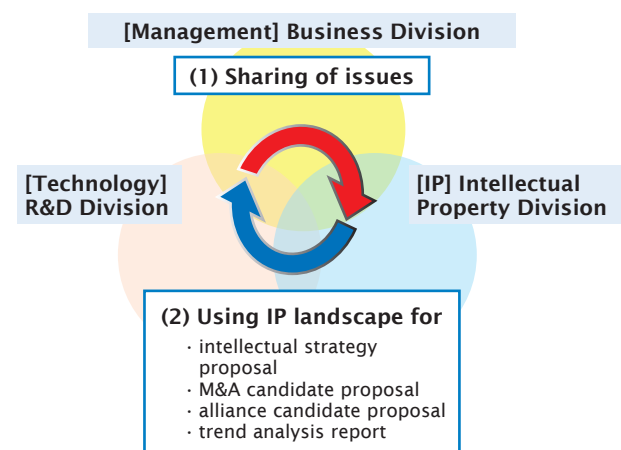


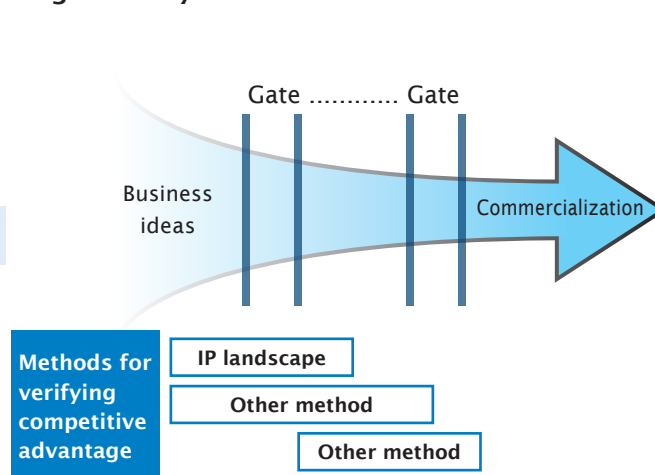
Efforts to Strengthen IP Capabilities

Konica Minolta has proactively introduced and applied “IP landscape” to integrate intellectual property information with market and other information, and analyze this intelligence for making strategic proposals to the management and businesses. Use of IP landscape contributes to the businesses in various ways, in such processes as development of intellectual property strategy and selection of alliance candidates. Going forward, we are aiming to further expand situations where IP landscape can be useful, such as selection of M&A candidates or provision of insight for the development of business scenario. As part of this effort, we have set out to strengthen support for business development by incorporating IP landscape into the Stage Gate System, which is a multistage assessment system in the commercialization process that is adopted as a management tool for new business development. IP landscape serves as one of the recommended methods for verifying competitive advantage (competitor search, barrier to market entry, alliance search, etc.).

Support for Activities of Business and R&D Divisions



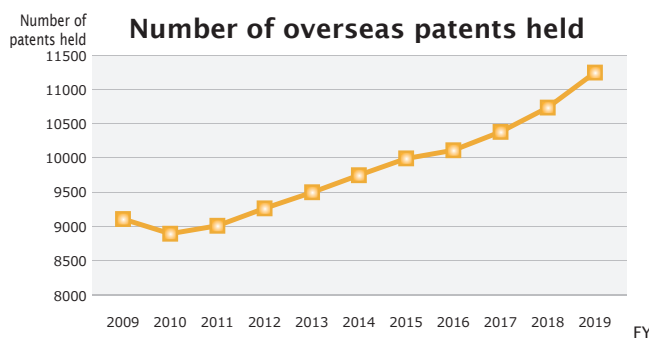
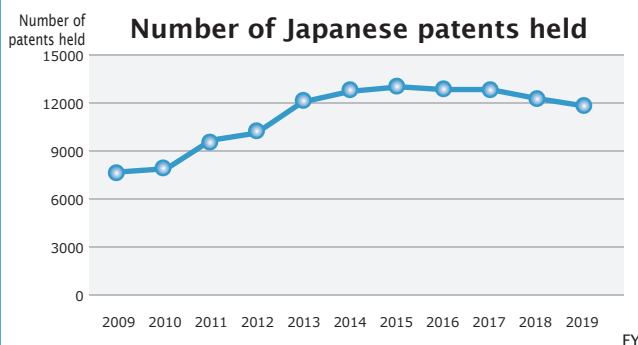
Stage Gate System



For Konica Minolta, whose overseas sales account for 80% of its revenues, acquisition of intellectual property rights in foreign countries is extremely important. With respect to Japanese patents, the number of patents held has been kept at a certain level due to selective patent application and patent portfolio. Meanwhile, the number of overseas patents held has been increasing yearly reflecting efforts to enhance patent portfolio through active filing of applications worldwide, notably in the United States and China, the two strategically important countries in intellectual property.

Numbers of patents held and patents acquired (2019)

	Japan	United States	China
Number of patents held	11,757	6,722	1,974
Number of patents acquired	1,226 <small>(ranked 19th among Japanese companies^{*2})</small>	649 <small>(ranked 24th among Japanese companies^{*3})</small>	323



*2 Ranking for the number of patents acquired is based on data from “Japan Patent Office Annual Report 2020” published by the Japan Patent Office.

*3 Ranking is estimated based on information from Intellectual Property Owners Association (Top 300 Patent Owners).