



Our Purpose and the 2025–2027 Medium Term Business Plan

With the Mitsui Kinzoku Group’s **Purpose (our reason for social existence)** at our core, we have established **our Vision for 2030** and aim to enhance sustainable corporate value through its realization.

Purpose



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

Concept

Integrated thinking-based management

Balancing between social value and financial value

Ambidexterity

Promoting both exploration and exploitation

Vision

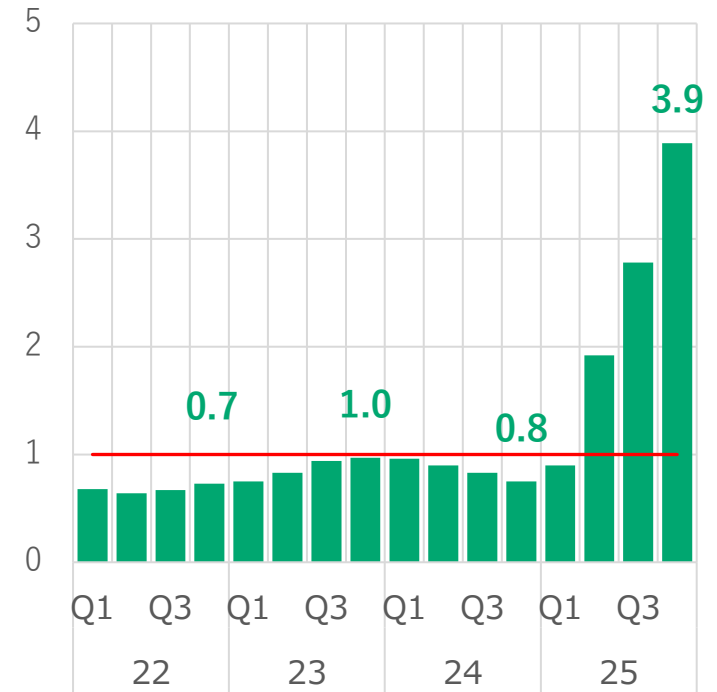
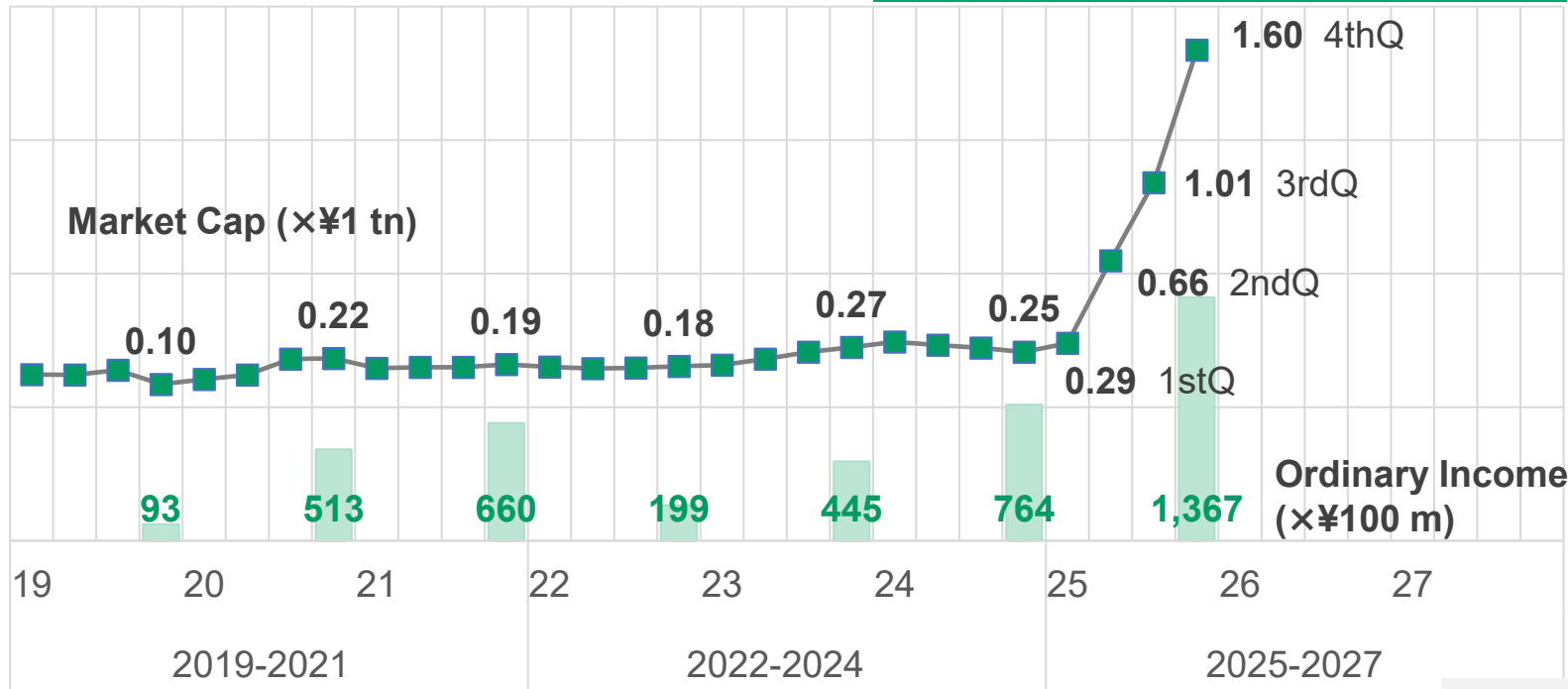
Building new businesses - and the future - with our material intelligence.

Market Cap and Ordinary Income Trends

Corporate value has increased significantly as **dynamic portfolio management** has progressed and growth market valuations have been reflected.

To further enhance corporate value, we will continue to promote **management that is mindful of capital costs and stock price performance.**

Portfolio management has become more dynamic, and the company has begun to be viewed as a semiconductor stock.



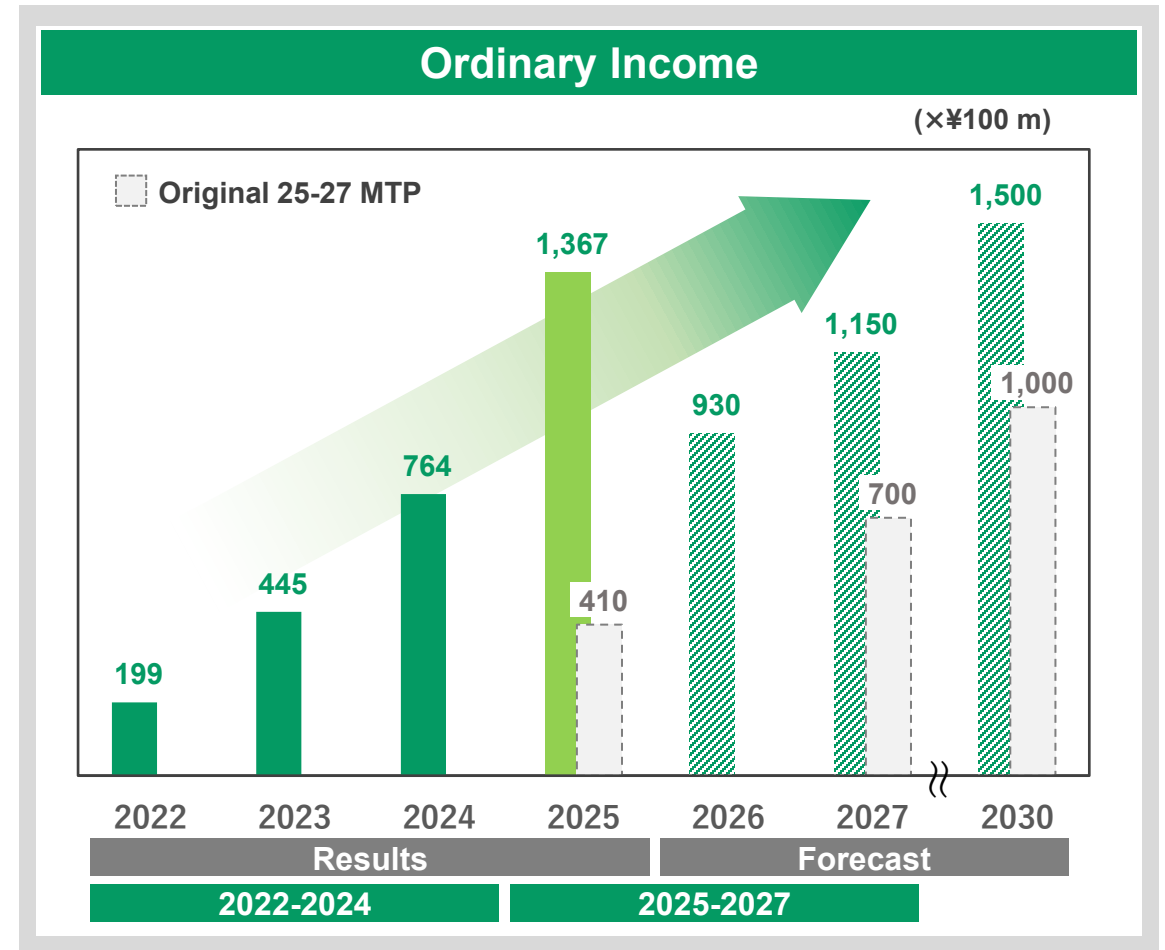
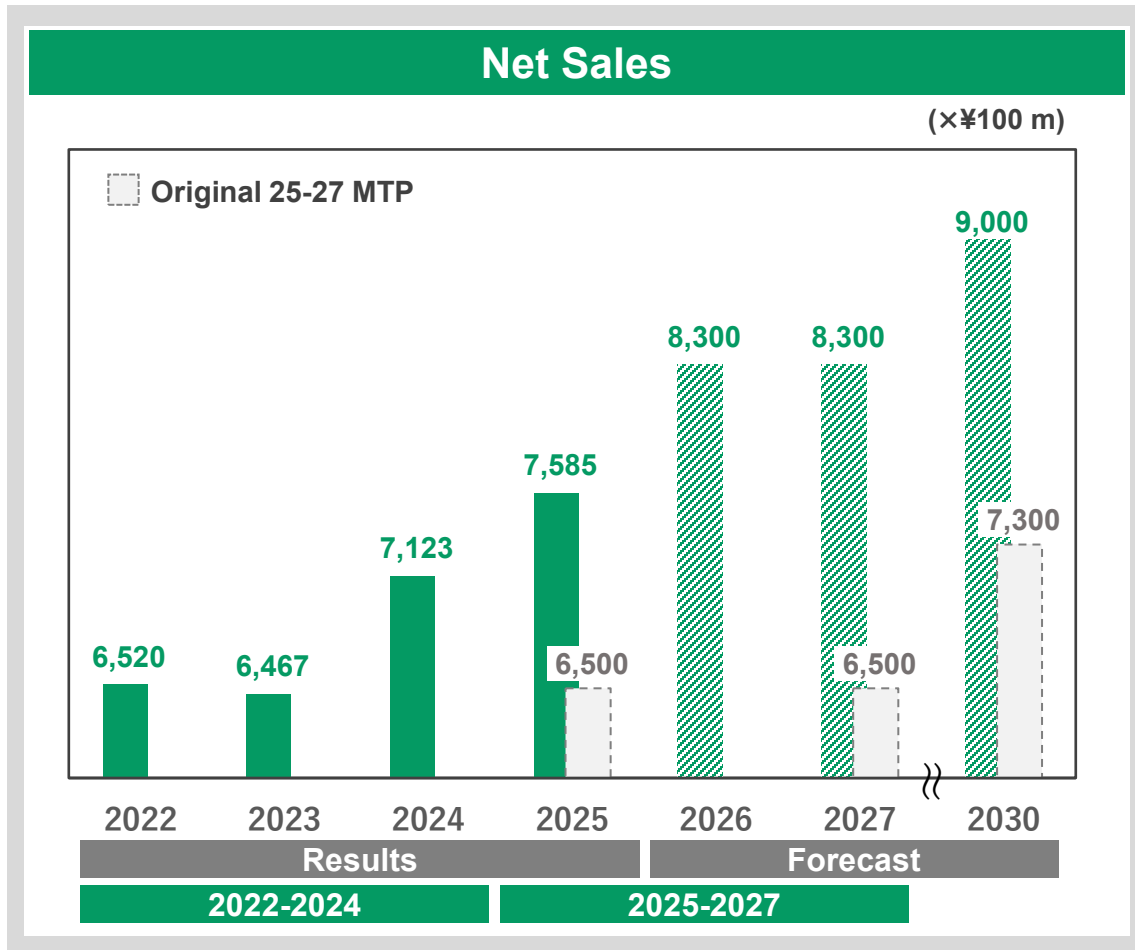
Market Cap	¥1.6 trillion
PBR	3.9
PER	17.6

★ Disinvest from Caserones

★ Sales of Mitsui Kinzoku Act Corporation

Financial Index – Net Sales and Ordinary Income

Since the 2022-2024 Medium Term Business Plan, ordinary income has steadily improved, and we aim to reach ¥150 billion in FY2030.



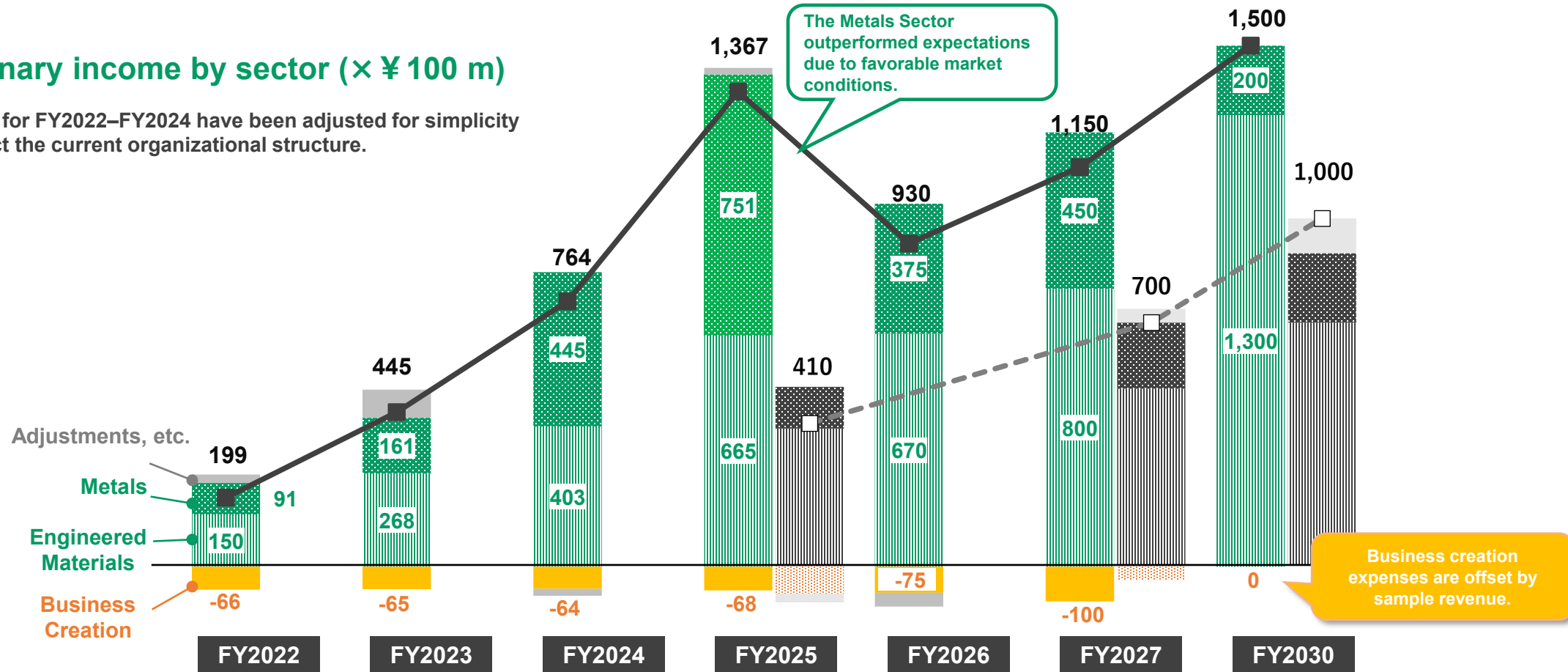
[Assumptions] FY2026 onward: ¥155/\$

Financial Index – Ordinary Income by Sector

We expect the Engineered Materials Sector to deliver sustainable growth. The Metals Sector has maintained a certain level of profit while benefiting from favorable market conditions.

■ Ordinary income by sector (× ¥ 100 m)

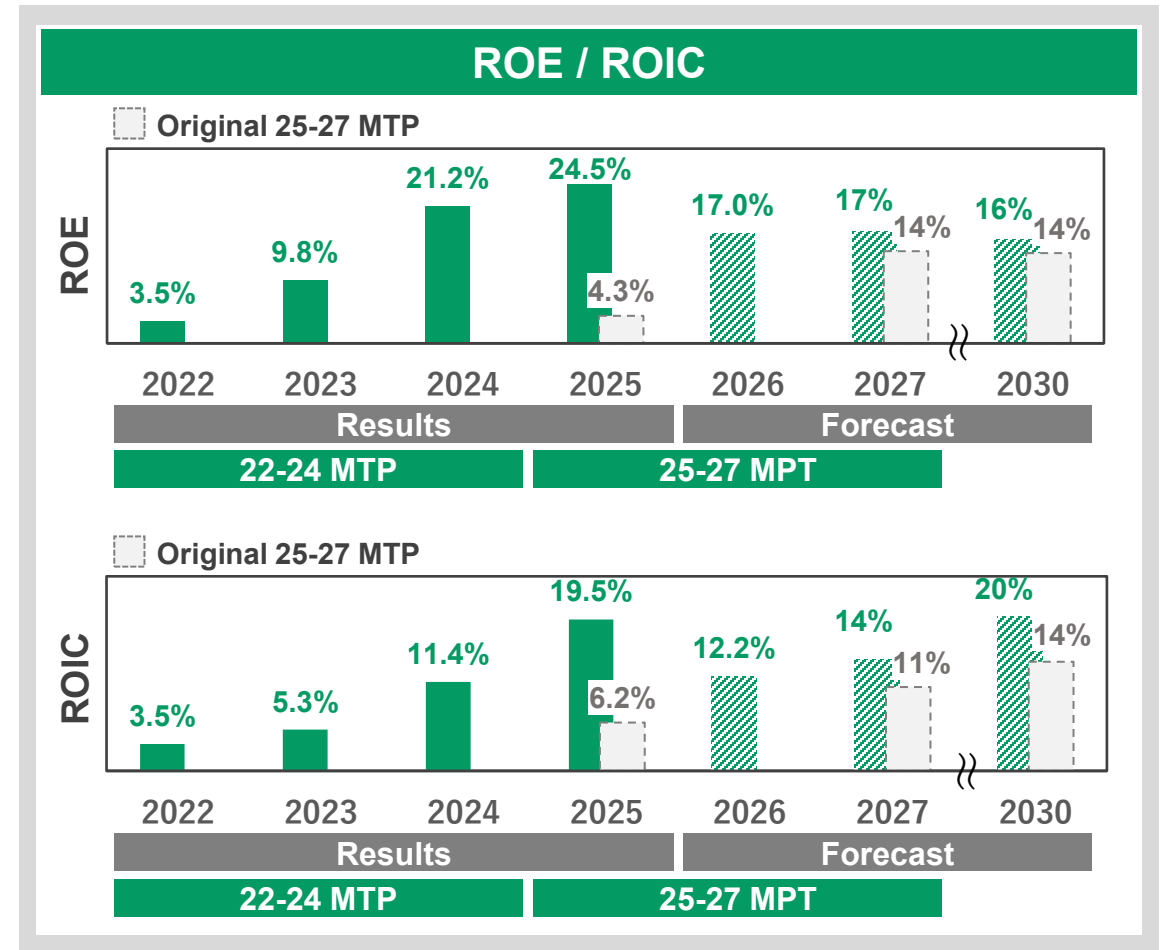
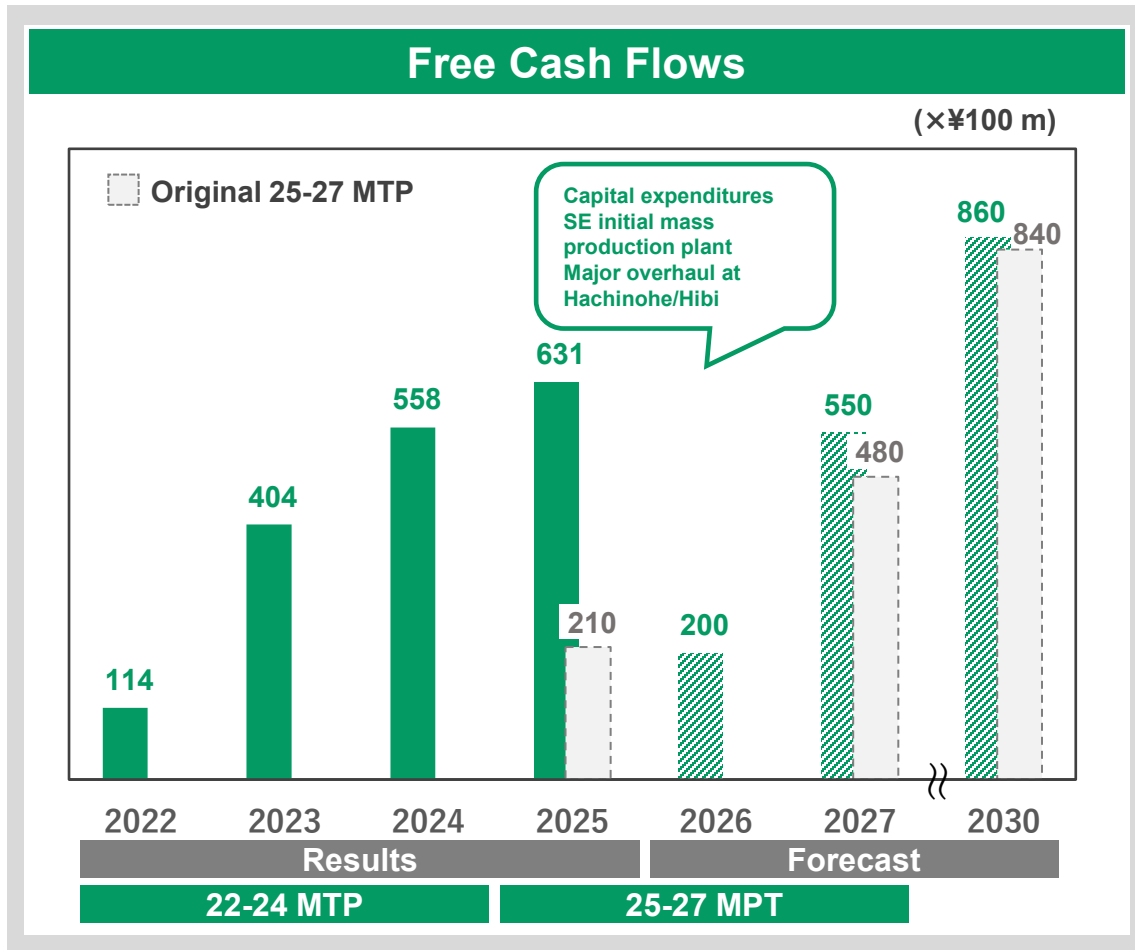
* Figures for FY2022–FY2024 have been adjusted for simplicity to reflect the current organizational structure.



[Assumptions] FY2026 onward: ¥155/\$

Financial Index – Cash Flows, ROE, and ROIC

By 2030, we will aim to achieve free cash flows of 84.0 billion yen and achieve both ROE and ROIC of 15% or more.

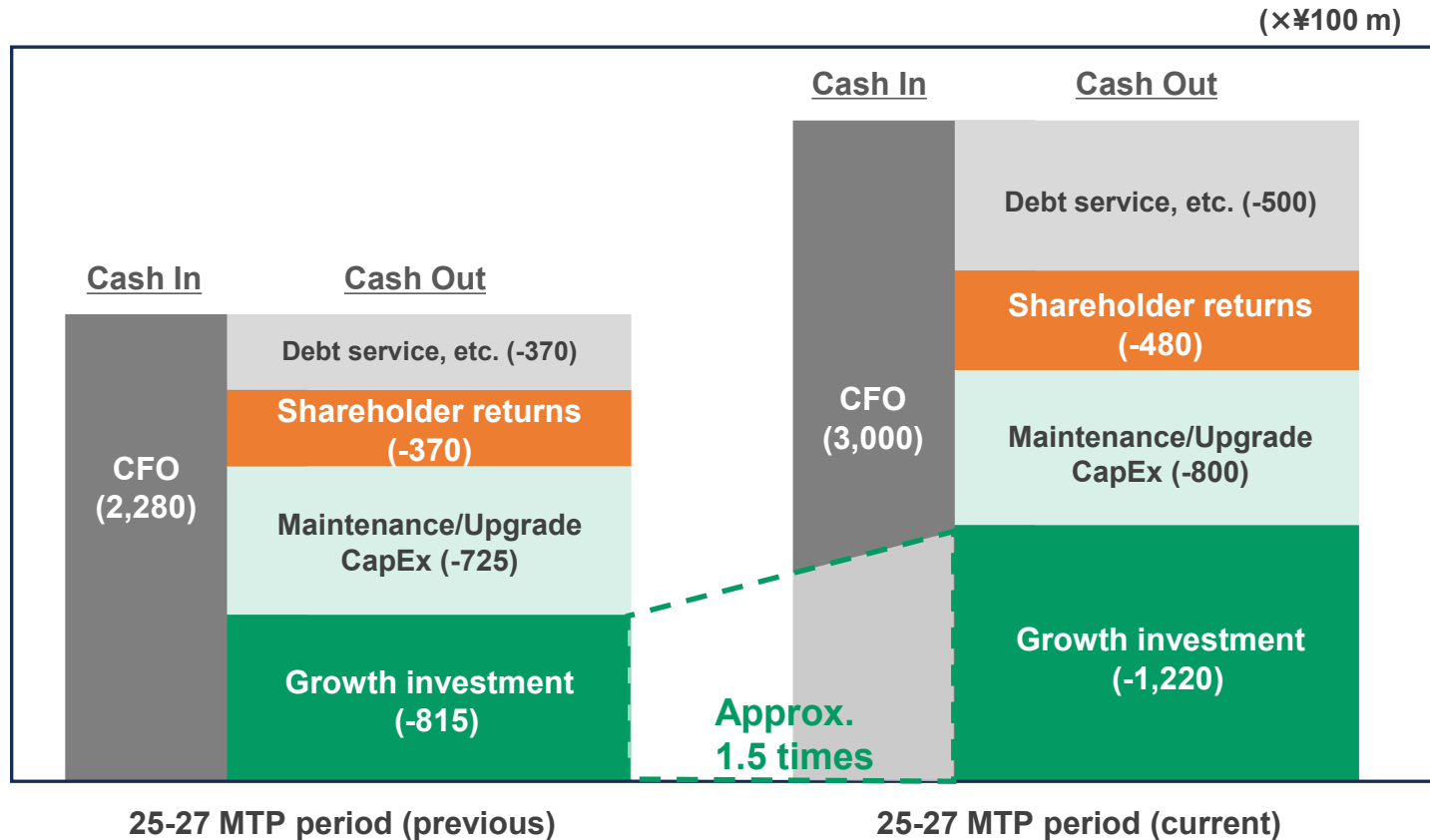


[Assumptions] FY2026 onward: ¥155/\$

Growth Investment and Shareholder Returns

In the 25–27 MTP period, we will prioritize growth investments*¹ and increase them to approximately 1.5 times the level of the original MTP plan.

For shareholder returns, we have adopted a progressive dividend policy and continue to target a DOE*² of approximately 3.5%.



Dividend trends

	22-24MTP			25-30MTP	
	Mar-23	Mar-24	Mar-25	Mar-26	Mar-27 E
DPS* ³	¥140	¥140	¥180	¥245	¥280
DOE* ²	3.3%	3.1%	3.0%	3.5%	3.5%

Typical growth investments

- Building of a demand-driven production structure in the Copper Foil business (MT, VSP, FF)
- Active M&A (including CVC investments)
- Initial mass production plant (verification-scale)*⁴ for A-SOLiD[®] electrolytes for all-solid-state batteries

* Priority will be given to growth investment first, and we will continue to consider buying back our own shares.

*¹ Growth investment: Investment in our growth businesses (including M&A and CVC)

*² DOE: Dividend on equity ratio

*³ DPS: Dividend per share

*⁴ During the 25–27 MTP period, we plan to decide on capital investments for mass production facilities equivalent to 3 GWh/year of storage batteries, taking into account market conditions.



25–27 MTP Concept (Key Issues)

To ensure the realization of our Purpose and Vision for 2030, we will **refine current measures** in 22–24 MTP and implement **additional measures**.

■ 25–27 MTP key issues

Strengthening management foundations

- **Strengthening portfolio management (pp. 9-10)**
 - Introduce business-specific WACC and ROIC targets and incorporate social value into business evaluation process.
 - **Implement Big Moves.* (pp. 11-12)**
 - Expand the mechanism for creating new businesses and group-wide synergies.
- Establishment of an information management infrastructure
 - Share information internally and externally, and strengthen branding.
- Strengthening governance and promoting group-wide strategies by transitioning to a company with an Audit and Supervisory Committee



Expanding human capital

- Establishment of principles of conduct based on our Purpose and Vision
- Development of human capital/Accelerating the strengthening of on-site capabilities and **promotion of job satisfaction reforms (pp. 23-25)**
- Human capital development that contributes to enhancing overall corporate value

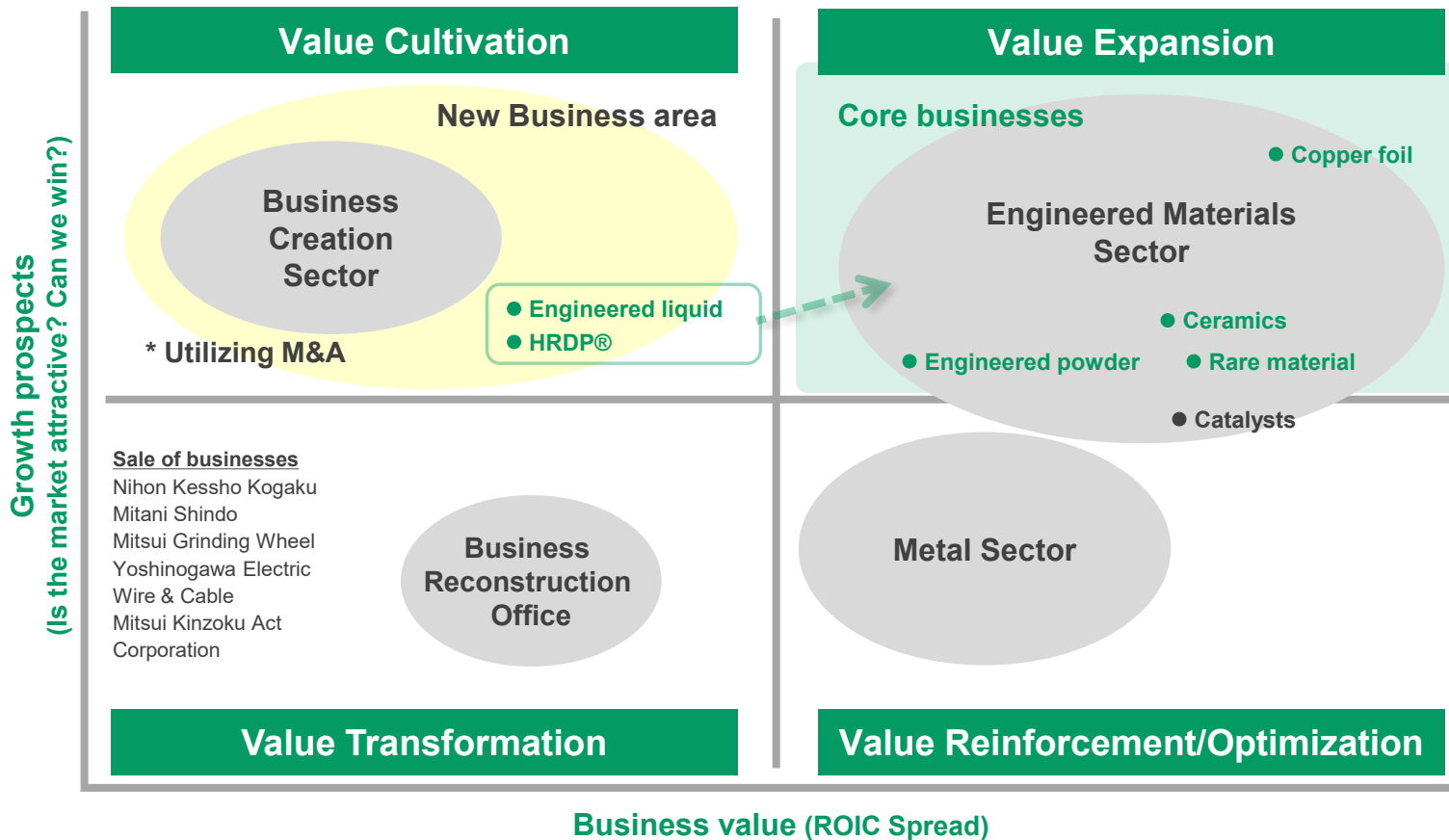
Promotion of DX

- Improving operational efficiency and transforming our operations into new value-creating businesses
- Optimal allocation of ICT talent and development of DX talent

Dynamic Business Portfolio Management

Promote dynamic portfolio management through **strategic selection and concentration**. We will advance R&D through investments in our core Engineered Materials business and new business areas, thereby accelerating the creation of new businesses.

Business Valuation Matrix



Value Expansion

- Increasing production capacity in the high-value-added copper foil area (AI servers, high-frequency applications, etc.)
- Launch of two commercialization promotion divisions Engineered Liquid HRDP® (transferred from the Business Creation Sector)
- Established Kyushu Advanced Materials Development Center in the Engineered Materials Sector (April 1, 2026)

Value Cultivation

- Investment in an SE initial mass production plant demonstration facility (initial mass production plant)
- Building of a mass production prototyping system for the functional porous materials business
- Investment in incubator-based startups

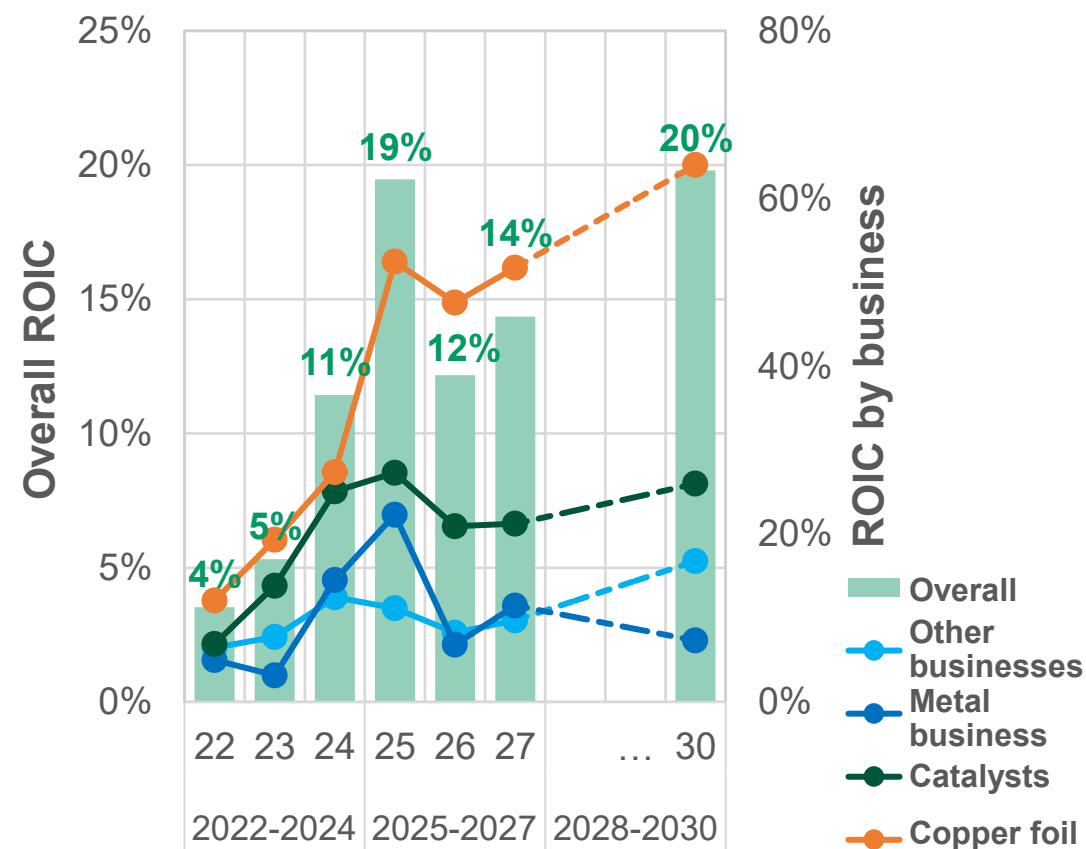
Setting ROE and ROIC Targets

By driving growth in the engineered materials business through enhanced portfolio management, we aim to achieve a **group-wide ROE and ROIC of over 15% in FY2030.**

■ Group-wide targets	2025	2027	2030	2027 (previous)	2030 (previous)
ROE	24%	17%	16%	14%	14%
ROIC	19%	14%	20%	11%	14%
EVA (100 mil. yen)	679	460	730	220	420

■ ROIC details	2025	2027	2030	2027 (previous)	2030 (previous)
Group-wide	19%	14%	20%	11%	14%
Engineered Materials Sector	29%	23%	37%	23%	30%
(Copper foil)	(52%)	(52%)	(64%)	(39%)	(49%)
(Catalysts)	(27%)	(21%)	(26%)	(19%)	(20%)
(Other businesses)*	(11%)	(10%)	(17%)	(11%)	(17%)
Metals Sector	23%	13%	8%	7%	8%
(Metal business)	(22%)	(11%)	(7%)	(7%)	(7%)

* Other businesses: Engineered powders + Rare materials + Ceramics + PVD materials

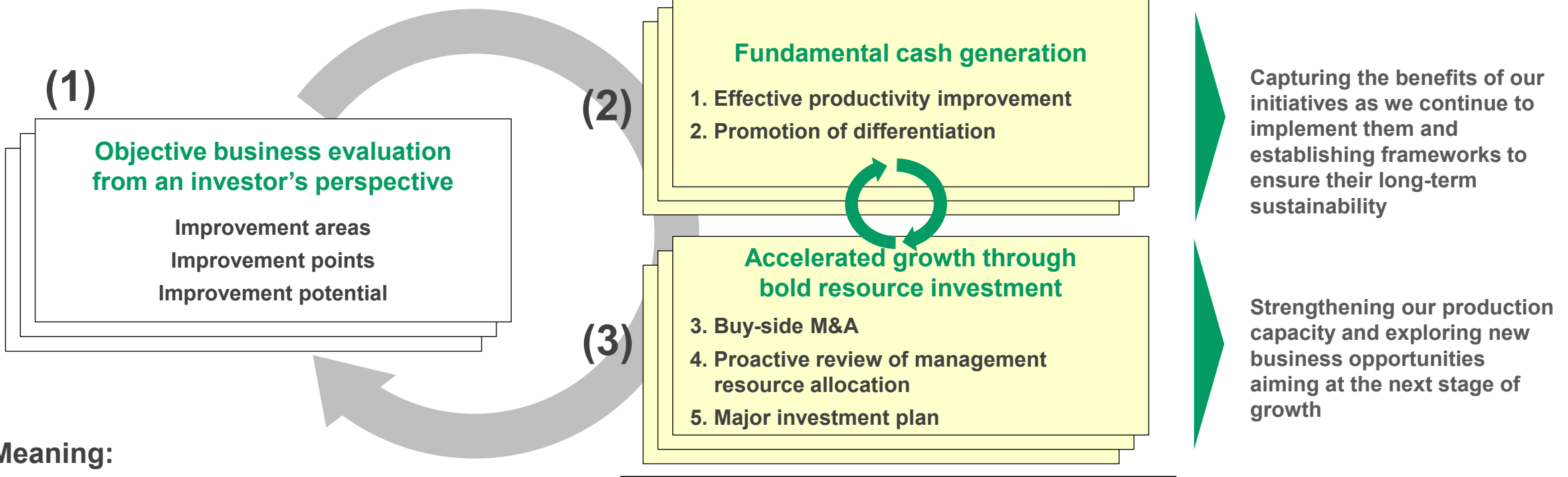


Implementing Big Moves*

Based on the improvement potential identified through an objective business evaluation from an investor’s perspective, we are continuing to consider and formulate initiatives for **fundamental cash generation** and **large-scale resource investment**, primarily in the Engineered Materials Sector.

Objective business evaluation from an investor’s perspective

Specifying Big Moves*



Meaning:

Top-down identification of improvement potentials unconstrained by current conditions or limitations

Identification of specific measures, etc., for future initiatives and formulation of implementation plans

* Big Moves: Initiatives to achieve a “change to non-linear growth rather than gradual growth”



Promoting Buy-Side M&A

To accelerate growth, we are positioning buy-side M&A as a key strategic option, further increasing the budget and headcount, and continuing to pursue an inner circle activity involving external experts.

■ 25–27 MTP M&A Policy

- ✓ Further strengthen the structure and budget for buy-side M&A compared to the original 25–27 MTP.
- ✓ Actively explore attractive business areas based on future insights, not just areas around existing businesses.
- ✓ Continue inner-circle activities involving external experts.

Budget	Headcount
60.0 billion yen/MTP +36.0 billion yen (vs. original 25-27 MTP)	14 +3 (vs. original 25-27 MTP)



The 60.0 billion yen is the allocated budget (guideline), and additional investments will be made if necessary.

Ambidexterity “Exploration”: Value Cultivation

Individual Strategies
(Business Creation Sector)

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



Vision for 2030

A team of excited people co-creating value, and exploring the future with material intelligence

Key Strategies

SE (Solid electrolyte for All-Solid-State Batteries)

- Decide on a policy for full-scale mass production and build a value chain.
- Start operation of the initial mass production plant and stable supply of A-SOLiD®.

New business development

- Accelerate the commercialization of copper paste Cuprima™.
- Promote the development of new businesses related to carbon neutrality.

R&D/ Exploration

- Accelerate external co-creation utilizing CVC (Fund No. 2 management, etc.).
- Acquire core technologies in a planned manner, and strengthen ties with universities and other external organizations.

Progress

- **elected for supply to customers targeting commercialization of all-solid-state batteries in 2027–2028**
- **Supply capacity expanded fourfold**, with volume increases underway for major customers
- **Construction of the initial mass production plant has begun**

P.14

- Obtained qualification for copper paste materials; currently undergoing qualification evaluation for EV power modules
- **Accelerating commercialization of FPM (functional porous materials)**
 - H1 FY2026: Pilot facility
 - H2 FY2026: Decision made to introduce equipment for mass-production prototyping

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- Operating a commercialization support program with startup studio Spirete
- Promoting joint research with Tohoku University and the Indian Institute of Technology Delhi



Commercialization promotion (Business promotion units)

SE (Solid electrolyte for All-Solid-State Batteries)

Building a value chain for full-scale mass production

- **Selected for supply to customers targeting commercialization of all-solid-state batteries in 2027–2028**
 - Working together with customers toward commercialization in 2027–2028
 - Simultaneously pursuing further performance improvements through future-oriented R&D

Commencement of initial mass production plant and stable supply of A-SOLiD®

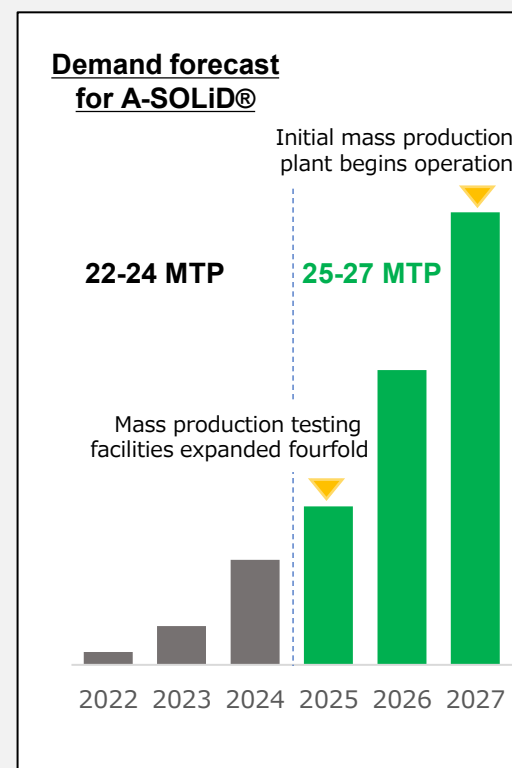
- **A-SOLiD® supply capacity expanded fourfold**
 - Supply to major customers increasing
 - A-SOLiD® to be steadily supplied to the market, contributing to the realization of all-solid-state batteries
- **Construction of the initial mass production plant has begun**
 - Development of the demonstration facility initiated under METI’s Battery Supply Assurance Program
 - Progressing smoothly toward the start of demonstration operations in 2027



Sulfide solid electrolyte A-SOLiD®



Initial mass production plant under construction








Commercialization promotion (Business promotion units)

FPM (Functional Porous Material)

Strengthening business promotion framework

- H1 FY2026: Pilot facility
- H2 FY2026: Decision made to introduce equipment for mass-production prototyping
- Promoting commercialization with the aim of achieving ¥10 billion-scale profit contribution in the 2030s

	Progress and future plans	25–27 MTP		28–30 MTP	2030s
		FY2026	FY2027		
Metal recovery	<ul style="list-style-type: none"> Implementation completed in-house (Metal Business Sector, etc.) Demonstration testing underway with external customers 	Preparation for commercialization	Commercialization		Aiming to achieve ¥10 billion-scale profit contribution at the portfolio level
Lithium recovery	<ul style="list-style-type: none"> Developing customer projects in collaboration with Summit Nanotech 	Market demonstration	Preparation for commercialization	Commercialization	
CO2 recovery	<ul style="list-style-type: none"> Evaluating second demonstration unit at Hachinohe Smelter Evaluation also initiated with external customers 	Technology evaluation	Market demonstration	Preparation for commercialization / Commercialization	
Water generation and dehumidification	<ul style="list-style-type: none"> Investing in WaHa* and jointly developing markets 				
Porous separation membranes / synthetic fuels	<ul style="list-style-type: none"> Selected for subsidy under FY2026 METI resource and energy programs*2 Planning demonstration of biomass-based synthetic fuels in Australia*3 				

* News release dated July 11, 2025

*2 FY2026 METI “Subsidy Program for Accelerating Decarbonization of Resources and Energy and Energy Transition Technologies”

*3 Technology for producing methanol and sustainable aviation fuel from waste-derived synthesis gas in urban areas



Vision for 2030

A business entity turning ‘Nice-to-Haves’ into Global No.1 Products.

Progress of key strategies

Copper foil

- Market growth and expanded application of MicroThin™ (including high-speed optical transceivers)
- Expanding sales of high-grade VSP™ (targeting a production capacity of 1,200 tons per month by 2028)

Engineered powder

- Maximizing profits from existing products (expanding sales of copper powder for electrical materials) (Decision made to increase production of atomized copper powder to meet demand for MLCCs and silver-substitute applications)

Rare materials

- Expanding sales of YF3/YOF for advanced semiconductor manufacturing equipment
- Expanding sales of NANOBIX™ CMP slurry for SiC wafers

Ceramics

- Expanding sales of new products (3D, etc.) such as next-generation setters
- Expanding sales of aluminum filtration filters

Engineered liquid

- Promoting the commercialization of iconos™ primarily for semiconductor, wafer, and coating applications (Successfully achieved thin-film single crystallization of lithium tantalate; aiming to enter the 6G and optical communications markets)

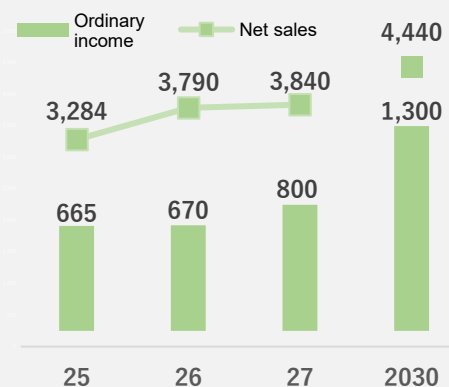
HRDP®

- Strengthening collaboration with GEOMATEC
- Developing products customized for each customer process and continuously improving quality-related issues

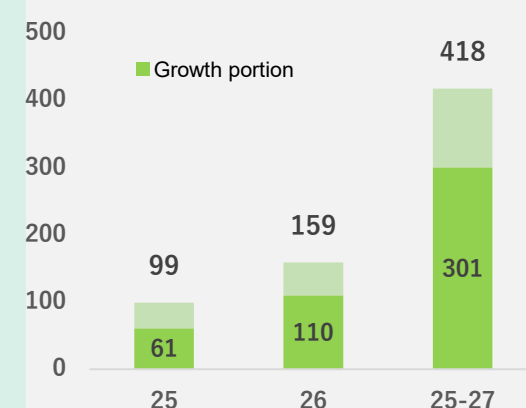
Progress of ESG actions

- Creation of environmentally friendly products; working to achieve carbon neutrality by 2050

Net sales, ordinary income (×¥100 m)



CapEx (×¥100 m)



Main product KPIs

*1. HVLP 2 or higher
*2. Items newly included in HDIs/PKGs as of the February 2026 announcement have been separated.

Item	Unit	Results			Plan	
		2022	2025	2026	2027	2030
FY2022 scaled at 100						
MicroThin™	Volume	100	187	211	215	278
- for HDIs	Volume	(24)	(32)	(31)	(31)	(37)
- for PKGs	Volume	(76)	(144)	(167)	(169)	(196)
- for new items	Volume	(0)	(11)*2	(13)	(15)	(44)
High-grade VSP™*1	Volume	100	1,253	2,126	2,585	3,365
Copper powder for electrical materials	Volume	100	149	170	188	244
Semiconductor materials	Volume	100	131	147	173	287

Value Expansion – Copper Foil (MT)



Increase production capacity for MT; strengthen the foundations of existing businesses; and actively expand sales to new markets and applications.

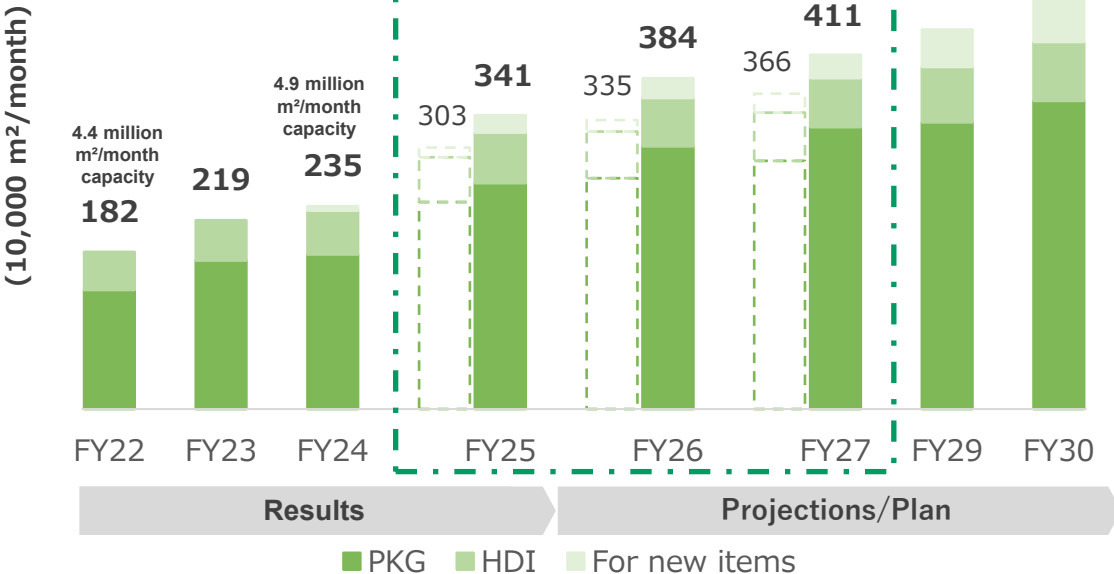
Vision for 2030

We will foster a business culture in which everyone can take on challenges, bring smiles to the world through “functional foils,” and create a prosperous and sustainable future.

Trend in MT sales volume

* Dotted line: Previous briefing

25-27 MTP



2025-2027 strategies

Increasing production capacity to meet market growth

- Increase production capacity through productivity improvements.
- Establish a business continuity plan (BCP) framework based on dual-location production in Japan and Malaysia.

Adoption expected to expand in existing and new applications

- Capture growing demand for memory applications in data centers.
- Applications for high-speed optical transceivers
- Applications for flexible printed circuit boards (FPCBs) used in ultra-fine wiring

Further strengthening of marketing and product development

- Strengthen relationships with OEMs by leveraging locations in Japan, the U.S., China, and Taiwan.
- Acquire new customers through enhanced digital marketing.

Value Expansion – Copper Foil (VSP)



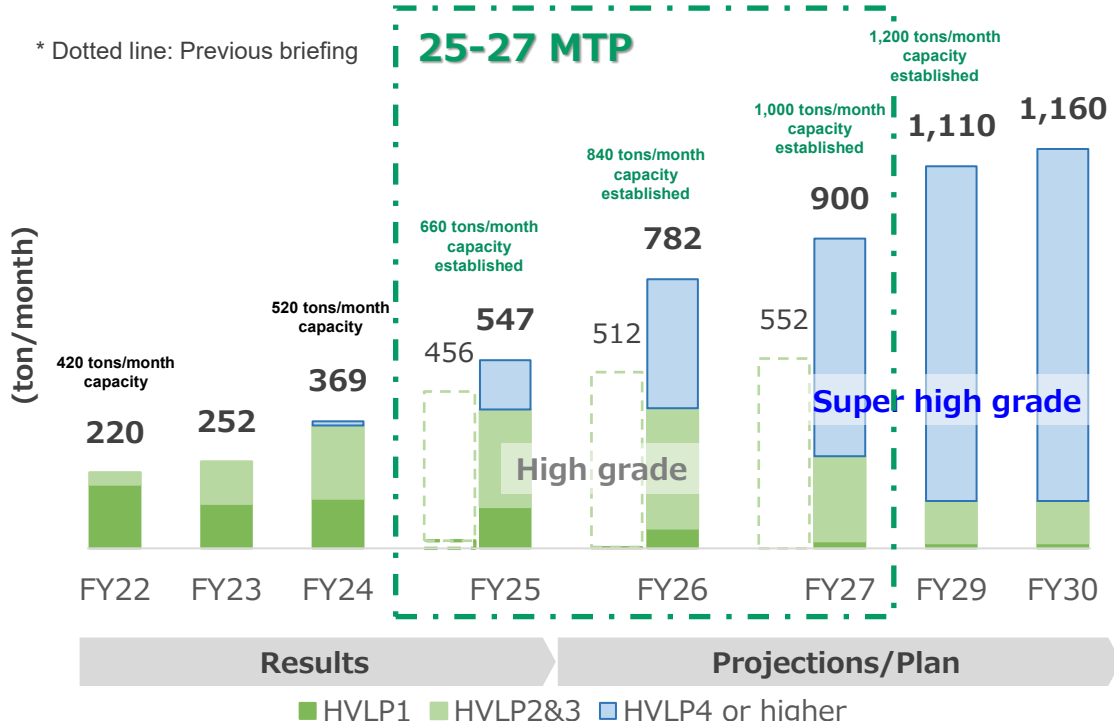
For VSP, we are accelerating the shift to higher-performance grades while expanding production capacity in order to firmly capture growing AI-related markets and applications.

Vision for 2030

We will foster a business culture in which everyone can take on challenges, bring smiles to the world through “functional foils,” and create a prosperous and sustainable future.

Trend in VSP sales volume

* Dotted line: Previous briefing



2025-2027 strategies

Increasing production capacity for the growing AI market

- Increase production at the Taiwan plant (FY2024: 520 tons/month → FY2028: 860 tons/month).
- Start production at the Malaysia plant (production start in FY2025 → FY2028: 340 tons/month).
- Improve productivity by upgrading and improving the existing equipment.

Development of circuit materials for high-speed/high-frequency applications

- Develop products with new high-performance materials for even higher-speed data transmission.
- Propose surface treatments customized to customer needs.

Strengthening the marketing framework

- Accelerate development and qualification by leveraging locations in Japan, the U.S., China, and Taiwan and by strengthening relationships with OEMs and ODMs.
- Utilize digital marketing (Japan and the U.S.)

Value Expansion – HRDP® and the Kyushu Advanced Materials Development Center



We will focus on continuously creating new businesses in fields expected to experience significant future growth, such as carrier materials for advanced semiconductors and negative thermal expansion materials.

Main market

Review of the 2025-2027 strategies

HRDP® business

Vision for 2030

Aiming to grow the carrier materials business in the next-generation semiconductor field

- ◇ Interposers for next-generation semiconductors

- **Strengthening of collaboration with GEOMATEC**
Increasing production capacity to 160,000 m² by utilizing the second production line
- **Development of products customized to each customer's manufacturing processes and continuous improvement of quality-related issues**
Selection of carrier materials tailored to each customer's processes
Optimization of peel strength in accordance with the customer's manufacturing conditions
Development of double-sided film products
- **Further refinement of the business plan**
Full-scale mass production of interposers for next-generation semiconductors using the PLP process is expected to begin during or after 2030. Thus, the previous target of "1.5 billion yen in operating income for FY2027" has been revised to "achieving business profitability by 2029."

Kyushu Advanced Materials Development Center

Vision for 2030

Continuously creating new businesses through integration and linkage of technologies held by the Sector Business Division and the Business Development Division

- ◇ Semiconductor manufacturing equipment
- ◇ Electronic components and batteries
- ◇ Environment and recycling
- ◇ New market development

- **Initial mass production through collaboration among business divisions**
Implementation of thermal management technologies centered on negative thermal expansion materials, primarily in the semiconductor field
- **Promotion of long-term and cross-divisional themes that require proactive investment**
Research and development of energy conversion materials; further deepening of refining and recycling technologies for rare earths and rare metals
- **Creation of new businesses through collaboration among business divisions and identification of development themes both inside and outside the company**
Marketing that actively seeks opportunities both inside and outside the company, together with a development approach based on a "try first" mindset
Creation of new businesses through the integration of sector technologies



Vision for 2030

Becoming an irreplaceable presence essential to achieving a sustainable society

Progress of key strategies

Head Office

- ROIC improvement: Achieved a 2-billion-yen reduction in assets, exceeding the plan, by shortening zinc accounts receivable collection periods and reducing product inventories
- DX promotion: Completed the rollout of the Hachinohe operational data platform to Miike

Zinc

- Domestic zinc sales volume increased 12% year-on-year due to reduced exports following the withdrawal of domestic competitors

Lead

- Continuing to increase collection and processing of new lead-based raw materials, including those derived from e-scrap (details on the following page)

Copper & precious metals

- Internal processing of lead-based copper-containing raw materials at Hibi (Tamano Smelter) is progressing in line with the 2025–2027 Plan (from 1,200 tons in FY2024 to 2,100 tons in FY2025)

Mineral resources

- Obtained exploration permits in December 2025 for Ataraya test mining; continuing to implement environmental impact assessments and feasibility studies

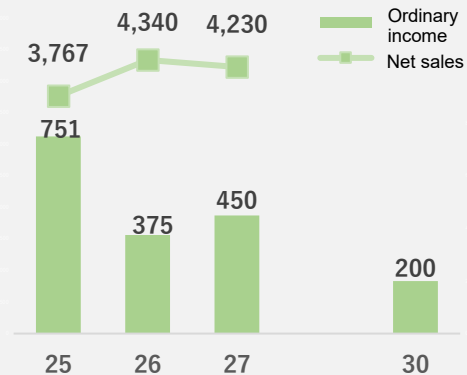
Progress of ESG actions

- CO₂ emissions reduction: gypsum production suspended at Kamioka; Hibi gypsum production to be reduced by approximately half in 2H FY2026

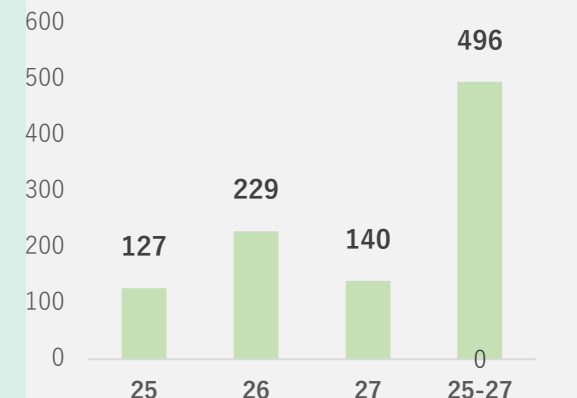
[Kamioka] Gypsum production suspended in May FY2025 (-14,000 t-CO₂/year)

[Hibi] Sulfuric acid tank installed in preparation for suspension of gypsum production (-67,000 t-CO₂/year upon suspension)

Net sales, ordinary income (×¥100 m)



CapEx (×¥100 m)



Assumptions

		2025	2026
Zinc	(\$ / t)	2,968	3,200
Lead	(\$ / t)	1,953	1,900
Copper	(\$ / t)	10,816	13,000
Forex	(¥ / \$)	151	155

Ambidexterity “Exploitation”: Value Expansion

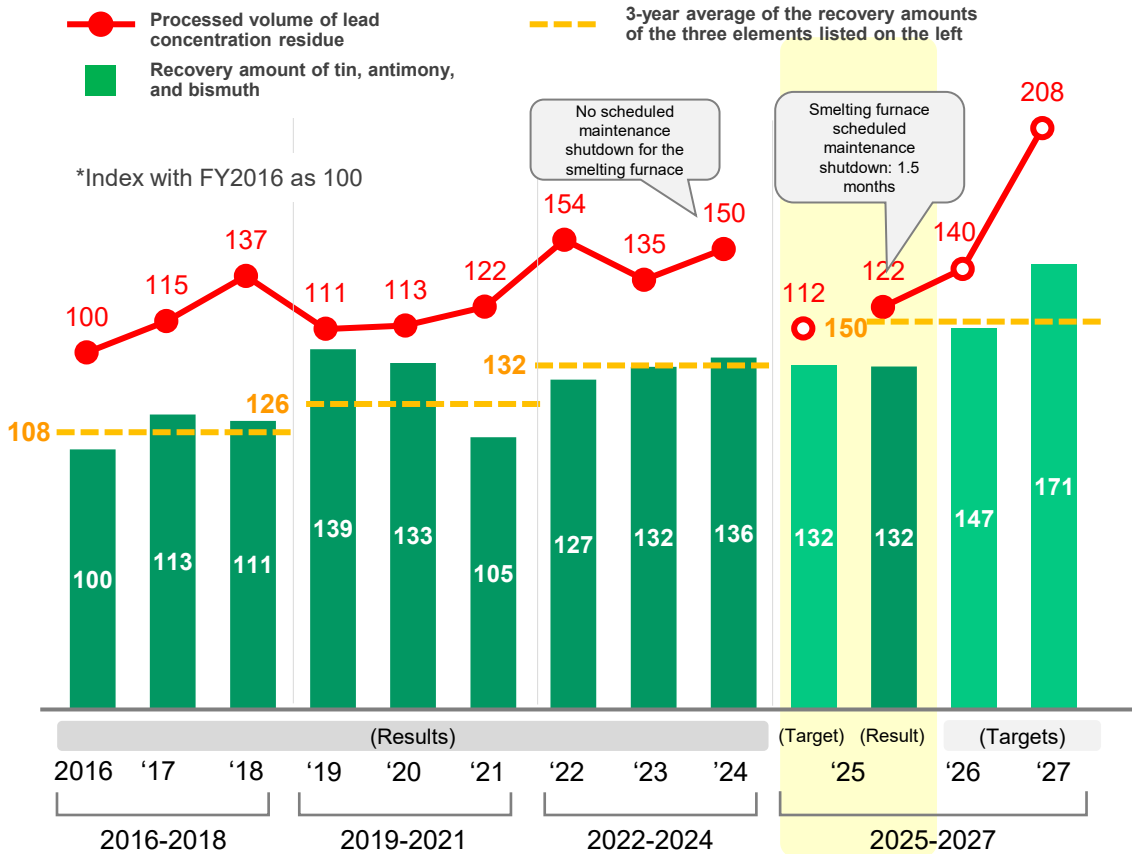
Individual Strategies
(Metals Sector)

the well-being of the world
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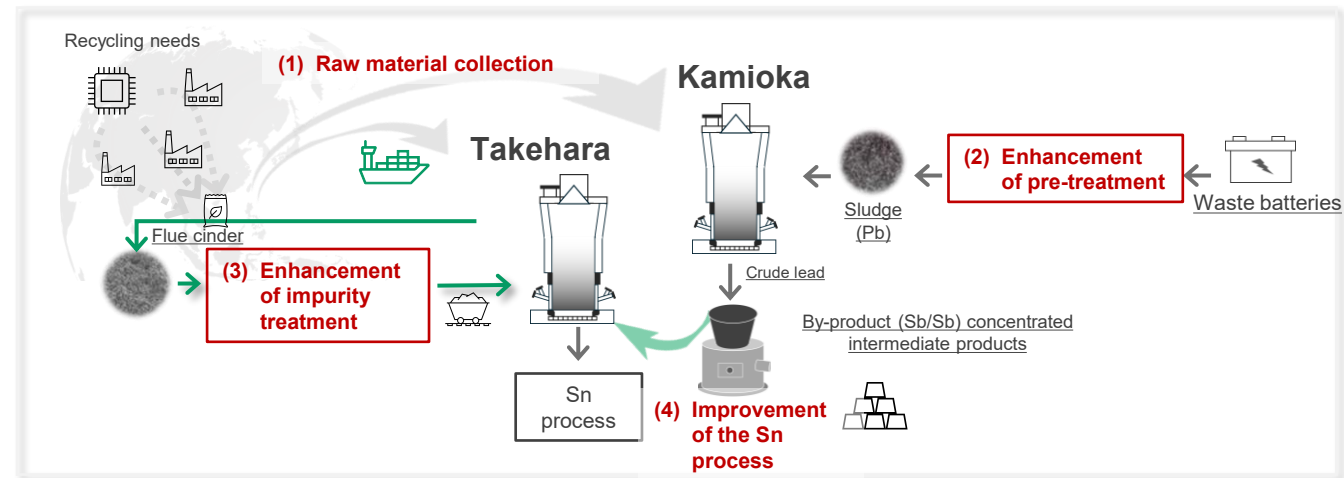


In FY2025, the processed volume of lead concentration residue achieved the plan target, and the recovery amount of tin, antimony, and bismuth exceeded the plan.
In FY2026, we will strengthen the raw material procurement framework and advance full-scale equipment trials aimed at increasing processing capacity.

Changes in the processed volume of lead concentration residue and the recovery amount of tin, antimony, and bismuth



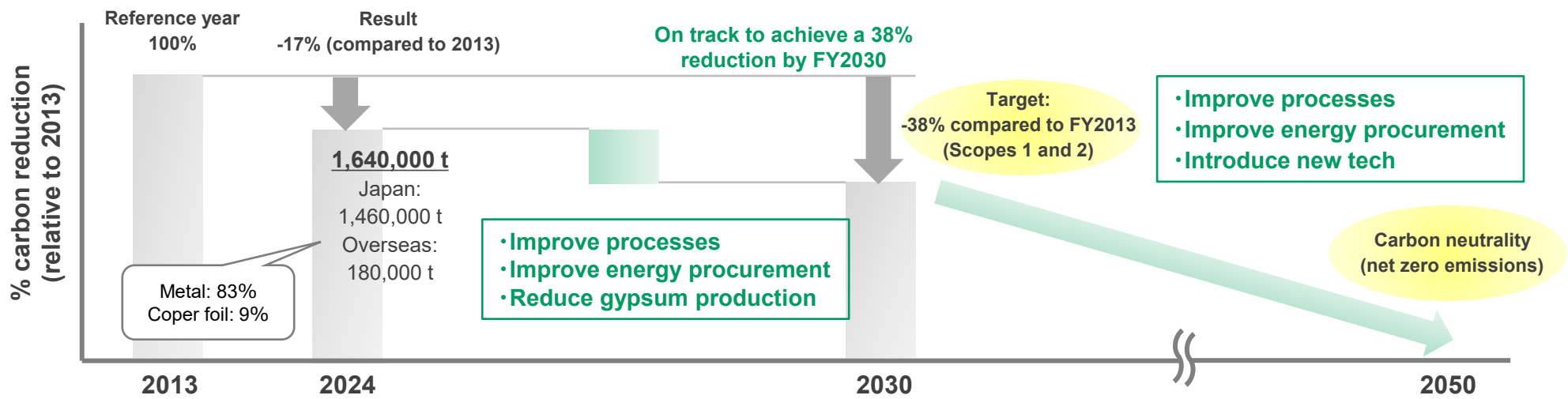
Concept of the lead business growth strategy



	Main Initiatives	Progress and Status
Increased raw material collection	(1) Raw material collection	<ul style="list-style-type: none"> Increased collection of new lead-based raw materials, including materials derived from e-scrap Secured 1,700 tons of new lead-based raw materials from overseas. Strengthened the marketing framework in FY2026.
Increased processing capacity	(2) Enhancement of pre-treatment	<ul style="list-style-type: none"> Waste battery sorting and processing (increase in smelting furnace processing capacity) Completed enhancement trials for waste battery sorting. Transitioned to detailed equipment design for commercial operation in FY2027.
	(3) Enhancement of impurity treatment	<ul style="list-style-type: none"> Strengthening of impurity treatment capacity Currently verifying technology for a new flue dust treatment flow.
	(4) Improvement of the Sn process	<ul style="list-style-type: none"> Improvement of extraction yields Implemented improvements to certain processes and commenced trial operation. Further process improvements are planned for FY2027.

Carbon Neutrality Initiatives

We will advance the development and steady implementation of medium- to long-term environmental initiatives, with the dual focus of ensuring the effectiveness of our “**Transition Plan**” (emission reduction targets and investment plans) based on GX-ETS and **responding to the SSBJ Climate Standards**.



- Improve processes
- Improve energy procurement
- Reduce gypsum production

- Improve processes
- Improve energy procurement
- Introduce new tech

Target: -38% compared to FY2013 (Scopes 1 and 2)

Carbon neutrality (net zero emissions)

Create projects for reducing carbon emissions

- Follow the Carbon Neutral Roadmap**
- ◆ Promote the visualization and management of emissions reduction pathways through systems
 - ◆ Continuously review environmental investments (technology assessment and cost reduction)

- Use LCA*1 to identify the areas to improve**
- ◆ Completed implementation and rollout across major business divisions
 - ◆ Identified improvement opportunities through LCA

- Use TCFD scenario analysis to formulate strategies**
- ◆ Decided to operate this as “climate-related scenario analysis” under the SSBJ standards
 - ◆ Researched scenario-based views of the world for the late 2030s

- Scope 3: Monitor CO₂ emissions and set targets**
- ◆ Completed calculations for all global locations in FY2025
 - ◆ Plan to disclose data for all global locations in FY2026
 - ◆ Supplier engagement under consideration

Implement projects for reducing CO₂ emissions

- Operation of an environmental investment promotion system utilizing ICP*2**
- ◆ FY2024 results: 49 projects; FY2025: 25 projects
 - * Managed as one of the KPIs for executive compensation

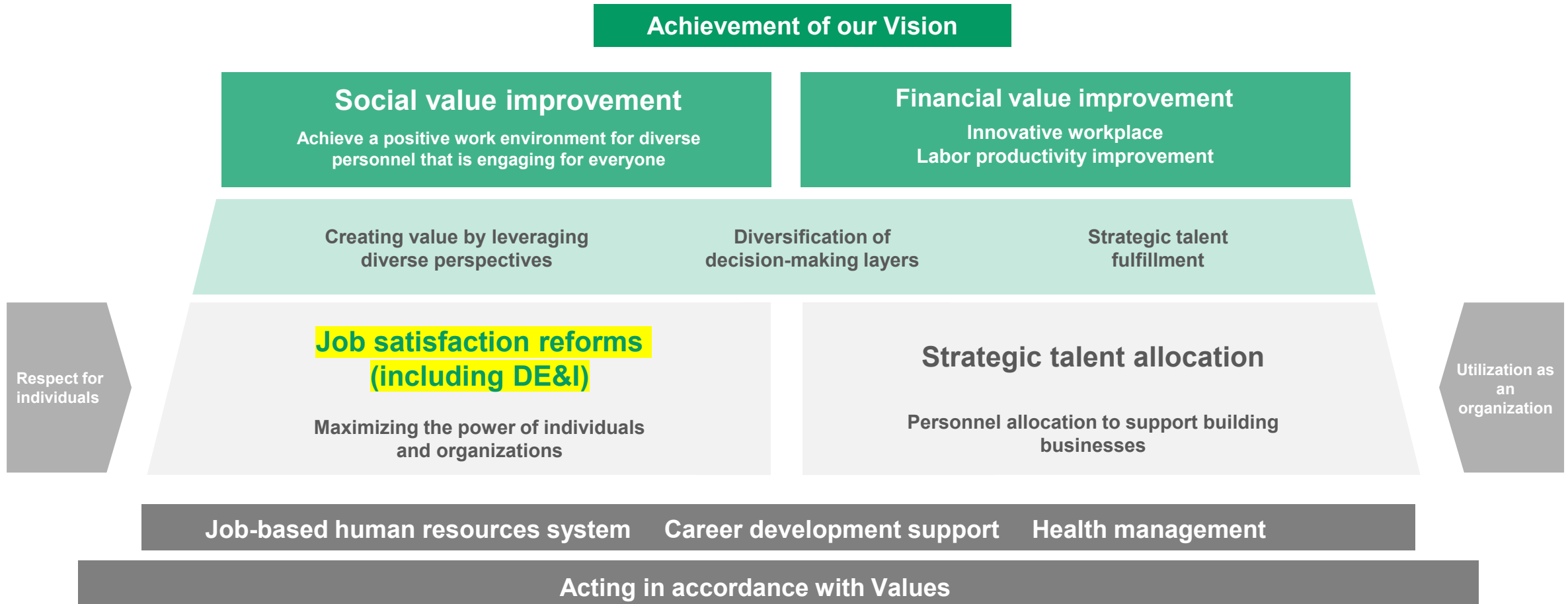
Response to GX-ETS (Emissions trading system)

- Formulation of a transition plan**
- ◆ Completed the establishment of the calculation framework for the three locations subject to the system
 - ◆ Formulated a transition plan and considering measures to further increase emissions reductions



A System that Supports the Achievement of our Vision through Human Capital

Based on the human resources system and environmental reforms established in 22–24 MTP, we will transform ourselves into an organization that can realize our vision by strengthening DE&I, **job satisfaction reforms**, and strategic talent allocation.



Job Satisfaction Reform Initiatives

[Promotion of DE&I] Enhance and Leverage Diversity



DE&I KPIs are steadily improving, and the 2030 targets are now within reach.

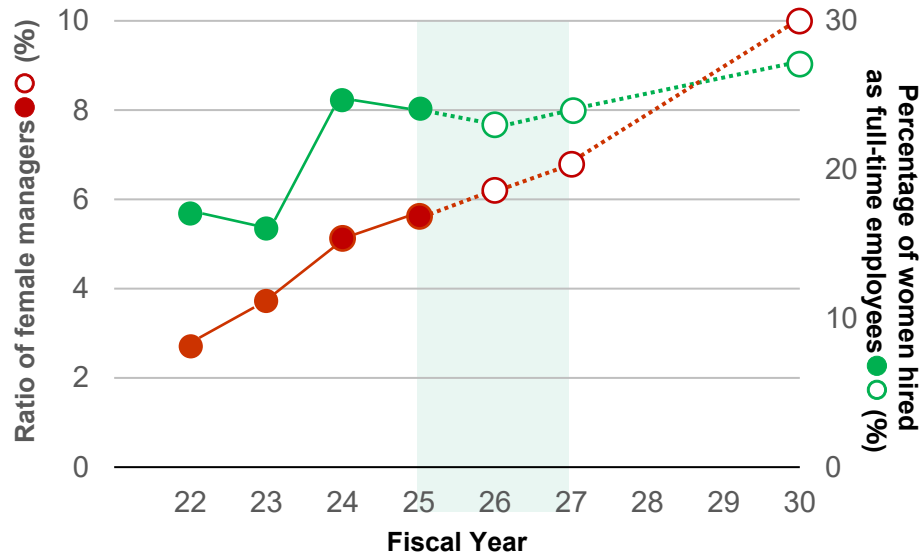


Figure 1: Actual results and future targets for KPIs related to women

- Through the implementation of initiatives underway, both the ratio of female managers and the ratio of women hired as full-time employees are now within reach of the 2030 KPI targets.
- Going forward, we will continue to steadily develop female managers while also paying attention to the proportion of female employees at the section manager level.

* Female managers are counted from the supervisor level and above.

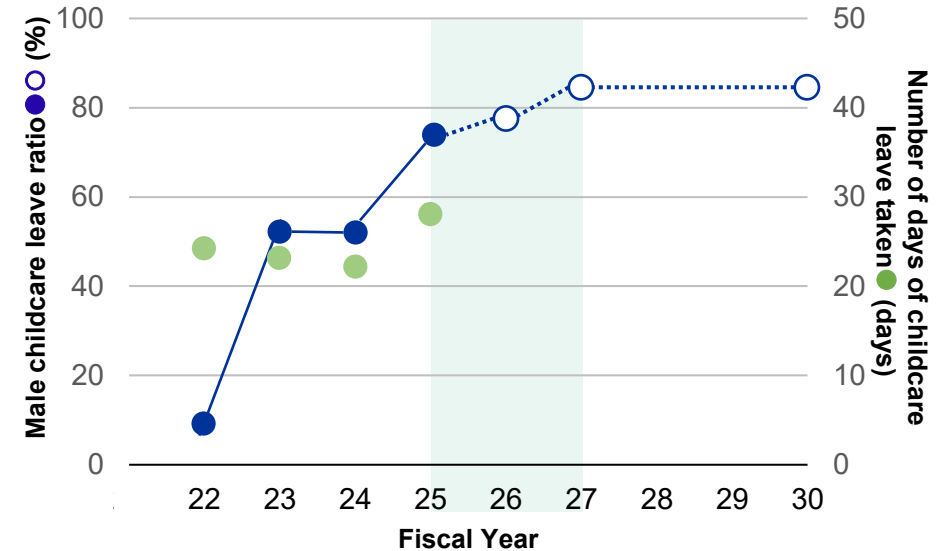


Figure 2: Actual results and future targets for male childcare leave utilization

The male childcare leave utilization rate has improved significantly, and achievement of the KPI is now within reach. We will also work to secure and increase the duration of leave taken.



Job Satisfaction Reform Initiatives [Improvement in Engagement (Vitality)]

Engagement has been steadily improving, and we achieved the 55% target originally set for FY2027 in FY2025—two years ahead of schedule.

Looking ahead, we will further accelerate our initiatives to achieve our FY2030 target.

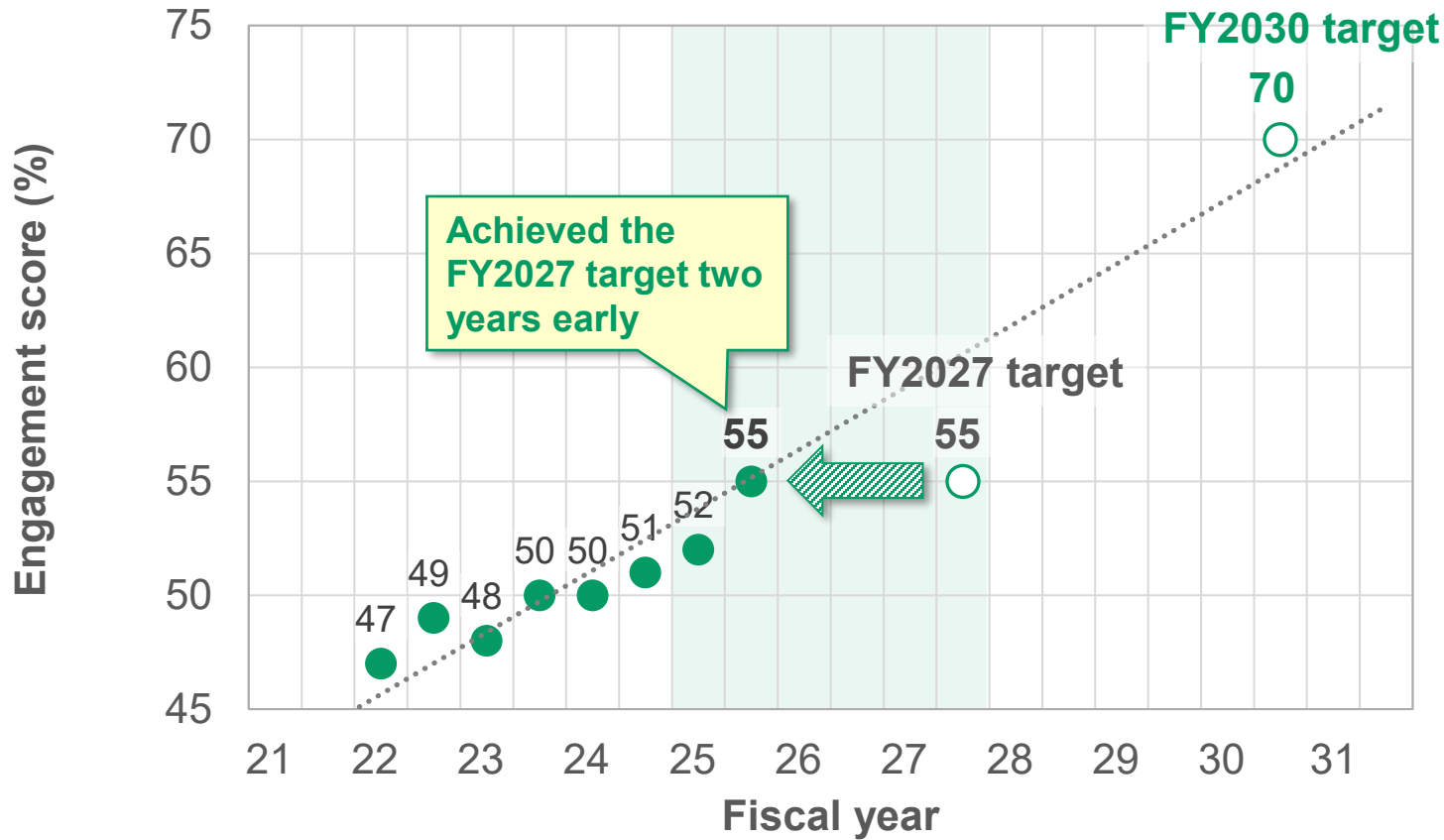


Figure: Group-wide average engagement score



Basic DX Strategy Roadmap

The FY2025–2027 MTP is progressing as planned.

Driven by progress in the Big Moves*, particularly in the Engineered Materials Sector, we have started to implement selected FY2028–2030 MTP initiatives ahead of schedule.

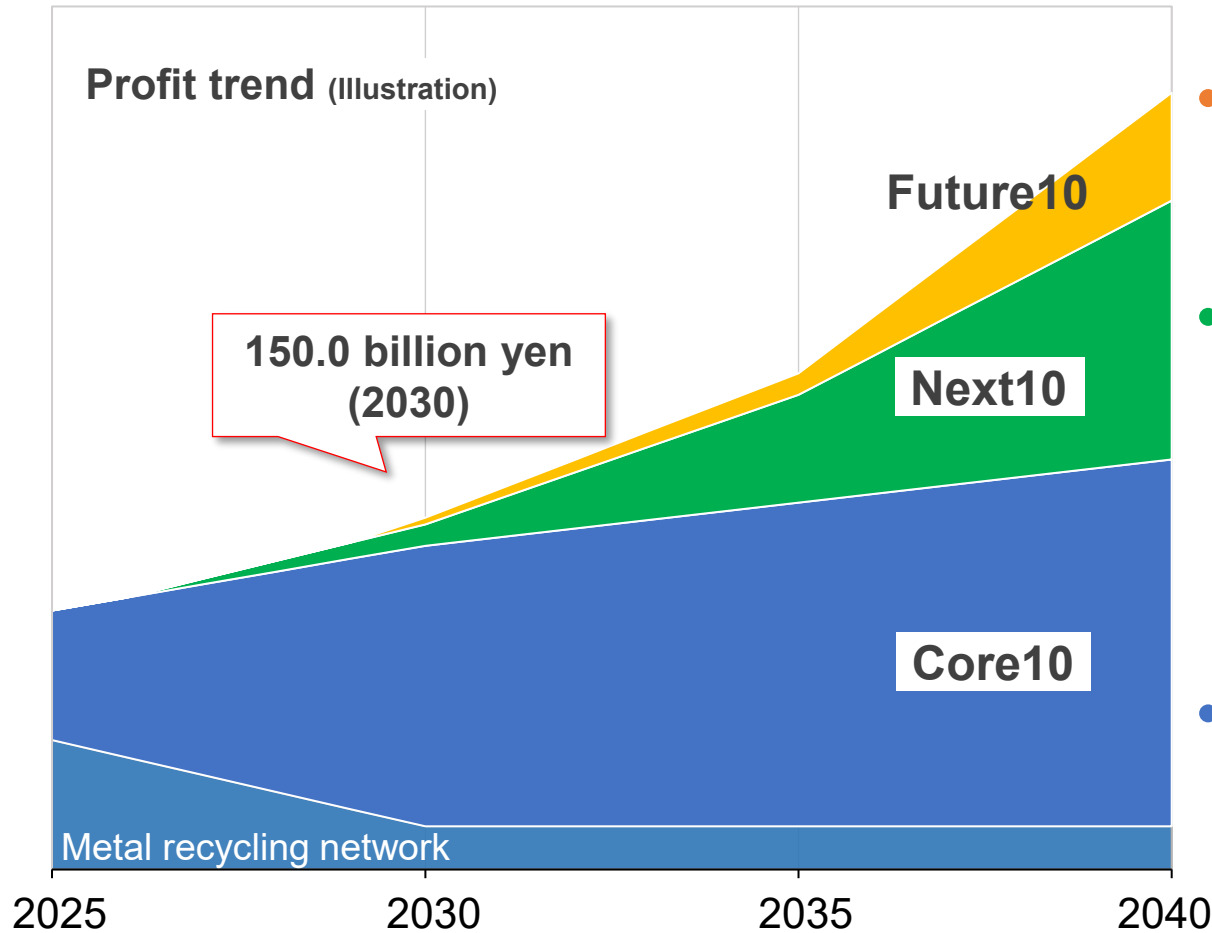
<p>22–24 MTP (2022–2024) Digital infrastructure development period</p>	<p>25–27 MTP (2025–2027) Digital proliferation period</p>	<p>28–30 MTP (2028–2030) Digital creation period</p>
<p><u>DX infrastructure development</u></p> <ul style="list-style-type: none"> ■ Building utilization models <ul style="list-style-type: none"> • Promote DX in sectors and divisions where it can be implemented first. ■ Building the foundation for infrastructure, security, and governance ■ Elimination of ICT talent shortage 	<p><u>Group-wide promotion of DX</u></p> <ul style="list-style-type: none"> ■ Group-wide use of digital technology <ul style="list-style-type: none"> • Promote the adoption of new common tools • Promote the early adoption of AI tools (e.g., generative AI) in specific operations to improve efficiency and deliver results ■ Group-wide deployment of digital infrastructure <ul style="list-style-type: none"> • Expand and manage common infrastructure. • Optimally allocate ICT talent and develop DX talent. 	<p><u>Creating new value with DX</u></p> <ul style="list-style-type: none"> ■ Enhancing management sophistication through integrated management of key performance indicators ■ Creating new products and business models by leveraging efficient market data collection and predictive analytics ■ Transforming factories into competitive, smart factories through the use of smart factory and robotics technologies ■ Enhancing and streamlining our operations by enabling all employees to work using digital technology and data

* Big Moves: Initiatives to achieve a “change to non-linear growth rather than gradual growth”



Formulation of the 28-30 MTP

This fiscal year, we will formulate the basic framework for the 2028–2030 MTP with the dual objectives of strengthening the competitiveness of the businesses and products that will serve as **core earnings drivers in FY2030**, and aiming to have the businesses and products that are expected to become **core earnings drivers in 2035 and 2040** contribute to profits.



Research themes being considered by the Business Creation Sector

- Solid electrolytes (SE) for all-solid-state batteries
- Carrier for next-generation semiconductor packaging (HRDP)
- Copper sintering paste (AST) for power devices
- Functional Porous Materials (FPM)
- Thermal management materials (negative thermal expansion materials, underfill materials, and encapsulation materials)
- Profit trend Semiconductor deposition materials (ALD/CVD)
- Semiconductor planarization materials (CMP) , etc.

- MicroThin™
- Farad Flex®
- VSP™
- Catalysts
- Expansion of the metal recycling network
- Iconos™
- Rare earth elements (including yttrium)
- Ceramics, etc.

Next10 / Future10: Will serve as core earnings drivers from 2035 to 2040

Core10: Businesses and products that will become core earnings drivers in FY2030



Caution Concerning Forward-looking Statements

Statements contained in these materials regarding forecasts of future events are qualified by various risks, both existing and unknown, and uncertainties, which may have a material impact on the actual business conditions and operational activities. Consequently, please be aware that actual performance may differ substantially from forecasts and business plans indicated herein because of various unforeseeable factors.

MITSUI KINZOKU COMPANY, LIMITED cannot guarantee the validity of the targets, assumptions, expectations, predictions, plans, assessments and other information contained in this material, and the Company also cannot guarantee that its actual business performance will be consistent with the forecasts presented within.

Regarding latent risks which might impact forecast results and other uncertainties, some items are included in the “Business and Other Risks” section of our financial statements or our website. However, please recognize that these are just a summary rather than a comprehensive list of all possible items relating to latent risks and uncertainties.

This material was compiled with the aim of furthering the understanding of our shareholders and other investors with regard to the Company’s management policy and other details. This material is not for the purpose of soliciting investment through the purchase or sale of stocks. Accordingly, you are advised not to make your investment decision solely on the basis of the material presented herein.



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