

Progress of the Medium-term Intellectual Property Plan

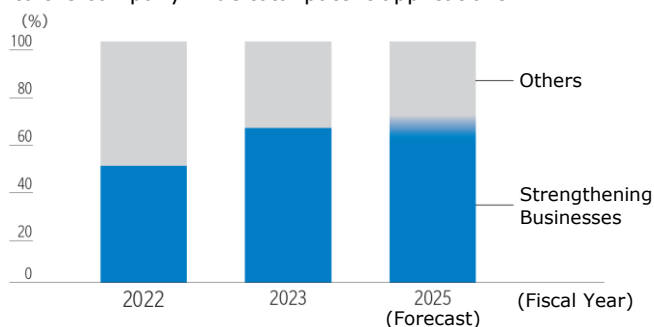
I Medium-term Intellectual Property Plan (FY2023-2025)

Under the Medium-term Business Plan (2023-2025), we have established three key policies for the Medium-term Intellectual Property Plan (FY2023-2025). Based on these policies, we are steadily promoting intellectual property activities in close collaboration with each business.

Policy 1: Implement intellectual property strategies contributing to “strengthening of business profitability”

To further promote the expansion of our strengthening businesses through business selection and concentration, we are also promoting selection and concentration in our intellectual property activities. In particular, in our strengthening businesses of Professional Print, Industry and Healthcare, we are aiming to increase the ratio of patent applications for the strengthening businesses to nearly 70% of the company’s total patent applications by fiscal 2025, and we are making steady progress towards achieving this goal (see the figure below).

Ratio of patent applications for the strengthening businesses to the company-wide total patent applications



In the Industry Business, we are strengthening business creation through value propositions from a market and customer perspective, beyond conventional product-based business units, by prioritizing resource allocation to key focus areas. In line with this approach, regarding the technological assets and specific solutions that form the basis of these value propositions, the Intellectual Property Division investigates and analyzes past patent application and the content that should be applied for in the future, proceeding with patent applications and acquisition.

Additionally, to conduct intellectual property activities with a high degree of business contribution, we set targets for the number of important patents to be created in line with each business strategy. By developing targeted application activities, especially in the strengthening businesses, we are increasing the ratio of the number of applications for important patents, which are rated highest according to the predetermined internal criteria, in the total number of applications.

For these top-rated important patents, we are also implementing measures to pay higher amounts to inventors than the usual compensation (consideration for inventions). This is intended to promote the creation of high-quality inventions, accelerate the building of patent barriers, and lead to the strengthening of business profitability.

Policy 2: Facilitate intellectual property IR activities

We held an IR Information Meeting “Konica Minolta Day” to explain our policies and strategies for sustainability management and examples of utilizing DX (Digital Transformation), as well as our intellectual property activities and intellectual property strategies that promote the Medium-term Business Plan (cf., Explanation can be found [here](#) - only in Japanese).

In addition, from the perspective of interactive communication, we held direct dialogues with institutional investors and worked to evolve and deepen intellectual property information disclosure.

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Policy 3: Strengthen human resources and intellectual property DX supporting intellectual property activities

- Human resource strategies with an eye toward medium- and long-term future

We redefined the skill sets required by the Intellectual Property Division members and clarified the career paths for becoming professionals with those skills. In addition, we formulated training and enhancement programs that lead to the development of the desired human resources we aim for, and strengthened a human resource base capable of stably fulfilling its functions over the medium- and long-term.

Professionals capable of contributing to business through the strategic utilization of intellectual property



- Operational streamline and new values creation by promotion of intellectual property DX

We are promoting the automation of operations using AI, and as part of this, we are actively investing in DX to enable employees to shift to more value-added work through operational efficiency and reform.

This is no exception in intellectual property activities. After reviewing, organizing, and visualizing intellectual property operations, we are promoting the automation of these operations and the efficiency of information collection and aggregation by utilizing AI and digital tools. We are aiming to make effective use of the time created by this to further improve the quality of intellectual property rights, as well as to create new innovations in intellectual property activities (see the figure below).

We are also continuing to develop our own digital tools to further improve the efficiency of our intellectual property activities, and we have achieved improvements in the efficiency of prior art searches, the efficiency in exploring our own technology and human resource, and the reform of foreign patent applications using AI. These initiatives are explained in more detail on the next page.

