

Directions for Intellectual Property Activities

* For related information :
 Integrated Report 2022
 p18. Management Policies in Preparation for FY2025
https://www.konicaminolta.com/shared/changeable/investors/include/ir_library/ar/ar2022/pdf/konica_minolta_ar2022_e_03_221026.pdf
 Integrated Report 2022
 p5. Konica Minolta Businesses
 p6. Value Creation Process
https://www.konicaminolta.com/shared/changeable/investors/include/ir_library/ar/ar2022/pdf/konica_minolta_ar2022_e_02.pdf

Intellectual Property Activities for Sustainable Value Creation

Our intellectual property strategy and intellectual property activities are incorporated into our value creation process as a source of creating an OUTPUT and OUTCOME by business activities. The strategy and activities have been helping develop brand which leads to customer's trust, enhance each business' competitiveness, and further provide a solution for future social issues (Fig. 1). The OUTCOME created by business activities becomes a resource for re-investment in intellectual property, and sustainable value creation is realized. Also, by concentrating investments in intellectual property on technologies, products, and services which serve as the core of our Growth Strategy and by shifting investment allocation to growth fields, we have been promoting the business portfolio transformation involved in our Medium-Term Business Plan (→ p3,9). Intellectual property includes intellectual property rights (such as patent rights, design rights, trademark rights and copyrights), know-how and data. The intellectual property working as the source of competitiveness differs from business to business. As Konica Minolta is in the manufacturing business, our focus is on creating effective patent assets which protect technology creating customer value. Further, along with the business portfolio transformation, we have been implementing intellectual property mix strategy through protecting know-how and designing contract boilerplates to utilize data in accordance with the business model and business environment. Among others, particularly for patent evaluation, we use not only our original indexes but also those adopted in a third-party tool. These indexes thereby enable objective evaluation and relative comparison with other companies (→ p8).

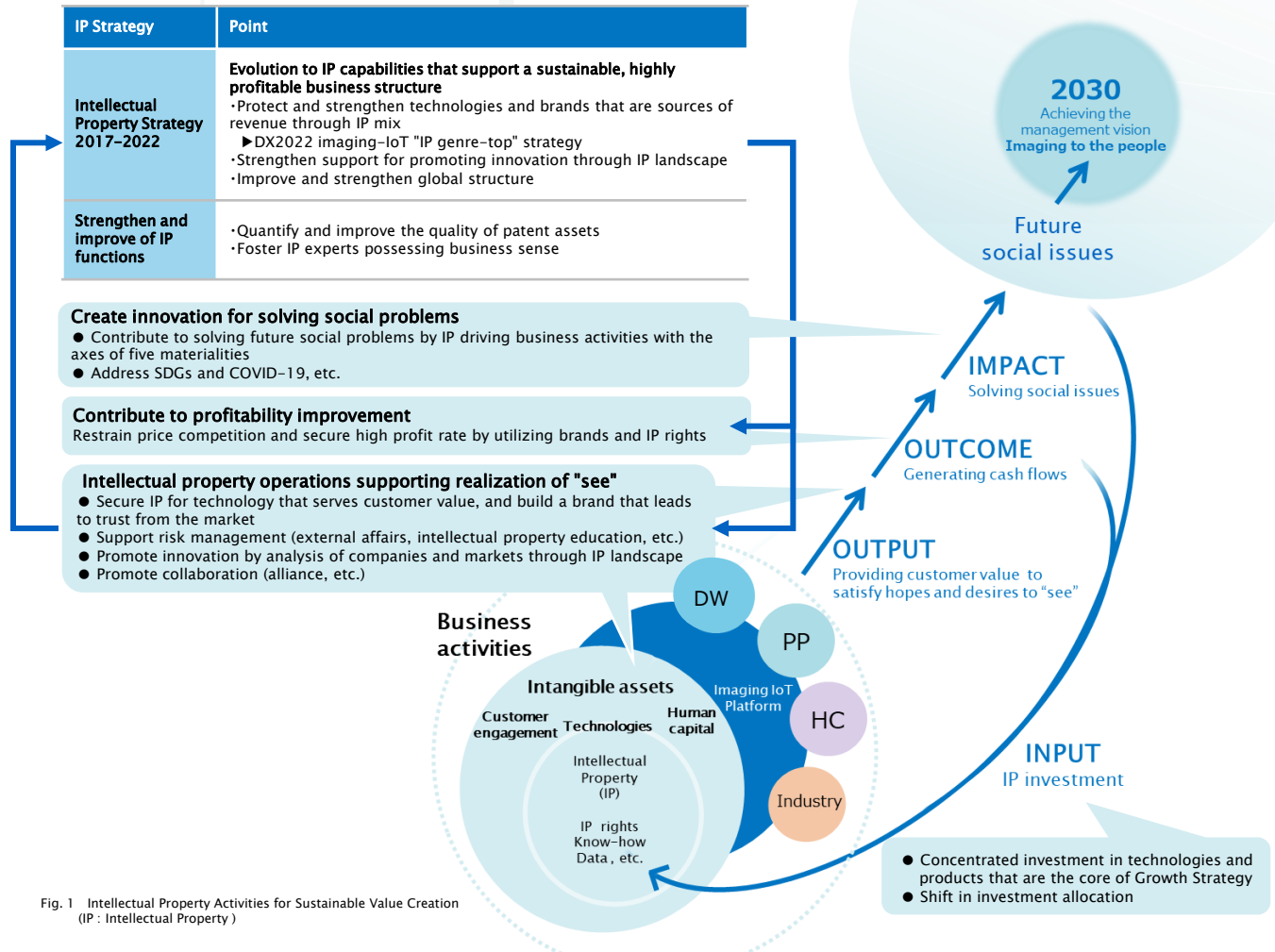


Fig. 1 Intellectual Property Activities for Sustainable Value Creation (IP: Intellectual Property)