

# 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.

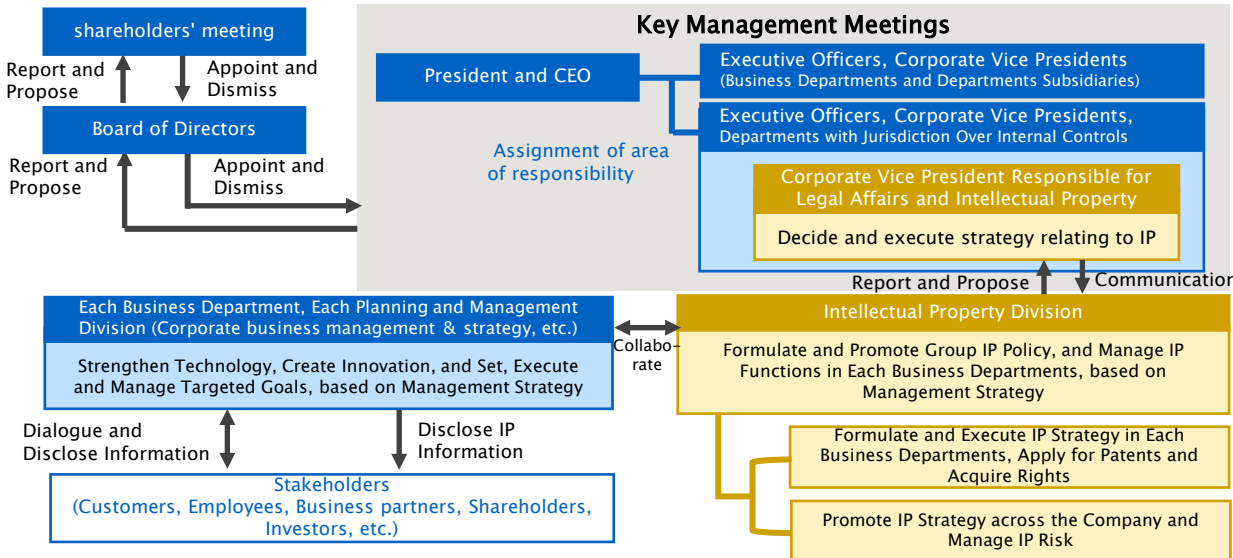


Fig6. Intellectual property (IP) management structure

## 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.