Material for the Explanation Meeting on the Business Creation Sector

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

October 9, 2025

Business Creation Sector
Mitsui Kinzoku Co., Ltd.

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

Participants and Materials

Participants	Name	Position
	• YASUDA Kiyotaka, Ph.D.	Senior Executive Officer and Senior General Manager of Business Creation Sector
	• YAMAMOTO Takuya	Executive Officer, Deputy General Manager of Business Creation Sector and General Manager of Business Planning Department
	• NAKAHARA Yunosuke, Ph.D.	Director of the R&D Center, Business Creation Sector
	• SUZUOKA Kenji, Ph.D.	General Manager, SE Business Promotion Unit
Materials	Topic	Document pages
	• Overview of the Business Creation Sector	PP. 4 to 7
	• [A-SOLiD™], a Solid Electrolyte Business for All-Solid-State Batteries	PP. 8 to 14
	• Cu Sinter Paste Business	PP. 15 to 16
	• Functional Porous Material Business Group (New Business Concept)	PP. 17 to 22
	• Research and Development (R&D Center Case Studies)	PP. 23 to 24
	• Copyrights and Disclaimer	P. 25

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What We Would Like to Share Today

1. **Likelihood of Achieving a 10-Billion-Yen Contribution Profit by 2030 and Our Sector's Initiatives**
2. **Status of Cultivating Technology and Business Seeds for Further Earnings Contributions Beyond 2030**
3. **R&D and External Co-Creation for Sustainable Growth in the Medium to Long Term**

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Introduction - Our Purpose and Vision

Mitsui Kinzoku Group has established its Purpose (our reason for social existence) and formulated its Vision for 2030 based on that Purpose. We aim to enhance sustainable corporate value through the realization of this vision.

Purpose

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

Concept

Integrated thinking-based management
Balancing social value and financial value

Ambidexterity
Promoting both exploration and exploitation

Vision

Building new businesses—and the future—with material intelligence.

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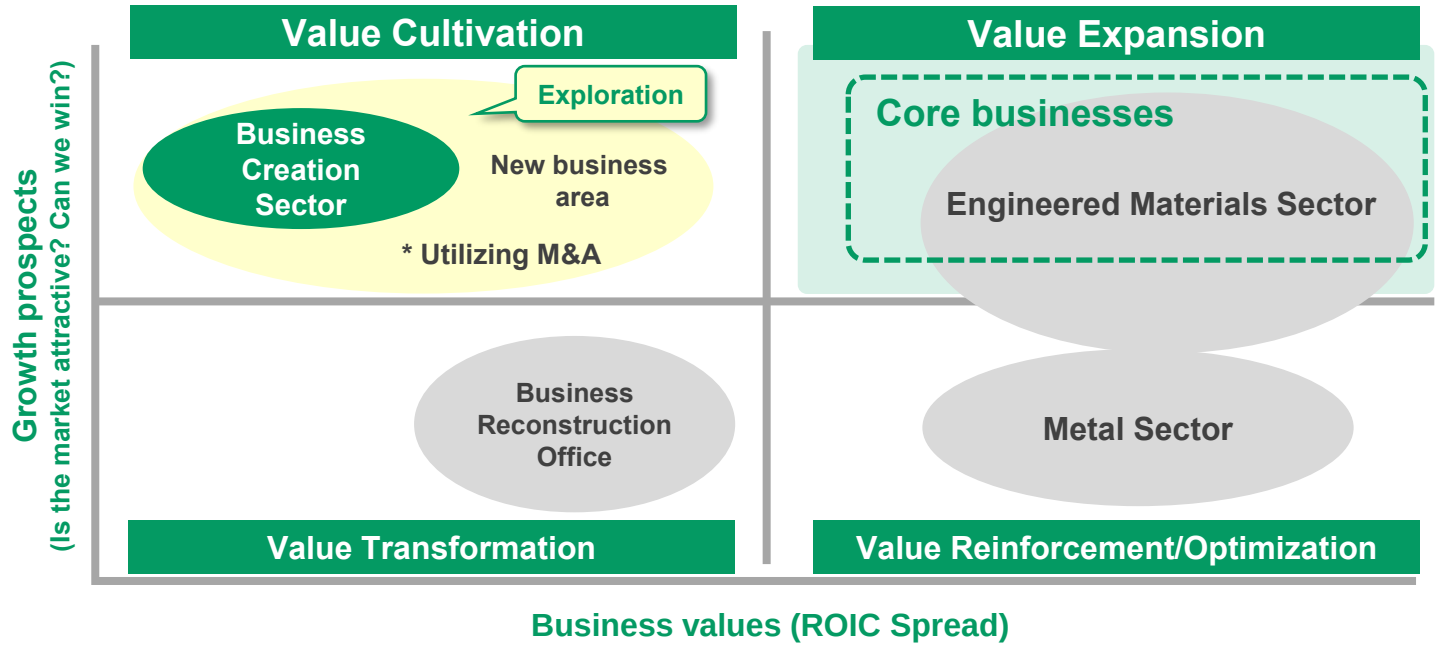
Mission of the Business Creation Sector

To be a “source” of the well-being of the world.

(1) Our company is a source of resolving issues to make the earth smile ≈ a starting point; (2) our sector is a source of company-wide businesses; and (3) the foundation of our competitive advantage is the intelligence of the source (material).

This is a sector of “Exploration” within Ambidexterity*, with priority allocation of management resources as a “Value Cultivation” sector within business portfolios.

■ **Business Valuation Matrix**



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Review of the 22–24 MTP

Through strategic investments, external co-creation including CVC investments, and strengthening of core technologies, we have made significant progress towards achieving our vision for 2030.

Uncovering opportunities

- **Creating new themes mainly in the fields of environment and energy**
  - Focused on a carbon-neutral society, recycling-based circular society, nature-friendly society, etc.
  - **Established new business units** based on development progress (porous materials, adsorbents, etc.)
- **Overseas expansion of research and development**
  - Started **collaboration with the Indian Institute of Technology** in the hydrogen business field
- **Activation of external collaborative development through CVC**
  - Investment: **seven** cases; ongoing collaboration themes: **seven** cases
  - Establishment of **Fund No. 2** (with an operating scale of 5 billion yen)

Examples of external co-creation through CVC investment

Collaborating — eSep — Achieving miniaturization and energy conservation in chemical processes

Collaborating — CHITOSE — Industrial restructuring based on photosynthesis by algae

R&D

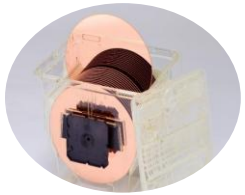
- **Significant progress towards commercialization has been made mainly in SE and HRDP**

Solid electrolyte A-SOLiD™

Selected as a standard solid electrolyte material by major global players

- **Double** the capacity for mass-production testing facilities
- Decided to build an **initial mass-production plant** (scheduled to begin operations in 2027)

Specialty carrier for next-generation semiconductor packaging HRDP™

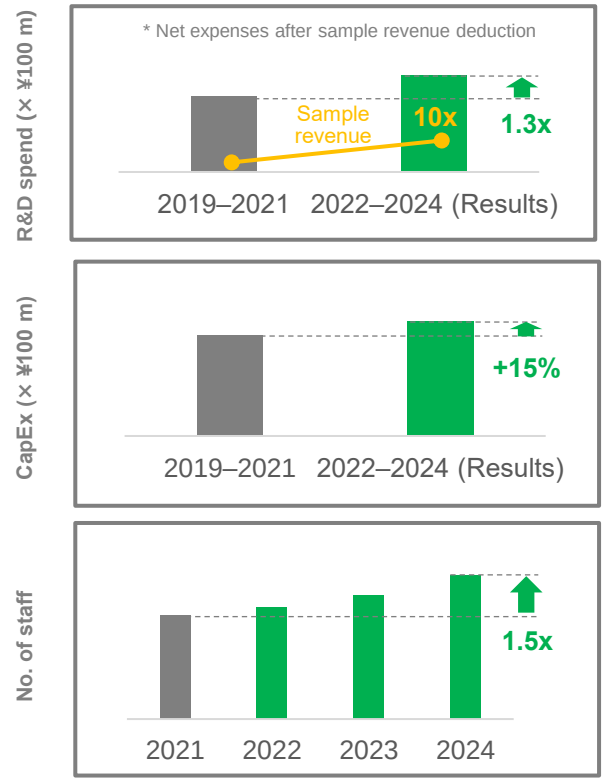


Increasing inquiries for next-generation chip packages for AI, 5G/6G, etc.

- Approved by **two companies** (mass production underway)
- **DOE* equipment** put into operation
- **Second production line is being installed**
  (Capacity: 110,000 → 170,000 m²/year)

Preparation for commercialization

R&D spend, CapEx, and staff numbers



* DOE: Design of Experiments
Evaluation line for customers to verify the HRDP concept

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Strategic Framework of the 25–27 MTP

- While maintaining the direction set in the 22–24 MTP, we will aim to achieve over 10 billion yen in contribution profit by 2030, further enhance the level of management resources allocated, and accelerate new business creation.
- We will strengthen resource allocation for Functional Porous Material (FPM) and Life Science to accelerate their commercialization and cultivate them as core pillars of this Sector beyond 2030.

Vision for 2030

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

Key strategies under the 25–27 MTP

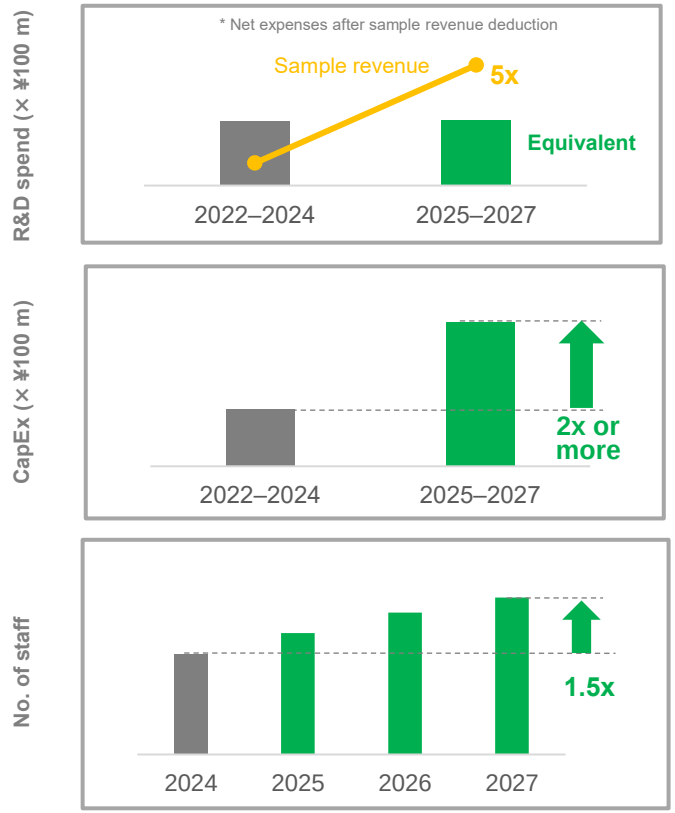
		Contribution profit (illustration)
SE	● Launch an initial mass-production plant ● Decide on a policy for full-scale mass production and build a value chain	2030 → 2035
Transferred to the Engineered Materials Sector as of Oct. 1		
HRDP	● Acquire mainstream customers and start mass production ● Achieve quality requirements from mainstream customers (Launch the 2nd production line)	2030 → 2035
New business development	● **Accelerate the commercialization of** copper paste and **FPM** ● Promote the development of new businesses related to carbon neutrality	2030 → 2035
R&D/ Exploration	● Acquire core technologies in a planned manner and strengthen ties with universities and other external organizations ● Accelerate external co-creation utilizing CVC (Fund No. 2 management, etc.)	2030 → 2035
		Total ¥10.0 bn → > ¥10.0 bn

ESG actions

Promoting themes based on a carbon-neutral society, a recycling-based circular society, and a nature-friendly society

R&D spend, CapEx, and staff numbers

(including HRDP)



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Project Overview

Year 2030 vision Contribute to realizing a decarbonized society through all-solid-state batteries and become the leading company for solid electrolytes.

Product Overview

Target markets

Next-generation batteries: All-solid-state batteries

Electric vehicles (EVs)
For safer and more comfortable EVs

Industrial/special applications
Extreme environments unsuitable for batteries

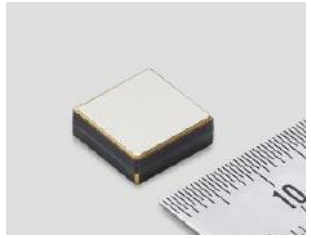


Photo provided by Maxell, Ltd.

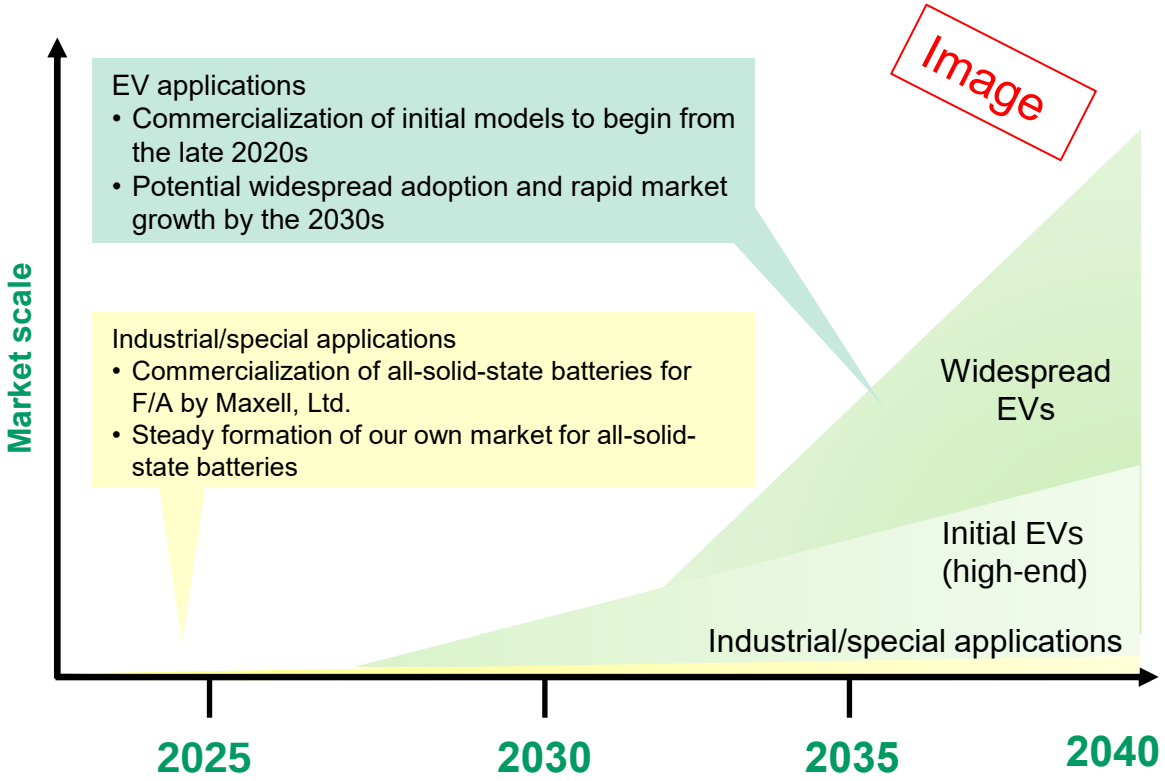
Photo provided by LIBTEC

Our company's value proposition

A-SOLiD™, a solid electrolyte

- A powder sulfide solid electrolyte necessary for all-solid-state batteries
- Argyrodite-type structure with high ion conductivity and durability, which exhibits excellent properties for use in batteries

Market Scale in the 2030s



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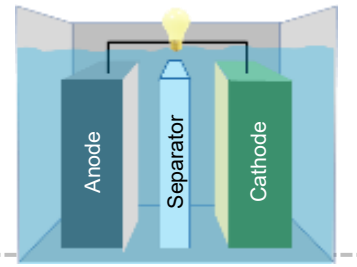
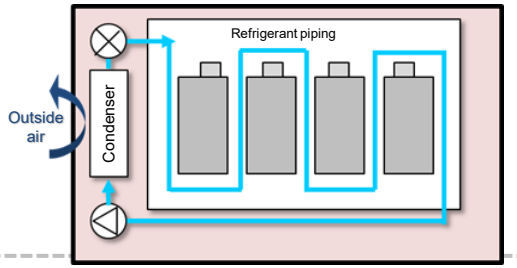
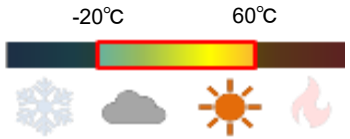
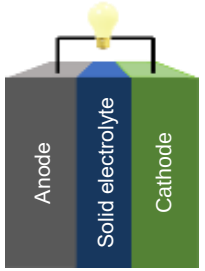
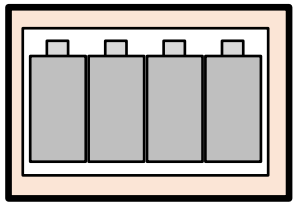
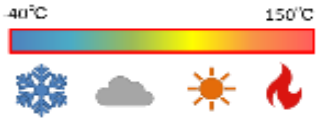
Features and Expected Value of All-Solid-State Batteries

Compared to conventional liquid LiBs, all-solid-state LiBs offer a “wide temperature range for use” and “high safety.”
They are expected to provide value in terms of smaller sizes, quicker charging, and higher energy density.

Comparison of LiB Features

	Composition	Form	Working Temperature Range	Battery Design
Liquid type	 ● More than 70% is organic matter ➢ Limited working temperature range ➢ Risks of leakage/combustion			Cathodes: LMO, NCM, LFP Anodes: Graphite, LTO
All-solid-state	 ● No use of electrolyte solutions (Composed of only inorganic matter) ➢ Wider working temperature range ➢ Lower risks of leakage/combustion ➢ Rapid charging becomes possible	 ・Smaller cooling space ・Simplified BMS	 Wider working temperature range and improved heat resistance	Potential of new materials Cathodes: High-voltage cathodes 5 V-class LNMO, etc. Anodes: High-capacity anodes Li metal, Si-types, etc.
Provision of value		**Smaller and more lightweight**	**Rapid charging becomes possible**	**High energy density**

High level of safety

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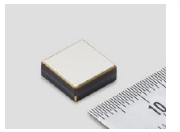
Mitsui Kinzoku's Position in the All-Solid-State Battery Market

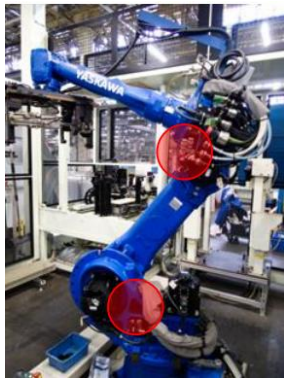
A-SOLiD™ is used by many customers worldwide and is under consideration for product development across a range of applications.

EV

Industry

maxell





Demonstration began at the Subaru factory on 8/18/2025.

R&D

SOLiD-EV SOLiD-Next

Currently engaged in a national project for the development of foundational technologies for all-solid-state batteries

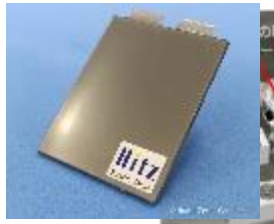
MITSUI KINZOKU

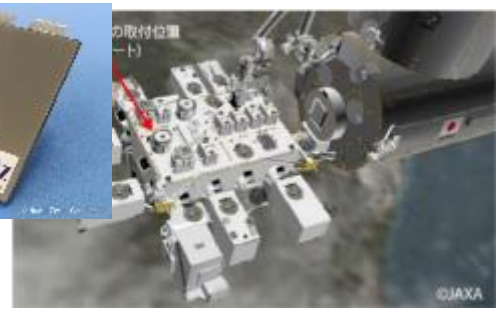
A-SOLiD™

Space

Kanadevia

Demonstration of all-solid-state battery charging and discharging on the international space station's "Kibo" module





PR (8/5/2022)

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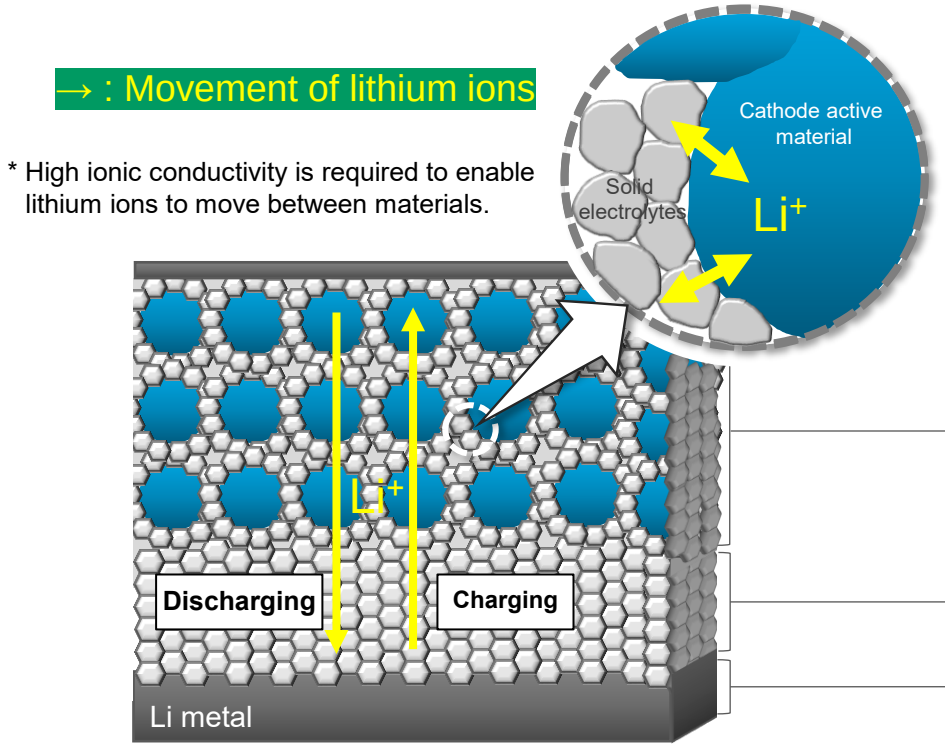
Features of A-SOLiD™

- Solid electrolytes are key materials in all-solid-state batteries, which play an important role in the conduction of Li ions.
- A-SOLiD™ offers excellent ion conductivity, potential stability (oxidation resistance), and particle size control—critical properties for all-solid-state batteries.

Fig. Structure of all-solid-state batteries / Required characteristics



Powder control
- ☑ Interfacial contact with the active material (softness)
- ☑ Particle size suitable for electrode design

Positive electrode layer
- ☑ High potential stability
- ☑ Interfacial polarization

Separator layer
- ☑ Compactness
- ☑ Softness

Negative electrode layer
- ☑ Reduction stability
- ☑ Softness

We hold numerous patents on argyrodite-type sulfide solid electrolytes.

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Progress of SE Business Initiatives

After confirming the performance of the sulfide solid electrolyte, we began supplying it from our test facilities for mass production in November 2021 and decided to build our initial mass-production plant in 2024.
A-SOLiD™ has contributed to the development of all-solid-state batteries towards their realization and widespread adaptation.

2016

• Nov.
(11/24/2016 News release)

Development of a sulfide solid electrolyte

Developed an argyrodite-type sulfide solid electrolyte with excellent mass production capabilities.

2019

• Dec.
(12/4/2019 News release)

Decision to introduce mass-production testing facilities

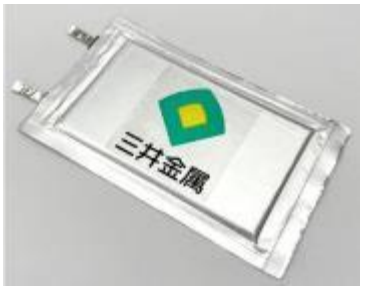
Started verification towards commercialization of all-solid-state batteries with facilities that have an annual production capacity of several dozens of tons.

2021

• Nov.
(11/11/2021 News release)

Start of sample supply from A-SOLiD™ mass-production testing facilities

Developed an argyrodite-type sulfide solid electrolyte with excellent mass production capabilities.



2023

• Feb.
(2/7/2023 News release)

Production capacity increased for mass production facilities

Decided to increase the production capacity for argyrodite-type sulfide solid electrolyte.

A-SOLiD™ mass-production testing facility building

2024

• Jan.
(1/26/2024 News release)

Decision to invest in expanding secondary production capabilities

Decided to invest to triple the initial production capacity.

• Sep.
(9/24/2024 News release)

Decision to build an initial mass-production plant

Decided to build a new plant to secure production capacity and develop innovative production processes.

• Dec.
(12/20/2024 News release)

Granted approval under METI's Battery Supply Assurance Program

2025

• May
(5/13/2025 News release)

Decision to further invest in expanding secondary production capabilities

Decided to invest to quadruple the initial production capacity.

2016 2019 2021 2023 2024 2025

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Initiatives Towards 2030

Roadmap

*1 Small Volume Manufacturing
*2 High Volume Manufacturing

R&D → Preparations for commercialization → SVM*1 → HVM*2

2015 2020 2025 2030

Developed solid electrolytes

Decided to introduce a mass-production testing facility

Started to supply samples

EV uses

Accelerate R&D with customers → Commercialization

Industrial uses

Commercialization → Expanded applications

Due to the increase in sample supply to multiple domestic and international customers, a decision has been made to quadruple production capacity and build the initial mass-production plant.

A-SOLiD™ mass-production testing facility building (Ageo City, Saitama Prefecture)

2025

Completion of the project to quadruple the production capacity of mass-production testing facilities.
Commencement of construction of the initial mass-production plant.

Going forward

Verification of the implementation of innovative production technologies.
Consideration of ultra-mass production processes and plant design for full-scale deployment.

Future Key Policies

EV uses

Environment

- Development is accelerating at companies to achieve commercialization in the late 2020s, and the number of inquiries has been increasing rapidly.

Measures

- Reinforce mass-production testing facilities to address customer demand
- Co-create an EV market by providing high-quality solid electrolytes
- Develop processes for HVM and make efforts to lower costs
- Assess market trends to invest at optimal timings

Industrial uses

Environment

- Maxell's high-temperature range and long-life batteries received orders from Nikon in FY2024, and a trial operation for FA applications commenced.

Measures

- Ensure delivery of solid electrolytes of consistent quality
- Expand the product lineup according to customer requirements
- Collaborate with partners who develop materials that cater to customer/market needs to expand applications and markets

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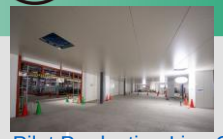
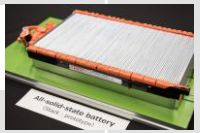
Medium-to-Long-Term Business Plan

To establish the market, we will build a new initial mass-production plant and establish materials and mass production process technologies.
Based on established technologies, we will consider investments for full-scale mass production in 2030 and beyond.

Solid Electrolyte Business: Roadmap

Phase	Establishment of foundational technologies				Formation of the all-solid-state battery market			Formation of a global supply chain
FY	2024	2025	2026	2027	2028	2029	2030	2030s
Mitsui Kinzoku	✓ Establish foundational technologies for materials and mass production processes ✓ Investment decision for mass production ✓ Achieve stable and affordable sourcing of raw materials				✓ Ensure supply capacity at mass production scale ✓ Secure our position as the standard material supplier for customers ✓ Verify the implementation of innovative mass production technologies			✓ Global business expansion ✓ Establish an all-solid-state battery ecosystem
EV with all-solid-state battery (Our forecast)	Battery development TOYOTA  Manufacturing Site Open House (9/19/2023) NISSAN Prototype vehicle development on the pilot line  Pilot Production Line Open House (4/16/2024) HONDA  Pilot Line Open House (11/12/2024)				TOYOTA  2027–2028 Commercialization Challenge (6/13/2023) Deployment of the initial model Helping realize all-solid-state batteries with A-SOLiD™			Mass production and widespread adoption

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Project Overview

Year 2030 vision

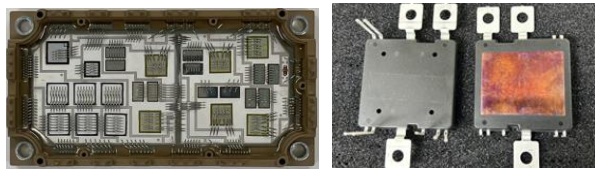
Reach the No. 1 position and performance as a copper bonding material manufacturer to contribute to improving the global environment through widespread adoption of power electronics.

Product Overview

Target markets

Next-generation power semiconductors

Promote the spread of power semiconductors as key devices for decarbonization and energy conservation.



- EVs/PHEVs
- Renewable energy (wind/solar power)
- Industrial equipment (base stations, etc.) and more

Our company's value proposition

Cu sinter*1 paste for power semiconductors

Characteristics

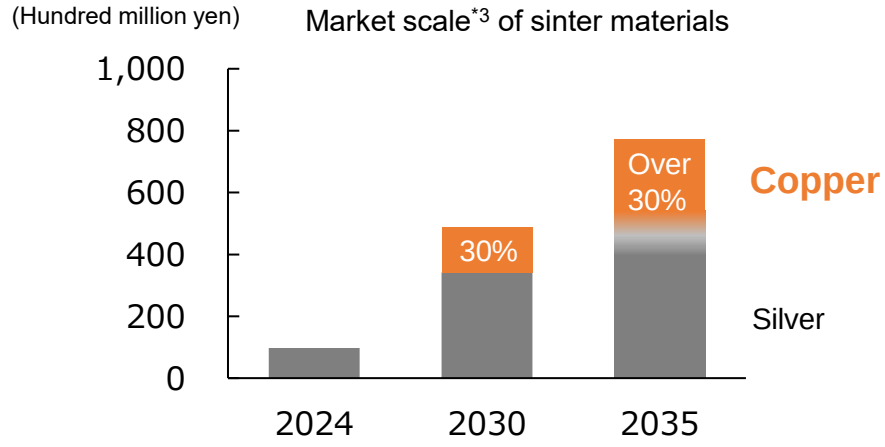
- Bonding material with high heat dissipation and high heat resistance, which are essential properties for next-generation power devices (SiC/GaN)
- A performance level equivalent to that of Ag sinter paste, which is taking the lead in the market

Competitive advantage

- Integrated in-house design/development/production from copper particles to paste to achieve a cost advantage over competitors (Cu/Ag sinter materials)

Market Scale in the 2030s

- The sinter materials market is also expected to experience sustainable growth due to the widespread adoption of EVs and wider implementation of SiC power modules. The adoption of sinter materials, including die-attach and substrate-attach*2, is expected to reach a market size of 50 billion yen by 2030.
- Based on the findings of an external expert survey; copper share is projected to reach approximately 30% by 2030.



*1 Technology that creates metal bonds at a junction interface through heat and pressure of materials to be bonded and the paste
*2 For example, bonding between a semiconductor package and a heat sink
*3 Created by Mitsui Kinzoku Co., Ltd. based on the "Current Status and Future Prospects of Next-generation Power Device & Power Electronics-related Equipment Market for 2024" by FUJI KEIZAI CO., LTD.

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Initiatives Towards 2030

Roadmap

*1 Small Volume Manufacturing
*2 High Volume Manufacturing

Preparations for commercialization → SVM*1 → HVM*2

2020 — 2023 — 2025 — 2027 — 2030

Customer reviews

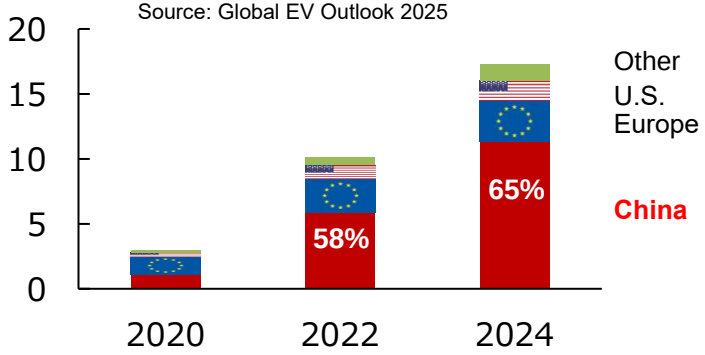
Europe/U.S.	R&D	SVM	
Japan	R&D	SVM	
China	R&D	SVM	HVM

Regional sales volume of EVs*3

(million units/year)

(% indicates share)

Source: Global EV Outlook 2025



DOE *4 function (Ageo City, Saitama Prefecture)

Process testing and evaluation equipment that is also available for customers

Future Key Policies

Environment

Final Market: Rise of Chinese EVs (65% market share), while growth in Europe and the U.S. has begun to slow.
Inverter Market: Chinese companies rising, now accounting for 70% of the Chinese EV segment.

Bonding Material Market: Replacement from solder to silver is progressing for SiC power modules due to their high heat resistance and reliability. Furthermore, companies are actively evaluating replacement from silver to copper to reduce costs.

Measures

Value Proposition: Offer cost-effective copper paste alternatives to silver, expanding from die-attach to substrate-attach applications.
Material Technology: Fully integrate in-house development from copper particles to paste.
Evaluation Technology: Strengthen application evaluation functions (DOE)
Market Strategy: Prioritize the Chinese market in the short term, while targeting SVM in Europe, the U.S., and Japan by 2027–2028.
(Progress) In June 2025, material qualification was obtained from a major local Chinese company.

*3 EV market: Prepared by Mitsui Kinzoku Co., Ltd. based on Global EV Outlook 2025. EV refers to BEVs and PHEVs combined.
*4 DOE: Design of Experiments. This methodology is applied to build a development facility for identifying and resolving issues in advance by verifying customer designs.

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Concept for the Functional Porous Material Business Group

We will continue to launch functional porous materials (FPM) with diverse capabilities into various markets.

Newly Developed Technologies and Leveraged Assets

Newly developed technologies (R&D Center & partners)

- Material design
- Material synthesis
- Surface treatment

×

Existing assets (business divisions & partners)

- Material technology
- Evaluation technology
- Mass production technology

Offered Functions and Value

Functional Porous Material (FPM)

Example of the appearance of porous materials (silica)

Selectivity

- ✓ Adsorption, separation, concentration
  - CO_2 capture, metal adsorption, etc.
- ✓ Conversion (catalytic) function
  - CO_2 conversion (chemical products, SAF, etc.)

Domains/Markets Where Value Is Provided

We will collaborate with partners to accelerate market co-creation.

★: Promotion case study explanation available

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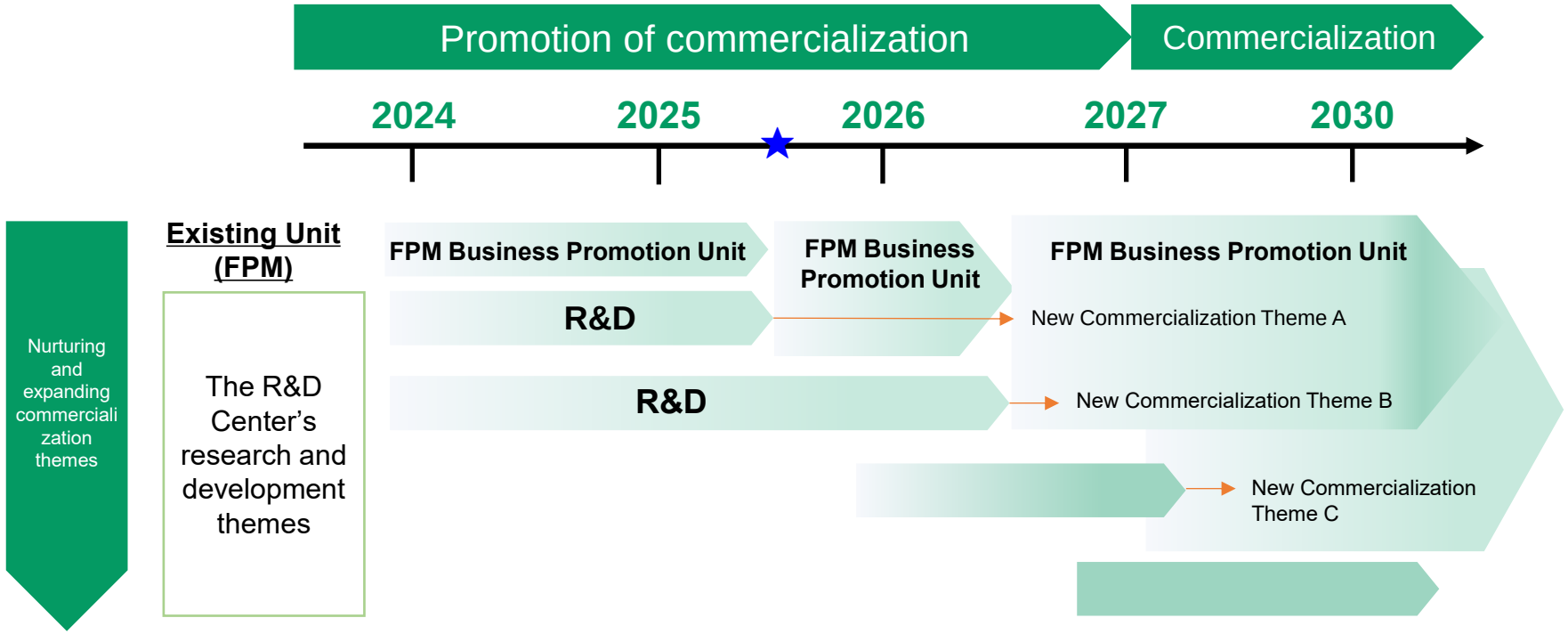
Concept for the Functional Porous Material Business Group

Themes developed at the R&D Center will be integrated into the FPM* Business Promotion Unit, establishing a structure to advance multiple commercialization themes. Furthermore, by continuously promoting and nurturing related materials R&D and integrating these themes, we aim to expand the business and drive growth.

* FPM: Functional Porous Material

Image Showing the Advancement of the Functional Porous Material Business Group



☞ We will integrate nurtured commercialization themes into the Unit to drive business expansion and growth.

Future Steps

Environment

Trends:
- Medium- to long-term decarbonization
- Circular economy
- Electrification and increased battery utilization

Market:
- The formation of related markets is still in the early stages.

Measures

Technology Development:
- Accelerate scale-up verification to enable early market delivery (verification).
  → A pilot test facility will be established at the R&D Center in H1 2026.

Business Development:
- Increase personnel to advance commercialization verification through collaboration with internal and external partners

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

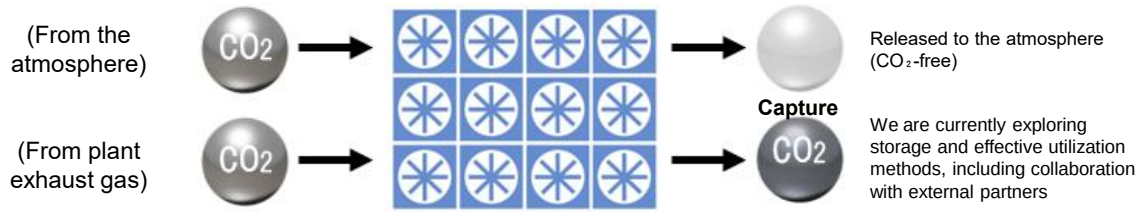
Theme 1 for Commercialization Study: CO_2 Separation and Capture

Year 2030 vision By establishing our position in the CO_2 separation and capture technology industry, we aim to start mass production by 2030.

Product Overview

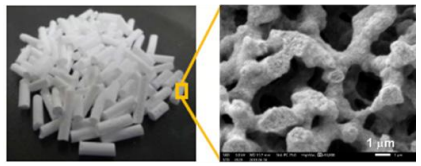
Target markets

CO_2 capture business targeting atmospheric and plant exhaust gases



Our company's value proposition

CO_2 adsorbent

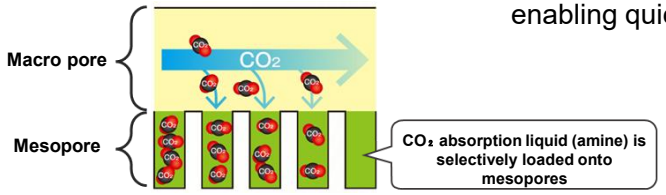


Features

- Developed a highly efficient CO_2 adsorbent by loading CO_2 absorption liquid onto dual-pore silica containing both macro- and mesopores

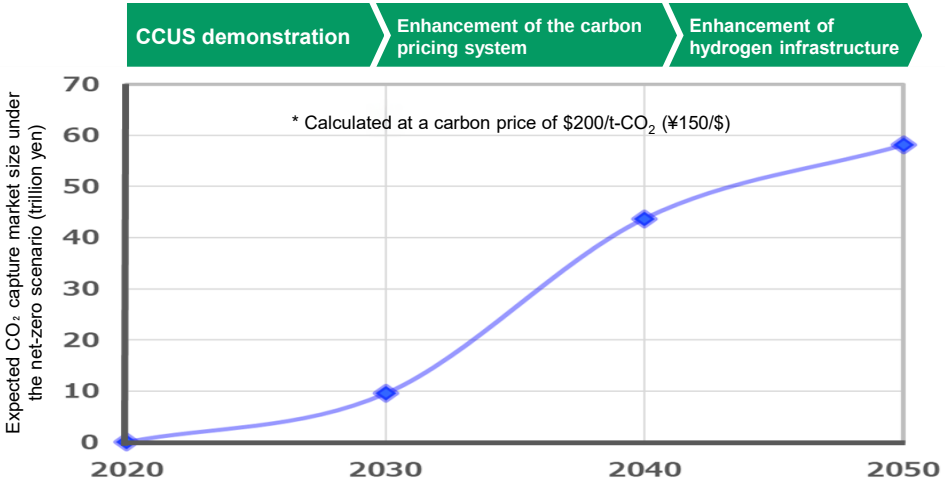
Competitive Advantage

- The macro pores serve as pathways for gas diffusion, enabling quick CO_2 adsorption and desorption



Market Scale

- Under carbon neutrality (net-zero) scenarios, the CO_2 business market is expected to grow rapidly towards 2050.
- Market formation is accelerating thanks to U.S.-led CCUS deployment support measures.
- The year 2030, when carbon pricing is expected to be fully implemented, is considered a milestone for commercialization.



U.S. Government measures to support CCUS deployment

Inflation Reduction Act: $180/t-$CO_2$ tax credit for DAC-based CO_2 capture and sequestration

Bil Act: $3.5 billion in grants distributed for large-scale DAC projects

Theme 1 for Commercialization Study: CO_2 Separation and Capture; Initiatives Towards 2030

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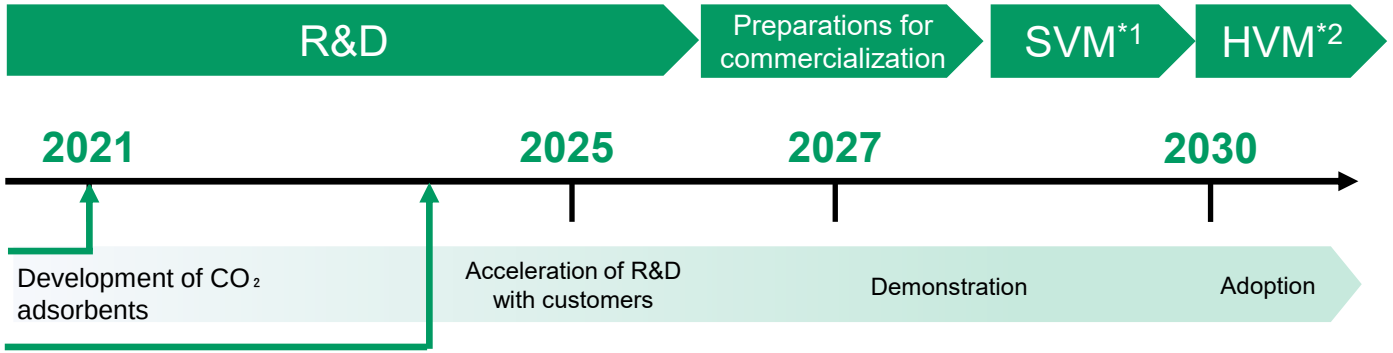
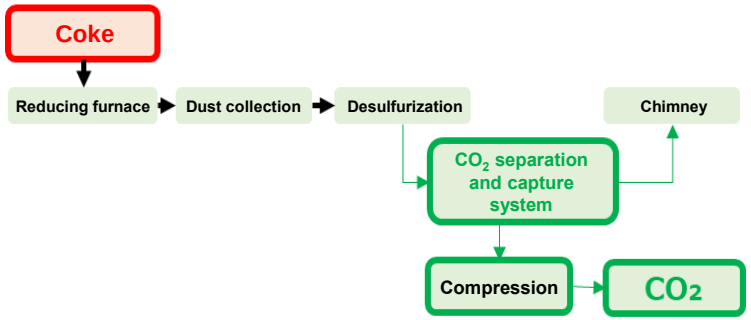
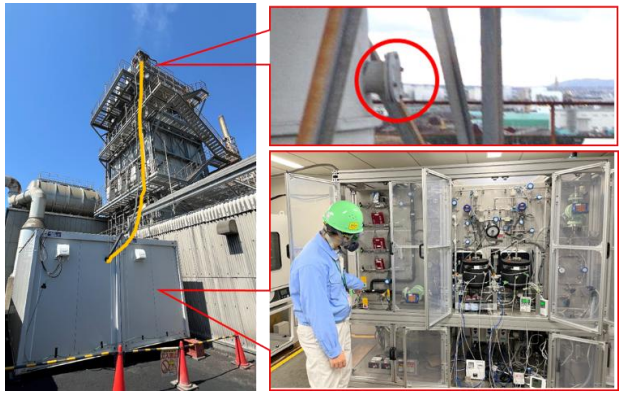
Roadmap

*1 Small Volume Manufacturing
*2 High Volume Manufacturing



CO_2 capture testing from exhaust gas at the Hachinohe Smelting Plant





Future Key Policies

Environment

Policies: Although temporary policy shifts may occur, the market is expected to continue forming towards carbon neutrality in the medium-term.

Market: Demonstration tests under real-world conditions are also advancing towards commercialization in the CCUS field.

Measures

Value Proposition:	Provide solution-based proposals that directly solve customer issues.
Competitive Advantage:	Utilize our in-house demonstration environment to accelerate scaling and build feedback loops.
Material Development:	Promote timely material development based on on-site needs and required characteristics obtained through demonstrations.
System Development:	Understand the characteristics of materials and develop processes that maximize their value.

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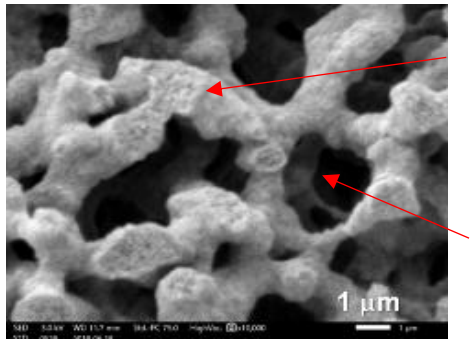
Theme 2 for Commercialization Study: Selective Adsorbent

We are exploring the use of surface-modified dual-pore silica, functionalized to add new properties beyond its original CO_2 adsorption application, for metal recovery in liquids. Utilizing our metal business assets, we are promoting its deployment both inside and outside the company.

Key Mechanism

Imparting desired functions to carrier materials via surface modification.



Small pore

→ High reactivity due to large surface area

Large pore

→ Facilitates molecular transport

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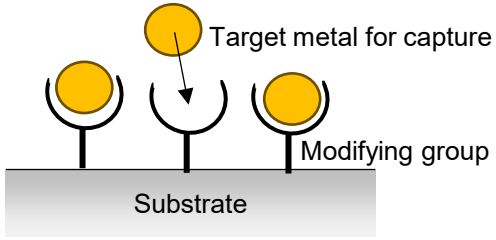
Metal adsorption onto the modifying group



Various functional group modification

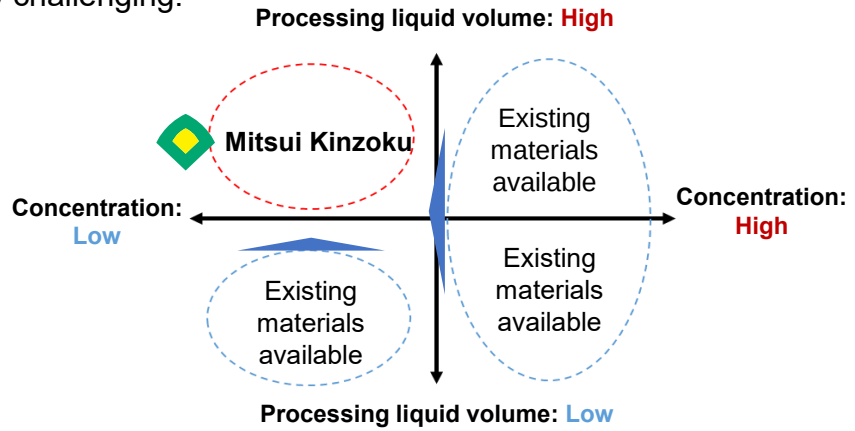
Modification techniques and selection know-how

Selective adsorbent

Adsorbs targeted metals:
Pd, **Pt**, **Rh**, **Ir**, **Ru**, Au, Ag, etc.

Positioning Hypothesis

Achieve high processing speeds in the low-concentration range, which is technically challenging.



Business development status

We will initially meet internal demand, with plans to expand externally in the future.

Within the company	神岡鉱業株式会社 KAMIOKA MINING & SMELTING CO., LTD MITSUI KINZOKU CATALYSTS AMERICA, INC. MKCI MITSUI KINZOKU COMPONENTS INDIA PVT LTD 三井金属 Takehara Refinery
Outside the company	Multiple projects are underway

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Theme 3 for Commercialization Study: Materials for Lithium Recovery from Salt Lakes

We have begun collaborating with a startup developing direct lithium extraction technology, a highly efficient and environmentally friendly lithium recovery method. We will contribute through our adsorption-separation material technology.

Theme Overview and Collaboration Partner

- Social challenge:
  - ✓ Rapid increase in lithium demand driven by EV expansion (from 2030)
- Promising solution option:
  - ✓ Innovation in lithium recovery from salt lakes (DLE*)
- Contributing to the resolution of the challenge for societal implementation:
  - ✓ Accelerate technology demonstrations and commercialization using our material technologies

Collaboration with a promising startup

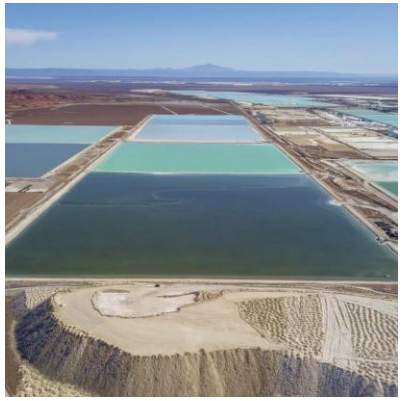
SUMMIT NANOTECH (Investment made via CVC)

Company name	Summit Nanotech Corp.	**Established**	2018
Address	10 - 2638 Country Hills Blvd NE Calgary, Alberta, Canada, T3N 1A7		
Representative	CEO Amanda Hall		
Company technology	Lithium resource business utilizing proprietary lithium recovery technology (DLE)		

Transition in Lithium Recovery Technology (Summit)

Lithium recovery from salt lakes (evaporation method)

Long-term/large-area evaporation concentration



Evaporation method recovery (Summit website)

- ✓ Lithium recovery period: 1.5 years
- ✓ Lithium recovery rate: ≤40%
- ✓ Water consumption: around 30 m³/t

Direct lithium recovery from salt lakes (DLE method)

Recovery and concentration using an adsorbent-based system

Field pilot (Summit website)

- ✓ Lithium recovery period: several days
- ✓ Lithium recovery rate: ≥90%
- ✓ Water consumption: a few m³/t

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Co-Creation in Research and Development

By promoting research and development based on long-term organizational relationships with universities and research institutions worldwide, we will enhance exploratory capabilities, acquire and build up technologies, and recruit and develop talent.

Strategy

Collaborating with research and development institutions worldwide, we aim to nurture talent with an exploratory spirit and generate a variety of technologies.

Mitsui Kinzoku × Worldwide research and development institutions

MITSUI KINZOKU ×

Building stronger R&D capabilities via collaborative research and talent cultivation

Examples of Co-Creation R&D

INDIAN INSTITUTE OF TECHNOLOGY, DELHI

- **Green hydrogen production technology** field partnership
  - ✓ Low-cost, high-efficiency catalyst development
  - ✓ Customization tailored to local conditions
  - ✓ India-based marketing
  - ✓ Network building

TOHOKU UNIVERSITY 東北大学

- Mitsui Kinzoku and Tohoku University established the **Co-creation Research Center for Advanced Materials Shaping the Future**.
  - ✓ Co-creation starts in the environmental energy sector.
  - ✓ Human and research resources are being fully utilized.
  - ✓ Efforts to expand co-creation fields

☞ We will keep expanding our network of partner universities and research institutions.

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

Co-Creation in Research and Development

Leveraging our capabilities to enhance collaboration with partners. Currently operating CVC Fund No. 2 with a scale of 5 billion yen. By promoting co-creation with promising startups developing applications, we aim to contribute to the acceleration and realization of new business creation.

Strategy

Contribute to partners tackling global social issues through material technologies and create businesses that make the Earth smile.

Mitsui Kinzoku × Global Start-Ups (Partners)

Encourage interaction with diverse talent and foster individuals who can create new businesses.

CVC Fund Overview

Mitsui Kinzoku–SBI Material Innovation Fund I (established in 2017, ¥5 bn. in scale)
Mitsui Kinzoku–SBI Material Innovation Fund II (established in 2025, ¥5 bn. in scale)

Overview of Co-Creation Development (Topics)

Electronics

Promoting co-creation development of new sensor devices

Key technologies
- Microfabrication technology
- Ionics materials

Co-creation partners
- Sensor manufacturers
- Device manufacturers

Environment/Energy

Promoting co-creation development in the decarbonization field

Key technologies
- Material and evaluation technologies
- Porous materials

Co-creation partners
- Domestic and international startups
- Equipment manufacturers

Life Science

Promoting co-creation development in drug discovery and related fields

Key technologies
- Evaluation and mass production technologies
- Nanoparticle materials

Co-creation partners
- Universities and other research institutions
- Startups, etc.

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