

Progress of the Medium-term Intellectual Property Plan

Under the Medium-term Business Plan (2023–2025), we are promoting the Medium-term Intellectual Property Plan (FY2023–2025). This intellectual property plan sets forth three priority policies, and, in close cooperation with each business division, we are working to create business value through intellectual property activities, making steady progress as described below.

Policy 1: Implement intellectual property strategies contributing to “strengthening of business profitability”

The ratio of patent applications in strengthening businesses centered on Professional Print, Industry, and Healthcare is on track to reach the final target of 70% set forth in the Medium-term Intellectual Property Plan (FY2023–2025).

In the Industrial Business, we are promoting intellectual property activities integrated with market- and customer-perspective value propositions, strengthening the formation of patent groups that underpin solution creation, and steadily building patent portfolios to secure future competitive advantages. In the Healthcare business, we have increased filings related to AI diagnostic support and telemedicine, and an intellectual property foundation that supports business growth is taking shape.

In addition, the number of created important patents that directly contribute to business competitiveness has exceeded the plan, and the proportion of patents rated at the highest evaluation has also expanded, demonstrating steady qualitative improvement.

A measure to pay inventors of the most important patents an amount higher than the normal remuneration (consideration for inventions) has also become established, producing a significant effect on improving engineers’ motivation and the creation of high-quality inventions.

Policy 2: Facilitate intellectual property IR activities

We are steadily and proactively conducting regular dialogues with stakeholders. We have been able to grasp frank opinions and expectations regarding our intellectual property strategy and intellectual property investment, and the feedback received has provided significant implications for our intellectual property activities.



Going forward, we will not regard intellectual property activities as mere independent initiatives but will position them more clearly as key strategic elements of management. We will enhance the quality and transparency of information disclosure so that the stakeholders better understand how intellectual property activities support business competitive advantages and contribute to future growth opportunities. We will also emphasize communicating in a more easily understandable form both quantitatively and qualitatively, and endeavor to ensure that the stakeholders can evaluate our intellectual property activities from the perspective of mid- to long-term value creation.

Policy 3: Strengthen human resources and intellectual property DX supporting intellectual property activities

○ Long-term and medium-term human resources strategy

Based on a redefinition of the skill sets of Intellectual Property Division members, we have begun three measures stepwise as development and reinforcement programs.

First, in the “New Employee Training and Internal Rotation”, new hires will acquire basic skills such as patent liaison and prosecution at an early stage,

gaining the ability to become independent as patent engineers. Thereafter, they will broaden their specialized knowledge not only of patents but of intellectual property in general, aiming to become human resources capable of contributing to business in a one-stop manner.

In the “Practical Training at Patent Firms”, young Intellectual Property Division members who have acquired the basics of patent practice will be dispatched to patent firms and are scheduled to gain intensive practical experience over approximately one year. By engaging deeply in drafting specifications and opinion statements, this aims to rapidly elevate patent practice skills to a fully competent level and to enhance mutual understanding and communication skills with external firms.

Finally, in the “IP External Affairs and Contract Training Program”, we will provide regular and continuous lectures for the Intellectual Property Division members with approximately 3–5 years of service after assignment. Through this, we will cultivate the perspectives and judgment required for IP external affairs and contract work and steadily improve capabilities as human resources supporting intellectual property activities.



○ Deepening IP DX

In intellectual property operations, new value creation through IP DX is steadily materializing. For details, please refer to “Intellectual Property DX” on page 7 of this report.