

Structure Supporting Intellectual Property Activities

I Structure Promoting Intellectual Property Activities at Konica Minolta Group

Intellectual Property Division formulates and promotes Konica Minolta Group intellectual property policy based on our management strategy, and also comprehensively manages the intellectual property functions of each division and advances intellectual property activities in cooperation with each such division*. We revised Konica Minolta Group Charter of Corporate Behavior in fiscal 2021. It was confirmed in the Charter that we respect any effective intellectual property of third-parties in performing business activities. To ensure compliance with the Charter, we have adopted the unitary management system in which the confirmation and approval of the Intellectual Property Division is required for executing any contracts with third-parties containing provisions regarding handling of intellectual property. In the global structure, the Intellectual Property Division functions as headquarters for comprehensively formulating intellectual property strategies for Konica Minolta Group. Also, the Division has been supporting intellectual property activities at development sites in Japan and overseas to avoid losing business opportunities and incurring serious risks in connection with intellectual property (Fig. 3).

I Share Intellectual Property Strategies and Intellectual Property Information

Konica Minolta, in line with the phase of each of its businesses, has been laying out intellectual property strategies and allocating intellectual property investments. The strategies and investments are executed after being shared with Executive Officers in charge of the business divisions and a Corporate Vice President in

charge of the Intellectual Property Division. The Corporate Vice President also participates in the Key Management Meetings on investment matters like M&A to deliberate the assessment of intellectual property assets and the intellectual property risk of the investment destination, and further discuss whether such investment satisfies business plans and intellectual property strategies. After the deliberations, the investment matters are reported and proposed to the Board of Directors*. In addition, as one of company-wide supports, we have been promoting innovation and assisting business creation by implementing an "Intellectual Property Landscape" (IPL) in which a business environment is analyzed based on intellectual property information and through which the strategies for management and business are proposed. Since fiscal 2019 when a special task team was organized in the Intellectual Property Division, the team has accumulated know-how and deployed a system which enables more flexible analysis.

Recognizing that the IPL will play an increasingly important role in future in building business strategies, we continue to make the analysis process more sophisticated toward the expansion of the use of the IPL.

* For related information :
 Konica Minolta Group Charter of Corporate Behavior
 p10. 2-8 Protection of confidential information and intellectual properties of Konica Minolta and third parties
https://www.konicaminolta.com/media-library/global-en/corporate/pdf/charter_202204_en.pdf

Corporate Governance Report : Investment in intangible assets
https://www.konicaminolta.com/global-en/investors/ir_library/governance/index.html

Intellectual Property Report 2021 : Governance
https://www.konicaminolta.com/shared/changeable/investors/include/ir_library/intellectual_property/pdf/ip2021.pdf

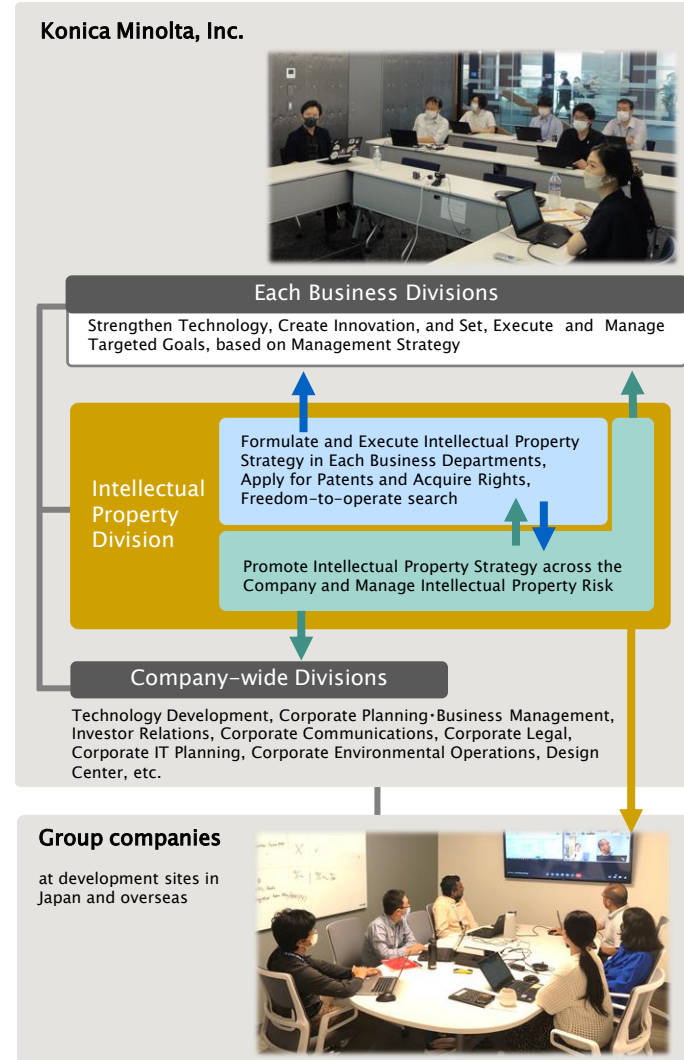


Fig. 3 Structure Promoting Intellectual Property Activities at Konica Minolta Group