PLUGANDPLAY

Plug and Play Mobility

Corporate Reverse Pitch



February 18, 2026

The ultimate innovation platform.

PLUGANDPLAY

Agenda
Outlook

- 4:00 PM – **Welcome & Introduction**
- 4:10 PM – **Reverse Pitches**: JATCO, Toyota Boshoku & Sekisui
- 4:40 PM – **Break**
- 4:50 PM – **Reverse Pitches**: Borg Warner, Pirelli & Sumitomo Electric
- 5:30 PM – **Event Outlook & Closing**

Welcome
& Introduction

PLUG AND PLAY

Welcome & Introduction
Moderation



Julian Huschitt
Manager
STARTUP AUTOBAHN powered by Plug and Play

j.huschitt@pnptc.com

Welcome & Introduction

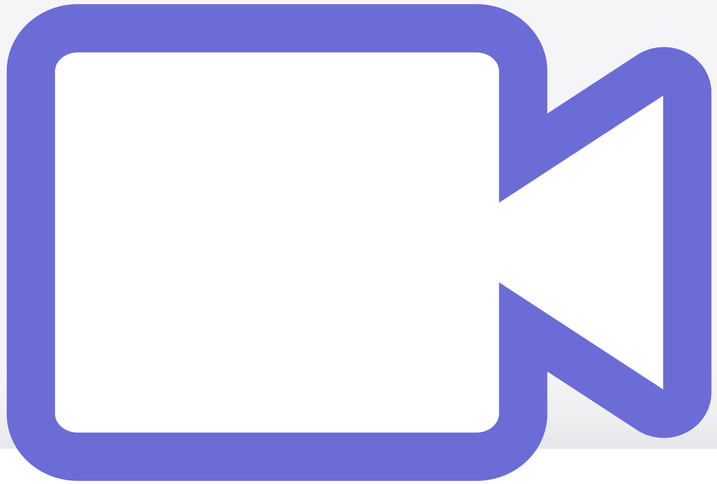
Moderation



Bastian Kroggel
Director
STARTUP AUTOBAHN powered by Plug and Play

bastian@pnptc.com

Recording in Progress



We're recording this meeting so others can review it later.

Your participation implies consent to the recording.

Corporate Reverse Pitch

Housekeeping Items

- Mic's and cameras disabled during pitch presentations
- Pitch presentations and recording will be shared after the event
- Take detailed notes and prepare to ask questions during the Q&A
- Share your LinkedIn profile in the Chat Box with the audience
- Submit your questions through Q&A Box on the right hand side
- Let us know if you have any technical difficulties!

PLUG AND PLAY
MOBILITY & PHYSICAL AI

We spend a large proportion of our lives moving around. It's time to make it smarter.

Our program has set out to change the world of mobility forever and make giant leaps towards a new, more connected experience than ever before.

2016
Year Launched

08
Total Locations

47
Total Partners

750+
Startups Accelerated



Plug and Play

Our 60+ Locations



Reverse **Pitches**

PLUG AND PLAY



CORPORATE

JATCO

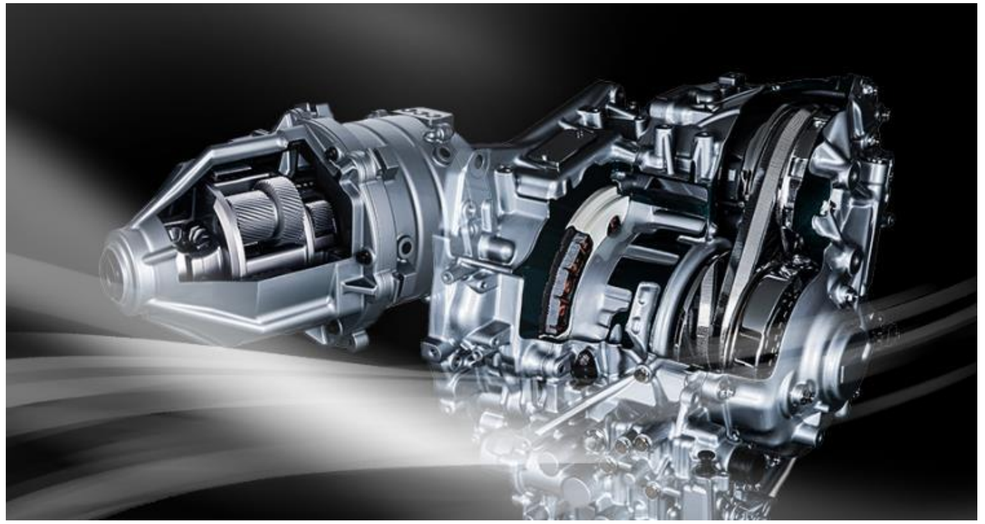
JATCO Ltd.

Feb. 18th, 2026

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Corporate Overview

Core Business	Development, manufacture, and sale of **Electrified powertrains, and Automatic transmissions**
Global Operation	**Japan**, USA, Mexico, China, Thailand, France, Spain, Korea, and UK
Employees	11,700 (as of March 31, 2025)
Stockholders	**Nissan (75%), Mitsubishi (15%), Suzuki (10%)**
Annual sales (FY24)	¥564.1 billion in consolidated sales (reference)
Certification	**ISO9001, 14001, IATF16949**





Market Leadership

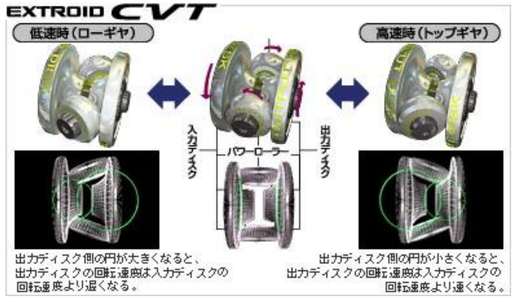
- ★ No.1 in Global CVT Market
- ★ Over 100 Million Units Produced
- ★ Trusted Global Tier-1 Supplier

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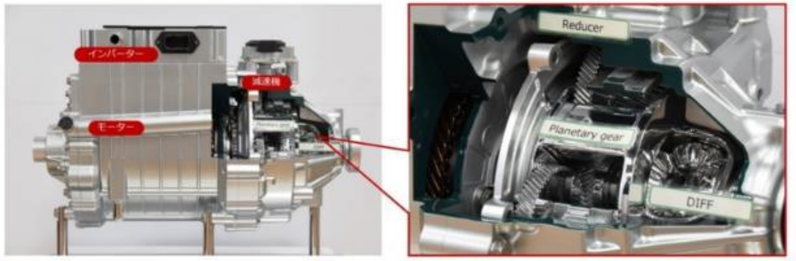
Over 50 Years of Innovation

- **JATCO has leveraged its gear and pulley expertise to deliver precise control of rotational motion and power in transmission systems for OEM.**









3N71B



F06A



JR006E



JF010E



Jatco CVT7



Jatco CVT-X



Electrified Powertrain X-in-1









1971
Japan's first mass-prod. 3-speed AT

1997
World's first mass prod. of a 2L class CVT

1999
The **world's only successful mass-prod**. toroidal CVT

2002
World's first 3.5L class large displacement CVT

2009
World's first CVT with auxiliary transmission

2021
The ultimate CVT:
90% or greater transmission efficiency

2025
Started mass prod.

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What JATCO Offers

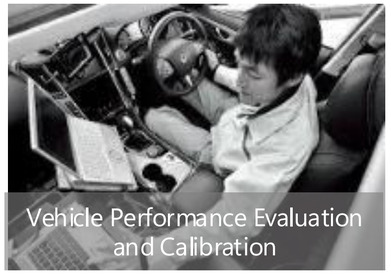
- **Collaboration at any stage: Design • Prototype • Production**
- **Consistent quality & stable supply — worldwide**

Component / System Design









Production Engineering

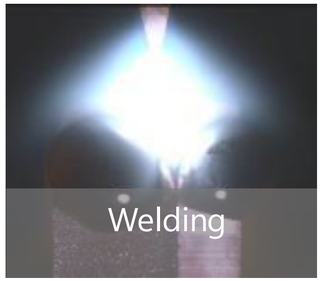












Measurement and Evaluation Technologies





Global Production and After-Sales Service





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Why We Are Here Today

Corporate Purpose :
Expanding the Possibilities of Mobility
- Through Technology and Passion

We want partners who help create a seamless experience using our hardware.

Mobility is more than movement.
It enables connection, experience, and opportunity.

By expanding the possibilities of mobility,
we **empower people and society to move freely**,
unlock new value through human interaction,
and create a more dynamic and prosperous world.

JATCO is committed to realizing this vision
— working with partners to advance mobility through technology and passion.



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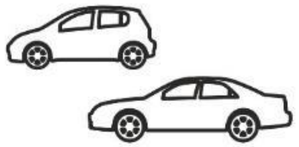
Focus Area

Our activities with Plug and Play mainly focus on new business.



Provide value to customers,
Car culture, and society

Automotive business



Supply CVT/AT and electrified powertrains to OEMs

Accumulate
Acquire
Jatco
Use
Apply

Competency Assets

✓ *Today's main scope*



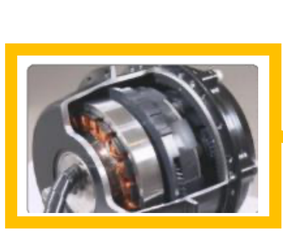
Business diversification
And social contribution

New business



Create innovation through partnerships

New Business













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Focus Area : New Mobility

Vision: Drive Platform (Drive unit – as – a - Service)

@2028-30
still under discussion

Core + APIs + Ecosystem

Layer 3: Apps & Services

Fleet ops / predictive maintenance / safety / wellness / insurance

Layer 2: Drive Abstraction & APIs

Telemetry / Diagnostics / Integration API / (future) OTA & Config

Layer 1: Drive Unit (JATCO core)

Motor / Gear / Controller / Battery (+BMS)

"OS" = Open interface + reference design + certification

(not "open-source hardware" — JATCO owns the core quality)

Current:



e.g. e-bike component

Future:

Any mobility



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Focus Area : New Mobility

Vision: Drive Platform (Drive unit – as – a - Service)

✓ **Our Focus** @2026-27

Human intent matters

- “assist” (not full autonomous), safety, comfort

e.g.

eBike: Pedaling × Assist (HMI / wellness potential)

Wheelchair: User input × Assist (safety envelope / fatigue / posture)

With Service (Software)



Our Product





To Any Micro Mobility (Hardware)



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Others:

(Factory Digital Innovation / operational improvement)

Examples:
on-site data utilization, equipment maintenance, quality, process optimization, work support
partners: manufacturing DX, Digital twin, process mining, on-site AI
partners: robotics, control, sensor fusion, Physical AI PoC

Manufacturing Plant location **Japan**, **Mexico, China, Thailand**, and UK



(Future lane)

Humanoid robotics / Physical AI

Hardware partner opportunity for next-generation mobility and manipulation
Use JATCO factory as PoC Field



This is our e-bike motor and gear box. (this looks like…)



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Jatco

New Business Development



SV Office, Sunnyvale CA
Tomoya Sugiyama
Email : tomoya_sugiyama@jatco.co.jp

LinkedIn





Head Office, JAPAN
Ryosuke Kimura
Email : ryosuke_kimura@jatco.co.jp



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Jatco



CORPORATE

Toyota Boshoku

Toyota Boshoku Reverse Pitch

Company background and business

Silicon Valley team activities

New technology & business partners engagement process

Global engagement options for new partners

Q&A and contacts

Plug and Play Mobility
18 February 2026

TBA presenter
Roman Vasilev

FOR LIMITED DISTRIBUTION 関係者外秘

Company background and business

Founded 1918 by Sakichi Toyoda

Headquarter Kariya city, Japan

Initial business Textile manufacturing



Company Leaders



Dr. Shuhei Toyoda
Chairman



Masayoshi Shirayanagi
President & CEO

Current business Tier-1 supplier

Automotive interior systems and components



Automotive filter and powertrain components



Aircraft and railway seats



Textile goods



Future business New mobility

MaaS



Air mobility



Wellness



Sustainability



Silicon Valley team activities

🪪 **NETWORK**	SV ecosystem (ex. PNP mobility) Partners (tech, business, VC/CVC) OEMs (traditional, new players)
🔎 **SCOUTING**	Startups (mobility, AI, wellness) New trends (AV, in-cabin use cases)
🛠️ **POCs**	2-3 months (quick POV) local, regional or global
📈 **BUSINESS**	MaaS products and services
💰 **INVESTMENT**	Support TB Japan CVC



Jan 2023 at PNP


Jan 2023 at PNP


Oct 2025 at PNP

New technology and business partners engagement process

PNP introduction
- events
- dealflows
- ad hoc meetings

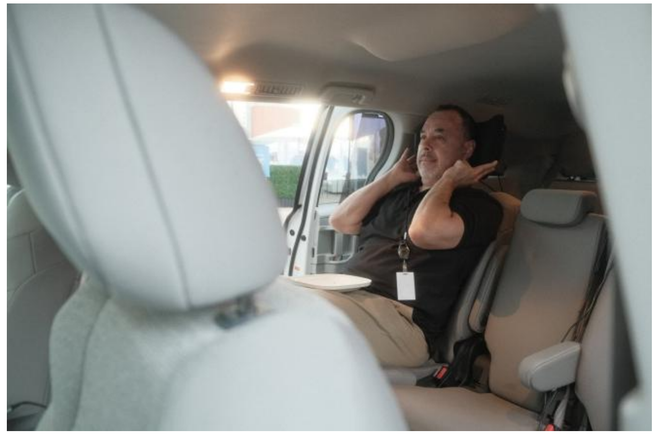
Mutual NDA
- share tech details
- discuss use cases
- explore applications

POC
- tech validation
- use case testing
- prototype demos

JDA
- develop product
- create business
- go to market







Global engagement options for new partners

New tech partners can engage with one or more R&D centers

- depending on geography, customers and market needs

■ R&D sites













Silicon Valley Innovation Hub ■

Novi, MI ■

Brussels ■

■ Munich

China ■

■ Japan

Oceania ■



Q&A timeslot

Thank you!

TBA Silicon Valley contacts

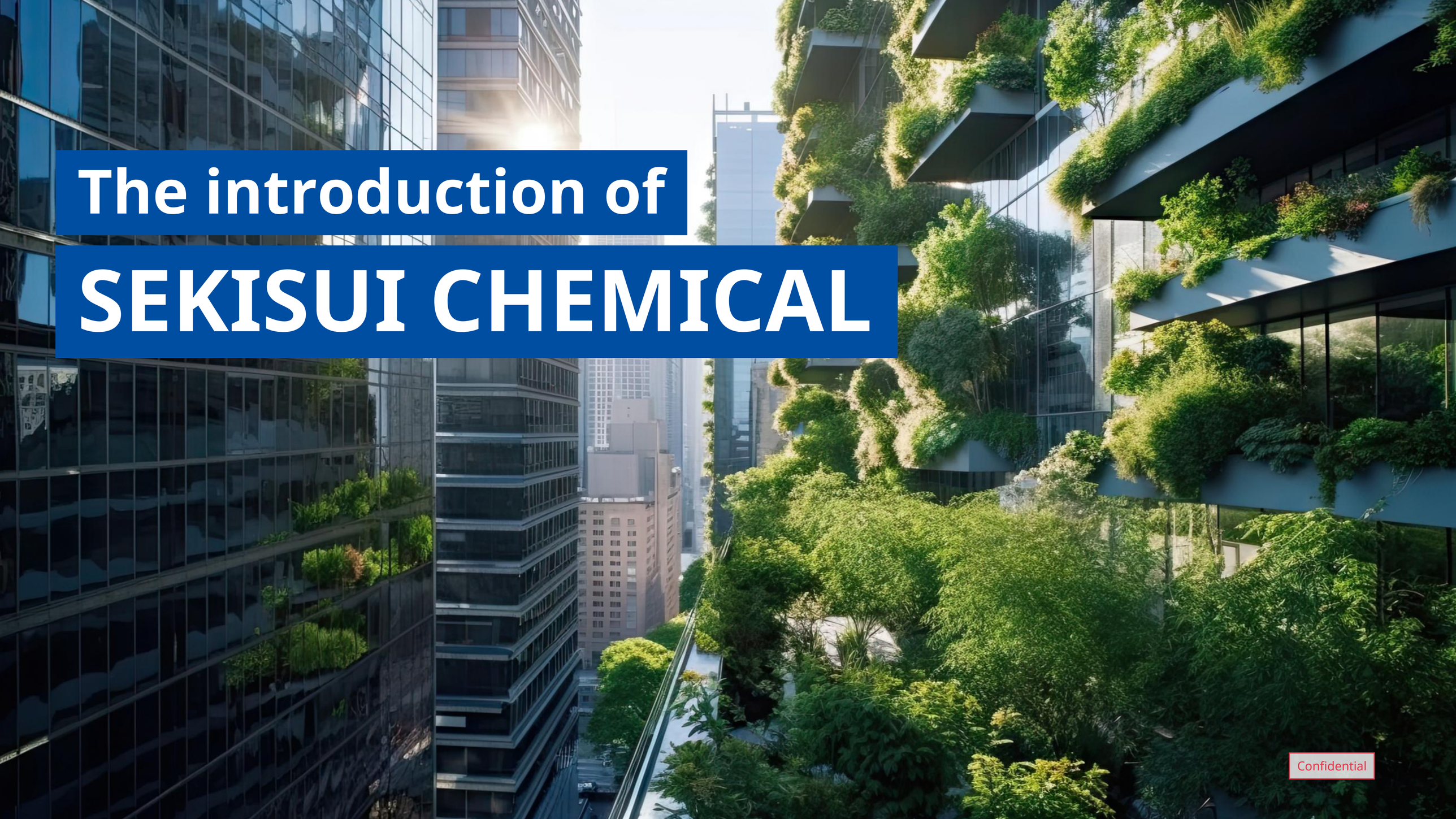
roman.vasilev@toyota-boshoku.com

enoch.morishima@toyota-boshoku.com



CORPORATE

Sekisui



The introduction of SEKISUI CHEMICAL

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About **SEKISUI Chemical Group**

78 years
Founded

26,918 people
Employee

155 companies
Group

8,200,000,000 USD
Net Sales

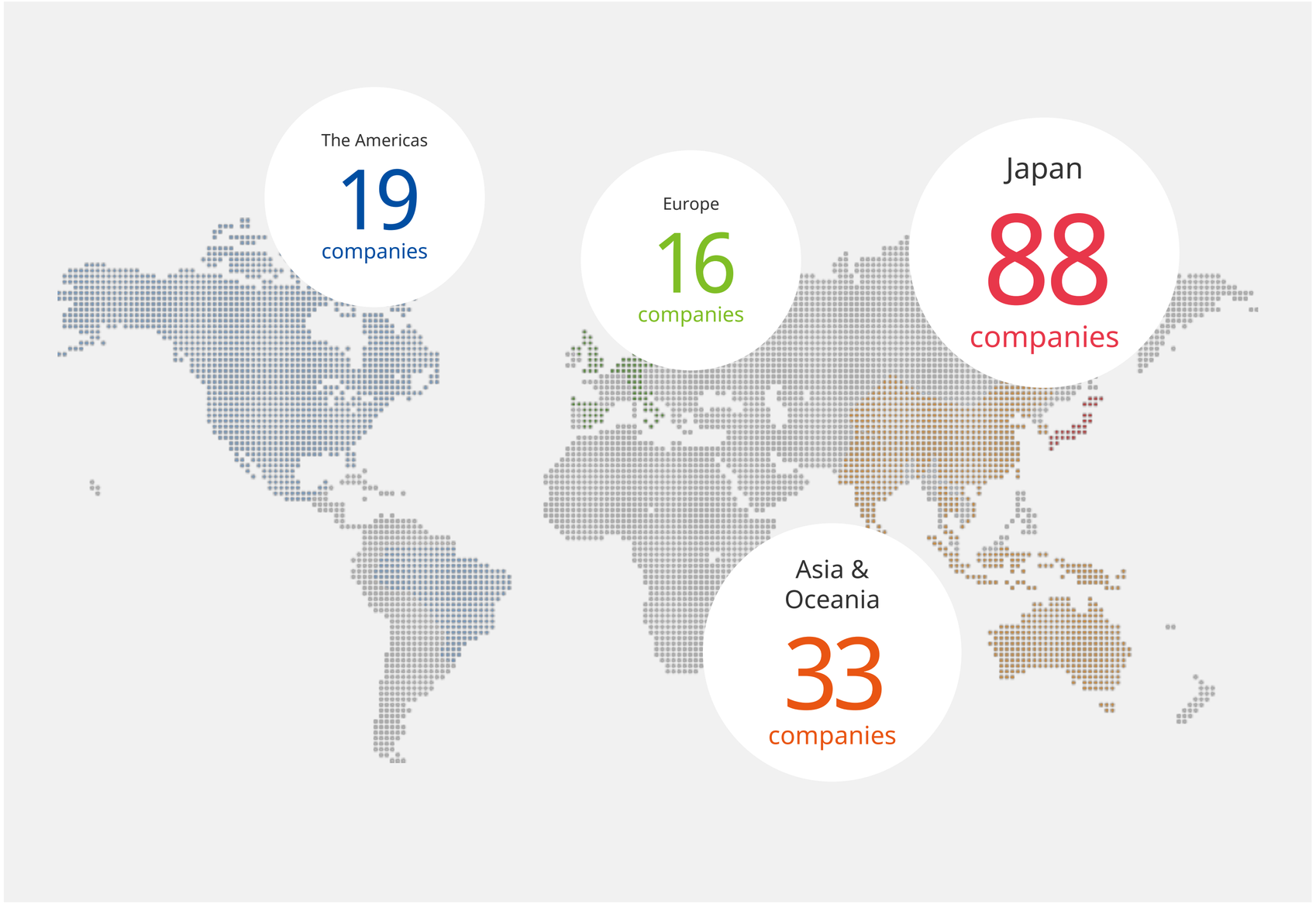
683,234,177 USD
Operating income

ESG / Sustainability

GLOBAL 100 2023 THE WORLD'S MOST SUSTAINABLE CORPORATIONS

2018～2023: 6th years in a row

CDP DISCLOSURE INSIGHT ACTION A LIST 2023 CLIMATE WATER



SEKISUI Company Outline





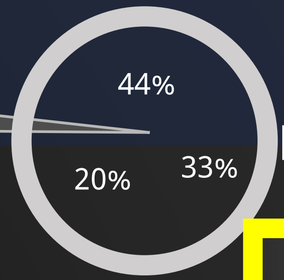






HOUSING COMPANY





URBAN INFRASTRUCTURE &
ENVIRONMENTAL PRODUCTS COMPANY

HIGH PERFORMANCE PLASTICS COMPANY

















About **American Business Development & Research Center**

Our Team's **Purpose?**

We explore trends that influence applications for **comfort, design, display,** and **new technologies.**

Use these trends to inform our development of prototypes and proof of concepts that support design and engineering goals.

Trends guide development direction



SEKISUI CHEMICAL

COLLABORATION WITH STARTUPS

SEKISUI CHEMICAL collaborates with startups in a variety of ways. No two startups are alike, and therefore there is no set stone roadmap for how to work together.

- in -



TECHNOLOGY EVALUATION

Evaluate initial samples of startup technology.



PROOF OF CONCEPT

Combine SEKISUI CHEMICAL technology with startup technology to test feasibility.



INVESTMENT or LICENSING

Invest in the startup or license the developed technology.



ACQUISITION

Acquire a company after confirming synergies in target markets or technology.

Innovative mobility fields

S-LEC division
PVB interlayer film for laminated glass

Foam division
Polyolefin foamed plastic

Specialty chemicals division
Functional resin compounds

Industrial tape division
Adhesive tape products

SEKISUI POLYMATECH CO.,LTD.
EV battery materials

SEKISUI Techno Moldings CO.,LTD.
Molding parts

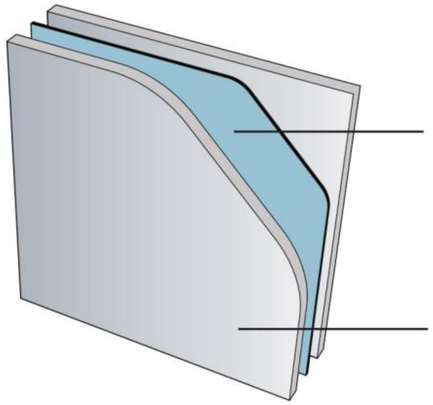
R&D institute



S-LEC™ Product (PVB)

High performance multifunctional S-LEC™ film

S-LEC™ Film is high quality PVB interlayer using for the laminated glass.
It offers a wide variety of values and functions such as safety, security,
and ultraviolet (UV) ray cutting. Recognized for its high quality, it is used in laminated glass for automotive and architectural applications around the world.



WHAT IS PVB INTERLAYER FILM
S-LEC™ Interlayer Film
PVB interlayer film for laminated glass ensures that glass remains bonded to the film in case of breakage.

Glass



PVB - Polyvinyl butyral

Resin based plastic interlayer
clarity, strength, flexibility
opaque material, becomes transparent after lamination



Our Product **Applications**

S-LEC™ film works in automobiles

1. Supply all major automotive manufacturing companies worldwide.

2. Originally, laminated glass was just used in the windshield for safety. (protect occupants)

3. As new technologies have been integrated into PVB, OEMs have expanded the use of laminated glass across the glazing sections of the vehicle.



Expanding Market of Laminated Glass



<20 years

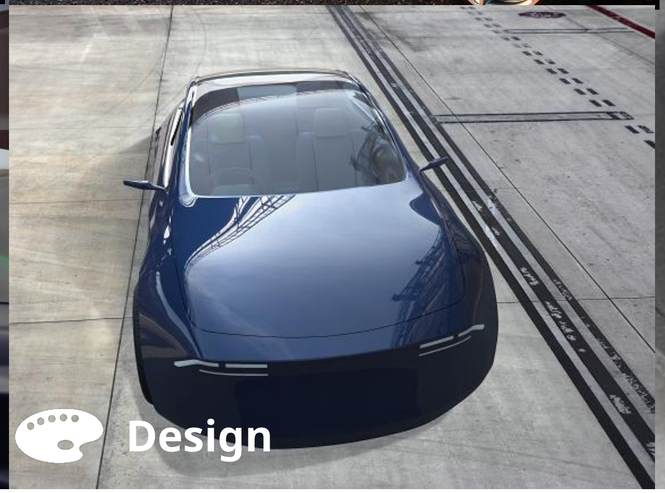
SEKISUI S-LEC SOLUTIONS













SEKISUI | S-LEC
Website

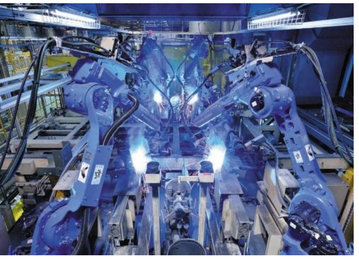
www.s-lecfilm.com

Visit our website to discover our solutions

SMART CITY/HOME BUSINESS UNIT

Housing New Technical Solution

Pre-Fabrication Process



Smart Water Utilization

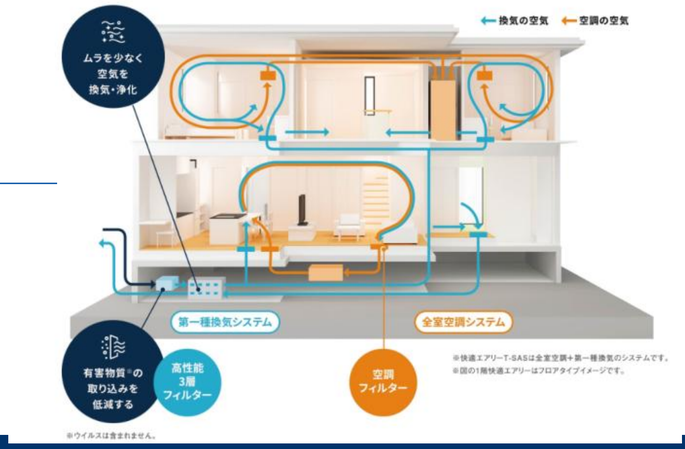




Self Sustaining Energy



Smart Filtration Systems



Town Management System



Smart City



Sekisui HEIM

Eslon Rain Gutter | High Drainage System | Color Pipes | Balcony Tiles | Deck Materials | Polypropylene Rigid Foam Board | Zero Emission Construction | Smart City Design | Resistance to Elements

Confidential

AEROSPACE BUSINESS UNIT

Aviation New Technical Solution

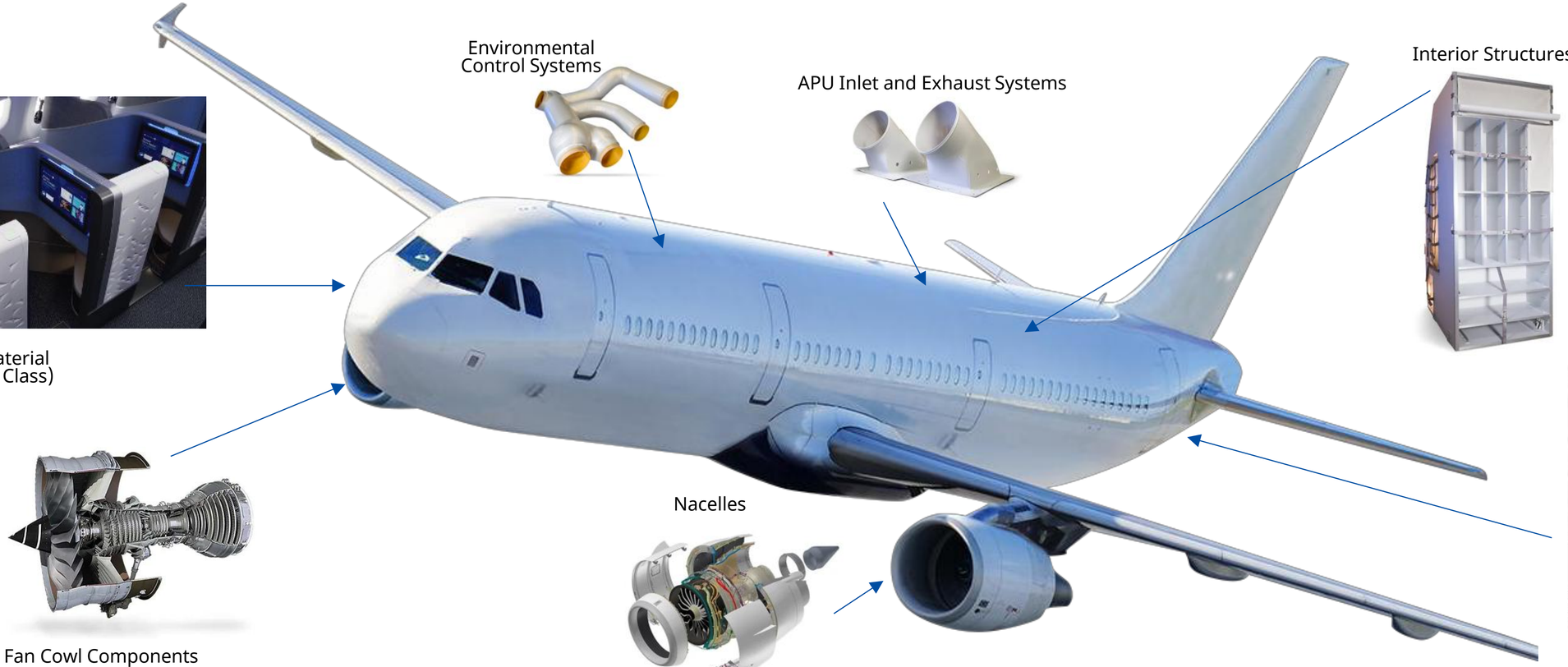


Cabin surface material
(JetBlue Business Class)

Environmental
Control Systems

APU Inlet and Exhaust Systems

Interior Structures



Fan Cowl Components

Nacelles





Cabin surface material
(Qatar Airways Business Class)

Sekisui Aerospace **Sekisui Kydex**

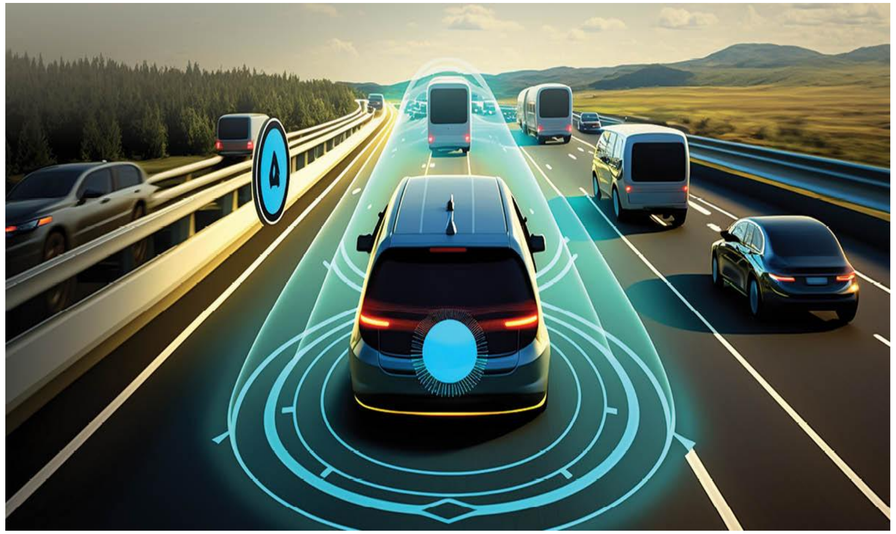
Wing Components | Fuselage Assembly | Seating Furniture | Nose Assembly | Propulsion Slice | Boeing 737, 747, 757, 767 Programs | Primary Structures | Secondary Structures | Interior Structures

Confidential

Focus Areas



Aerospace



Mobility



Robotics



Smart Home / City

COMMITMENT TO **SUSTAINABILITY**

SEKISUI Chemical Group has adopted an ESG Management approach based in part from the work by the United Nations to establish a collection of **Sustainable Development Goals.**



SEKISUI S-LEC America identifies area in our business plan where we can take action to contribute to the SDGs – by company, department, and individual.

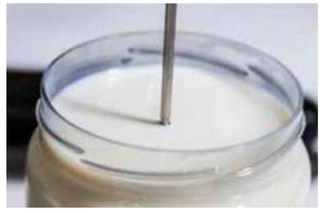
SEKISUI S-LEC America PVB manufacturing facility in Winchester, KY houses a 2,000 panel **Solar Farm**, contributing to 15-20% of annual energy consumption.



SEKISUI is included for the sixth consecutive year on the **Global 100 Most Sustainable Corporations in the World.**

GLOBAL100 2023
THE WORLD'S MOST SUSTAINABLE CORPORATIONS ©

Scrap PVB is recycled back into our manufacturing process. Laminated PVB is separated from the glass through a crushing and shredding process. The recycled PVB is then processed into an adhesive alternative for carpet backing. Other products made from recycled PVB include modular flooring materials, latex alternatives, and leather alternatives.



Confidential

Open Doors Policy



Robert Porras
Client Relationship Specialist |
Market & Industry Research | Tech...

Bring us your idea—we'll help make it real.

"Do you have a material like this?"
"Could this work for our application?"
"Is there a better solution to this issue?"

From early, high-level concepts to specific technical and scale-up challenges, we welcome open dialogue at any stage.

Whether you're a startup or a global enterprise, we build the right partnership model to match your goals and speed.

Together, we leverage SEKISUI's global reach, technical expertise, and development/production capabilities to accelerate innovation —and turn ideas into manufacturable outcomes.

Want to know more? Message me at rporras@s-lec.us

LinkedIn = https://www.linkedin.com/in/robert-porras/


SEKISUI

PLUG AND PLAY
MOBILITY &
PHYSICAL AI

Break

10:00

Reverse **Pitches**

PLUG AND PLAY



CORPORATE

Borg Warner

BORGWARNER

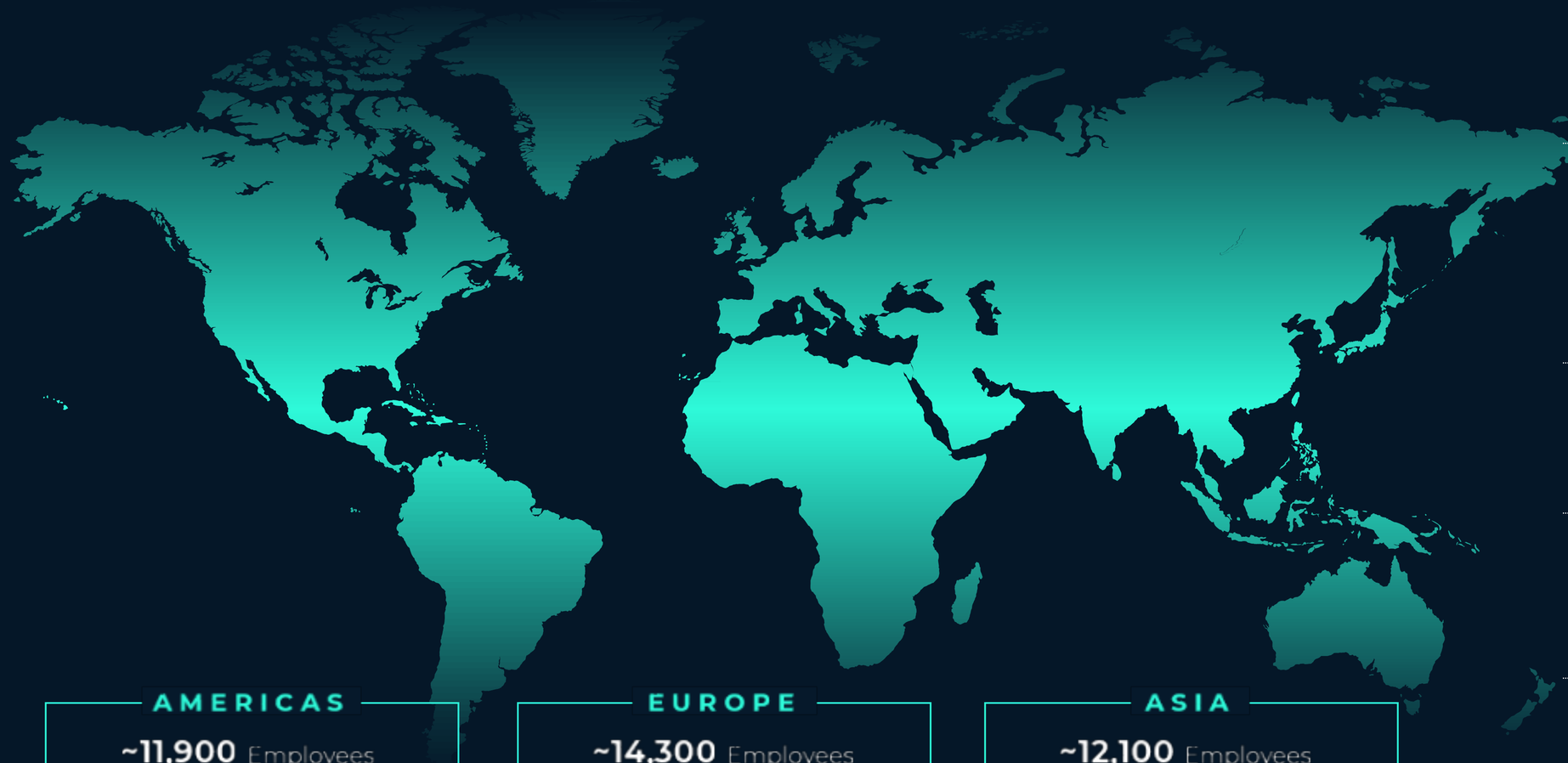
BorgWarner Reverse Pitch

Corporate Strategy and Ventures

February 18, 2026



BorgWarner in Numbers



61
Manufacturing Locations

19
Technical center Locations

~38,300
Employees

~7,500
Engineers

Net Sales **14.3B**
2025

~$14.0 – 14.3B
2026 Guidance

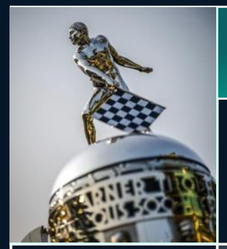
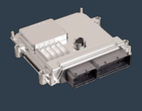
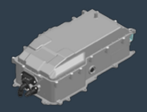
AMERICAS
- **~11,900** Employees
- **25** Locations
- **3** Countries

EUROPE
- **~14,300** Employees
- **28** Locations
- **10** Countries

ASIA
- **~12,100** Employees
- **31** Locations
- **7** Countries

BORGWARNER

Resilient Product Portfolio

	Foundational Products						eProducts					
	Turbos	AWD/ 4WD	EGR Valves & Coolers	Engine Timing	ECUs	Torque Mgmt.	Inverters	OBC & DC/DC	Thermal Mgmt.	Electric Drive Units	Electric Drive Motors	CV Battery Systems
												
Combustion	✓	✓	✓	✓	✓	✓						
Hybrid	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Electric					✓	✓	✓	✓	✓	✓	✓	✓

M&A Strategy: Continue to grow and strengthen the portfolio

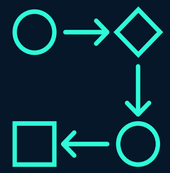
BorgWarner’s Unique Value Proposition



Resilient product portfolio

#1 or #2 market share in Foundational products

Quickly growing share in eProducts



Over 120 years experience in high-volume, high-quality manufacturing

Proven robust supply chain

Superior quality & operating systems

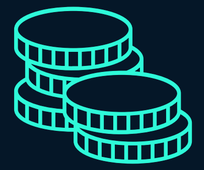


Significant relationships across LV & CV customers

> 100 OEMs



Decentralized ”LAGS” operating model creates speed, accountability and agility



Financial strength and discipline

BORGWARNER

BorgWarner Innovation Team's Mission

Accelerate partnerships with innovative companies
to foster product leadership across BorgWarner's current and future portfolio

Act as first point of contact for startups to introduce their technology

Increase speed of transformation in line with BorgWarner Corporate Strategy

Deepen relationships with BUs to drive innovation & value creation

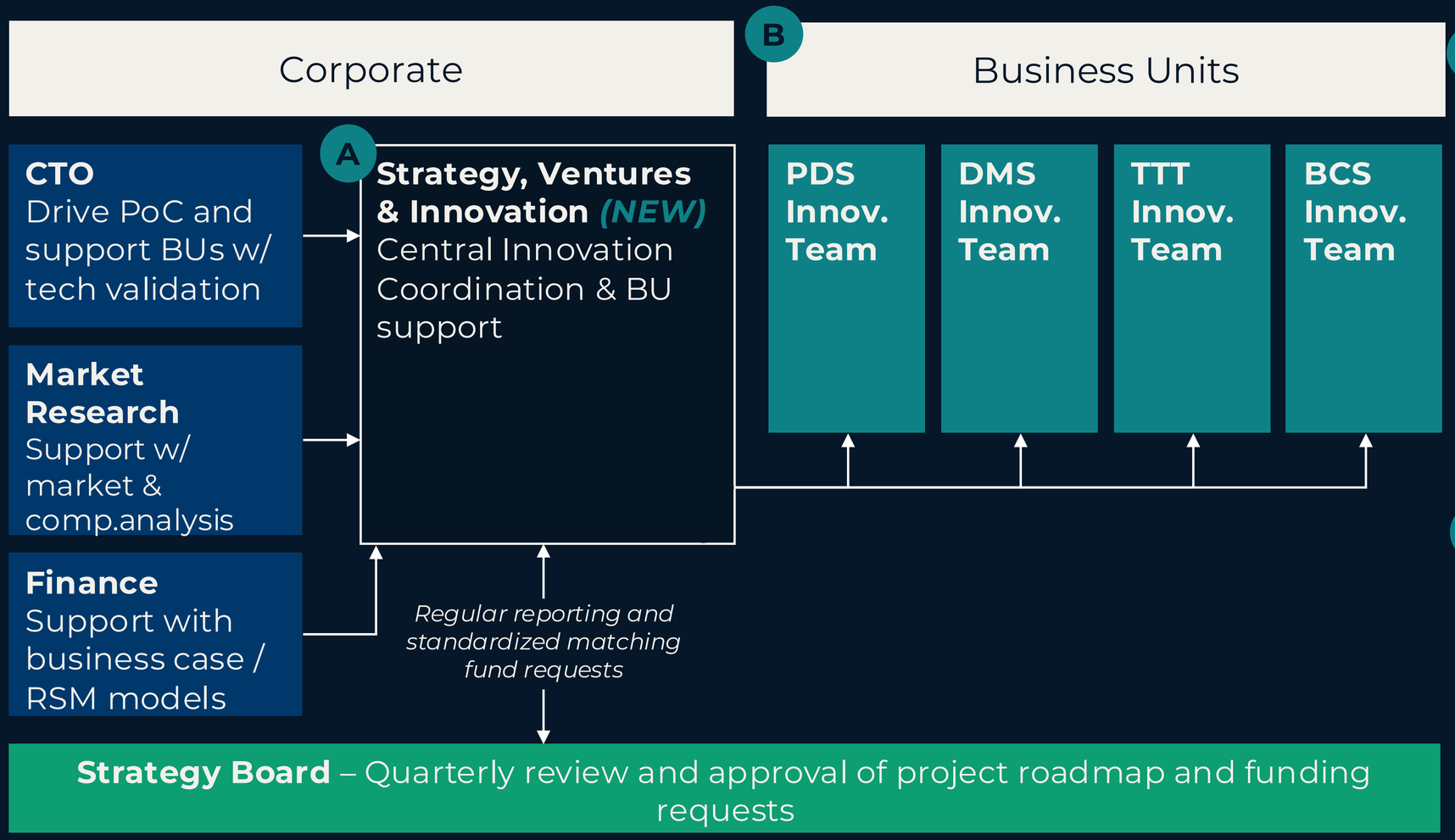
Bridge BUs to industry leaders in an external innovation ecosystem

Partnership Options – More than investment

	Commercial Relationships	Joint Development & License Agreements	Strategic Investment, Joint Ventures	Mergers & Acquisitions
Rationale	Optimize current BW business operations	Competitive IP aligned with Product Portfolio	Co-development of Technology	Organic development is not practical
Value to BW	Leverage innovative tech at minimal risk	Jointly develop and grow innovative tech	Secure preferential rights vs. BW competitors and upside on equity investment	Bring innovation and talent into BW for global scaling

BW Innovation Management
Hybrid Innovation Structure

New in 2026!



Role of Innovation Team

- Central coordination & continuous process
  - Strategy Alignment, Trend identification, Prioritization, Monthly BU meetings
- PoC Launch via “Fast Track” Process, Joint KPI alignment with BU

B

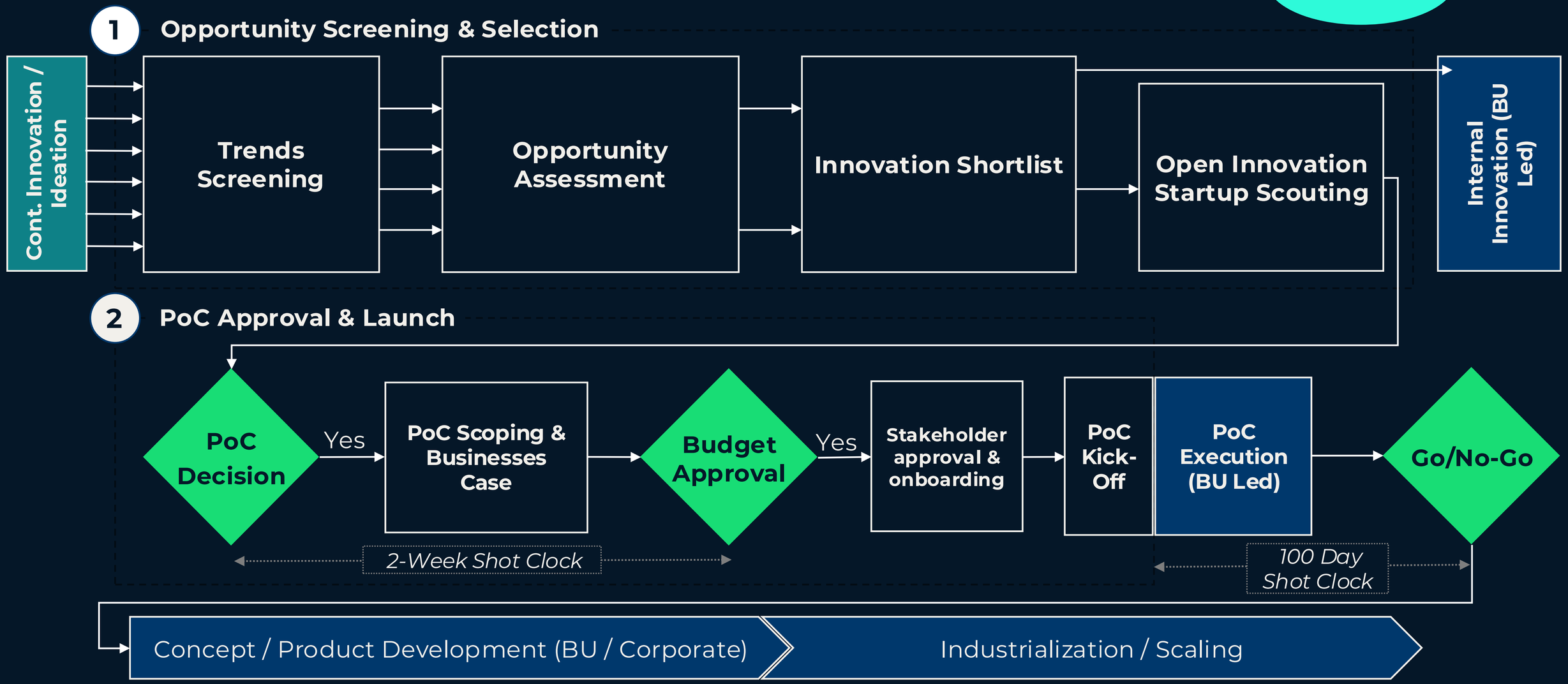
Role of BUs

- Close collaboration with central Innov. Team
- Commitment to adapt product if PoC successful
- **PoC Execution**

BORGWARNER

BW Innovation Management Process

New in 2026!



BW Innovation | BU Led | Key decisions

BORGWARNER

Focus Areas – Product Innovation

Improve existing eProducts and identify new product lines



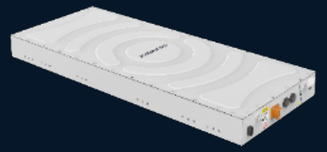
ePropultion

- ***Motors***: Non-Rare Earth topologies. EESM, etc.
- ***Electronics***: New PE Architectures, Doman / Zonal HW, Multi-level Inverters,
- ***Others***.: Efficient Compute, Wide-Bandgap Power Semiconductors, Supercapacitors



Thermal Mgmt

- Next Gen Thermal Interface Materials
- New Design Geometries and innovations in Heat Sinks, Cooling plates, etc
- Innovations in dielectric coating alternatives, heat pump derivatives (e.g. TM Modules)



CV Battery

- BMS SW, predictive analytics, battery testing, and cloud functionality
- Battery Circularity e.g. 2nd life, Recycling
- Opportunities to supply NMC & LFP modular Battery Packs



Areas of Investigation*

- Power Generation (NEW Turbine Generator System!)
- Industrial Power Conversion, ie SST
- Industrial Energy Storage, ie BBU, UPS pack / module solutions
- Thermal Mgmt for Industrial Applications

Leveraging AI throughout Product Development

Sales & Procurement
- Intelligent Price to Win Modeling
- Autonomous Sourcing & BOM estimates
- Supplier Mapping & Risk Management
- Autonomous Procurement for Indirect Spend

Shopfloor Automation
- Next Gen Digital Twin – Optimized Process Flow
- Advanced Robotics, ie Humanoids
- Vertical AI (Physical & Agentic) for Mfg, incl Quality Optimization, Maintenance & Machine Uptime, Digital Worker / Operator Copilots, etc



R&D & Engineering

Improve speed, efficiency, and outcomes in Engineering Workflows related to:
- design,
- simulations
- testing/ validation

Warehouse Automation
- Demand Forecasting & Inventory optimization
- Dynamic Production Planning & Scheduling
- Autonomous Material Flow, ie AMRs

Sustainability
- Energy Optimization
- Scope 3 & CO2 Tracking & Reporting
- Sustainability-Focused Operator “CoPilot”

BorgWarner “Reverse Pitch”

BorgWarner brings global manufacturing capabilities, a strong portfolio, customer intimacy and proven experience—now we need your innovative thinking to help us break boundaries and accelerate our vision of a clean, energy-efficient world.

Support us in developing and implementing:

- The most efficient propulsion, thermal and energy storage technologies
- New products to grow outside to our core
- Best-in-Industry operations and engineering processes

Get in touch with our team!



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BORGWARNER

BORGWARNER



CORPORATE

Pirelli



Pirelli Introduction

Corporate Reverse Pitch

February 18th , 2026

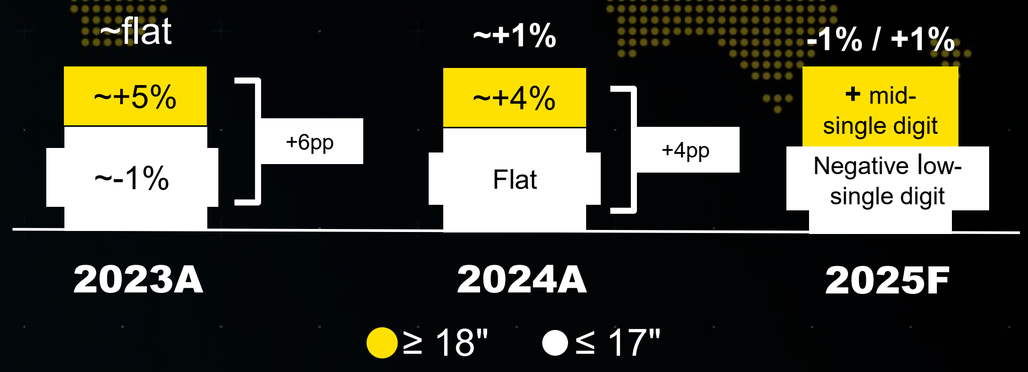
A GLOBAL COMPANY FOCUSED ON HIGH VALUE

6,8 bln **Revenues** in 2024 (€)

76% **High-Value*** on 2024 Revenues

HIGH-VALUE, MOST RESILIENT SEGMENT LEADING THE TYRE MARKET GROWTH

GLOBAL CAR TYRE MARKET (YoY)



* Including Prestige, Car ≥18", Specialties, Moto Premium

Pirelli Proprietary and Confidential

COLLABORATING WITH ALL KEY OEMS



PARTNER OF CHOICE

of Global Premium manufacturers

ONE OUT OF TWO

Prestige Cars fitting Pirelli Tyres

Pirelli Proprietary and Confidential

BEST IN CLASS IN R&D

>2,000
People involved in R&D in 11 countries

90
Collaborations with universities

OEM
Cooperations with premium OEM Projects

>5%
of High Value Revenues devoted on average to R&D

~6,000
Patents

PROJECTS
Open Innovation Projects in materials, processes, software and electronics

Pirelli Proprietary and Confidential

OPEN INNOVATION «ECO-SYSTEM»

Success hinges on the optimal synergy of in-house capabilities and partner contributions

UNIVERSITY

3-5 YEAR DEVELOPMENT CYCLES

LONG TERM RELATIONSHIPS
AND NEW ENTRIES

90 Projects
x2 in last 4 years

> 20 Universities
Involving America Europe, China

x2 Budget
vs 2024

STRATEGIC PARTNERSHIPS

1-3 YEAR DEVELOPMENT CYCLES
with Suppliers, OEM's, Partners

EXCLUSIVE COLLABORATION

JOINT DEVELOPMENTS

➢ 40
➢ x2 in last 4 years

> 300 Homologations
(2024, 1.5x best competitor)

START-UP World

FAST TRACK DEVELOPMNET

- **Innovation Network**
- **Technology Scouting**
- **Strategic investment insight**

Facilitators

PLUGANDPLAY

cdp

MOTOR VALLEY ACCELERATOR
L'ACCELERATORE MOBILITY DELLA RETE NAZIONALE CDP

CROSS CONNECT
Acceleratore Infratech della Rete Nazionale CDP

Pirelli Proprietary and Confidential

THE INNOVATION ECO-SYSTEM TOUCHING DIFFERENT INDUSTRIES



VIRTUAL DESIGN AND AI DRIVEN DESIGN

Integrated Digital design, from Raw Material to Final Product, making intense use of Virtual Modeling and AI



MATERIAL ENGINEERING, ECO-SAFETY

Development and indistrialization of Innovative materials from ELT (End-of-Life-Tyres) and creatiion of advanced reinforcements



INDOOR LAB AND ADVANCED MEASUREMENT PLATFORMS

Advanced tools and infrastructures for indoor dynamic measurements of tyre performances in extreme conditions.



DYNAMIC DRIVING SIMULATORS

Application of Driving Simulators to Virtual proving grounds in order to extend the immersive experience to any area of Future Mobility



CONNECTED PROVING GROUNDS

Proving grounds and Smart Roads for physical testing and development of tyres and connected vehicle systems, autonomous driving, eco-safe asphalts



END-TO-END CONNECTIVITY

Tyre-vehicle-infrastructure connectivity systems to enable new connected mobility scenarios thanks to the integration of Cyber Tyre™ technology and V2X

Pirelli Proprietary and Confidential

POWER IS NOTHING WITHOUT CONTROL

Development cooperation for intelligent tire technology

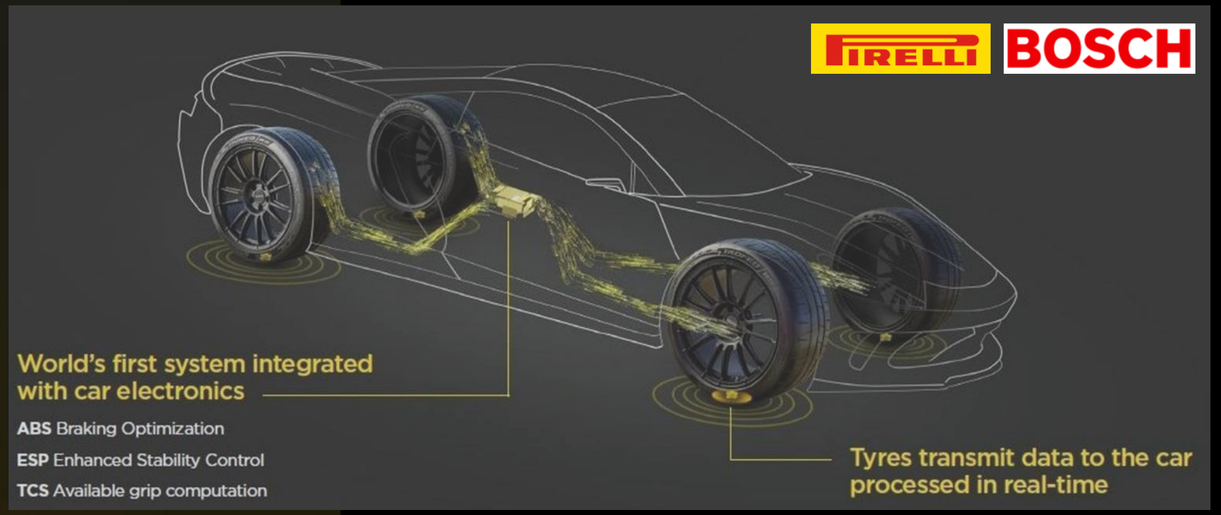
Press release

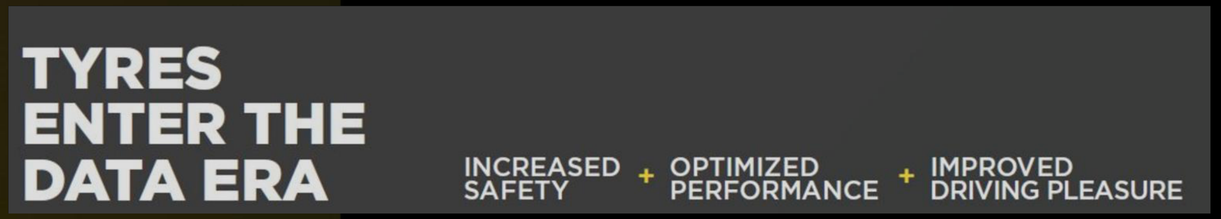
The cooperation will combine Bosch's expertise in system-level hardware, software, MEMS sensors with Pirelli's Cyber Tyre technologies, algorithms, modeling and in-tyre sensors

Pirelli and **Bosch** have signed a joint development agreement. It aims at jointly creating **new software-based solutions** and **driving functions** thanks to sensors integrated into tyres, also known as in-tyre sensors.

Pirelli Cyber Tyre is **the world's first system** based on tyres with integrated sensors that collect data and transmit it to the vehicle to be processed in real time.

Bosch has already developed an **ESP application** specifically adapted to Pirelli tyres in an initial joint project with the **Hyper-car manufacturer Pagani Automobili**.





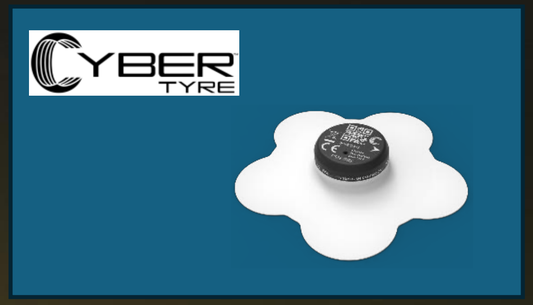
Source: https://www.bosch-presse.de/pressportal/de/en/more-safety-comfort-and-driving-dynamics-bosch-and-pirelli-signed-a-development-cooperation-for-intelligent-tyre-technology-269825.html

October 2024

CYBER™ A CYBER INNOVATION

BOSCH PIRELLI

Integrating complementary technologies within Cyber solutions : sensor fusion



TIRE SENSING



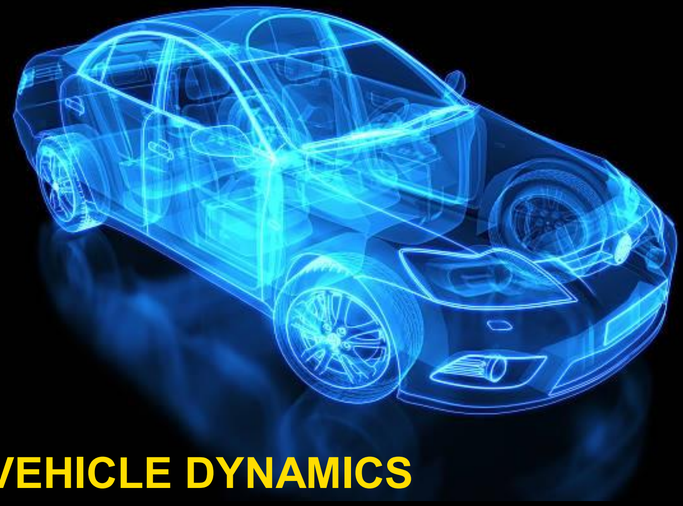
VISUAL SENSING



VIRTUAL SENSING

∫ *SENSOR FUSION*

CYBER



VEHICLE DYNAMICS



INFRASTRUCTURE MONITORING

CYBER™
A CYBER INNOVATION

PIRELLI

Our Contacts

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CORPORATE

Sumitomo Electric

SUMITOMO ELECTRIC
Connect with Innovation

Sumitomo Electric Industries

Plug and Play Reverse Pitch

February 18th, 2026

SUMITOMO ELECTRIC GROUP

Financial data is for the fiscal year that ended March 31, 2025.

Corporate profile

Parent company: **Sumitomo Electric Industries, Ltd.**

- Founded in **1897**
- Now operating in **40** countries
- Number of group companies: **421** (Japan 103, Overseas 318)
- Employees worldwide: **288,145**



- Headquartered in Osaka, Japan
- Net sales: **USD 31B** (JPY 4,679,789 million)
- Operating income: **USD 2B** (JPY 320,663 million)

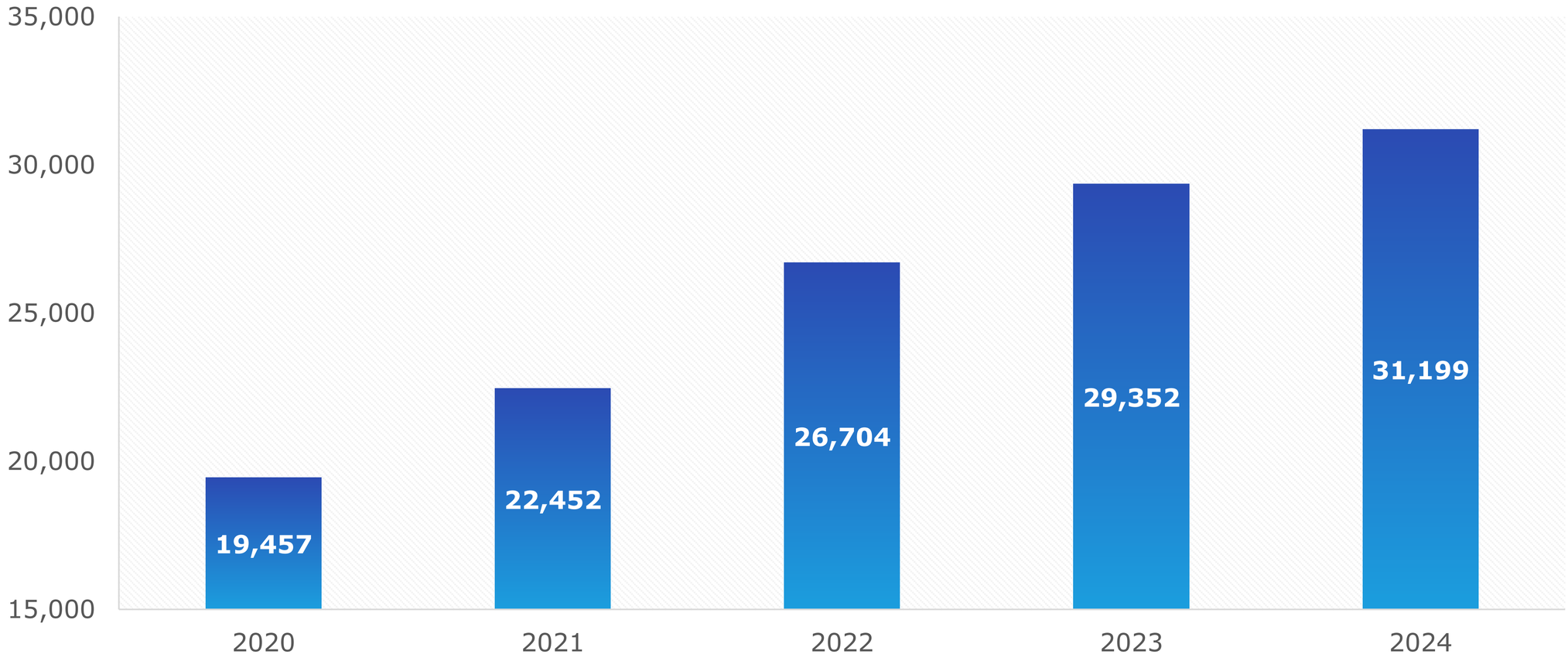


Osamu Inoue,
President &
Chief Operating Officer

Conversion rate: 150 JPY to USD.

Amount of Sale (Consolidated)

All figures are in millions of USD



Why so many ‘Sumitomo’ companies?

One heritage → Multiple independent companies (no parent company)

Origin timeline

- **17th c.** — Merchant house + copper refining
- **1691** — Besshi Copper Mine (backbone of growth)
- **1921-45** — Zaibatsu (holding company era)
- **1945-50s** — Dissolution → independent firms
- **Today** — Loose network: shared name & relationships

Shared heritage

Sumitomo Group (no HQ / no parent)

Same name ≠ same business
(Not subsidiaries of each other)

Today: different roles (examples)

Sumitomo Electric (SEI)

Manufacturing
Cables · Auto harnesses · Optical/electronics

Sumitomo Corporation

Trading & investment
Global trading · Projects · Deal-making

Sumitomo Chemical

Chemicals/materials · Plastics · IT materials · Agro/health

SMFG (SMBC Group)

Financial services · Banking
Leasing · Cards/Securities

Sumitomo Metal Mining

Non-ferrous metals
Nickel/copper · Smelting · Battery materials

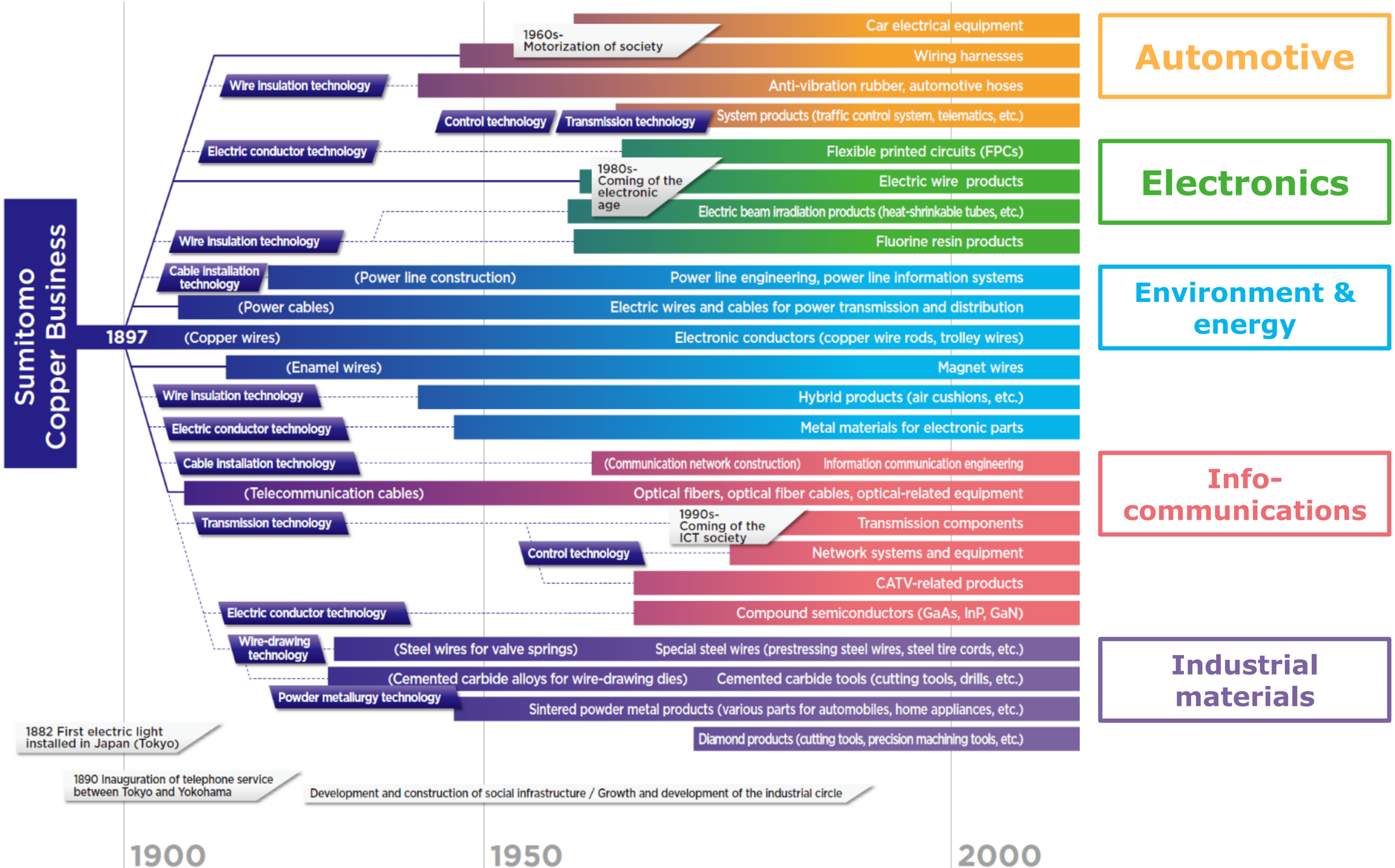
Sumitomo Heavy Ind.

Industrial machinery
Machinery · Shipbuilding · Construction

History of business development



The "nanban-buki" (Western style) technique of smelting copper as practiced centuries ago. Illustration courtesy of the Sumitomo Historical Archives.



Automotive

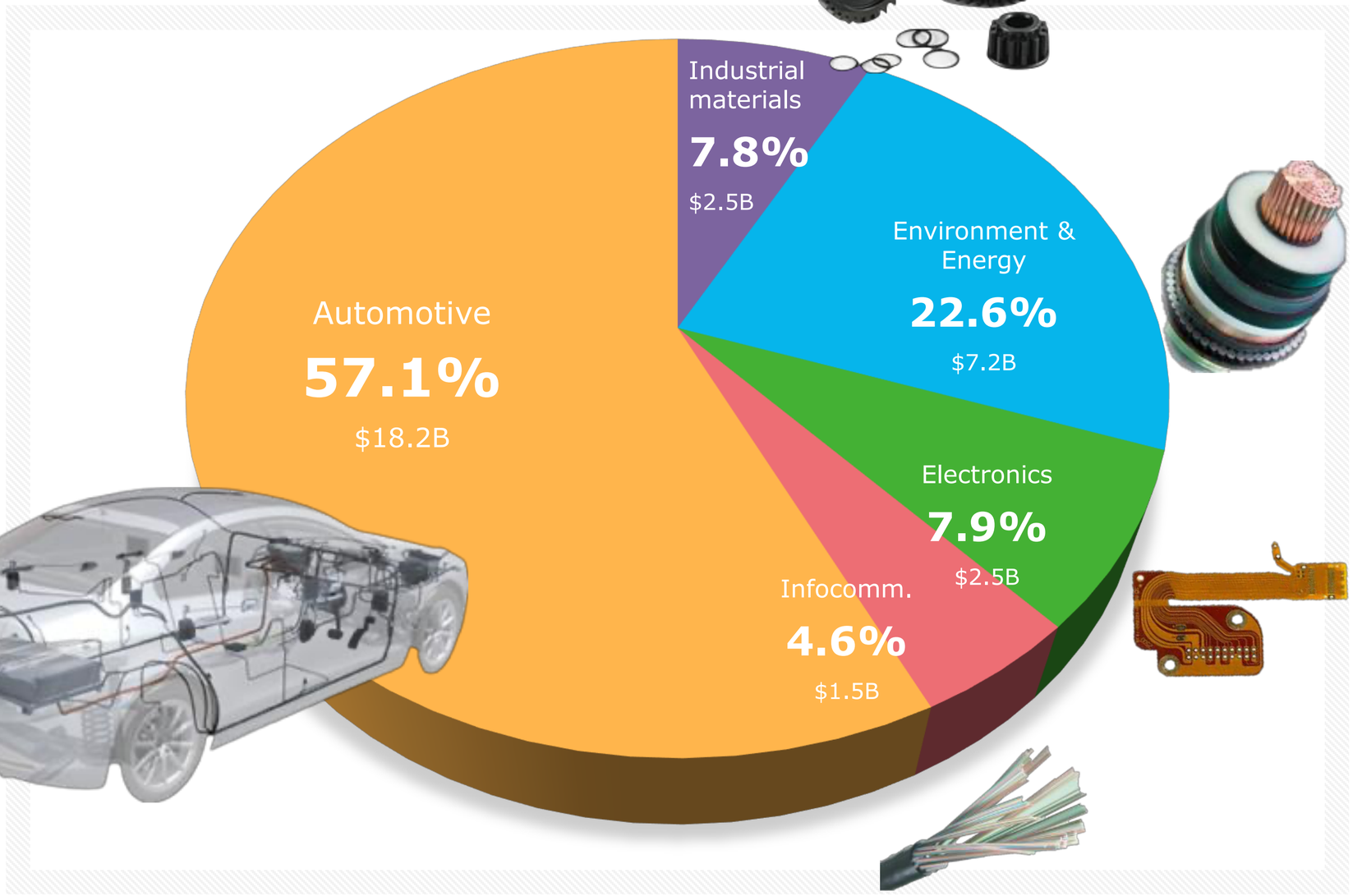
Electronics

Environment & energy

Info-communications

Industrial materials

Major business segments



Global network

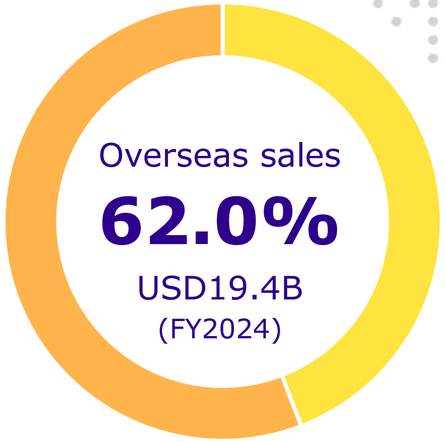
Number of subsidiaries & affiliated companies by region

Americas
51

Europe, Middle East & Africa
75

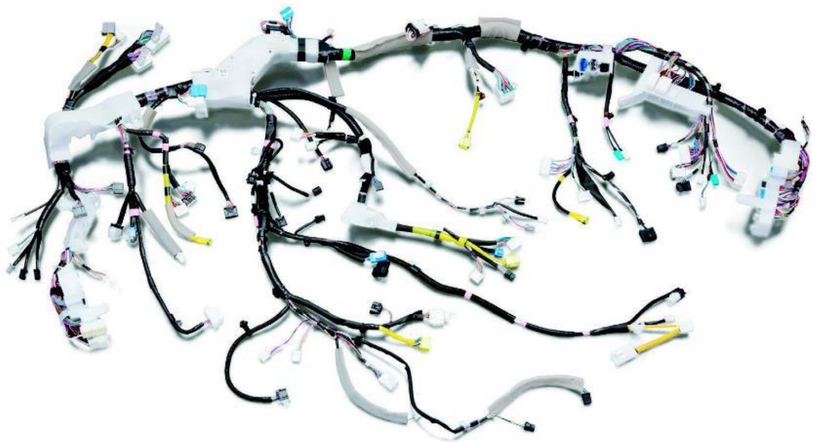
Japan
103

Asia & Oceania
192

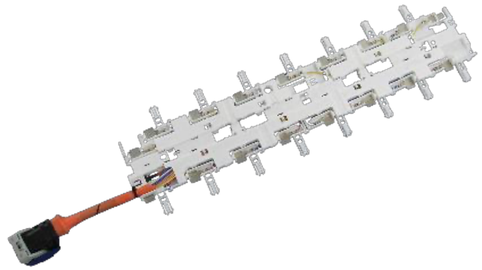


Automotive

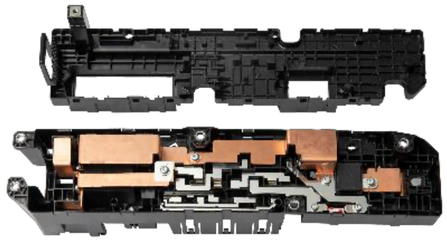
Contributing to accelerating improvement delivered by CASE and to the evolution of mobilty



Wiring harnesses



Battery Busbar Module



High-Voltage Junction Box



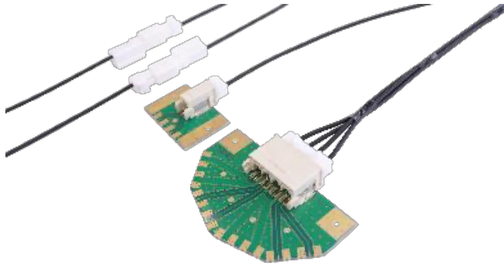
Gateways



Anti-vibration rubber



Traffic control systems



High-Speed
Communication Harnesses

Innovation Core SEI

Innovation & Strategic Partnerships Arm (Based in Silicon Valley)

We identify emerging trends, source and structure external partnerships, and act as a liaison between the company and a diverse ecosystem of collaborators.



Startup Ecosystem

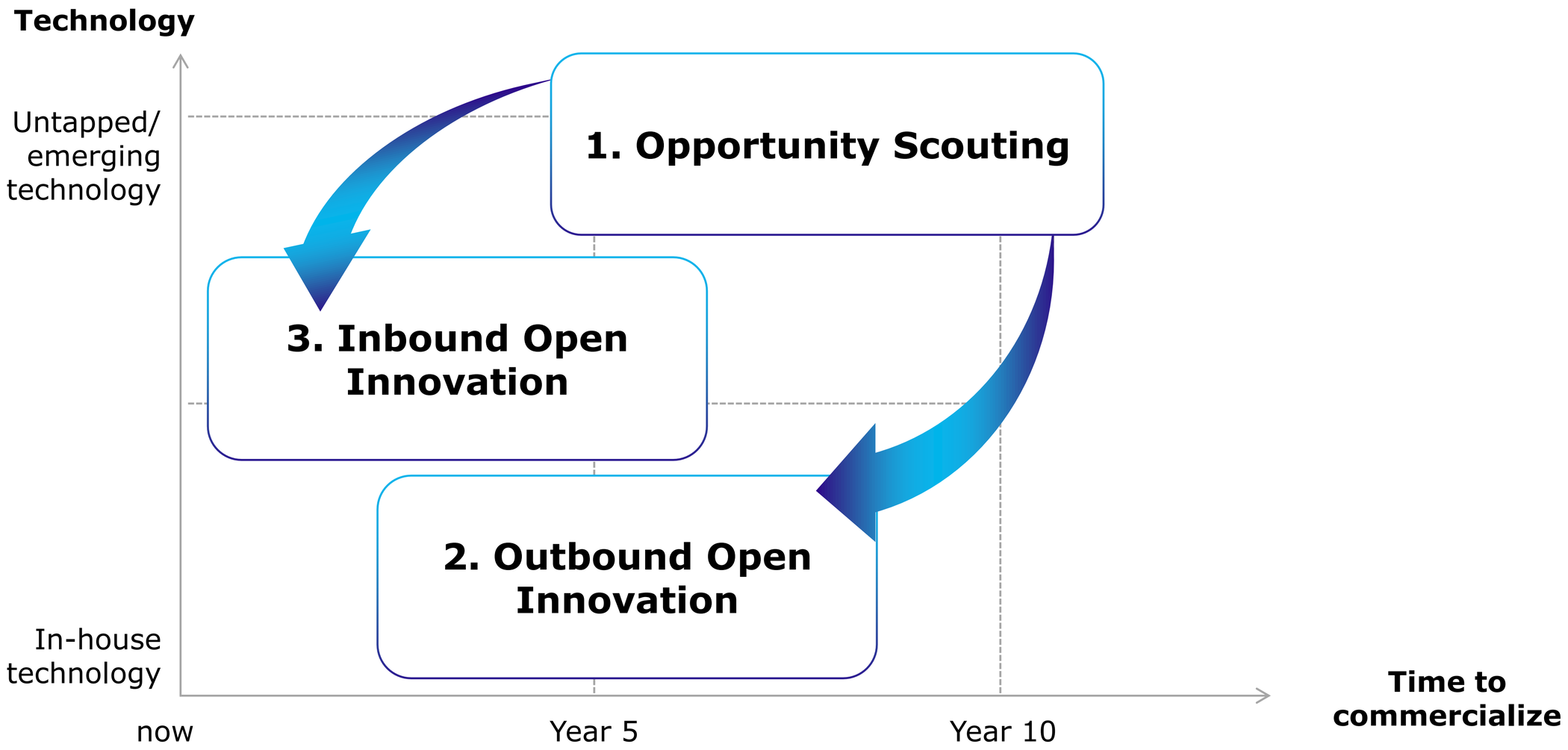
- Startups
- Innovators
- Partners

Our Company

- Business units
- R&D
- Leadership

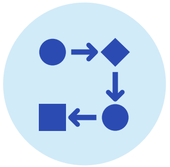
Created by ChatGPT

ICS Activities Concept and Partnership ways



Partnership Models with Startups

Two-way value creation: you use our products, and we bring your solution to market



Enterprise → Startup
Adopt Our Products

- Use our products
- Integration support



Startup → Enterprise
Bring Your Solution to Our Products

- Use your products
- Scalable contracting & delivery model



Co-Development & Integration

- Joint roadmap & productization
- Clear ownership of deliverables & IP



Ecosystem & Enablement

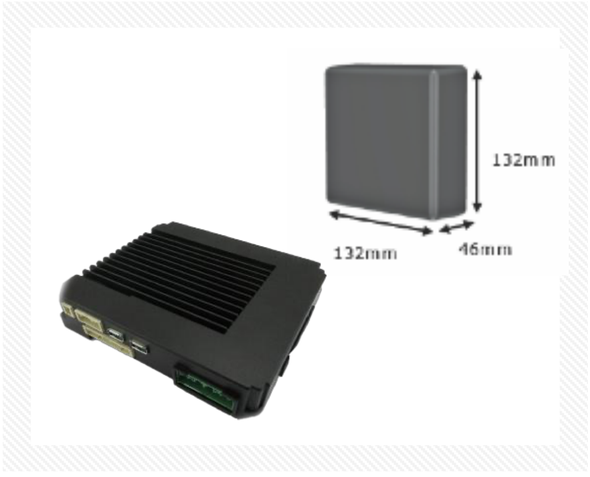
- Industry partners & standards access
- Joint storytelling & demos
- Technical enablement & partner support

Areas for Strategic Partnership



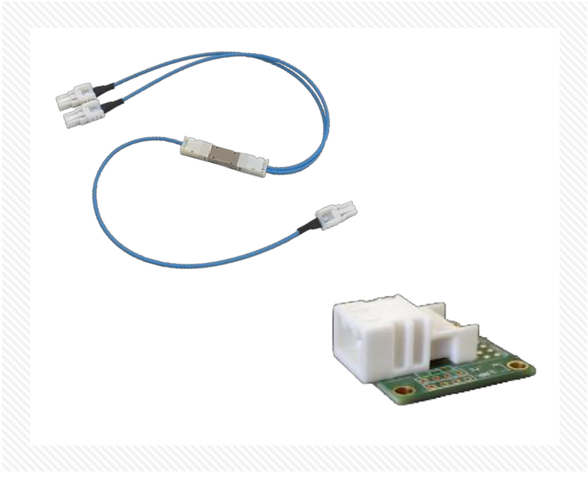
Smart Energy Solutions

- Battery & Energy Storage Solutions
- Power Conversion & Control Systems
- Grid Integration Technologies
- Energy Management Systems (EMS)



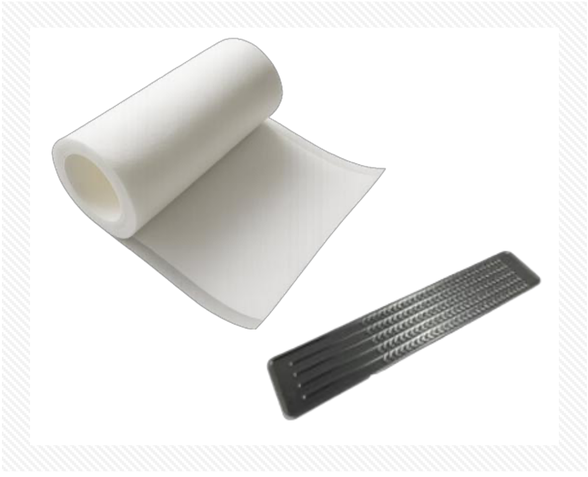
Connected Intelligence (IoT)

- Edge Devices & Smart Sensors
- IoT Gateways
- IoT Data Platforms & Analytics



Next-Gen High-Speed Connectivity

- Ethernet & Protocol Technologies
- Optical & High-Frequency Components

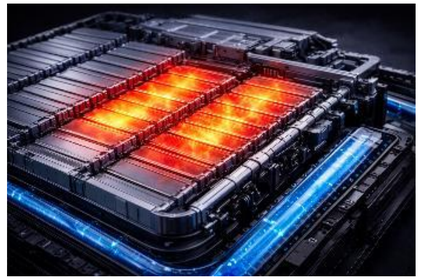


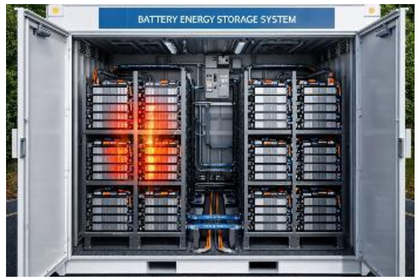
Advanced Thermal Solutions

- Heat Insulation
- Cooling for battery (Cooling plates)
- Heat dissipation and soundproofing

Example of Enterprise → Startup

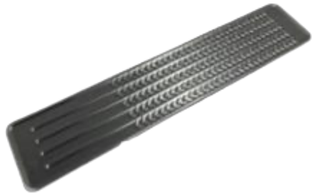
Applications







Our Thermal Management Products



Cold Plate



Thermal sheet
& Insulation



Magnetic Induction
Foaming



Thermal Insulation
Material

Contact Us

Meet Our Team



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Maggie

Manager, Biz Dev
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SUMITOMO ELECTRIC

Connect with Innovation

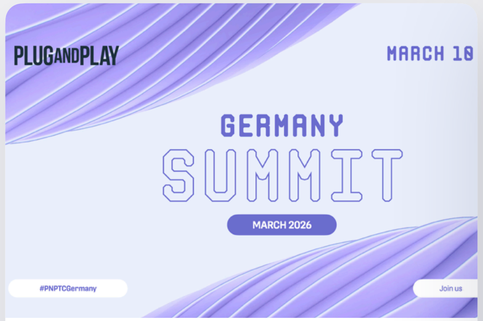
https://sumitomoelectric.com/

SUMITOMO ELECTRIC GROUP

Event Outlook
& Closing

PLUG AND PLAY

Plug and Play
Global Events Outlook 2026



Germany Summit

Date	March 10, 2026
Location	Munich, DE
Event Format	1-day event

Focus Topics

AI, Insurtech, Health, Mobility, Advanced, etc.



Silicon Valley May Summit

Date	May 19-21, 2026
Location	Sunnyvale, CA, US
Event Format	3-days event

Focus Topics

Sustainability, Brand & Retail, Deeptech, Food & Beverage, Mobility, etc.



Motor Valley Fest

Date	May 28-31, 2026
Location	Modena, IT
Event Format	4-days event

Focus Topics

Mobility



UK Expo

Date	June 25, 2026
Location	Birmingham, UK
Event Format	1-day event

Focus Topics

Health, Retail, Mobility



STARTUP AUTOBAHN Expo 2026

Date	July 2, 2026
Location	Stuttgart, DE
Event Format	1-day event

Focus Topics

Mobility, Production, Enterprise, Sustainability, AI

PLUG AND PLAY

plugandplaytechcenter.com