



Executive Vice President
&
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Responsible for Technologies
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Introduction

In our Medium-term Business Plan (2023-2025), we are pursuing three basic strategies: strengthening business profitability, structural reforms implemented to reinforce profit foundation, and reinforcement of business management system. Under these strategies, we will thoroughly implement “business selection and concentration” from fiscal 2023 to 2024, and aim to “establish a foundation for growth” in fiscal 2025.

The “establishing a foundation for growth” that we are working on to achieve sustainable growth is to create “seeds for future growth” that lead to the creation of new businesses, and to ensure that we have technologies in place to be able to grow significantly. To achieve this, it is essential to strengthen investment in and utilization of intellectual property such as patents, and we are promoting the formulation and implementation of an intellectual property strategy that is closely linked to our business strategy based on our Medium-term Business Plan. In formulating our intellectual property strategy, we set the goal of achieving the targets set for each business in our Medium-term Business Plan, and then backcast from that to draw up a story of how to utilize intellectual property to contribute to each business target, and we are incorporating these into specific intellectual property activities in each business.

In addition, in order to achieve the Medium-term Business Plan and subsequent sustainable growth, we are promoting the automation of operations, including the use of generative AI, and are actively investing in DX (Digital Transformation) so that employees can shift to high-value-added operations, aiming to transform into an organization with high productivity per capita.

In terms of intellectual property activities, our R&D engineers in each business are promoting efficiency in the creation of intellectual property by using AI and digital tools to collect and analyze intellectual property information, and the Intellectual Property Division is promoting DX by using AI technology to significantly reduce the man-hours required for foreign applications. Through these initiatives, we will improve the productivity of company-wide intellectual property activities, further improve the quality of intellectual property rights, and ultimately strengthen innovation creation.

By implementing this intellectual property strategy and promoting intellectual property DX, we will achieve the “business selection and concentration” and “establishing a foundation for growth” set out in our Medium-term Business Plan, and realize sustainable growth.

We hope that this Report will help to promote understanding of our approach to and strategy for intellectual property.