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**Proactive Intellectual Property Activities for Purpose Realization**

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Epson 25 Renewed Corporate Vision is positioned as a strategy to be implemented in order to realize Epson’s purpose. The aspirational goal of Epson 25 Renewed is achieving sustainability and enriching communities. We have also declared that Epson’s purpose as a company is to contribute to society. We believe that we can contribute to society by using Epson’s original core technologies, products, and services to produce innovation, and create and provide societal, environmental, and economic value to achieve our aspirational goal.

In response to this, our Intellectual Property Division has the following mission.



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| **The Intellectual Property Division’s Mission for Achieving Epson 25 Renewed** |
| **Our mission is to support the sustained growth of corporate value by converting not only intellectual property rights into value, but also by converting intellectual property in the broader sense, including things such as brands and data, into value.** |

To achieve this mission, we in Seiko Epson’s Intellectual Property Division are emphasizing proactive intellectual property (IP) activities.

So, rather than reactively using our intellectual property rights to block third parties from exercising rights, we proactively position ourselves to respond to potential future intellectual property issues by obtaining and actively using intellectual property rights in anticipation of future business.

In addition, we are concentrating on three areas to achieve level 5 in the IP activity value hierarchy shown on the left.

(1) Envision the future landscape from data analyzed using an IP landscape, which associates various information with intellectual property information, and proactively make proposals related to the creation of innovations.

(2) Provide strong contract support for collaboration with third parties to facilitate co-creation activities with startups, companies in other industries, and universities.

(3) Contribute to an increase in brand value by protecting technologies, designs, and names that are tied to brand identity through a mix of intellectual properties (patent rights, design rights, trademark rights, and copyrights).

We at Epson’s Intellectual Property Division contribute to the achievement of Epson 25 Renewed and to the realization of our purpose by executing strategies based on these missions.

Intellectual Property Strategy

**Epson’s Intellectual Property Strategy**

Epson’s policy is “proactive intellectual property activities”. Our intellectual property strategy is closely aligned with Epson’s management strategy and business & development strategy. This enables us to engage in forward-thinking acquisitions of intellectual property rights and actively utilize our intellectual property rights.

Epson’s IP strategy is characterized by:

The integration of management strategy, business & development strategy and IP strategy

Epson pursues as its foundation an integration of management strategy, business & development strategy, and IP strategy. In order to do so, the head of the Intellectual Property Division regularly meets for one-on-one strategy discussions with the chief officers of various operations divisions and of technology development divisions. Additionally, tripartite meetings that include the president are also held.

The parties discuss strategies for supporting and promoting innovation, which are often developed with help from multi-dimensional IP landscape analyses of technology, business, and IP information. The parties also discuss strategies for acquiring and utilizing intellectual property rights (e.g., patent rights, design rights, trademark rights) to strengthen business.

So, Epson’s IP activities are very much characterized by a tight relationship among management, business & development, and intellectual property. Our intellectual property rights acquisition strategy is connected to the development strategy for protecting the original core technologies that underpin Epson’s competitiveness. Our IP rights acquisition strategy is also intertwined with the business strategy for addressing societal issues. Our IP activities are based on these strategies, and all are aligned with the goal of achieving sustainability and enriching communities.

The Epson 25 Renewed Corporate Vision cites important initiatives in the areas of the environment, DX, and co-creation for achieving our vision. An intellectual property strategy for these has been formulated through discussions about management, business & development, and intellectual property, and Epson is carrying out the IP activities described below.