

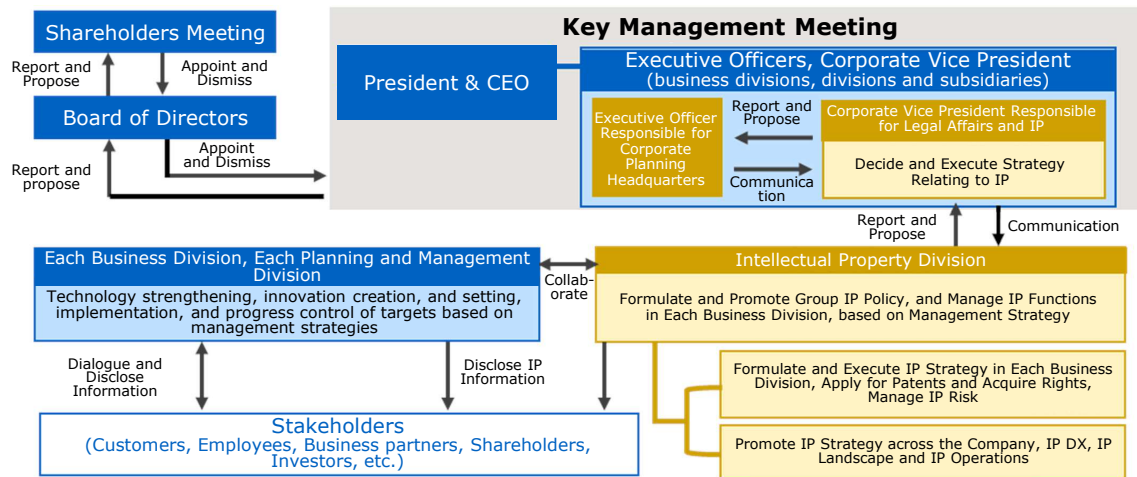
STRUCTURE AND GOVERNANCE SUPPORTING INTELLECTUAL PROPERTY ACTIVITIES

Intellectual Property Activities Linked to Management Strategies

I Structure and Governance for Intellectual Property Activities

A Corporate Vice President responsible for intellectual property fulfills his obligations to promote the intellectual property management in the Konica Minolta Group under the control of an Executive Officer responsible for the Corporate Planning Headquarters based on management policies by President & CEO. The Corporate Vice President responsible for intellectual property participates in Key Management Meetings and discusses important management matters for the Konica Minolta Group, including intellectual property policies. The intellectual property policies based on the management strategies are shared with the Intellectual Property Division and business divisions. Taking into account the market environments and commercial distributions in each business, the Intellectual Property Division attempts to develop, promote and implement the intellectual property strategies in close collaboration with the business division.

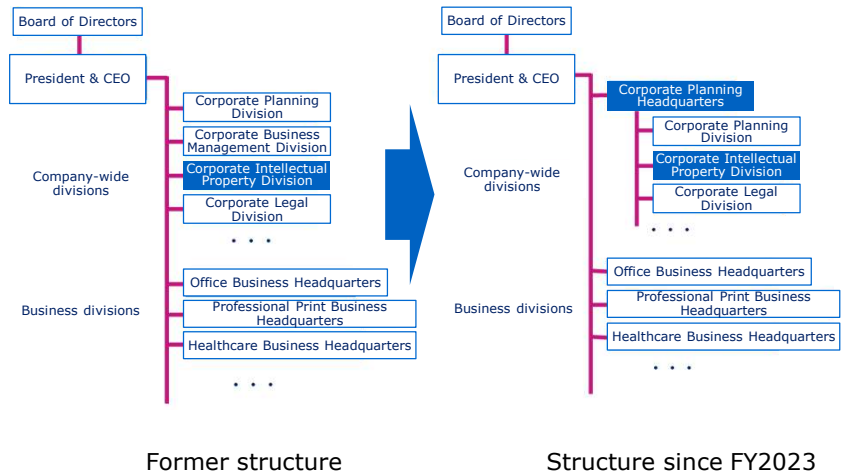
The Intellectual Property Division has two functional units; one for the “formulation and promotion of intellectual property strategies, application and acquisition of patents and other intellectual property rights, and intellectual property risk management for each business division” and the other for “promotion of company-wide intellectual property strategy, intellectual property DX, Intellectual Property Landscape, and intellectual property operations.” Each unit has been implementing the intellectual property strategies effectively in collaboration with each business division and each planning and management division.



Intellectual property (IP) governance structure

I TOPIC

To effectively utilize intellectual property as management resources, the Intellectual Property Division must understand the management strategies deeply and reflect them in the intellectual property strategies timely. To that end, through the organizational reform in the fiscal 2023, we newly established the Corporate Planning Headquarters, which controls medium- and long-term strategies and sustainability strategies on a company-wide basis and incorporated the Intellectual Property Division into the Headquarters.



Former structure

Structure since FY2023