

【Special Topics】 Intellectual Property Human Capital Strategy

Corporations are continuously pursuing changes and are therefore in compelling need of those who can adjust to this rapid change. Believing that "intellectual property activities are supported by human capital," we are strengthening intellectual property organizations and functions and laying the solid groundwork for the creation of intellectual property. To that end, several educational programs have been implemented, and the upskilling support has been expanded to foster human capital who can take the lead in creating new values.

I Strengthen Intellectual Property Organizations and Functions

Konica Minolta defines the well-qualified person to advance our intellectual property activities as having not only expertise and skills to utilize for business, but also the ability to plan, propose and manage on a global basis while keeping up with rapid changes in business environment from a business and management perspective. To foster such qualified person, we have listed up required knowledge and skills for the Intellectual Property Division members. And to develop and reinforce such knowledge and skills, and to enhance multiple perspectives, various measures are being implemented, such as overseas stay, job rotation in and out of the Intellectual Property Division, internal/external training and participation in external organizations. Due to the human capital strategy based on "Intellectual Property Strategy 2017-2022", 42% of the Intellectual Property Division members in fiscal 2021 have experience in studying law abroad, being rotated to the R&D, Management or IR Divisions, or participating in outside intellectual property-related committees (Fig. 4). It is apparent that the development of human capital at the Intellectual Property Division is steadily progressing.

I Maintain and Improve Infrastructure Creating Intellectual Property

We, in parallel with the human capital strategy to strengthen the Intellectual Property Division organizationally and functionally, are timely performing education required to address the change of social environment, such as the education designed to improve intellectual property literacy (Konica Minolta College) and the education on the updates of intellectual property-related laws and intellectual property associated with AI and DX. Our intellectual property is being created from the R&D activities of each business divisions, the alliances with partners, and the relations with customers. Accordingly, each employee at not only R&D Division but also Sales Division who contacts with the alliance and customers is required to have knowledge of the utilization and management of intellectual property. Konica Minolta College has been providing a wide variety of programs which participants can choose and take at the right timing. The programs range from the basics of intellectual property-related laws and procedures to intellectual property management (Fig. 5). Such intellectual property education is also provided to our group companies with development functions. In this way, our intellectual property infrastructure is being expanded and strengthened on a worldwide basis.

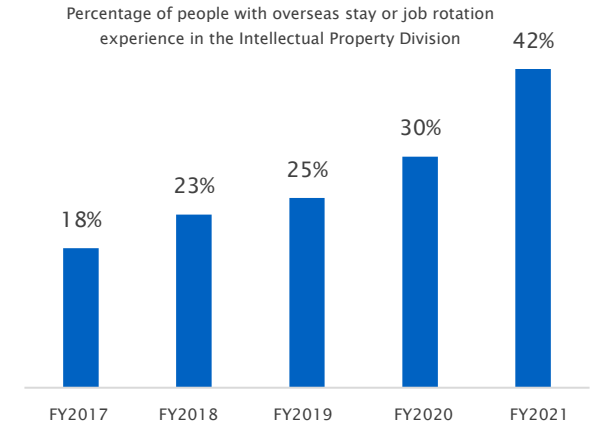


Fig. 4 Diversification of human capital in the Intellectual Property Division

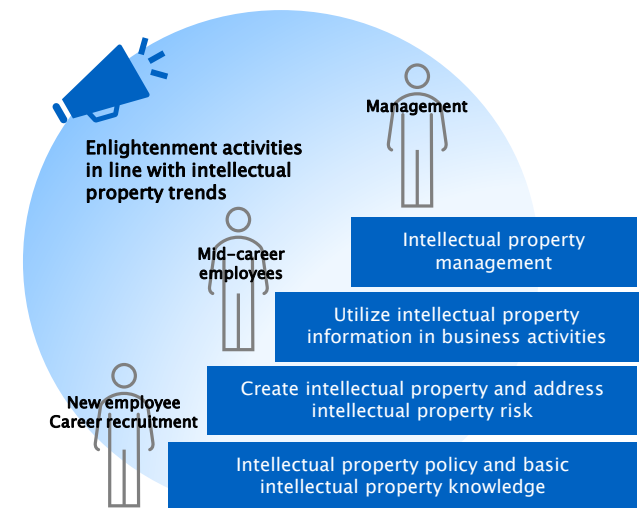


Fig. 5 Intellectual Property education programs by feature

【Special Topics】 DX for Intellectual Property Operations

Konica Minolta is, in addressing the DX for the intellectual property operations and processes, aiming to realize two ideal visions; "sophisticating and increasing effectiveness of our intellectual property strategy" and "improving the quality of intellectual property rights." The maximization of the value of intellectual property is promoted through the utilization and expansion of data and digital technology, the enhancement of intellectual property intelligence functions, etc.

■ Promote DX

In fiscal 2021, we promoted the intellectual property DX with use of AI focusing on streamlining collection and aggregation of necessary information and visualizing such information into a form suitable for analysis (Fig. 6). The automation of intellectual property operations and

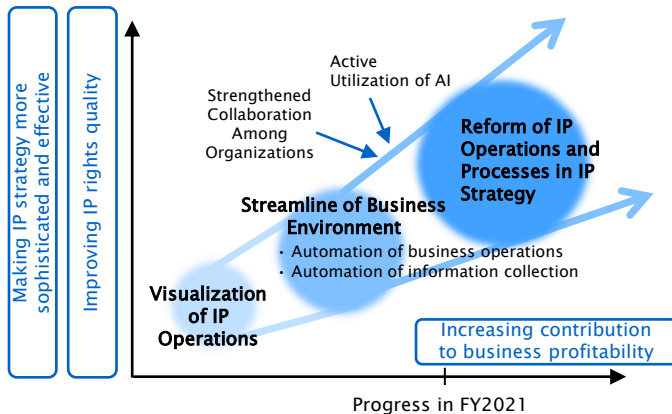


Fig. 6 DX promotion policy *IP : Intellectual Property

data/information collection, which we have always been working on, reduced drastically the burden on intellectual property operations and its execution management. In response, we have shifted focus on high-value-added operations centering on data analytics. For visualization of collected data, we have creatively designed data display to understand the current value of our intellectual property rights, to extract singular points and to predict trends of such value. With the visualization, leading to the early finding of problems in innovation creation support and intellectual property portfolio construction, there has been steady progress in sophisticated data analytics (Fig. 7). This visualized information has been facilitating further communication with our management and the R&D Division. Also, the visualization and analysis of information from a wealth of perspectives has been contributing to enhancement of IPL and other intellectual property intelligence functions and systems. The efficiency of intellectual property operations is being promoted not only at the Intellectual Property Division but also company-widely. We addressed the improvement of efficiency of patent search in fiscal 2021. Specifically, we developed a software application which provides, in one step, information gathered from several patent research tools, and also evaluates whether search criteria input by the user is appropriate in order to sustain the quality of search results. This application has been

internally released and helping improve the quality and efficiency of patent search conducted by our employees. This was acknowledged as an applaudable endeavor in our global award system in fiscal 2022 (Konica Minolta Awards*). Due to the intellectual property DX being further understood and better-recognized internally, there have been more occasions where such DX is utilized.

* For related information :
Konica Minolta Awards
<https://www.konicaminolta.com/about/csr/social/human-capital/communication.html>

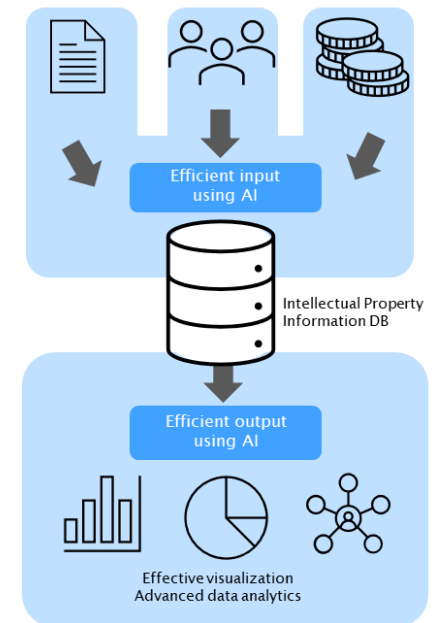


Fig. 7 Utilization of AI to transform intellectual property operations and processes