



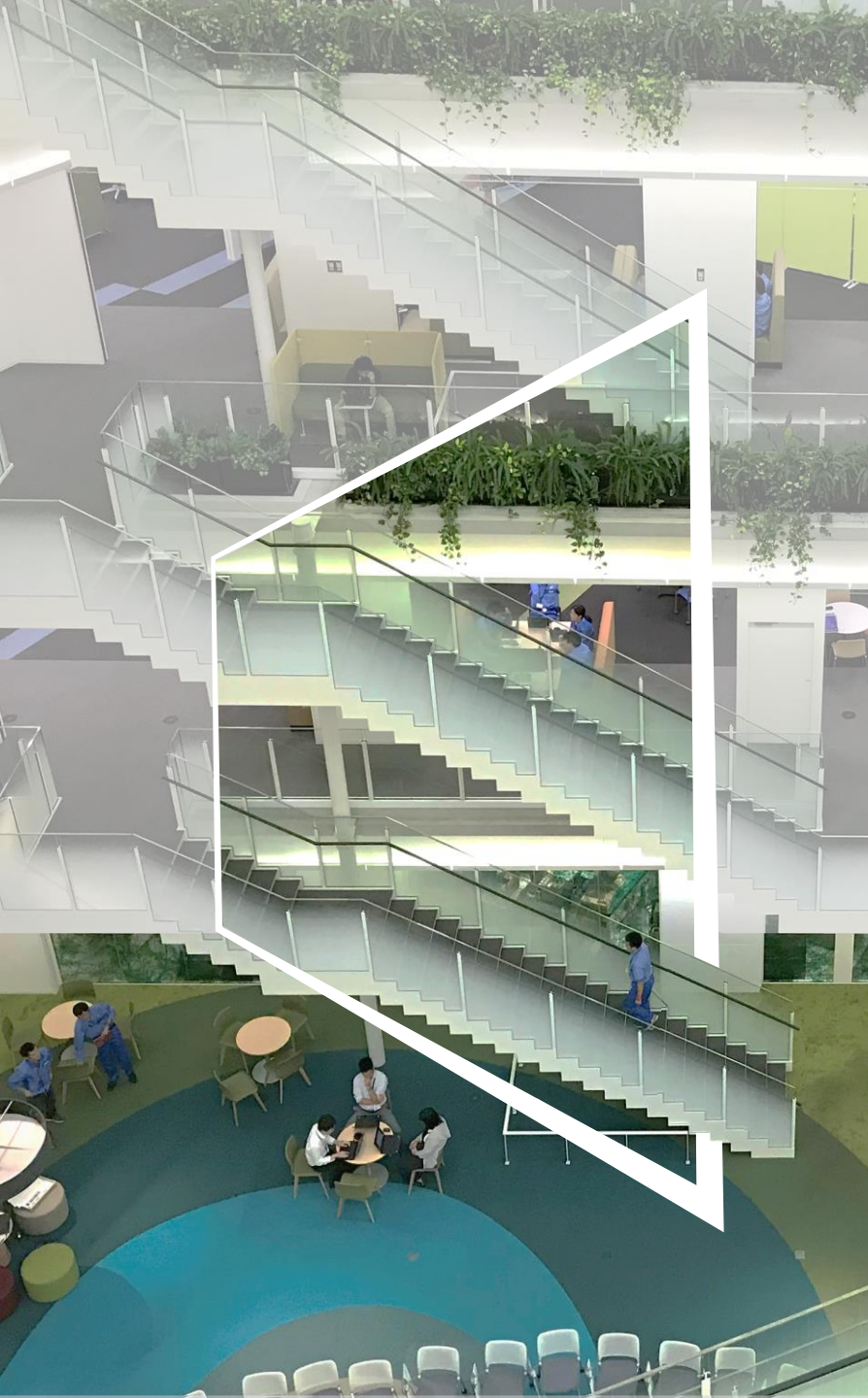
KONICA MINOLTA

KONICA MINOLTA, INC.
Intellectual Property Report 2021

**RETHINK
WHAT'S
POSSIBLE**



Giving Shape to Ideas



Introduction

The novel coronavirus epidemic has brought about dramatic changes in social conditions and the business environment. The sources of corporate earning power are also undergoing change, with the proportion of intangible assets growing larger and increasing in importance as management resources. Under these changing circumstances, corporations have been reaffirming that a significant influence on management is exerted by investments and strategies relating to intangible assets, including intellectual property. Proper disclosure of information about the investments and strategies is being called for.

Konica Minolta recognizes that intellectual property is an important management resources. We have been continuously disclosing investments and strategies relating to intellectual property since fiscal 2004 by means of our Intellectual Property Reports. In this Intellectual Property Report, we have made every effort to disclose specifics about intellectual property investments and strategies in our Medium-Term Business Plan "DX2022" together with our intellectual property activities in fiscal 2020. I hope that this Report will serve as a tool for dialogue with all of our stakeholders, including our shareholders and investors.

Going forward, we will continue to support the sustained growth of our business by investing in and actively utilizing intellectual property on the basis of our philosophy, "The Creation of New Value." In this way, we will further improve our corporate value and contribute to our customers and society.

Tetsuya Matsueda

Corporate Senior Vice President

General Manager, Corporate Legal Division and Responsible for General Affairs,
Intellectual Property, Compliance and Crisis Management

Directions for Intellectual Property Activities

■ Active Utilization of Intellectual Property

As a result of the accelerating advances made toward digitalization in recent years, it has come to be seen as an urgent task to transform a business centered on selling products into a business of solutions and IT services. To achieve this, the creation of innovation is essential. Konica Minolta is not only tackling the creation of innovation on its own, but also making active use of M&A and open innovation to acquire intangible assets, including technology, know-how, and other forms of intellectual property.

Through the effective use of these intangible assets, we will accelerate our business transformation, expand our business profits, and provide solutions to various social issues.

■ Intellectual Property Strategy

Intellectual property is one of the management resources, and an intellectual property strategy tied closely to business strategy and technology strategy is an essential element for management. When Konica Minolta formulated the previous Medium-Term Business Plan "SHINKA 2019," we also formulated Intellectual Property Strategy 2017-2022 to support our businesses with intellectual property. Under the Intellectual Property Strategy 2017-2022, we have been acquiring domain patents and building a patent portfolio to protect our proprietary technologies. In addition, we have been engaging in initiatives to incorporate know-how and data into intellectual property strategy and fully utilize them. We have also been updating the strategy annually to keep up with environmental changes in business and intellectual property.

To continue steadily implementing the Intellectual Property Strategy 2017-2022, we are also carrying out strategies and policies to improve quality of intellectual property and to foster

intellectual property experts. We are developing intellectual property professionals with the aim of improving the asset value of our intellectual property and making our intellectual property strategy more effective. Konica Minolta formulated its new Medium-Term Business Plan "DX2022" in fiscal 2020. Under this Plan, we are transforming our business portfolio by means of a digital transformation (DX) that has a proprietary "imaging-IoT platform" at its core. Accordingly, we have initiated a strategy to achieve genre-top position for our imaging-IoT intellectual property as a new focus based on the Intellectual Property Strategy 2017-2022, providing intellectual property support for

Intellectual Property Policy

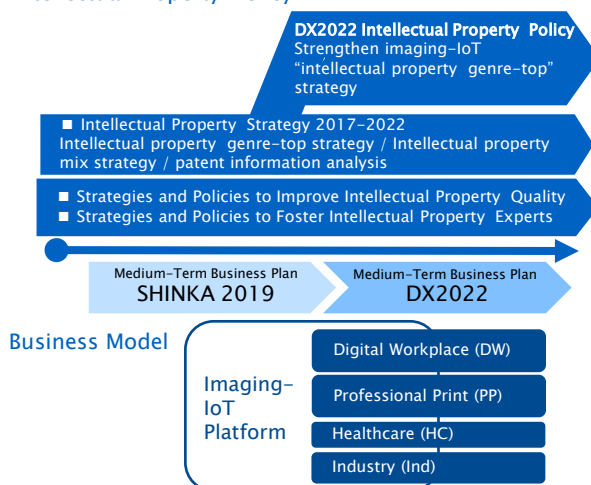


Fig1. Transition of intellectual property strategy

the imaging-IoT platform business, which is central to the transformation of our business operations.

■ Initiatives Corresponding to Business Phases

Konica Minolta carries out intellectual property activities in line with the phases of each business concerned. For strategic new businesses, we concentrate our efforts on creating intellectual property that originates in customer value and on protecting related data and know-how. The aim is to steadily advance market creation and participation. For core businesses, we protect the technology that is the mainstay for sustained growth and revenue of the business, and in this way, we are striving to secure our competitive advantage. For businesses with stable or low profit, we manage intellectual property ROI to optimize our intellectual property investment efficiency according to the business environment. Thus, we are working to maintain and improve our profitability and competitiveness.

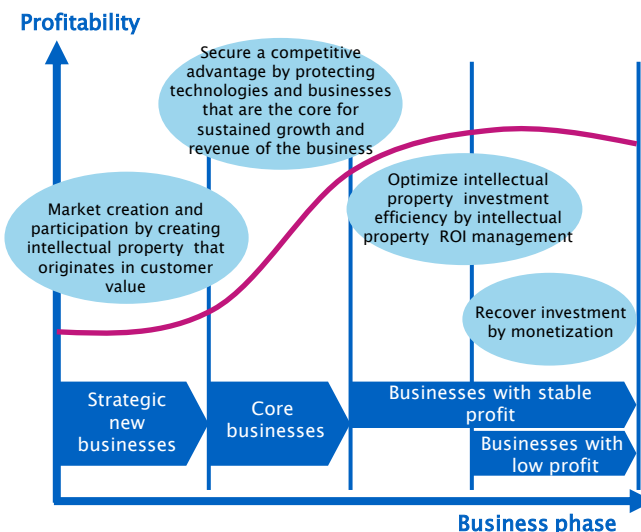


Fig2. Business phases and intellectual property activity measures

Efforts to Strengthen Intellectual Property Capabilities

Intellectual Property Genre-Top Strategy

Imaging-IoT Intellectual Property Genre-Top Strategy

We are promoting the imaging-IoT intellectual property genre-top strategy to support Konica Minolta's Medium-Term Business Plan DX2022. We figure out the business and intellectual property environment, and then identify the fields where Konica Minolta can realistically aim for genre-top position. In these fields, we secure patent rights for edge devices (sensors), AI-driven solution and business model. Also, utilizing know-how and data, which is the source of our services, we are promoting collaborations with our partners and contributing to our business. Business solutions, which are created by applying our proprietary visualization technologies to data acquired by means of edge devices (sensors) and imaging AI, are protected in multifaceted ways through active utilization of patent acquisition and know-how management.

As to the data itself, we are building an environment in which such data itself can be actively utilized as a valuable information asset. In these ways, we are using intellectual property to build multifaceted and multilayered barriers around the fields of technology that Konica Minolta considers its strengths. We will aim for the top position in those fields.

For the Intelligent Quality Optimizer Unit IQ-501 that we launched in the summer of 2017, we have strengthened our patent portfolios globally and built an intellectual property genre-top position. As a result of these efforts to build our patent portfolios, products equipped with Intelligent Quality Optimizer Unit functionality have secured the highest share in their target markets. The portfolios are also helping to secure a high profit ratio.

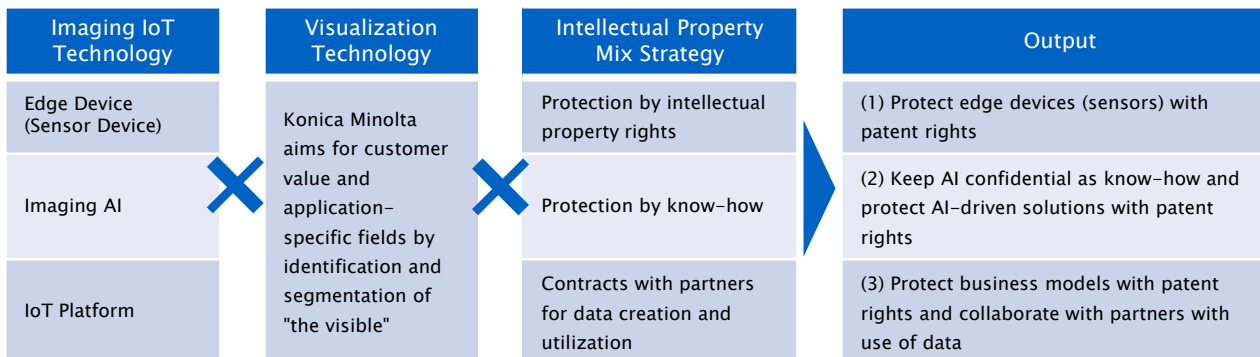


Fig3. Diagram of genre-top strategy for imaging-IoT intellectual property

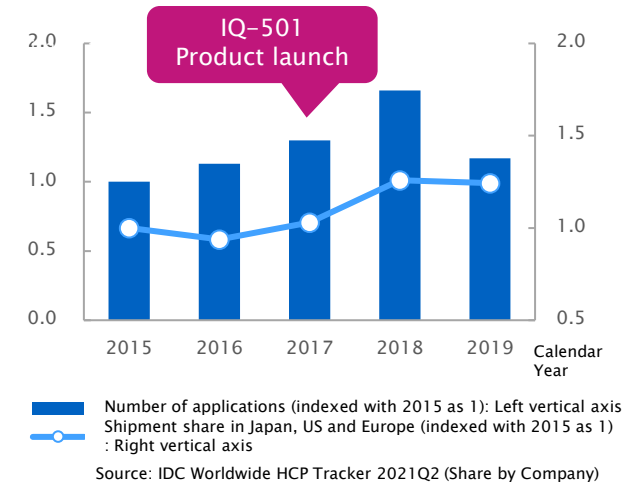


Fig4. Strengthen Intelligent Quality Optimizer Unit IQ-501 patent portfolio (trend in number of patent applications worldwide)

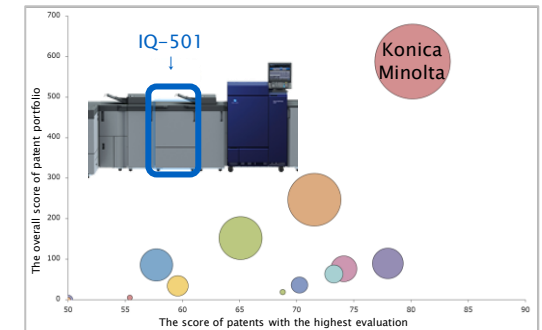


Fig5. Patent-owner score in Intelligent Quality Optimizer functions

*Provided by Konica Minolta using Patent Result Co., Ltd.'s "Biz Cruncher." The size of the circles indicates the number of patents of each company. The horizontal axis indicates the score of patents with the highest evaluation; the vertical axis indicates the overall score of patent portfolios.

Structure Supporting Intellectual Property Activities

Intellectual Property Management Structure

At Konica Minolta, a Corporate Vice President in charge of intellectual property is responsible for Group intellectual property management in accordance with the business judgments of the President and CEO. The Corporate Vice President in charge of intellectual property participates in key management meetings as a standing member, and he deliberates on important matters, such as intellectual property policy, for the Group as a whole. The intellectual property policy based on management strategy is shared among Intellectual Property Division and business departments. Taking into account such factors as the market

environment and business flow of each business department, we develop, promote and execute the intellectual property strategy in close coordination with the business department. The Intellectual Property Division has two functions: one as developing and executing strategies for each business department and acquiring intellectual property rights in accordance with the strategies, and the other as promoting company-wide strategies and managing intellectual property-related risk. We have created organized structures for these two functions to effectively execute the strategies in coordination with relevant business departments as well as planning/management divisions.

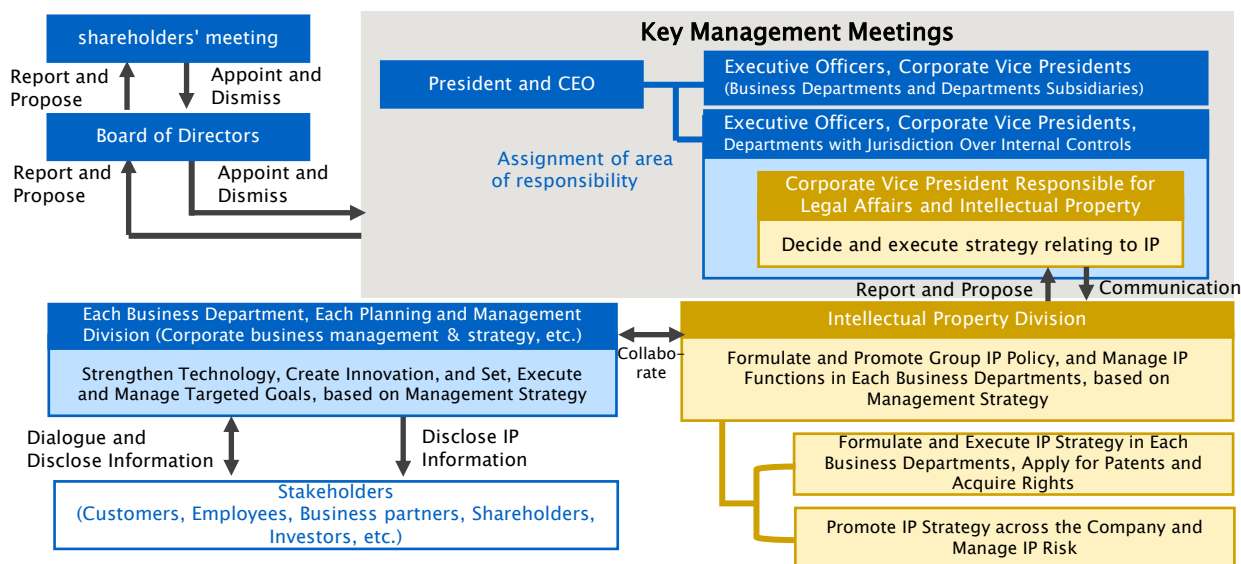


Fig6. Intellectual property (IP) management structure

Intellectual Property Activity Support for Group Companies

Intangible assets such as intellectual property are the focus of increasing attention as sources of corporate competitiveness. In this context, we are engaged in developing the framework to acquire intellectual property rights and conduct a freedom-to-operate search (search to check whether third-party's intellectual property rights are not being infringed) at development sites in Japan and overseas so that no losses of business opportunity or serious risks arising in connection with intellectual property will occur. Acknowledging that business environments, development targets and speeds differ from one development site to another, the Intellectual Property Division conducts interviews with each center about how its rights acquisition and the freedom-to-operate search are functioning, suggests the best frameworks for those activities, and supports the site in developing the frameworks. By means of such support, we are promoting the implementation of rights acquisition and search at each site. In doing so, we, as the Konica Minolta Group, are forming intellectual property assets and avoiding the risks of infringement, and channeling this toward improved corporate competitiveness and expanded corporate profitability.

Management Structure for Creation of Innovation

Changes in the business environment have been accelerating in recent years. For corporations to grow sustainably, it is essential that they open up new fields of business according to the changing times. Compared with existing businesses, however, creating innovation in new fields entails greater inefficiency and uncertainty. At Konica Minolta, we are building management structure for innovation creation that provides hypothesis verification for proprietary technologies and business models at each business stage in order to create innovation in new fields more efficiently. As part of hypothesis verification, management judgments using information are made. As an example of hypothesis verification using intellectual property information, by analyzing the patent portfolios of other companies in new fields, we can grasp trends in technology, competition/alliance relationships, our position in the fields, and verify the business model's uniqueness, and its expandability and sustainability.

Intellectual Property that Helps Solve Social Issues

In the context of advancing development of the world economy due to globalization, social issues such as global environmental problems are becoming increasingly diverse and complex, and solving them will require advanced innovation. Konica Minolta is working to create new customer value through constant innovation. We seek to maintain and strengthen our competitive advantage by actively utilizing the technology and intellectual property, such as know-how, obtained in that process, and we also aim to help resolve social issues through focusing on five material issues.

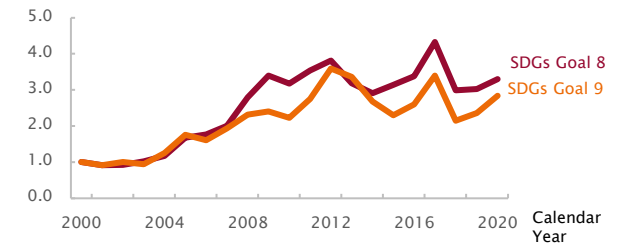
I Konica Minolta Capability to Resolve Social Issues from the Patent Perspective

Konica Minolta actively utilizes intangible assets, including customer engagement, technology, human resources, to resolve various social issues. Part of the intellectual property contained in technology is made public in patent applications. This means that some parts of efforts to resolve social issues can be visualized from patent information that has been disclosed. In light of the 169 target definition statements for the Sustainable Development Goals (SDGs), we have identified our Japanese registered patents associated to each goal of the SDGs. Since the year 2000, the number of such patents has been increasing. Notably, we have been accumulating technologies related to Goal 8 (fulfilling work and economic growth) and Goal 9 (build infrastructure for industry and technical innovation). Out of the Konica Minolta portfolios of patents registered in Japan which were active in 2020, 44% are portfolios of patents that link to SDG targets. Of those, 42% are classified under Goal 8 of the SDGs. The majority of them have to do with usability and automation, which support the resolution of one of the Konica Minolta material issues "improving fulfillment in work and corporate dynamism." These portfolios of patents contribute to maintaining and reinforcing the competitiveness of solutions

offered in the Digital Workplace Business and Professional Print Business. Incorporated into the value creation process, these patent assets become a driving force for business activities centered around Konica Minolta's five material issues and contribute to the resolution of future social issues.

I Measures toward Solutions for Environmental Problems

As part of Konica Minolta's measures to address SDGs in the intellectual property field, we have been acting as a corporate partner in WIPO GREEN since fiscal 2019. WIPO GREEN is a platform operated by the World Intellectual Property Organization (WIPO) of the United Nations to promote active utilization of environmental technology. In fiscal 2020, we registered over 20 additional environmental technology patents. These include a portfolio of patents relating to an all-solid-state alkali metal secondary battery, which is attracting attention as a next-generation technology for improved safety and longer life, and a portfolio of patents relating to a planar heating element with high heating efficiency that realizes a large energy-saving. With these patent portfolios openly available, we will support the creation of green innovation toward solving environmental problems that present urgent issues on a global scale.



* Classified by means of a search formula that includes international patent classifications (IPC) and keywords from the 169 SDG target definition statements.

Fig7. Number of Konica Minolta patents registered in Japan related to SDG Goals 8 and 9 (indexed with 2000 as 1)

Contribution to Solutions for Future Social Issues

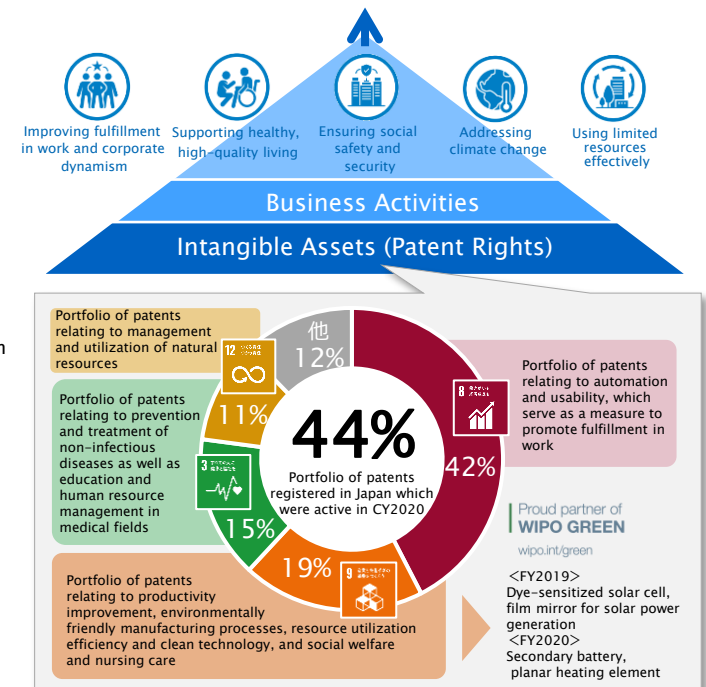


Fig8. SDG 17 goals composition

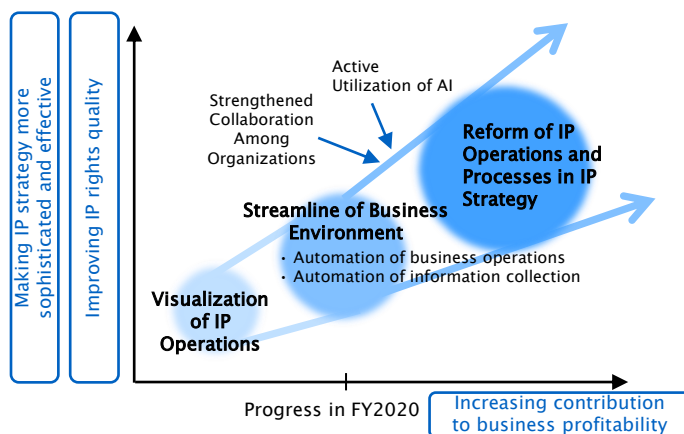
DX of Operations to Execute Intellectual Property Strategy

Konica Minolta is engaged in business reform through digital technology, leveraging intangible assets such as “imaging” technology. Through this digital transformation (DX), we are transforming our business mainly into high value-added services and working to balance growth as a corporation and solutions to social issues.

We are also reforming intellectual property operations and processes with full use of data and digital technology in an effort to establish our competitive advantage in each business department and to ensure our sustained growth.

■ Vision for Promotion of DX

We have set two visions for the DX initiative for intellectual property operations and processes. One is to make our intellectual property strategy more sophisticated and effective.



The other is to improve quality of intellectual property rights. In fiscal 2020, as initiatives to make our intellectual property strategy more sophisticated and effective, the Intellectual Property Division automated its operations, including information collection process, and streamlined business environment. Through these actions, the Intellectual Property Division is accelerating the shift toward high value-added operations (improvement of quality of intellectual property rights, acquisition of rights to important intellectual property, provision of intellectual property solutions) that will contribute to increased business profitability. Knowledge accumulated through measures to promote DX in the Intellectual Property Division is also being deployed and applied to intellectual property-related operations and processes in other divisions.

■ Examples of Initiatives

<Automation of Business Operations>

Robotic process automation (RPA) was introduced to a part of the patent application workflow. This realized a reduction in labor hours of 200 hours or more annually in the operations of the Intellectual Property Division.

<Automation of Information Collection>

In creating an intellectual property strategy that uses the intellectual property landscape to advantage, we need to study and research competing companies and related markets. For this purpose, it is also essential to check into general information, such as new product information and market trends, as well as intellectual property information.

As to intellectual property information, we have developed a system for automatically collecting the necessary information with the help of IT tools. When it comes to general information, we have actively utilized RPA for the collection and selection of web information. The RPA has enabled to automatically and timely collect only what is useful from among the vast quantities of information. Having necessary information available in a simple and timely manner allowed us to allocate more resources to create intellectual property strategies which make the most of such information. This has increased the sophistication of intellectual property strategies.

<Heightened Accuracy in Intellectual Property Expense Management>

The matter of intellectual property expenses has for many years faced issues due to the difficulty in managing actual versus forecast results with a high degree of accuracy. Patents and trademarks incur expenses for applications, registrations and maintenances. The difficulties are that we have a large number of patents and trademarks, and they differ in the timing for payment of the expenses. Konica Minolta is therefore actively utilizing the results from statistical analysis of the data on the processes from the application to the expiration of rights. We have developed systems to calculate the intellectual property budget for the fiscal year, and to predict the timing for occurrence of expenses by the quarter. This has improved the accuracy of expense prediction. We have also created a system capable of compiling and confirming expense records in real time. Due to these systems, we have realized highly accurate management of actual versus forecast expenses by the quarter.

Fig9. DX promotion policy *IP: intellectual property

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
Number of Patents Owned	21,611	21,276	20,235	20,453	19,814
In Japan	13,168	12,926	11,678	11,757	11,083
Overseas	8,443	8,350	8,557	8,696	8,731
Number of Patents Acquired	2,118	2,269	2,053	2,198	1,850
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.

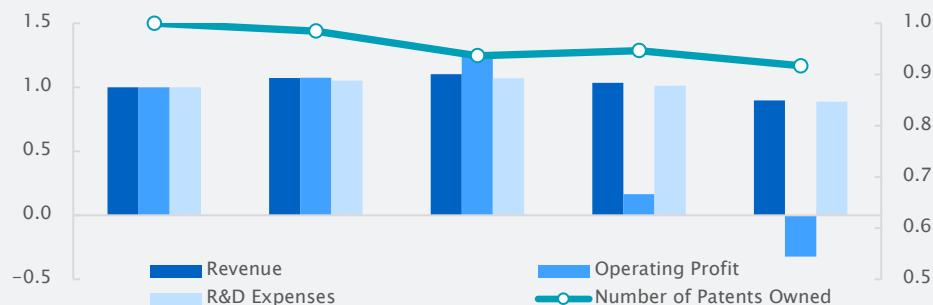
• IFRS Standards

• 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.

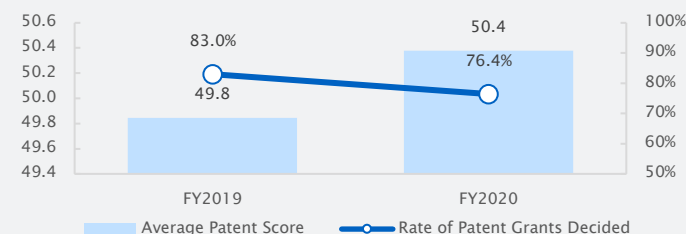


Fig11. Year-on-year patent scores for Konica Minolta patent portfolios

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.

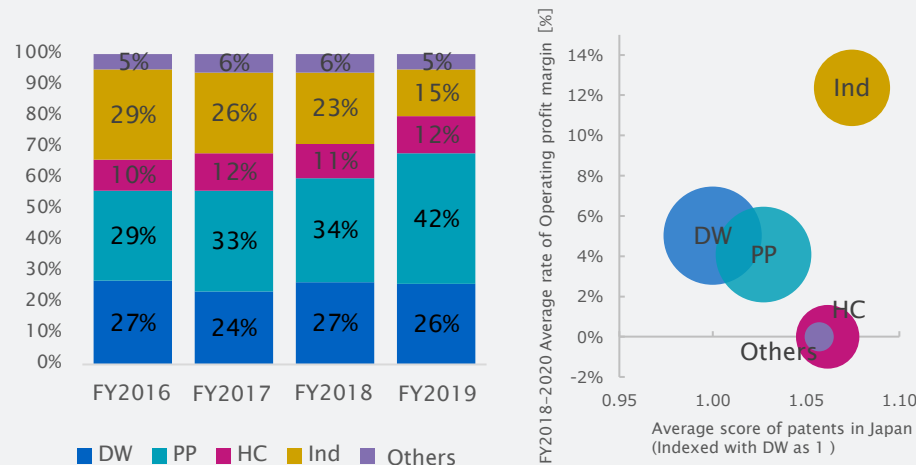


Fig12. Component ratio of patent applications by business segment

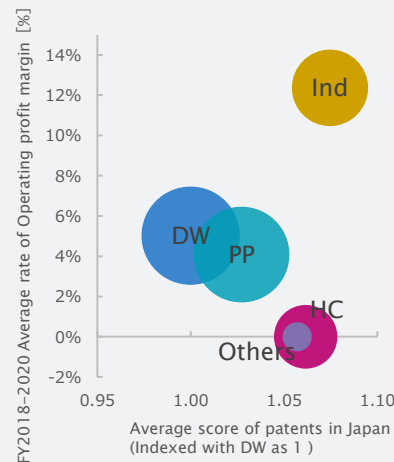


Fig13. Patent scores*

*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.

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.

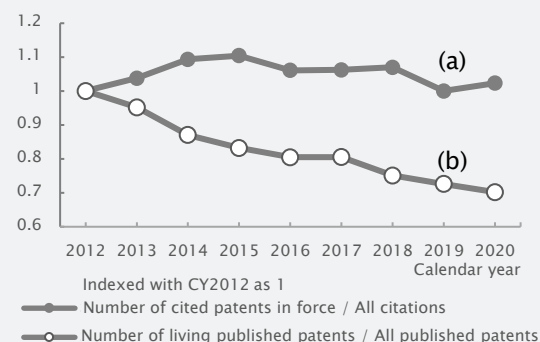


Fig14. Example of trend in intellectual property investment efficiency

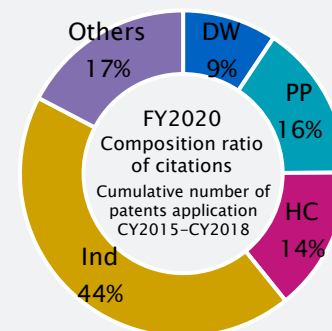


Fig15. Component ratios of number of patent citations by business segment

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.

Digital printing system
「AccurioPress C14000/C12000」

FORXAI



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/

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/fcftp.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

Terminology

● Open Innovation

Accelerating innovation with organically combined ideas that are generated from inside and outside the corporation.

● Intellectual Property Mix Strategy

Intellectual property strategy that actively utilizes the strengths of intellectual property (e.g., know-how) and intellectual property rights (e.g., patent rights, design rights and trademark rights) in a complex and organic manner to provide multifaceted protection to the company's own products and services.

● Business Segments

Business Segments	● Field	• Unit
Digital Workplace (DW)	• Office (OP) • IT service solutions, Workplace Hub (DW-DX)	
Professional Print (PP)	• Production print (PP) • Industrial print (IP) • Marketing services (MS)	
Healthcare (HC)	• Healthcare (HC) • Precision medicine (APM)	
Industry (Ind)	● Materials and components (M&C)	• Performance materials (PM) • Inkjet components (IJ) • Optical components (OC)
	● Sensing (SE)	• Measuring instruments (MI)
	● Imaging-IoT solutions (IIS)	• Imaging-IoT solutions (IIS) • Visual solutions (VS)

● Imaging-IoT Technology

A technology that involves supporting decision-making and drawing conclusions at wide-ranging job sites by analyzing image data and data from various sensors by using AI technologies such as deep learning.

● Intelligent Quality Optimizer-501

An optional unit that automates color management and front-to-back registration during printing through continual monitoring, greatly shortening calibration time and improving productivity.

● Patent Score

An index that indicates the degree of attention to a patent in view of its prosecution history, which is calculated on Patent Result Co., Ltd.'s "Biz Cruncher."

● Application and Acquisition of Right

Securing intellectual property rights (e.g., patent rights and design rights) based on or stemming from intellectual property (e.g., inventions and designs) by filing an application with the Patent Offices in Japan or overseas. It is important for an applicant not only to satisfy statutory requirements and examination guidelines for the rights, but also to design such rights which can cover his/her own products and block competitors.

● Patent Quality

An index that indicates the influence a patent has on other companies (whether those companies will have difficulty in circumventing it but have no choice but to use it, whether it will block the entry of those companies into the business), aside from the value of the patent (to what extent it contributes to corporate profitability).



KONICA MINOLTA

KONICA MINOLTA, INC.

JP TOWER 2-7-2 Marunouchi, Chiyoda-ku,

Tokyo 100-7015, Japan

Phone: +81-3-6250-2111

<https://konicaminolta.com>