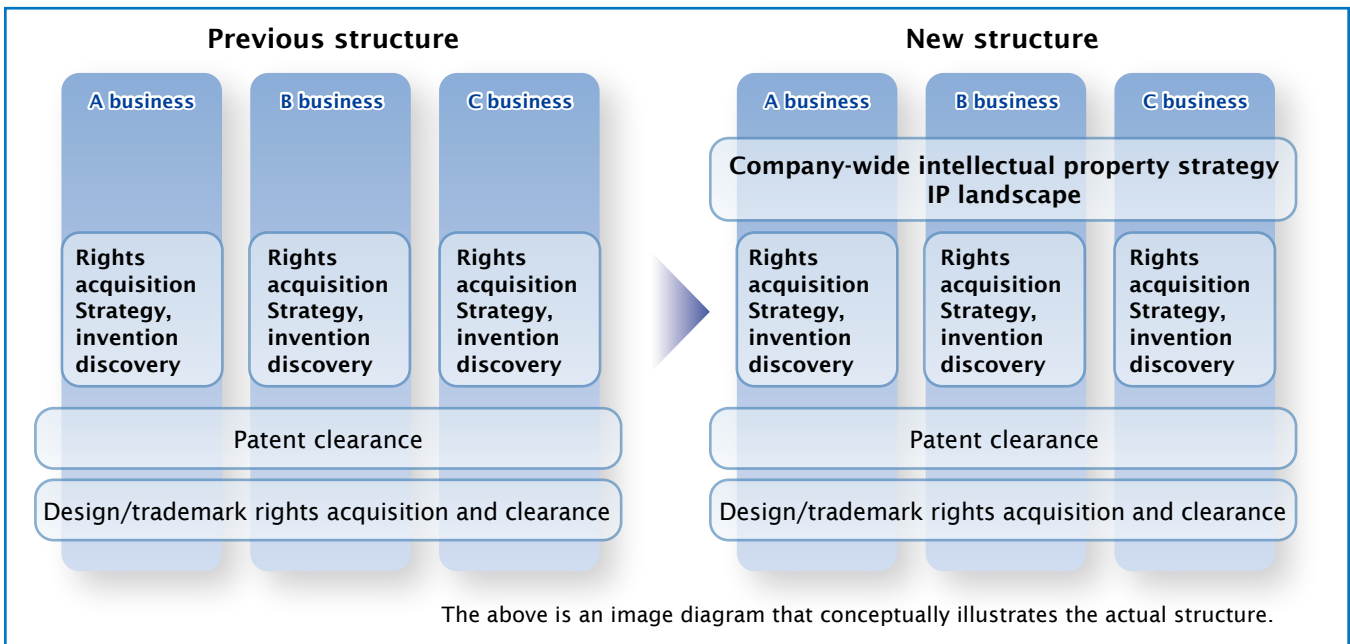


System to Support Intellectual Property Activities

The responsibility for supervision and promotion of intellectual property activities, including invention, discovery, filing of applications, rights acquisition and work related to third-party patents, lies with the Intellectual Property Division, which is a cross-business organization.

We analyze the business environment based on intellectual property and other information, and were one of the first to focus on the importance of the "IP landscape" in proposing strategies for management and business. This has led us to analyze other companies' patent trends and explore their development themes using patent analysis tools. For implementing the policies to strengthen our capabilities in analyzing intellectual property information as set out in "Intellectual Property Strategy 2017-2022," in April 2019 we established an organization dedicated to intellectual property strategy within the Intellectual Property Division. The organization is strengthening strategies that contribute to better business management.



From its bases of operation in Hachioji, Tokyo and several other locations, the Intellectual Property Division is promoting intellectual property activities at the research and development sites through close communication with research and development staffs. The Intellectual Property Division's oversight and support for activities related to intellectual property is provided not only in Japan but also covers research and development sites and bases of business activities overseas. In recent years, as a result of active M&A transactions notably in the New Businesses, the number of overseas subsidiaries has been increasing. In order to augment the promotion of intellectual property operations in these overseas subsidiaries and research and development sites, we are pressing ahead with further enhancement and evolution of our global IP structure.

