

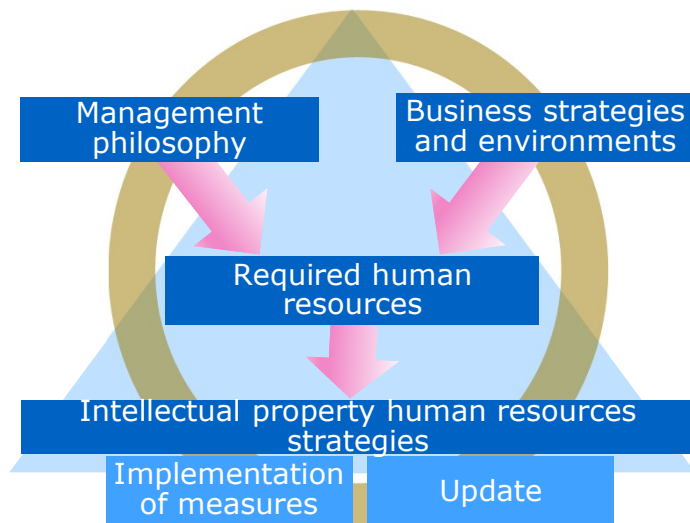
# STRENGTHEN HUMAN RESOURCES AND INTELLECTUAL PROPERTY DX SUPPORTING INTELLECTUAL PROPERTY ACTIVITIES (1)

## Human Resources Strategies with an Eye Toward Medium- and Long-term Future

### I Reinforce Intellectual Property Organizations and Functions

Ideal human resources who promote intellectual property activities are “professionals who can contribute to business in one step utilizing intellectual property”. To foster these human resources, we have taken stock of required knowledge and skills for the Intellectual Property Division members. And to develop and reinforce their knowledge and skills, and to enhance their 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.

As the industrial structure and business environment change, the required intellectual property skills are becoming more diverse. For this reason, we constantly examine the knowledge and skills and update strategies and measures for human resources development.

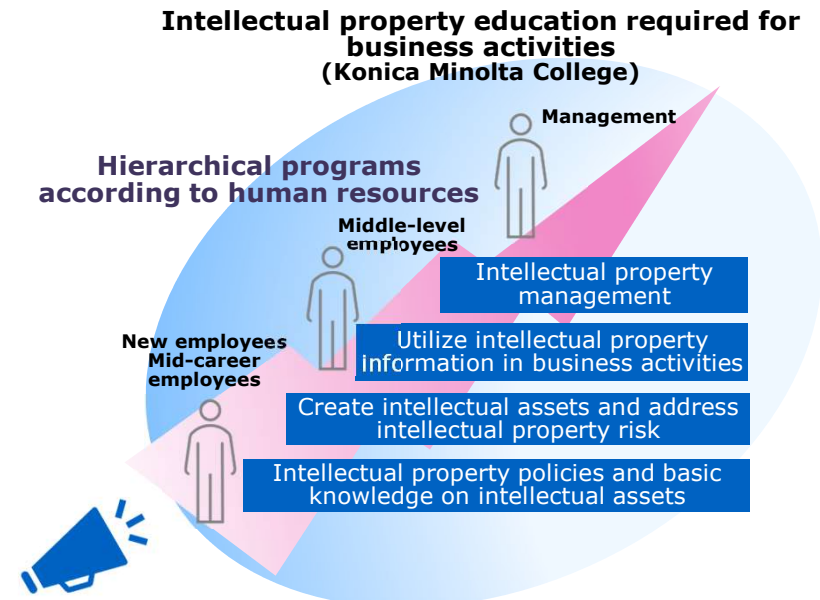


Conceptual diagram of intellectual property human resources strategies

### I Maintain and Improve Infrastructure Creating Intellectual Property

Our intellectual property is being created from the R&D activities of each business division, the alliances with partners, and the relations with customers. Accordingly, everyone at Konica Minolta is required to have knowledge of the utilization and management of intellectual property. In this regard, the education designed to improve intellectual property literacy (Konica Minolta College) has been providing a wide variety of programs which participants can choose and take at the right time. The programs range from the basics of intellectual property-related laws and procedures to intellectual property management.

Also, we are timely performing education required to address the change of social environment, such as the education on the updates of intellectual property-related laws and intellectual property associated with AI and DX.



Outline of our intellectual property education

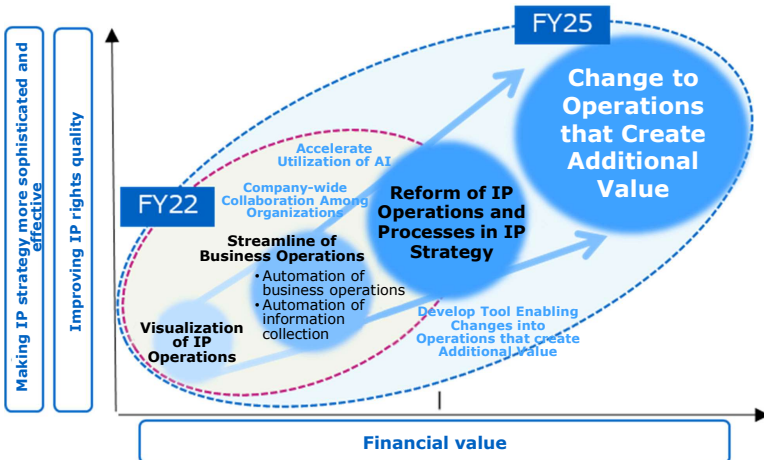
# STRENGTHEN HUMAN RESOURCES AND INTELLECTUAL PROPERTY DX SUPPORTING INTELLECTUAL PROPERTY ACTIVITIES (2)

## Operational Streamline and New Values Creation by Promotion of Intellectual Property DX

### I Promote DX

In a bid to increase the financial values of our intellectual property activities, we are promoting the transformation of our intellectual property operations and processes. Specifically, we take stock of and visualize intellectual property operations, and then automate and streamline such operations with use of AI and digital tools. Also, we are promoting the reduction of burdens on each member (time and man-hours) by increasing the number of automated processes year by year and accelerating the efficiency. In addition, by making the most of time created by such reduction, we are promoting operational shift to improve the qualities of intellectual property rights, and create new values related to other intellectual property (as shown in the figure below).

We are also strengthening the development of digital tools to be used for intellectual property DX. For example, for a quality control of patent applications specifications, we are developing and utilizing a tool for measuring the number of characters per sentence in the specifications and instantly displaying the average number and distribution. Also, we are developing a tool for automatically aggregating company-wide intellectual property expenses monthly and predicting total expenses at the end of each fiscal quarter. This enables us to timely check to what extent our intellectual property budgets have been executed.



IP DX promotion plan

In this way, with the use of the digital tools, we are automating operations that would have been manually performed otherwise.

### I Intellectual Property Landscape

We are utilizing the Intellectual Property Landscape (IPL), which analyzes business environments based on intellectual property information and proposes strategies for management and business for various purposes. For example, for business strategies, IPL is utilized to formulate strategies at the time of starting new business and, for technology strategies, at the time of exploring a new research theme. Also, we are implementing the IPL for prediction of future business environment and development of strategy scenario.

Since an output required by the IPL varies depending on the matters-at-issue, various investigations and analyses are required accordingly. As the use of the IPL has increased in the business divisions in recent years, the Intellectual Property Division is not only collaborating more closely with other divisions, but also utilizing database, AI and digital tool to allow for efficient information processing.

