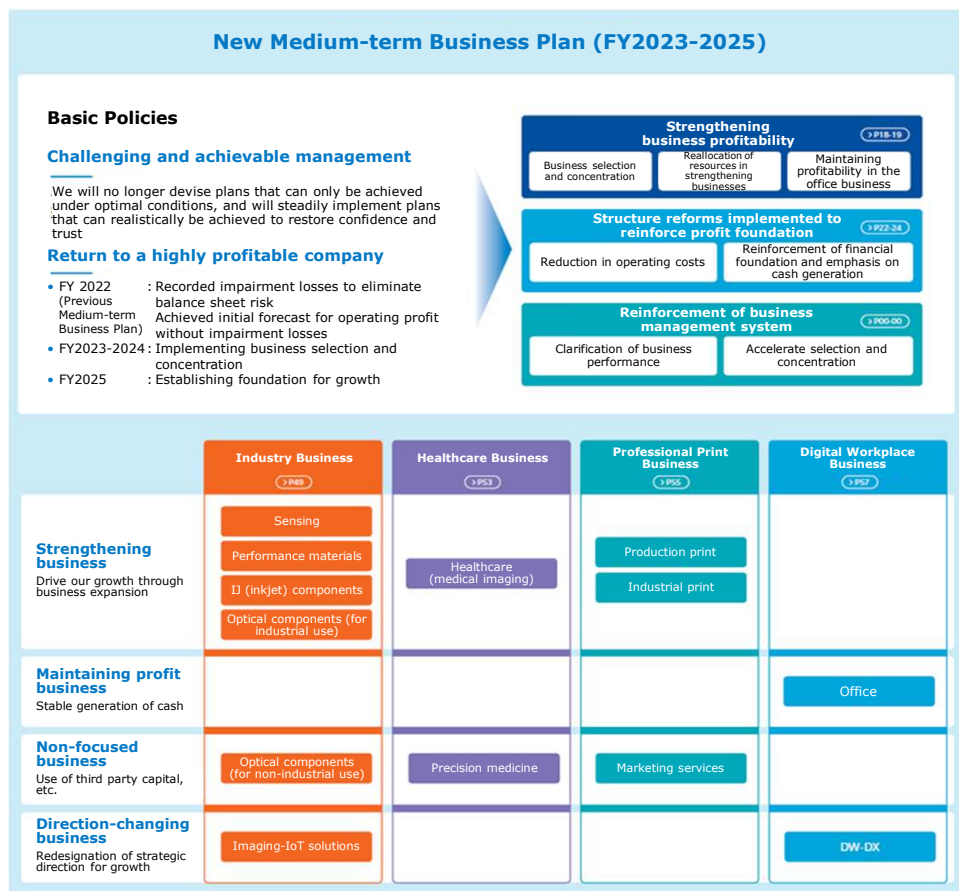


GIST OF NEW MEDIUM-TERM BUSINESS PLAN AND NEW MEDIUM-TERM INTELLECTUAL PROPERTY PLAN

I New Medium-term Business Plan (FY2023-2025)

Under the new Medium-term Business Plan, we have reorganized our business into “strengthening business,” “maintaining profit business,” “non-focused business” and “direction-changing business” in line with the underlying policy of “challenging and achievable management” and have further clarified the expectations and roles of each business. With these changes, by way of business selection and concentration, we strengthen the business profitability and return to a highly profitable company.



I New Medium-term Intellectual Property Plan (FY2023-2025)

In the new Medium-term Intellectual Property Plan (FY2023-2025) based on the new Medium-term Business Plan, we plan to promote intellectual property activities centering on three focused policies.

First, to implement the intellectual property strategies contributing to “strengthening of business profitability,” we conduct the selection and concentration of intellectual property investments in intellectual property activities and promote the intellectual property strategies suitable for the positioning of each business. Second, we actualize the value of business from the viewpoint of intangible assets and facilitate IR activities related to intellectual property to improve our corporate value. Third, to continuously implement these intellectual property activities, we promote the strengthening of the human resources and intellectual property DX.

We would like to explain specific efforts for these three focused policies in the new Medium-term Intellectual Property Plan (FY2023-2025) in the following pages.

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

- Strengthen intellectual property investment ➔ Pages 5-7
- Intellectual property activities supporting expansion of strengthening business

Policy 2: Facilitate intellectual property IR activities

- Visualize functions of intangible assets through internal and external dialogues ➔ Page 8

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

- Human resources strategies with an eye toward medium- and long-term future ➔ Pages 9, 10
- Operational streamline and new values creation by promotion of intellectual property DX

Gist of new medium-term Business Plan (from Integrated Report 2023)