DX Briefing Session

November 18, 2025
Mitsui Kinzoku Company, Limited

We promote the well-being of the world
through a spirit of exploration
and diverse technologies.

MITSUI KINZOKU

Today's Agenda

We promote the well-being of the world through a spirit of exploration and diverse technologies.

DX Initiatives in the 22-24 MTP

New Mechanism for Practicing Integrated Thinking-Based Management: DX

The Group has positioned DX as a new mechanism supporting integrated thinking in the practice of integrated thinking-based management, which was fully introduced in the 2022-2024 Medium Term Business Plan (22-24 MTP).

Integrated thinking-based management

(1) Social value improvement

ESG (Opportunities and Risks)

Evaluate each business from five perspectives related to Materiality initiatives and consider business sustainability for management decisions

- Environmental impact
- Social capital
- Human capital
- Business model innovation
- Leadership and governance

(2) Financial value improvement

Setting of activity domains

Ambidexterity

Exploitation

- Dynamic management of business portfolios
- Pursuit of synergy
- M&A Strategic investment

Exploration

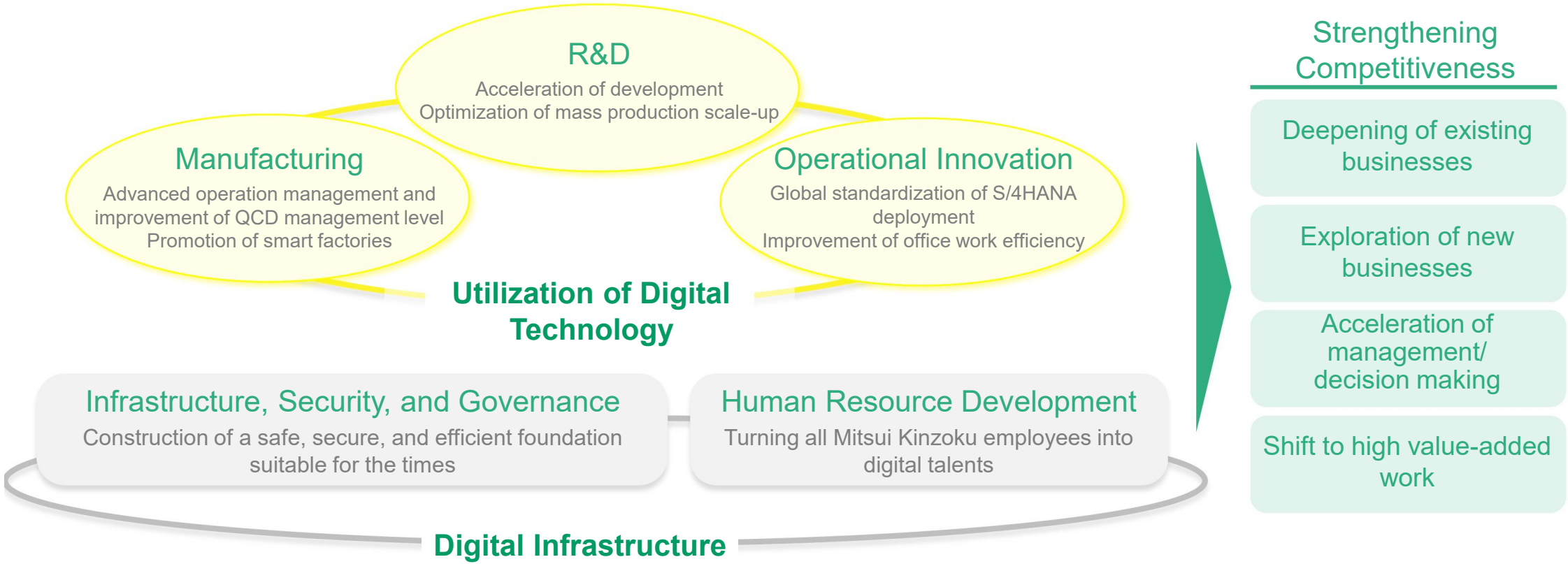
- Active allocation of management resources to Business Creation Sector

(3) New mechanisms supporting integrated thinking

- Organizational restructuring
- Human resource strategy
- DX

New Initiatives Supporting Integrated Thinking [DX Initiatives]

To accelerate R&D, establish smart factories, and improve operational efficiency thoroughly, we will promote DX and strengthen competitiveness.



In addition to enhancing system safety, we will accelerate the management of various indicators, the speed of decision-making, and the flow of information.

New Initiatives Supporting Integrated Thinking [DX Initiatives]

We promote the well-being of the world through a spirit of exploration and diverse technologies.

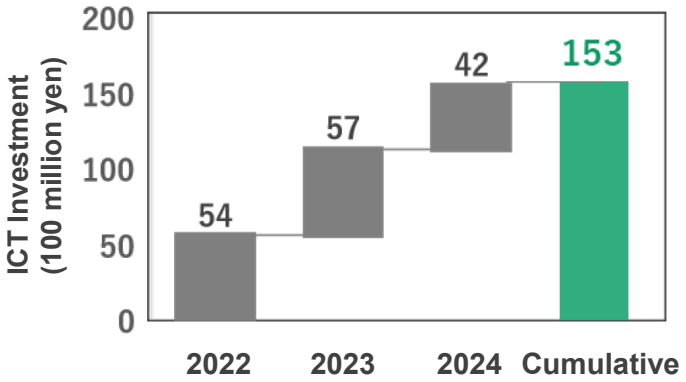
During the 22-24 MTP period, we made ICT investments of 15.3 billion yen and increased ICT personnel by 115.

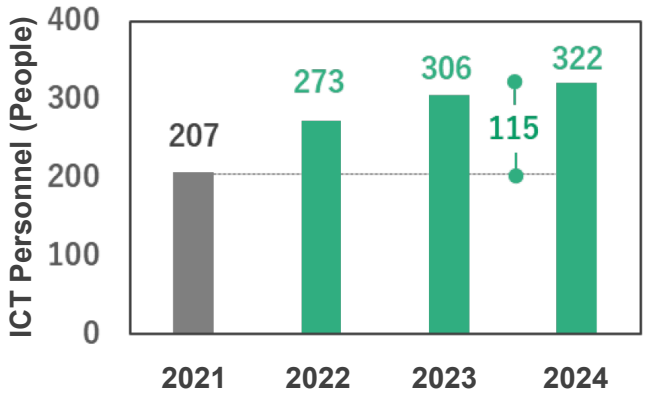
DX Measures in 22-24 MTP

		Vision for 2030	22-24 MTP Measures	Expected Effects
Utilization of digital technology	R&D	Acquire the industry's fastest development speed capabilities	• Model completion in one-third of the R&D duration • Construction of data/operational infrastructure	• Acceleration of new material launch
	Manufacturing	Industry top-level manufacturing	• Digitalization of model smelters for stable operation	• Operational stabilization
	Operational Innovation	Mastery and full utilization	• Visualization of operational innovation themes • Expansion of S/4HANA usage	• Establishment and utilization of management information infrastructure • Strengthening of individual business operations and promotion of digitalization • Growth of employees and shift to high value-added work
Digital infrastructure	Infrastructure Security Governance	Safe and secure use of ICT/DX	• Construction of network suitable for cloud utilization • Strengthening global security • Expansion of system governance	• Reduction of risks of cyber-attacks and information leakage
	Human Resource Development	Turning all Mitsui Kinzoku employees into digital talents	• Education via digital content	• Acceleration of automation • Reduction of security risks • Internal promotion to ICT personnel

+ Specific measures for each business area

ICT Investment and Personnel in 22-24 MTP





Results of DX Initiatives

We promote the well-being of the world through a spirit of exploration and diverse technologies.

We strengthened the digital infrastructure and promoted three DX measures—R&D, Manufacturing, and Operational Innovation—thereby enhancing competitiveness.

	Main Items	Vision for 2030	Key Measures in 22-24 MTP	Specific Results	
Utilization of digital technology	**R&D**	Acquire the industry's fastest development speed capabilities	• Model completion in one-third of the R&D duration • Construction of data/operational infrastructure	• Data infrastructure construction completed • Model construction implemented	
	Manufacturing	Industry top-level manufacturing	• Digitalization of model smelters for stable operation	• Digitalization for sharing and utilizing equipment management and operation data implemented at Hachinohe Smelting	P8
	Operational Innovation	Mastery and full utilization	• Visualization of operational innovation themes • Expansion of S/4HANA usage	• Construction of visualization infrastructure and creation of reports completed • Expansion of S/4HANA usage implemented	
Digital infrastructure	**Infrastructure, Security, and Governance**	Safe and secure use of ICT/DX	• Construction of network suitable for cloud utilization • Strengthening global security • Expansion of system governance	• Introduction of new network in progress • Security risk assessment completed • Expansion of system governance implemented	
	Human Resource Development	Turn all Mitsui Kinzoku employees into digital talents	• Education via digital content	• Sequential increase in the number of participants	
Engineered Materials Sector Specific Measures		Exert strengths through digital innovation, creating various solutions that meet potential needs (nice-to-haves)	• Centralized management of sales information via Salesforce • Visualization of cost margins • Tablet utilization in operational areas	• Immediate grasp of process flow through centralized management of operational information. Partial realization of the optimization of mixing conditions by AI • Contribution to sales strategies and pricing decisions	P9,P10

Manufacturing DX: Model Construction for Stable Operation at Smelters

As part of company-wide DX initiatives, we implemented digitalization for sharing and utilizing equipment management and operation data using Hachinohe Smelting as a model, and improved operational efficiency. We plan to further utilize this for stable operation and deploy it to other locations and companies.

Data Source

Hachinohe Smelting

Decades of accumulation, resulting in hundreds of thousands of data groups

- Process data
- Equipment data
- Analysis data
- Logs
- Reference images
- Various files

Data System

Data Collection/Accumulation → Data Processing → Data Visualization

Automating work previously done by engineers to improve work efficiency

- Data aggregation and centralization
- Data time-series linkage
- Digital conversion of paper media
- Data extraction
- Combination of multiple data types
- Automatic generation of standard reports
- Automatic generation and sharing of dashboards for checking operation management status
- Automatic alerts based on thresholds

Data Utilization for Stable Operation

Data analysis and formulation of measures

[Routine Work] Stabilization of operation quality

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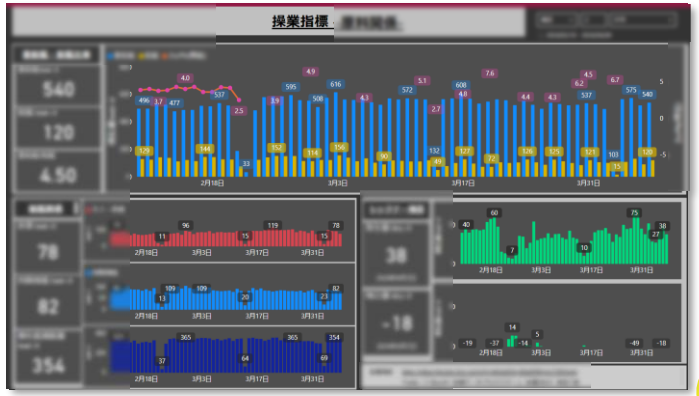
[Non-routine Work] Efficiency in troubleshooting, etc.

PDCA

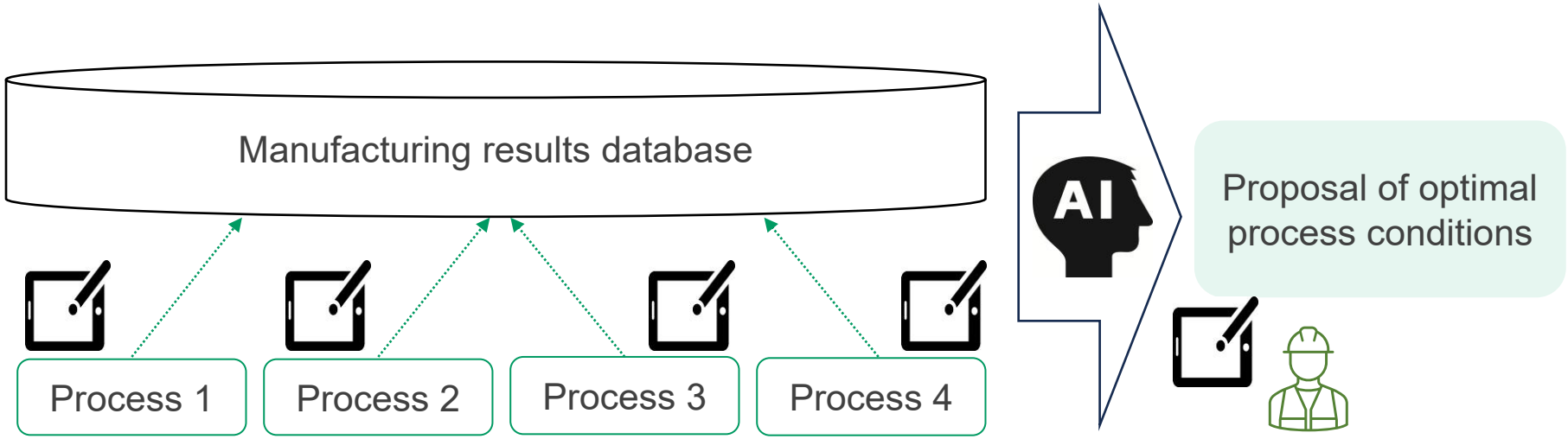
Automatic generation dashboard example



	Past	Going forward
Operation management	• Collecting, processing, and checking large amounts of management data (progression of complexity and reliance on individual skills)	• Automatically collecting, processing, and visualizing data to prevent omissions
Troubleshooting	• Delays in discovery and response due to differences in individual competence	• Prevention of recurrence, and faster response
Proposal and execution of countermeasures	• Inadequacies in measures due to differences in individual competence • Difficulty in passing on vast accumulated management technologies	• More objective analysis and formulation of measures • Passing on all technologies centered on the system

Engineered Materials Sector Initiative Case Study (1): Operation Management

Through centralized management in a database, the process flow can be ascertained immediately, and process conditions are optimized using AI technology.

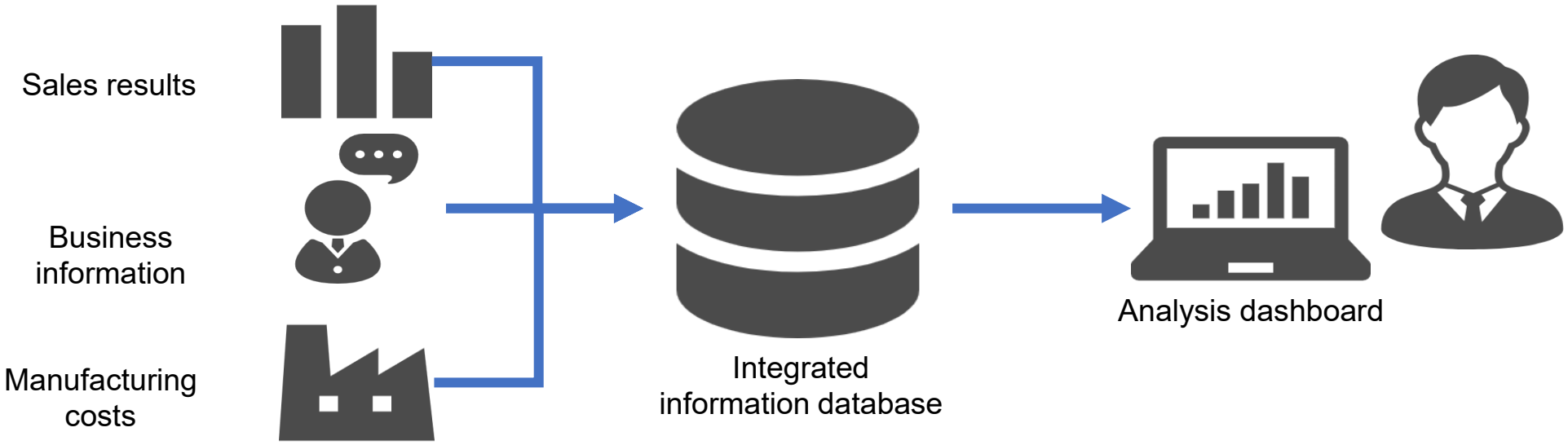


	Past	Going forward
Input	• Handwritten paper forms	• Input via tablet
Troubleshooting	• Checking files saved on paper	• Confirmation via data search
Process conditions	• Setting conditions based on intuition, knack, and experience	• Proposal of optimal conditions by AI

Tablet screen example

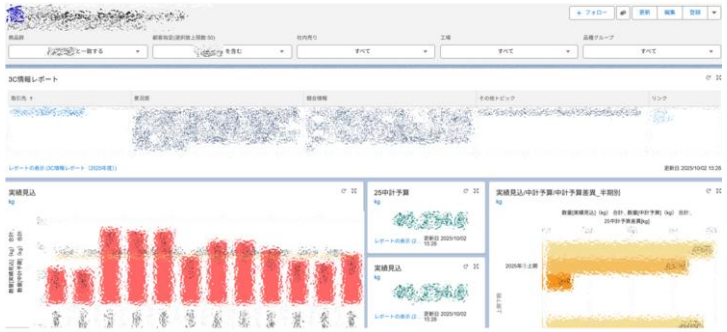
Engineered Materials Sector Initiative Case Study (2): Sales Management

By storing sales information, business information, and manufacturing cost information in an integrated information database, data is visualized in a state that can be analyzed. This facilitates analysis and improvement actions, such as checking pricing information and comparing actual sales to the budget.



	Past	Going forward
Business information	• Business information was not centrally managed, making it difficult to find the desired business information	• Information can be searched by keywords due to centralized management
Budget vs. actual management	• Manually aggregating information from each system	• Automatic linkage and aggregation of information from each system
Pricing	• Information was dependent on specific individuals • Struggled to collect past price information	• Pricing utilizing past history is possible

Dashboard example



DX Initiatives in the 25-27 MTP

Concept of the 25-27 MTP (Key Focus Areas): Promotion of DX

To ensure the realization of the Purpose and the Group's Vision, we are refining current measures from the 22-24 MTP and implementing additional measures. We have positioned the promotion of DX as one of the key focus areas.

■ Key Focus Areas of the 25-27 MTP

Strengthening of the Management Foundation

- Strengthening portfolio management
  - Introduction of ROIC targets and WACC per business for business valuation, and reflection of social value
  - Execution of bold measures*
  - Expansion of mechanisms for creating new businesses and company-wide synergies

- Strengthening the foundation for information dissemination inside and outside the company and branding

- Strengthening governance and promoting company-wide strategies by becoming a Company with an Audit and Supervisory Committee

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Enhancement of Human Capital

- Setting of action guidelines based on the Purpose and Vision

- Human resource development leading to improved business value and greater on-site capabilities, and acceleration of job satisfaction reforms

- Human resource development contributing to the enhancement of company-wide corporate value

Promotion of DX

- Operational efficiency improvement and shift to value-creating work

- Optimal allocation of ICT personnel and development of DX personnel

* Bold measures: Measures to shift towards non-linear growth rather than gradual growth

DX Basic Strategy Roadmap

We promote the well-being of the world through a spirit of exploration and diverse technologies.

Based on the digital infrastructure development that progressed uniformly across the company in the 22-24 MTP, we aim to achieve efficiency and acceleration by sharing the utilization of digital technology, which has been promoted in each division/sector/company, across the entire company and making it a continuous activity.

22-24 MTP (2022–2024) Digital Infrastructure Construction Phase

Building DX foundation

- ■ Construction of utilization models
  - • Promotion of DX in sectors/divisions capable of leading
- ■ Solidifying the foundation of infrastructure, security, and governance
- ■ Resolving ICT talent shortage

25-27 MTP (2025–2027) Digital Promotion Phase

Promoting DX across the company

- ■ Company-wide use of digital technology
  - • Establishment of a system for company-wide collaboration, leading to acceleration of value realization in each sector
  - • Diffusion of new common tools (generative AI, etc.)
- ■ Company-wide deployment of digital infrastructure
  - • Expansion and management of common infrastructure
  - • Optimal allocation of ICT personnel and development of DX personnel

28-30 MTP (2028–2030) Digital Creation Phase

Creating new value with DX

- ■ Continuously creating new products and business models
- ■ Launching competitive mass-production factories
- ■ Improving and streamlining work by having all employees utilize digital technology and data

Basic Policy of the 25-27 MTP

We promote the well-being of the world through a spirit of exploration and diverse technologies.

We have added the utilization of generative AI and the creation of DX Personnel, which support strategy execution, to the 25-27 MTP as additional strategies from the 22-24 MTP.

DX Basic Strategy

R&D
Promotion of DX measures leading to strengthened competitiveness

Manufacturing
Advanced operation management and improvement of QCD management level
Promotion of smart factories
P18、P19、P20

Operational Innovation
Global standardization of S/4HANA
Operational efficiency improvement through the utilization of generative AI

Utilization of digital technology
(Digital shift required for the whole company and each sector)

Infrastructure, Security, and Governance
Construction of a safe, secure, and efficient foundation suitable for the times

Human Resource Development and Organization Establishment
Turning all Mitsui Kinzoku employees into digital talents
Creation of DX personnel

Digital Infrastructure Development

Enhancement of corporate value through DX

Deepening of existing businesses
- Acquisition of potential customers
- Productivity improvement
- Cost reduction

Exploration of new businesses
- Shortening of development period
- Efficient mass-production launch

Acceleration of Ambidexterity

Acceleration of decision making

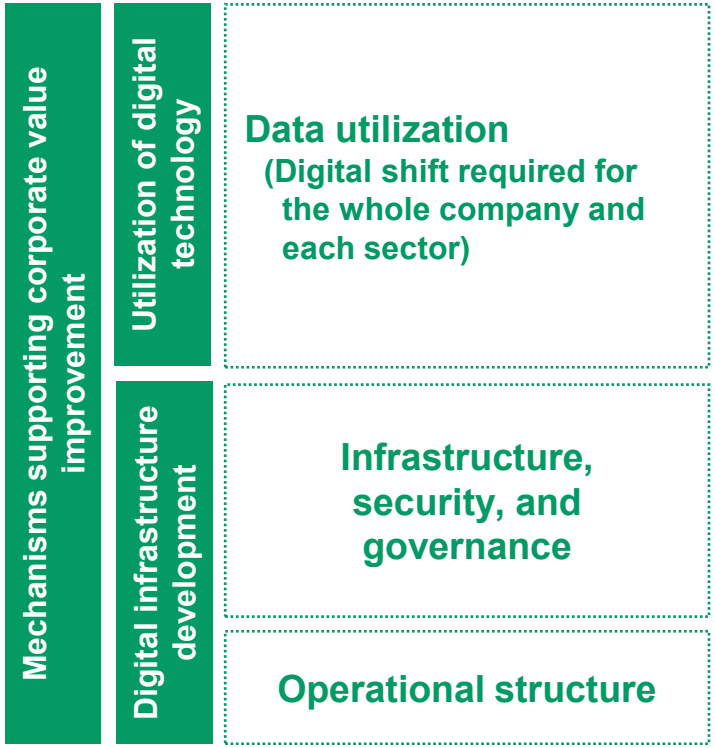
Shift to value-creating work

We promote the well-being of the world through a spirit of exploration and diverse technologies.

DX Company-wide Goals and KPIs

We have set the hiring of human resources (DX personnel) who drive operational innovation, including the expansion of AI utilization through environmental improvement and the development of education systems, as a company-wide initiative, and we will promote activities in each sector.

Elements Constituting KGI in the ICT (DX) Area



Company-wide KPIs (FY2027 Targets)

Sector Goals • Engineered Materials • Metals • Business Creation	Optimization of Sales/Marketing/Performance Management: Retention Rate KPI	P18
	Stable Operation/Efficiency: Number of Horizontally Deployed Sites KPI	P19
	Acceleration of Business Creation Activities: Competitiveness* KPI (twice our company's ratio)	P20
Generative AI utilization	Monthly utilization rate of total target users : 50% or more Reduced working hours : 10% efficiency improvement (16 hours/person/month)	P16
Operational structure	Creation of DX Personnel : 30 people or more	P17

* Competitiveness: Performance against targets and development period

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Generative AI Utilization

Utilize generative AI throughout the company to strengthen corporate competitiveness through operational efficiency and the maximization of human capital value.

Improvement of corporate value and creation of new business models

Sophisticated utilization

Operational efficiency ⇒ Conversion/Expansion of human capabilities
⇒ Conversion of human resources to value-creating work

KPI (25-27 MTP)

Monthly utilization rate of total target users: 50% or more
Reduced working hours: 10% efficiency improvement

Generative AI Solutions

Standard tools

MKC-GPT V2

- High security design protecting input information
- Generation of high-precision answers utilizing internal data
- Rapid introduction of latest technologies

Purpose-specific tools

[Examples]
- Meeting minutes
- Legal AI
- Manual creation
- CRM/Marketing
- Code generation

Introduction of tools meeting our security standards

Internal Promotion Structure

AI Evangelists

- Role to promote generative AI in each organization

❶ Launch utilization community
❷ Horizontally deploy good examples internally
❸ Hold information exchange meetings
❹ Share the latest information

FY2025 Trial Operation
FY2026 Company-wide Deployment

Creation of cases in dedicated organization

- Establishment of an organization in the Head Office ICT Department to solve on-site issues with generative AI

Utilization guidelines

- Enactment of generative AI usage rules that consider the balance between offense and defense

Utilization Education

Online learning

- Introduction of generative AI learning tools
- Implementation of training by proficiency level

Mentor system

- Introduction of a mentor system for officers and executives

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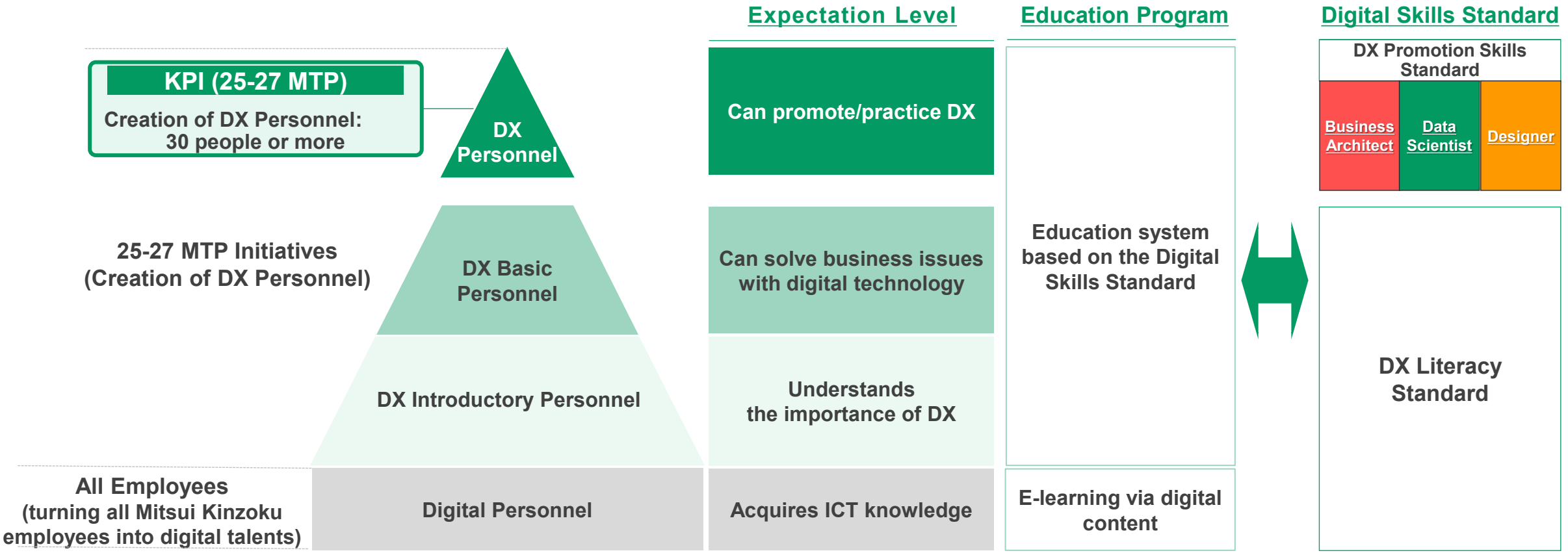
Creation of DX Personnel

Previously, we conducted ICT education under the slogan "Turning all Mitsui Kinzoku employees into digital talents" to equip all employees with digital capabilities. In the 25-27 MTP, we will focus on cultivating DX personnel (designed based on the Digital Skills Standard) who drive operational innovation through digitalization.



Engineered Materials Sector

We promote the well-being of the world through a spirit of exploration and diverse technologies.

Promoting the optimization of marketing/performance management and the improvement of the retention rate (KPI)

Marketing

We integrate each division's website into the sector website to expand inquiries and improve brand value.

Engineered Materials Sector Top Page

- Product List
  - By Application
  - By Industry
  - By Characteristic
- Division
  - Copper Foil
  - Catalysts
  - Engineered Powders
  - Ceramics
  - Rare Materials
  - PVD Materials
- Column
- Event

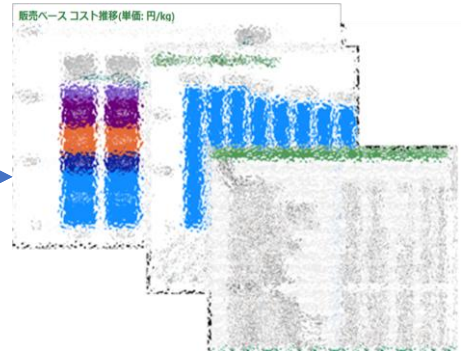
- Consolidate websites where customer attention is scattered by division to maximize the value of digital marketing.
- Focus on information dissemination that is easy for customers to understand, such as setting up needs-based product search.

Optimization of Performance Management

We actively support actions that lead to profit maximization based on performance information.

Sales Results

Manufacturing Results



- Calculate profit/loss, cost, and unit selling price per product.
- Analyze/visualize trends, etc., and provide information useful for cost reduction and sales improvement.

Retention Rate Improvement Measures

We dig deep into issues of activities up to the 22-24 MTP and reflect them in the stage gate. Improving project quality is expected to improve the retention rate.

Concept Formulation			Requirement Definition/Development		Maintenance/Operation
Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6
Concept Design	Effectiveness Survey/Study	Project Design	Requirement Definition	Design/Development/Test Business Trial	Realization of Business Reform

Add measures corresponding to issues to the existing criteria of each stage to strengthen management.

Metals Sector

We promote the well-being of the world through a spirit of exploration and diverse technologies.

In the 25-27 MTP, we will proceed to deploy the data infrastructure and equipment asset management system introduced at Hachinohe to other sites. At the same time, we aim to realize effects early by developing and introducing more advanced trend monitoring functions and calculation processing functions that connect accumulated operation and equipment management data to stable operation.

	22-24 MTP Digitization	25-27 MTP Digitization - Digital Integration	2030 Digital Transformation
Process	- **Completion of operation data infrastructure introduction** to Hachinohe Smelting - Visualization and sharing of operation data at Hachinohe Smelting	**Specific Measures** - **Deployment of operation data infrastructure to other sites** - **Operation analysis utilizing Hachinohe Smelting data infrastructure and feedback for stable operation** **Deployment Plan to Multiple Smelters** 2025: Under deployment to Miike Smelting 2026~2027: • Phased deployment to Kamioka, Takehara, and Hikoshima • Unification of data infrastructure platform	Actual Factory ⇄ Digital Twin ⇄ Virtual Factory - Operation optimization utilizing simulation - Proactive response to issues - Operation prediction from raw material conditions - Large-scale equipment life prediction
Equipment	- **Completion of equipment asset management system introduction** to Hachinohe Smelting	**Specific Measures** - **Deployment of equipment asset management system to other sites, data accumulation, and data sharing between sites** - **Shift to planned equipment maintenance utilizing EAM, and reduction of sudden breakdown cases of important equipment** **Deployment Plan to Multiple Smelters** 2025: Under deployment to Kamioka Mining 2026~2027: • Phased deployment to Kamioka, Takehara, Hikoshima, and Hibi • Information sharing between smelters regarding work risks, spare parts, etc.	

What we want to achieve by 2030 (Examples)

- **Stable operation** through increased frequency and improved operation data analysis
- **Reduction of equipment downtime** through knowledge sharing of equipment breakdown and maintenance information
- **Reduction of work risks** by reducing equipment breakdowns and non-routine work
- Work style reform by renewing operation and equipment-related business processes
- Increase in profit through by improving and streamlining equipment maintenance using EAM and analysis tools

Business Creation Sector

We promote the well-being of the world through a spirit of exploration and diverse technologies.

We have begun full-scale activities to integrate DX into the value creation process with the aim of strengthening R&D competitiveness.

DX Policy

KPI

Competitiveness*
(twice our company's ratio)

* Competitiveness: Performance against targets and development period

Interim Evaluation Indicators for Acquiring Competitiveness

By increasing data, improving accuracy, and repeating trials, the speed of achieving targets will accelerate.

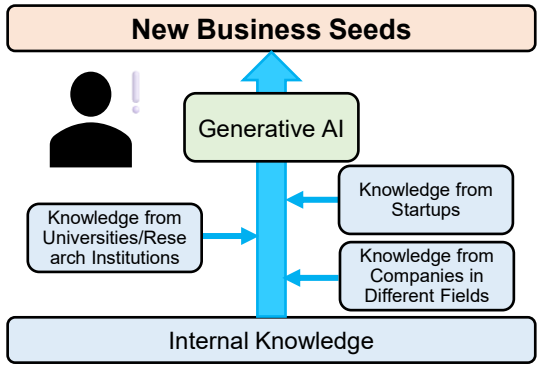
1. Amount of data obtained in the same period
   (Automation, high throughput, sensing, etc.)
2. Number of analysis tools incorporated to increase success probability
   (Generative AI, machine learning, MI models, etc.)

Specific Initiatives

Implementing DX Technology into the Value Creation Process

Exploration Phase

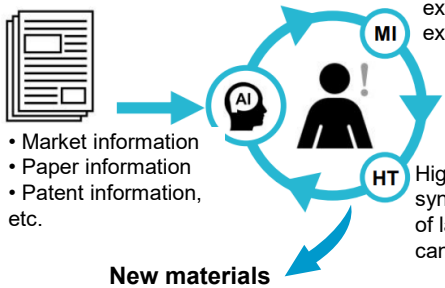
Exploration of business seeds by fusing internal and external knowledge



R&D Phase

Shortening of development period

MI: Materials Informatics
HT: High-throughput testing

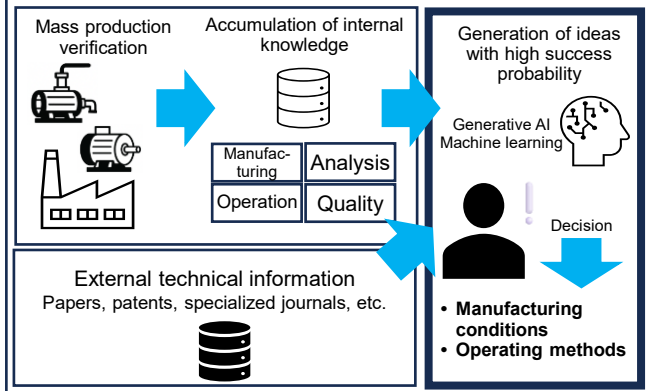


Simulation-based exhaustive material exploration

High-speed synthesis/evaluation of large amounts of candidate materials

Commercialization Promotion Phase

Efficient mass-production launch



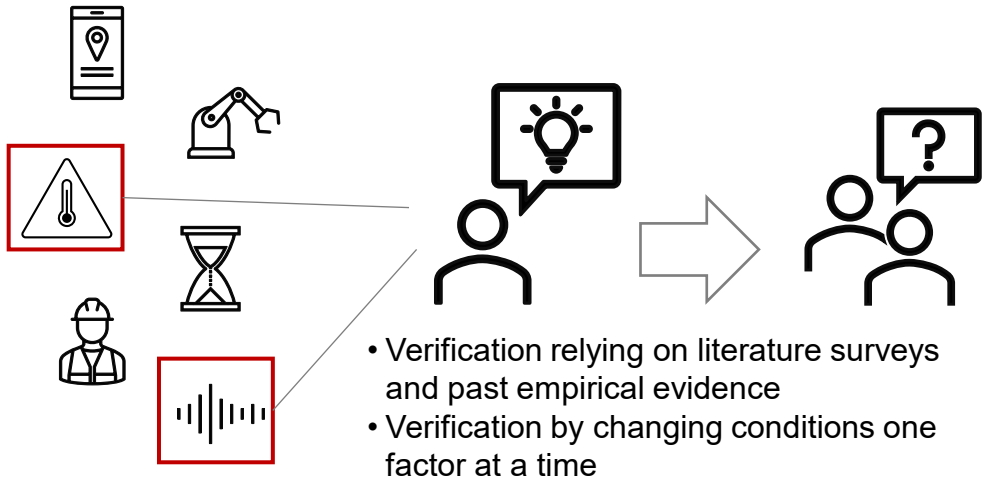
Smart Factory Initiative Case Study: SE* Quality Improvement

To achieve top quality and differentiate from competitors, we effectively narrow down control factors using statistics/machine learning.

* Solid Electrolyte: Solid electrolyte for all-solid-state batteries "A-SOLiD®"

[Before Improvement] Experience-driven with partial verification

Verification of control factors required significant effort

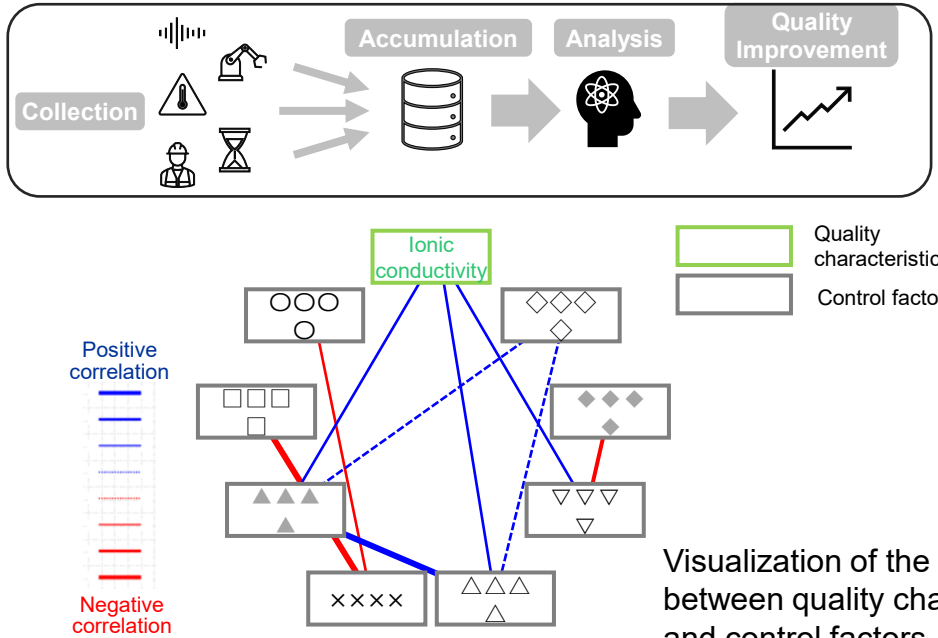


- Verification relying on literature surveys and past empirical evidence
- Verification by changing conditions one factor at a time

Target quality characteristics: Ionic conductivity, etc.
Number of data factors: Approx. 1,000 factors or more

[After Improvement] Data-driven with comprehensive verification

Conducted analysis of accumulated data using statistics/machine learning



Visualization of the correlation between quality characteristics and control factors

Solid electrolyte A-SOLiD®

Results

Successfully narrowed down factor candidates efficiently from approx. 1,000 factors or more to approx. 15 factors using statistics/machine learning

We promote the well-being of the world through a spirit of exploration and diverse technologies.

Activities to Obtain DX Stock Certification

Through activities to obtain DX Stock certification, we promote internal mindset transformation. Through top management leadership and company-wide collaboration, we will achieve business improvement, new value creation, and sustainable growth through digital means.

DX Stock Primary Evaluation Items		Our Current Status	Points of Focus in 25-27 MTP
1. Formulation of management vision and business model		Set in the Medium Term Management Plan "25-27 MTP"	Linkage between management vision and DX strategy Dissemination of value creation stories
2. Formulation of DX strategy			
Promotion of DX Strategy	3-1. Organizational establishment	Establishment of the DX Promotion Department within the ICT Supervisory Department	Activities in company-wide cross-functional DX promotion organization
	3-2. Development and securing of digital personnel	Increase of 130 ICT personnel (since 2022) Preparing DX personnel development system	Establishment and company-wide deployment of DX personnel development system
	3-3. IT system and cyber security	Completion of standard environment setup and operational stabilization	Improvement of company-wide data integration and utilization
4. Setting of performance indicators and review of DX strategy		Setting DX-related KPIs in each sector	Monitoring of KPI achievement
5. Dialogue with stakeholders		Shared in the Integrated Report and 25-27 MTP Briefing Session	Periodic disclosure of DX results
Deepening of existing business models using digital technology		DX practice results materializing in pioneering departments	Company-wide DX practice (Connecting to the digital creation phase of the 28-30 MTP)
Business transformation and creation of new business models using digital technology			

Aim to acquire DX Stock in 2028

APPENDIX

We promote the well-being of the world through a spirit of exploration and diverse technologies.

DX Initiatives Supporting Integrated Thinking [25-27 MTP]

For the 25-27 MTP period, we plan to make ICT investments of 10.9 billion yen and increase 61 ICT personnel following the 22-24 MTP.

DX Measures in 25-27 MTP

		Vision for 2030	25-27 MTP Measures	Expected Effects
Utilization of digital technology	R&D	Acquire the industry's fastest development speed capabilities	• Exploration of business seeds • Shortening of development period • Efficient mass-production launch	• Acceleration of new material launch
	Manufacturing	Industry top-level manufacturing	• Digital integration of model smelters for stable operation	• Operational stabilization
	Operational Innovation	Mastery and full utilization	• **Construction of a generative AI utilization environment** • **Expansion of S/4HANA usage** • Introduction of stage gate	• Establishment and utilization of management information infrastructure • Strengthening of individual business operations and promotion of digitalization • Growth of employees and shift to high value-added work
Digital infrastructure	Infrastructure, Security, and Governance	Safe and secure use of ICT/DX	• Construction of network suitable for cloud utilization • Strengthening global security • Expansion of system governance	• Reduction of risks of cyber-attacks and information leakage
	Human Resource Development	Turning all Mitsui Kinzoku employees into digital talents Creation of DX personnel	• Education via digital content • Implementation of development plan based on the Digital Skills Standard	• Acceleration of automation • Reduction of security risks • Internal promotion to ICT personnel

Specific measures for each business area

ICT Investment and Personnel in 25-27 MTP