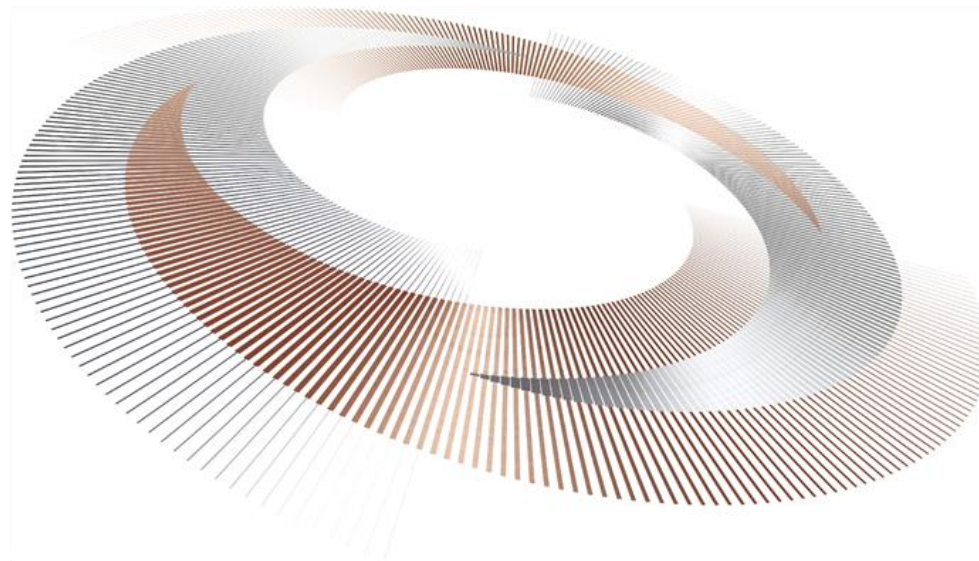


Medium-term Management Strategy (FYE 2027-2029) Progress Briefing

May 19, 2026



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

In order to make careful use of limited resources,
we will give new life to used products as new resources.

We will return these resources to society with new value added.

We will build a platform for this resource circulation and create value as an active player.

As we look to the future, we will make a strong contribution to the creation of a sustainable society,
and help to widen the scope of resource circulation.

Agenda

Medium-term Management Strategy (FYE 2027–29) (“MTMS (FYE 2027–29)”)

- ▶ **Growth Strategies under the MTMS** (From the MTMS (FYE 2027–29), disclosed on November 26, 2025)
- ▶ **Changes in the External Environment Are Accelerating the Shift toward Resource Circulation**
- ▶ **Shifting Our Management Model from Volume to Value, Centered on Resource Circulation**
- ▶ **FYE 2026: Significant Progress in Structural Reforms and Initiatives for Future Growth**
- ▶ **Creating the Future through Resource Circulation**
- ▶ **Financial Targets (KPIs)**
- ▶ **Financial Plan (Consolidated)**
- ▶ **Initiation and Progress of Fundamental Structural Reforms in FYE 2026**
- ▶ **Capital Allocation**
- ▶ **Shareholder Return Policy**

Overview by Business Segment

- ▶ **Materials Business Area (Metals / Resources Circulation)**
- ▶ **Materials Business Area (Copper & Copper Alloy Products)**
- ▶ **Products Business Area (Metalworking Solutions / Advanced Products)**
- ▶ **Mineral Resources Business**
- ▶ **Renewable Energy Business**

(Appendix) Management Foundation Supporting Our Sustainable Growth

- ▶ **Human Resources Strategy**
- ▶ **Technology and Product Development Strategy**
- ▶ **Digital Strategy**

Medium-term Management Strategy (FYE 2027–29)

Creating the Future through **Resource Circulation**

Global Expansion of Our Resource Circulation Business

**Expanding Secondary Smelting and Doubling E-Scrap Processing
100% Tungsten Recycling**

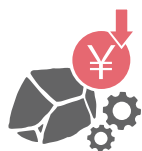
Joint Purchasing of Copper Concentrates

Changes in the External Environment Are Accelerating the Shift toward Resource Circulation

Structural Changes in the Business Environment Are Further Reinforcing the Relevance and Importance of Our Strategic Direction

Key changes in the external environment surrounding the Company

Continued low TC/RC



- Continued low TC/RC for copper concentrates
- Profitability pressure in custom smelting is becoming structural

Growing E-Scrap generation



- Electrification and digitalization are driving growth in E-Scrap generation
- E-Scrap and other urban resources are gaining strategic importance

Securing of critical minerals



- Uneven distribution of mineral reserves
- Resource security competition is intensifying globally
- Critical mineral supply chains are being reconfigured

Rising geopolitical risks



- Heightened geopolitical and regulatory risks
- Supply chains are becoming increasingly fragmented and uncertain

Growing need for regional resource circulation



- Increasing demand for regional resource circulation driven by decarbonization and resource security
- Policy and regulatory support is gaining momentum

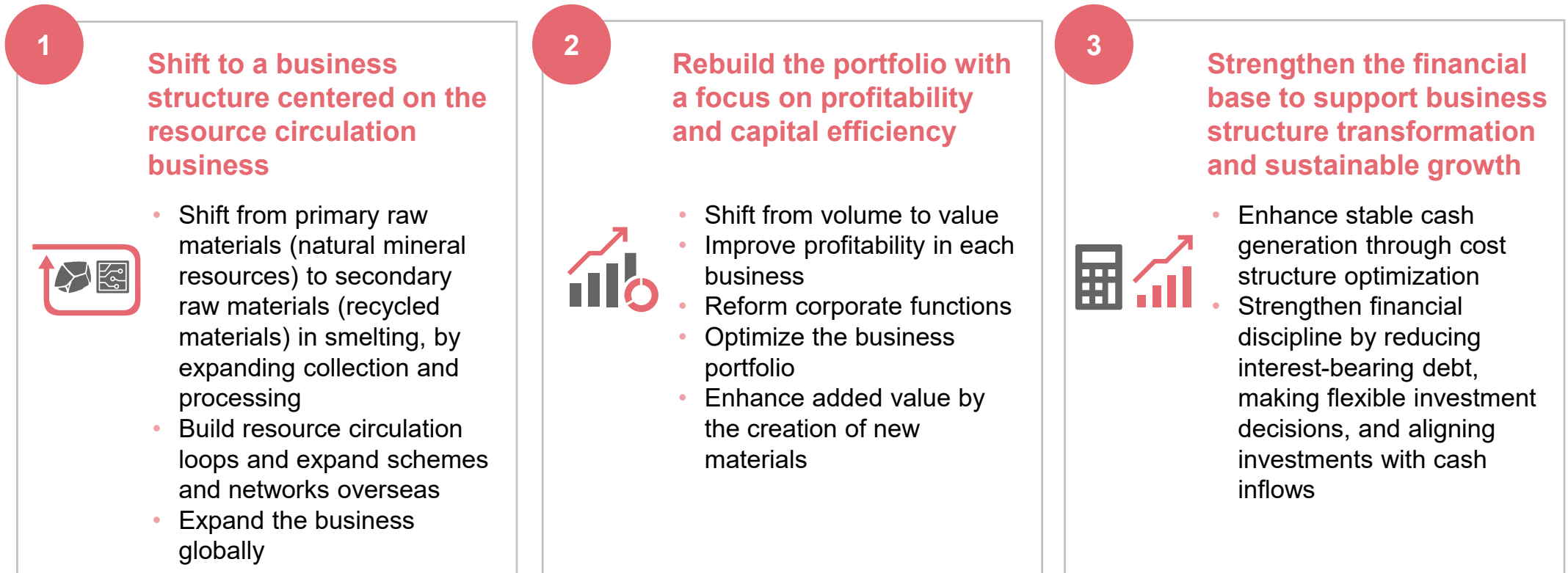


As resource constraints and environmental regulations intensify,
we will enhance corporate value by shifting to a resource circulation business model that reduces environmental impact and creates economic value

Shifting Our Management Model from Volume to Value, Centered on Resource Circulation

Pursue a Management Model that Balances Profitability and Capital Efficiency, with Resource Circulation at the Core

Creating the Future through Resource Circulation




FYE 2026: Significant Progress in Structural Reforms and Initiatives for Future Growth

Moved beyond Planning, Front-Loaded Implementation, and Delivered Solid Results

Key Progress in FYE 2026

1 Front-loading structural reforms



- Decided to reduce copper concentrate processing and suspend related smelting operations
- Decided to integrate joint concentrate procurement and sales of copper cathode derived from copper concentrates
- Implemented voluntary retirement and consolidated functional personnel into corporate functions

2 Strengthened earnings power of existing businesses



- Redesigned development functions to concentrate resources in strategic domains
- Established a W-Scrap collection system leveraging proprietary digital platforms
- Consolidated sites in the Copper & Copper Alloy Products business
- Discontinued manufacturing and sales of copper strip (busbar) products
- Shifted to high value-added products through the creation of new materials

3 Groundwork for future growth through the resource circulation business



- Invested in a North American recycler to strengthen the E-Scrap collection network
- Entered into a strategic partnership in rare earths and rare metals
- Completed an initial feasibility study for a secondary smelting plant in Europe
- Expanded tungsten recycling capacity in Japan and Europe and began developing W-Scrap collection routes in Europe

4 Improving capital efficiency and cash generation capability



- Promote working capital efficiency
- Introduced CMS in Europe, the U.S., China, and Thailand to improve cash efficiency
- Embedded ROIC- and FCF-based strategies and investment decision-making processes
- Reviewed investment priorities in a timely and flexible manner to balance growth opportunities with investment discipline

FYE 2026–2027
Earnings Structure Transformation
 Accelerating structural reforms and foundation building

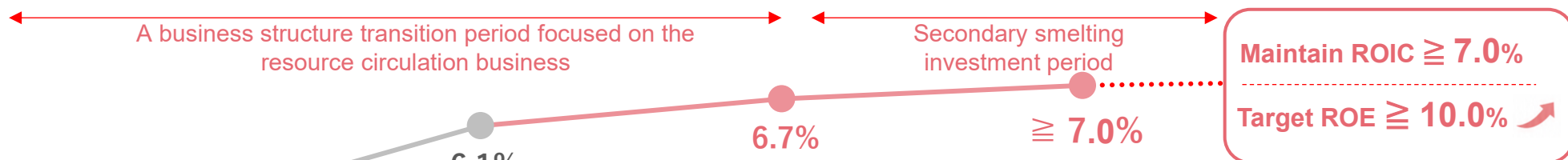
FYE 2028–2029
Benefit Realization
 Improving profitability and capital efficiency

FYE 2030 and Beyond
Full-Scale Earnings Contribution
 Accelerating growth of the resource circulation business

**FYE 2026 marked solid progress toward realizing our target outcomes
 We will build on this progress to capture results and accelerate growth**

Creating the Future through Resource Circulation

Roadmap from Structural Reforms to Full-Scale Earnings Contribution from the Resource Circulation Business



ROIC Transition Image

	Result	Result	Forecast	Target	Image
	FYE 2025	FYE 2026	FYE 2027	FYE 2029	FYE 2031
	FYE 2025	FYE 2026	FYE 2027	FYE 2029	FYE 2030 and Beyond
NOPAT	¥50.4 B	¥78.7 B	¥64.0 B	\geq ¥70.0 B	Full-scale earnings contribution from the resource circulation business
Invested Capital	¥1,194.7 B	¥1,282.0 B	¥950.0 B	approx. ¥1,000.0 B	



FYE 2026 – 2027:
“Change” period



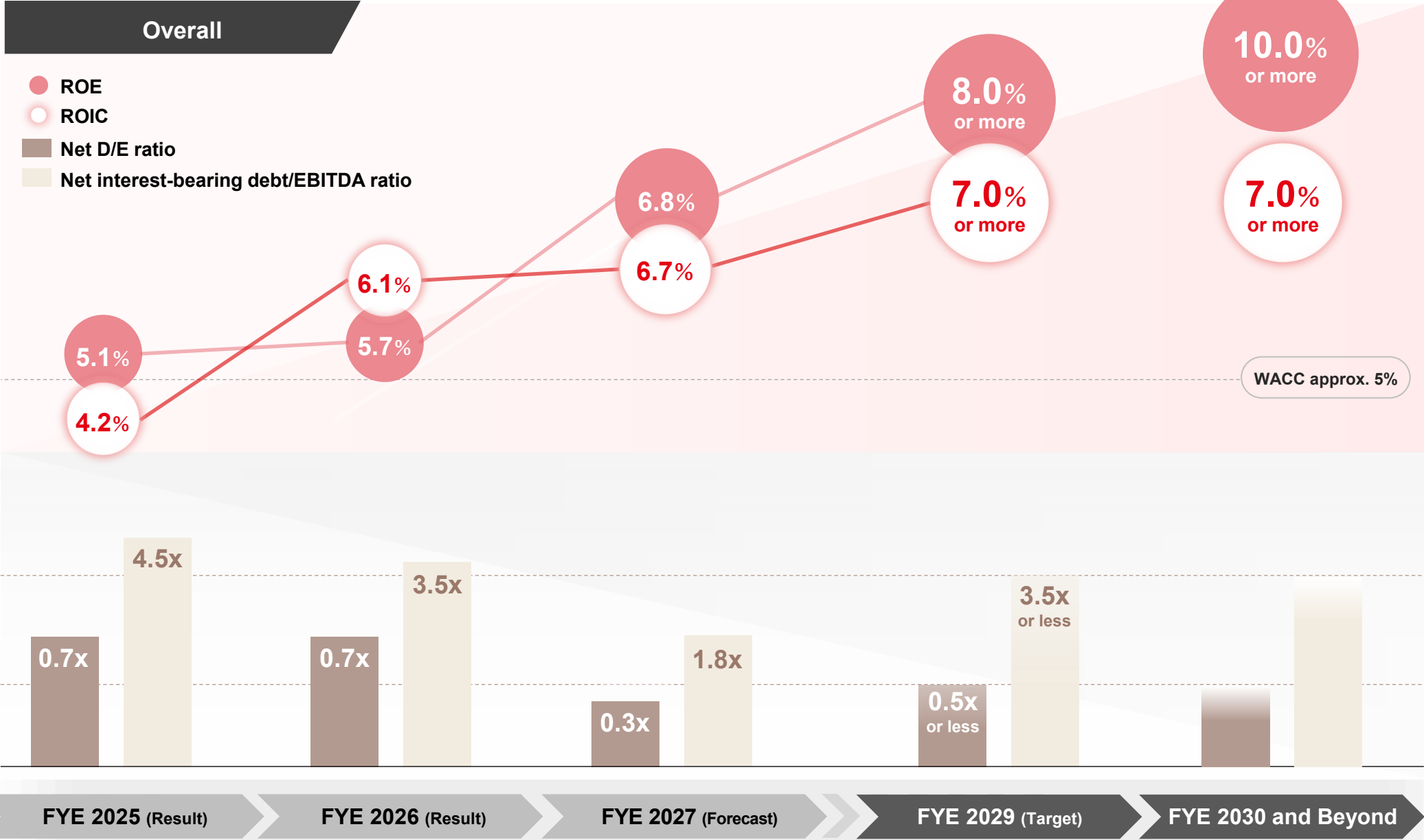
FYE 2028 – 2029:
“Benefit Realization” period



FYE 2030 and Beyond:
“Growth” period

Financial Targets (KPIs)

Enhancing the Certainty of Earnings Improvement from FYE 2028 Onward, Supported by Structural Reform-Driven Capital Compression



Financial Plan (Consolidated)

**Continued ROIC Improvement despite a Temporary Profit Decline in FYE 2027.
Structural Reforms Will Temporarily Weigh on Earnings,
while We Continue to Make Steady Progress toward the FYE 2029 Target**

	Result		MTMS (FYE 2027–29)		FYE 2030 and Beyond
	FYE 2025	FYE 2026	FYE 2027 Forecast	FYE 2029 Target	
Ordinary profit	¥60.2 B	¥97.5 B	¥73.0 B	¥85.0 B or more	
ROIC	4.2%	6.1%	6.7%	7.0% or more	
ROE	5.1%	5.7%	6.8%	8.0% or more	10.0% or more
Net D/E ratio	0.7x	0.7x	0.3x	0.5x or less	
Net interest-bearing debt/EBITDA multiple	4.5x	3.5x	1.8x	3.5x or less	
NOPAT	¥50.4 B	¥78.7 B	¥64.0 B	≥ ¥70.0 B	
Invested capital	¥1,194.7 B	¥1,282.0 B	¥950.0 B	approx. ¥1,000.0 B	
Dollar exchange rate (¥/\$)	153	151	150	150	
Copper price (¢/lb)	425	491	500	500	

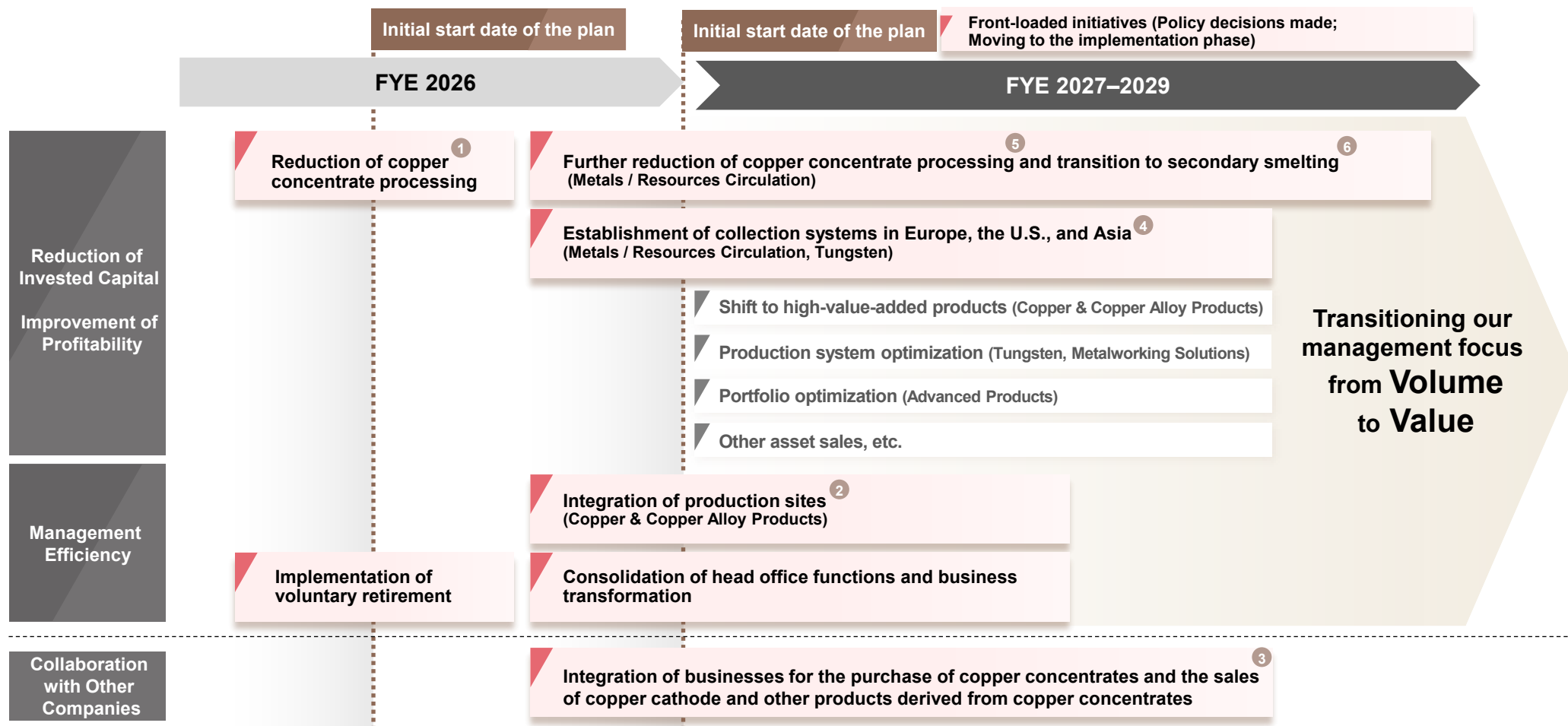
ROIC = NOPAT ÷ invested capital

NOPAT = (Ordinary profit + net interest expense – equity-method earnings) × (1 – effective tax rate) + equity-method earnings

Invested capital = Net interest-bearing debt + net assets

Initiation and Progress of Fundamental Structural Reforms in FYE 2026

The MTMS is Moving from the Plan Formulation Phase to the Implementation and Verification Phase



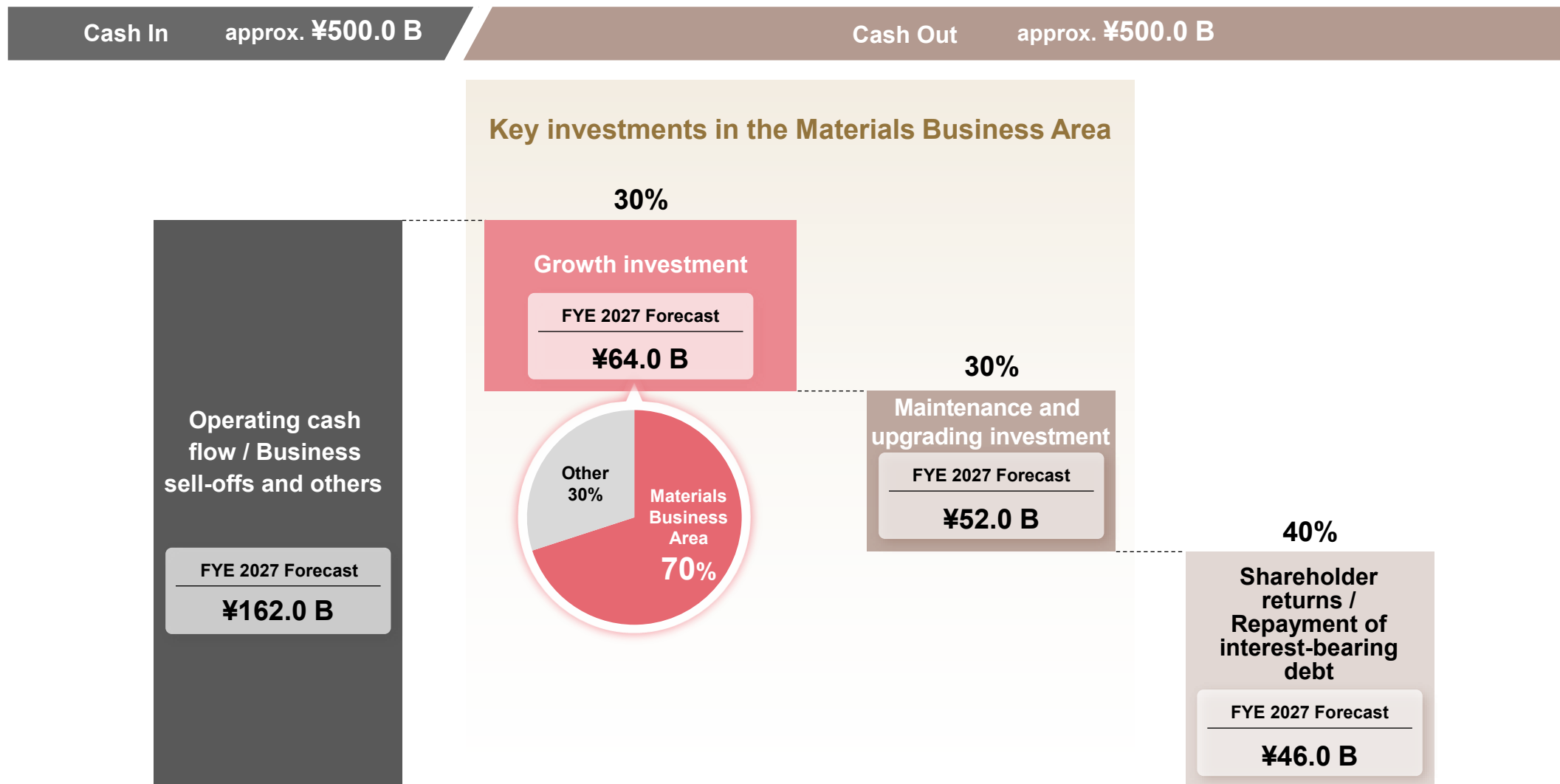
Major Announcements

- ① Announced on August 4, 2025 | "Strategic Plan to Scale Down Copper Concentrate Processing at the Onahama Smelter & Refinery"
- ② Announced on August 4, 2025 | "Integration of Western Japan Production Bases in the Copper & Copper Alloy Business"
- ③ Announced on November 11, 2025 | Execution of a Memorandum of Understanding Concerning the Integration of Businesses for the Purchase of Copper Concentrates and the Sales of Related Products
- ④ Announced on December 18, 2025 | "Regarding the Acquisition of Shares of Elemental USA E-Waste & ITAD, Inc."
- ⑤ Announced on March 25, 2026 | "Notice Regarding the Recognition of an Impairment Loss on Fixed Assets (Extraordinary Loss) and a Change in a Subsidiary"
- ⑥ Announced on March 31, 2026 | "Regarding the Acquisition of Shares in ReElement Technologies Corporation and the Execution of a MOU on Japan-U.S. Collaboration"

Capital Allocation

Balancing Growth Investment and Strengthening the Financial Foundation through Capital Allocation Aligned with the MTMS

[Cumulative total over FYE 2027–2029]



Shareholder Return Policy

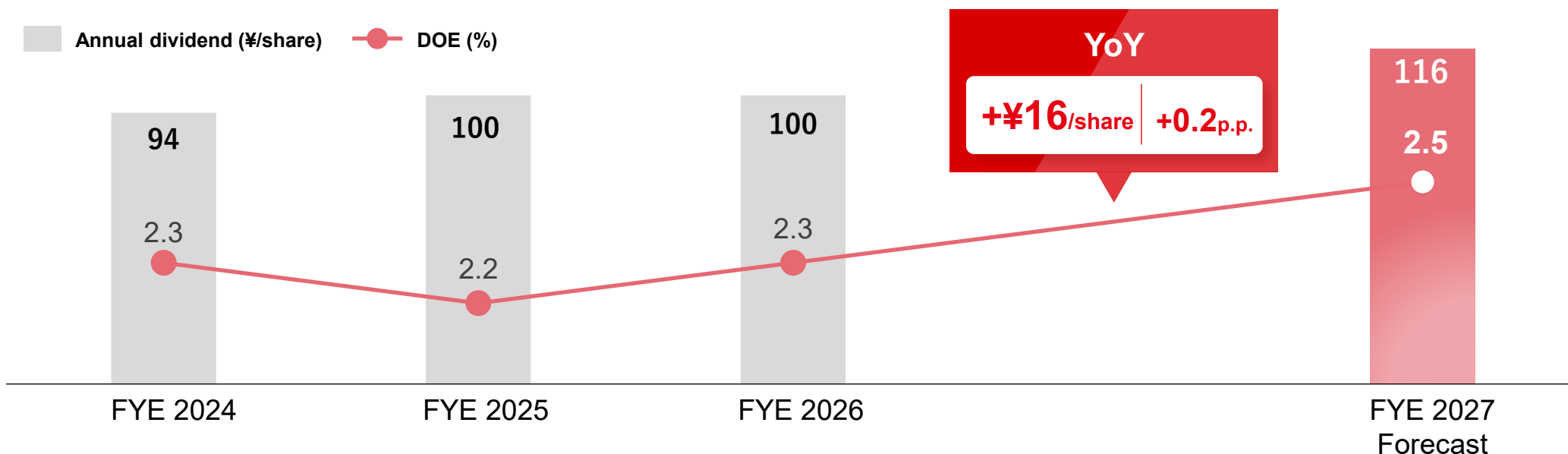
Deliver Stable Shareholder Returns Based on a Target DOE of 2.5%, while Maintaining Financial Discipline

Shareholder Return Policy under FYE2031 Strategy Phase 1

- ▶ Aim for a dividend payout ratio of 30%.
- ▶ Consider flexible share repurchases in light of financial discipline, including cash flow, share price, and the net D/E ratio.

Shareholder Return Policy for the MTMS (FYE 2027–29)

- ▶ Aim to provide stable shareholder returns even during the structural reform period.
- ▶ **Set a dividend policy targeting DOE of 2.5%** (dividend on equity; total annual dividends / shareholders' equity at the end of the previous fiscal year), while balancing growth investments and shareholder returns in light of cash flow and financial discipline.
- ▶ Consider share repurchases flexibly, taking into account cash flow, share price levels, and the certainty of achieving the financial targets set for the MTMS (FYE 2027–29) period.



Overview by Business Segment

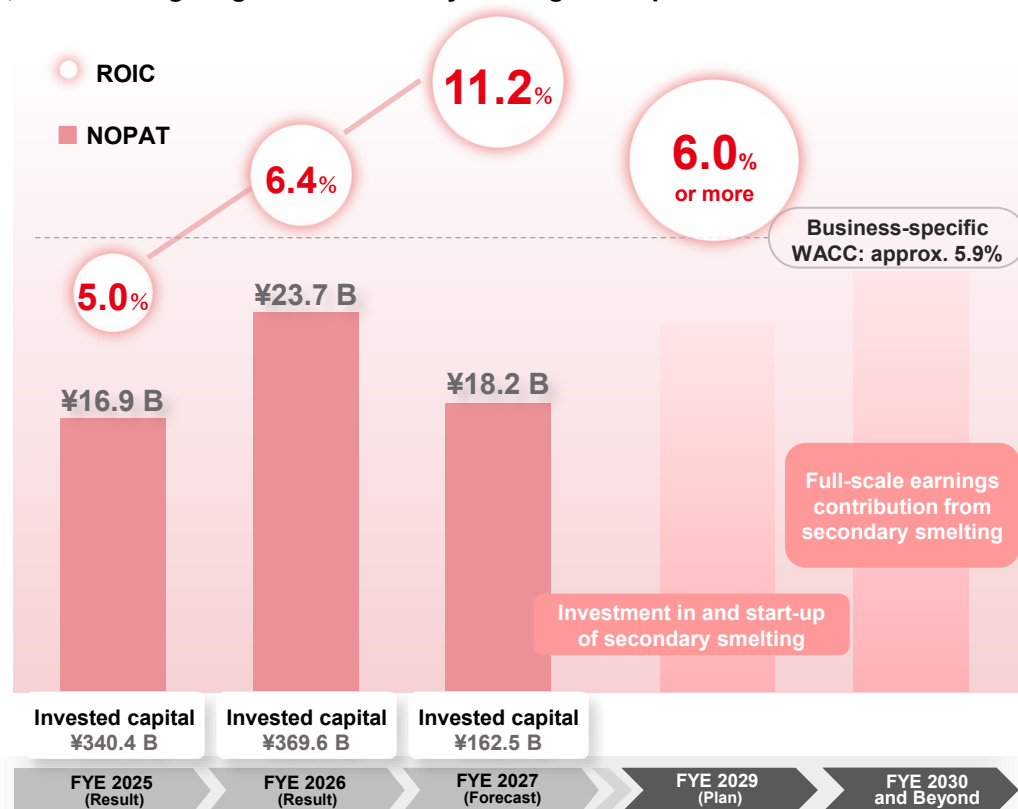
Direction for FYE 2027

Improve ROIC by advancing earnings structure transformation and reduction of invested capital from FYE 2028 onward through domestic business restructuring during FYE 2027

▶ Initiatives in progress ahead of schedule

Key Measures during the MTMS (FYE 2027–29) Period

- ▶ Further reducing copper concentrate processing and transition to secondary smelting
- ▶ Establishing collection systems in Europe, the U.S., and Asia
- ▶ Integrating businesses for the purchase of copper concentrates and the sales of copper cathode and other products derived from copper concentrate
- ▶ Increasing tungsten recycling volume at European sites (H.C. Starck) by 1.5 times
- ▶ Expanding the recycling business by establishing a new recycling site in the U.S.
- ▶ Increasing tungsten collection by utilizing E-Scrap collection routes



FYE 2025 and FYE 2026 results: Simplified reclassification under the new segment structure.

WACC by business: Reviewed annually following the introduction of the rolling MTMS.

Progress in FYE 2026

Built a recycling foundation while restructuring the business in Japan

Further reduce copper concentrate processing and transition to secondary smelting

- Decided to reduce copper concentrate processing volume at Onahama Smelter & Refinery by 40% from December 2025 and cease processing of copper concentrates by the end of March 2027.
- Began considering business integration related to the purchase of copper concentrate and sales of copper cathode and other products derived from copper concentrate.
- Completed an initial study for the construction of a smelting plant in Europe.
- Decided on equity investment in ReElement Technologies.

Establish collection systems in Europe, the U.S., and Asia

- Acquired shares in Elemental USA E-Waste & ITAD, Inc.
- Started a W-Scrap collection trial at MMMR in the Netherlands.

Initiatives from FYE 2027 Onward

Complete business restructuring and expand E-Scrap and W-Scrap processing

- Plan to reach a final agreement on business integration related to the purchase of copper concentrate and the sales of copper cathode and other products derived from copper concentrate (closing date TBD).
- Plan to carry out construction in Q4 to expand secondary raw material (E-Scrap) processing at Naoshima Smelter & Refinery (Processing capacity is expected to increase by approximately 30% compared with FYE 2026). Earnings improvement effects from structural reforms are expected to materialize in FYE 2028.
- Promote increased tungsten processing using recycled raw materials at Japan New Metals (Akita) and H.C. Starck.

Materials Business Area (Americas)

Establishment of Collection Systems in Europe, the U.S., and Asia

**Investment in a North American recycler
Strengthen E-Scrap collection capacity in the U.S.
and expand supply areas**



- Decided to invest in Elemental USA E-Waste & ITAD, Inc. to increase the collection of secondary raw materials, including E-Scrap, in the U.S. and strengthen the collection network.
- Aim to build a more resilient and sustainable supply chain for critical materials.
- Acquired a 49% stake in Elemental USA E-Waste & ITAD, Inc. in January 2026 and began dispatching our employees to the company.

Shift to Secondary Smelting and Creation of New Materials

**Investment in ReElement Technologies and
signing of a MOU on Japan-U.S. collaboration
in rare earth and rare metal recycling**



- Decided to invest in ReElement Technologies Corporation, a rare earth refining company.
- Aim to participate in a resource-circulation supply chain in North America and consider commercializing rare earth and rare metal recycling in Japan using ReElement's proprietary chromatography technology.
- Plan to conduct a feasibility study for joint commercialization in Japan in FYE 2027.

Materials Business Area (Tungsten)

Global Establishment of Resource Circulation for Tungsten, a Rare Metal

Progress toward expanding recycling in Europe through the establishment of W-Scrap collection routes from E-Scrap recyclers



- Utilize MMR in the Netherlands as a scrap collection center to establish routes for collecting tungsten scrap (W-Scrap) from E-Scrap recyclers.
- Established a new business scheme and conducted a W-Scrap collection trial in FYE 2026.
- Applying for permits from the relevant authorities to handle W-Scrap at MMR.

Progress toward building a stable supply system through the expansion of tungsten recycling



- Promote increased processing of cemented carbide scrap at Japan New Metals' Akita Plant in Japan and H.C. Starck in Germany to minimize risks from the uneven distribution of ore resources and resource localization under the Critical Raw Materials Act.
- As part of these efforts, Japan New Metals has begun establishing a supply system to strengthen domestic tungsten circulation and reduce supply chain risks, with CAPEX of approx. ¥8.0 billion, targeting start-up between 2028 and 2029.
- Began expanding production capacity for high-purity tungsten and tungsten oxide, for which demand is increasing in the electronics industry and other applications, targeting start-up in FYE 2027.

Materials Business Area (Copper & Copper Alloy Products)

Direction for FYE 2027

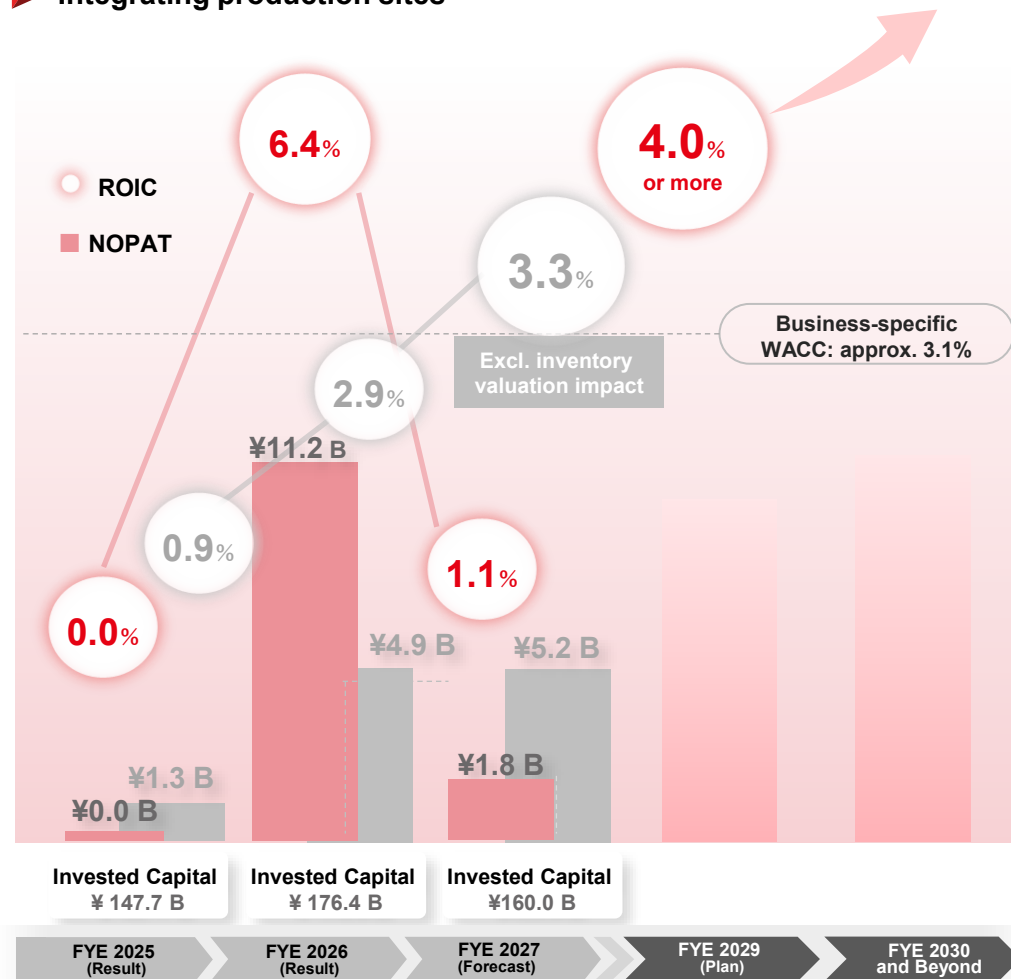
Stabilize earnings and improve capital efficiency

through a shift to high-value-added products and production structure reforms

▶ Initiatives in progress ahead of schedule

Key Measures during the MTMS (FYE 2027–29) Period

- ▶ Shifting to high-value-added products
- ▶ Integrating production sites



Progress in FYE 2026

Promote production rationalization and transition to high-value-added products

Organizational integration of production sites

- Decided to integrate the Western Japan production sites, Sakai Plant and Sambo Plant, to improve productivity and accelerate business growth.

Shift to high-value-added products

- To meet growing demand driven by improvements in xEV performance, we newly developed “MOFC™-HR Dual-Gauge Strip,” high-strength, high-heat-resistant oxygen-free copper.

Initiatives from FYE 2027 Onward

Promote sales expansion of high-value-added products and the establishment of resource circulation loops

Organizational integration of production sites

- “Osaka Plant” was launched through the integration of Sakai Plant and Sambo Plant.

Shift to high-value-added products

- Accelerate the adoption and sales expansion of oxygen-free copper strips for xEVs through close collaboration with customers.
- Focus on developing the Taiwan market, where growth is expected, for oxygen-free copper strips used in heat spreaders for AI data centers.

Establishment of circulation loops

- Promote the application of the mass balance credit model at all sites to meet customer needs for recycled copper supply.
- Begin considering a project to increase scrap processing at Osaka Plant.

FYE 2025 and FYE 2026 results: Simplified reclassification under the new segment structure.
WACC by business: Reviewed annually following the introduction of the rolling MTMS.

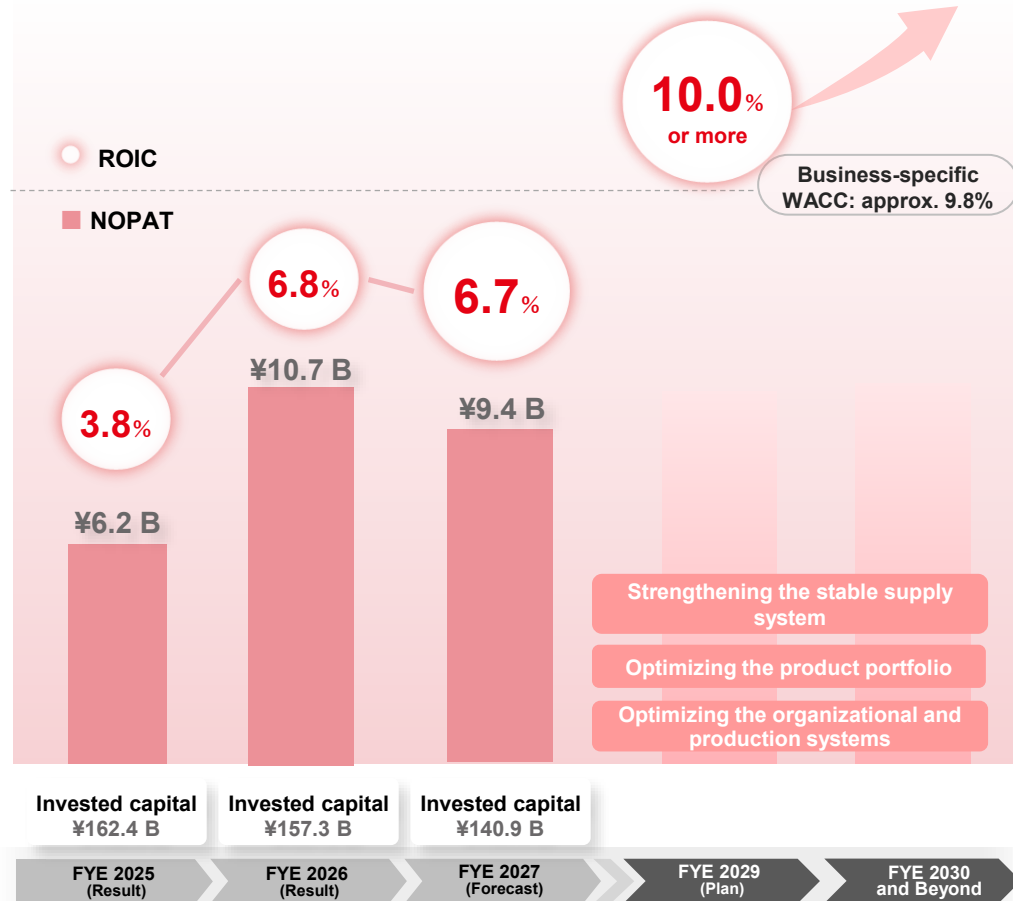
Products Business Area (Metalworking Solutions)

Direction for FYE 2027

Contribute to ROIC improvement through structural reforms and a higher ratio of high-value-added products

Key Measures during the MTMS (FYE 2027–29) Period

- Shifting to high-value-added products
- Optimizing the portfolio
- Consolidating sites and streamlining the organization and workforce

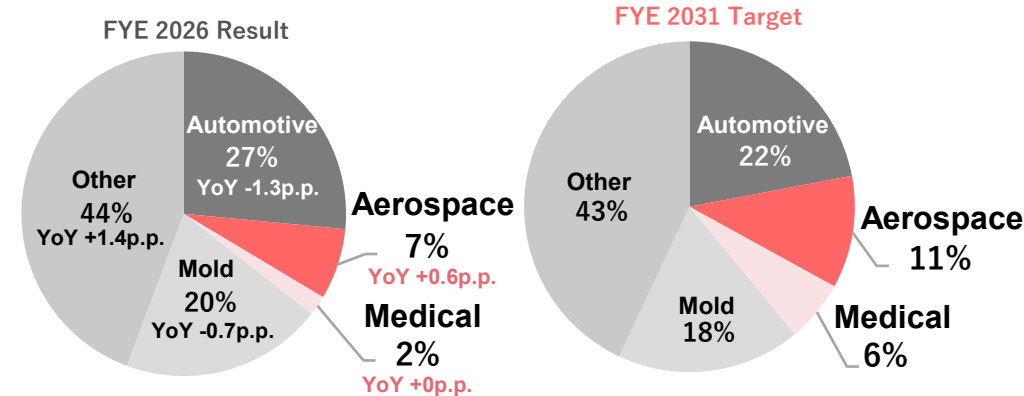


Progress in FYE 2026

Net sales for the aerospace industry increased 15% YoY

- Expanded the lineup and sales of solid tools, MP90/91 inserts, and MV10/90 series products for machining difficult-to-cut materials, such as titanium alloys and nickel-based heat-resistant alloys, to customers engaged in aircraft engine component processing.
- Net sales in FYE 2026 increased 15% year-on-year.
- CAGR in the post-COVID-19 period from FYE 2024 to FYE 2026 was 12%.

Net Sales Composition of Cutting Tools by Industry



Initiatives from FYE 2027 Onward

Provide high-value-added products based on a stronger supply chain through resource circulation

- Strengthen the stable supply system for cemented carbide products by procuring tungsten raw materials through recycling.
- Promote the optimization of market and product portfolios, and develop and expand sales of high-value-added products, particularly for the aerospace industry.
- Execute structural reforms, including site consolidation and streamlining of the organization and workforce.

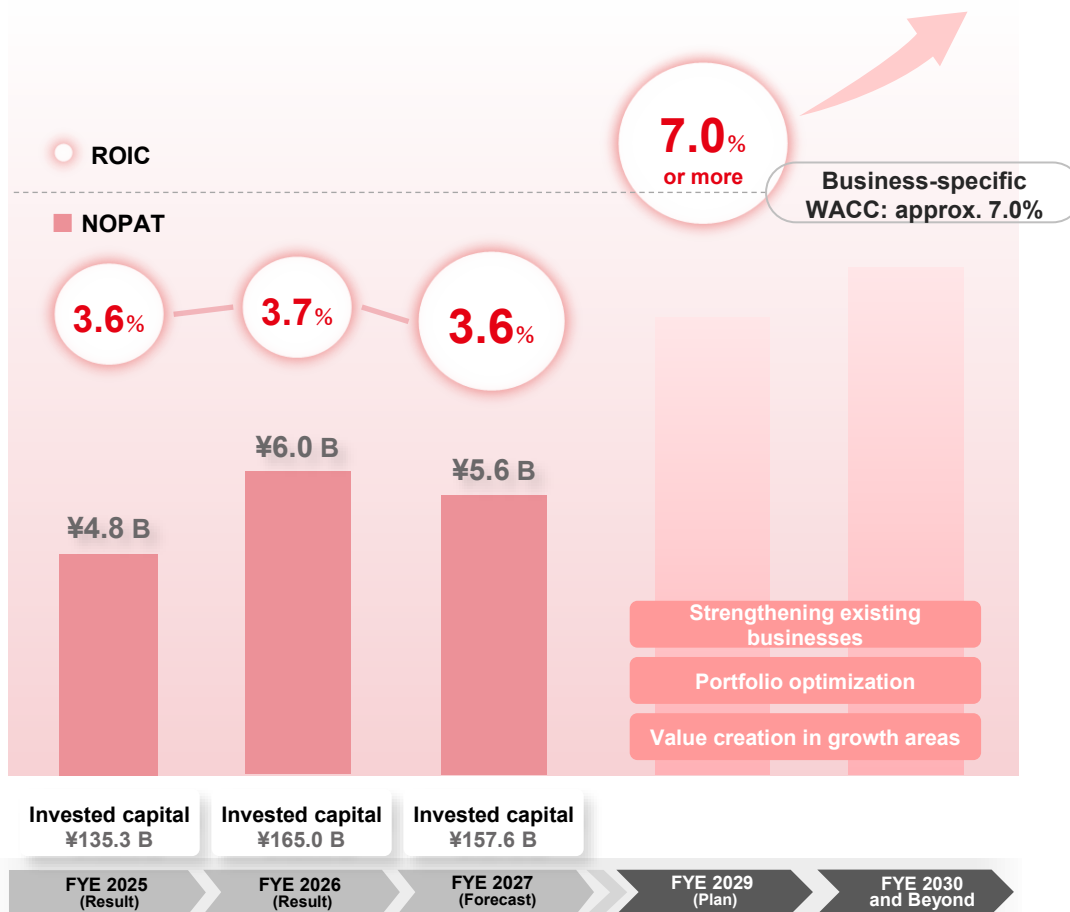
FYE 2025 and FYE 2026 results: Simplified reclassification under the new segment structure.
WACC by business: Reviewed annually following the introduction of the rolling MTMS.

Direction for FYE 2027

Promote portfolio restructuring and improve production efficiency
to steadily improve profitability and capital efficiency

Key Measures during the MTMS (FYE 2027–29) Period

- Shifting to high-value-added products
- Optimizing the portfolio



Progress in FYE 2026

Promote portfolio optimization and improve production efficiency

- **Withdrawal from the hydrofluoric acid business (Mitsubishi Materials Electronic Chemicals)**
Decided to withdraw from the hydrofluoric acid business due to the rise of competitors in Asia and aging manufacturing facilities.
- **Construction of Kumagaya Works No. 2 : Sealing Materials (Mitsubishi Cable Industries)**
Provide high-value-added sealing products mainly for semiconductor manufacturing equipment and pneumatic equipment. Kumagaya Works No. 2 is a smart plant utilizing automation and DX, with benefits expected to materialize from 2027 onward.

Initiatives from FYE 2027 Onward

Drive further improvements in profitability and capital efficiency

Strengthen existing businesses

- Accelerate the ramp-up of investment projects and improve the speed of return on investment.
- Improve production efficiency through automation.

Optimize the product and business portfolio

- Shift to high-value-added products through active portfolio reshuffling and create value in growth areas.

Create value in the growth area

- Create and monetize new products in the semiconductor and thermal management fields.

FYE 2025 and FYE 2026 results: Simplified reclassification under the new segment structure.

WACC by business: Reviewed annually following the introduction of the rolling MTMS.

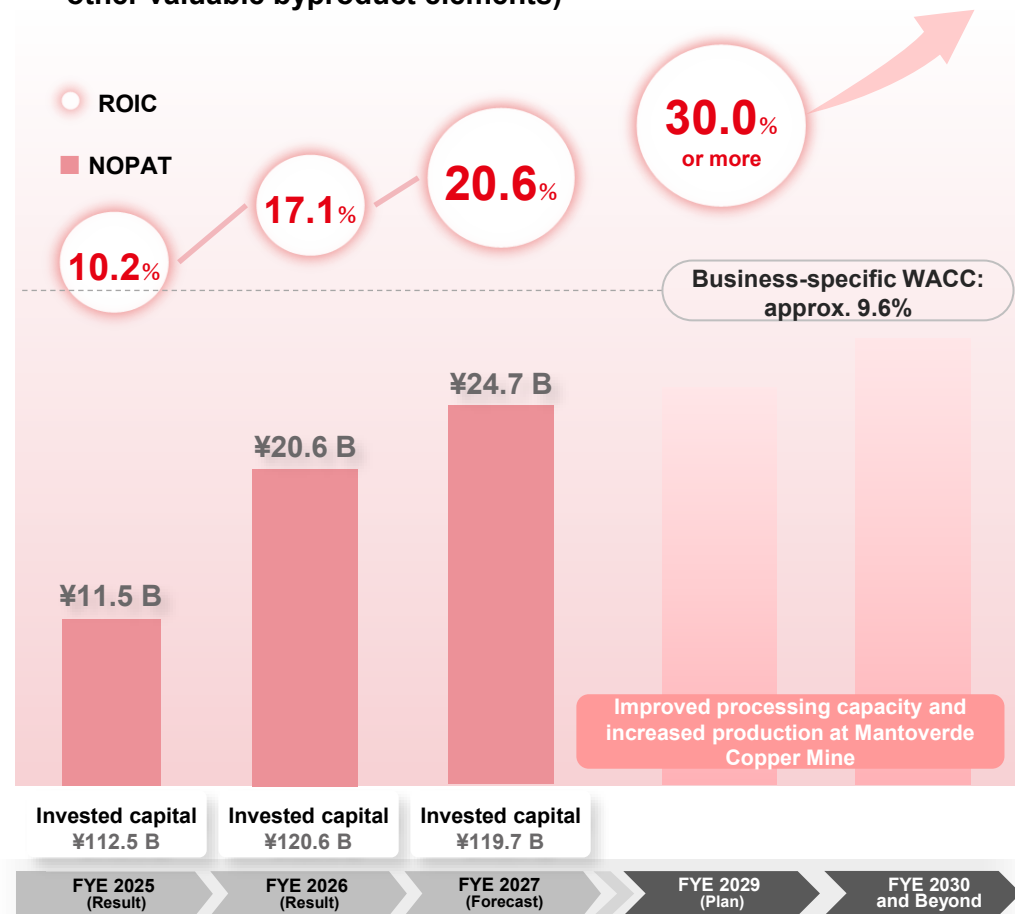
Mineral Resources Business

Direction for FYE 2027

Maximize the value of existing interests and contribute to profit growth and ROIC improvement from FYE 2028 onward

Key Measures during the MTMS (FYE 2027–29) Period

- Improving the profitability of existing interests
- Increasing the ratio of our copper share* to our total processing volume
- Creating technologies to help alleviate the increasing developing and operating costs of copper mines (collecting cobalt, scandium, and other valuable byproduct elements)



Progress in FYE 2026

Final investment decision made for expansion contributing to earnings growth from FYE 2028 onward

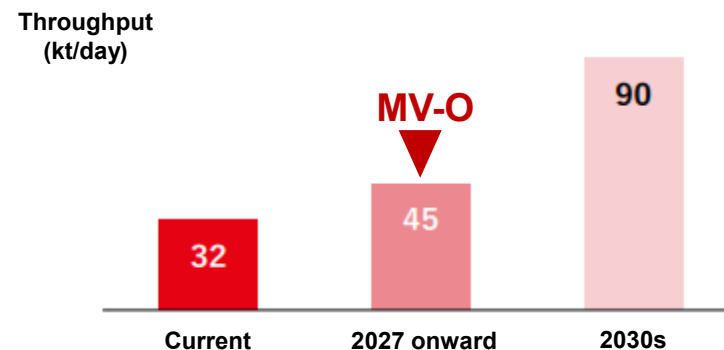
- Final investment decision (FID) for the Mantoverde expansion project (MV-O) in Chile was made in August 2025, and construction has commenced. The project is progressing as planned as of the end of FYE 2026.

Initiatives from FYE 2027 Onward

Promote expansion work that will contribute to earnings growth from FYE 2028 onward

- The Mantoverde expansion project (MV-O) in Chile is currently underway. Start-up is scheduled for Q4 2026, with full-scale operation planned for early 2027. Earnings contribution is expected from January 2027, Q1.
- Through this expansion, concentrator processing capacity will increase from 32 kt/day to 45 kt/day. Annual copper and gold production will increase by 20 kt and 6 koz, respectively. The mine life is expected to be extended by six years (from 19 to 25 years).

[Expansion plan for concentrator throughput capacity at Mantoverde Mine]



FYE 2025 and FYE 2026 results: Simplified reclassification under the new segment structure.

WACC by business: Reviewed annually following the introduction of the rolling MTMS.

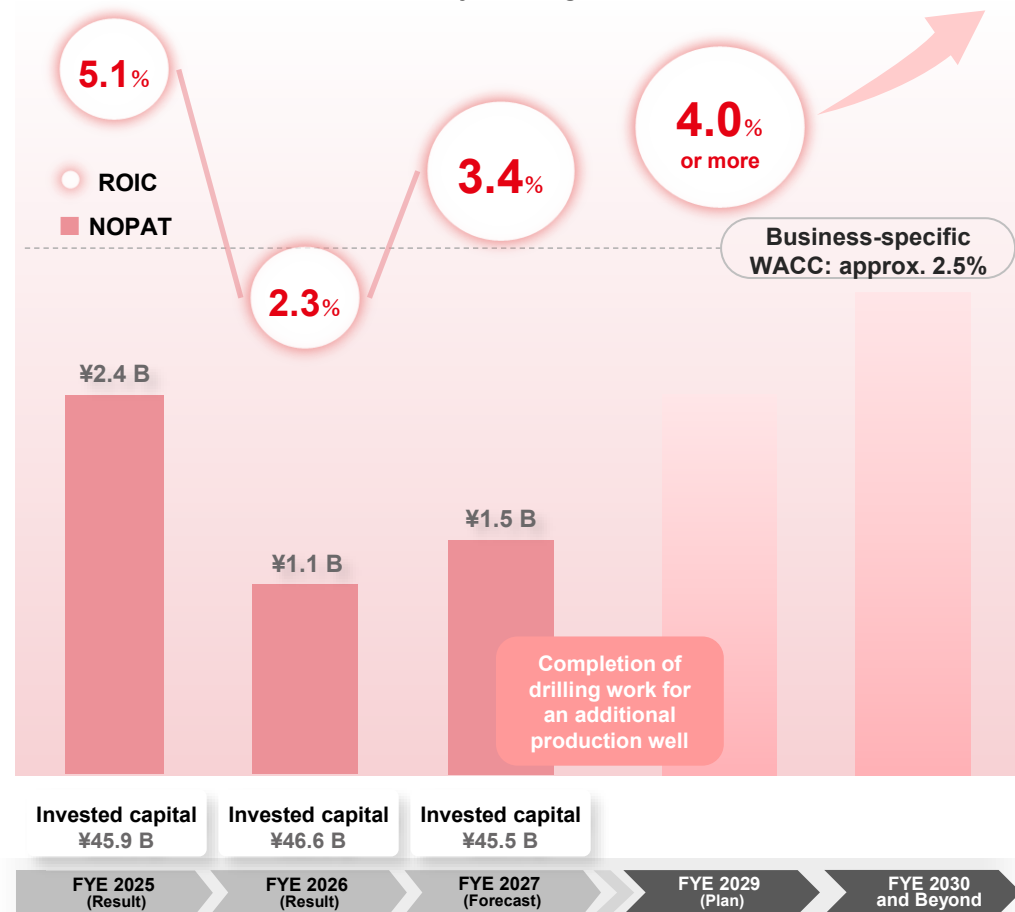
Renewable Energy Business

Direction for FYE 2027

Strengthen the earnings base of the renewable energy business by stabilizing operations at existing power plants and developing new sites

Key Measures during the MTMS (FYE 2027–29) Period

- Improving the resiliency and efficiency of our existing power plants
- Pioneering new development sites leveraging our geothermal development capabilities
- Broadening our operations and diversifying our profit streams by expanding into onshore windfarms and electricity retailing



Progress in FYE 2026

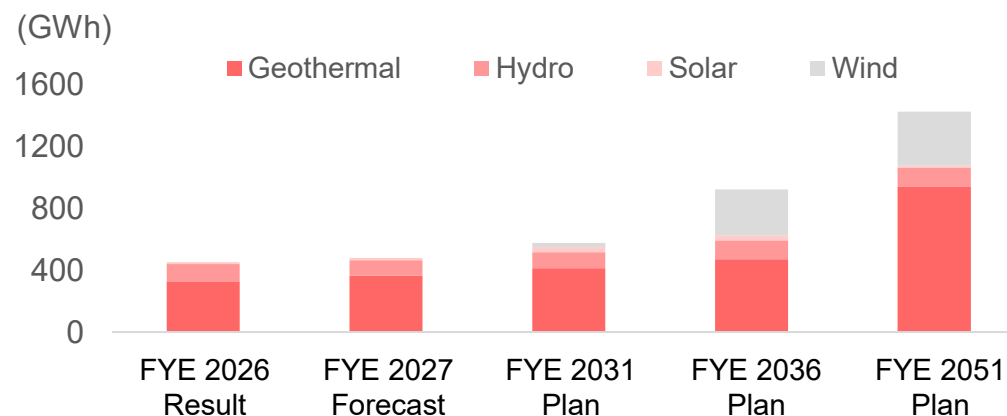
Implemented measures to address operational risks and began power supply through self-consignment

- Completed enhancements to lightning strike protection at Appi Geothermal Power Plant.
- Established Torinooku Solar Power Plant and began supplying power to Akashi Plant in November 2025, marking our first use of the self-consignment scheme.

Initiatives from FYE 2027 Onward

Expand operational risk countermeasures and broaden the scope of power supply through self-consignment

- Plan to supply power to Wakamatsu Plant by utilizing company-owned land in Odate City, Akita Prefecture, and Hachinohe City, Aomori Prefecture.
- Plan to complete the installation of PDCE polarity-reversing lightning rods, which are designed to prevent lightning strikes.
- Plan to complete drilling work for the additional production well APP-6 at Appi Geothermal Power Plant. This is expected to contribute to profit growth from FYE 2028.



FYE 2025 and FYE 2026 results: Simplified reclassification under the new segment structure.

WACC by business: Reviewed annually following the introduction of the rolling MTMS.

Appendix

Creating the Future through **Resource Circulation**

Human Resources Strategy

Supporting our resource circulation business

Achieving strategic recruitment, development, and deployment of talent in our resource circulation business

- Acquiring and optimizing talent to advance our global businesses
- Strengthening the expertise of core talent and reskilling
- Proactively assigning next-generation leadership talent

Supporting frontline value addition

Driving transformation to enhance productivity and capital efficiency

- Strengthening HR management based on role and performance
- Promoting talent who will achieve transformation
- Individual growth to increase productivity

Achieving
the Medium-term
Management
Strategy

Supporting every individual to thrive

Building a foundation for co-creation and growth in the Mitsubishi Materials Group

- Promoting DE&I
- Leveraging talent data
- Promoting health and productivity management, and enhancing employee engagement

Supporting global expansion of the resource circulation business and swift fundamental structural reforms through our HR strategy

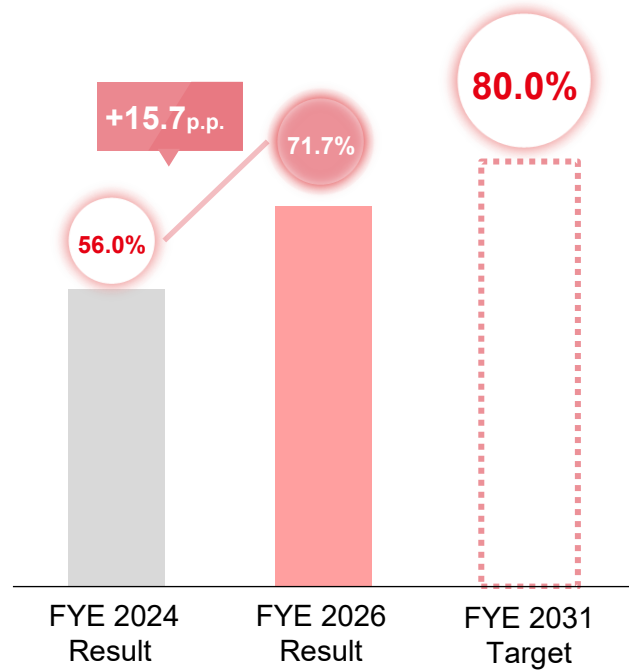
Human Resources Strategy

MTMS FYE 2031 – Progress through FYE 2026

The three key HR strategy KPIs are on track to achieve the FYE 2031 targets.

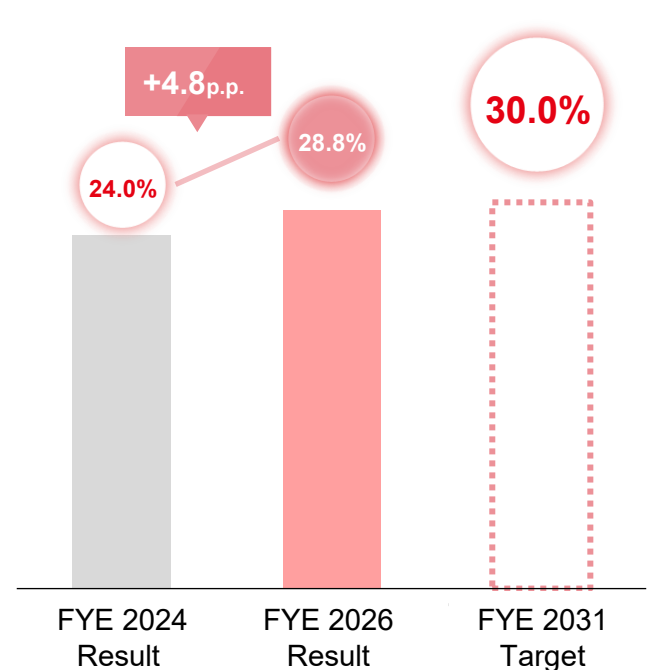
Continuously Retaining and Developing Management Leader Candidates

Management Leader Candidates Ratio of candidates on the Next-generation Leadership Talent Development Program to successors of Executive Officers



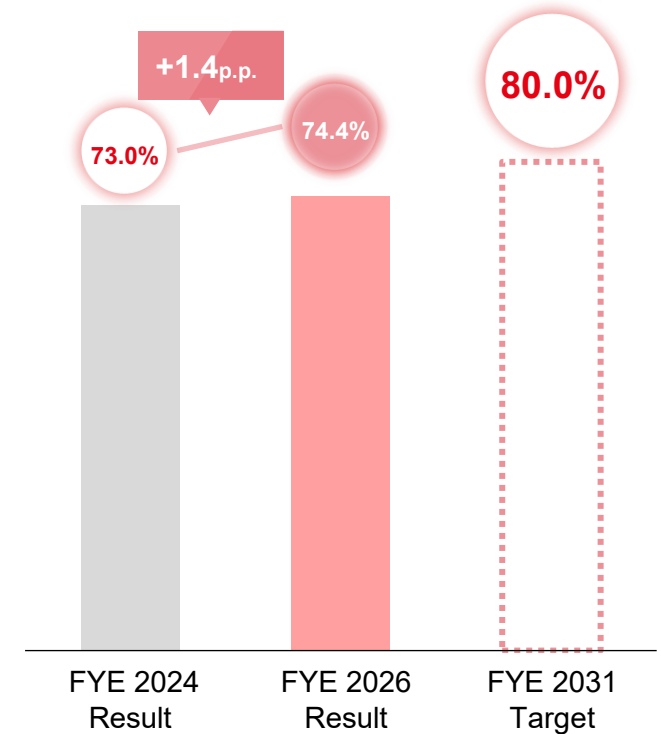
Diversity in Management

Ratio of Diverse Attributes* Among Managers
*Women, non-Japanese people, mid-career hires, people with disabilities



Continuous Improvement of Employee Engagement

Positive Response Rate in Employee Engagement Survey



MTMS (FYE 2027–29)

Further advance initiatives including next-generation leadership talent development, performance management reinforcement, DE&I (including recruitment and advancement of female talent), and employee engagement.

Technology and Product Development Strategy

Redesign development functions to strengthen strategic capabilities and on-site execution

Fundamentally Restructuring R&D to Strengthen both Strategy and Execution (Effective April 1, 2026)

Enhance strategic capabilities and on-site execution
Clarified the roles of corporate and divisional development and optimized resource allocation

Strengthen CE* and GHG reduction technologies



Corporate

Specialize in the above technologies and concentrate resources in priority areas

Innovation Center

Strengthening CE* and GHG reduction technologies
New business development
Advancing core and fundamental technologies

Strengthen the competitiveness of existing businesses



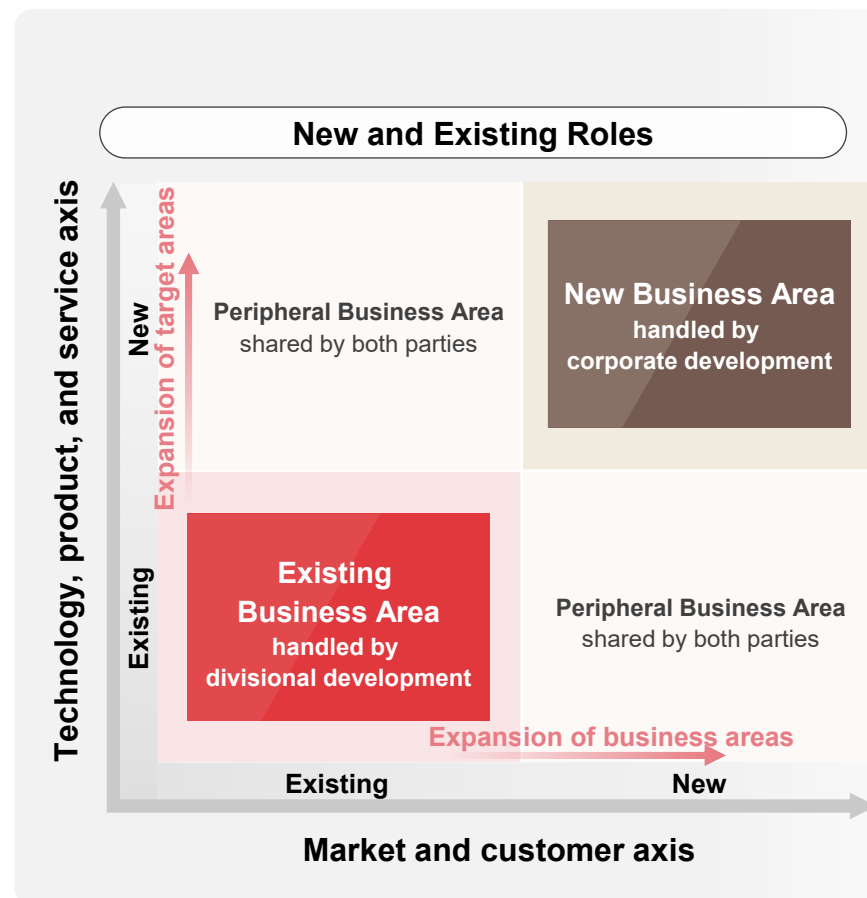
Business

Consolidate business-related development themes into divisions to quickly capture and respond to customer needs

Divisional Labs

Enhancing new material creation capabilities in Materials Business Area and Products Business Area

Optimization of development functions
Human resources / Information



*Circular Economy

Accelerate resource circulation business transformation through MEX platform development and AI talent enhancement

Promotion of MMDX in the Resource Circulation Area

Begin collecting used products through MEX* in FYE 2027 to secure recycled raw materials for tungsten products



- Build a global, 24/7 used product collection and visualization system through MEX.
- Secure recycled raw materials by linking with the E-Scrap network and establish a reuse process for tungsten products.

*MEX=Mitsubishi Materials E-Scrap EXchange

Initiatives to Accelerate the Use of AI within the Company

Strengthen business transformation execution through AI utilization and advanced digital talent development

Category	FYE 2026 (Result)	FYE 2027 (Plan)	FYE 2028 (Plan)	FYE 2029 (Plan)	FYE 2030 (Plan)	FYE 2031 (Plan)
Advanced	118 people	200 people	250 people	300 people	350 people	400 people
Inter-mediate	1,225 people	1,500 people	1,850 people	2,200 people	2,400 people	2,600 people
Beginner	All employees, including Group companies *Roll out common digital literacy education and AI literacy education to Group companies.					

- Deploy generative AI and provide AI literacy training.
- Roll out AI use cases across manufacturing, administration, and office work.
- Systematically develop advanced digital talent capable of implementing AI in operations.

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