities by strengthening engagement and resilience, and ultimately lead to our sustainable growth.

Human Capital Vision of Konica Minolta



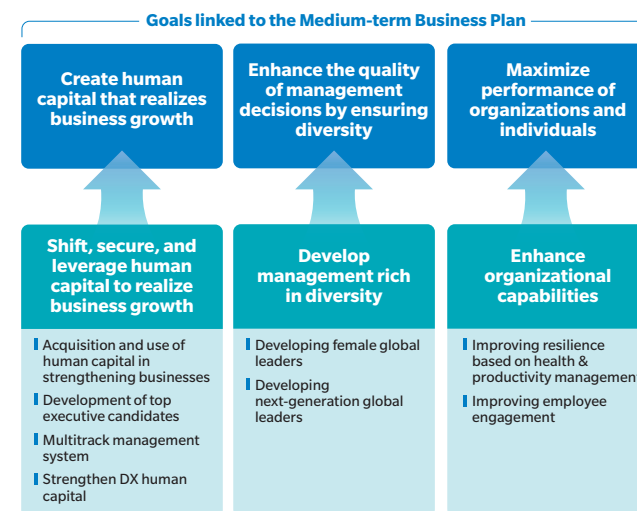
* Health & Productivity Management is a registered trademark of the NPO Kenkoikei

Creating Human Capital that Realizes Business Growth

Konica Minolta optimized its human capital in fiscal 2024 as part of cost structure reforms aimed at shaping future growth. These reforms were implemented swiftly and effectively, supported by careful communication from management to employees. However, we recognize that simply reducing headcount and suspending recruitment is not a sustainable path to growth. Therefore, in fiscal 2024, we focused on transforming into an organization with higher per capita productivity by leveraging DX to enhance efficiency and optimize human capital allocation. Simultaneously, we continued to invest in the development of professional human capital and create a work environment where diverse human capital can engage and perform at high levels. As a result, by April 2025, we achieved outcomes exceeding our initial expectations, as there was no significant decline in sales or employee engagement (see [page 18](#)).

Looking ahead, we will continue to invest in the acquisition and development of human capital for our strengthening businesses, while accelerating the early promotion of those identified as top executive candidates.

Three Pillars of Human Capital Enhancement Measures



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Shifting, securing, and leveraging human capital in strengthening businesses

Focusing human capital resources on strengthening areas is essential for Konica Minolta to achieve sustainable growth. In the Industry sector, we are strengthening our development and production capabilities in automotive visual inspections, hyperspectral imaging (HSI), and optical components for semiconductor manufacturing equipment—areas that will lead to business growth. In the Professional Print sector, we are advancing the technology of our Heavy Production Printing machines, which hold top market share, and introducing new UV inkjet printers. We will prioritize securing human capital to support these core technologies.

In addition, across all businesses, we will strengthen our recruitment efforts of human capital who can (1) promote business development by connecting cutting-edge technologies and customers across the industrial value chain beyond business organizations and (2) propose ways to increase the added value of hardware/software and revise entire business processes and workflows by deep-diving into customer needs.

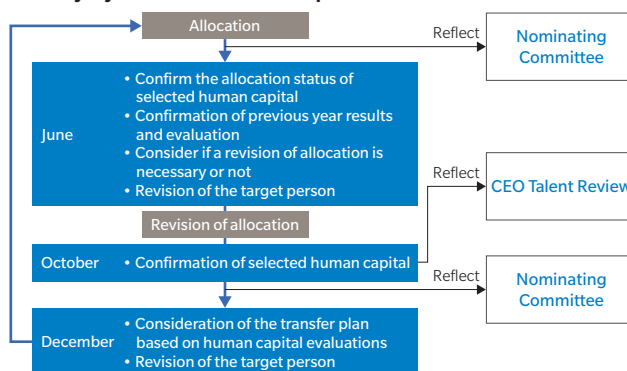
Systematic development of President & CEO and top executive candidates

To maintain and evolve a strong organization, it is crucial to have human capital that can unite and lead many individuals within an organization. Therefore, we have identified as a key issue the systematic and rapid development of the next generation of leader candidates. Each year, the top managers of each business report to the President and discuss their succession plans for key positions, including their own and those at overseas affiliates, to determine the direction of our succession development plans.

In addition, for fiscal 2024, we established a Human Capital Committee to deliberate upon offering planned job assignments, strategic rotations, and educational programs for the early development of the next generation of leadership candidates for future president. This committee is chaired by the President and comprises executive officers in business, technology, as well as corporate affairs. In fiscal 2024, through the activities of this committee, we finalized the next generation candidates of President, and from fiscal 2025, we are concretely providing external educational opportunities as well as assignments tailored to the individual characteristics of each candidate. For human capital at the business-unit manager level, we are also

implementing rotations across business boundaries to accelerate both personal growth and business enhancement.

Activity Cycle of the Human Capital Committee



Strengthening middle management

In fiscal 2022, we changed our management system from a single-track to a dual-track system. This change clarified the missions demanded of management; this, in turn, aimed to address issues such as the lack of non-management options for human capital with expertise, and the struggle to fully develop the experience and skills that management requires as our diverse workforce grows. Specifically, management roles (exempt positions) are now divided into two categories: “experts” who contribute to the business through their expertise, and “empowerment leaders” who draw out the strengths of diverse human capital and energize the organization to enhance execution capabilities. The requirements for each of these roles were also substantially revised.

For experts, the reformed compensation design has enabled them, based on performance, to be compensated at the Executive Officer-level, which has thereby contributed to the recruitment of highly specialized human capital. Four years since these reforms, 5% of all exempt employees are now experts, who are contributing to business growth by leveraging their expertise.

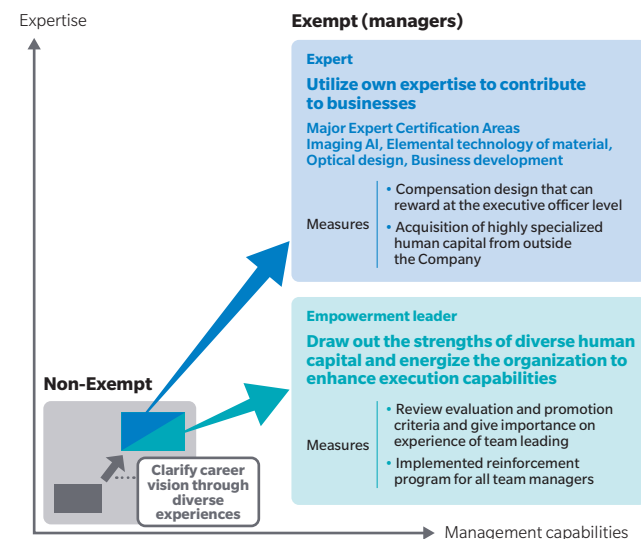
As for empowerment leaders, we are systematically and regularly offering programs, for all team managers, to strength their management skills such as coaching, team building, and communication. In addition, in fiscal 2025, we launched a DX leader development program to improve managers’ task-setting

ability needed to advance DX. Furthermore, for general managers, who are at the core of achieving medium- to long-term profit growth, we will implement a program aimed at strengthening both mindset and action.

In addition, both experts and empowerment leaders regularly undergo multifaceted evaluations to assess their performance in relation to the required behaviors, enabling them to consistently update their own actions. Through these initiatives, we are encouraging continuous growth and further strengthening our human capital.

Going forward, we will continue to leverage the potential of our engineers, who are Konica Minolta’s strength as a manufacturer, and advance as a unified team composed of strong leadership and high IT literacy.

Dual-track system



Strengthening and developing DX human capital

Konica Minolta aims to solve the problems that face customers by combining data and digital technology to innovate products and processes. To achieve this, we set out the goal to develop 1,000 DX specialists and met this goal in fiscal 2023 by providing the necessary training programs.

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Furthermore, solving problems with DX is not something that can be accomplished by individual engineers alone. Rather, it requires identifying what needs to be resolved and involving colleagues to move forward as a team. To improve IT literacy on an individual basis, we conducted assessments of the president, executives, and all employees, and provided follow-up training based on those results. This led to 80% of all employees reaching the required level.

Enhancing the Quality of Management Decisions by Ensuring Diversity

Konica Minolta's human capital rich in diversity

At Konica Minolta, about three-quarters of our employees work outside Japan. With bases in 50 countries around the world, we are made up of a diverse and multinational human capital.

Globally, women make up 30% of all employees and are active in all job categories, with women making up about 21% of sales and other revenue-generating departments and about 14% of STEM fields (fields related to Science, Technology, Engineering, and Mathematics). Women also account for more than 19% of management positions globally.

Our head office in Japan, where women account for 20% of the workforce, has been strengthening its efforts to promote women's workplace participation, and has increased the percentage of female managers through ongoing initiatives. This percentage was around 1% in 2003, at the time of Konica and Minolta's management integration, but by the end of fiscal 2024, it had risen to about 11%. This figure is high even when compared to the average of competitors and domestic manufacturers.

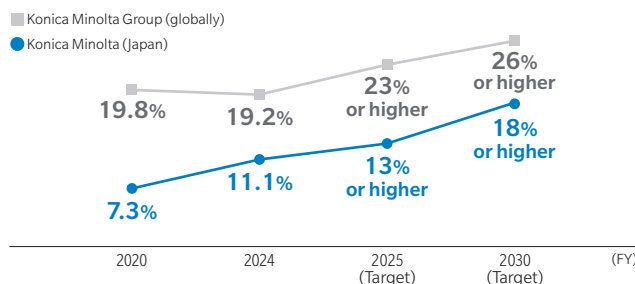
That said, there is still much to be done to further promote understanding women's empowerment. The DEI Office, an appointed body, is leading efforts to deepen understanding within the company regarding the value of improving our ability to identify and solve issues from diverse perspectives. Going forward, we will continue to create opportunities for women's workplace participation, aiming for 18% or more of management positions to be held by women by fiscal 2030.

In addition, fostering a workplace culture with a high level of psychological safety is essential for leveraging diverse human capital. To this end, we provide e-learning for all employees and hold sessions on the nature of unconscious bias and

psychological safety at key junctures such as when employees join the company, are promoted to assistant manager, or to manager. Furthermore, in the UK, initiatives to promote understanding and support for people with disabilities are underway, while in Japan, initiatives that encourage young employees to take ownership of their career path and push all employees to initiate change within the company are growing. Such employee-led initiatives have been spreading across different regions.

At the management level, we will ensure diversity in terms of gender, nationality, age, and other attributes to expand our

Percentage management positions held by women at Konica Minolta



experience and expertise, as well as continuously improve the quality of management decision-making.

Women 2 Lead, a program to cultivate management-level employees based on "global × women"

Since fiscal 2023, we have been developing a program called 'Women 2 Lead' to select and nurture the next generation of leaders from our globally active female employees. This program is conducted in collaboration with IMD*, using their assessment methods to select human capital from a variety of fields, including sales, finance, marketing, and HR. The program assesses each candidate's strengths and weaknesses, encourages self-awareness, and conducts eight months of training focused on career path development as well as the knowledge and mindset required of leaders. Upon completing the program, to ensure that graduates can steadily advance their careers, we implement expanded roles and assignments based on individual development plans, with the commitment of their immediate superiors and the top management of their respective business companies, as well as the support of our head office's HR department.

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

Voice Women 2 Lead Program



Minna Tormala
Head of Global Marketing
Commercial Operations
Specim Spectral Imaging Ltd.

As the global marketing head of Specim, which is based in Finland, and is a leader in the hyperspectral imaging (HSI) field, I aim to grow global sales by enhancing awareness of HSI technology and our brand. To better navigate increasingly complex and rapidly changing business environments, I joined the Woman 2 Lead Program to further my leadership capabilities and business acumen.

This program helped me clarify my leadership style and development path. It also honed my professional skills: I became a more resilient leader, and refined my strategic-thinking, decision-making, and team-building abilities. In addition, I learned the value of collaborating with others across departments and cultures to drive innovation.

By applying these insights, I am now able to empower myself to influence while creating psychological safety within my team, as well as investing in connections both inside and outside the company.

Going forward, I will spread these learnings across Specim and foster innovation through customer and market insights. I am determined to help raise Konica Minolta's overall corporate value by developing scalable and reproducible marketing initiatives.

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Developing the next generation of global human capital (GLOW)

To strategically strengthen our pipeline of future management human capital, we have been implementing GLOW, a six-month short-term overseas assignment program. Previously, only Japanese employees were eligible for this program, but from fiscal 2022, the entire program has been revamped to include overseas

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



Enabling overseas dispatches from abroad and early development of true global leaders who can compete on the world stage

Group companies, enabling dispatches not only from Japan to overseas, but also from overseas to Japan, and between any two overseas locations.

This program is unique in that companies do not assign any missions; instead, employees with ambition set up their own missions. Specifically, dispatch candidates must negotiate their acceptance with the host company, then create and execute their own local contributions, missions, and dispatch plans. By seizing opportunities to take on challenges, cooperating with local teams to pursue goals, and polishing their skills and strengths to make them effective abroad, participants aim to cultivate a diverse and global perspective, ultimately becoming true global human capital capable of competing on the world stage.

Since fiscal 2023, about 30 employees in total (including 10 from overseas) have been selected and dispatched through this program. The selected individuals have been working hard to achieve results despite the challenges of gaining the trust and cooperation of local employees during their short-term assignments. The program is expected to benefit both the development of human capital and tackling of business issues, as

the participants' contributions have been highly evaluated by host companies.

In fiscal 2025, we have begun dispatching the third cohort of participants while starting the selection process of the fourth cohort. Moving forward, we will be considering further expansion of this challenging but highly-rewarding program.

Maximizing Performance of Organizations and Individuals

Enhance employee engagement based on dialogue

At Konica Minolta, we believe that the results of all of our initiatives are reflected in employee engagement. Therefore, we conduct an annual global survey called “Your Voice” to identify areas of focus for each workplace and incorporate them into our initiatives for the next fiscal year.

In fiscal 2024, we implemented painful structural reforms, but through dialogue with each business division, company, and workplace based on survey results, we continued to execute cycles of improvement actions, and as a result, we maintained the previous fiscal year's engagement score.

In addition, the global survey helped us identify areas in need of improvement: compensation, career path, and how accessible management is to employees.

With regard to compensation, although a fundamental solution would require improved business performance, we are focused on motivating capable employees by creating a work environment where each employee can contribute to society through the organization as professionals and raise their own

Voice Glow Program



Momoko Iizuka

IJ Ink Development Unit Assistant Manager
IJ Imaging Tech R&D Center,
Chemical Products Business Unit
Konica Minolta, Inc.

Leveraging firsthand experience with U.S. sales staff and customers to advance ink development and support

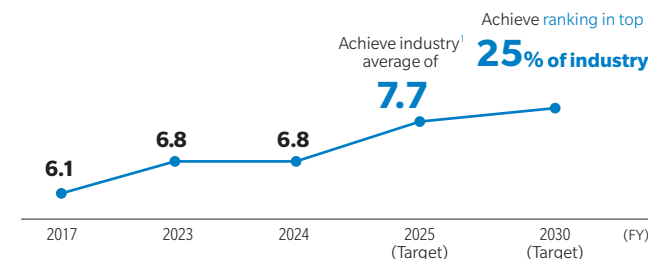
I am responsible for UV ink development for the AccurioJet KM-1 series, our flagship digital inkjet press. Previously, my limited opportunities to engage directly with customers or sales staff left me with only an indirect understanding of development objectives and customer needs. To address this, I participated in the GLOW program to gain firsthand insights into our customers and sales operations. I chose a

U.S. sales company as my assignment, given that the U.S. is the largest market for our current models.

During my assignment, I accompanied local staff on customer visits to introduce our printer ink and assess customer needs, exchanging views and documenting their requests and issues. I relayed this feedback to our headquarters' R&D division, enabling the verification and resolution of key issues. Observing the on-site operations firsthand allowed me to grasp the rationale behind requested improvements, making our R&D objectives and business strategies more concrete.

Looking forward, I intend to continue regular customer visits in Japan, Europe, and the U.S., to deepen my understanding of each market. Building on the insights and relationships developed through GLOW, I aim to collect data that will inform new R&D proposals. Additionally, I am committed to serving as a bridge between the R&D division and sales units, fostering mutual understanding and seamless collaboration.

Employee Engagement Score



Note: 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)

*1 Industry: Technology companies in general, not only in Japan but globally

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market value.

With regard to career paths, we are particularly focused on strengthening management training and encouraging managers to seriously consider how to interact with their subordinates. We believe that raising awareness in this area will improve how managers advise and guide employees regarding their individual career plans.

With regard to how accessible management is to employees, the President personally visits each of our bases in Japan and overseas to directly engage with employees. Additionally, during CEO LIVE!, our internal briefings on quarterly financial results, the President provides direct explanations and on-the-spot answers to questions that employees have asked online, enabling direct feedback to management's thoughts and ideas. Each session receives many more questions than can be answered in the allotted time, but he provides thoughtful and sincere responses, fostering a venue for employees to understand management through two-way communication.

Through these efforts, we are closing the gap with the leading companies in employee engagement that we view as

benchmarks.

In fiscal 2025, we will create a dialogue handbook based on best practices identified in the field and, based on the global survey results, roll out a framework to further promote the three steps of sharing results, communicating with colleagues, and taking action. In addition, due to the many comments and questions regarding compensation, benefits, and other HR matters through initiatives such as CEO LIVE!, we plan to establish venues at our main sites in Japan for HR executives and employees to directly discuss HR policies. This initiative aims to improve understanding of HR systems, address challenges, and strengthen efforts to improve workplace satisfaction.

Going forward, we will continue to aim to achieve an engagement score that ranks in the top 25% of our industry by fiscal 2030. To this end, we will increase productivity, ensure psychological safety, and innovation to realize growth across the entire organization. The engagement score is incorporated in the compensation determination scheme and is one of the key management indicators that the whole Group is working on to improve.

Konica Minolta's health & productivity management

To ensure that the professional human capital sought in our Human Capital Vision continue to work with high engagement, their physical and mental health is foundational.

At Konica Minolta, we consider the health management of our employees from a business perspective. Starting with a health declaration by the President, which recognizes that employee health is the foundation of all, we aim to improve well-being and maximize individual and organizational performance, thereby achieving sustainable growth as a company.

Since fiscal 2023, under our Medium-term Plan for health & productivity management, "Well-being 2025," we are advancing health initiatives closely linked to our business challenges through joint operations between the company and its partnered health insurance society. Specifically, we are promoting three initiatives: enhanced organizational health score by implementing measures based on analyses of various data results such as stress checks; reduced presenteeism by encouraging improved performance that should be delivered as a result of various health enhancement initiatives; and reduced absenteeism by supporting prevention and early recovery from illnesses and poor health that impede employees from working.

Based on the idea that change starts from the top, we have in place a Resilience Program led by occupational health physicians for senior management. This program is based on medicine, psychology, and neuroscience, and aims to improve physical, emotional, cognitive, and spiritual abilities, while also increasing engagement and maximizing organizational performance. To date, about 50 members of senior management, including the President and executive officers, have participated in the program, and the fifth term is currently underway.

Voice Improving Engagement in Malaysia



Naoto Uryu
Managing Director
Konica Minolta Business Technologies
(Malaysia) Sdn. Bhd. (BMMY)

Enhancing Employee Engagement by fostering accurate understanding across languages

As the president of BMMY, a key production site for the Business Technologies Business, I recognize that our relatively young company - established just a decade ago - has significant potential to grow stronger by localizing our operations to fit Malaysia's unique characteristics. Central to this transformation is elevating the quality of communication. In our multiethnic workplace, where over 3,000

employees speak a variety of languages, it is essential that everyone shares a clear and accurate understanding of our corporate direction. This shared understanding serves as a catalyst for new ideas and organizational strength.

In fiscal 2024, we reinforced our commitment to open communication by expressing our vision and strategy in straightforward language and by my personal engaging directly with employees through face-to-face dialogue. As a result, our "Your Voice" engagement score rose significantly from 7.2 in the previous fiscal year to 7.6. We also regarded the comment received from employees in the global survey as "Feedback is a Gift," and each supervisor responded thoughtfully to every comment.

Going forward, we will continue to pursue continuous improvement through trial and error, steadily nurturing a sense of pride and professionalism among our employees. These efforts will further enhance BMMY's value as a production site and contribute to the overall corporate value of Konica Minolta.