



KONICA MINOLTA

150
YEARS

KONICA MINOLTA, INC.
INTELLECTUAL PROPERTY REPORT 2023

**RETHINK
WHAT'S
POSSIBLE**

Giving Shape to Ideas

Director,
Executive Vice President and Executive Officer,
General Manager, Corporate Planning Headquarters

Noriyasu Kuzuhara



INTRODUCTION

The fiscal year 2023 is a historic year, 150 years from our company's founding. We started the new Medium-term Business Plan (FY2023-2025) focusing on "business selection and concentration of business" in this historic year. In the business selection and concentration, all businesses have been classified into "strengthening business," "maintaining profit business," "non-focused business," or "direction-changing business" and the positionings of these have been clarified. In particular, the "strengthening business" centering on the Industry Business is positioned as our growth driver. In this business, we will allocate management resources intensively to achieve further growth of sales and earnings.

For the growth of the "strengthening business," it is necessary to strengthen intangible assets including intellectual property. In intangible assets, there are various elements such as not only technology and intellectual property but also relationships with customers and organizational structures, and these elements interact each other to form the strength of business. By verbalizing invisible elements, i.e., intangible assets and visualizing the strength of the business, we will convert intangible assets, which are non-financial information, into financial information.

Coincidentally, in the wake of the revision of the Corporate Governance Code in 2021, we are strongly requested for the governance of management of and disclosure to the outside of strategies and investments on intellectual property and intangible assets. In the fiscal year 2023, we incorporated the Corporate Intellectual Property Division into the Corporate Planning Headquarters to overhaul the organizations so that management strategies and intellectual property strategies would interplay more quickly and more deeply. In this Intellectual Property Report, we explain our intellectual property strategies, activity plans, and specific efforts in the new Medium-term Business Plan in particular. I would appreciate it if this Report will assist more effective dialogues with stakeholders and lead to the continuous improvement of our corporate value.

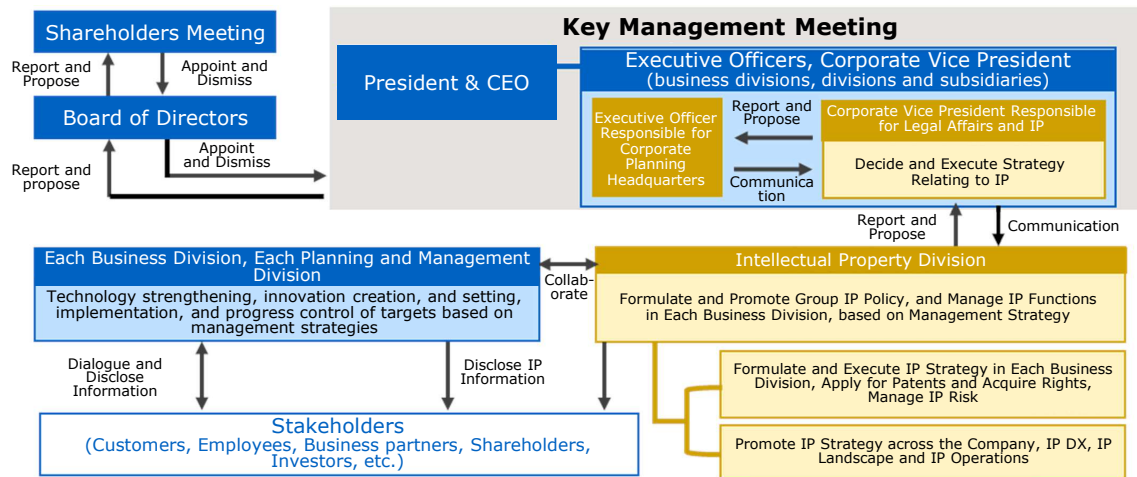
STRUCTURE AND GOVERNANCE SUPPORTING INTELLECTUAL PROPERTY ACTIVITIES

Intellectual Property Activities Linked to Management Strategies

I Structure and Governance for Intellectual Property Activities

A Corporate Vice President responsible for intellectual property fulfills his obligations to promote the intellectual property management in the Konica Minolta Group under the control of an Executive Officer responsible for the Corporate Planning Headquarters based on management policies by President & CEO. The Corporate Vice President responsible for intellectual property participates in Key Management Meetings and discusses important management matters for the Konica Minolta Group, including intellectual property policies. The intellectual property policies based on the management strategies are shared with the Intellectual Property Division and business divisions. Taking into account the market environments and commercial distributions in each business, the Intellectual Property Division attempts to develop, promote and implement the intellectual property strategies in close collaboration with the business division.

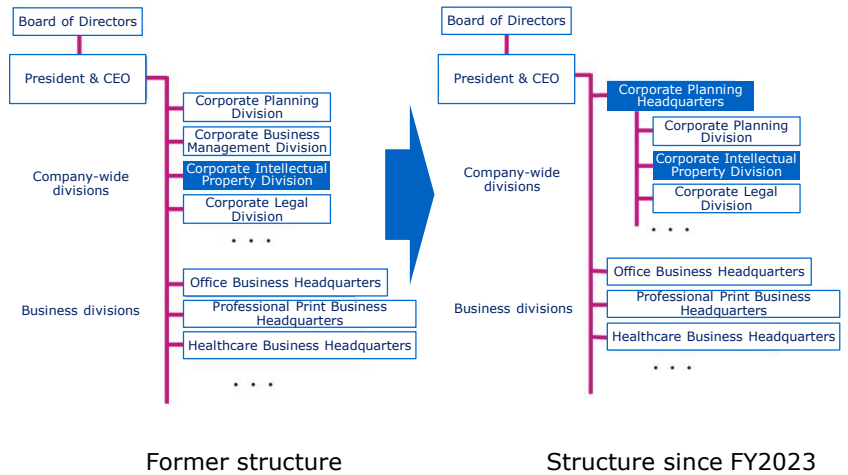
The Intellectual Property Division has two functional units; one for the “formulation and promotion of intellectual property strategies, application and acquisition of patents and other intellectual property rights, and intellectual property risk management for each business division” and the other for “promotion of company-wide intellectual property strategy, intellectual property DX, Intellectual Property Landscape, and intellectual property operations.” Each unit has been implementing the intellectual property strategies effectively in collaboration with each business division and each planning and management division.



Intellectual property (IP) governance structure

I TOPIC

To effectively utilize intellectual property as management resources, the Intellectual Property Division must understand the management strategies deeply and reflect them in the intellectual property strategies timely. To that end, through the organizational reform in the fiscal 2023, we newly established the Corporate Planning Headquarters, which controls medium- and long-term strategies and sustainability strategies on a company-wide basis and incorporated the Intellectual Property Division into the Headquarters.



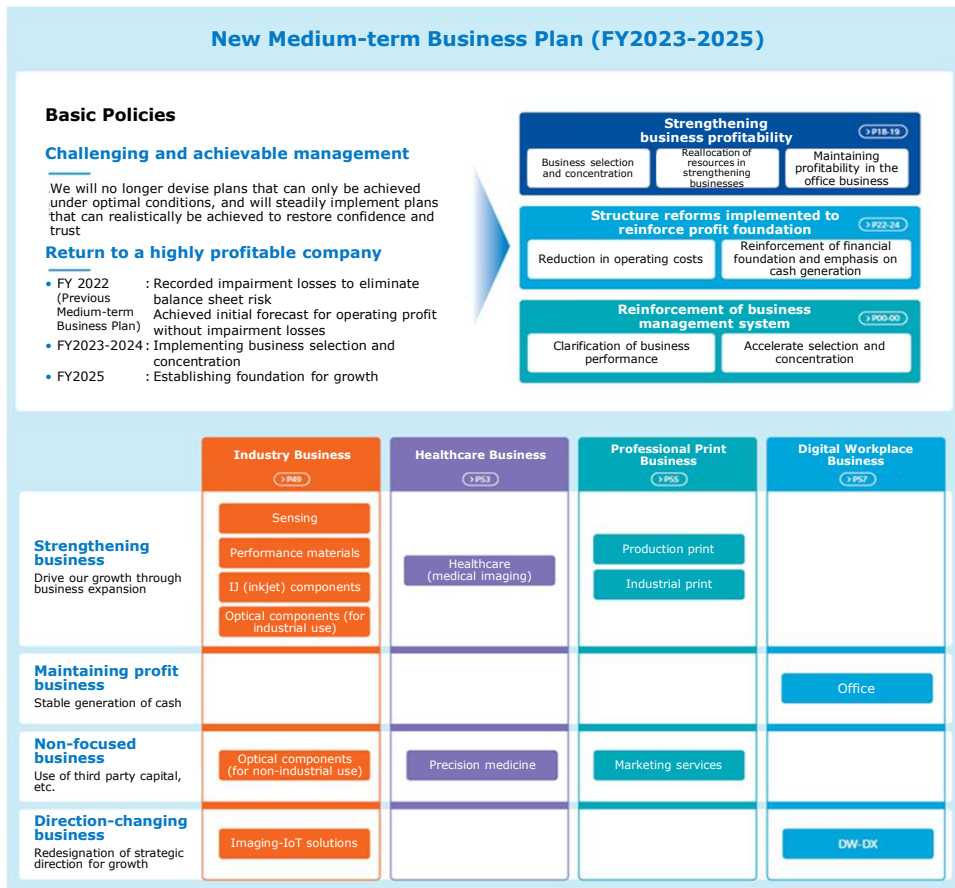
Former structure

Structure since FY2023

GIST OF NEW MEDIUM-TERM BUSINESS PLAN AND NEW MEDIUM-TERM INTELLECTUAL PROPERTY PLAN

I New Medium-term Business Plan (FY2023-2025)

Under the new Medium-term Business Plan, we have reorganized our business into “strengthening business,” “maintaining profit business,” “non-focused business” and “direction-changing business” in line with the underlying policy of “challenging and achievable management” and have further clarified the expectations and roles of each business. With these changes, by way of business selection and concentration, we strengthen the business profitability and return to a highly profitable company.



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

In the new Medium-term Intellectual Property Plan (FY2023-2025) based on the new Medium-term Business Plan, we plan to promote intellectual property activities centering on three focused policies.

First, to implement the intellectual property strategies contributing to “strengthening of business profitability,” we conduct the selection and concentration of intellectual property investments in intellectual property activities and promote the intellectual property strategies suitable for the positioning of each business. Second, we actualize the value of business from the viewpoint of intangible assets and facilitate IR activities related to intellectual property to improve our corporate value. Third, to continuously implement these intellectual property activities, we promote the strengthening of the human resources and intellectual property DX.

We would like to explain specific efforts for these three focused policies in the new Medium-term Intellectual Property Plan (FY2023-2025) in the following pages.

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

- Strengthen intellectual property investment ➔ Pages 5-7
- Intellectual property activities supporting expansion of strengthening business

Policy 2: Facilitate intellectual property IR activities

- Visualize functions of intangible assets through internal and external dialogues ➔ Page 8

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

- Human resources strategies with an eye toward medium- and long-term future ➔ Pages 9, 10
- Operational streamline and new values creation by promotion of intellectual property DX

Gist of new medium-term Business Plan (from Integrated Report 2023)

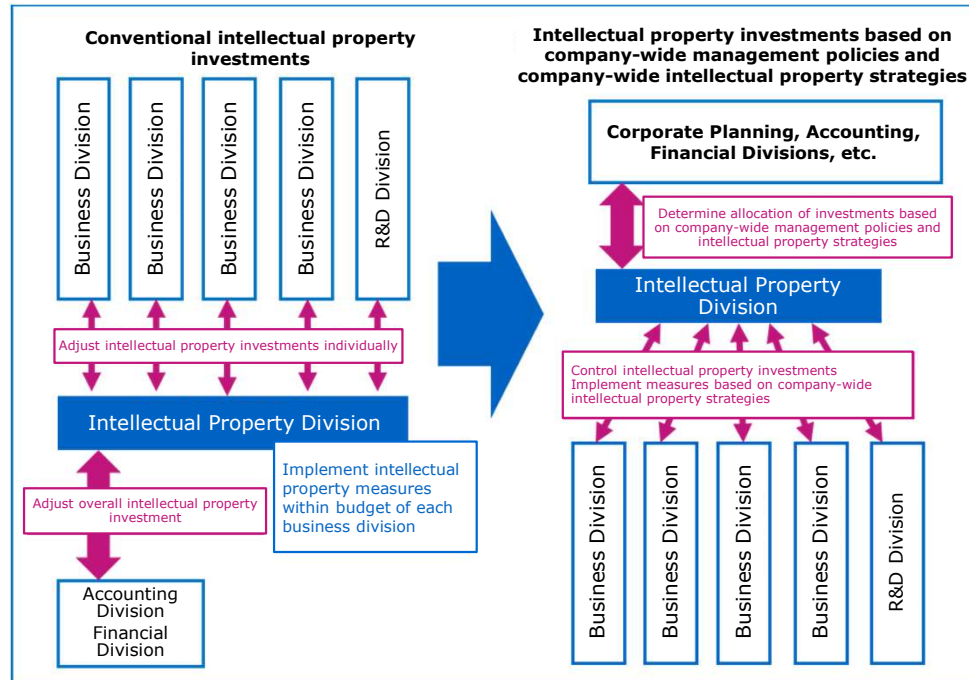
IMPLEMENT INTELLECTUAL PROPERTY STRATEGIES CONTRIBUTING TO “STRENGTHENING OF BUSINESS PROFITABILITY” (1)

Strengthen Intellectual Property Investment Management

I Optimize Intellectual Property Investments Toward Strengthening of Business Profitability

We are promoting intellectual property activities under the recognition that the creation of intellectual property and acquisition of intellectual property rights are investments toward the growth of business and strengthening of profitability. However, intellectual property investments were determined through adjustment with each business for each fiscal year.

To promote the strengthening of the business profitability from the intellectual property aspect by the selection and concentration of business under the new Medium-term Business Plan, we will optimally allocate overall intellectual property investments of Konica Minolta Group in accordance with the Group-wide strategies.

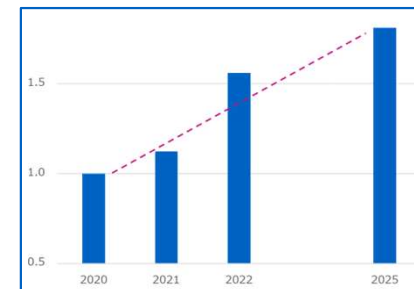


Conceptual diagram of intellectual property investment allocation

I ROI for Measuring Appropriateness of Intellectual Property Investment

Whether intellectual property investments are made appropriately cannot be measured by the investment amount only. The evaluation of whether return has been successfully obtained as expected by an intellectual property investment, i.e., intellectual property ROI (Return On Investment) is required.

However, the evaluation of intellectual property ROI must be made individually in accordance with the positioning of each business and the purpose of its intellectual property activities. For example, in the case of business in which there are a lot of patents for a product and many competitors, if we do not own intellectual property rights including patents, large license fees will be required to pay to the competitors and our business profits will be worsened. Therefore, for such business, it is expected to calculate intellectual property ROI by regarding as “return” the difference between the assumed license fees which we would have paid to competitors without any intellectual property activities and actual royalty income and expenditure (so-called license exemption method). The following figure shows the trend from 2020 until 2022 and target in 2025 of intellectual property ROI for our Business Technologies Business, with 2020 as 1. Meanwhile, if products and business environments are different, it is difficult to measure intellectual property ROI with the same method. In this case, it is expected to analyze to what extent intellectual property contributes to business profits and to use as “return” the Business Contribution Profit (profit from intellectual property investment).



Trend of intellectual property ROI in Business Technologies Business

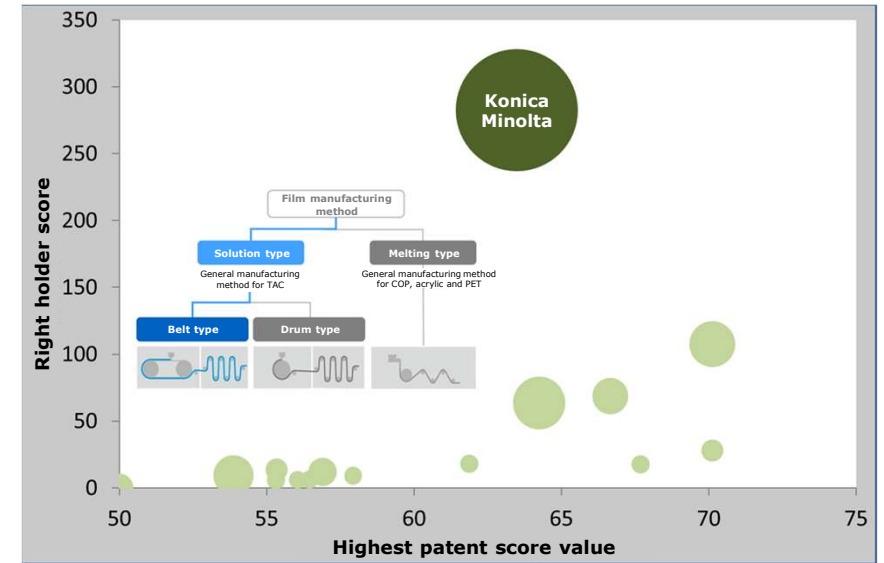
IMPLEMENT INTELLECTUAL PROPERTY STRATEGIES CONTRIBUTING TO “STRENGTHENING OF BUSINESS PROFITABILITY” (2)

Intellectual Property Activities Supporting Expansion of strengthening business

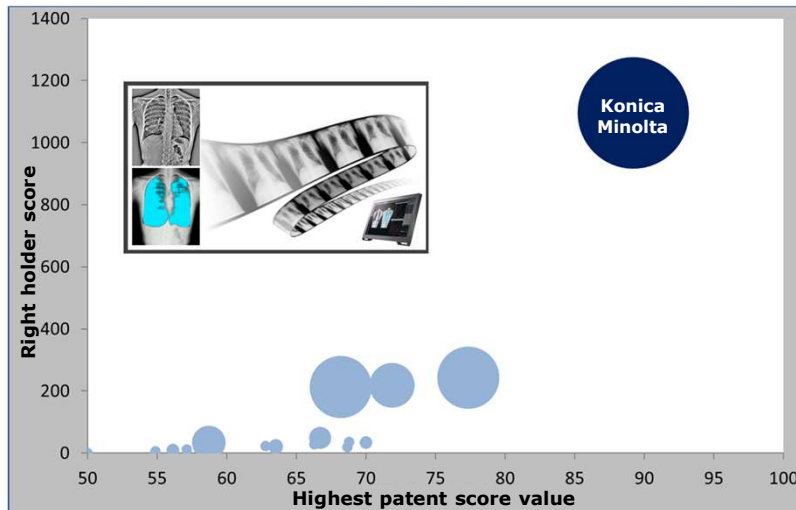
I Strengthen Intellectual Property Barriers Supporting Competitive Advantage of Strengthening Business

As for the “competitive advantage” which is a driver of the expansion of the strengthening business, strong barriers of intellectual property have been built by continuously implementing concentrative and proactive intellectual property investments and activities.

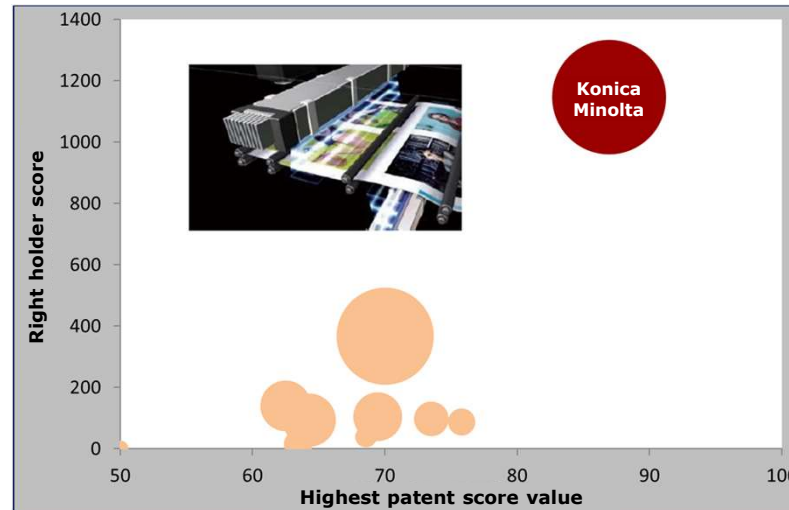
For example, as shown in score maps on this page, we have been building barriers to entry by patent portfolios which overwhelm other companies in three areas: (i) the Dynamic Digital Radiography and Dynamic Radiography Analysis which provide the high-value-added image diagnosis, the competitive advantage in medical imaging of the Healthcare Business, (ii) automatic quality optimization which realizes “automation, no skill required, and remote operation,” in the Professional Print Business, and (iii) the solvent-cast and belt type film manufacturing method which realizes the off-line stretched and super-wide “SANUQI” film in the Industry Business. By utilizing such intellectual property and promoting more concentrative intellectual property investments, we will further strengthen the “competitive advantage” of the strengthening business.



Score map of “SANUQI” area



Score map of “Dynamic Digital Radiography” area



Score map of automatic quality optimization area

Score map of Japanese patents related to specific areas

Created using Patent Result Co., Ltd.’s “Biz Cruncher.” The size of the circle indicates the number of patents of each competitor, the horizontal axis indicates the evaluation value of the patent with the highest score, and the vertical axis indicates the evaluation value of the entire patent portfolio.

IMPLEMENT INTELLECTUAL PROPERTY STRATEGIES CONTRIBUTING TO “STRENGTHENING OF BUSINESS PROFITABILITY” (3)

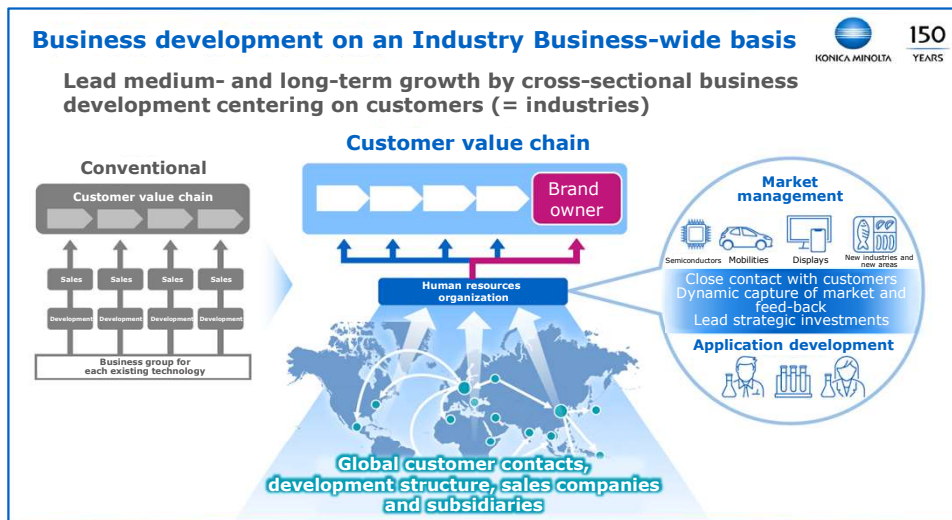
Intellectual Property Activities Supporting Expansion of Strengthening Business I Medium- and Long-term Growth Strategies for Industry Business

In the Industry Business, which is the center of the strengthening business, we have been growing businesses for sensing, performance materials, and inkjet (IJ) component. In addition, taking advantage of the core technologies such as the precision technology, and strong relationship with customers, we have laid out medium- and long-term growth strategies which are executed through enhancement of business development on an Industry Business-wide basis. To this end, we have newly established the “Industrial Business Development Center” which has human resources who can see from a higher view point the value chains and technology in the field of displays, mobilities and semiconductors. This Center will squarely address issues facing customers with full use of customer relationship and technological assets accumulated in the Industry Business and will increase trust from such customers. In this way, we will become the one and only solution provider in the manufacturing supply chain.

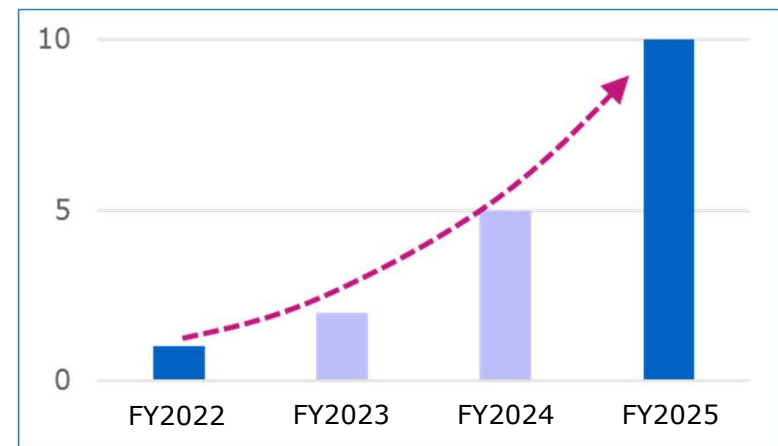
I New Intellectual Property Strategies in Industry Business

As stated above, as for the “competitive advantage” of each business, patent barriers are built by filing patent applications proactively. In the Industry Business, business development is strengthened utilizing the “competitive advantage” of existing businesses. For that reason, for the intellectual property strategies of the Industry Business, it is required to protect solutions consisting of the multiple “competitive advantage” of such businesses, focusing on customer values found in the value chain of each business.

Therefore, in collaboration with the Industrial Business Development Center, the Intellectual Property Division conducts intellectual property activities, staying in close touch with customers. Then, we protect new solution on an Industry Business-wide basis. As shown in the following figure, such new intellectual activities are expected to have 10 times more patent applications sometime between FY2023 and FY2025 than those in FY2022.



Excerpted from materials to explain Industry Business dated October 2023



Industry Business-wide patent application plan (with FY2022 as 1)

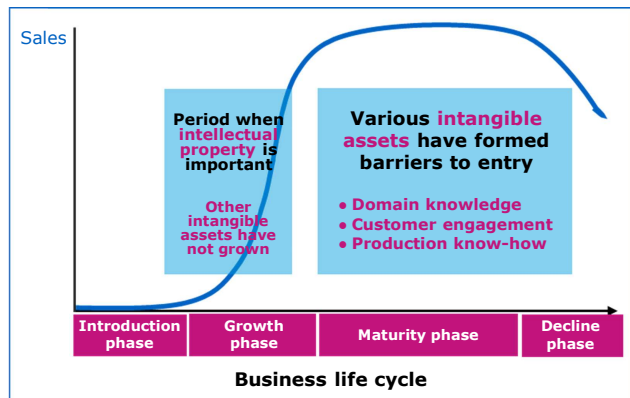
FACILITATE INTELLECTUAL PROPERTY IR ACTIVITIES

Visualize Functions of Intangible Assets Through Internal and External Dialogues

I Strengthen Internal Dialogues

In appropriately explaining the aim and results of intellectual property activities and leading them to the improvement of our corporate value, only disclosing statistical information on intellectual property (e.g., the number of patent applications and acquired patents) is insufficient. For information disclosure and IR activities about intellectual property, it is necessary to show how intangible assets such as intellectual property contribute to the business, in other words, how they are converted into tangible financial assets.

As a first step, the heads of the Corporate Planning Headquarters, Industry Business, and Intellectual Property Division had discussions about how intangible assets work and create competitive advantage and how such advantage contributes to business. As a result, when it comes to the Industry Business in particular, they found that there is a commonality in how intangible assets successfully work in the field where we have competitive advantage, and that intangible assets contribute to business growth by playing various roles in turn in the business life cycle. These findings will be reflected in disclosure through IR events and various media.

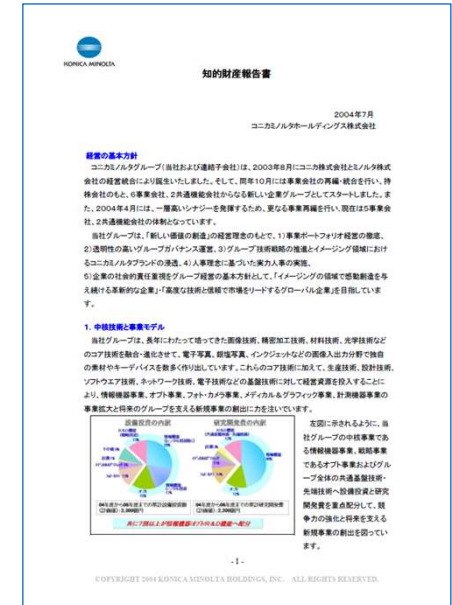


Conceptual diagram of business life cycle and intangible assets

I Strengthen Dialogues with External Stakeholders

We have been aggressively proceeding with information disclosure and IR activities related to intellectual property for many years. Since our Intellectual Property Report was issued for the first time in 2004 after the “Guideline for Intellectual Property Information Disclosure” was released from the Ministry of Economy, Trade and Industry, we have been continuously issuing the Report with some improvements every year. This Report serves to inform the stakeholders of our intellectual property activities. Also, in response to the revision of the Corporate Governance Code in 2021, we reviewed and revised how and what to disclose intellectual property information not only in our Intellectual Property Reports but also in other IR media such as our Corporate Governance Reports, Securities Reports, and Integrated Reports. Due to these efforts, our Intellectual Property Reports have acquired a good reputation (For further information, see Page 13).

In addition, to strengthen two-way communication with shareholders and investors, we have recently been proceeding with direct dialogues with them and have been further improving disclosure of intellectual property information.



Intellectual Property Report FY2004



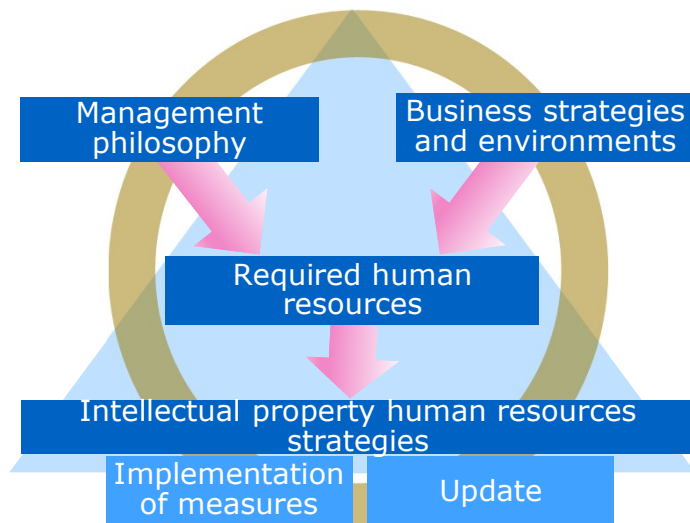
STRENGTHEN HUMAN RESOURCES AND INTELLECTUAL PROPERTY DX SUPPORTING INTELLECTUAL PROPERTY ACTIVITIES (1)

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.

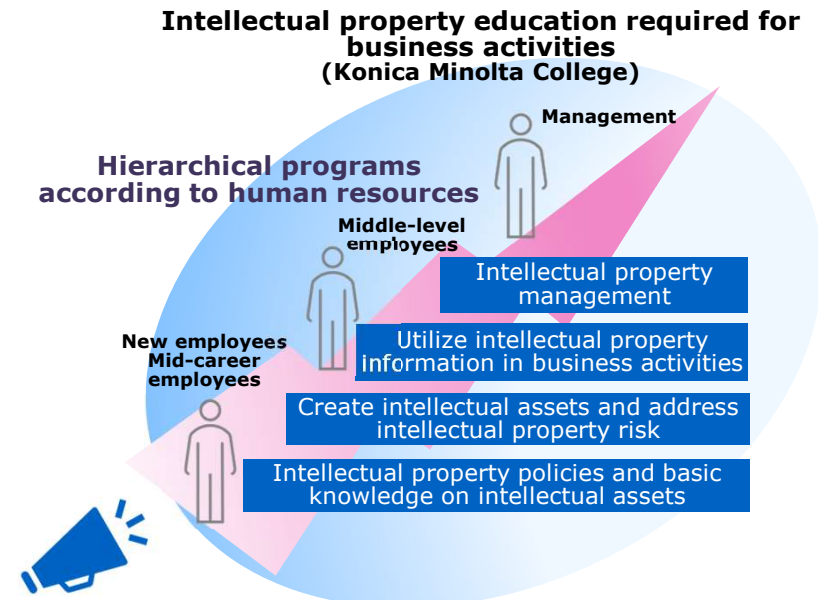


Conceptual diagram of intellectual property human resources strategies

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

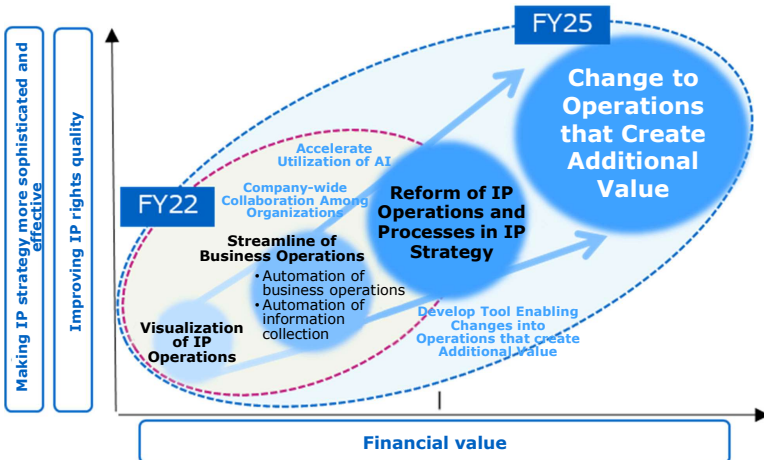
STRENGTHEN HUMAN RESOURCES AND INTELLECTUAL PROPERTY DX SUPPORTING INTELLECTUAL PROPERTY ACTIVITIES (2)

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.



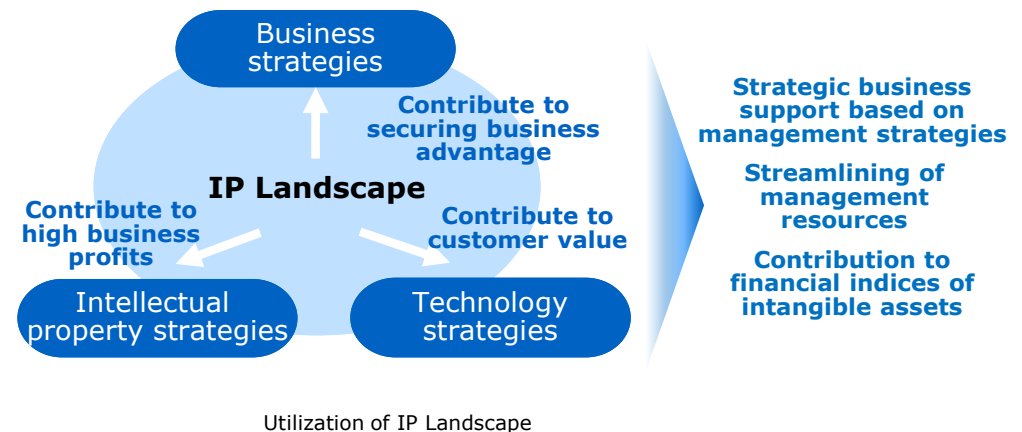
IP DX promotion plan

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.



DESIGNS

Strategic Creation and Utilization of Designs

I Continuous Creation of Designs

This year is a historic year, 150 years from our company's founding. Since the founding, based on the recognition that designs are important to increase product and service values, and that strategic utilization of designs leads to corporate value improvement, we have created designs which address the trend of the times and customer needs.

Such efforts have been evaluated by a lot of domestic and foreign design awards. As for the Good Design Award, which is the only comprehensive design commendation in Japan hosted by the Japan Institute of Design Promotion, an 8 mm camera "Autopak 8K5" received the award in 1966, and thereafter we kept on receiving the award periodically. For the last 40 years, we have never missed the award.

In the fiscal year 2022, a high-speed digital label printer "AccurioLabel 400" received the award and was acknowledged for our continuous pursuit of changes in the range of expression." This product also received iF DESIGN AWARD 2023 and Red Dot Design Award 2023, both of which are among the top three design awards of the world.



Autopak 8K5



AccurioLabel 400

I New Tries Through Strategic Utilization of Designs

In the fiscal year 2023, the Dynamic Digital Radiography "KINOSIS" received the Good Design Award. This product is for visualizing the movement of living organisms with use of "dynamic radiography analysis" realized by advanced image processing technology. Its design is acknowledged as an achievement of research at medical settings for about 15 years.



Dynamic Digital Radiography
"KINOSIS"

We are trying to improve customer experience further not only with product/service designs but also with attractive interior designs.

A state-of-the-art planetarium "Konica Minolta Planetaria Yokohama" was designed to provide relaxing and healing entertainment so that adults can enjoy and experience an "urban oasis." Such premium design received iF DESIGN AWARD 2023.



Konica Minolta Planetaria Yokohama

We will strategically create and utilize designs, which are part of intellectual property that is the source of corporate competitiveness, to improve the corporate value further.

BRANDING

Building and Development of Brand I Symbol of Brand Value “Symbol Logo”

Our symbol logo visualizes the brand value and company name. It expresses the value that the Konica Minolta brand provides to customers and is composed of the symbol mark (globe mark) and logo type. The globe mark uses the earth as a motif and represents the provision of new values to customers around the world and the harmony of a wide range of technological capabilities and confidence. The logo type expresses high quality and novelty.

The logo symbolizes the trust and confidence that we have gained from customers over 150 years, that is, the brand value, and has been registered as a trademark in about 180 countries to prevent damage to the brand value. Specifically, we are globally monitoring third-party trademark applications to prevent the third-party from acquiring trademark rights by, for example, filing oppositions to any trademark registration that may cause confusion among customers. We are also taking measures against counterfeits of our toner bottles.



I Trademarks for Konica Minolta Products and Services

Since our company’s founding, we have sold and provided products and services with original trademarks and have increased the brand value of these trademarks through the accumulation of confidence from customers in the products and services. The brand value is one of the sources of our competitiveness and identity.

Specifically, in the Printing Business that has been continuing since our company’s founding, there are well-known trademarks such as “U-BIX” (plain-paper copier released in 1971), “Konsensus” (color proofing system released in 1987), and in recent years, ink-jet printer “Nassenger” (ink-jet printer) and “bizhub” and “Accurio” (digital printing systems).

We also have various well-known trademarks for the flagship products and services in the strengthening business, such as “SANUQI” (optical film) in the Industry Business, “AeroDR” (cassette-type digital X-ray system), “KINOSIS” (Dynamic Digital Radiography) and “infomity” (healthcare ICT cloud) in the Healthcare Business.



Trademarks for main products and services

EXTERNAL EVALUATIONS (FY2022-2023)

I Selected as Clarivate Top 100 Global Innovators for Two Consecutive Years

Konica Minolta was selected as the "Clarivate Top 100 Global Innovator 2023" for two consecutive years by Clarivate Plc, a UK based company providing information services on a global basis.

This is awarded once a year to 100 companies and organizations around the world chosen based on data held by Clarivate concerning intellectual property and patents.

The excellence of a patent portfolio held by each company is evaluated with four factors - influence, success, globalization, and technical distinctiveness. As for our patent portfolio, technical distinctiveness was highly evaluated in particular.



Commendation ceremony (left: Corporate Senior Vice President Tamai responsible for intellectual property)

I Received three Encouragement Prizes for Inventions

At the Local Commendations for Invention of fiscal 2022 by Japanese Institute of Invention and Innovation, the Encouragement Prize for Invention was awarded for our three Japanese Patents; No. 6544332 (Invention Title: Image Formation Device and Program), No. 6834690 (Invention Title: Image Processing Apparatus and Radiographic Image Capturing System) and No. 6504255 (Invention Title: Care Assistance System). Our employees were recognized as the inventors who created an excellent and highly effective technology.

I Selected as Good Example of Intellectual Property Information Disclosure

The "Guidelines for Disclosure and Governance of Intellectual Property and Intangible Asset Investment and Utilization Strategies Ver. 2.0" were issued in March 2023 in the "Committee on Effective Disclosure and Governance of Intellectual Property Investment and Utilization Strategies," which is organized by the Japanese government mainly for studying disclosure of intellectual property investment and utilization.

In the Guideline, our "Intellectual Property Report 2022" was cited as one of the good examples of "communication frameworks that actualize the corporate value." The Report was introduced as being convincing as to the realization of the transformation story by disclosing quantitative information (e.g., trend of the number of patent applications for advantageous technology) when explaining intellectual property portfolio transformation which leads to business portfolio transformation.



Intellectual Property Report FY2022

I Selected as Good Example of Descriptive Information Disclosure

The Japanese Financial Services Agency has been releasing good examples of information disclosure in securities reports of corporations to encourage sufficient information disclosure which promotes a constructive dialogue with investors. Our disclosure about business risk has been introduced in the Collection of Good Examples of Descriptive Information Disclosure 2022". It was evaluated that, with respect to possible risk concerning intellectual property rights, our securities report was specifically mentioning maintenance of competitive advantage and opportunities of social contributions as well.

DATA SECTION

Key Data for Five-Year Period

(Million of yen)	FY2018	FY2019	FY2020	FY2021	FY2022
Revenue	1,059,120	996,101	863,381	911,426	1,130,397
Operating Profit	62,444	8,211	-16,266	-22,297	-95,125
R&D Expenses	78,395	74,040	65,034	62,678	63,894
Number of Patents Owned	20,235	20,453	19,814	19,737	19,841
In Japan	11,678	11,757	11,083	11,174	11,378
Overseas	8,557	8,696	8,731	8,563	8,463
Number of Patents Acquired	2,053	2,198	1,850	1,602	1,531
In Japan	1,183	1,226	1,234	1,163	1,158
Ranking Among Japanese Corporations *1	22	19	11	15	19
Overseas	870	972	616	439	373
Ranking Among Japanese Corporations in Number of Patents Acquired in the US *2	21	24	22	33	32
Rate of Requests for Examination	79.3%	64.5%	82.0%	83.7%	81.9%
Rate of Patent Grants Decided	81.1%	83.0%	76.4%	78.6%	64.8%

*1 Ranking by number of patents acquired based on information in the Japan Patent Office Annual Report 2023 published by the Japan Patent Office.

*2 Ranking estimated from information in Intellectual Property Owners Association Top 300 Patent Owners.

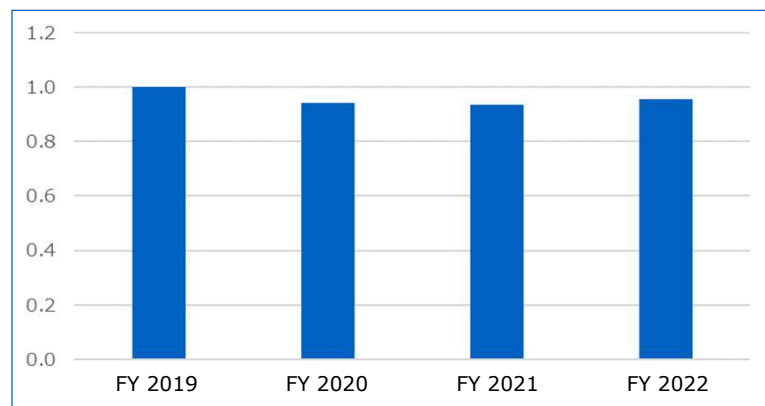
• IFRS Standards

• Number of Patents Owned: In Japan = Japanese patents; Overseas = US and Chinese patents

• Number of Patents Acquired: In Japan = Japanese patents; Overseas = US and Chinese patents

• Rate of Requests for Examination = Number of requests for examination / Number of cases with examination request deadline date within the fiscal year

• Rate of Patent Grants Decided = Number of patent grants decided / (Number of patent grants decided + Number of grants denied + Number of cases withdrawn after first action or abandoned)



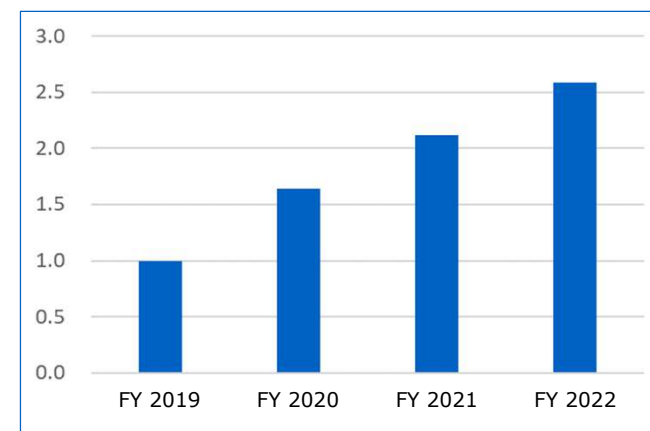
Trend in ratio between R&D expenses and intellectual property expenses with FY2019 as 1

Konica Minolta has been trying to build intellectual property portfolios that are linked to management strategies. In the fiscal year 2022, for the strengthening business, we focused on filing new patent applications and acquiring patent rights necessary for the growth of the business, and for the other businesses, we carefully examined which patents to be acquired, based on their respective intellectual property strategies according to their own business position. In this way, we have been executing the selection and concentration of intellectual property investments.

The lower left figure shows the trend of the ratio between the R&D expenses and intellectual property expenses where FY2019 has been set as 1. There has been no significant change since FY2019 because we are continuously acquiring intellectual property, as investment in future growth, even in a severe business situation.

The lower right figure shows an index* that quantifies the degree of attention to patents filed since FY2017. The value of the intellectual property is increasing year by year. We will continue to build intellectual property portfolios that contribute to our business.

*The value obtained by dividing the right holder score provided by Patent Result Co., Ltd.'s "Biz Cruncher" by the number of active patents.



Trend in index* for filings filed in FY2017 or later with FY2019 as 1



KONICA MINOLTA

150

YEARS

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