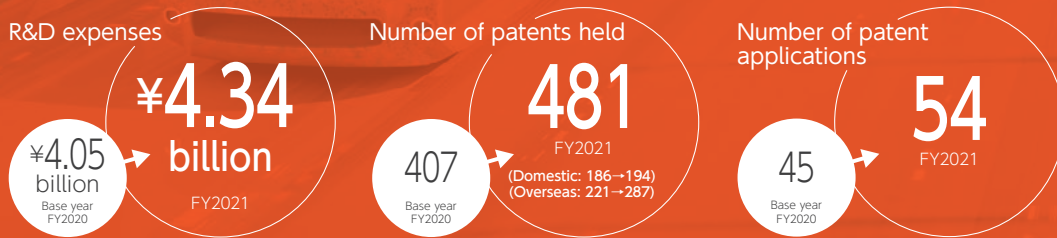




Capital to create value

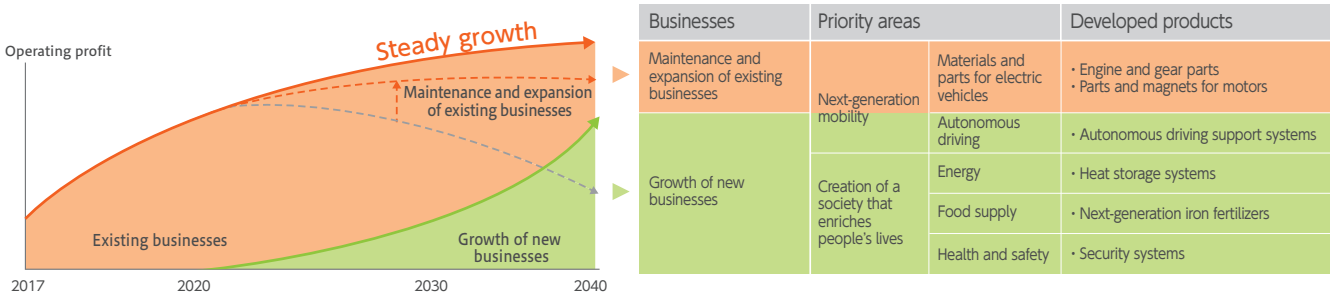
Intellectual Capital

To achieve the Vision 2030 management guideline of “Creation of a prosperous society through business reform,” we believe that conducting research and development in line with our business strategy, and helping to address social issues by reforming existing businesses and creating new businesses, will lead to sustainable growth for our company. For this reason, we are focusing on development in the five priority areas stipulated in Vision 2030 while implementing initiatives for effective utilization of our intellectual property.



Research and development

To achieve steady growth into the future, we are implementing ambidextrous management through research and development aimed at maintaining and expanding existing businesses and growing new businesses. Specifically, we aim to contribute to next-generation mobility and the creation of a society that enriches people’s lives by promoting development in five priority areas where we can leverage our strengths as a materials manufacturer.



Intellectual property-related initiatives

1. Activity policy

We take a threefold approach to intellectual property activities: (1) proactive intellectual property (business expansion and challenges), (2) defensive intellectual property (business stability), and (3) basic activities (human resource development and system building). Our aim for these intellectual property activities is to achieve steady growth by setting targets and conducting activities in each of these areas.

2. Promotion system

We have established an Intellectual Property Committee, which drives our intellectual property activities, with the Research and Development Headquarters General Manager as chairman, the Technology Management Officer as vice chairman, and Company General Managers, Headquarters General Managers, and Technology Department General Managers as members.

3. Patent quality improvement

In the past, our activities were aimed at protecting the intellectual property arising from our research and development. On top of that, we have also been prioritizing use of our intellectual property since fiscal 2021 to protect the competitive advantage of our businesses. We are working to improve the quality of our patent applications by strategically applying for patents through a collaboration between our development and intellectual property divisions while maintaining a certain number of patent applications. We are also conducting priority investment of research and development expenses and personnel into new technologies related to our five priority areas, with a focus on new businesses, with the aim of building a high-quality intellectual property portfolio.

Intellectual Property Committee

Chairman: General Manager (Managing Executive Officer), Research and Development Headquarters
Vice Chairman: Technology Management Officer (Executive Officer)

