KONICA MINOLTA

KONICA MINOLTA, INC.

Intellectual Property Report 2025

RETHINK
WHAT'S
POSSIBLE

Giving Shape to Ideas

Executive Vice President
&
Executive Officer
Responsible for Technologies

Toshiya Eguchi

Sustainable Growth Driven by Business Strategy and Intellectual Property

In the Medium-term Business Plan (2023–2025), through three initiatives—strengthening business profitability, implementing structural reforms to reinforce the revenue base, and strengthening business management systems—we have steadily advanced the plan aiming to return to a high-profit company while reliably achieving financial and non-financial targets.

Intellectual property activities based on the Medium-term Intellectual Property Plan (FY2023–2025) have also played an important role in enhancing the competitiveness of strengthening businesses and in seeding technologies for future growth, linked to the Medium-term Business Plan. The execution of a strategy in which business and intellectual property are integrated has steadily produced results, revealing a path toward establishing a foundation for growth.

Over these three years, our core technologies such as imaging, materials, nano-fabrication, and optics have advanced further in many business domains through integration with AI and data science. Correspondingly, the development of patent portfolios that support the competitive advantages of products and services, centered on strengthening businesses, has also progressed steadily in alignment with business strategy.

In addition, initiatives that are important themes of our sustainability strategy—such as recycled plastic material manufacturing, barrier films for perovskite solar cells, and process monitoring for biomanufacturing—are expected to enable our technological assets to make important and significant contributions to future societal issues. By enhancing the linkage between technology development and intellectual property from an early stage, we are steadily cultivating these as “seeds for future growth” that will drive business growth from fiscal 2026 onward.

Furthermore, IP DX has significantly leveled up over these three years by utilizing generative AI. Prior art searches, market analysis integrating patent and business information, and invention creation assisted by AI have transformed intellectual property activities from traditionally person-dependent processes into tools utilized for advanced, data-driven strategy formulation. As a result, collaboration between the Intellectual Property Division and development divisions has deepened, and the quality and delivery speed of insights that the Intellectual Property Division can provide for business decision-making have improved dramatically.

Going forward, we will continue to strengthen initiatives that link the Medium-term Business Plan and business strategy with the Medium-term Intellectual Property Plan, and promote value creation with technology and intellectual property as dual pillars. As a company that balances improving business competitiveness with solving social issues, we will build a solid foundation supporting sustainable growth through high-quality intellectual property activities.

Progress of the Medium-term Intellectual Property Plan

Under the Medium-term Business Plan (2023–2025), we are promoting the Medium-term Intellectual Property Plan (FY2023–2025). This intellectual property plan sets forth three priority policies, and, in close cooperation with each business division, we are working to create business value through intellectual property activities, making steady progress as described below.

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

The ratio of patent applications in strengthening businesses centered on Professional Print, Industry, and Healthcare is on track to reach the final target of 70% set forth in the Medium-term Intellectual Property Plan (FY2023–2025).

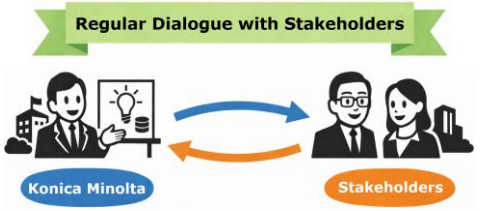
In the Industrial Business, we are promoting intellectual property activities integrated with market- and customer-perspective value propositions, strengthening the formation of patent groups that underpin solution creation, and steadily building patent portfolios to secure future competitive advantages. In the Healthcare business, we have increased filings related to AI diagnostic support and telemedicine, and an intellectual property foundation that supports business growth is taking shape.

In addition, the number of created important patents that directly contribute to business competitiveness has exceeded the plan, and the proportion of patents rated at the highest evaluation has also expanded, demonstrating steady qualitative improvement.

A measure to pay inventors of the most important patents an amount higher than the normal remuneration (consideration for inventions) has also become established, producing a significant effect on improving engineers' motivation and the creation of high-quality inventions.

Policy 2: Facilitate intellectual property IR activities

We are steadily and proactively conducting regular dialogues with stakeholders. We have been able to grasp frank opinions and expectations regarding our intellectual property strategy and intellectual property investment, and the feedback received has provided significant implications for our intellectual property activities.



Going forward, we will not regard intellectual property activities as mere independent initiatives but will position them more clearly as key strategic elements of management. We will enhance the quality and transparency of information disclosure so that the stakeholders better understand how intellectual property activities support business competitive advantages and contribute to future growth opportunities. We will also emphasize communicating in a more easily understandable form both quantitatively and qualitatively, and endeavor to ensure that the stakeholders can evaluate our intellectual property activities from the perspective of mid- to long-term value creation.

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

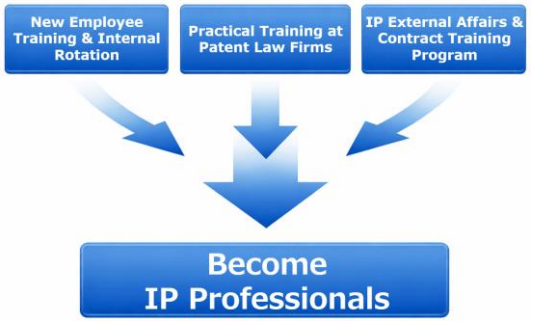
○ Long-term and medium-term human resources strategy

Based on a redefinition of the skill sets of Intellectual Property Division members, we have begun three measures stepwise as development and reinforcement programs.

First, in the "New Employee Training and Internal Rotation", new hires will acquire basic skills such as patent liaison and prosecution at an early stage, gaining the ability to become independent as patent engineers. Thereafter, they will broaden their specialized knowledge not only of patents but of intellectual property in general, aiming to become human resources capable of contributing to business in a one-stop manner.

In the "Practical Training at Patent Firms", young Intellectual Property Division members who have acquired the basics of patent practice will be dispatched to patent firms and are scheduled to gain intensive practical experience over approximately one year. By engaging deeply in drafting specifications and opinion statements, this aims to rapidly elevate patent practice skills to a fully competent level and to enhance mutual understanding and communication skills with external firms.

Finally, in the "IP External Affairs and Contract Training Program", we will provide regular and continuous lectures for the Intellectual Property Division members with approximately 3–5 years of service after assignment. Through this, we will cultivate the perspectives and judgment required for IP external affairs and contract work and steadily improve capabilities as human resources supporting intellectual property activities.



○ Deepening IP DX

In intellectual property operations, new value creation through IP DX is steadily materializing. For details, please refer to "Intellectual Property DX" on page 7 of this report.

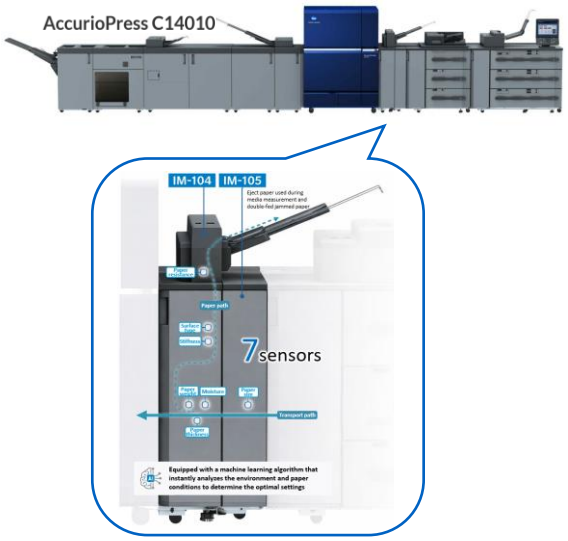
Intellectual Property Activities Linked to Business

Core automation protected by patents — Intelligent Media Sensor

To address challenges faced by printing companies such as quality variation, finish reproducibility, and dependence on skilled workers, we provide an automatically optimized environment through the Intelligent Media Sensor (IM-104 / IM-105).

The IM-104 analyzes the properties of paper supplied from the paper feeding device and automatically sets optimal printing parameters. In addition, the IM-105, in cooperation with the IQ-601 (an image quality adjustment unit that automatically optimizes density correction and color reproduction), suppresses shifts in print position caused by cutting errors.

As a result, anyone can achieve stable high-quality output, greatly contributing to productivity improvements such as reduced setup time and fewer defects. The digital printing system that consolidates these values, the "AccurioPress C14010 series", strongly supports the streamlining of printing operations and improvement of profitability.



IP strategy starting from customer value

When formulating and promoting the IP strategy, the Intellectual Property Division collaborated with the business and development divisions to build a cross-functional project structure. Based on customer issues, differentiation points from competing products, and the product roadmap, we verbalized the customer value that should be protected by our company and shared it among project members, extracted the technologies essential for realizing the value, organized the correspondence between customer value and technical elements, clarified the scope to be protected by patents, and planned and promoted rights acquisition in a systematic manner.

Formulation and execution of patent acquisition strategy

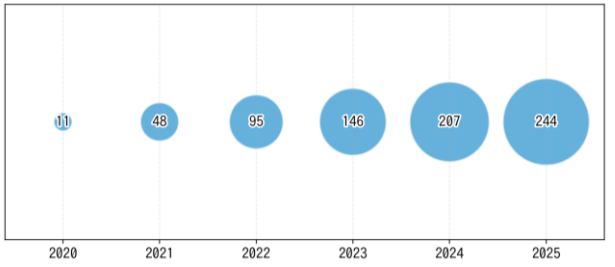
We promoted strategic patent acquisition by utilizing the Japan Patent Office's Collective Examinations for IP Portfolio Supporting Business Strategy system. We invited examiners to our business site, conducted demonstrations with actual products and explanations of business strategy, and proceeded with examination after ensuring appropriate understanding of the social significance and features of the Intelligent Media Sensor (IM). As a result, we were able to obtain rights for key patent applications with broad claim scope. Furthermore, by strategically utilizing systems such as super-accelerated examination and interviews with examiners, we accelerated the acquisition of rights for important IM-related patent applications.

Further strengthening patent barriers from customer value

In addition, the cross-functional project team collaboratively conducts multifaceted verification of whether the obtained patents actually protect customer value. If points for reinforcing patent barriers are identified, we continuously implement necessary measures such as filing additional patent applications in peripheral and related areas. Through these efforts, we thicken and reinforce the patent barriers to support the long-term competitiveness of the business.

Building patent barriers worldwide

We have strategically acquired a group of 244 patents in a short period in Japan, the United States, Europe, and China, building robust patent barriers that broadly covers major markets. This protects the customer value of IM over the long term and contributes to strengthening our competitive advantage and business revenue base.



Cumulative number of IM-related patents registered worldwide since FY2020

VOICE

On the foundation of strong patent barriers in the Business Technologies Business, we will further advance automation of printing processes and quality innovation and change industry conventions. By solidifying competitive advantage with unique value and continuing to lead the market, we will powerfully drive the future printing industry forward.

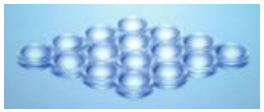
Intellectual Property Activities Linked to Business

Winning strategies for intellectual property activities in the Industrial Business

In the Industrial Business, we have maintained high profitability over the long term and realized stable cash generation by strategically building and protecting strong patent portfolios covering core technologies related to products and services that anticipate customer value across the supply chain. Representative examples are the pickup lens business and the VA-TAC film business.

Pickup lens business

In the pickup lens business, commercializing the aspheric plastic single lens for CDs, an optical medium, ahead of the world in the 1990s and securing its basic patents became entry barriers and the starting point for subsequent business growth. Following the CD application, we advanced product development that anticipated market trends—DVD/CD compatible lenses and BD single-wavelength and three-wavelength compatible lenses—while building portfolios of basic and peripheral patents for each generation to suppress competitor entry, contributing to the business. Through close contact with our customers, brand owners and pickup manufacturers, we predicted and grasped technical issues early, and by strategically enclosing implementations with patents, we helped maintain a high-profit structure over the long term.



VA-TAC film business

In the VA-TAC film business, we created new customer value that met the specifications demanded by LCD panel manufacturers and polarizer manufacturers aiming for larger screen sizes and higher brightness, by fusing optical design technology with our core solution film-casting technology for TAC (triacetate) film—developed from photographic film—and particularly as a retardation film responsible for expanding viewing angle in VA (vertical alignment) type liquid crystals.

By continuously conducting strategic patent filings in parallel with technology development that anticipated customer value, and by building broad and robust patent portfolios across a wide range of technical issues and viewpoints such as materials, manufacturing methods, and optical properties, we established an intellectual property position that competitors could not follow. In particular, the early deployment of foreign filings with an eye on overseas production countries greatly contributed to preventing entry during the market expansion phase.

What contributed to the success of both businesses was that the business divisions, development divisions, and the Intellectual Property Division proceeded in an integrated manner with advance development starting from customer value and timely and comprehensive creation of IP portfolios, which has been established and inherited as the winning strategy in the Industrial Business.

Current intellectual property strategy of the Industrial Business

In the Sensing Business, starting from core technologies, we secure our business superiority by accurately grasping the needs of major customers through advance technology development and timely, strategic patent filings. In particular, we carry out IP activities that anticipate new markets by selecting filing countries that assume future business structures and by integrating newly introduced technologies such as hyperspectral cameras with existing assets.

specim
A Konica Minolta Company

In the Performance Materials Business, based on knowledge of materials, solution film-casting, and optical design cultivated in the display field, we integrate customer value across the supply chain to create new products. Furthermore, assuming competitive trends and customers' production countries, we perform multifaceted advance filings from the design stage and build patent portfolios designed for global deployment to secure the business's competitive advantage.

In the IJ Component Business and Optical Component Business, we are promoting linked new technology development and intellectual property acquisition so that we can provide solutions utilizing our core technologies for technical issues in manufacturing processes such as perovskite solar cells and semiconductors.

VOICE

In the Industrial Business, based on core technologies protected by patent portfolios and through co-creation with customers enabled by onsite capability, we contribute to improving customers' business value and sustainability value by providing essential materials, measurement and inspection equipment, and services for industries such as manufacturing.

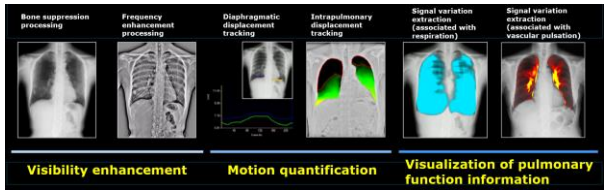
Intellectual Property Activities Linked to Business

Intellectual Property Activities in the Imaging Solution Business

The Imaging Solution Business, based on the optical and image processing technologies we have cultivated over many years, integrates hardware, software, and AI to provide visualization and advanced decision-support to the medical, industrial, and social infrastructure domains. Based on the Medium-term Intellectual Property Plan (FY2023–2025), we are forming patent portfolios centered on more than 60 essential patents in core areas that will be sources of future competitiveness, and we are strategically advancing expansion of the freedom-to-operate areas and multilayered entry barriers by systematically accumulating numerous patent applications and rights in peripheral and applied fields.

Healthcare Business

Leveraging the technologies and business foundation accumulated since the X-ray film era, we provide medical imaging diagnostic systems (modalities) such as digital X-ray diagnostic systems and diagnostic ultrasound systems, as well as medical IT services such as a picture archiving and communication system (PACS). Among these, our proprietary technology Dynamic Digital Radiography is a major strength in that it can visualize motion such as blood flow, respiration, and joints with low-dose X-rays, and we have built portfolios comprising over 300 patents worldwide centered on core dynamic radiography analysis technologies and Mobile X-ray System that enables Dynamic Digital Radiography in intensive care units and general wards, thereby maintaining our competitive advantage and leading the Dynamic Digital Radiography field.



In executing our IP strategy, we utilize the Japan Patent Office's Collective Examinations for IP Portfolio Supporting Business Strategy system to directly appeal the uniqueness of the technology and business suitability to examiners through face-to-face explanations, thereby ensuring the securing of rights for important technologies.

In addition to patent rights, we have secured "X線動態" (Dynamic Digital Radiography in English) as our trademark right (Japanese Trademark No. 6713842) and are pursuing market penetration through active use to prevent customer confusion and maintain brand distinctiveness, thereby working to maximize business value.

Imaging-IoT solution Business

By fusing AI and IoT with image acquisition and image processing technologies using our proprietary sensor devices, we provide solutions that realize improved safety, productivity enhancement, and operational efficiency in the field for manufacturing, logistics, and social infrastructure. By quantitatively grasping on-site situations and the behavior of people and objects using image data, we provide value that directly solves customer issues.

In particular, as general-purpose image AI technologies that support human behavior analysis, we are steadily promoting formation of patent portfolios that will serve as the foundation for future business development, including technologies for human action detection and behavior estimation (Japanese Patent No. 7271915) and technologies for analyzing multiple persons' behaviors associated with attributes (Japanese Patent No. 7563662).

Also, in the Gas Monitoring Solution utilizing our independently developed handheld gas detection camera, we are actively securing patent rights centered on high-demand applications, including image processing technology that quantifies gas leaks in plant facilities (Japanese Patent No. 6245418), thereby strengthening the IP foundation that protects our core technologies and enables business expansion.

QOL Solution Business

To address the structural challenges in the nursing and welfare fields facing a super-aging society, we provide the monitoring and care support service "HitomeQ Care Support", which contributes to improving the quality of life (QOL) of both care recipients and care providers through DX of nursing care sites.

Utilizing image analysis technologies that detect the behavior of nursing home residents with high accuracy (Japanese Patent No. 6115692), we simultaneously achieve operational efficiency for nursing home staff and safety and security for residents. We are proactively undertaking strategic and comprehensive protection of technologies that lead to the provision of such high-value-added solutions through intellectual property rights to maintain and enhance business advantages.

VOICE

In the Imaging Solution Business, we create value through proprietary hardware × AI, and in various businesses such as Dynamic Digital Radiography and Gas Monitoring, we are strategically developing patent portfolios to maintain and strengthen our competitiveness and are proactively utilizing intellectual property for market creation and technology dissemination.

Intellectual Property DX

Strengthening competitiveness and creating sustainable value through IP DX

・Improving Efficiency and Enhancing Added Value through IP DX

Our company is making progress in the inventory, organization, and visualization of IP operations while strategically promoting automation and efficiency using AI and digital tools. By effectively utilizing the time created thereby and shifting to higher value-added tasks, we aim to further improve the quality of intellectual property rights and create new innovations in IP activities.

IP activities are an important management foundation that creates corporate value in integration with technology strategy and business strategy, and we believe that efficiency and advancement through DX are indispensable for our sustainable growth.

・Maximizing Results through IP DX

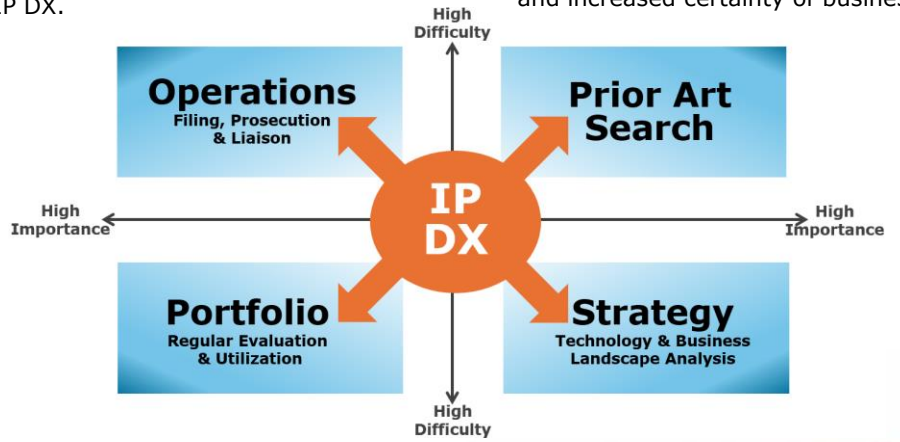
IP activities span a wide range from searches, translation, applications, and patent office responses to portfolio management. To evolve these activities more strategically, our company reinterprets them in a structure of simple man-hours × number of stakeholders and promotes efficiency through DX. Furthermore, to contribute directly to management through improvement of ROIC and ROE, we are advancing the development of offensive IP DX.

・Promoting DX Targeting the Entire IP Value Chain

Our IP DX is not limited to improving efficiency of individual tasks such as translation and patent searches. We are promoting DX that takes an overview of the entire IP value chain, from pre-filing idea generation, formulation of IP strategies, regular evaluation and utilization of portfolios, responses to patent offices, to routine monitoring. In particular, in areas with high occurrence frequency and large workload, we are introducing in-house tools utilizing AI to increase standardization and reproducibility of operations. Through this, we are building a system in which not only the Intellectual Property Division but also the development and business divisions can proactively utilize IP information.

・IP DX Leading to Strengthening Development and Business Capabilities

IP DX is not intended merely to improve efficiency of IP operations, but is a strategic initiative to strengthen development and business capabilities by improving the accuracy of selecting development themes, differentiating technologies, and reducing business risk. By rapidly visualizing patent information and technology trends through DX, decision-making quality and speed are improved, contributing to the efficiency of R&D investment and increased certainty of business.



Expansion of Internal Use of IP DX Tools

The following are representative examples of DX tools whose implementation has been completed and whose use is expanding within our company.

①Improving efficiency of prior art searches

The tool that can search prior art with text input only was introduced last fiscal year enables high-precision searches regardless of developers' skill differences.

②Improving efficiency of exploring our technology and human resources

The technology asset visualization tool integrates internal technical information and talent information to enable rapid searches.

③Reforming foreign patent filing processes using AI

The AI-based translation proofreading assist function has greatly reduced man-hours in the translation and verification processes for foreign patent filings.

④Improving productivity of IP Landscape using generative AI

To handle the increase in the number of IP Landscape processes, productivity has been improved by automating information collection and analysis using generative AI.

User Feedback on Prior Art Searches

With the introduction of IP DX tools, the time required for prior art searches has been shortened from the traditional more-than-half-day to several hours, and in some cases to about 10 minutes, greatly contributing to faster filing decisions. The ease of searching and the variety of usage methods have been highly evaluated, and the tools are used in a wide range of situations from initial idea examination to detailed confirmation. Developers who previously required support from the Intellectual Property Division are now able to conduct searches independently, enabling them to instantly check prior examples during meetings and decide the next policy on the spot, dramatically improving decision-making speed. In addition, initial evaluation of inventions and pre-filing screening have been streamlined, and search accuracy and comprehensiveness have also improved.

External Evaluations

Toritsu AI, promoted together with the Tokyo Metropolitan Board of Education, wins the Governor's Award at the Tokyo Metropolitan Government DX Awards 2025

The generative AI service "Toritsu AI", which the Tokyo Metropolitan Board of Education provides for metropolitan schools, won the Governor's Award, the top prize in the Service Category, at the Tokyo Metropolitan Government DX Awards 2025 held at Tokyo Metropolitan Government Building in June 2025. This service was constructed and its operation supported for all metropolitan schools under commission by Konica Minolta Japan, Inc. and was highly evaluated as an advanced example of DX promotion in educational settings.

In the construction support for "Toritsu AI", the knowledge and operational experience cultivated through our cloud-based learning support service for educational sites "tomoLinks" have been utilized. By introducing "tomoLinks" as an educational platform to elementary and junior high schools nationwide to date, we have supported the realization of individualized optimized education that maximizes each student's abilities through effective analysis and utilization of educational data, created social value in improving the quality of school education and reducing the workload of teachers and staff, and accelerated DX in educational settings.

In addition, "tomoLinks" is protected by patent rights (Japanese Patent No. 7703945, etc.), and the name tomoLinks is protected by a trademark right (Japanese Trademark No. 6451533).

Diagnostic ultrasound systems, including SONIMAGE UX1, win the Mechanical Industry Design Award IDEA Nippon Brand Award

Our diagnostic ultrasound systems "SONIMAGE UX1" and "SONIMAGE UX1 TRiFOR" won the Nippon Brand Prize under the 55th Machine Design Award IDEA.

"SONIMAGE UX1" is a diagnostic ultrasound system that achieves high-definition ultrasound imaging, and "SONIMAGE UX1 TRiFOR" is its orthopedic model. The design, which combines usability required in Point of Care medical settings where examinations and procedures are performed at the bedside, adaptability to various settings, and the dignity befitting a flagship machine, was highly evaluated. This design is protected by design registration (Japanese Design No. 1763176).

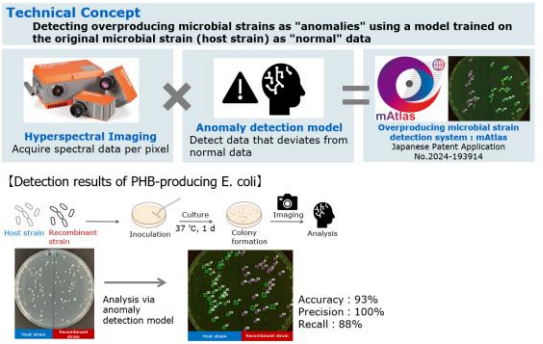
Innovative & Inventive Design Excellence Award

The Nippon Brand Prize is the award ranked just below the highest award, the Grand Prize, and is given to products that possess strong competitiveness in the world with original design. In 2024, the high-speed digital label press "AccurioLabel 400" also won this award, marking our company's second consecutive year winning the award.

Detection systems of overproducing microbial strains in biomanufacturing win the Hot Topics Award at the 2025 Annual Meeting of Japan Society for Bioscience, Biotechnology, and Agrochemistry

Our researcher presented detection systems of overproducing microbial strains in biomanufacturing at the 2025 Annual Meeting of Japan Society for Bioscience, Biotechnology, and Agrochemistry, organized by the Japan Society for Bioscience, Biotechnology, and Agrochemistry, and won the Hot Topics Award.

The presentation by our researcher, "Detection systems of overproducing microbial strains using hyperspectral imaging and anomaly detection model," was highly evaluated in terms of social impact, relevance to agrochemical science, and scientific level. This presentation is the result of joint research undertaken at the Konica Minolta–AIST Bioprocess Technology Cooperative Research Laboratory, which our company and the National Institute of Advanced Industrial Science and Technology jointly established.



Biomanufacturing, which utilizes the capabilities of organisms such as microorganisms to produce useful substances, is highly anticipated as a key technology for achieving carbon neutrality because it can produce materials without using fossil fuels as raw materials, and we are advancing strategic patent applications for this technology.

Intellectual Property Report — 20 Years of Progress

Continuous disclosure of intellectual property information over 20 years

Our company has focused on disclosing information related to intellectual property and on IR activities for many years. Triggered by the Ministry of Economy, Trade and Industry's announcement of the Guidelines for Disclosure of Intellectual Property Information in 2004, our company issued its first Intellectual Property Report. Since then, while revising the disclosed content to meet the demands of the times, we have published the report annually and have continued to convey our intellectual property activities to stakeholders. In 2024, we reached the milestone of the 20th anniversary.

During this period, the report evolved from a mere compilation of information into an important archive reflecting changes in intellectual property activities and our business growth. In response to revisions of the Corporate Governance Code, we reviewed and repeatedly improved how intellectual property is disclosed in not only the Intellectual Property Report but also other IR media such as the Corporate Governance Report, the Annual Securities Report, and the Integrated Report. As a result, we have been able to provide more systematic and easier-to-understand information than before, receiving high evaluations from various readers.

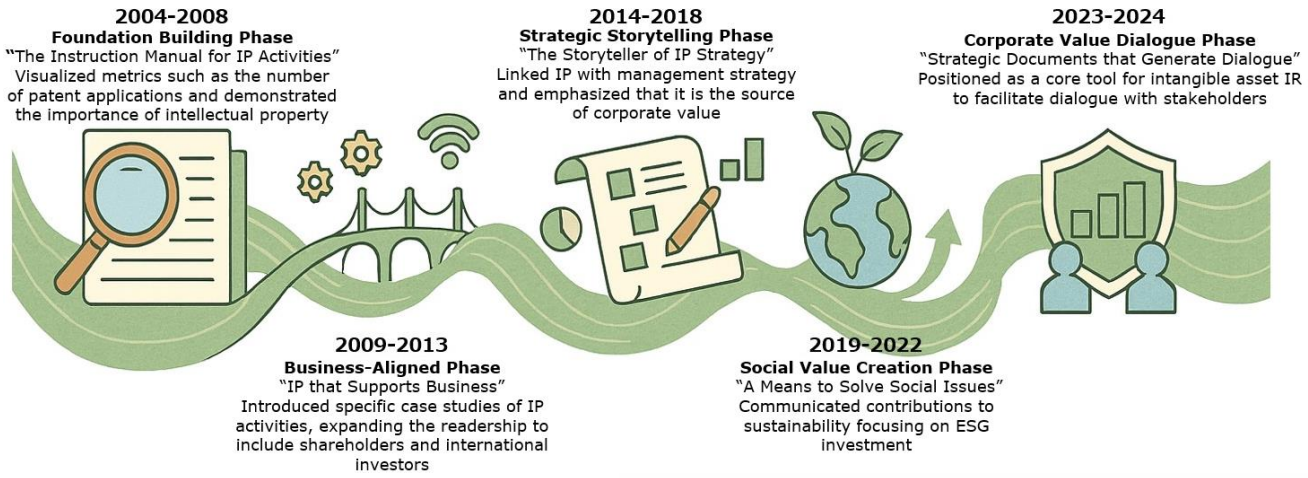
In recent years, we have also moved beyond one-way dissemination of IP information by creating opportunities for direct dialogue between stakeholders and our Intellectual Property Division, and by working to evolve and deepen IP IR through two-way communication. Such dialogue deepens the stakeholders' understanding of our IP strategy and leads our company to advance IP activities that reflect societal expectations and evaluations.

Changes in disclosure content and roles in the Intellectual Property Report

The content of the Intellectual Property Report has undergone significant changes. From 2004 to 2008, during the Foundation Building Phase, we demonstrated the scale of activities focusing on metrics such as number of filings and R&D expenses. From 2009 to 2013, we moved into the Business-Aligned Phase, clearly showing how intellectual property contributed to business through product examples such as Organic Light Emitting Diode (OLED) lighting and the cassette-type digital X-ray system AeroDR. From 2014 to2018, in the Strategic Storytelling Phase, we presented a three-layer strategy of foundation, growth, and new initiatives, offering a narrative of how intellectual property supports business growth. Then from 2019 to 2022, we entered the Social Value Creation Phase, numerically indicating the quality of patent assets and emphasizing the role of intellectual property in addressing social issues through SDGs (Sustainable Development Goals) and COVID response.

We have now advanced to the Corporate Value Dialogue Phase, focusing on communicating the economic and social significance of intellectual property to a wide range of readers. The readership has also broadened. Initially serving an educational role aimed at students and the general public, it gradually developed into explanations for shareholders and individual investors, and has further expanded to strategic disclosure to stakeholders. Through these shifts, the Intellectual Property Report evolved from education to information provision, strategy explanation, and explanation of social value, and is now positioned as a core tool for dialogue with stakeholders.

Thus, our IP information disclosure has not merely been an accumulation of reports; the continued disclosure itself has become an asset that fosters transparency and credibility and has value as an archive reflecting business evolution. Going forward, we will continue to demonstrate, both quantitatively and qualitatively, how our intellectual property and IP activities contribute to corporate strategy. Specifically, beyond presenting data that underpins technical capabilities and competitive advantages, we will clearly communicate to the stakeholders and society our initiatives toward sustainable growth and the resolution of social issues.



Intellectual Property Forging a Sustainable Future

Technology development and intellectual property supporting the GX era

Our company has accurately identified important social issues such as responding to climate change and effective use of finite resources, and by approaching these issues from a backcasting perspective, we have been proactively engaged in technology development that contributes to reducing environmental impact and realizing a decarbonized society from an early stage.

As a result, we have filed numerous patents in technical fields related to GX (Green Transformation). These patented technologies support essential elements for a sustainable future, such as utilization of renewable energy, improvement of energy efficiency, and construction of a resource-circulating society.

Going forward, from among these patent applications and other intellectual property, we will select and strategically utilize technologies that have particularly high future potential and can secure competitive advantage, in accordance with the policy of selecting and concentrating businesses. Specifically, we will promote intellectual property strategies to protect and strengthen core technologies in growth areas, and while considering open innovation such as licensing deployment and joint development, we will aim to achieve both the resolution of social issues and the enhancement of corporate value.

Registration of technologies and patents in WIPO GREEN

Our company is actively registering numerous technologies and patents in WIPO GREEN, an international marketplace for sustainable technologies operated by the United Nations World Intellectual Property Organization (WIPO).

Proud partner of WIPO GREEN

In 2019, our company became a partner of WIPO GREEN and has promoted efforts toward the SDGs (Sustainable Development Goals) in the realm of intellectual property. Led by the Intellectual Property Division, this initiative seeks to contribute to achieving the SDGs with the environmental technologies and patents developed by our company by exploring new ways to utilize intellectual property for a new era, including making patent rights available—which are often regarded as exclusive rights—in specific fields.

To date, we have registered and made more than 70 environmental technologies and patents available in the WIPO GREEN database, supporting solutions to environmental problems that are intensifying on a global scale.

The technologies and patents we register primarily relate to the following fields and contribute to realizing the ideals of the SDGs, which aim to achieve both environmental conservation and economic growth.

- Film mirrors used for concentrated solar thermal power generation, researched and developed from the perspective of next-generation energy
- Dye-sensitized solar cells capable of generating power even under low illuminance
- All-solid-state alkali metal secondary batteries, attracting attention as next-generation technologies for improved safety and longevity
- Planar heating elements that achieve large energy savings through high heat generation efficiency
- Low-environmental-impact, high-performance transparent conductive films printed by inkjet

Our company aims not to confine intellectual property to mere rights protection, but to create new value by sharing it with the world and contribute to realizing a sustainable future. By actively open the technologies and expertise we have cultivated, we will forge paths to solutions together with the international community.

We will continue to pursue innovative technology development that supports the coexistence of environmental conservation and economic growth, and continue challenging ourselves to realize a sustainable future.

◆About WIPO GREEN

Established by WIPO in 2013. Composed of an online database and a network, it connects owners of new technologies with individuals or companies that are considering commercialization, licensing, or distribution of green technologies, thereby promoting innovation and dissemination of green technologies and contributing to efforts by developing countries in addressing climate change.

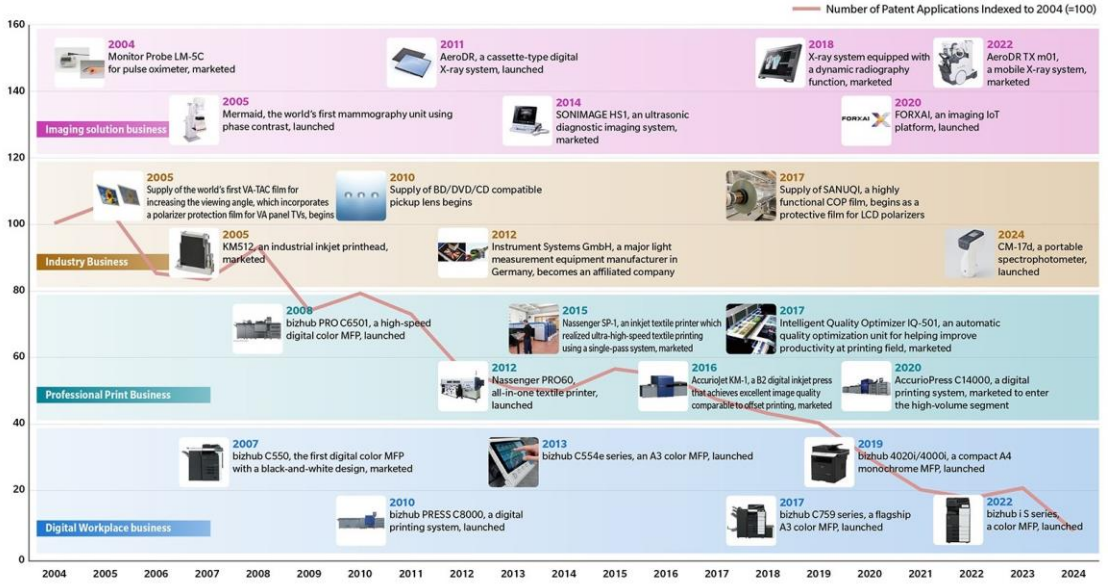
https://www3.wipo.int/wipogreen/en/

Data Section

Major Data for 5 years

(Million of yen)	FY2020	FY2021	FY2022	FY2023	FY2024
Revenue	863,381	911,426	1,130,397	1,159,999	1,127,882
Business Contribution Profit *1	-15,018	-12,154	29,739	26,019	31,927
R&D Expenses	65,034	62,678	63,894	65,101	59,597
Number of Patents Owned	**19,814**	**19,737**	**19,841**	**19,787**	**18,672**
In Japan	11,083	11,174	11,378	11,573	10,754
Overseas	8,731	8,563	8,463	8,214	7,918
Number of Patents Acquired	**1,850**	**1,602**	**1,531**	**1,351**	**985**
In Japan	1,234	1,163	1,158	1,037	739
Ranking Among Japanese Corporations *2	11	15	19	20	22
Overseas	616	439	373	314	246
Ranking Among Japanese Corporations in Number of Patents Acquired in the US *3	22	33	32	44	41
Rate of Requests for Examination	82.0%	83.7%	81.9%	66.9%	105.0%
Rate of Patent Grants Decided	76.4%	78.6%	64.8%	73.7%	71.2%

*1 Original index of our Company, the profit subtracted sales cost, SG&A from revenue
*2 Ranking by number of patents acquired based on information in the Japan Patent Office Annual Report 2025 published by the Japan Patent Office.
*3 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)
For FY2023, the discontinued operation (Precision Medicine business) is included.



Since the integration of the two companies Konica and Minolta and the start of a new journey as Konica Minolta, we have continuously faced technological innovation and dramatic changes in the business environment. In response to such external environmental waves, we have continually reviewed the manner of its intellectual property activities under the stance of flexibly adapting to change.

As shown in the upper right figure, the number of our patent applications has been on a declining trend compared to before. This is the result of closely linking our intellectual property strategy with business strategy and technology strategy and advancing the development of optimal patent portfolios that contribute to future growth. It is also based on the idea of improving investment efficiency by broadening the scope of rights of a single patent, which in turn contributes to improvement in ROE.

Through these initiatives, our intellectual property activities have evolved beyond the mere acquisition and management of intellectual property rights to offensive IP that leverages change as a tailwind. Furthermore, while discerning trends in technology and the market, we have built intellectual property assets that maximize our strengths. These achievements form a solid foundation that will support future business growth.

TOPIC

Our Company has ranked annually among the top positions in the Precision Equipment Industry Patent Deterrence Ranking, compiled by Patent Result Co., Ltd., which tallies the number of patents cited as reasons for rejection against other companies' patents in the patent examination process, by company, for the precision equipment industry.

This ranking serves as an indicator of advanced companies that possess a large number of prior art references that become obstacles when competing companies proceed to obtain rights in the latest technological developments.

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