



Impact Report 2026

Start now for the future

May, 2026

Message to Our Stakeholders

Date May, 2026

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I am delighted to have the opportunity to issue Universal Materials Incubator Co., Ltd.'s first-ever Impact Report. Building on last year's ESG Report, we prepared this report with the aim of further advancing our initiatives to address social and environmental challenges and to demonstrate more tangible results and accountability.

In 2021, UMI became a signatory to the Principles for Responsible Investment (PRI), which marked the beginning of our full-scale promotion of ESG investing. With sustainable growth through solving environmental challenges as our core objective, we make proactive investments in startups that offer innovative technologies and business models. We are steadily generating results in projects that seek to balance social impact with economic returns, including renewable energy, resource circularity, decarbonization technologies, and green materials.

Our portfolio companies are not only located in Japan, but are spread across the globe, including North America, Europe, and Asia. Entrepreneurs and business leaders overseas who share UMI's philosophy are tackling global challenges and generating impact that transcends borders. All of our portfolio companies actively pursue global expansion, and UMI supports their growth from technological, managerial, and market perspectives.

Such cross-border collaboration is testament to the fact that UMI functions not merely as a provider of capital, but as a partner in value creation. Together with our portfolio companies, we share a vision for addressing social challenges and move forward together toward the realization of a sustainable future.

This year, UMI will further expand the scope of our ESG investing and strengthen our commitment to impact investment. Impact investment refers to investments that clearly measure and aim to achieve social and environmental outcomes. In this report, we directly confront global challenges related to water and energy in addition to reduction of greenhouse gas (GHG) emissions, and evaluate the performance of our portfolio companies both quantitatively and qualitatively using these as key outcome indicators.

UMI delivers value through transparent disclosure to our investors regarding the contributions of our portfolio companies to society. Through diverse initiatives including building a global network, establishing a decarbonization fund, and developing an incubation hub, we continue our efforts to generate positive change for society and the environment.

We believe in the power of investment to drive social change. We are confident that these efforts will deliver tangible results that contribute positively to the portfolios of our investors.

We sincerely appreciate your continued interest in UMI's initiatives and look forward to building a sustainable future together.

Representative Director and Managing Partner, Shosuke Kiba



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1. UMI's Approach to Impact

Purpose, Vision, Mission & Values

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Our Purpose

Start now for the future

We work to solve social challenges immediately, without delay.
Combining technology, people, and financial strength to change the future for the better.

Our Vision (Our Envisioned Future)

Change the world with materials and chemistry

Create and financially support the growth of businesses that solve challenges in society with the power of materials and chemistry.

Our Mission (Three Pillars)

1. Create

Develop and deploy talent and technology to address social challenges

Nurture unique technologies and talent, and go beyond trials and testing to deliver results to society.

2. Connect

Connect diverse knowledge, capital, and people

Connect corporations, universities, research institutes, public agencies, investors, and innovators to accelerate collaboration.

3. Continue

Support systems that embed innovation in society

Emphasize business continuity, and connect to next-generation talent.

Our Values (Four Guiding Principles)

1. Identify the essential

Discern the core of each challenge, and deploy the necessary resources.

3. Make judgements and take action

Move forward even through uncertainty, and learn through execution.

2. Evaluate and communicate with integrity

Assess impact, and share results transparently.

4. Take on challenges and collaborate

Continue to take on challenges together with diverse partners, and create new value through collaboration.

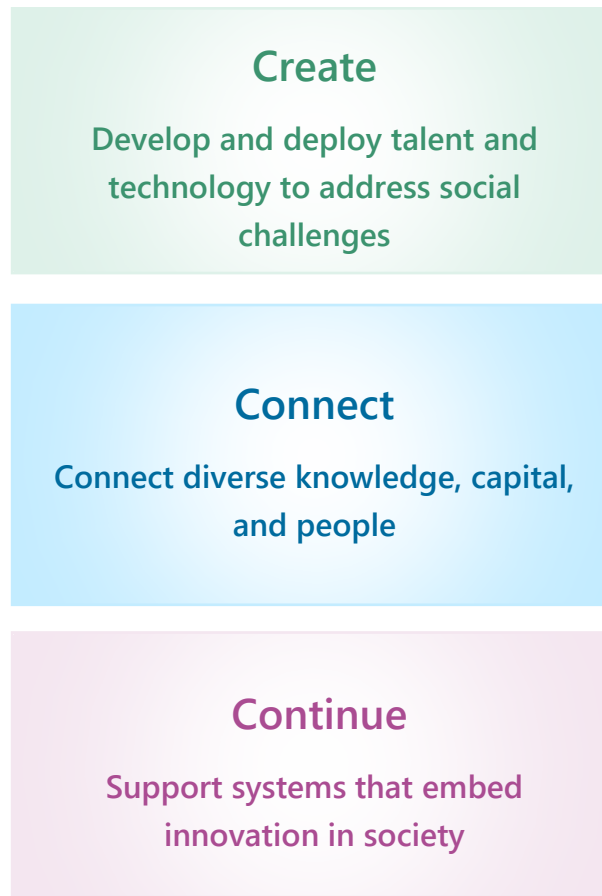
Materiality

- We have identified six materialities on the basis of our vision, mission, and responsibility as a venture capital firm.

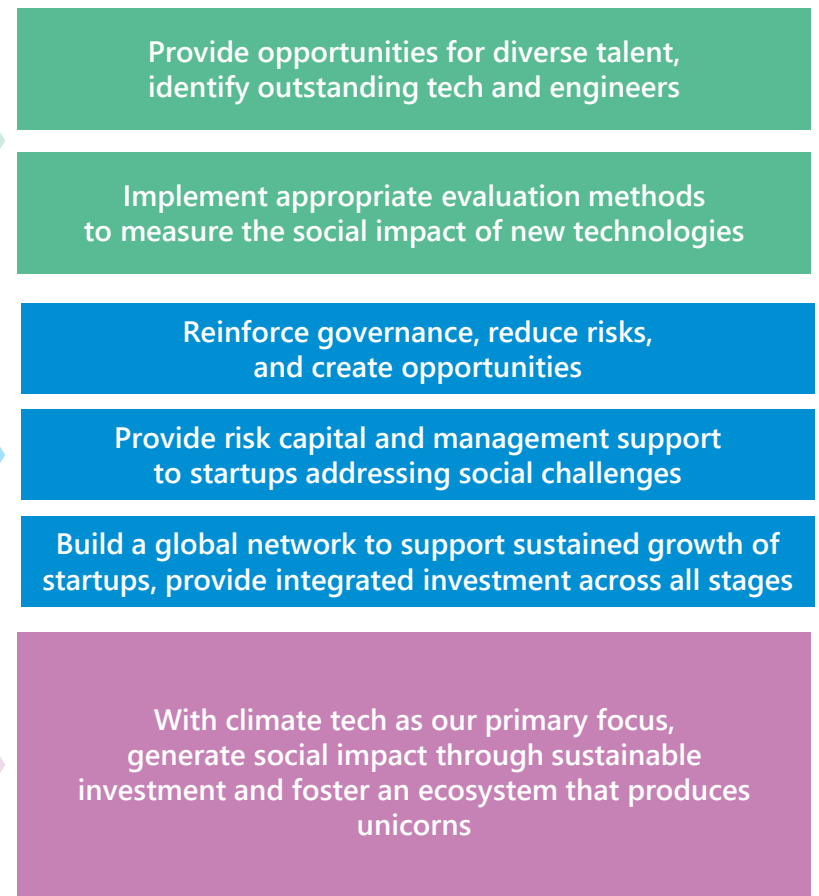
Our Vision



Our Mission

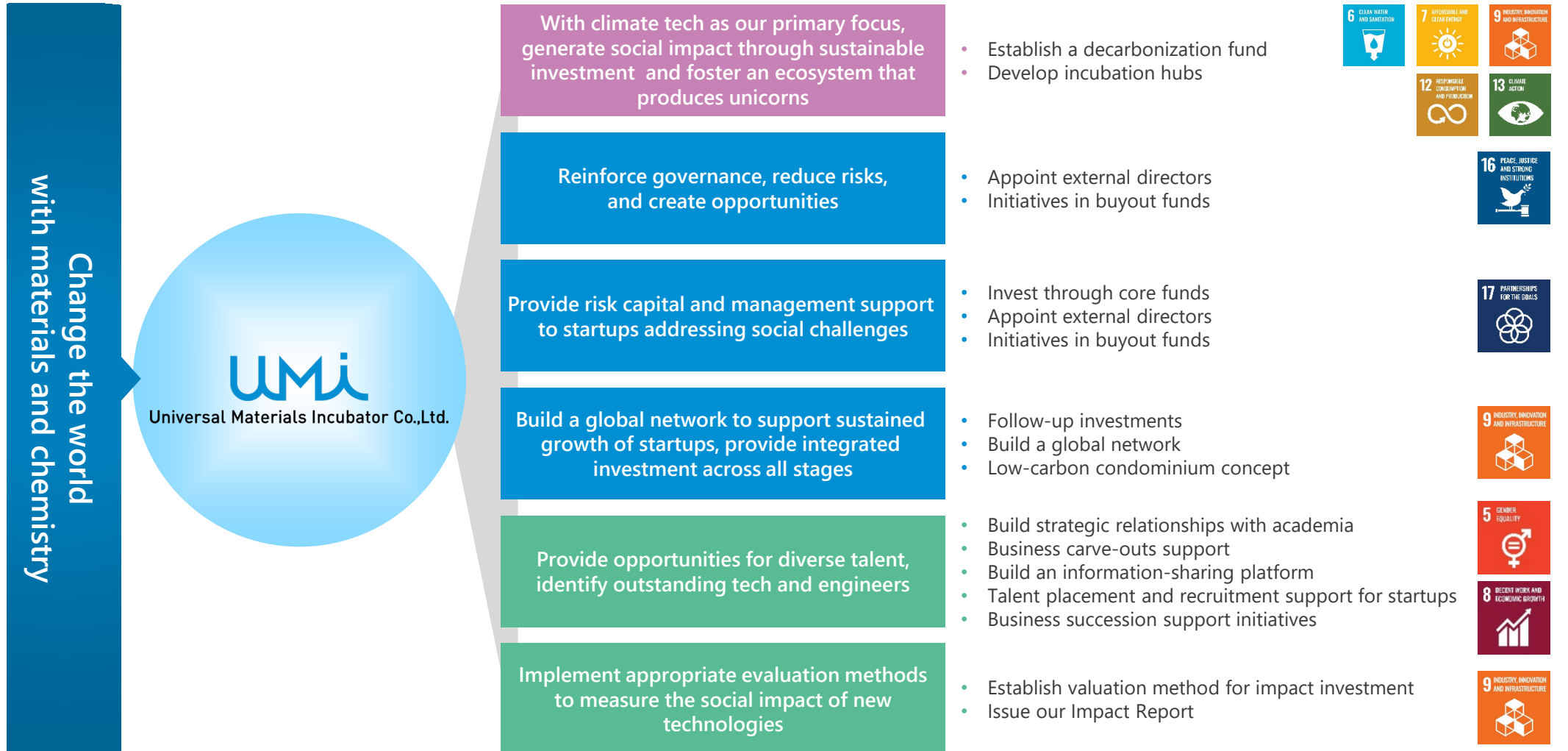


Our Materiality



UMI's Commitment: Our Impact Creation Initiatives

- We provide capital and hands-on support to startups leveraging technologies with positive environmental impact, with the aim of scaling their businesses.
- Together with our portfolio companies and other stakeholders, we aim to establish a valuation method for impact investment.



2. Impact Assessment Method

Summary

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- At UMI, we created a guideline (*) for unit impact calculation for this report and used it to quantify impact across all our portfolio companies within a shared framework.

(*) Supervised by ERM SuMi TRUST Consulting Limited

■ Unit Impact Calculation Steps

Step. 1

Define Assessment Target

For this evaluation, we assess the difference in outcomes (= impact) in each company's manufacturing processes from the perspective of greenhouse gases (GHG), energy, and water.

Step. 2

Develop Logic Model

We developed a shared framework (logic model) to identify how our portfolio startups address social and environmental challenges and create value. Using this, we can clarify the flow from activities to results and ultimate impact.

Step. 3

Map Impact Narrative of Portfolio Company
Analyze using Logic Model

Using the logic model, we analyze the technology and business activities of each startup. For this evaluation, we identify impact in terms of three outcomes: GHG, energy, and water, and map the overall narrative.

Step. 4

Technology & Business Analysis of Portfolio Company
Analyze using System Boundaries

We perform a detailed analysis of each startup's new manufacturing process across five life cycle stages: raw material procurement, manufacturing, logistics, use, and disposal. We highlight differences from conventional processes and define the scope of the impact assessment (system boundaries).

Step. 5

Establish Baseline Scenario

We establish a baseline for comparison with each startup's manufacturing process. This baseline represents the estimated GHG, energy, and water use in a scenario without the startup's solution. Multiple existing technologies and systems are used as comparators, and their validity is verified using public data and industry references.

Step.6

Technology & Business Analysis of Portfolio Company
Assess Unit Impact

We compare the new manufacturing process with conventional processes (baseline) and quantitatively assess the positive societal and environmental changes (impact) in terms of GHG, energy, and water.

Methodology (1/6) Define Assessment Target

- For this evaluation, we assess unit impact in the manufacturing process in terms of three outcomes: GHG, energy, and water.

■ Approach to Assessment Target

- UMI has identified six materialities on the basis of our vision, mission, and responsibility as a venture capital firm, and carry out activities that contribute to addressing these issues.
- In this report, we calculate “unit impact” (as shown on the right), limited to GHG emissions, energy use, and water use in the manufacturing processes of our portfolio companies.

■ What are Units?

- A “unit” refers to an assessment unit that enables comparison between new products and conventional products.

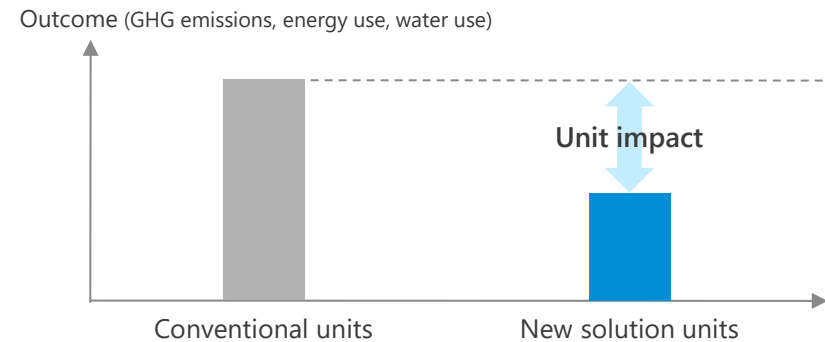
Example Portfolio Companies

Company	Assessment Unit Examples
JEPLAN	GHG emissions per ton of PET resin produced (ton-CO2 eq/ton)
iPEACE223	GHG emissions per ton of propylene produced (ton-CO2 eq/ton)
EF Polymer	GHG emissions per ton of Super Absorbent Polymer (SAP) produced (ton-CO2 eq/ton)
Fermelanta	GHG emissions per ton produced (ton-CO2 eq/ton)

■ UMI’s Approach to “Unit Impact”

- We define unit impact as the difference between the estimated outcomes (GHG emissions, energy use, and water use) of conventional products or services (“conventional units”) in a scenario without the startup’s solution and the outcomes of the new product or solution (“new solution units”).
- In other words, unit impact represents the incremental outcomes generated by the portfolio startup’s product or solution.

Conceptual Graph



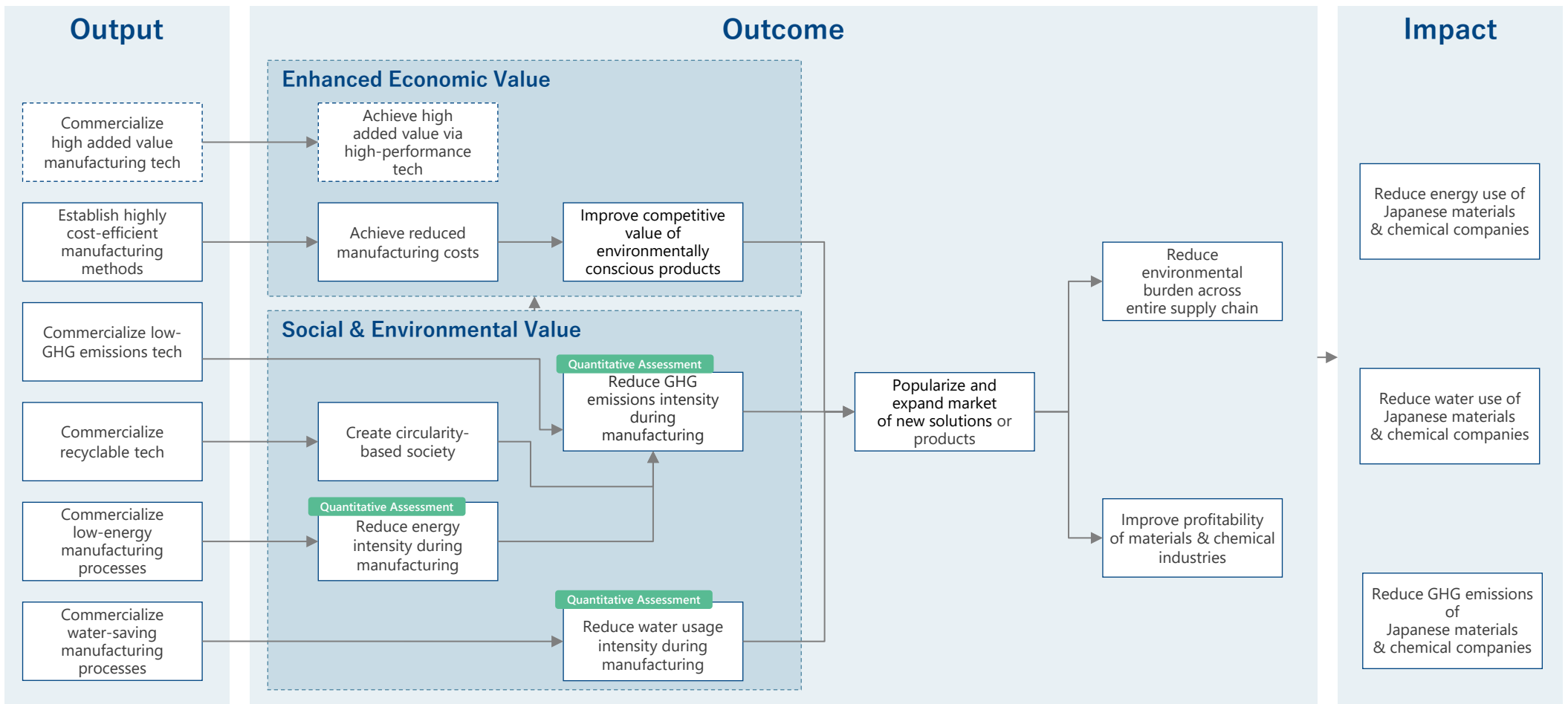
Format	For GHG emissions, results are typically expressed as CO2e per unit.
Structure	If emissions from conventional units are higher and emissions from new solution units are lower, the difference between them constitutes the unit impact.

Methodology (2/6) Logic Model

- We developed a shared framework (logic model) to analyze the flow from activities to results and ultimate impact across our portfolio startups.

Logic Model: Manufacturing & Sales Model

*The model assumes impact generation through multiple outputs and outcomes.



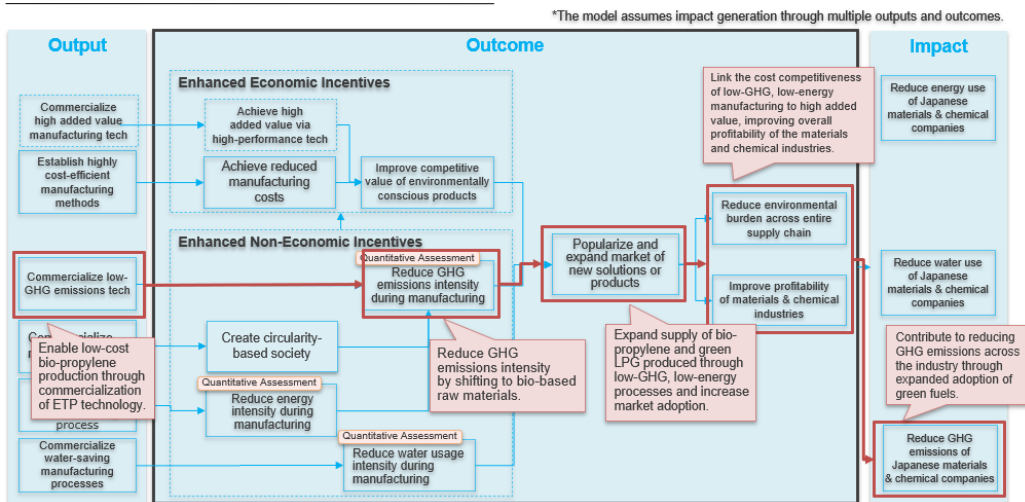
Methodology (3/6) Map Impact Narrative

- After clearly defining the social and environmental challenges addressed by our portfolio startups' products or solutions, we analyze the impact creation process using the logic model and map the overall narrative.

■ Example of Logic Model Analysis

- We first define the impact the startup aims to address, then follow the logic model from right to left to identify the outcomes required to achieve that impact, deepening our understanding of the overall impact creation process.
- In the case of iPEACE223, which manufactures green fuels as a substitute for LPG, we mapped the overall flow shown below based on iPEACE223's vision of promoting the adoption of bio-based fuels and contributing to the decarbonization of the materials and chemical industries.

Logic Model Analysis Example: iPEACE223



■ Elements of the Impact Narrative

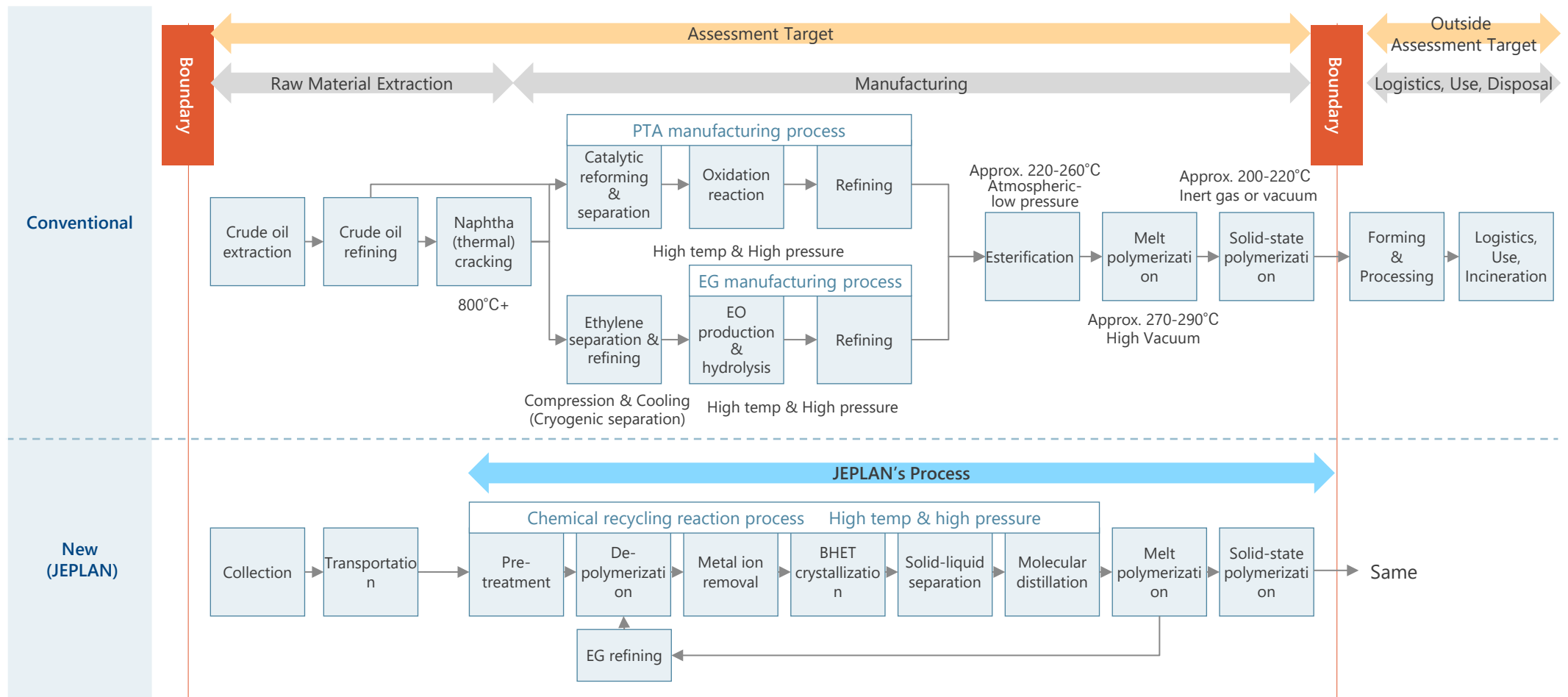
- Based on the results of the logic model analysis, we review and examine the elements shown in the table below and incorporate them into the impact narrative where possible.

Element	Description
Define Challenges	Social and environmental challenges the product or solution seeks to address
	Explain why the product or solution is necessary to address these challenges and why it can credibly claim to generate impact
Target Stakeholders	Who (beneficiaries, regions, industries, etc.) will be affected by the impact
Activities	What development activities have been undertaken
Output	Business activities directly based on the startup's technology or products
Initial Outcomes	Outcomes directly linked to business results (reduce manufacturing costs, reduce GHG emissions intensity during manufacturing, create circularity-based society, reduce energy intensity during manufacturing, reduce water usage intensity during manufacturing)
	Initial effects on target stakeholders Where possible, explain reasons for initial outcomes (e.g. cost reduction through minimizing energy loss in the ### process)
Ultimate Outcomes	Changes in stakeholder actions or circumstances resulting from widespread adoption of the startup's product or solution In other words: what outcome is achieved, and for whom?
Impact	Long-term and structural changes resulting from ultimate outcomes (e.g. changes in beneficiaries' actions, structural transformation of industries)
Other	Causal relationships of changes, measurement indicators and data, risks and limitations, future outlook (including scalability and sustainability)

Methodology (4/6) System Boundary Analysis

- For our portfolio startups, we define the conventional process and the new process incorporating innovation (the assessment target) based on the results of manufacturing process analysis conducted during the investment evaluation stage (e.g., material flow and energy balance analysis), as well as manufacturing cost and supply chain analyses.

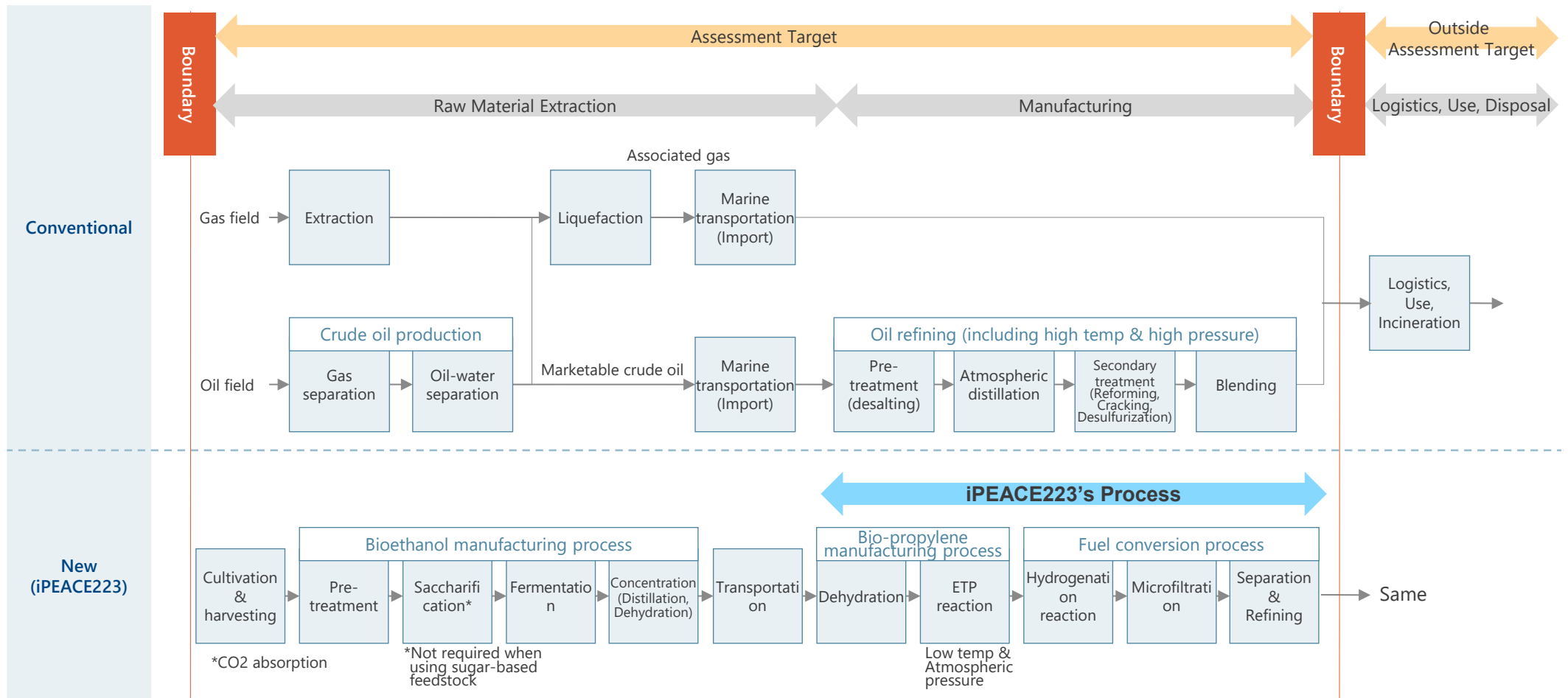
System Boundary Setting Example: JEPLAN



Methodology (4/6) System Boundary Analysis

- For our portfolio startups, we define the conventional process and the new process incorporating innovation (the assessment target) based on the results of manufacturing process analysis conducted during the investment evaluation stage (e.g., material flow and energy balance analysis), as well as manufacturing cost and supply chain analyses.

System Boundary Setting Example: iPEACE223



Methodology (5/6) Establish Baseline Scenario

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- Based on the system boundaries, we developed a baseline scenario representing the business activities that would have occurred in the absence of the investment or the startup's solution.

■ How We Develop the Baseline Scenario

Step 1

Define Multiple Candidate Scenarios

- Based on the contents of the system boundaries we set for the new technology or solution under assessment, we identify multiple existing technologies and systems as potential comparators, ensuring that equivalent system boundaries can be applied.
- We identify as many existing technologies and systems as possible as comparators, considering both their prevalence in the market and their potential for substitution by the new technology or solution.

Step 2

Organize Data & Information to Identify the Baseline Scenario

- We collect and organize data and information to substantiate the validity of the baseline.
- Publicly available data and information such as the following examples are preferred (to avoid concerns regarding arbitrary data selection).
 - Information published by international organizations (UN, IEA, World Bank, Asian Development Bank, IPCC, etc.) or overseas national governments
 - Information published by the Japanese government or industry bodies (government statistics, committee and council materials, survey reports, publicly available data from incorporated foundations and industry associations, etc.)
 - Information published by domestic or international research institutes
 - Corporate websites and other publicly available information from companies providing the comparator technologies or systems

Step 3

Select and Create the Baseline Scenario

- Based on the information and data collected in Step 2, we select the most appropriate baseline scenario from among the candidates organized in Step 1.
- Selection criteria: the technology must be in general use, and its environmental benefits must not be overestimated (conservative assessment).
- We refine and document the selected scenario using the data and information collected in Step 2, thereby finalizing the baseline scenario.

Methodology (6/6) Portfolio Company Case Studies

- By comparing each startup’s business activities with those envisaged under the baseline scenario, we conducted a trial assessment of the difference in outcomes (= impact) in product manufacturing processes from the perspectives of greenhouse gases (GHG), energy, and water.
- Going forward, we will build on this to refine our methodology and develop more detailed and accurate analysis.

Company Name	Impact Narrative	GHG (ton-CO2/ton)	Water (L/kg)	Energy (kWh/kg)
EF Polymer K.K. (Bio SAP)	EF Polymer provides a 100% naturally-derived biodegradable absorbent polymer that retains water and nutrients, made from bio-waste such as fruit peels, supporting farmers facing drought, rising fertilizer costs, and other challenges. 1g can retain up to 50g of water, remains effective for approximately six months, and biodegrades back into the soil within one year. Its use can reduce irrigation by up to 40% and fertilizer use by 20%, and increase yields by 15–20%. Through a manufacturing model that upcycles unused regional resources, together with collaboration with the Okinawa Institute of Science and Technology and JAS organic certification, EF Polymer simultaneously reduces environmental burden and improves farmers’ resilience.			—
iPEACE223 Inc. (Bio-propylene)	iPEACE223 aims to accelerate the expansion of green fuel production capacity and market adoption in order to reduce GHG emissions in Japan’s materials and chemical industries. The basis supporting this expansion in profitability and adoption is a reduction in manufacturing-stage GHG emissions intensity, based on life-cycle assessment (LCA), achieved through the bio-based conversion of feedstocks. The foundation of these initial outcomes is the commercialization of an energy-efficient ethylene-to-propylene (ETP) catalytic process. Through the triple strengths of technology, business, and evaluation, iPEACE223 drives a causal chain of Commercialization → Bio-based feedstocks → Reduced GHG emissions intensity → Adoption & market expansion → Improved profitability → Industry-wide GHG reduction.		—	—
Fermelanta, Inc. (Microbial Chemical Production) Target: Morphine Produced via Agricultural Cultivation	Fermelanta combines low-GHG emissions with recycling technology to achieve an energy-efficient and water-saving manufacturing process. This simultaneously advances the realization of a circularity-based society and strengthens product competitiveness, helping drive both reduced environmental burden and improved profitability in Japan’s materials and chemical industries. UMI’s investment serves as a catalyst for accelerating the realization of a sustainable future.			
JEPLAN Inc. (Chemical Recycling)	JEPLAN aims to reduce GHG emissions in Japan’s materials and chemical industries and accelerate the realization of a circularity-based society, thereby improving resource efficiency and advancing the transition to a sustainable industrial structure. To achieve this, the company promotes its products and solutions while encouraging the adoption of highly recyclable materials. The basis for this adoption is JEPLAN’s technology for manufacturing recycled resin with quality equivalent to virgin materials, together with associated GHG reduction effects. While recycled resin is currently disposed of after market use in a similar way to virgin materials, if the circularity-based society envisaged by JEPLAN is realized, the company’s decarbonization impact could increase significantly. To support this goal, JEPLAN is building a system to expand high-value-added recycling businesses and supply cost-competitive products, while continuing to scale its operations.		—	—

*Impact related to EF Polymer’s water use refers not to reductions during raw material extraction or manufacturing, but to water-saving effects in food production by end users (farmers), including soil water retention and reduced fertilizer use.

3. Impact Creation Initiatives

Impact Creation Initiatives: Establishing a Decarbonization Fund



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- The UMI III Fund was established in October 2022, and the UMI Decarbonization Fund, a sister fund to the UMI III Fund, was established in January 2023.
- The Decarbonization Fund, which includes the Decarbonization Tokyo Fund, is specialized in the decarbonization field, and is scheduled to track the results of actual GHG emission reductions.



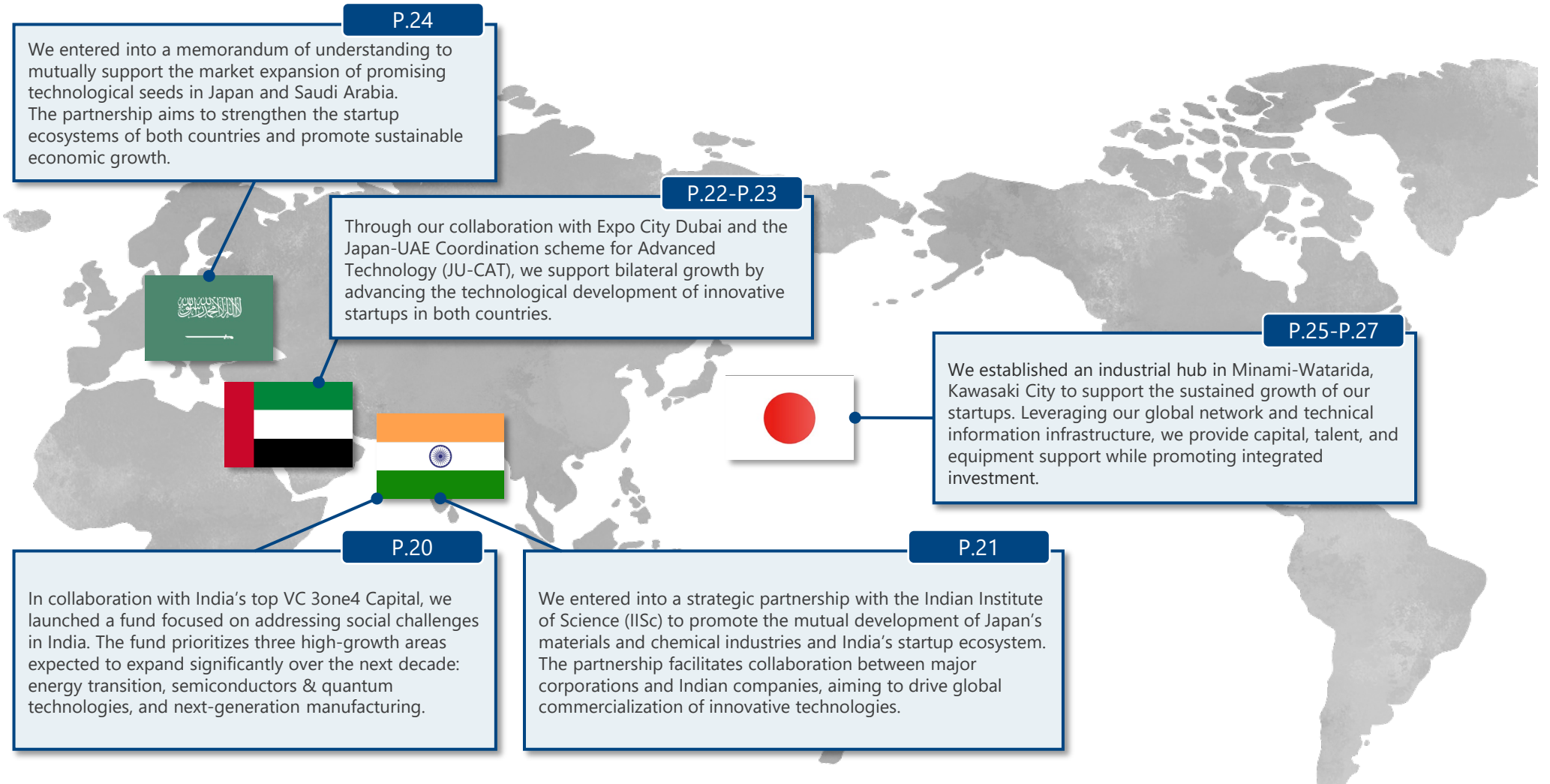
Total Commitment	UMI III 10.01 billion JPY UMI III Decarbonization 2,310 million JPY UMI III Decarbonization Tokyo 1,010 million JPY
Structure	Investment limited partnership
General Partner (GP)	UMI Ventures Co., Ltd.
Limited Partner (LP)	UMI III 17 major materials/chemical companies 2 financial institutions UMI III Decarbonization 5 major materials/chemical companies 2 financial institutions

Established	UMI III October7, 2022 UMI III Decarbonization January 1, 2023 UMI III Decarbonization Tokyo September 15, 2023
Duration	October 6, 2032 (Possible duration would be until October 6, 2034)
Number of Companies for Investment	UMI III 11 companies UMI III Decarbonization 5 companies
Investment Stage	Mainly early/middle

Impact Creation Initiatives: Building a Global Network



- To support the sustained growth of our portfolio startups, we collaborate across Japan, India, the Middle East, and other regions, building industrial hubs and a global network. Through this platform, we combine capital, talent, and equipment support, a technical information infrastructure, and co-investment to promote integrated investment across all stages.

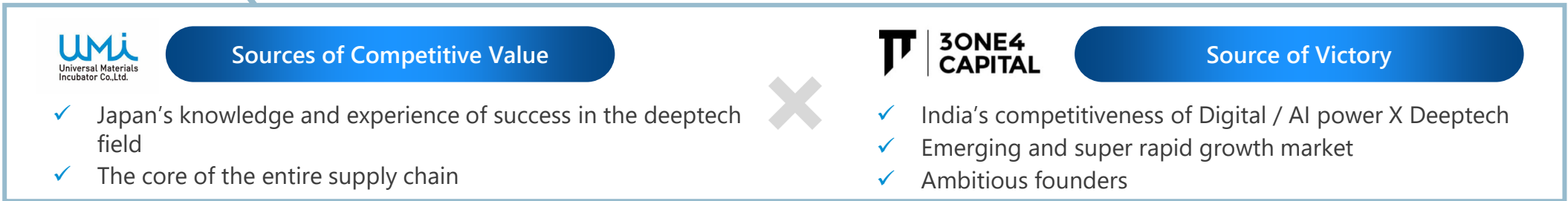
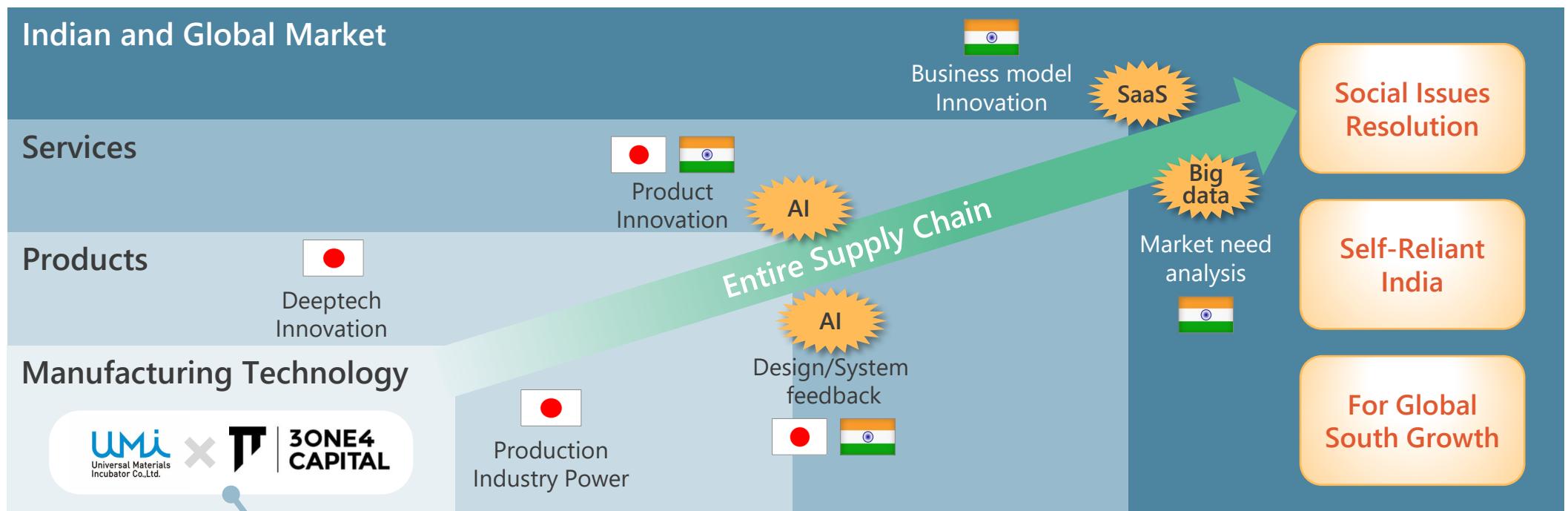


Impact Creation Initiatives: UTC Frontier Innovation Fund I



- By combining the manufacturing technology of Japanese manufacturers with India’s digital solutions and abundant human resources, we primarily invest in startups in the business expansion phase, aiming to address social challenges in India throughout the entire supply chain.

■ Growth Model for Japan-India Co-investment





Impact Creation Initiatives: Strategic Partnership with IISc

- We entered into a strategic partnership with the Indian Institute of Science (IISc), India’s premier higher education and research institute, to promote the mutual development of Japan’s materials and chemical industries and India’s startup ecosystem.
- The partnership promotes collaboration between major corporations with production bases or markets in emerging economies and an interest in Indian innovation, and Indian companies with global expansion potential, aiming to drive global commercialization.



Scope of Collaboration

- **Collaboration Conference:**
IISc-SID (Society of Innovation & Development) and UMI will hold a quarterly online conference to identify and select IISc seeds. At each conference, IISc-SID will present five startup-related or research themes.
- **Due Diligence:**
UMI will conduct due diligence on themes we determine to be of particular interest.
- **Business Expansion Support:**
UMI will support business expansion by connecting selected themes with stakeholders in Japan (major corporations, startups, and academic institutions) and relevant markets.

Future Potential

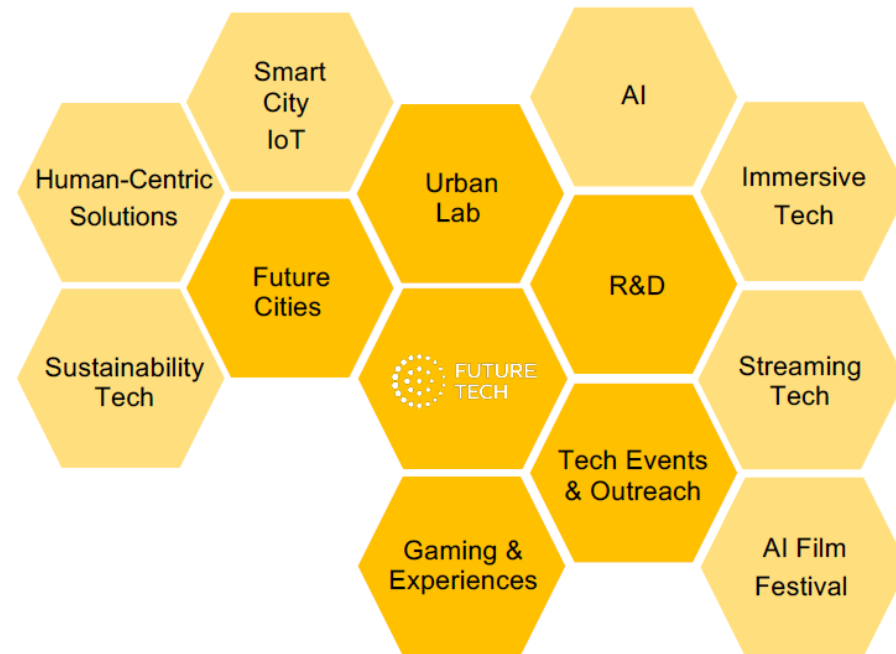
- Following this strategic partnership agreement, UMI may explore the future establishment of a virtual fund with IISc-SID or participation in a joint fund with corporate partners.

Impact Creation Initiatives: Collaboration with Expo City Dubai



- In December 2023 we signed a memorandum of understanding (MoU) to collaborate in advancing the technological development of innovative startups.
- We host joint workshops, network events, specialist training programs, and support the technological development and growth of startups.

■ Focal Areas for Ecosystem and Future City Development

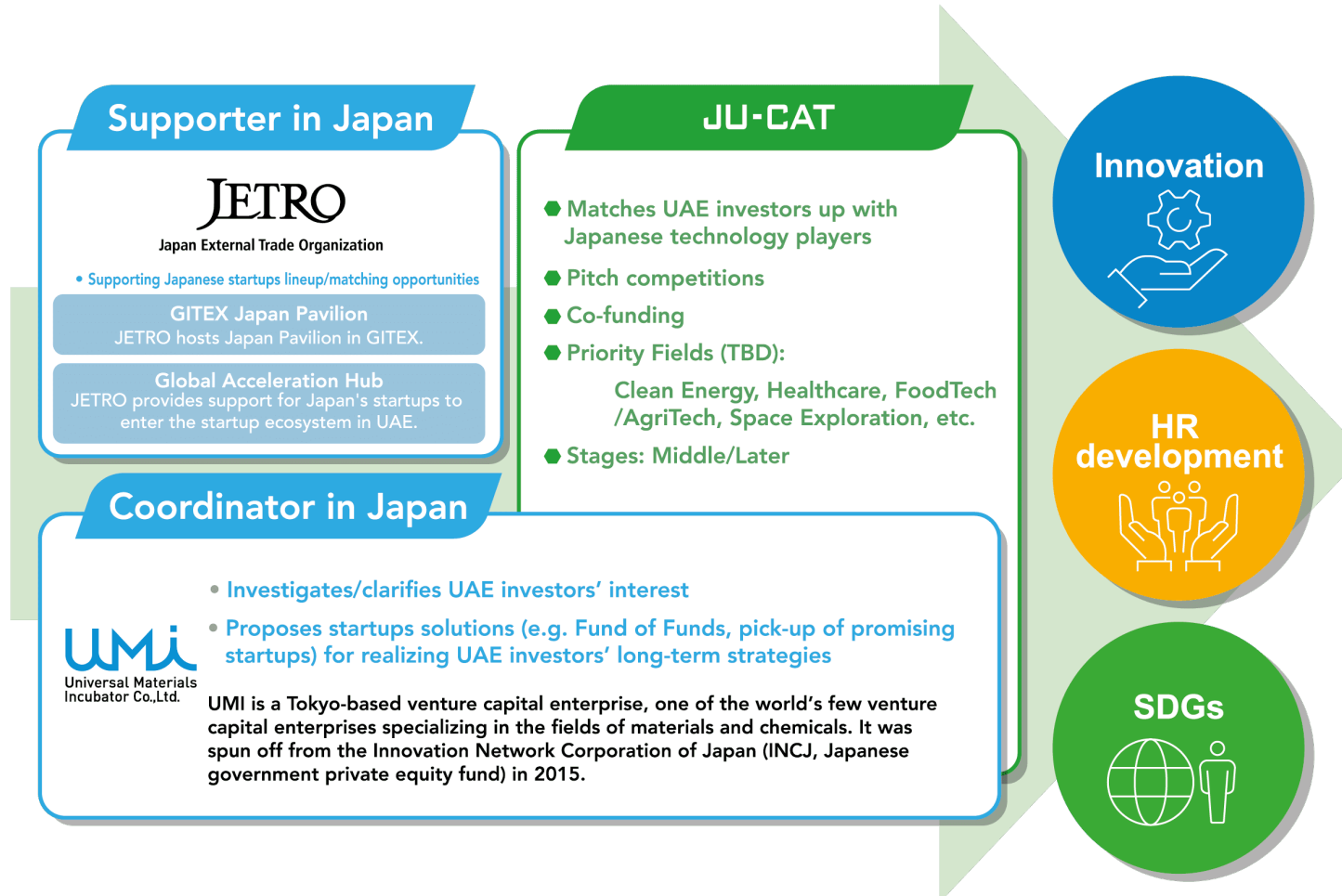


Source: Expo City Dubai materials



Impact Creation Initiatives: Becoming a JU-CAT Coordinator

- Japan’s Ministry of Economy, Trade and Industry (METI) and the UAE’s Ministry of Industry and Advanced Technology (MoIAT) established the Japan–UAE Coordination scheme for Advanced Technology (JU-CAT) to promote the development of future innovation and young human resources.
- Through this scheme, Japanese startups seeking global expansion can raise capital from UAE investors. UMI will serve as the coordinator on the Japan side, facilitating collaboration between the two parties.



Impact Creation Initiatives: Collaboration with Forming Future



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- In September 2025, we entered into a memorandum of understanding to mutually support the market expansion of promising technological seeds in Japan and Saudi Arabia.
- The collaboration aims to strengthen the startup ecosystems of both countries and achieve sustainable economic growth through innovative technologies.



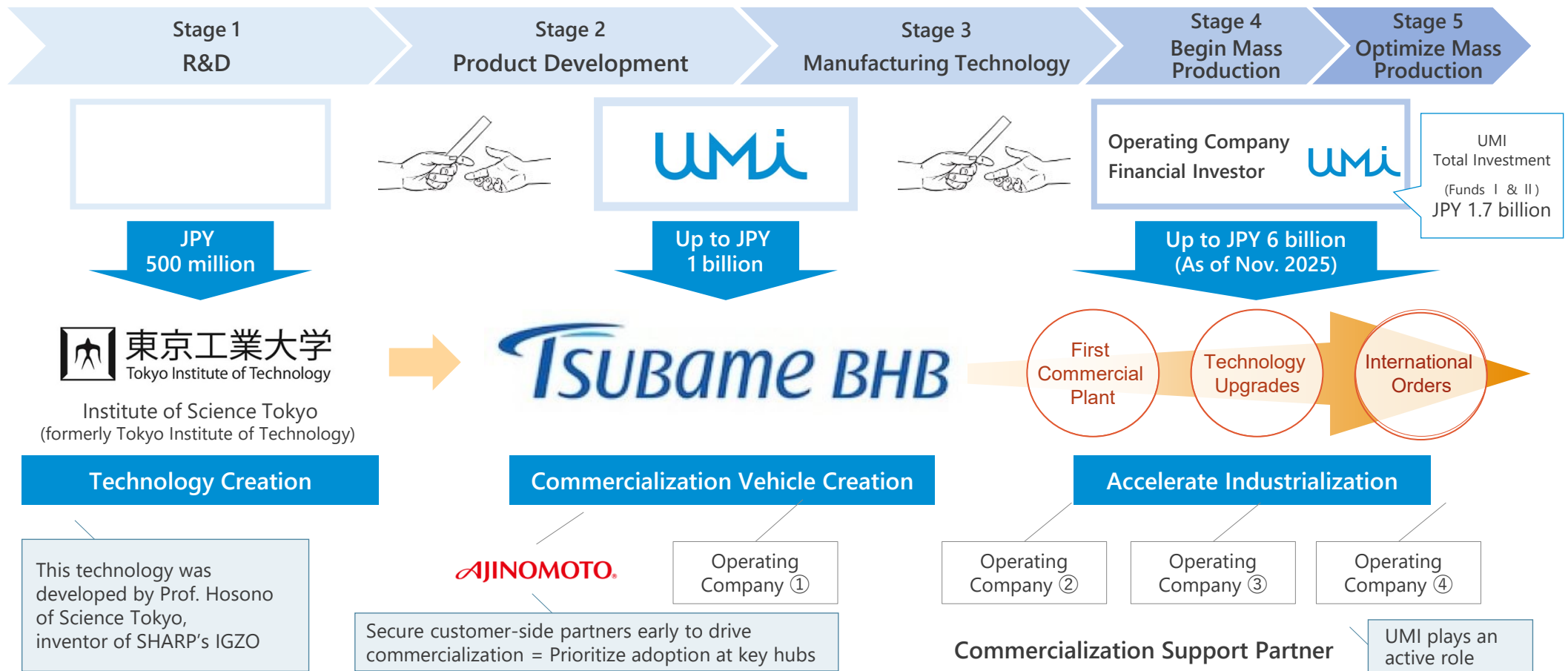
(From left) Eng. Sattam Ali Alqarqah, CEO of Forming Future, H.E. Khalid Al-Falih, Minister of Investment, Saudi Arabia, Mr. Yuichiro Koga, State Minister of Economy, Trade and Industry, Shosuke Kiba, Representative Director of Universal Materials Incubator Co., Ltd.

Impact Creation Initiatives: Integrated Investment Across All Stages



- Tsubame BHB represents a strong example of UMI's sincere commitment to addressing our materiality and putting it into practice.
- From the R&D stage to the present, UMI has provided integrated investment while supporting the development of an ecosystem connecting academia, major corporations, and industry, resulting in Tsubame BHB's steady growth.

■ Tsubame BHB Case Study: End-to-End Integrated Investment and Management Support Since Inception



Impact Creation Initiatives: Strategic Partnership with Kawasaki City



- In connection with the establishment of an industrial hub in the Minami-Watarida district of Kawasaki City, UMI entered into a cooperation agreement aimed at realizing a hub that can change the world through materials and a scale-up center for the social implementation of climate tech.
- In addition to providing financial support through investment, UMI promotes infrastructure development to strengthen facilities and human resources, areas that often become bottlenecks in startup scale-up. Through foundational development and land-use initiatives, we aim to enable a seamless pathway from research and development through to production.

■ Long-term Hub Strategy

● Business Development Aligned with Carbon-Neutral Transition of Industrial Complex

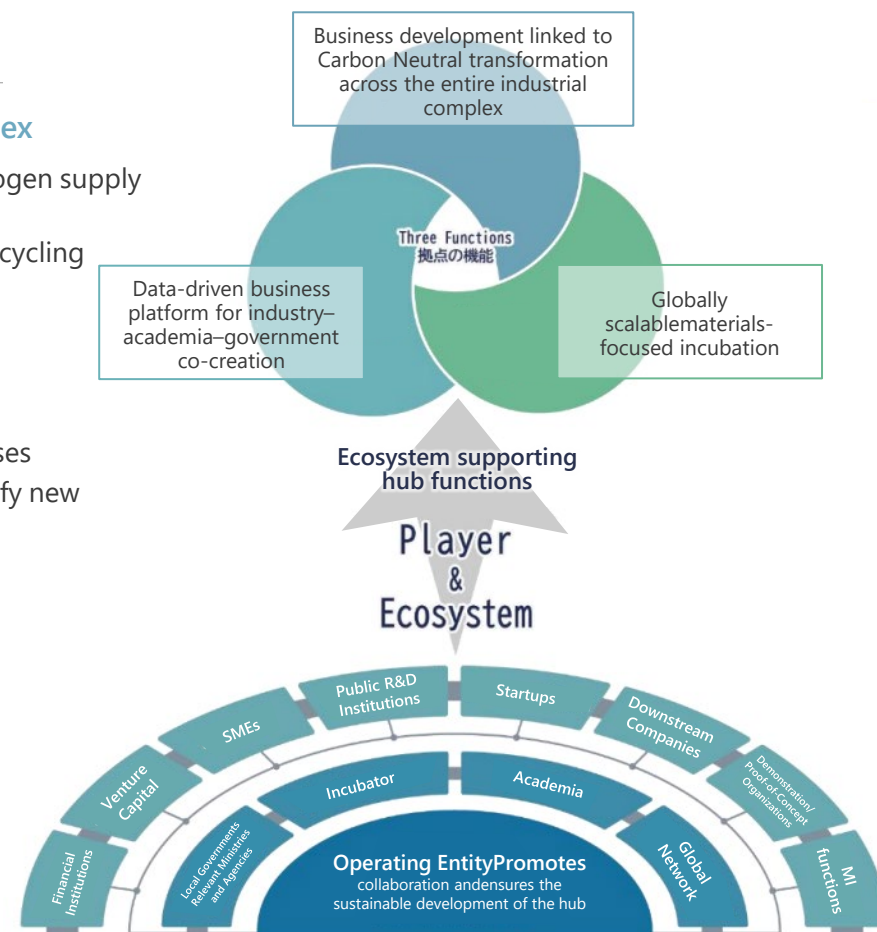
- Promote hydrogen utilization in conjunction with development of Ogishima District as a hydrogen supply hub
- Promote a circular economy approach, including implementation of materials and chemical recycling projects

● Data-Driven Industry–Academia–Government Co-Creation Platform

- Utilize data in coordination with national research institutes
- Support optimization of technology development and advancement of manufacturing processes
- Create new business opportunities by matching technological seeds with market needs, identify new investment targets
- Coordinate participation in national R&D programs
- Support joint research initiatives and business collaboration with academia

● Materials-Focused Incubation with Global Reach

- Capital support (direct & indirect)
- High-level talent placement
- Develop management and engineering talent
- Leverage proximity to Haneda Airport
- Access global markets through overseas VCs and incubators
- Build connections with overseas startup ecosystems



Impact Creation Initiatives : Support Yamaguchi Pref. for GX Business



- UMI will participate in Yamaguchi Prefecture’s New Business Creation & Development Taskforce, which targets the selection of GX (Green Transformation) strategic regions in Yamaguchi Prefecture, and will contribute to creating new GX-oriented businesses throughout the prefecture.

■ Yamaguchi Industrial Complex Low-Carbon Transition Initiative

Yamaguchi Prefecture, which hosts multiple industrial complex zones, is advancing the “Yamaguchi Industrial Complex Low-Carbon Transition Initiative,” aimed at decarbonizing companies operating within these complexes, which account for a significant share of greenhouse gas emissions in the prefecture’s industrial sector.

Within these industrial complex zones, substantial CO₂ emissions are generated from the use of coal-fired power in the chemical industry and from calcination reactions during cement production. As a result, emissions from the industrial and industrial process sectors account for roughly 69% of total prefectural emissions, around double the national average. At the same time, these zones also possess significant potential to serve as hubs for next-generation growth industries, as outlined below.

- ① CO₂ emissions that can serve as feedstock for products
- ② Hydrogen and ammonia production and handling capabilities
- ③ Presence of cement plants that could serve as CO₂ capture/storage sites
- ④ Refining and supply of carbon-recycled fuels with existing infrastructure

Synthetic fuels using as CO₂ as feedstock

Source: Interim Report of the Synthetic Fuel Study Group, Ministry of Economy, Trade and Industry (METI); translated by UMI

Cement plants as potential CO₂ capture/storage sites

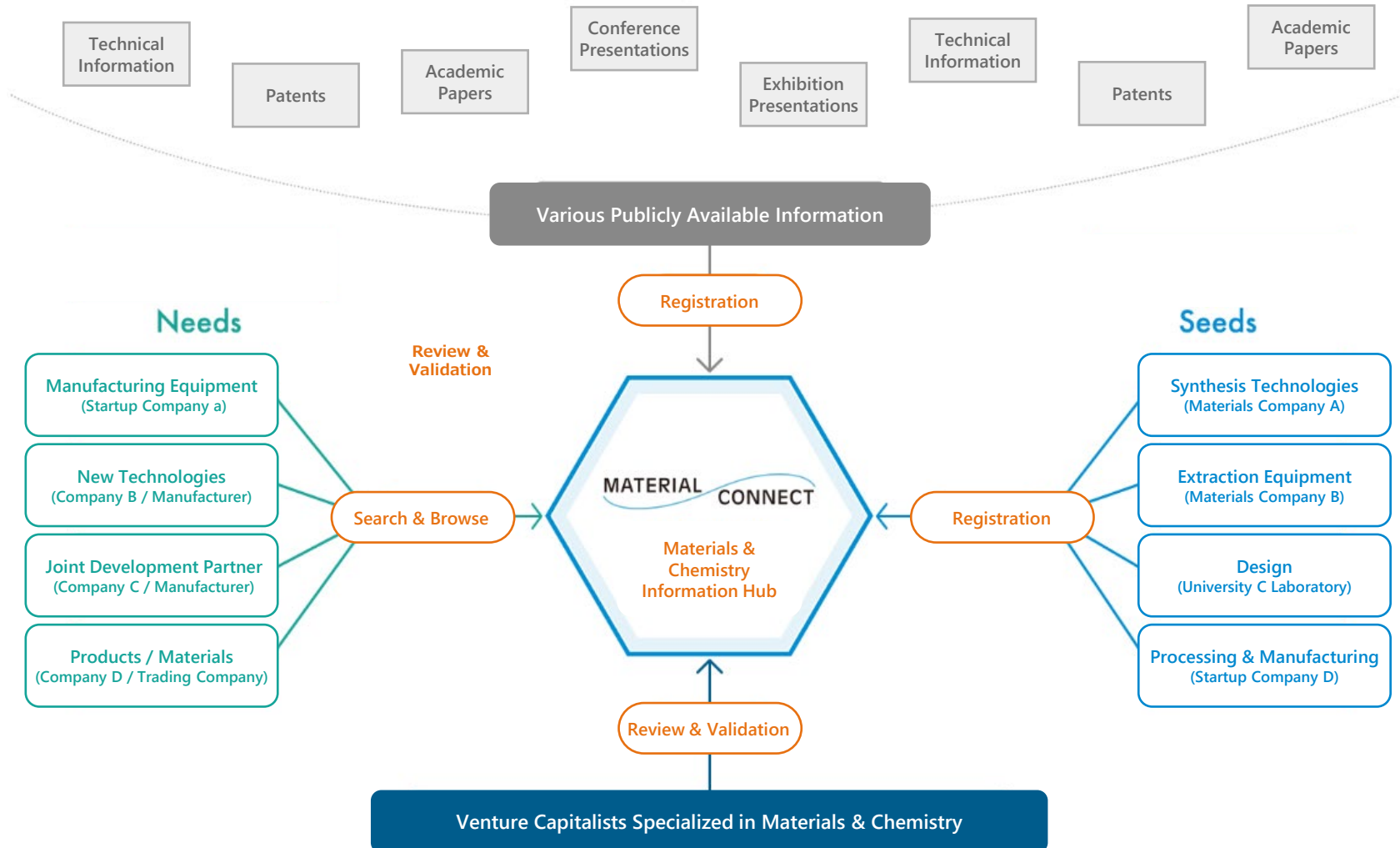
Source: Interim Summary of the Clean Energy Strategy, Ministry of Economy, Trade and Industry (METI); translated by UMI

Discussion meeting with the Governor of Yamaguchi Prefecture



Impact Creation Initiatives: Business Carve-out Support

- We have established a unique data platform in the materials and chemical fields that consolidates fragmented technological information into a single shared resource. By enabling companies to access and share this information, the platform facilitates matching between those seeking to commercialize their technologies and those seeking to utilize them.



Impact Creation Initiatives: All-Stage Support with Public Policy Program



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- Through the Japan Science and Technology Agency (JST)'s "START" program, we provide hands-on support for the commercialization of university-developed technologies, accelerating the transition from research outcomes to startup creation.
- Through programs implemented by the New Energy and Industrial Technology Development Organization (NEDO), we facilitate procurement partnerships and co-creation with major corporations, strengthening the credibility and social implementation of startups.

■ START: Program for Creating Startups from Advanced Research and Technology

UMI has been selected as a Business Promoter under JST's START program and provides hands-on support across all stages, from identifying university-originated technological seeds to business plan development and startup creation.

With a focus on the materials and chemical fields, we collaborate with national research institutes such as the National Institutes for Quantum Science and Technology (QST), the National Institute of Advanced Industrial Science and Technology (AIST), and the National Institute for Materials Science (NIMS). Through the selection of commercialization candidate themes and VC hands-on support programs, we are building an ecosystem that accelerates social implementation.

As a result of these initiatives, we established "LiSTie", a QST-originated startup specializing in sustainable lithium recovery technology, further advancing the commercialization of research outcomes.



■ NEDO Program: Corporate Carve-outs

As a participating company in NEDO's "Project to Promote the Creation of Deep-Tech Startups Through Carve-Outs Using Company-Owned Innovative Technologies," we promote carve-out initiatives targeting major corporations in the materials and chemical industries.

Through the creation of startups via carve-outs and ongoing development of executive talent, we aim to promote the adoption of new business development approaches and enhance industrial competitiveness.

■ NEDO Program: Corporate Procurement

As an implementing organization under NEDO's "Collaboration and Accelerated Procurement for Company-Initiated Startups" program, we support the process from identifying procurement needs to matching and demonstration-based implementation, thereby reducing barriers to adoption.

By making it easier for major corporations to procure startup products and services, we enhance startups' credibility and revenue generation, accelerate social implementation, and foster a co-creation ecosystem with major corporations that promotes sustainable innovation.



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