

Sustainability IR Meeting

January 23, 2026

Agenda

Overview of Sustainability Initiatives

Governance Initiatives

Human Capital Initiatives

Climate Change Initiatives

SCQ Initiatives

*SCQ: Safety & Health, Compliance & Environment, Quality

Overview of Sustainability Initiatives

Corporate Philosophy / Our Vision / Our Mission / Our Commitment

**Corporate
Philosophy**

For People, Society and the Earth

Our Vision

Circulating resources for a sustainable future

Our Mission

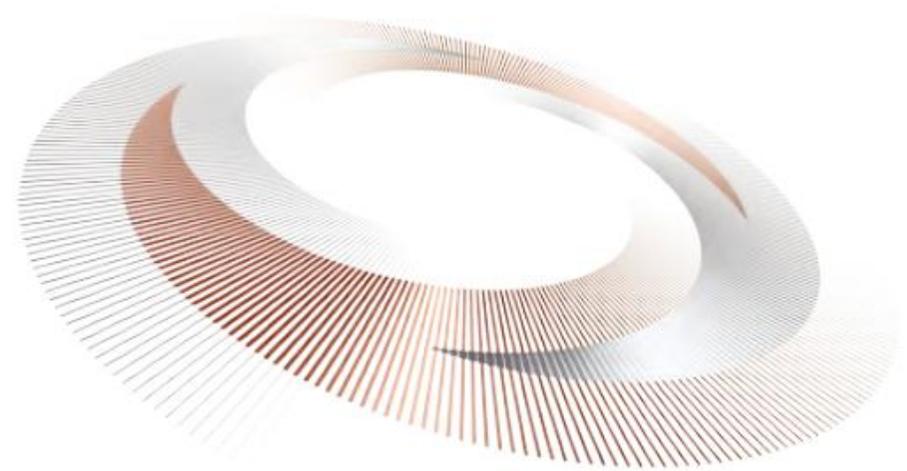
Create a sustainable future

Prosperous society

Recycling-oriented society

Decarbonized society

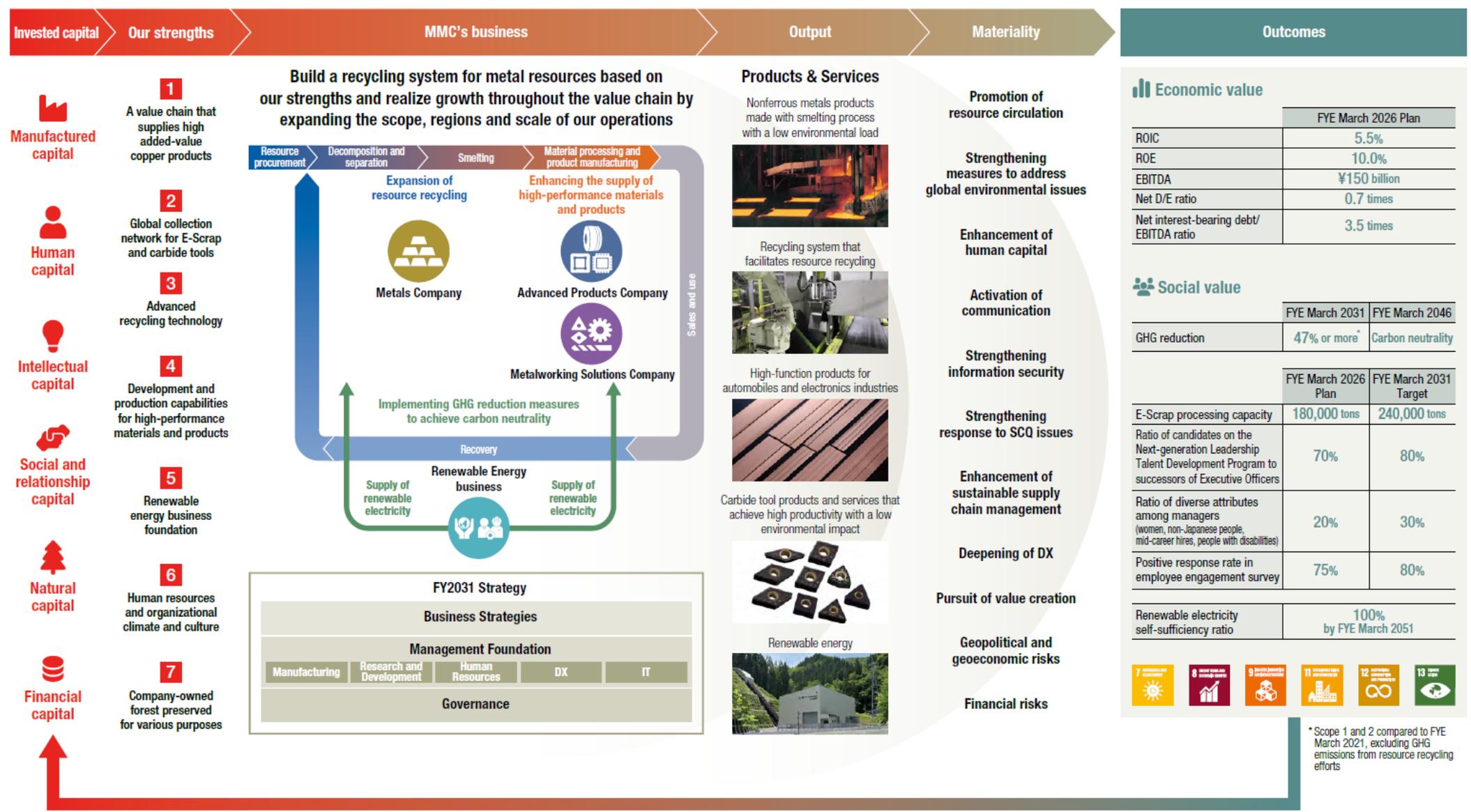
Our Commitment



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.

Value Creation Process



* Scope 1 and 2 compared to FYE March 2021, excluding GHG emissions from resource recycling efforts

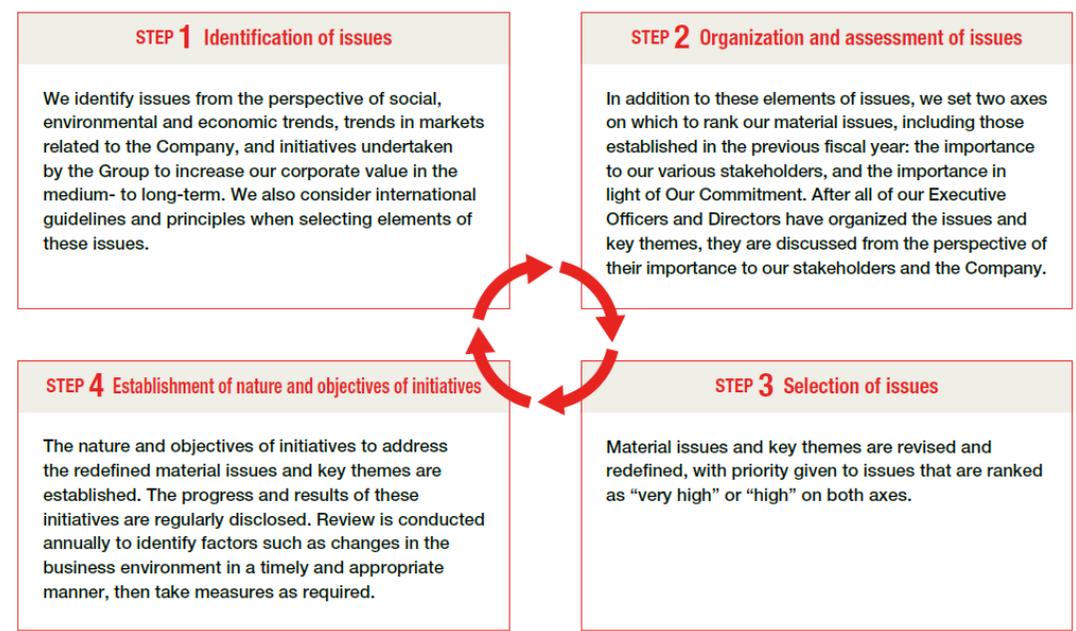
Materiality

- We take the initiative in organizing, reviewing, and prioritizing our material issues along two axes: their importance to our stakeholders and their importance in light of Our Commitment
- Each year, we proactively review and reassess the selected material issues to ensure they appropriately reflect environmental changes

● List of Materiality

| |
|---|
| Promotion of resource circulation |
| Strengthening measures to address global environmental issues |
| Enhancement of human capital |
| Activation of communication |
| Strengthening information security |
| Strengthening response to SCQ issues |
| Enhancement of sustainable supply chain management |
| Deepening of DX |
| Pursuit of value creation |
| Geopolitical and geoeconomic risks |
| Financial risks |

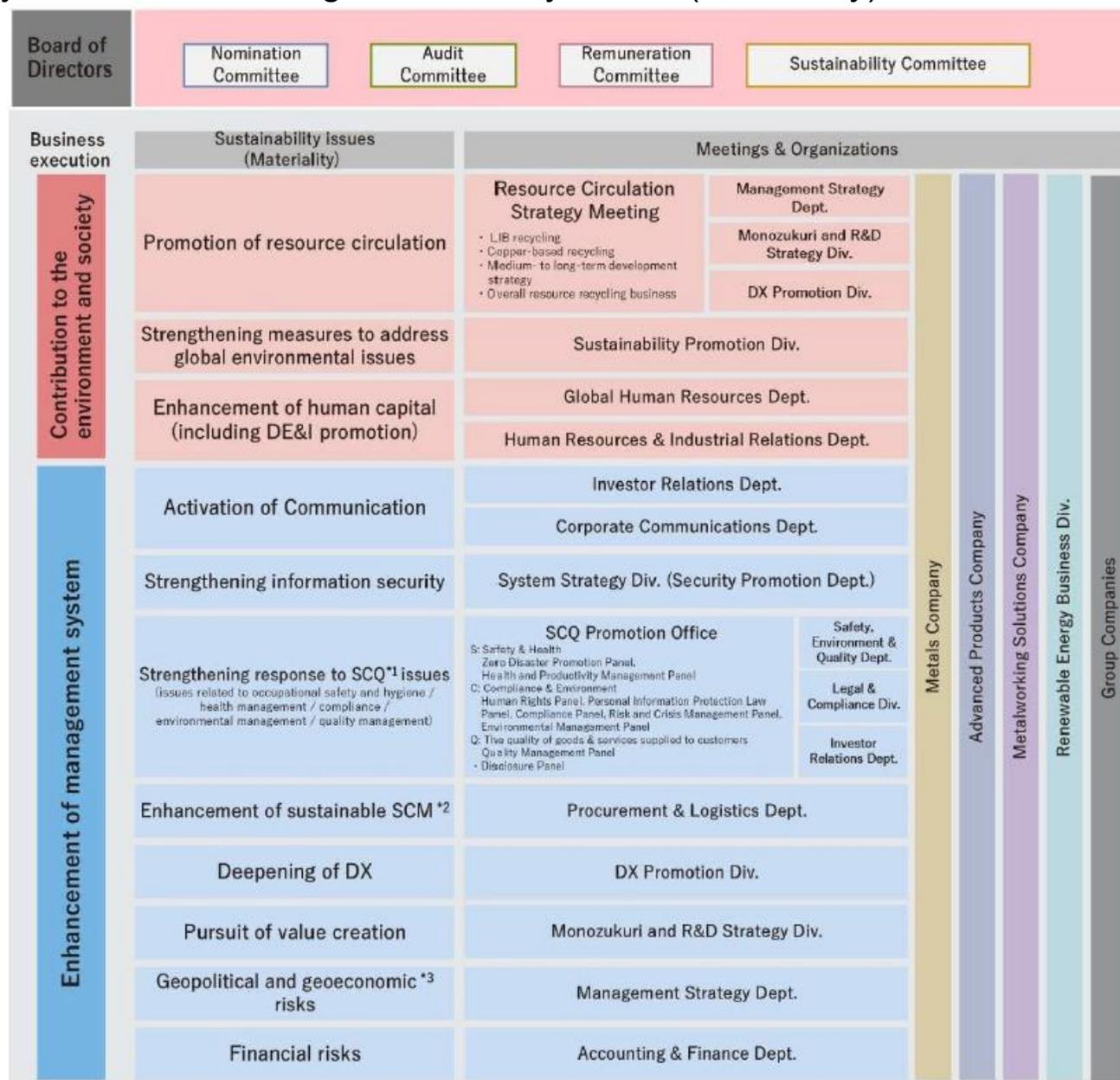
● Selection and Review Process



By appropriately addressing these material issues, we aim to enhance corporate value by delivering both economic and social value, while reducing various risks across our Group

Sustainability Management System

■ Our response system for addressing sustainability issues (materiality) is as follows



*1 SCQ: S: Safety & Health, C: Compliance & Environment, Q: Quality.

*2 SCM: Supply Chain Management.

*3 Geoeconomic risk: Risks relating to countries attempting to fulfill their geopolitical goals (national interests) through economic means.

Overview of Sustainability Activities

 indicates an award or certification from an outside organization.

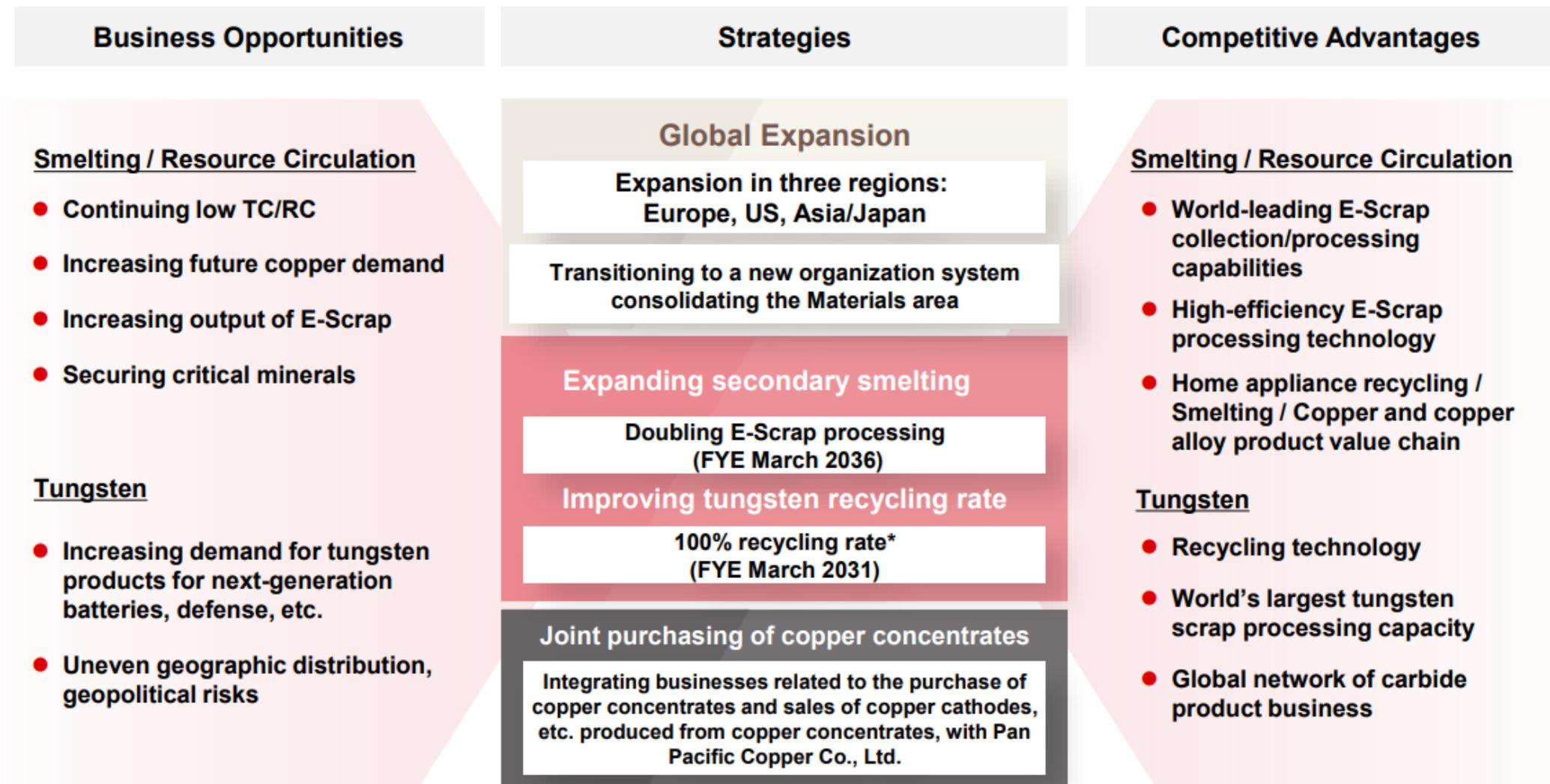
FYE March 2025

FYE March 2026

| | | | | | |
|--|--|--|---|--|--|
| <p>Promotion of resource circulation</p> | <p>Started sales of simplified indoor air conditioner unit dismantling equipment</p> | <p>Four new products added to the REMINE recycled metal brand</p>  | <p>Completion of acquisition of H.C. Starck</p> | <p>Promoted sustainable PMP (Product-Material-Product) Loop utilizing waste printed circuit boards</p> | <p> Received the Chairman's Award at the 21st LCA Society of Japan Awards</p> |
| <p>Strengthened measures to address global environmental issues</p> | <p>Calculated and third-party-verified electrolytic copper carbon footprint</p> | <p> The Materials' Forests Teine Forest registered in an international database as an OEMC (Other Effective Area-based Conservation Measures)</p>  | <p>Established the Mitsubishi Materials Group Biodiversity Conservation Policy</p> | <p> Acquired certification for The Copper Mark</p>  | <p> Selected for the first time as A List, the highest rating, in the CDP 2024 Climate Change field</p>  <p> Selected for the second consecutive year as a Supplier Engagement Leader, the highest rating, in the CDP 2024 Supplier Engagement Assessment</p>  <p> Published the Mitsubishi Materials Group TNFD Report</p> <p> Selected as A List, the highest rating, in the CDP 2025 Climate Change field</p> |
| <p>Enhancement of human capital</p> | <p>Hosted a health promotion event featuring top athletes</p>  | <p> Second consecutive year a Healthy Company Declaration Gold Certification</p>  <p> Received a Gold award in the PRIDE Index 2024</p>  | <p> Certification as a Sports Yell Company 2023-25 from the Japan Sports Agency</p>  <p> Selected for the first time as a 2025 KENKO Investment for Health and recognized for the second consecutive year as a White 500 Health & Productivity Management Outstanding Organization (Large Enterprise Category)</p>  | <p> Awarded as an Outstanding Company for Cancer Control Promotion by the Ministry of Health, Labour and Welfare</p> <p>Held a cross-company joint event, the Non-Ferrous Metals DE&I Forum 2025, for International Women's Day</p> | <p>Held an event for employees to connect with their young children</p>  <p>Held an event in conjunction with Mitsubishi Materials Corporation Pride Month</p> <p> Received a Gold award in the PRIDE Index 2025</p> |
| <p>Activation of communication</p> | <p> Selected for the first time for addition to the ESG investment index FTSE4Good Index Series and FTSE Blossom Japan Index</p>  | <p>Newly formulated Our Values for the Mitsubishi Materials Group</p> | <p>Held Family Day at Mitsubishi Materials Corporation</p>  | <p> The Company history titled "150 Years of Mitsubishi Materials Corporation" received Outstanding Company History Award</p> | <p> Received the Ministry of Environment's 6th ESG Finance Awards Japan Theme Prize (Circular Economy Award)</p> |
| <p>Strengthening information security</p> | <p>Held cybersecurity study sessions for management</p> | | <p>Expanded global WAN (wide area network) in Europe and the US</p> | <p>Began internal trial of Microsoft Copilot</p> | <p>Began operation of integrated asset management system</p> <p>Conducted cross-departmental exercises to prepare for cyber attacks</p> |
| <p>Strengthening response to SCQ issues</p> | <p>647 people participated in hazard sensitivity education, 347 people participated in safety and health training (FYE March 2025 result)</p> | | <p>Held Quality Review Day and carried out training, internal audits and patrols</p> | <p>Held Safety Declaration Day and continued efforts to ensure serious accidents are not forgotten</p> | |
| <p>Enhancement of sustainable supply chain management</p> | <p>Began copper concentrate production at Mantoverde Mine, Chile</p>  | <p>Held sulfide ore facility completion ceremony at Mantoverde Mine, Chile</p>  | <p>Completion of sale of interest in Copper Mountain Mine, Canada</p> | | |
| <p>Deepening of DX</p> | <p> Selected for the second consecutive year as one of the Noteworthy DX Companies 2024 under DX Stocks 2024</p>  | <p>Launched the Tool Assistant service, which suggests optimal tools</p>  | <p> Selected for the third consecutive year as one of the Noteworthy DX Companies</p>  | <p> CIO Itano wins the Grand Prize in the Nikkei Crosstech CIO/CDO of the Year 2025 Awards</p> | |
| <p>Pursuit of value creation</p> | <p> Our technology of high-performance copper alloy for automotive terminals received the Science and Technology Award (development category) at the 2024 Minister of Education, Culture, Sports, Science and Technology Awards</p>  | <p>Held the Demo Day acceleration program to rapidly create new businesses</p>  | <p>Developed ink for forming electron transport layers to improve the power generation efficiency of perovskite solar cells, achieving approximately 1.5 times greater power generation efficiency than conventional inks</p> | <p>Developed oxygen-free copper (MOFC™-GC) (Grain Control) with the world's highest level of grain growth suppression performance</p> | <p> Won the Excellence Award in the Semiconductor of the Year 2025 Semiconductor Electronic Materials & Components category for square silicon substrate</p> |
| <p>Geopolitical and geo-economic risks</p> | <p>Completed expansion of cemented carbide tool plant in Valencia, Spain</p>  | <p>Established Mitsubishi Materials Europe B.V.</p> | <p>Constructed a new mining and civil engineering tool plant in Thailand</p>  | | |
| <p>Financial risks</p> | <p>Promoted cash flows improvement project</p> | | <p>Introduced the cash flow management system to overseas Group companies</p> | <p>Issued electronic commercial paper</p> | |

Promotion of Resource Circulation – TOPICS –

- On November 26, 2025, we announced our Medium-term Management Strategy (FYE March 2027–2029)
- By expanding secondary smelting, doubling our E-Scrap processing, and achieving a 100% tungsten recycling rate, we will expand our resource circulation business globally and become a company committed to creating the future through resource circulation



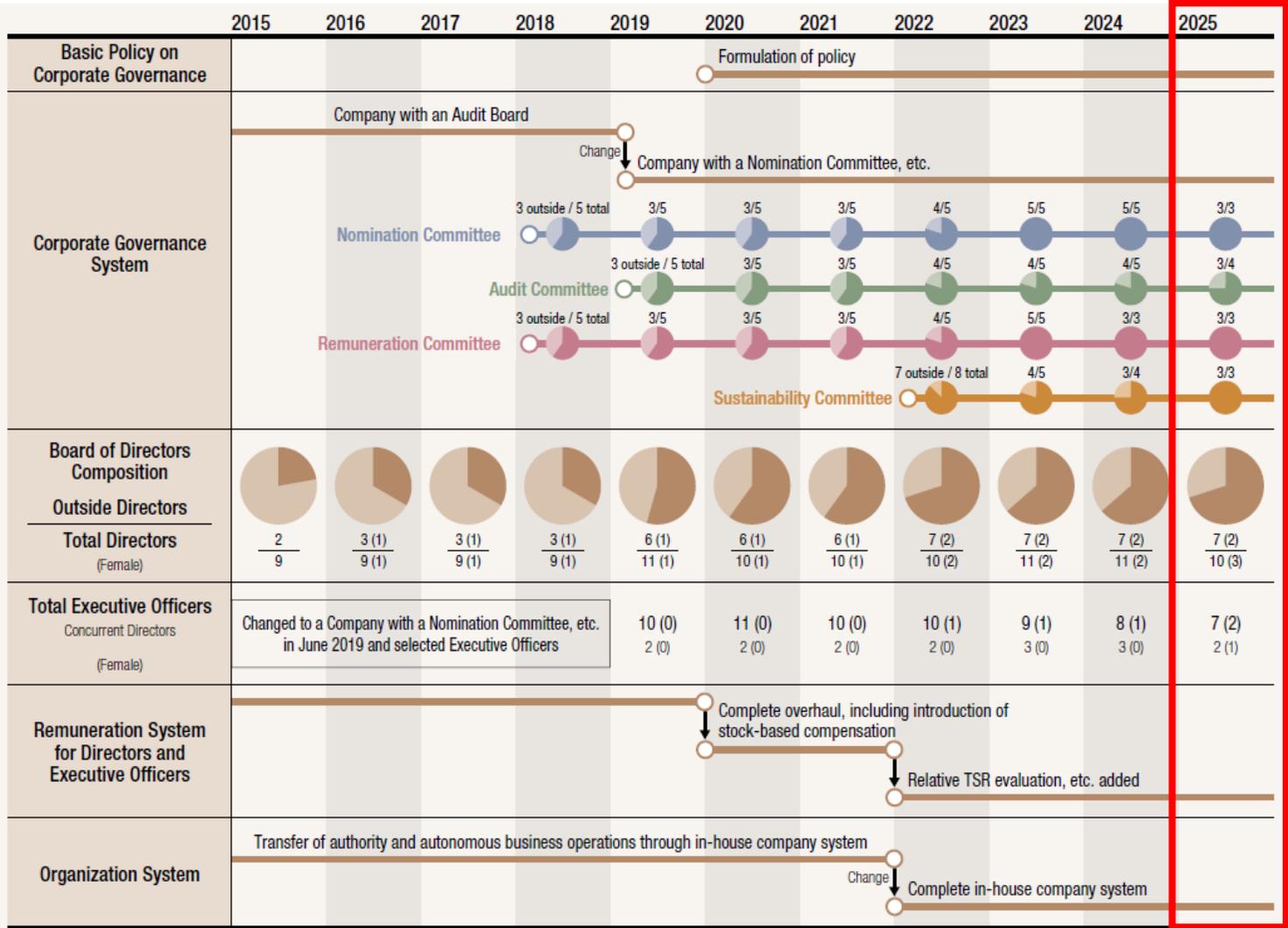
*Ratio of recycled raw materials used at our Group's tungsten product manufacturing sites excluding sites in China

Governance Initiatives

Composition of the Board of Directors

■ The Board of Directors and the Nomination Committee continuously deliberate on the Board’s composition from a medium- to long-term perspective, keeping in mind our Corporate Philosophy, Our Vision, and the Medium-term Management Strategy to ensure the Board’s ideal structure

● Changes in Composition of the Board of Directors and Committees



Contributions and Perspectives for Key Themes

| Name | Supervision of strategy execution | Supervision of profitability improvement | Supervision of tackling of main sustainability challenges | | |
|---------------------------|--|---|--|---|---|
| | | | Strengthen human capital-centric corporate management | Promotion of resource circulation | Strengthen tackling of global environmental challenges |
| Naoki Ono | Perspective from experience in management supervision of the Group as the CEO of the Company | | Perspective from experience as CEO of the Company | Perspective from experience in driving resource circulation strategies as CEO of the Company | Perspective from experience as an officer in charge of the renewable energy business of the Company |
| Tatsuo Wakabayashi | Perspective from experience as top management | | Perspective based on working styles at a financial institution | | |
| Koji Igarashi | Perspective from experience executing medium- to long-term business strategies | Perspective from practical experience in production engineering and development | Perspective from experience of human resource management in manufacturing and engineers | Posing of issues from a wide range of perspectives including future trends and exchange with external experts | |
| Kazuhiko Takeda | Perspective from practical experience in global management in manufacturing Perspective on business management from extensive experience as CFO | | Perspective from experience as a management executive of a global company | Posing of issues from the financial perspective | |
| Rikako Beppu | Perspective from deep knowledge of global business expansion | | Perspective from experience in diversity activities and initiatives | Perspective from experience being responsible for collaboration with many Japanese and overseas companies | |
| Hatsunori Kiriyama | Perspective from corporate management experience at a global manufacturer | Perspective from extensive marketing experience | Perspective from deep knowledge of the development of senior management executives | | |
| Nozomi Sagara | Perspective from technical knowledge across different fields | | Perspective from experience in personnel management in government offices | Perspective from experience being involved in resource recycling and global environment preservation | |
| Ichiro Sasaki | Perspective from experience in leading customer-oriented product development and company-wide efforts to leverage IT | Perspective from experience as top management in manufacturing | Perspective from experience of human resource management in manufacturing and engineers | Perspective from experience in leading environmental initiatives as CEO within the manufacturing industry | |
| Tetsuya Tanaka | Perspective from extensive practical experience at the Company's manufacturing sites | | Perspective from experience of human resource management in manufacturing sites of the Company | Perspective from experience as President of Metalworking Solutions Company of the Company | Perspective from experience as the officer in charge of the global environment of the Company |
| Kayo Hirano | Perspective from extensive practical experience in IR/SR, Accounting and Finance | | Perspective from experience in human resource management in a manufacturing company | | |

Key Discussion Topics at the Board of Directors, Etc.

- We hold briefings for Directors in order to deepen their understanding of the Group’s business and help them to exchange opinions with the executive side to improve corporate value

● Key discussion topics at the Board of Directors meetings (FYE March 2025)

| Key discussion topics | Number of deliberations at Board of Directors meetings | |
|--------------------------------------|--|---------|
| | Resolutions | Reports |
| Management strategies and businesses | 13 | 11 |
| Sustainability | 1 | 7 |
| Corporate governance | 4 | 4 |
| Financial results, IR, and finance | 4 | 28 |
| Compliance and internal control | - | 23 |
| Committees | 1 | 38 |
| Officers | 17 | 2 |
| Others | 3 | 1 |

- As for the Medium-term Management Strategy, not only at the Board of Directors meetings but also at the briefings for Directors, exchanges of views were held regarding the overall framework, individual business strategies, the progress of the financial plan, etc.
- In addition to this, regarding matters related to sustainability such as the promotion of DE&I, as well as the progress of individual business strategies, exchanges of opinions were also conducted at the briefings for Directors

● Themes deliberated at briefings for Directors

| | | |
|-------------|--|---|
| 2025 | January 15 | Medium-term Management Strategy |
| | January 29 | Board of Directors |
| | February 13 | Medium-term Management Strategy, DE&I, individual business strategies, Board of Directors |
| | February 26 | Management policy, individual business strategies, Board of Directors |
| | March 12 | Medium-term Management Strategy, human capital management, individual business strategies, Board of Directors |
| | March 26 | Medium-term Management Strategy, individual business strategies |
| | April 23 | Financial results |
| | May 14 | Financial results |
| | May 28 | Medium-term Management Strategy |
| | June 11 | Medium-term Management Strategy |
| | July 9 | Medium-term Management Strategy |
| | July 30 | Medium-term Management Strategy |
| | August 7 | Medium-term Management Strategy |
| | August 27 | Medium-term Management Strategy |
| | September 10 | Medium-term Management Strategy |
| | September 30 | Medium-term Management Strategy, individual business strategies |
| October 8 | Medium-term Management Strategy and Board of Directors | |
| October 29 | Medium-term Management Strategy, individual business strategies, and Group companies | |
| November 11 | Medium-term Management Strategy | |
| November 6 | Compliance | |
| December 10 | Materiality, DE&I, individual business strategies, Group companies | |

Evaluation of the Effectiveness of the Board of Directors – Overview of the Evaluation Process and Results –

- The Board effectiveness evaluation for FYE March 2025 was conducted by an external third-party organization

● Evaluation Process

| | |
|------------------------|--|
| Sep. 2024 to Dec. 2024 | A questionnaire prepared in consultation with a third-party organization was distributed to all 11 Directors to collect anonymous responses. Based on these results, the organization conducted individual interviews with all 11 Directors regarding important issues for the Board of Directors. |
| Feb. 2025 | Questionnaire results were compiled and analyzed, then reported by the third-party organization to facilitate discussion by Directors on the effectiveness of the Board of Directors. |
| Mar. 2025 | Following the discussions in February, the Board of Directors passed a resolution on the effectiveness of the Board of Directors for the fiscal year ended March 2025. |

● Evaluation Results

Confirmed that the effectiveness of the Board of Directors was ensured for the fiscal year ended March 2025

● Issues and Initiatives for FYE March 2026

- **Medium- to long-term competitive advantage**

To cultivate the Board’s strategic perspective and provide supervision and advice to ensure effective progress in revising the Medium-term Management Strategy for the fiscal year ending March 2027 and beyond.

- **Improvement of Board operations**

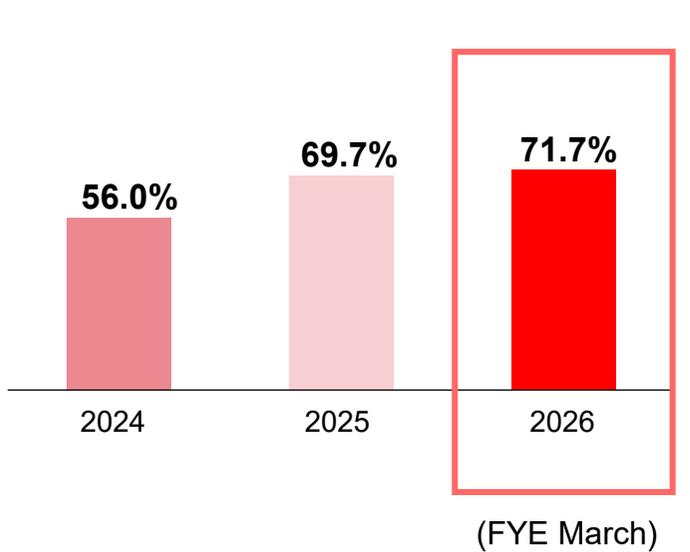
To review agenda items for Board of Directors meetings, strengthen facilitation during Board discussions, and consider appropriate communication with the executive side.

Human Capital Initiatives

Current Status Based on Key KPIs

Continuously Retaining and Developing Management Leader Candidates

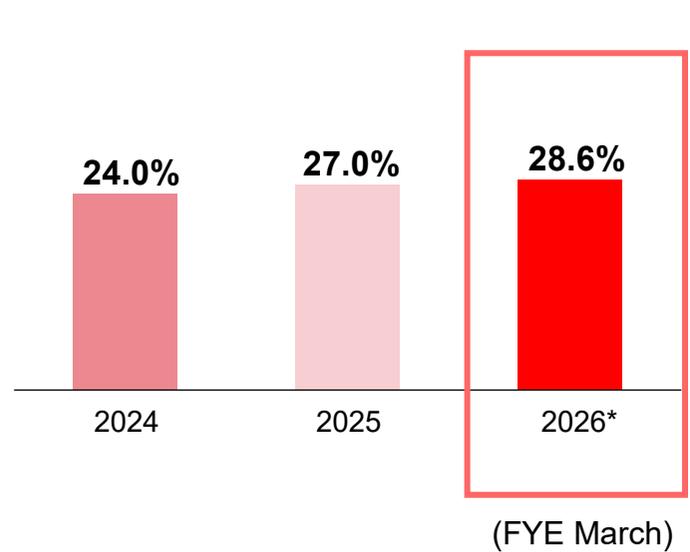
Ratio of candidates on the Next-generation Leadership Talent Development Program to successors of Executive Officers



- Strengthening development involving executive team
- Accelerating development through work experience

Diversity in Management

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

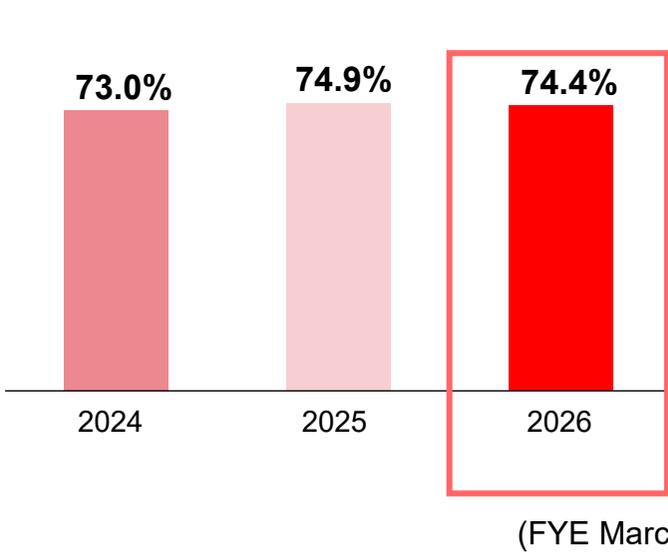


- Percentage of women in management positions
FYE March 2024: 3.2%
FYE March 2025: 3.9%
FYE March 2026: 4.6% *

*As of December 1, 2025

Continuous Improvement of Employee Engagement

Positive Response Rate in Employee Engagement Survey



- Year-on-year comparison in focus areas
→ Organization: -3.7%
→ Growth opportunities: +1.7%

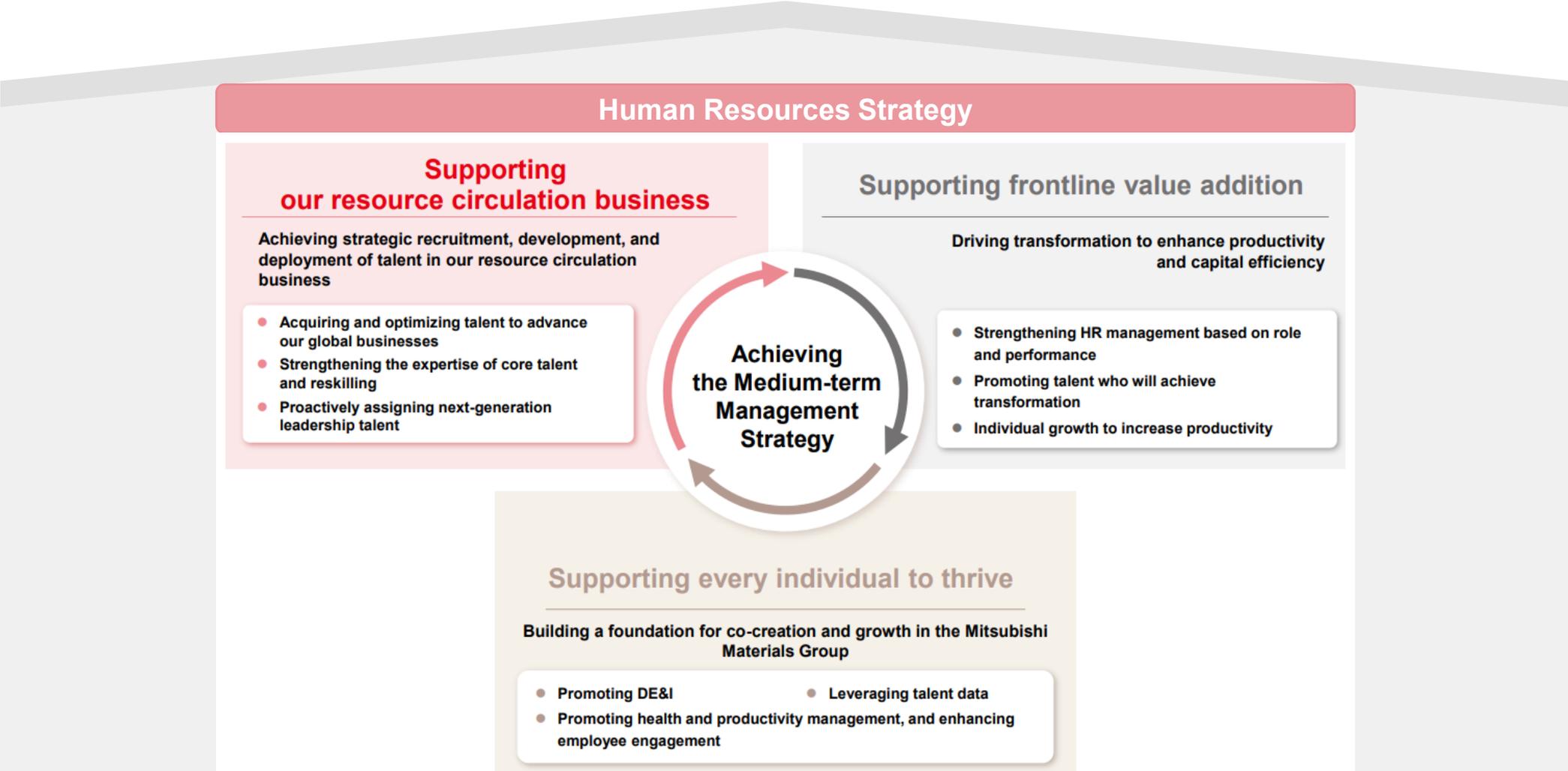
TOPICS – Efforts in FYE March 2026 –

- Introduction of a “role-based HR system” for non-managers based on their responsibilities
- Accelerating Group-wide and Global HR management
 - Group-wide rollout of the Next-Generation Leadership Talent Development Program
 - Promotion of DE&I across the Group globally, including model workplace initiatives in Japan
 - Implementation of Group-wide engagement surveys
 - Strengthening HR collaboration through global HR meetings and identifying key positions and talent
 - Group-wide expansion of Health & Productivity Management initiatives (30 companies in Japan)
- External recognition of Health & Productivity Management and DE&I initiatives



HR Strategy under the New Medium-term Management Strategy (FYE March 2027–2029)

Creating the Future through **Resource Circulation**



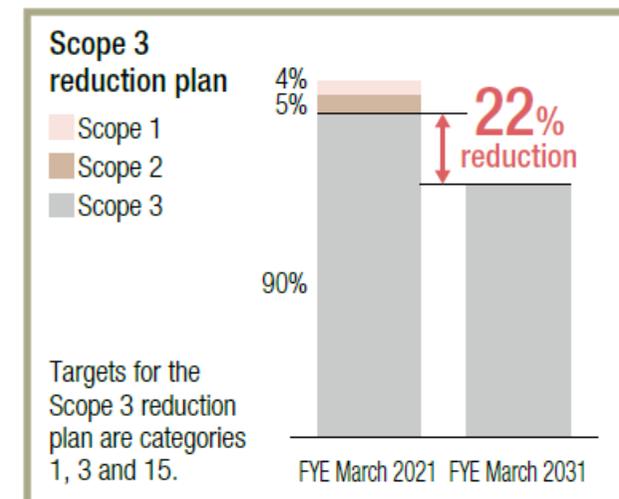
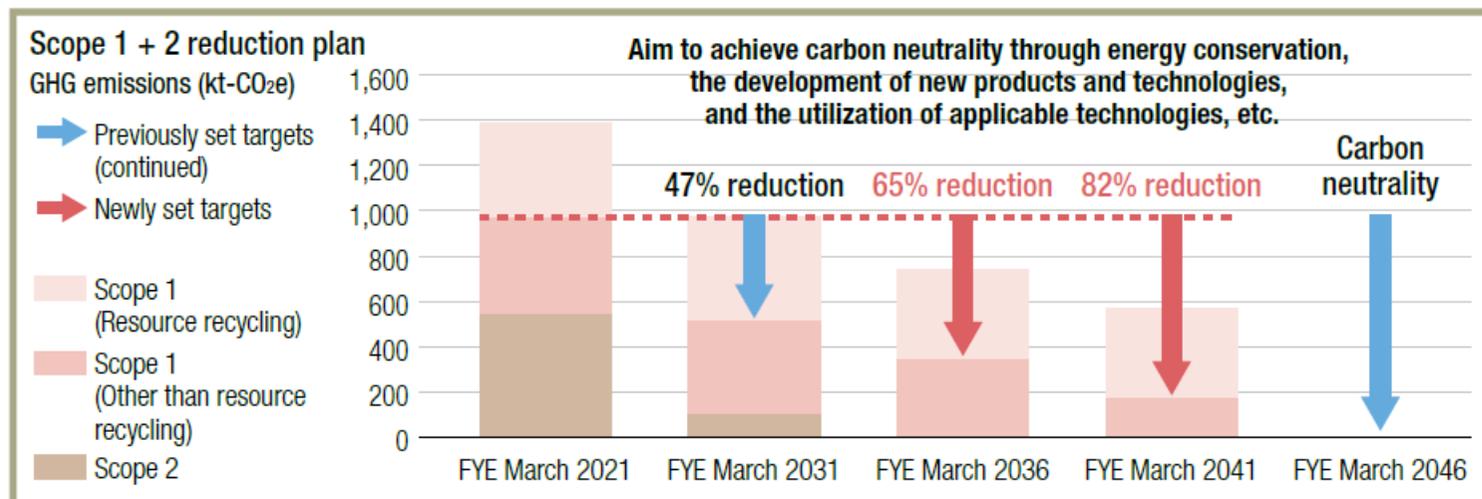
Supporting global expansion of the resource circulation business and swift fundamental structural reforms through our HR strategy

Climate Change Initiatives

Targets for Carbon Neutrality

- Based on the “Japan’s NDC” set by the government in February 2025, we have newly established emission reduction targets for the fiscal years ending March 2036 and March 2041 under Scope 1 (GHG emissions excluding those from resource recycling). We will accelerate the planning of specific reduction initiatives for the fiscal year ending March 2031 and beyond
- We plan to update our scenario analysis of the risks and opportunities for the fiscal year ending March 2027, taking into account recent changes in the regulatory and market environments

| | FYE March 2021 | 2026 | 2031 | 2036 | 2041 | 2046 | 2051 |
|---|----------------|--|------|------|---------------|---------------|----------------------------------|
| GHG reduction target | | Compared to FYE March 2021 Scope 1 + 2: 47% reduction Scope 3: 22% reduction | | | 65% reduction | 82% reduction | Achieve carbon neutrality |
| Renewable energy for electricity utilization rate | 30% | 80% | 100% | | | | |
| Renewable energy for electricity self-sufficiency rate | 33% | 37% | 67% | | | 100% | |

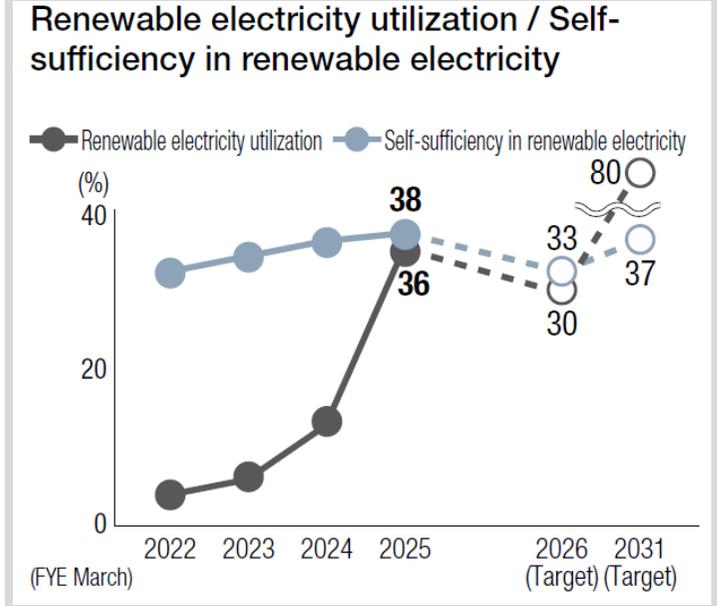


*GHG emissions for Scope 1 and 2 are based on the calculation of adjusted emissions under the Act on Promotion of Global Warming Countermeasures (excluding GHG emissions from resource recycling efforts).

Reducing GHGs (Scope 2)

■ Priorities for Reduction Strategies

We are prioritizing Scope 2 reduction. In addition to utilizing FIT non-fossil certificates, we are expanding the introduction of PPAs.

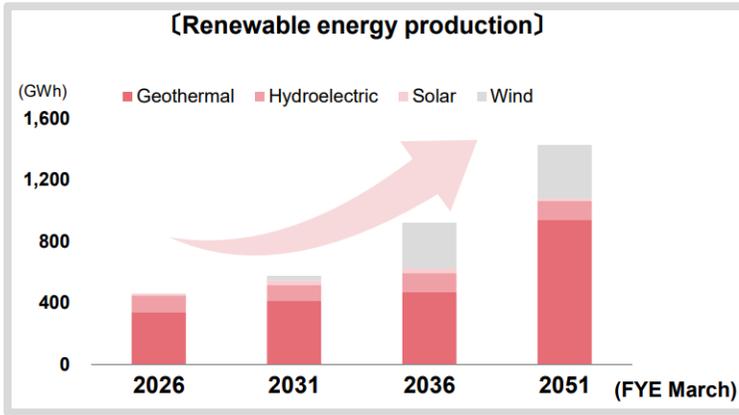


Achieved the FYE March 2026 target ahead of schedule by increasing renewable electricity utilization from 13% to **36%** (FYE March 2024–2025)

Optimizing renewable electricity procurement through renewable energy certificates, self-consignment, and CPPAs

Achieving **100%** renewable electricity utilization by FYE March 2036

- 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
- Renewable energy self-sufficiency rate = amount of electricity generated by the Renewable Energy business / total amount of electricity purchased by the Group × 100
- Utilization rate and self-sufficiency rate for each fiscal year are calculated within the scope of consolidation as of the end of March 2025.

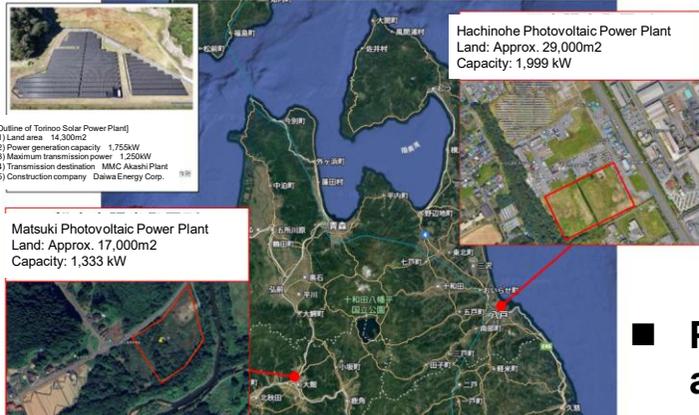


Key Measures

- ▶ 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

Topics: Creating Renewable Energy

Introduction of Solar Power Generation Facilities on Unused Land (Self-Consignment)



Hachinohe Photovoltaic Power Plant
Land: Approx. 29,000m2
Capacity: 1,999 kW

[Outline of Torinoe Solar Power Plant]
(1) Land area 14,300m2
(2) Power generation capacity 1,755kW
(3) Maximum transmission power 1,250kW
(4) Transmission destination MMC Akashi Plant
(5) Construction company Daiwa Energy Corp.

Matsuki Photovoltaic Power Plant
Land: Approx. 17,000m2
Capacity: 1,333 kW

Promotion of development of geothermal and hydroelectric power plants



- Planned facilities
- Matsuki Solar Power Plant
 - Hachinohe Solar Power Plant



Torinooku Solar Power Plant – Asago City, Hyogo Prefecture –

Effective utilization of the former Akenobe Mine waste rock dump

Land area: 14,300 m2
Power generation capacity: 1,755 kW

Operation started on November 1, 2025



Top: Appi Geothermal Power Plant
Output: 14,900 kW

Left: Komatagawa New Power Plant
Output: 10,326 kW

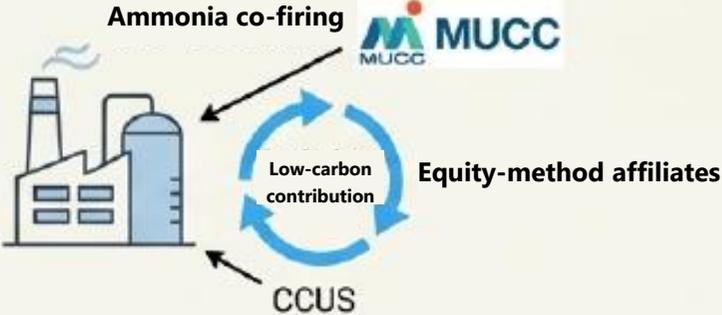
Reducing GHG Emissions (Scope 3: Efforts to Reduce Emissions throughout the Supply Chain)

Target: 22% reduction in Scope 3 emissions (FYE Mar. 2031 vs FYE Mar. 2020 / Categories 1, 3, 15)



1) Collaboration with Equity-method Affiliates

- Intensified communication regarding emission reductions from Mitsubishi UBE Cement Corporation, a major emitter. Created opportunities for regular dialogue and promoted the sharing of information on initiatives.



2) Supplier Engagement

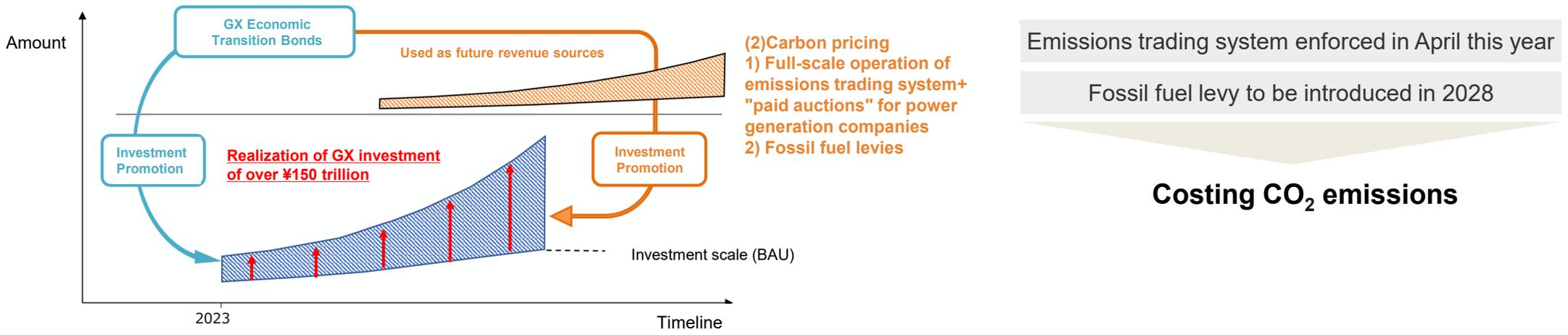
- Sent engagement letters to copper concentrate suppliers that account for more than 50% of Scope 3 Category 1 emissions (purchased products and services) and conducted information exchanges.



Awarded as a "Supplier Engagement Leader" by CDP for two consecutive years

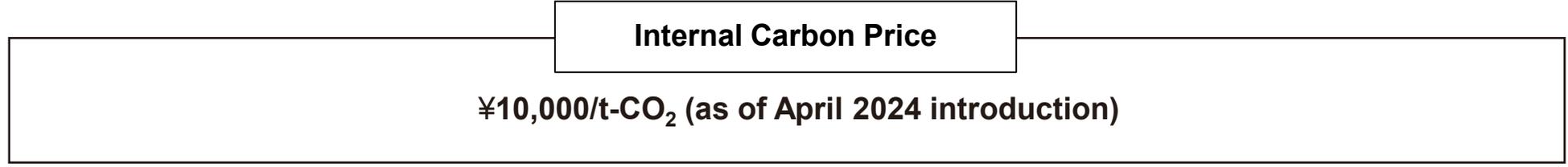
Growth-Oriented Carbon Pricing Initiative, Emissions Trading System and Internal Carbon Pricing System

■ Growth-oriented Carbon Pricing Framework and Emissions Trading System



Source: METI Industrial Structure Council Innovation and Environment Subcommittee Emissions Trading System Interim Report (December 19, 2025)
https://www.meti.go.jp/shingikai/sankoshin/sangyo_gijutsu/emissions_trading/pdf/20251219_1.pdf

■ Internal Carbon Pricing (ICP) System



Promoting initiatives to achieve GHG reduction targets, including the introduction of high-efficiency equipment

Implementation of the "growth-oriented carbon pricing" concept

Emissions Trading System to be enforced in FYE Mar. 2027

Promoting a review of the system to enable more flexible operation and proactive upfront investment

Carbon Footprint of Products (CFP)^{*1} Initiatives

Governments, industry organizations, and other parties are examining CFP calculation methods and ways of utilizing them, and interest in CFP-related initiatives is increasing both domestically and internationally. In light of this situation, our company is advancing the following initiatives.

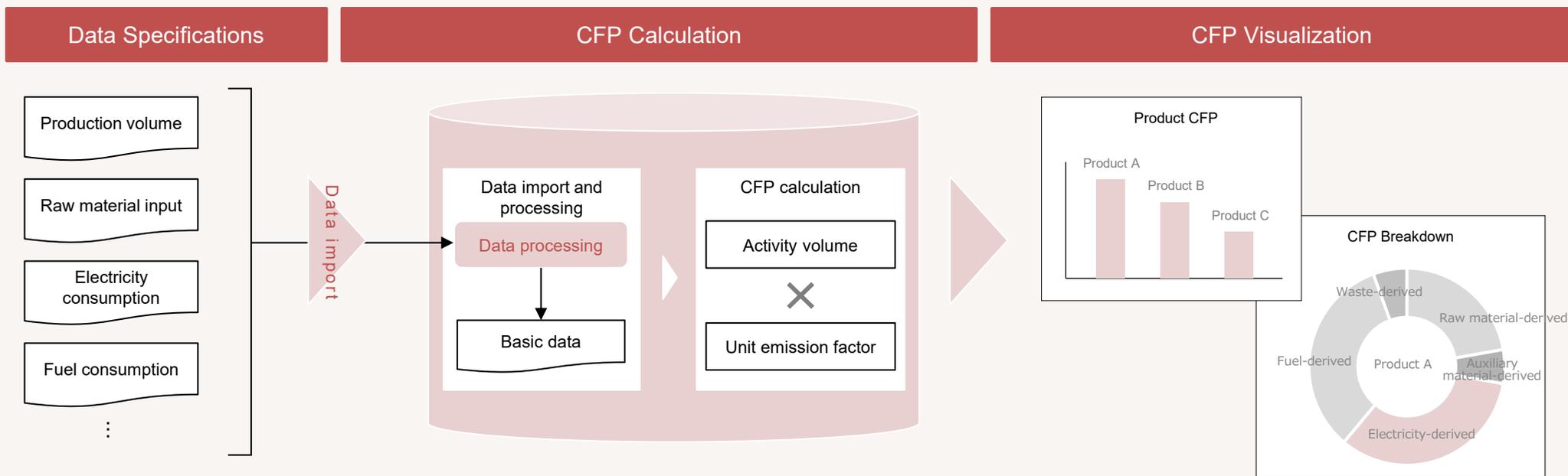
Initiatives and Achievements

- CFP calculation and third-party verification for electrolytic copper awarded third-party verification
- CFP calculation and third-party verification for electrolytic lead awarded third-party verification

Ongoing Initiatives

- Progressively calculating the CFP of our major products
- Obtaining third-party verification and disclosing results as necessary
- Building a CFP Digital Platform* to enhance visibility and data management

* CFP Digital Platform: A data platform that visualizes the CFP of products, designed for businesses handling a wide range of products



*1 Calculation and disclosure of greenhouse gas emissions throughout the life cycle of products and services.

Topics: Initiatives to Accelerate Decarbonization (Resource Circulation and Technological Innovation)

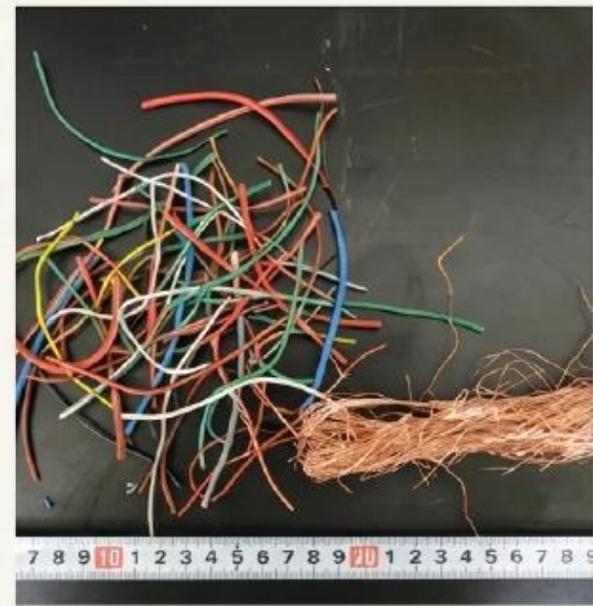


LIB Recycling
 Recover rare metals from Black Mass
 Certified under METI's Plan for Securing the Supply of Critical Minerals

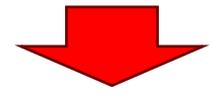
**** Japan's First ****

REMINE

ISO-compliant, third-party-verified recycled metal brand



Railway Cable Recycling
 Joint R&D with Tohoku University and partners
 High-purity separation achieved with our proprietary combined plastic swelling and ball milling method



| | | | | | |
|--|--|--|--|--|--|
| <p>Sn Tin</p> <p>Recycled content: 100%</p> <p>Produced using electricity derived from renewable sources</p> <p>Refined Tin (Ingot)</p> | <p>Pb Lead</p> <p>Recycled content: Greater than 99.6%</p> <p>Produced using electricity derived from renewable sources</p> <p>Refined Lead (Ingot)</p> | <p>Bi Bismuth</p> <p>Recycled content: Greater than 92.2%</p> <p>Produced using electricity derived from renewable sources</p> <p>Refined Bismuth (Ingot)</p> | <p>Pt Pt Sponge</p> <p>Recycled content: 100%</p> <p>Produced using electricity derived from renewable sources</p> <p>Pt Sponge *</p> | <p>Pd Pd Powder</p> <p>Recycled content: 100%</p> <p>Produced using electricity derived from renewable sources</p> <p>Pd Powder *</p> | <p>WO₃-5 Tungsten trioxide</p> <p>Recycled content: 100%</p> <p>Tungsten trioxide (WO₃-5)</p> |
|--|--|--|--|--|--|

Manufacturing with electricity from renewable energy sources

Biodiversity Conservation Initiatives

- Growing momentum and the development of institutional frameworks for biodiversity conservation are evident both globally and in Japan, as seen in the 2022 adoption of the Kunming–Montreal Global Biodiversity Framework, the 2023 revision of the National Biodiversity Strategy, and the enforcement of the Regional Biodiversity Enhancement Act
- Rooted in our mining operations, we own and manage 13,000 ha* of company-owned forests nationwide
*Approximately twice the area within Tokyo’s Yamanote Line



- **Acquired international forest certification for major mountain forests in Hokkaido**
 - Forest management aiming at both conservation and utilization
 - Conservation of rare flora and fauna and consideration for biodiversity
 - Environmental education and other events held

- **Acquired certification as a “Nationally Certified Sustainably Managed Natural Sites” from the Ministry of the Environment**
 - In our company’s Teine Forest, a suburban forest, we were recognized for work systems with low environmental impact in forest maintenance
 - We are currently in the process of applying for renewal in line with the new legislation

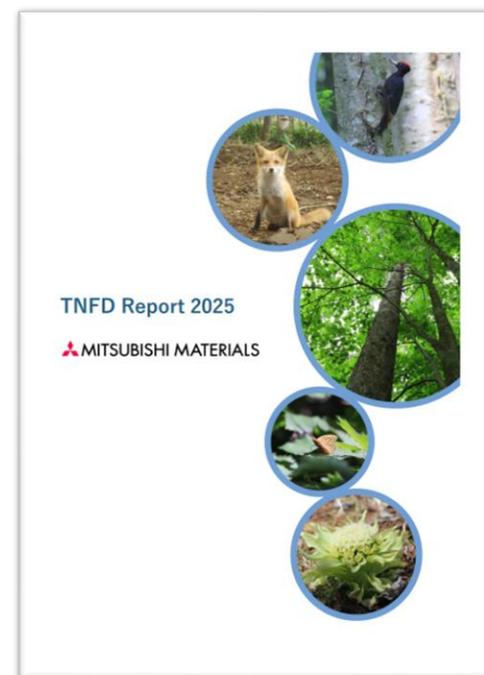
Biodiversity Conservation Initiatives

- Coexisting with Nature as a Core Business Value: Establishing a Biodiversity Conservation Policy and Publishing a TNFD Report
 - Biodiversity Conservation Policy (established in Sept. 2024)
 - TNFD Report (published in May 2025)



Areas of Focus

- Assessment of the impact of business activities and raw material procurement on biodiversity
- Demonstration of the biodiversity conservation functions through maintenance of company-owned forests and management of closed mines
- Provision of opportunities to interact with nature
- Effective use of resources and reduction of the impact on the ecosystem through metal resource recycling
- Ecosystem conservation through climate change measures
- Compliance with environment-related laws and regulations in operations, etc.



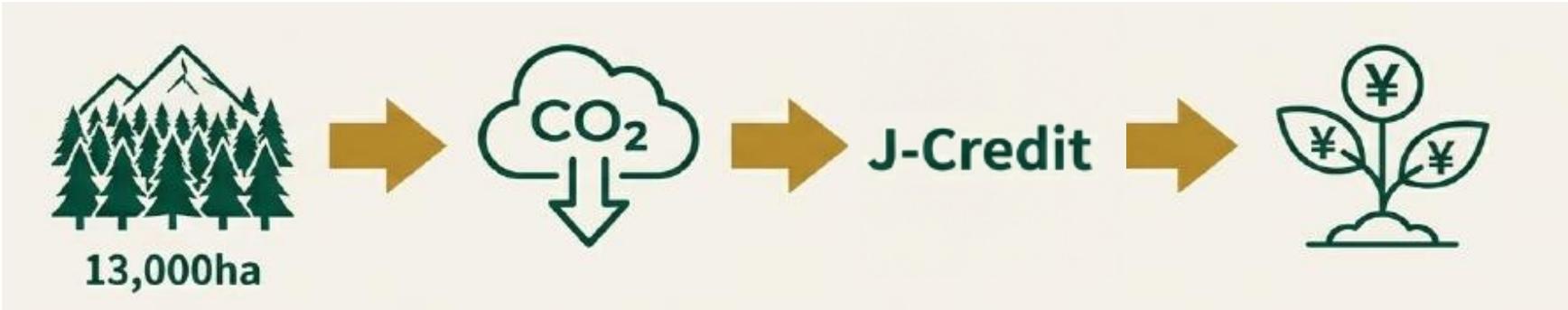
Implementation of information disclosure

- TNFD-aligned disclosure of nature-related risks and opportunities; registered as a TNFD Adopter
- Nature-related assessments at 322 sites in 14 core businesses
- Supply chain assessments to start in 2026

Biodiversity Conservation Initiatives

■ Creating New Value from Company-owned Forests: Initiatives toward J-Credit Certification for CO₂ Absorption

- We are reassessing the value of its company-owned forests and aims to make part of that value more visible. We are working to convert into monetary value the various benefits derived from activities in company-owned forests (see figure below).
- Regarding the forests' CO₂ absorption capability, we are currently undertaking work to convert this into value through the J-Credit Scheme, with the goal of generating credits for a portion of the forests in the fiscal year ending March 2028.



- We also plan to examine potential future biodiversity credits within the Company, while closely monitoring domestic and international developments.

| Activities in company-owned forests | Build a Decarbonized Society | Conserving biodiversity | Others (maximizing public benefits) | Contributions to local communities and society |
|---|--|--|---|--|
| <p>Company-owned forest area Approx. 13,000ha</p> <p>Materials' Forest (Hokkaido) has obtained certification from the Sustainable Green Ecosystem Council (SGEC).</p> <p>Use the Wood</p> <ul style="list-style-type: none"> Office furniture Building materials, wooden accessories Woody biomass Log cultivation etc. <p>Implementation of events</p> <ul style="list-style-type: none"> Environmental learning Tree planting events <p>External Collaboration</p> <ul style="list-style-type: none"> Collaboration with university institutions Collaboration with specialized institutions | <p>Carbon fixation benefits</p> <p>Approx. ¥340 of million/year</p> | <p>Biodiversity benefits</p> <p>Preserving targets number of wildlife</p> <p>Approx. ¥3.0 ~ ¥3.16 of billion/year</p> | <p>Flood prevention benefits</p> <p>Approx. ¥1.16 of billion/year</p> <p>Sediment collapse prevention benefits</p> <p>Approx. ¥30 of million/year</p> <p>Basin water storage benefits</p> <p>Approx. ¥100 of million/year</p> <p>Prevention of soil loss benefits</p> <p>Approx. ¥730 of million/year</p> <p>Heat island mitigation benefits</p> <p>Approx. ¥7.44 of million/year</p> | <p>Number of events *2</p> <p>Total 21 times</p> <p>Number of participants in the event*2</p> <p>Total 632 people</p> <p>Social benefits</p> <p>Approx. ¥4.09 of million/year</p> <p>Environmental Learning Use the wood Human resource development etc.</p> |
| | <p>Total benefit *4</p> <p>Approx. ¥2.37 + α of billion/year</p> <p>*4 Biodiversity benefits are not included.</p> | | | <p>Sustainable "beautiful forests"</p> |

*1: Only forests in Hokkaido that have obtained "SGEC Forest Certification" *2: Events from 2017 to 2021 *3: As of March 2025

SCQ Initiatives

SCQ: Safety & Health, Compliance & Environment, Quality

Workplace Safety and Hygiene Initiatives

■ Zero Occupational Accident Project

In April 2014, Mitsubishi Materials Group launched **Zero Occupational Accident Project** to strengthen its health and safety foundations.

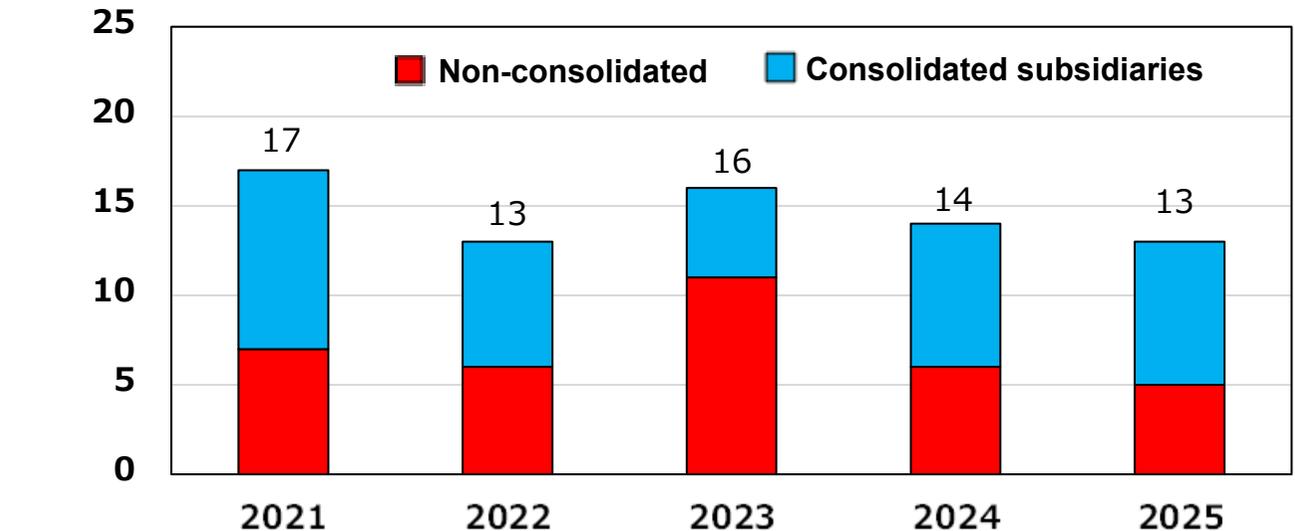
● Zero Occupational Accident Project in FYE March 2026: Targets

- **Zero serious accidents involving four or more lost days**
(Zero accidents involving four or more lost days for one year)
- **Zero recurrence of similar accidents**

➔ Results

Many similar accidents occurred throughout the company: being caught or entangled, being cut or scraped, and falling over

Trend in Work-related Accidents Resulting in Four or More Lost Days
(Including partner companies; excluding Cement and Aluminum-related businesses)



Workplace Safety and Hygiene Initiatives

■ Issues and Initiatives in FYE March 2026

(1) Preventing serious accidents through a review of incident information

- The number of accidents resulting in four or more lost days has remained flat, with many cases falling into specific categories such as being caught/entangled, collisions, cuts/scrapes, and falls
- Pursue the root causes of serious accidents and prevent similar incidents through horizontal deployment of lessons learned

(2) Countermeasures against heatstroke

- Extremely hot summers have become the norm
- Implement health education on heatstroke, promote the use of wearable devices for heatstroke prevention, horizontally deploy examples of countermeasures and goods used at various sites, and consider reducing operations as an option when necessary

(3) Initiatives to address issues identified through safety awareness surveys

- Intensively implement measures at each site to ensure thorough safety awareness starting from top management

(4) Promotion of Safety & Security DX

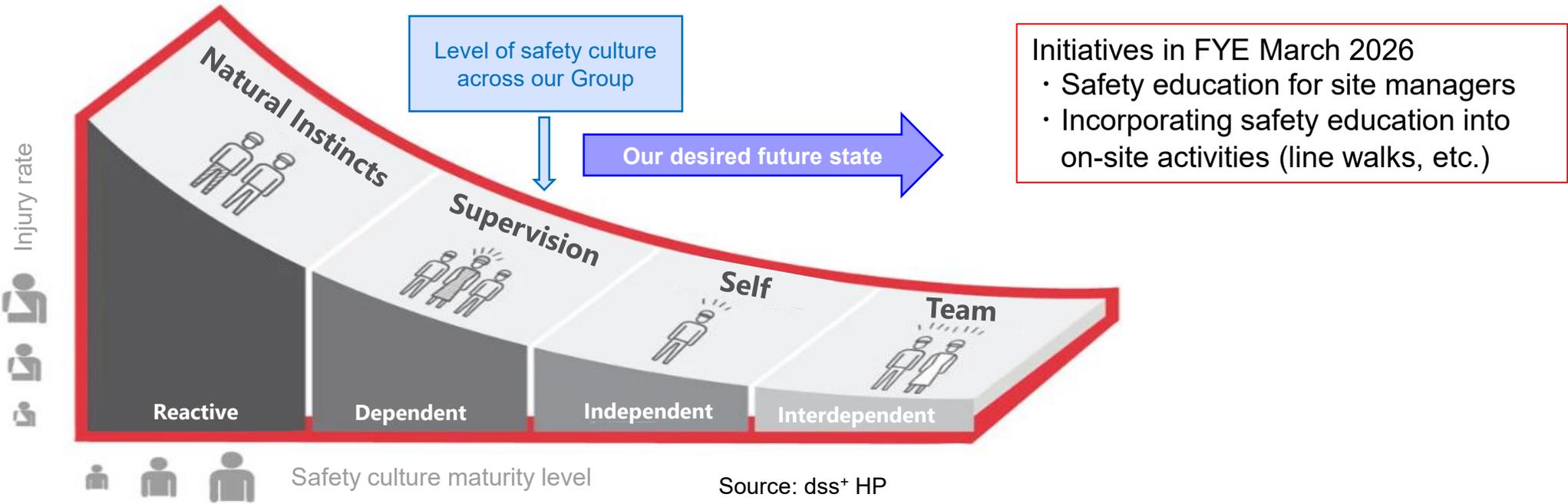
- Operation of the safety activity database (MGSD*1) began in 2024
- Expand dashboard functions to enhance usability and promote broader use, while advancing the development of additional features

*1 **MGSD: M**aterials **G**roup **S**afety **D**atabase

Workplace Safety and Hygiene Initiatives

■ Safety Awareness Survey *Conducted in June 2024

dss Bradley Curve™



[Development Stage of Safety Culture]

- Reactive:** People do not take responsibility and believe that accidents simply happen.
 - (· Do nothing unless an accident occurs · Respond based on instinct · Managed primarily by safety personnel)
- Dependent:** People regard safety as following rules. Compared with the reactive level, the accident rate decreases.
 - (· Supervisor control · Do what you are told · Enforce rules)
- Independent:** People take responsibility for safety and believe they can make a difference through their actions. Accident rates are even lower.
 - (· Individual level of performance · Act willingly without being told · Personal values · Consideration only for oneself · Self-satisfaction)
- Interdependent:** Teams feel ownership of and responsibility for the safety culture. They believe that zero injuries is an achievable goal.
 - (· Approach peers proactively · Mutual attention among peers · Consideration for peers · Active sharing of information · Care for others · Pride in the organization)

Overview of Compliance Initiatives

■ Details of Initiatives in FYE March 2026 (including Group companies)

We are continuously implementing measures to reinforce compliance awareness among directors and all employees and to eliminate material compliance violations

| Measures | Specific Measures | Target Participants | Target Area |
|----------|---|--|---|
| Training | Participatory training at specific sites (*) | Employees of specific sites (3 sites, 304 employees) | Japan |
| | Governance training for directors | Directors (94 directors) | Japan and overseas |
| | Compliance and Risk Management (C&RM) Directors and Managers training | C&RM Directors and Managers (126 employees) | Japan |
| | Compliance training | Directors and all employees | Japan and overseas |
| Survey | Compliance awareness survey | Directors and all employees | Japan and overseas (staff level and above for overseas sites) |
| Others | Dissemination of internal reporting and employee hotline (*) | Directors and all employees | Japan |
| | Establishment of a Basic Policy on Customer Harassment and publication of a special internal page (*) | Directors and all employees | Japan |

***Described on the following pages**

Compliance Initiatives (Case 1)

■ Participatory Training Program

The department responsible for compliance conducts training at each applicable site, using content and themes developed in advance — based on site-specific case examples prepared through consultation with local representatives. By assuming situations in which participants may become parties to harassment (victims or perpetrators), the program uses participatory role-play to encourage an understanding from multiple perspectives and promote personal ownership of the issues.



Group Confidential

[Case 1] When a Subordinate Repeatedly Made Mistakes Was Instructed . . . < Plant >

Mr. A, a subordinate, repeatedly made the same mistake, and one day, he was instructed by his superior.

Superior: The other day, you made the same mistake **again** as the last time in process XX, and we ended up with a defective product.

Superior: It will be a problem if you make the same mistake over and over again. Make sure you know what you are doing.

[Case 1] False reporting of test data

Mr. B checked the data of a similar sample taken in the past, but he still felt strange about the measurement results this time. He also called Mr. C, a veteran who had been involved in this work in the past, to confirm.

Mr. B: Mr. A, something seems wrong with this data. I asked Mr. C, my predecessor, to check it as well. You conducted the test under these conditions, and it's strange that the numbers haven't changed. Did you really perform the test under the correct conditions?

Mr. A: Sorry. Actually, I didn't do it. I realized it yesterday. I don't think I can finish it in time. I have to meet the deadlines, and if I don't submit the data, I'll be scolded. What should I do?

Mr. B: . . . Then I guess we have no choice. Let's proceed with this!

What would you do if you witnessed this situation?

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Compliance Initiatives (Case 2)

■ Enhancing the Dissemination and Reliability of the Employee Hotline

Using case examples prepared based on actual consultations received through the Employee Hotline, the communication between the whistleblower and the Hotline staff is presented. Initiatives to improve the reliability of the Employee Hotline are being implemented.

Group Confidential

Cases of Disclosure Reporting in FYE March 2026 [6] Inappropriate Behavior by Supervisor

| | |
|-------------------|--------------------------------------|
| Caller | Anonymous (contactable) |
| Incident reported | Inappropriate behavior by supervisor |



whistleblower

@

→

I am reporting the behavior of my supervisor (Supervisor A) because it was unacceptable. Specifically,

| | |
|----------------|--|
| Report details | <ul style="list-style-type: none"> The employee claimed company expenses for food and drinks at a private social gathering. At a meeting with many participants, the employee repeatedly made aggressive remarks that targeted and cornered a specific individual. The employee repeatedly made inappropriate comments. Etc. |
|----------------|--|



Employee Hotline



whistleblower

←

@

This is the Mitsubishi Materials Group Employee Hotline. We have received your report. As we proceed with the investigation, we would like to ask for additional details regarding the case. Although you wish to remain anonymous, would it be possible for us to meet with you?



Employee Hotline

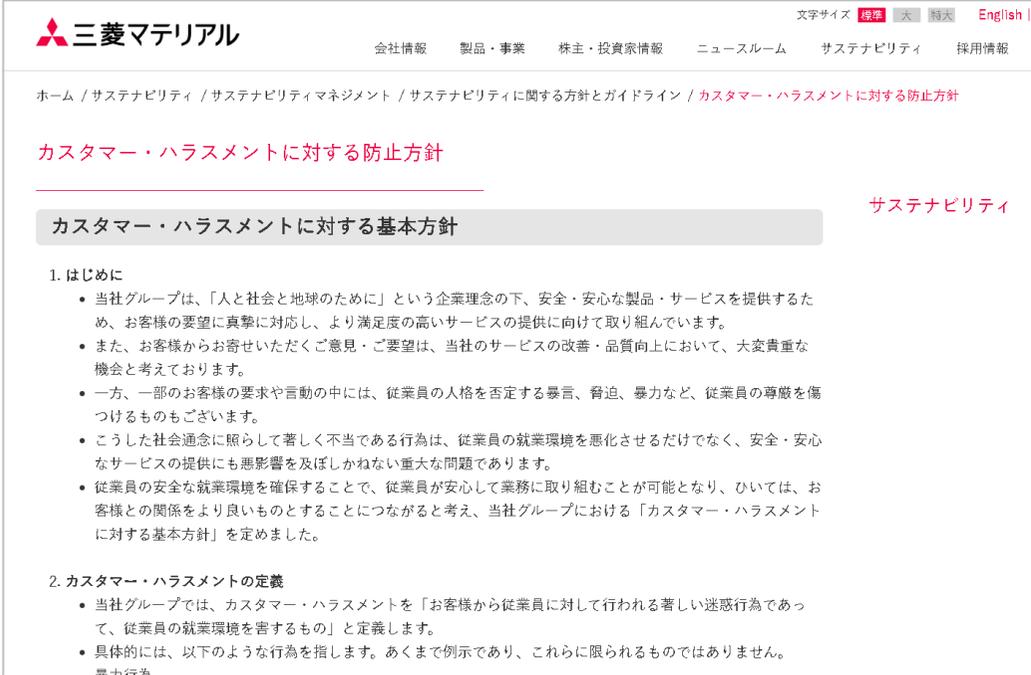
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Compliance Initiatives (Case 3)

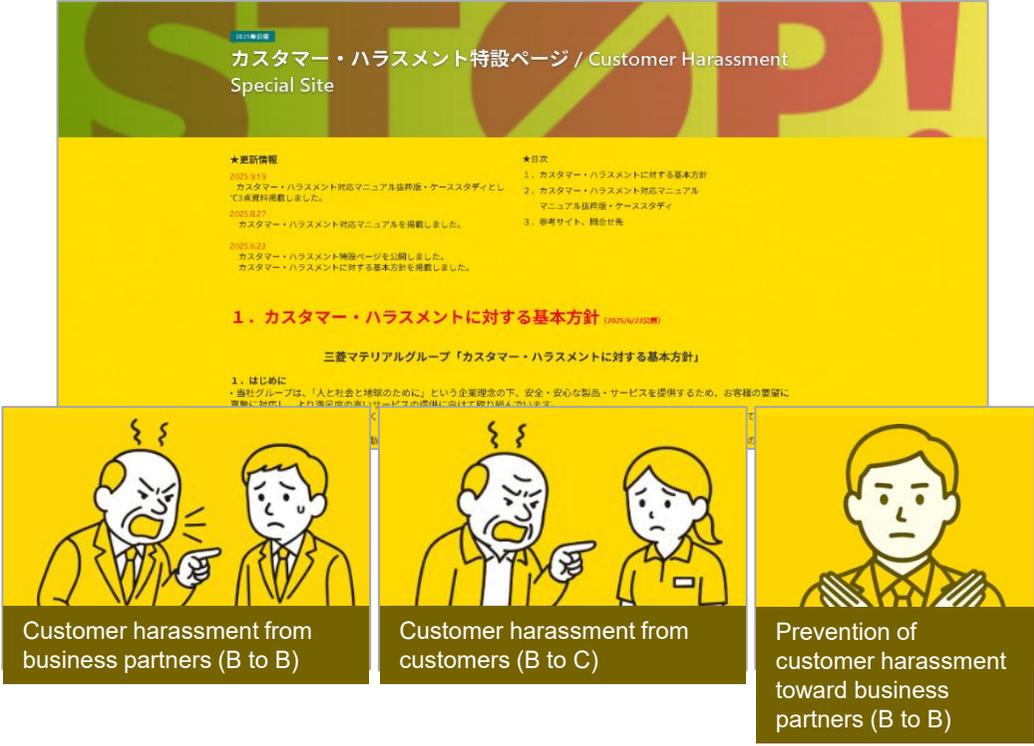
■ Response to Customer Harassment

In June 2025, we established and published our Basic Policy on Customer Harassment. For internal use, we have published a manual for employees of our company, which mainly handles B-to-B transactions, on a special page. The manual lists NG/OK responses to specific examples and provides guidance on appropriate responses for employees, as well as clarifying the reporting and consultation system.

Establishment of Basic Policy on Customer Harassment (Japanese only)



Publication of Special Internal Page on Customer Harassment (Japanese only)



Quality Initiatives

■ Efforts to Prevent Recurrence of Quality Issues

To strengthen its quality management governance, the MMC Group has been sharing quality issues across the entire Group and implementing and reinforcing the following measures, thereby building a system under which non-conforming products are never released through our “**reactive quality management**” approach, which emphasizes strict prevention and control.

These measures will continue to be incorporated into ISO 9001 and other quality management systems and executed on an ongoing basis.

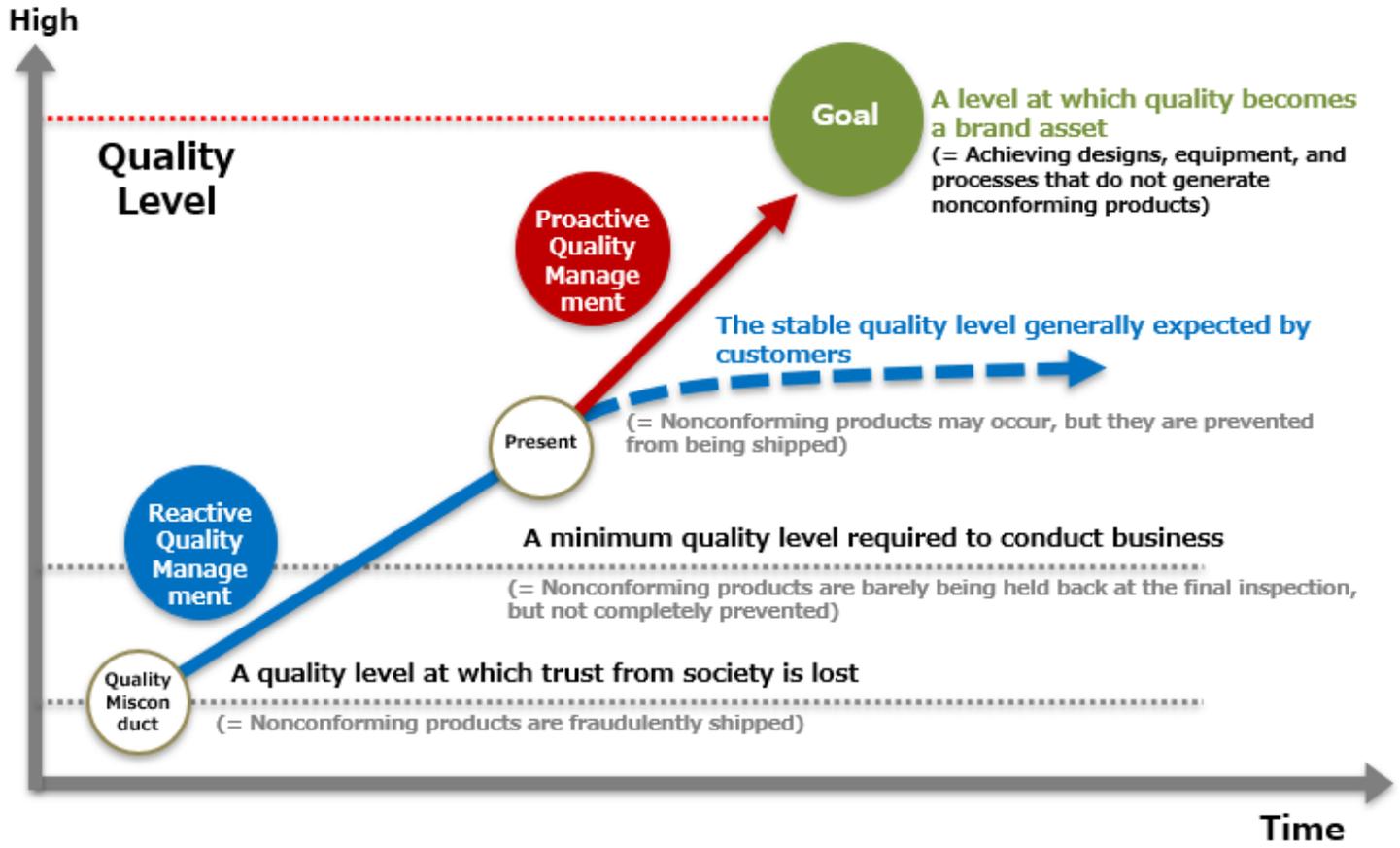
| Measures to Prevent Recurrence | Specific Measures |
|--|--|
| (1) Penetration of the Front Loading System (FLS) | <ul style="list-style-type: none"> • Confirmation of the implementation status of the FLS Guidelines through quality audits, etc. |
| (2) Strengthening the structure and authority of Quality Control divisions | <ul style="list-style-type: none"> • Confirmation of the authority and execution status of duties, including independence of quality assurance functions, through quality audits, etc. |
| (3) Expansion of quality training | <ul style="list-style-type: none"> • Continued implementation of quality training for employees at domestic and overseas sites • Training on the basics of quality management for young employees • Training on quality compliance for mid-level employees and managers • Training to improve professional quality management skills, including ISO 9001 |
| (4) Promotion of inspection-facility automation | <ul style="list-style-type: none"> • Continued automation of inspection facilities |
| (5) Strengthening quality audits | <ul style="list-style-type: none"> • Continued implementation of quality audits at necessary sites |
| (6) Utilization of external consultants | <ul style="list-style-type: none"> • Continued implementation of guidance and study sessions by quality consultants |

Quality Initiatives

■ Moving from “Reactive Quality Management” to “Proactive Quality Management”

As “proactive quality management,” we are currently working to realize designs, facilities, and processes to prevent the occurrence of nonconforming products. Each company and business site has formulated an activity plan and is promoting various improvement activities to achieve these plans.

To ensure that quality becomes a brand asset of our Group, we will continuously improve our quality through quality education and quality improvement activities, and continue to provide products that satisfy our customers.



- Long-term target: Establish “quality” as a brand asset of our Group**
- Optimize design, facilities, and processes
⇒ Improve process capabilities
⇒ Enhance product quality
 - Earn high trust from customers for our Group’s products
 - Differentiation and enhanced competitiveness of our Group’s products

- Initiatives in FYE March 2026**
- Creation of mechanisms to prevent nonconforming products and development of defect-reduction measures utilizing accumulated data through automation
 - Realization of proactive quality management for model lines
 - Prevention, upstream management, and data linkage/utilization

Human Rights Due Diligence

| FYE March | Description |
|-----------|---|
| 2023-2024 | Completed identification and assessment of human rights risks based on the Self-Assessment Questionnaire (SAQ) at all 105 sites of Mitsubishi Materials Group. |
| 2025 | <p>Implemented measures to mitigate human rights risks at each site.</p> <ul style="list-style-type: none"> Implemented risk assessment and follow-up for important business partners of the Procurement & Logistics Dept. (for FYE March 2025). Selected 270 business partners, other than key business partners, for risk assessment within a two-year period. Conducted risk assessment and follow-up for 140 companies in FYE March 2025. <p>275 companies were selected from among business partners other than those of the Procurement & Logistics Dept. (including temporary staffing agencies, contract work providers, and outsourced processing contractors) for risk assessment. (Four business partners requiring follow-up were identified)</p> |
| 2026 | <p>Continued measures to mitigate human rights risks at each site.</p> <ul style="list-style-type: none"> Conducted risk assessment and follow-up for important business partners in the Procurement & Logistics Dept. (for FYE March 2026). Conducted risk assessment and follow-up for 130 companies other than important business partners. <p>Shared the risk assessment results for business partners other than those in the Procurement & Logistics Dept. with all business partners who responded to the SAQ. Follow-up was conducted for the four business partners requiring follow-up.</p> <p>Reviewed the SAQ for all Mitsubishi Materials Group sites in preparation for implementation in FYE March 2027.</p> |

Other Human Rights-related Initiatives

■ Education

- Japan: Human rights awareness training (training video distribution) implemented from December, including Group companies.
- Overseas: Human rights awareness training (training videos distributed in 12 languages) implemented from January.

■ Remedial Measures

- Internal: Domestic inquiries are handled through the Mitsubishi Materials Group Employee Hotline.
Overseas inquiries are handled through the MMC Group Global Hotline and overseas company contact points.
- External: Contact points are established on the Mitsubishi Materials Corporation website.

■ Response to Modern Slavery Law

- Canada: FYE March 2025 Statement submitted to Canadian authorities and published on the Company's website (May).
- U.K. : FYE March 2025 Statement submitted to U.K. authorities and published on the Company's website (September).
- Australia: A subsidiary with operations in Australia submitted its FYE March 2025 Statement to Australian authorities (September).

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