

Direction of Intellectual Property Activities

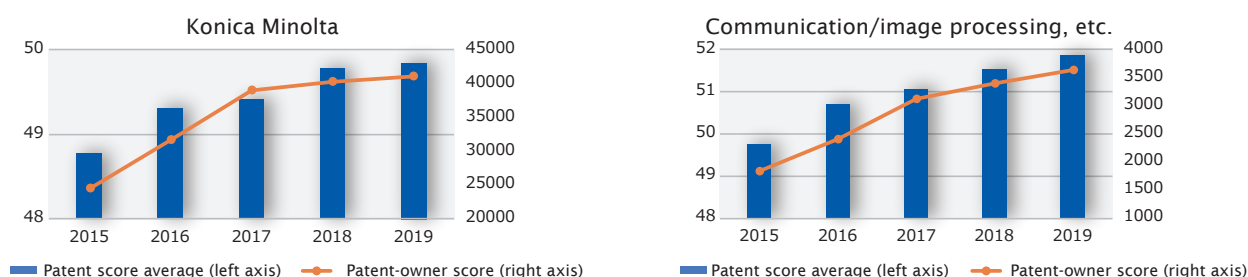
Konica Minolta views intellectual property as an important management resource, and its intellectual property strategy is an essential component of management strategy. The “Intellectual Property Strategy 2017-2022” was put together to set out its medium to long-term intellectual property strategy. This is updated every year according to changes in business and intellectual property environments. Two other plans were formulated, “Strategies and Policies to Improve Intellectual Property Quality” and “Strategies and Policies to Foster Intellectual Property Experts,” in line with which intellectual property activities are put into practice.

Intellectual Property Strategy	Key Points
Intellectual Property Strategy 2017-2022	Evolution of IP capabilities that support a “sustainable, highly profitable business structure” <ul style="list-style-type: none"> · Building a patent network to secure “domain patents” and locking in “differentiation technologies” · Incorporating and using knowhow and data in intellectual property strategy · Strengthening capability in patent information analysis · Improving and strengthening global IP structure · Improving brand value through designs and trademarks
Strategies and Policies to Improve Intellectual Property Quality	Enhancement of patent assets value <ul style="list-style-type: none"> · Quantification of patent asset quality using internal and external evaluations · Implementation of quality improvement policies and fixed point observation using quantification index
Strategies and Policies to Foster Intellectual Property Experts	Fostering IP experts possessing expertise, skills and business sense <ul style="list-style-type: none"> · Thorough learning of basic skills and knowledge · Study program in overseas law schools and overseas posting program · Training programs in technology management and business skills

Implementation of intellectual property strategy as described above has led to steady enhancement of the value of intellectual property that Konica Minolta holds. Activities based on intellectual property strategy have been pushed forward particularly with respect to digital technologies that are the key to medium to long-term growth. In communication and image processing technology, for instance, implementation of quality enhancement activities, aimed at creating intellectual property that leads to customer value, has resulted in consistent increase year after year in the scores indicating the quality of Konica Minolta’s patents, as shown in the chart below.

The value of intellectual property, as assessed by an external evaluation based on rankings published by Patent Result Co., Ltd., indicates that with respect to companies’ capability to prevent other companies from obtaining registered patents, Konica Minolta ranked 4th in the precision machinery sector in the 2019 ranking, having maintained a top 5 position since 2013.

Yearly Change in Patent-Owner Score



* Produced by Konica Minolta using Patent Results Co., Ltd.’s “BizCruncher.” Prepared with data for Japanese patents with application date of April 1, 2010 and later. Patent score average indicates average score of the attention level of individual patents and patent-owner score indicates rating of patent portfolio in their entirety. For both scores, the larger the number, the higher the assessment of the patent asset value.

Top 10 in 2019 Ranking of Companies’ Capability to Prevent Other Companies from Obtaining Registered Patents*¹ in the precision machinery sector

Ranking	Company Name	Number of Patents Cited	Ranking	Company Name	Number of Patents Cited
1	Canon	7,505	6	Olympus	2,541
2	Seiko Epson	4,528	7	Fuji Xerox	2,155
3	Ricoh	4,155	8	Nikon	1,789
4	Konica Minolta	3,595	9	Toppan Printing	1,464
5	Dainippon Printing	2,615	10	Tokyo Electron	851

*¹ For details of “2019 Ranking of Companies’ Capability to Prevent Other Companies from Obtaining Registered Patents,” visit Patent Result Co., Ltd. website: <https://www.patentresult.co.jp/news/2020/07/fcftpcc.html>