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&  
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## Sustainable Growth Driven by Business Strategy and Intellectual Property

In the Medium-term Business Plan (2023–2025), through three initiatives—strengthening business profitability, implementing structural reforms to reinforce the revenue base, and strengthening business management systems—we have steadily advanced the plan aiming to return to a high-profit company while reliably achieving financial and non-financial targets.

Intellectual property activities based on the Medium-term Intellectual Property Plan (FY2023–2025) have also played an important role in enhancing the competitiveness of strengthening businesses and in seeding technologies for future growth, linked to the Medium-term Business Plan. The execution of a strategy in which business and intellectual property are integrated has steadily produced results, revealing a path toward establishing a foundation for growth.

Over these three years, our core technologies such as imaging, materials, nano-fabrication, and optics have advanced further in many business domains through integration with AI and data science. Correspondingly, the development of patent portfolios that support the competitive advantages of products and services, centered on strengthening businesses, has also progressed steadily in alignment with business strategy.

In addition, initiatives that are important themes of our sustainability strategy—such as recycled plastic material manufacturing, barrier films for perovskite solar cells, and process monitoring for biomanufacturing—are expected to enable our technological assets to make important and significant contributions to future societal issues. By enhancing the linkage between technology development and intellectual property from an early stage, we are steadily cultivating these as “seeds for future growth” that will drive business growth from fiscal 2026 onward.

Furthermore, IP DX has significantly leveled up over these three years by utilizing generative AI. Prior art searches, market analysis integrating patent and business information, and invention creation assisted by AI have transformed intellectual property activities from traditionally person-dependent processes into tools utilized for advanced, data-driven strategy formulation. As a result, collaboration between the Intellectual Property Division and development divisions has deepened, and the quality and delivery speed of insights that the Intellectual Property Division can provide for business decision-making have improved dramatically.

Going forward, we will continue to strengthen initiatives that link the Medium-term Business Plan and business strategy with the Medium-term Intellectual Property Plan, and promote value creation with technology and intellectual property as dual pillars. As a company that balances improving business competitiveness with solving social issues, we will build a solid foundation supporting sustainable growth through high-quality intellectual property activities.