

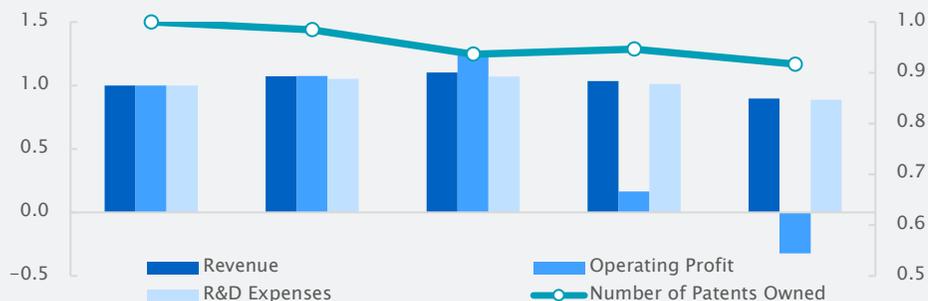
## Key Data for Five-Year Period

(Millions of yen)	FY2016	FY2017	FY2018	FY2019	FY2020
Revenue	962,555	1,031,256	1,059,120	996,101	863,381
Operating Profit	50,135	53,844	62,444	8,211	-16,266
R&D Expenses	73,275	77,021	78,395	74,040	65,034
<b>Number of Patents Owned</b>	<b>21,611</b>	<b>21,276</b>	<b>20,235</b>	<b>20,453</b>	<b>19,814</b>
In Japan	13,168	12,926	11,678	11,757	11,083
Overseas	8,443	8,350	8,557	8,696	8,731
<b>Number of Patents Acquired</b>	<b>2,118</b>	<b>2,269</b>	<b>2,053</b>	<b>2,198</b>	<b>1,850</b>
In Japan	1,380	1,473	1,183	1,226	1,234
Ranking Among Japanese Corporations *1	22	12	22	19	11
Overseas	738	796	870	972	616
Ranking Among Japanese Corporations in Number of Patents Acquired in the US *2	19	24	21	24	22
Rate of Requests for Examination	76.7%	48.2%	79.3%	64.5%	82.0%
Rate of Patent Grants Decided	84.0%	83.0%	81.1%	83.0%	76.4%

\*1 Ranking by number of patents acquired based on information in the Japan Patent Office Annual Report 2021 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 Acquired: In Japan = Japanese patents; overseas = US and Chinese patents
- Number Owned: 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Decided: Number of patent grants decided / (Number of patent grants decided + Number of grants denied + Number of cases withdrawn after first action or abandoned)



- Revenue, operating profit, and R&D expenses indexed on FY2016 as 1 (Left vertical axis)
- Number of patents owned is the sum of patents owned in Japan and overseas, indexed with FY2016 as 1 (Right vertical axis)

Fig10. Key data trends

We are engaged in building a high-quality patent portfolio that is based on the plans of each business departments in accordance with our Medium-Term Business Plan "DX2022". The number of Japanese patent rights owned rose in fiscal 2020 with about 1,200 patents newly added to the portfolio. We abandoned about 1,900 cases, and reviewed portfolio composition according to the plans of each business departments. As a result, the number of Japanese patents owned in fiscal 2020 has declined compared with the previous year. The acquisition of intellectual property rights overseas is extremely important for Konica Minolta, which has 80% of its revenue from overseas. For patents overseas, just as in Japan, we are engaged in portfolio formation according to the plans of each business departments. Japanese applications are carefully screened to select even more important inventions. The selected inventions are then applied for patent in the US, China, and other countries, which results in the increased number of patents worldwide. In order to build optimal patent portfolios according to the phases of each business departments and its field of technology, we are proceeding with the careful screening of inventions for application and registration.

As a result of reevaluation and careful screening of pending applications, the rate of patent grants decided in fiscal 2020 declined somewhat from the previous fiscal year to 76.4%. However, the average of patent scores, one of the indexes for the quality of patents, rose 1.1% compared to that in fiscal 2019. These high-quality portfolios attribute to our careful screening of inventions highly eligible for patent application and acquisition. With continued optimization of portfolios, we will enhance intellectual property investment efficiency and increase our contribution to business.

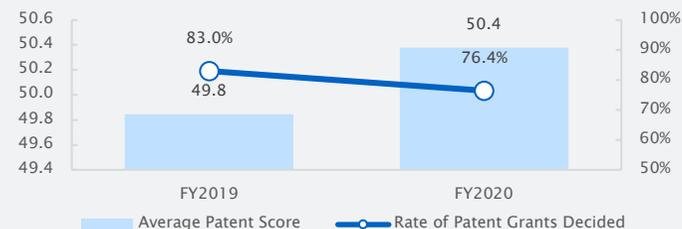


Fig11. Year-on-year patent scores for Konica Minolta patent portfolios

## Data Highlights

### Transformation of Intellectual Property Portfolios

In order to establish a mainstay business at Konica Minolta which follows the Office Business, a business portfolio transformation is being implemented. In the course of this, we are making intellectual property investments oriented to transformation of the corresponding intellectual property portfolios. The component ratios of patent applications by business segment for each fiscal year up to fiscal 2019 shows a trend of expansion in the Professional Print Business, where strengthened profitability is expected, and in the Healthcare Business, which is centered on diagnostic imaging. In the Industry Business, the sources of our competitive advantage are various kind of intangible assets, including the production technology being kept confidential as data or know-how, the production equipment itself and our skills for rapid response to customer requests. With respect to patents, we are filing applications mainly for core technologies we have carefully screened. As a result, highly investment-efficient and high-quality patent portfolios have been formed in the Industry Business. In this way, we are providing support in terms of intellectual property for business portfolio transformation.

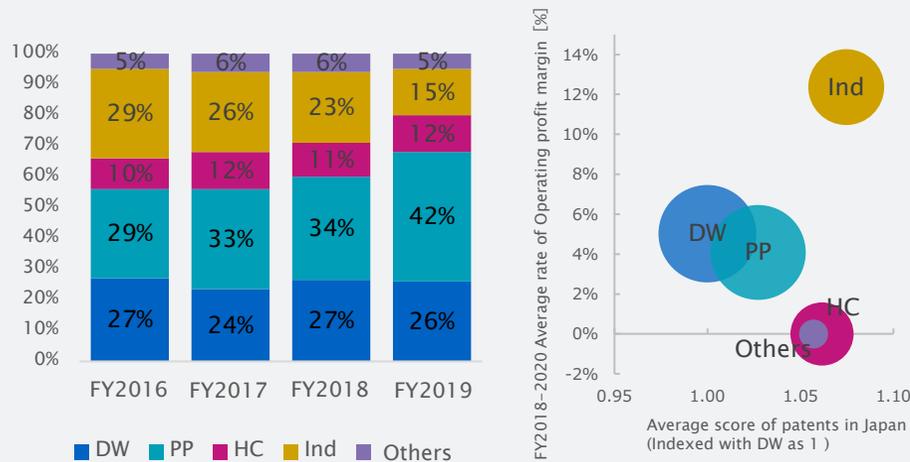


Fig12. Component ratio of patent applications by business segment

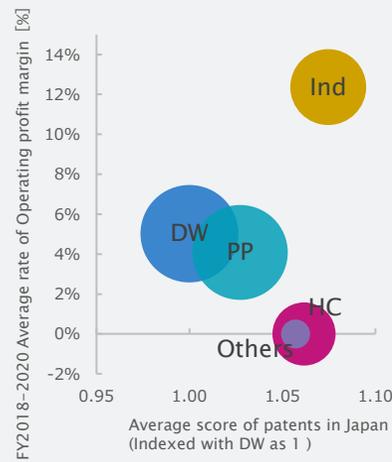


Fig13. Patent scores\*

### Highly Investment Efficient Intellectual Property Portfolio

At Konica Minolta, we are taking measures to raise our investment efficiency so that our intellectual property portfolio will be composed of high-quality patents to support the transformation of our business portfolio. The question of whether these measures are functioning properly or not can be checked, for example, by analysis of our patents that are cited in the examination of other companies' patents (cited patents). As cited patents present anticipatory technology, they can be considered of great interest to other companies. The total number of patents that can be cited increases year by year as patent applications continue to be filed. With the abandonment or expiration of low-quality patent rights, the proportion of patents in force to patents that can be cited is tending to diminish. At Konica Minolta, however, the proportion of cited patents in force to all cited patents is largely constant. This indicates that measures to ascertain inventions that have an anticipatory quality or are attractive to other companies when making applications and maintaining patents are keeping the proportion of high-quality patents to patents in force at a high level. Figure 15 shows the ratio by business segments of patents cited in the examination of other companies' patents in fiscal 2020 out of Konica Minolta patents having application dates during 2015-2018. It is also apparent from this data that a high-quality patent portfolio has been formed in our Industry Business.

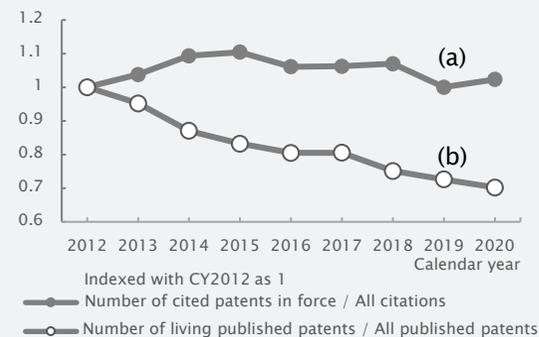


Fig14. Example of trend in intellectual property investment efficiency

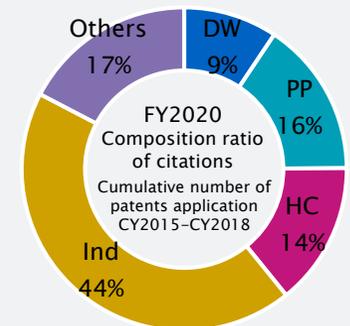


Fig15. Component ratios of number of patent citations by business segment

\*Provided by Konica Minolta using "Biz Cruncher" patent analysis tool from Patent Result Co., Ltd. The size of the circles indicates the number of patents owned by each business segment. The horizontal axis indicates the average patent score. The vertical axis shows the average operating profit margin in FY2018-2020.

## Data Highlights

### I Designs and Trademarks

Konica Minolta has made trademark applications and acquired rights to the corporate name “KONICA MINOLTA” and the logo in about 180 countries. In order to maintain and improve the brand image, we strategically acquire trademark rights to the names of our products and services. In fiscal 2020, we launched the imaging IoT platform that combines proprietary Konica Minolta imaging technology with the leading-edge IoT and AI technologies under the brand name “FORXAI” (pronounced FOR-SIGH). This brand carries two considerations: one for “forward-looking” (Foresight) and “for AI serving society” (For X AI). We are protecting and developing this brand through applications for trademark registrations in Japan and overseas. Konica Minolta owned about 2,800 trademark rights worldwide as of the end of fiscal 2020.

# FORXAI

Digital printing system  
「AccurioPress C14000/C12000」



We are also engaged in creative work on design\* as an important means of building brands. In fiscal 2020, the designs for six of our products, including the HitomeQ Connect communication service for care facilities and multifunctional peripherals were recognized and won awards in Japan and overseas. The AccurioPress C14000/C12000 color production printers won a Good Design Award organized by the Japan Institute of Design Promotion, a Red Dot Design Award organized by the Design Zentrum Nordrhein Westfalen in Germany, and an iF Design Award administered by iF International Forum Design GmbH in Germany. The design is appropriate for a flagship product that embodies our motivation to expand the printing business, and it was rated highly. At the end of fiscal 2020, Konica Minolta owned about 530 design rights worldwide.

\* Konica Minolta Design  
<https://www.konicaminolta.com/global-en/design/index.html>

### I Outside Evaluations

At the Local Commendations for Invention of fiscal 2020 (organized by Japan Institute of Invention and Innovation\*1), four Konica Minolta patent rights were awarded the Encouragement Prize for Invention.

Awards Local at Kanto Regional Commendations for Invention of Fiscal 2020

	Title of Invention	Patent Number
Encouragement Prize for Invention	Image reading device for monitoring image position formed on both sides	6547647
Encouragement Prize for Invention	Intermediate transfer component for image forming device	4577362
Encouragement Prize for Invention	Inkjet ink that realizes high-speed, high-quality printing	4556414
Encouragement Prize for Invention	Odor visualization device	6508440

\*1. List of Kanto Local Commendations for Invention of Fiscal 2020 from the Japan Institute of Invention and Innovation  
[http://koueki.jiii.or.jp/hyosho/chihatsu/R2/jusho\\_kanto/](http://koueki.jiii.or.jp/hyosho/chihatsu/R2/jusho_kanto/)

There are also other instances of outside recognition of the value of our intellectual property. The Patent Result Co., Ltd. publishes a Ranking of Capability to Prevent Other Companies from Obtaining Patent Rights\*2, and Konica Minolta was placed fourth in the precision equipment industry in the 2020 edition of this ranking. We have been holding a place in the top five since 2013.

\*2. Patent Result Co., Ltd., 2020 Ranking of Capability to Prevent Other Companies from Obtaining Patent Rights  
<https://www.patentresult.co.jp/news/2021/08/fcitpre.html>

There are instances of outside evaluation relating to intellectual property investment oriented to solutions for social issues. In the ranking of corporations by technology for SDGs\*3 created by the Japan Patent Information Organization (Japio), we took 5th place, a highly favorable evaluation, under Goal 8 (fulfilling work and economic growth).

\*3. Ranking of corporations in Japan by SDG created by the Japan Patent Information Organization  
[https://transtool.japio.or.jp/work/show\\_sdg.php?mode=prev\\_year](https://transtool.japio.or.jp/work/show_sdg.php?mode=prev_year)