



### Activity report (October–December)

#### 1. Societal issue research

##### **How companies utilize the Listings of Societal Issues 2025: Cases from NTT DATA Japan Corporation and Mitsubishi Shokuhin Co., Ltd. (October 30)**

ICF researchers spoke with NTT DATA Japan Corporation and Mitsubishi Shokuhin Co., Ltd., both of which are utilizing the Listings of Societal Issues 2025 (LSI 2025) in their business operations, to learn from their practical experience in launching new businesses and running co-creation initiatives based on societal issues.

At NTT DATA Japan Corporation, LSI 2025 is used as a tool for identifying priority challenges for the company. This approach has led to the creation of new businesses that help resolve the urgent issue of balancing work and caregiving, a challenge faced by both companies and employees. Mitsubishi Shokuhin Co., Ltd. uses LSI 2025 for analyzing food and environmental issues. The company shared that these challenges were discussed with stakeholders across the entire supply chain at industry events.

LSI 2025, with its comprehensive coverage and business-oriented perspective, is proven as a valuable support tool for problem definition and idea generation. It serves as a practical reference for exploring inter-organizational co-creation and business development.

MRI note (in Japanese):

<https://note.mri.co.jp/n/n134e6101da95>

##### **Preliminary report on survey of societal issue perception (November 5)**

ICF conducted a survey on the perception of societal issues to gain deeper insights into how the public perceives, prioritizes, and understands the importance of the issues covered in LSI 2025. These issues cover 30 themes across 7 focus areas (DE&I, Education and Human Resource Development, Energy and Environment, Mobility, Food and Agriculture, Resilience, Wellness) that are expected to be resolved through innovation.

The preliminary results show a clear contrast: While issues that are urgent and closely connected to daily life are strongly recognized, awareness of so-called “backcasting-type issues,” which require a future-oriented approach to resolve, remains relatively low. Such issues include DE&I and career development. These results highlight clear disparities in awareness and perceived importance across the various themes.

In addition, responses from younger generations suggest a strong potential for change in perception through awareness-raising efforts, such as educational programs and hands-on opportunities. These can encourage them to take action in resolving issues.

News release (in Japanese):

<https://www.mri.co.jp/news/press/20251105.html>

## LSI 2025 booth at the MiRal Forum (November 27)

Mitsubishi Research Institute (MRI) held the MiRal Forum\* to envision the desirable future world and foster the co-creation of a prosperous and sustainable society. The forum featured green transformation (GX) and welcomed more than 200 participants.

ICF set up a booth for LSI 2025 at the event. MRI researchers presented the key points and distinctive features of the Listings' development, along with practical examples of how other companies and organizations are utilizing it.

\*The forum was named MiRal, meaning "future" in Japanese, to serve as a place where MRI explores and discusses the future together with guests

## On-site societal issue discussion at Shimadzu Corporation (December 23)

By visiting ICF member companies and promoting on-site communication and discussion, ICF expects to explore business ideas rooted in societal issues covered by LSI 2025.

The first session was held at KYOLABS, a collaborative research and development laboratory located at Shimadzu Corporation's headquarters.

With participation of more than 20 employees from Shimadzu Corporation, the program began with an introduction of LSI 2025. It was followed by presentations on concrete examples of co-creation initiatives and key considerations for commercialization of business ideas. Participants then took part in individual work, developing their own business ideas based on selected societal issues.

Participants then split into groups and shared their ideas. Discussions spanned multiple perspectives, such as whether ideas could effectively address the societal issues and how they could be refined into more impactful business models.

ICF plans to hold similar events at other ICF member companies and organizations in the future.



On-site societal issues discussion at Shimadzu Corporation's KYOLABS

## 2. Seminars

### Activity report on the Japan CDR Coalition

#### COP30 briefing session (November 27)

The 2025 United Nations Climate Change Conference (COP30) was held in Belém, Brazil, from 10 to 21 November 2025, with four researchers from Mitsubishi Research Institute in attendance. The Japan CDR Coalition organized a briefing session featuring the MRI participants, who provided an overview of the key agreements reached and the negotiation dynamics at COP30, while also sharing first-hand impressions and experiences from the conference venue.

Please refer to the meeting report on the Japan CDR Coalition website (in Japanese).

<https://icf.mri.co.jp/j-cdr/information/cop30eventreport/>

## DeCarbon Tokyo 2025 side event (December 2)

DeCarbon Tokyo 2025, supported by the Japan CDR Coalition as a partner, was held in Tokyo from 3 to 4 December, bringing together key figures in the carbon dioxide removal (CDR) industry from around the world.

Ahead of the main conference, the Coalition hosted a side event at the headquarters of Nippon Yusen Kabushiki Kaisha, an ICF member company. The event welcomed around 30 participants, including representatives from coalition members, CDR suppliers, and registry and verification organizations that later participated in DeCarbon Tokyo 2025. The event provided a forum for participants to gain up-to-date insights into various CDR approaches and to engage in active discussion and exchange of views.

Please refer to the meeting report on the Japan CDR Coalition website (in Japanese).

<https://icf.mri.co.jp/j-cdr/information/decorbontokyo2025-サイドイベント/>

## **Nuclear Fusion Energy Study Group sessions (December 12 and December 19)**

In recent years, nuclear fusion has once again gained global attention, with momentum also accelerating in Japan across both industry and policy. In this context, ICF held a study session aimed at vitalizing the nuclear fusion industry by promoting a deeper understanding of the sector.

At the first session (December 12), the Fusion Energy Project Team of Mitsubishi Research Institute\* provided an overview of the fundamentals of nuclear fusion, followed by a presentation from J-Fusion (Japan Fusion Energy Council), which introduced key insights from the *Fusion Energy White Paper* it published in June 2025 (English version published in October 2025).

The second session (December 19) featured key figures involved in domestic and international fusion reactor development. Speakers shared first-hand perspectives on cutting-edge initiatives, including ITER (International Thermonuclear Experimental Reactor), a massive, multinational scientific collaboration building the world's largest experimental nuclear fusion reactor in Cadarache, France; the FAST (Fusion by

Advanced Superconducting Tokamak) project, a spherical tokamak led by a Japanese startup; and the Helix Program, which uses a helical stellarator, an alternative to the tokamak approach to magnetic confinement, to achieve fusion power. An active exchange of views took place at the forefront of fusion development.

Across both sessions, the events welcomed a total of approximately 600 participants. A brief event report has been published on the ICF website (in Japanese).

<https://icf.mri.co.jp/activities/activities-25395/>

The third session of the Study Group will invite private companies, including manufacturers actively involved in the fusion industry, to delve into topics such as the strategic positioning of nuclear fusion within their business portfolios and how they are leveraging their own technologies. The session is scheduled to be held in March 2026.

\*Mitsubishi Research Institute is advancing its fusion-related initiatives through its cross-divisional Fusion Energy Project Team.

(Mitsubishi Research Institute News Release, January 9, 2026: New Research Toward Deployment of Fusion Energy in Japan)

<https://www.mri.co.jp/en/news/20260109.html>

## **Eleventh session of ICF Online Discussion: Discovering the seeds of innovation for the future society together with colleges (December 17)**

ICF welcomed Professor Kiyoko Mashio, a Specially Appointed Professor at the Institute of Science Tokyo, to discuss the initiatives and challenges of the Greater Tokyo Innovation Ecosystem (GTIE), an effort aimed at the continuous creation and support of university-based startups that change the world.

GTIE believes that the growth of university-based startups requires three elements: technology, market access, and management talent. At the same time, Prof. Mashio also highlighted a key challenge: the shortage of management talent and market development capabilities within universities. This challenge is particularly pressing when it comes to startups in the deep-tech field, which are often expected to compete in global markets. This underscores the need to strengthen support in areas such as business model development.

In a crosstalk with ICF, an interactive Q&A session explored topics such as the gap between academic research and commercialization during university–industry collaboration, miscommunication issues, and the need for academic researchers to deepen their understanding of industry and business.

The event concluded with an introduction to GTIE's future-industry creation program, GTIE Future Core Lab, which proposes a framework for generating innovation through collaboration between corporate professionals and university researchers. The initiative is expected to broaden perspectives and networks by embedding corporate talent within university research teams, delivering benefits for both industry and academia.

The event report and archived video are available on the ICF website (in Japanese).

Report:

<https://icf.mri.co.jp/activities/activities-25496/>

Archived Video (member-only website):

<https://icf.mri.co.jp/limited/field/field-25502/>

### **New article published in the ICF Deep Tech Column**

## **How Robots will Transform Living Spaces and the Future of Cities: Robotic hand design and soft robotics as keys to real-world implementation (December 2)**

Resolving societal issues requires innovative technologies. With this in mind, ICF is turning its attention to deep-tech from the perspective of societal implementation. Through a serialized column, ICF introduces the latest trends in advanced technologies, their future potential, and concrete initiatives by deep-tech startups working to resolving those societal issues.

The first session is about robots. Imagine stopping by a convenience store before work and picking up a cafe latte prepared by a robot—such scenes may soon become part of everyday life. Next-generation robots that integrate AI and remote-operation technologies are offering new solutions to pressing societal issues such as an aging population and labor shortages. A growing number of startups are emerging with the aim of deploying robots that can work alongside people, including those developing robot hands capable of highly precise movements and soft robots that combine quiet operation with safety.

Future events will explore other deep-tech fields beyond robotics.

<https://www.mri.co.jp/knowledge/column/20251202.html>

(in Japanese)

## New ICF members

Eight companies and organizations joined ICF between October and December.

As of the end of December, the total number of ICF members was 636.

## Activities from January 2026 and onward

### Second event addressing loneliness and isolation (13 February 2026)

In May 2025, in line with the “Loneliness and Isolation Prevention Month” designated by the Japanese Government, ICF held an event on addressing loneliness and isolation toward a society free of unwanted loneliness. ICF will hold a subsequent event in February 2026 to introduce initiatives being implemented by local governments and companies to address loneliness and isolation. This session will highlight concrete examples of efforts that explicitly aim to alleviate or prevent unwanted loneliness and isolation, as well as measures designed to revitalize local communities and strengthen social connections, which also effectively function as countermeasures against loneliness and isolation.

In addition, the session will share insights into the background, objectives, outcomes, and challenges identified through the implementation of each initiative, providing an opportunity for participants to deepen their understanding of the issues regarding unwanted loneliness and isolation.

For more details and event registration, please refer to the ICF website (in Japanese):

<https://icf.mri.co.jp/activities/activities-25329/>

## Regional revitalization event (March 13)

ICF will hold an event on regional revitalization and activation from a first-person perspective. The event will explore potential beyond the central–local dichotomy that many measures face. As Japan’s various regions face a range of pressing challenges, such as worsening labor shortages and aging infrastructure, there is a growing need for more grounded and sustainable approaches to regional revitalization and activation, including fundamental questions about regions’ long-term viability. Before discussing what local communities should do, it is important to foster positive, forward-looking motivation by asking how stakeholders want to live their lives moving forward. In other words, the pursuit of self-directed prosperity.

This event will welcome experts including municipal leaders, academics, and entrepreneurs who have engaged with addressing regional issues from their respective positions. Through fresh perspectives and approaches, we will explore regional revitalization and activation strategies through public–private co-creation.

For more details and registration, please visit the ICF website (in Japanese):

<https://icf.mri.co.jp/activities/activities-25332/>



**Initiative for Co-creating the Future**

- Innovating the Platinum Society -

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