Key Points in Integrated Report 2026

Integrated Report 2026 details the medium- to long-term growth story of the Mitsubishi Materials Group. The Mitsubishi Materials Corporation Integrated Report is produced with the aim of providing an integrated presentation of financial information and non-financial information such as environmental, social, and governance information, as well as helping stakeholders understand our stance toward medium- to long-term growth. The Mitsubishi Materials Group will continue working toward achieving its vision while enhancing opportunities for dialogue and communication with stakeholders.

Top Message

Driven by "Genba-ryoku (frontline capabilities)" and "ambition and passion," we work to build autonomous earning power that is not affected by external factors, and to transform into a company that is "creating the future through resource circulation." We will reflect on our past efforts, demonstrate our shift towards a business structure centered on resource circulation, our approach to rebuilding the portfolio, and our commitment to refining management through dialogue, communicating to our stakeholders our future challenges toward creating a sustainable future and enhancing corporate value.

Related Information:

Integrated Report, P5 ▶ Top Message

Medium-term Management Strategy

We have formulated our Medium-term Management Strategy, covering the period from the fiscal year ending March 2027 to the fiscal year ending March 2029, and have set a basic policy of "creating the future through resource circulation." Based on structural changes in the external environment, we outline a path toward sustainable growth and enhanced corporate value by shifting to a business structure centered on resource circulation and reforming our management model from volume to value. At the same time, we will work together to develop our Resource Circulation Business globally, expand smelting of secondary materials such as E-Scrap*, strengthen tungsten recycling, carry out fundamental structural reforms, and review our business portfolio, shifting to a management system that emphasizes profitability and capital efficiency, and aiming for sustainable growth and enhanced corporate value. Through these initiatives, we aim to achieve both social and economic value while addressing resource constraints and reducing environmental impact.

Related Information:

Integrated Report, P22 ▶ Medium-term Management Strategy

Integrated Report, P28
▶ Business Strategy (Materials Business Area, Products Business Area, Mineral Resources / Renewable Energy)

Value Creation Process

Leveraging manufacturing, intellectual, and human capital cultivated over more than 150 years, along with our unique technologies and networks, we aim to become a company that is "creating the future through resource circulation." Through a value creation process that connects resource procurement to collection and recycling, we will achieve both economic and social value.

Related Information:

Integrated Report, P10 ▶ Pursuit of Value Creation

Integrated Report, P11 ▶ Value Creation Process

Corporate Governance Initiatives

Based on relationships of trust with all stakeholders, we conduct transparent, fair, and prompt decision-making by separating supervision and execution. We will strive to maximize our organizational capabilities and enhance our corporate value through continuous improvement of governance.

Related Information:

Integrated Report, P56 ▶ Corporate Governance

Sustainability Promotion

Under our Corporate Philosophy, "For People, Society and the Earth," we aim to achieve a sustainable society and enhance corporate value by addressing important issues such as promoting resource circulation, occupational safety and health, compliance, and risk management.

Related Information:

Integrated Report, P42 ▶ Overview of Sustainability Activities

Integrated Report, P43 ▶ Addressing Climate Change

*A collective term for discarded circuit boards of electronic devices that contain high concentrations of valuable metals

CONTENTS

Enhancing Corporate Value

Financial Highlights

Net sales

¥1,844.0 billion
(YoY: -¥118.0 billion)

Consolidated net sales decreased by 6.0% compared to the fiscal year ended March 2025 to ¥1,844.0 billion, due to factors such as a decline in gold production volume.

Operating profit / Ordinary profit / Profit (loss) attributable to owners of parent

Operating profit	Ordinary profit	Profit attributable to owners of parent
¥60.5 billion	¥97.5 billion	¥40.5 billion
(YoY: +¥23.3 billion)	(YoY: +¥37.3 billion)	(YoY: +¥6.5 billion)

Consolidated operating profit increased 63.0% compared to the fiscal year ended March 2025 to ¥60.5 billion, due to factors such as higher prices for metals and smelting by-products, and the optimization of sales prices. Consolidated ordinary profit increased 62.0% compared to the fiscal year ended March 2025 to ¥97.5 billion, due to the recording of foreign exchange gains, as well as increases in equity-method earnings and dividends received from mines.

Total assets

¥2,999.7 billion
(YoY: +¥620.3 billion)

Total assets increased ¥620.3 billion compared to the fiscal year ended March 2025 to ¥2,999.7 billion due to an increase in leased gold bullion and inventory assets resulting from rising metal prices.

Shareholders' equity / Shareholders' equity ratio

Shareholders' equity	Shareholders' equity ratio
¥736.1 billion	24.5%
(YoY: +¥58.8 billion)	(YoY: -4.0 p.p.)

Shareholders' equity increased ¥58.8 billion compared to the fiscal year ended March 2025 due to the recording of net profit, etc. The equity ratio decreased to 24.5% from 28.5% in the fiscal year ended March 2025, due to an increase in total assets resulting from the impact of higher metal prices on inventory assets and deposited gold bullion in connection with the My Gold Partner business (41.8% excluding the impact of deposited gold bullion).

Net interest-bearing debt / Net D/E ratio

Net interest-bearing debt	Net D/E ratio
¥529.0 billion	0.72 times
(YoY: +¥27.5 billion)	(YoY: -0.02 times)

Net interest-bearing debt increased ¥27.5 billion compared to the fiscal year ended March 2025 to ¥529.0 billion due to an increase in working capital as a result of rising metal prices. Net D/E ratio is 0.72 times.

Cash flows

Cash flows from operating activities	Cash flows from investing activities	Cash flows from financing activities
¥39.6 billion	-¥35.0 billion	¥23.2 billion
(YoY: -¥19.2 billion)	(YoY: +¥44.3 billion)	(YoY: +¥36.4 billion)

Due to recording of profit before income taxes, depreciation expenses, adjustments for impairment losses, and an increase in inventory assets, cash flows from operating activities amounted to ¥39.6 billion. Due to capital expenditures, etc., cash flows from investing activities amounted to -¥35.0 billion. Due to financing through the issuance of corporate bonds and commercial paper, cash flows from financing activities amounted to ¥23.2 billion.

Return on assets (ROA) / Return on equity (ROE)

ROA	ROE
3.6%	5.7%
(YoY: +1.0 p.p.)	(YoY: +0.6 p.p.)

Due to higher profits, ROA improved from 2.6% in the fiscal year ended March 2025 to 3.6%, while ROE improved from 5.1% in the fiscal year ended March 2025 to 5.7%.

EBITDA*1 / ROIC*2

EBITDA	ROIC
¥153.2 billion	6.1%
(YoY: +¥42.7 billion)	(YoY: +1.9 p.p.)

EBITDA increased to ¥153.2 billion from ¥110.4 billion in the fiscal year ended March 2025 due to profit increases, and ROIC improved to 6.1% from 4.2% in the fiscal year ended March 2025.

*1 EBITDA = Ordinary profit + Interest expense + Depreciation + Amortization of goodwill
*2 ROIC = NOPAT ÷ invested capital
NOPAT = (Ordinary profit + net interest expense – equity-method earnings) × (1 – effective tax rate) + equity-method earnings
Invested capital = Net interest-bearing debt + net assets

Enhancing Corporate Value

Non-financial Highlights

Greenhouse gas emissions (Scope 1 + 2)*1

Non-consolidated

265 kilotons CO_2 equivalent

(-9 kilotons CO_2 equivalent compared to the previous fiscal year)

Consolidated (including non-consolidated)

636 kilotons CO_2 equivalent

(-53 kilotons CO_2 equivalent compared to the previous fiscal year)

Greenhouse gas emissions (Scope 1 + 2) were approximately 636,000 t-CO_2e (consolidated), a 53,000 t-CO_2e decrease compared to the fiscal year ended March 2025, as a result of our continued progress in switching to electricity derived from renewable energy sources.

- GHG emissions calculated based on adjusted emissions of the Act on Promotion of Global Warming Countermeasures (excluding those from the use of recycled resources).

Greenhouse gas emissions (Scope 3) Total from categories 1, 3 and 15*1

8.37 million tons CO_2 equivalent

(+641 kilotons CO_2 equivalent compared to the previous fiscal year)

Greenhouse gas emissions (Scope 3 categories 1, 3, 15) increased by 8.3% from the previous fiscal year to approximately 8.37 million t-CO_2e due to an increase in the amount of raw materials purchased, despite efforts to reduce emissions through supplier engagement.

Renewable electricity utilization rate / Self-sufficiency rate in renewable energy*2

Renewable energy utilization rate*3

45%

(+9 p.p. compared to the previous fiscal year)

Self-sufficiency rate in renewable energy*4

38%

(±0 p.p. compared to the previous fiscal year)

Renewable energy utilization rate was 45%, a 9 p.p. increase compared to the previous fiscal year, as a result of our progress in switching to electricity derived from renewable energy sources. Although the self-sufficiency rate in renewable energy improved due to an increase in power generation and a decrease in purchased electricity, it remained at 38%, the same level as the previous fiscal year.

Renewable energy generated

453 GWh

(+1.8 GWh compared to the previous fiscal year)

Energy generated in the fiscal year ended March 2026 (attributable to the Company) increased by 1.8 GWh from the previous fiscal year as a result of an increase in hydroelectric power generation due to increased rainfall and the start of operation of the Torinooku Solar Power Plant.

We will continue to work towards achieving a decarbonized society by aiming to generate an amount of electricity equivalent to our own consumption.

Percentage of recycled raw materials used (Consolidated*5, domestic smelters & refineries)

Consolidated

21.5%

(+0.6 p.p. compared to the previous fiscal year)

Domestic smelters & refineries

16.4%

(+0.2 p.p. compared to the previous fiscal year)

The percentage of recycled raw materials used was 21.5% (consolidated) and 16.4% for domestic smelters and refineries, both remaining at the same level as the previous fiscal year.

We will continue to work toward recycling waste and reusing by-products.

Ratio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers

71.7%

(+2.0 p.p. compared to the previous fiscal year)

The ratio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers was 71.7%, a 2.0 p.p. increase compared to the fiscal year ended March 2025, due to the establishment of a talent pool for next-generation leadership and enhanced training efforts.

Occupational accident frequency rate (Consolidated*6 and non-consolidated)

Consolidated

0.50

(+0.02 p.p. compared to the previous year)

Non-consolidated

0.44

(+0.02 p.p. compared to the previous year)

The number of people affected by accidents resulting in lost workdays at Mitsubishi Materials Corporation and Group companies remained almost unchanged from 2024, and the occupational accident frequency rate also remained at approximately the same level.

- Occupational accident frequency rate is the number of injuries resulting in lost workdays per million hours

*1 Greenhouse gas emissions for the fiscal year ended March 2026 covers the Company and 77 Group companies; greenhouse gas emissions for the fiscal year ended March 2025 covers the Company and 84 Group companies

*2 Electricity purchased for the fiscal year ended March 2026 covers the Company and 77 Group companies; electricity purchased for the fiscal year ended March 2025 covers the Company and 84 Group companies

*3 Renewable energy utilization rate = amount of renewable energy purchased by the Group (including power purchase agreements and non-fossil certificates) / total amount of electricity purchased by the Group × 100

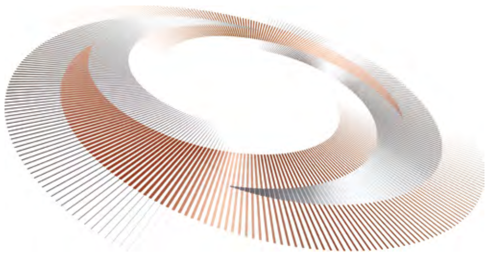
*4 Renewable energy self-sufficiency rate = amount of electricity generated by the Renewable Energy Business / total amount of electricity purchased by the Group × 100

*5 The percentage of recycled raw materials used for the fiscal year ended March 2026 covers the Company and 46 major Group companies with manufacturing sites; the percentage of recycled raw materials used for the fiscal year ended March 2025 covers the Company and 47 major Group companies with manufacturing sites

*6 Covers the Company and 29 major Group companies

Enhancing Corporate Value

Our Commitment



For people, society and the earth,
circulating resources
for a sustainable future

Corporate Philosophy — **For People, Society and the Earth**

Our Vision — **Circulating resources for a sustainable future**

Our Mission — **Create a sustainable future**

Prosperous society	Recycling-oriented society	Decarbonized society

Our Values

Challenge	Change	Growth	Praise and Appreciation	A Better Tomorrow

Code of Conduct

Respect Human Rights	Safety First	Compliance	Mutual Prosperity	Environmental Management

Three Key Priorities

SCQDE*
Bad News First
Free and Open Communication

*S : Safety & Health, C : Compliance & Environment, Q : Quality, D : Delivery, E : Earnings

Corporate Philosophy

The Corporate Philosophy of the Group is “For People, Society and the Earth.” This philosophy reflects our desire for the materials and products we produce and provide, the solutions we provide and our business activities to contribute to people’s lives, social development and the preservation of the global environment—it embodies our belief that the existence of the Group continues to be of value to people, society and the earth. This is not simply a slogan; it is our highest-level priority, and the cornerstone of our decision-making and value creation throughout the Group.

Our Vision / Our Mission

Based on our Corporate Philosophy, we have set “Circulating resources for a sustainable future” as Our Vision, and “Create a sustainable future” as Our Mission. We believe the role of our Group is to make effective use of limited resources, stably supply the materials and products essential to society and recover and recycle them as resources after they are used, thereby creating new value. Currently, our Basic Policy is “Creating the future through resource circulation,” and we position resource circulation business at the core of our growth strategy. Through global expansion of our resource circulation loops, we aim for sustainable growth and enhanced corporate value while balancing economic value and social value.

Our Values / Code of Conduct / Three Key Priorities

In order to achieve Our Commitment, we share Our Values of “Challenge, Change, Growth, Praise and Appreciation, and A Better Tomorrow” and base our actions on these. As a foundation to support this, we have established a Code of Conduct based on the pillars of “Respect Human Rights, Safety First, Compliance, Mutual Prosperity and Environmental Management,” and have clarified the basic principles of our business activities through these. Furthermore, through our Three Key Priorities, “SCQDE, Bad News First, and Free and Open Communication,” we aim to connect Our Values and Code of Conduct to practice and foster a healthy corporate culture every day.

Related Information:
Corporate website ▶ Our Commitment