

# Directions for Intellectual Property Activities

## Active Utilization of Intellectual Property

As a result of the accelerating advances made toward digitalization in recent years, it has come to be seen as an urgent task to transform a business centered on selling products into a business of solutions and IT services. To achieve this, the creation of innovation is essential. Konica Minolta is not only tackling the creation of innovation on its own, but also making active use of M&A and open innovation to acquire intangible assets, including technology, know-how, and other forms of intellectual property.

Through the effective use of these intangible assets, we will accelerate our business transformation, expand our business profits, and provide solutions to various social issues.

## Intellectual Property Strategy

Intellectual property is one of the management resources, and an intellectual property strategy tied closely to business strategy and technology strategy is an essential element for management. When Konica Minolta formulated the previous Medium-Term Business Plan "SHINKA 2019," we also formulated Intellectual Property Strategy 2017-2022 to support our businesses with intellectual property. Under the Intellectual Property Strategy 2017-2022, we have been acquiring domain patents and building a patent portfolio to protect our proprietary technologies. In addition, we have been engaging in initiatives to incorporate know-how and data into intellectual property strategy and fully utilize them. We have also been updating the strategy annually to keep up with environmental changes in business and intellectual property.

To continue steadily implementing the Intellectual Property Strategy 2017-2022, we are also carrying out strategies and policies to improve quality of intellectual property and to foster

intellectual property experts. We are developing intellectual property professionals with the aim of improving the asset value of our intellectual property and making our intellectual property strategy more effective. Konica Minolta formulated its new Medium-Term Business Plan "DX2022" in fiscal 2020. Under this Plan, we are transforming our business portfolio by means of a digital transformation (DX) that has a proprietary "imaging-IoT platform" at its core. Accordingly, we have initiated a strategy to achieve genre-top position for our imaging-IoT intellectual property as a new focus based on the Intellectual Property Strategy 2017-2022, providing intellectual property support for

### Intellectual Property Policy

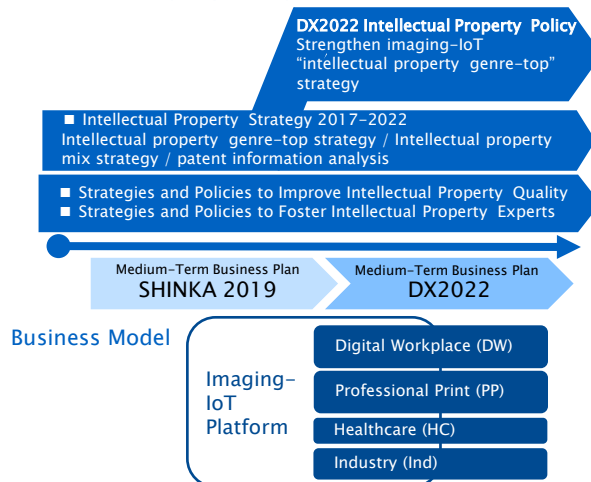


Fig1. Transition of intellectual property strategy

the imaging-IoT platform business, which is central to the transformation of our business operations.

## Initiatives Corresponding to Business Phases

Konica Minolta carries out intellectual property activities in line with the phases of each business concerned. For strategic new businesses, we concentrate our efforts on creating intellectual property that originates in customer value and on protecting related data and know-how. The aim is to steadily advance market creation and participation. For core businesses, we protect the technology that is the mainstay for sustained growth and revenue of the business, and in this way, we are striving to secure our competitive advantage. For businesses with stable or low profit, we manage intellectual property ROI to optimize our intellectual property investment efficiency according to the business environment. Thus, we are working to maintain and improve our profitability and competitiveness.

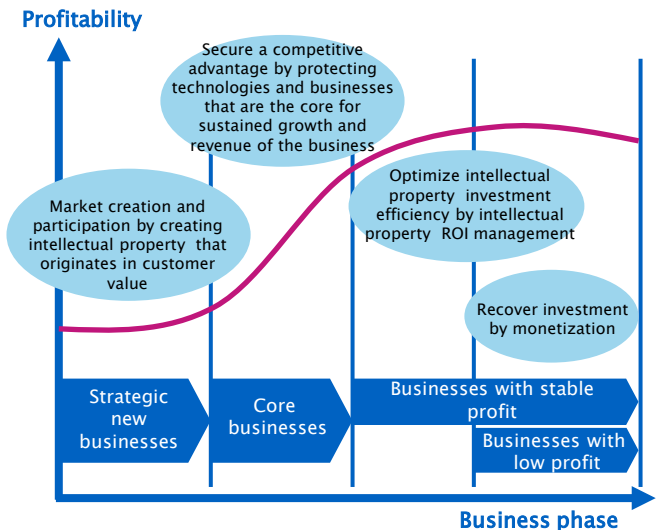


Fig2. Business phases and intellectual property activity measures