

Sustainability IR Meeting

September 10, 2024

Table of Contents

Overview of Sustainability Initiatives

Governance Initiatives

Climate Change Initiatives

SCQ Initiatives

Human Rights Initiatives

Human Capital (including DE&I) Initiatives

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

Overview of Sustainability Initiatives

Corporate Philosophy, Our Vision, Our Mission, Our Commitment

■ In formulating the Medium-term Management Strategy FY2031 (the FY2031 Strategy), Corporate Philosophy, Our Vision, and Our Mission were integrated into one sentence, and Our Commitment was established.

Corporate
Philosophy

For People, Society and the Earth

Our Vision

Circulating resources for a sustainable future

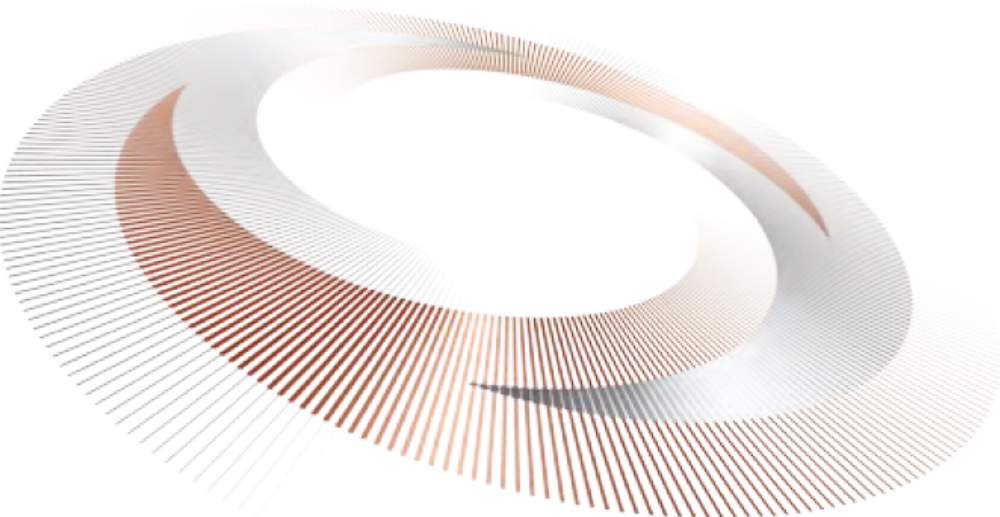
Our Mission

Create a sustainable future

Prosperous society

Recycling-oriented society

Decarbonized society



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.

Renewal of Our Values

- We have reviewed Our Values in light of the changes in the business environment since the establishment of Our Commitment and previous Our Values (established in 2017) and the implementation of various reforms within the Group.
- Based on drafts developed by employees who were invited on a voluntary basis, opinions were collected through a vote by employees from all Group companies (More than 80%, or about 16,000 people, participated in the vote). Based on the results and discussions by upper management, new Our Values were determined.

● Mitsubishi Materials Group: Our Values

The role of Our Values

Guiding principles to fulfill Our Commitment.

The story Our Values weave

We challenge, change, and grow together.
We express praise and appreciation to encourage growth, for a better tomorrow.



Challenge

Embrace challenges without a fear of failure.
Get things done with pride and commitment.



Change

Take initiative to effect change with groundbreaking ideas.
Blend diverse personalities into new strengths.



Growth

Rise above organizational boundaries to activate our knowledge and experience.
Be dedicated to winning with the satisfaction of achieving goals.



Praise and Appreciation

Express praise and appreciation to encourage growth.

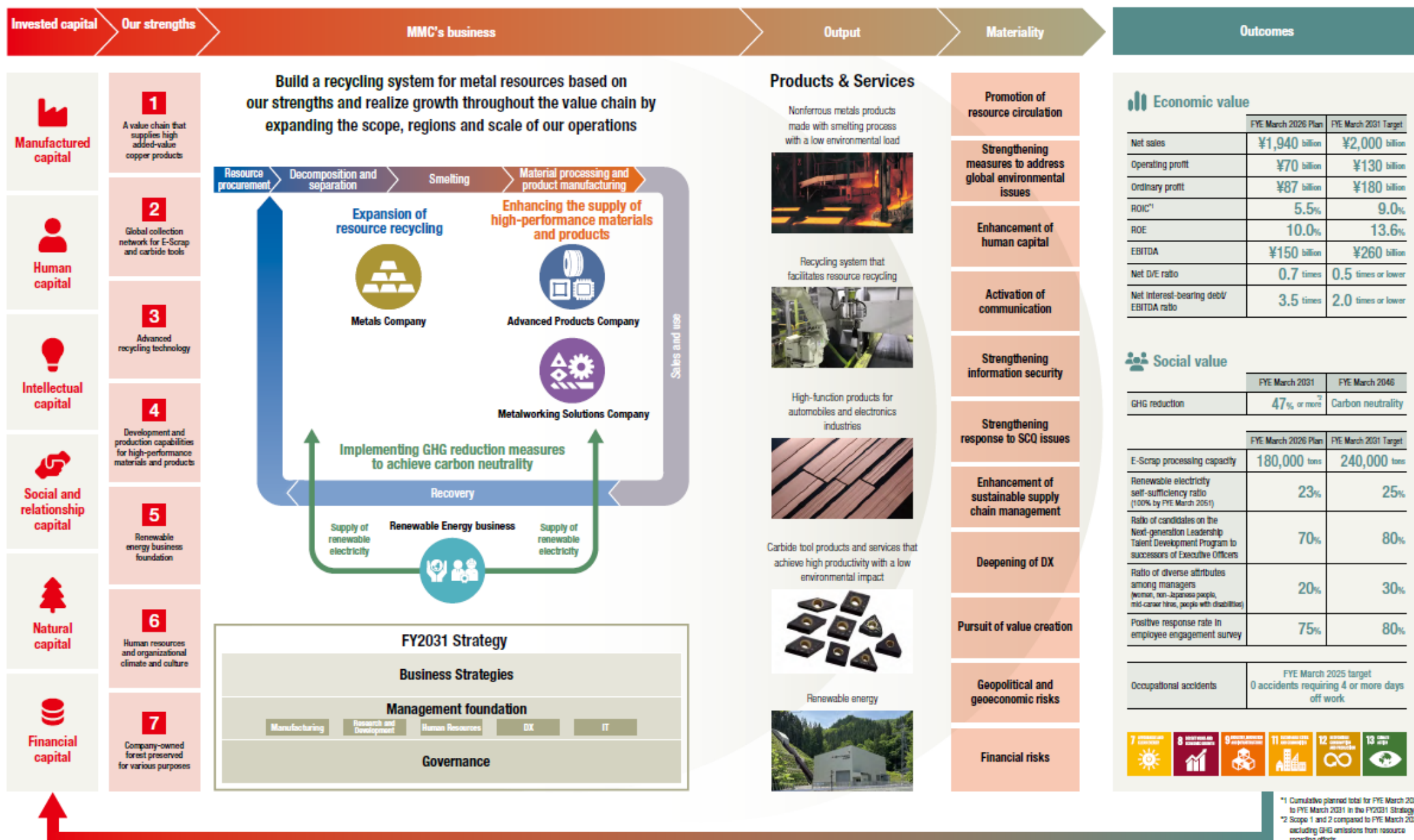


A Better Tomorrow

Always act with integrity.
Create a better future for people, society and the earth.

Aiming to build a new organizational culture that enhances corporate value through actions based on the Our Values by all Group employees.

Value Creation Process



^{*1} Cumulative planned total for FYE March 2024 to FYE March 2031 in the FY2031 Strategy

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

Materiality

- In formulating the FY2031 Strategy, material issues, including those identified in the fiscal year ended March 2021, were sorted out, reviewed, and prioritized based on two axes of importance to stakeholders and importance in light of Our Commitment.
- In order to respond appropriately to changes in the environment, we review and revise the established materiality every year.
- From the fiscal year ending March 2025, we have identified sustainability issues as materiality.

● Sustainability issues (materiality)

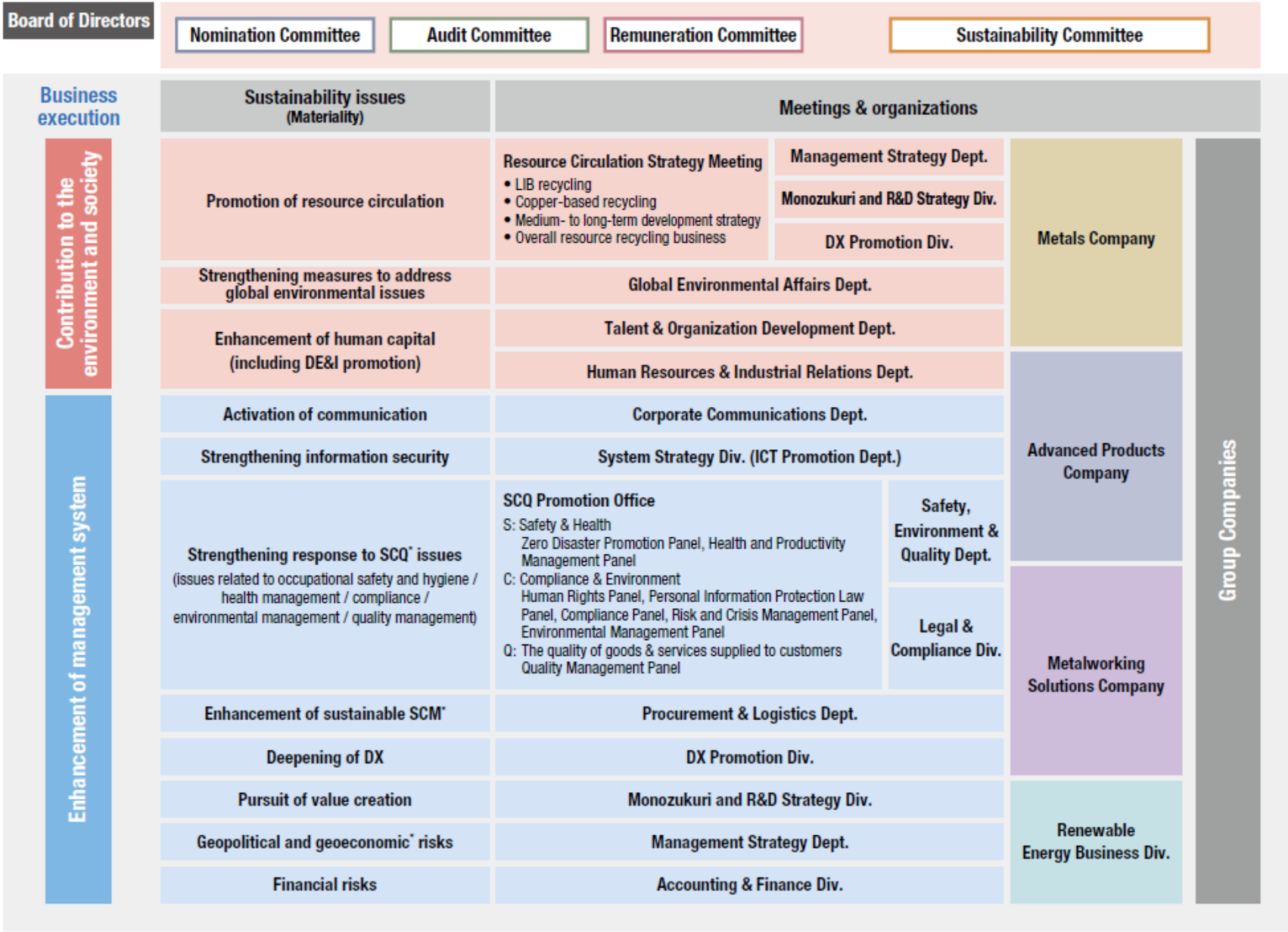
Promotion of resource circulation
Strengthening measures to address global environmental issues
Enhancement of human capital
Activation of communication
Strengthening information security
Strengthening response to SCQ issues

Enhancement of sustainable supply chain management
Deepening of DX
Pursuit of value creation
Geopolitical and geoeconomic risks
Financial risks

Addressing these issues appropriately will lead to enhanced corporate value through both economic and social value, and reduce various risks faced by the Group.

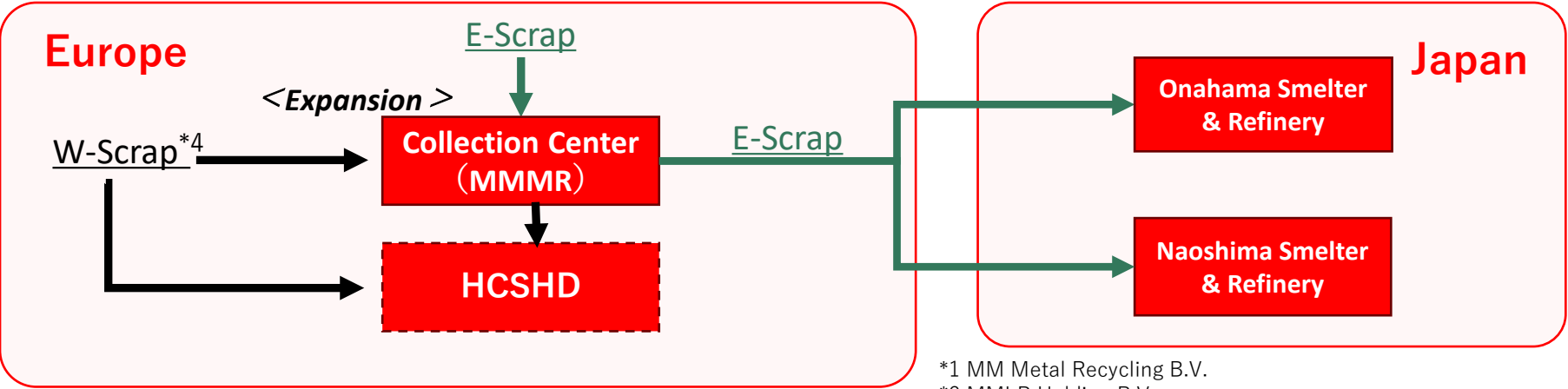
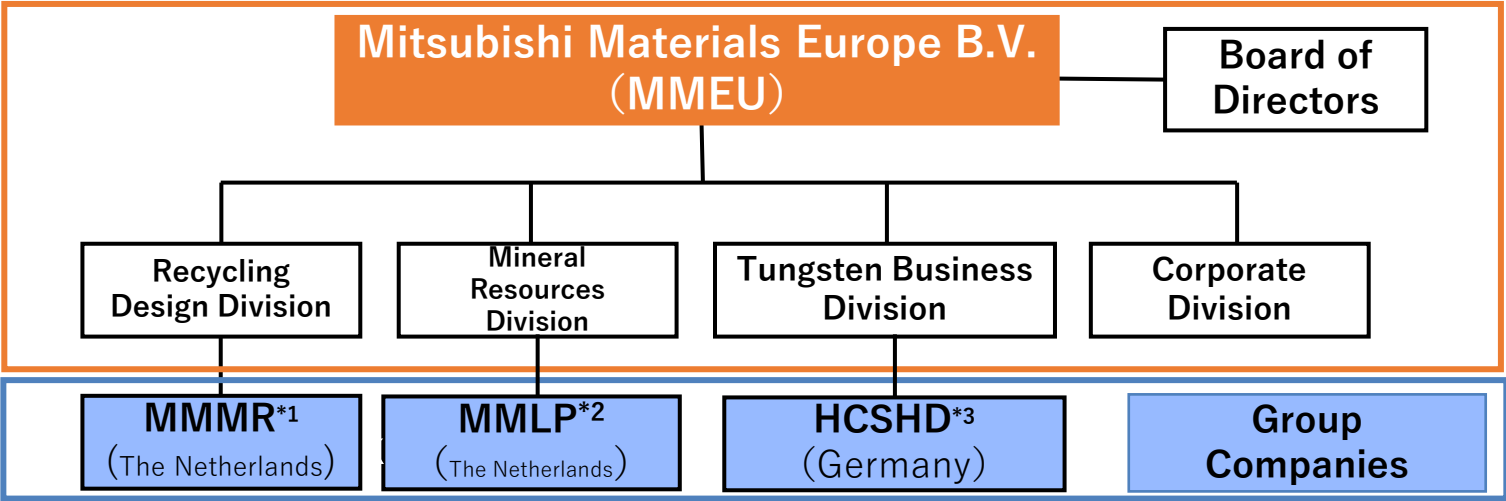
Sustainability Management Structure

■ The framework for responding to sustainability issues (materiality) is as follows:



Promotion of Resource Recycling - TOPICS -

- Mitsubishi Materials Europe B.V. (MMEU) was established on September 1, 2024 (MM Netherlands B.V. changed its name, expanded and reorganized its functions)
- We intend to further enhance the competitiveness of our resource recycling businesses by establishing bases in Europe, a large-scale market and a global leader in policies and other measures relating to the environment and the securing of important mineral resources, and by formulating business strategies and expanding quickly and assuredly in the region.



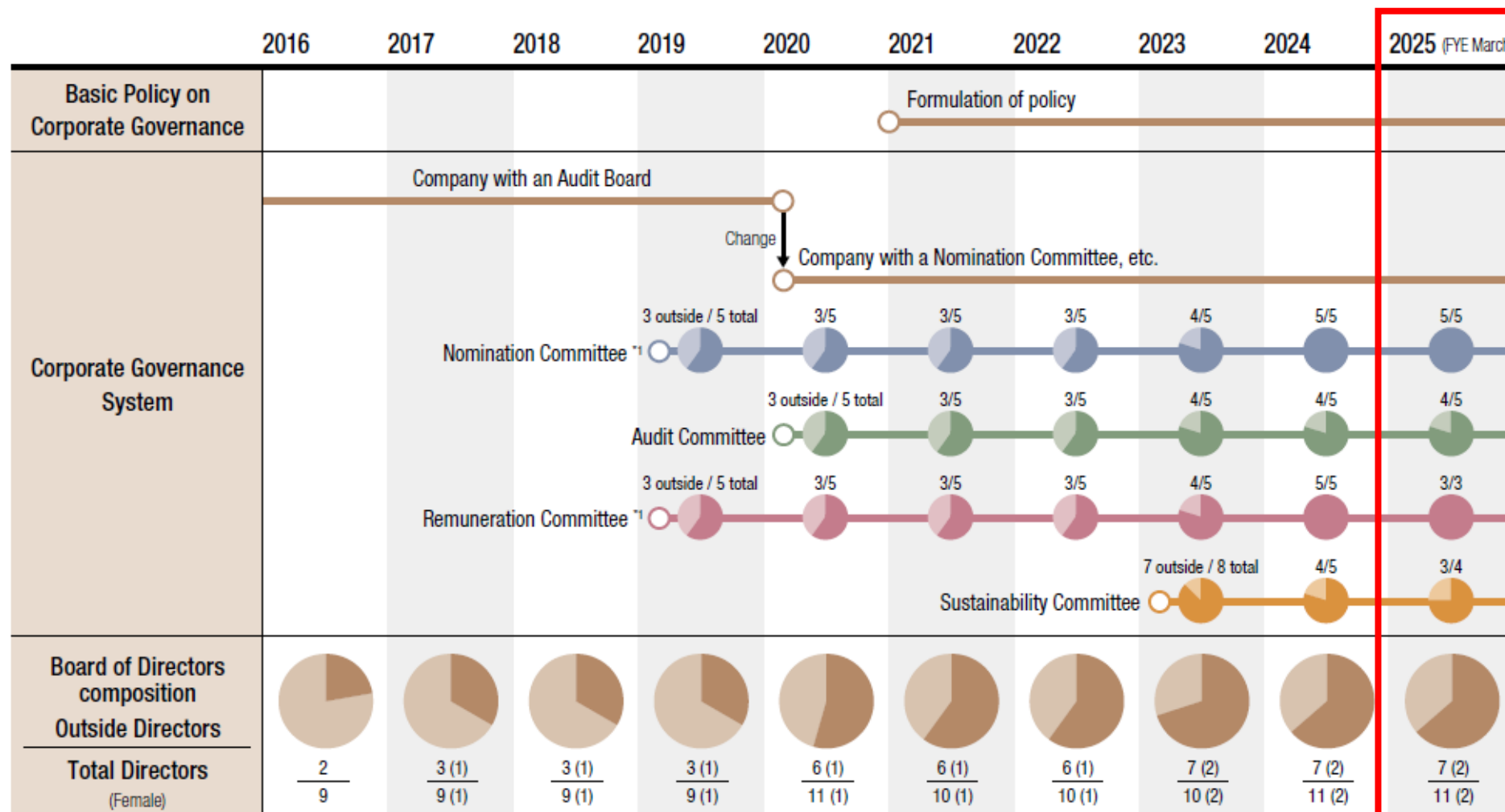
*1 MM Metal Recycling B.V.
*2 MMLP Holding B.V.
*3 H.C.Starck Holding (Germany) GmbH
*4 Tungsten scrap from used cemented carbide tools, etc.

Governance Initiatives

Newly Appointed Directors

- The Board of Directors and the Nomination Committee continuously deliberate on the ideal composition of the Board of Directors from a medium- to long-term perspective, with the Corporate Philosophy, Our Vision, Medium-term Management Strategy, and the like in mind.

● Changes in the Composition of the Board of Directors and Committees



*1. Set up in the fiscal year ended March 2019 as a voluntary committee and became a statutory committee from June 2019.

Contribution and Perspectives of the Directors on Key Themes

Name	Expertise and Experience Achievement of the Medium-term Management Strategy FY2031				
	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
Akira Takeuchi	Perspective based on experience of management of the Group as President of the Company		Perspective from experience as an officer in charge of human resources of the Company	Perspective based on the history of the management of the Company	
Hikaru Sugi	Perspective from in-depth knowledge of the entire value chain from development to manufacturing based on technology trends	Perspective from deep knowledge of business performance control in manufacturing	Perspective from experience of human resource management in manufacturing and engineers	Perspective from experience of global management in manufacturing	Perspective based on future technological trends
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	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 deep knowledge of the development of senior management executives	Perspective from experience being responsible for collaboration with many Japanese and overseas companies	
Hatsunori Kiriya	Perspective from corporate management experience at a global manufacturer	Perspective from extensive marketing experience	Perspective from experience inhuman resource management in government offices		
Nozomi Sagara	Perspective from technological knowledge across different fields		Perspective from experience in human resource management in government offices	Perspective from experience being involved in resource circulation and global environment preservation	
Naoki Ono	Perspective from experience in management supervision of the Group as the CEO of the Company		Provision of perspective from experience as CEO of the Company, and lead person of discussion	Perspective from experience as an officer in charge of the renewable energy business of the Company	
Nobuhiro Takayanagi	Perspective from experience as CFO of the Company			Perspective from experience as a management executive in the metals business of the Company	Perspective from experience as the officer in charge of the global environment of the Company
Makoto Shibata	Perspective from experience as CTO, CDO and CFO of the Company			Perspective from experience as a management executive in the mineral resources and recycling businesses of the Company	Perspective from experience leading the effort to strengthen tackling of climate change issues

Details of discussions at the Board of Directors Meeting

- 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.

● Details of discussions at the Board of Directors meeting

Deliberation content	Number of deliberations by the Board of Directors	
	Resolved matters	Reported matters
Management strategy and business	3	22
Sustainability	—	8
Corporate governance	1	4
Accounting, finance and IR	4	33
Compliance and internal control	1	21
Committee-related	—	40
Officer-related	10	1
Others	2	3

- In regards to the FY2031 Strategy, we exchanged opinions on progress made on the overall concept, individual business strategies, financial plans, etc. at four briefings between October 2023 and February 2024.
- In addition, we also exchanged opinions on issues related to sustainability such as promotion of DE&I, and the progress of individual business strategies at briefings for Directors.

● Results and themes deliberated at briefings for Directors

2023	April 12	FYE March 2024 budget, compliance, individual business strategies
	April 28	Individual business strategies, Group companies
	May 12	Human capital management, individual business strategies
	June 14	Individual business strategies
	July 12	Intellectual property, individual business strategies, human rights
	July 26	Individual business strategies
	August 9	Individual business strategies
	August 30	Compliance
	September 27	Group companies
	October 12	Medium-term Management Strategy
	December 13	Medium-term Management Strategy, intellectual property, Individual business strategies
2024	January 12	Medium-term Management Strategy, individual business strategies
	January 31	Individual business strategies, Group companies
	February 9	DE&I, management policy
	February 28	Individual business strategies
	March 13	Individual business strategies, compliance
	March 27	Individual business strategies

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

- The evaluation of the effectiveness of the Board of Directors in the fiscal year ending March 2024 was conducted by self-evaluation (evaluation by questionnaire).

● Evaluation process

Dec. 2023 to Jan. 2024	Questionnaires were distributed to all 11 Directors and responses were retrieved at the initiative of the Chairman of the Board of Directors.
Early Feb. 2024	Response forms for comments on the contributions of other Directors were distributed to Directors (excluding those who concurrently serve as Executive Officers), and responses were received.
Late Feb. 2024	The Directors discussed the effectiveness of the Board of Directors based on an analysis of the questionnaire results.
Mar. 2024	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 2024. Response forms collected in early February were provided to Directors in the form of anonymous feedback.

● Evaluation results

As a result of deliberations at the Board of Directors, it was confirmed that the effectiveness of the Board of Directors in the fiscal year ended March 2024 was ensured.

● Issues and future initiatives

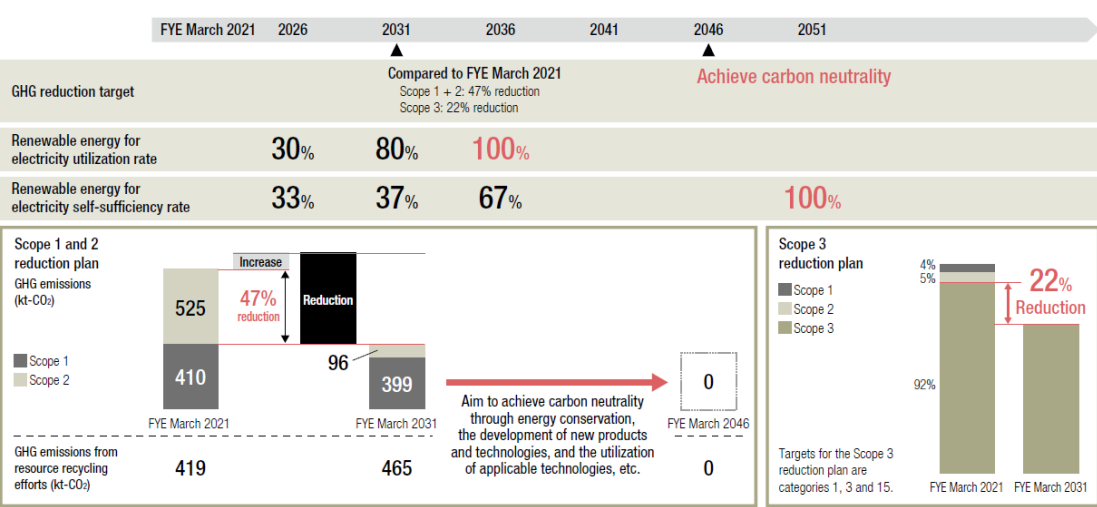
- Development of core management human resources
The executive side explains and discusses Executive Officer succession plans and the Next-Generation Next-Generation Leadership Talent Development Program at briefings for Directors.
- Medium- to long-term competitive advantage of the Company
Discusses among the Directors what points will be identified as the medium- to long-term competitive advantage of the Company toward the fiscal year ending March 2026 (what points should be particularly emphasized).

Climate Change Initiatives

Review of GHG Reduction Targets and Roadmap for Carbon Neutrality

■ Targets were revised in July 2024, taking into account the revised Act on Rationalization of Energy Use and Shift to Non-fossil Energy and the revision of the operation of the Act on Promotion of Global Warming Countermeasures. The target was changed to the emissions excluding GHG caused by resource recycling efforts. (* adjusted emissions based on the Act on Promotion of Global Warming Countermeasures).

● Revised GHG Reduction Targets



*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).
*GHG emissions exclude businesses and subsidiaries that have been or will be removed from the scope of consolidation due to business portfolio adjustment by the fiscal year ended March 2024.

Scope1 Target change details		FYE March 2021 (Base year)	FYE March 2031 (Target year)
Previous target		595	517
New target		410	399
(Break down)	Excluding GHG generated by resource recycling efforts	410	399
	Included in previous target	292	286
Off- target	Newly added due to system revisions	119	113
	GHG generated by resource recycling efforts	419	465
(Break down)	Included in previous targets	304	231
	Newly added due to system revisions	115	234

● Carbon Neutrality Road Map

	FYE March 2031	Vision for FYE March 2046, after CN
Scope 1	<ul style="list-style-type: none">Fuel conversion (switch from heavy oil to LNG)Reduction in fossil fuel due to increased E-Scrap processingElectrification of heat utilizing equipmentResearch & development on products and technology that contribute to CCUS, etc.	<ul style="list-style-type: none">Fuel conversionElectrification of heat utilizing facilitiesImplementation of technologies and transfer of facilities
Scope 2	<ul style="list-style-type: none">Introduction of solar power generation facilitiesIncreased in-house power generation through installation of saturated steam turbinesReplacement with high-efficiency equipmentSwitch to renewable energy sourcesRenewable energy certificates, CPPA utilization, etc.	<ul style="list-style-type: none">CN conversion of furnace (hydrogen, ammonia, etc.)Electrification of equipment100% renewable electricity (stable procurement of in-house electricity)Conversion of air conditioning equipment to non-fluorocarbonsNon-fluorine cleaning solutionOther (technologies for adopting CCUS, etc.)Development and provision of products and technologies to contribute to a CN society
Scope 3	<ul style="list-style-type: none">Supplier engagement and collaborationCollaboration with Mitsubishi UBE Cement Corporation and other equity method affiliated companies	
Investment Plan	<ul style="list-style-type: none">¥10.5 billion GHG reduction investment in facilities and processes¥30 billion in the renewable energy business	

*No change from the previous target for Scope 2.

Risks and Opportunities of Climate Change on the Company's Business (Scenario Analysis)

- Assessing the risks and opportunities that climate change poses to our business using 1.5 °C and 4 °C scenarios and incorporating them into our business strategies.
- Focusing on increasing the sales of our related products due to increased demand for EVs and batteries, expanding our renewable energy business driven by increased demand for renewable energy, and expanding our recycling business relating to the transition to a recycling-oriented society.
- Setting targets for each theme to reduce risk and capture opportunities and disclosing progress (see [Sustainability Report](#)).

▲ Primary Risks ● Primary Opportunities

Theme	Business	Risk/Opportunity Elements at 1.5°C	Impact on Business		Target
			1.5°C	4°C	
Changes in Carbon Tax, Energy Costs, etc.	Common to All Businesses	▲ Introduction/strengthening of carbon price tax system (increase in operation costs)	Total amount of burden of carbon price and increase in energy costs		GHG emissions (Scope 1 + 2) Excluding GHG from resource recycling efforts: FYE March 2031 47% reduction (compared to FYE March 2021) Including GHG from resource recycling efforts: FYE March 2046 Carbon neutrality
			Approx. ¥23.7 billion	Approx. ¥15.8 billion	
Changes in EV Demand	Smelting & Resource Recycling Business	● Increase in xEV sales volume	Global demand in copper for vehicles (compared to FYE March 2021)		Copper cathode sales volume FYE March 2031 830,000t per year
			FYE March 2031: 3.3 times FYE March 2051: 4.6 times	FYE March 2031: 2.1 times FYE March 2051: 2.7 times	
		▲ Decrease in volume of scrapped vehicles generated in Japan	Volume of scrapped vehicles generated in Japan (compared to FYE March 2021)		Annual processing volume of vehicle recycling FYE March 2031 70,000 vehicles per year
			FYE March 2031: 0.98 times FYE March 2051: 0.85 times	FYE March 2031: 0.98 times FYE March 2051: 0.89 times	
	Copper & Copper Alloy Business	● Increase in xEV sales volume	Demand in connectors and busbars for vehicles (compared to FYE March 2021)		Sales volume of automotive pure copper strips FYE March 2031 2 times (compared to FYE March 2021)
			FYE March 2031: 2.6 times FYE March 2051: 3.1 times	FYE March 2031: 2.2 times FYE March 2051: 2.4 times	
	Metalworking Solutions Business	▲ Rapid change in market for processed products due to modal shift, etc.	Sales of cutting tools for the automotive industry (compared to FYE March 2021)		Sales of cutting tools FYE March 2031 2.3 times (compared to FYE March 2021)
			FYE March 2031: 0.996 times FYE March 2051: 0.718 times	FYE March 2031: 1.510 times FYE March 2051: 1.455 times	
Sales of cutting tools for the aerospace industry (compared to FYE March 2021)					
FYE March 2031: 1.18 times FYE March 2051: 1.61 times			FYE March 2031: 1.48 times FYE March 2051: 2.60 times		
Changes in Forms of Energy Use	Smelting & Resource Recycling Business	● Increase in demand for automotive LIB and solar panel recycling	Volume of LIB recycling (compared to FYE March 2021)		Processing volume of automotive LIB Recycling* FYE March 2031 870t LIB per year *Up to the point of Black Mass production (including LIB removal, discharging, dismantling, pyrolysis, crushing and sorting)
			FYE March 2031: 50 times FYE March 2051: 350 times	FYE March 2031: 14 times FYE March 2051: 92 times	
	Metalworking Solutions Business	● Increase in demand for EV batteries and storage batteries	Production volume of advanced powder for EV batteries and stationary storage batteries (compared to FYE March 2021) (considering the Company's production capacity)		Production volume of advanced powder for rechargeable batteries FYE March 2031 1.9 times (compared to FYE March 2021)
			FYE March 2031: 1.9 times FYE March 2051: 3.8 times		
	Renewable Energy Business	● Increase in spread and demand for renewable energy	Difference from FYE March 2021 sales of the Company's share of power generation		The Company's share of renewable power generation FYE March 2031 575GWh
			FYE March 2031: ¥5,240 million FYE March 2051: ¥23,668 million	FYE March 2031: ¥5,046 million FYE March 2051: ¥20,185 million	
Changes in Demand for Recycling Business Due to Shift to Recycling-Oriented Society	Smelting & Resource Recycling Business	● Increase in demand for E-Scrap recycling	Volume of E-Scape generated globally (compared to FYE March 2021)		E-Scrap processing capacity FYE March 2031 240,000t per year
		FYE March 2031: 1.4 times FYE March 2051: 2.5 times	FYE March 2031: 1.3 times FYE March 2051: 1.6 times		
		● Increase in demand for home appliance recycling	Processing weight of waste home appliances in Japan (compared to FYE March 2021)		Annual processing volume of home appliance recycling FYE March 2031 5.9 million appliances per year
			FYE March 2031: 6% increase FYE March 2051: 10% increase	FYE March 2031: 2% increase FYE March 2051: 1% increase	

*These results are based on analysis conducted in the fiscal year ended March 2023

Collaboration in the Supply Chain

- In GHG emissions management, the global trend also emphasizes Scope 3.
- We began Scope 3 calculations from the fiscal year ended March 2022 (results for the fiscal year ended March 2021) and disclosed our Scope 3 reduction targets in February 2022 (Categories 1, 3, and 15 were set as targets for Scope 3 reductions).
- In order to reduce Scope 3 GHG emissions, we will continue to promote engagement with suppliers, such as exchanging information and reviewing questionnaire items, and promote consistent GHG reduction efforts from upstream to downstream.

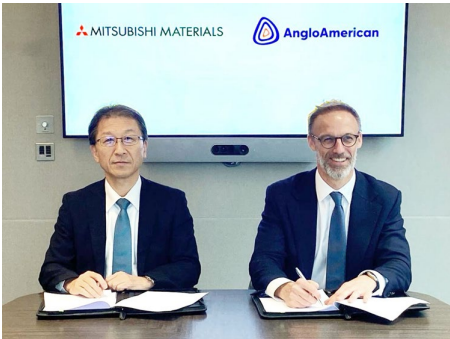
Changes in the Environment Surrounding Scope3

- Among the disclosure items recommended in the TCFD, under “Indicators and Targets,” disclosure of reduction targets and absolute gross for Scope 1, 2, and 3 emissions are recommended.
- IFRS S2 issued by ISSB requires Scope3 disclosure (absolute gross emissions must be disclosed for the same period as the reporting period of financial information).
- European regulations (CBAM and battery regulations) also require calculation of emissions associated with the manufacture of products, and emissions management in the supply chain is a prerequisite.
- In the business operations, there are increasing opportunities to share information on GHG emissions status during trade in the supply chain.

Promotion of supplier engagement

Supplier engagement results in the fiscal year ended March 2024

- Sent engagement letters to copper concentrate suppliers that account for more than 50% of Scope3 Category 1 (purchased goods and services) emissions, and exchanged information.
- A Memorandum of Understanding was signed in October 2023 with Anglo American, one of the copper concentrate suppliers, to establish a sustainable and responsible supply chain, and activities started.
- Communication was deepened on reducing GHG emissions at Mitsubishi UBE Cement Corporation, an equity-method affiliate.



Introduction of Internal Carbon Pricing (ICP) System

■ ICP System introduced in April 2024

Purpose of introduction of the system

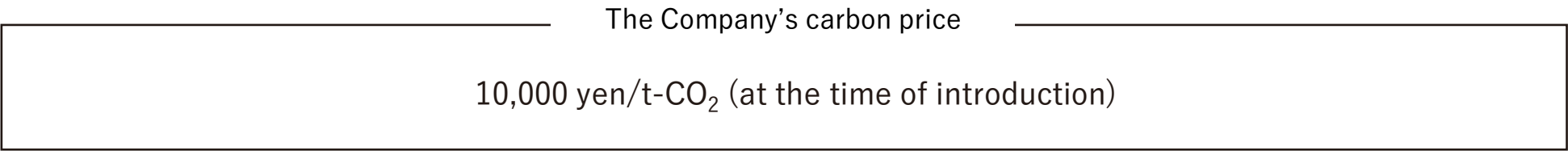
- Aims to raise awareness of GHG emissions and further promote decarbonization initiatives within the Company
- Facilitate decarbonization investment decisions, which have been difficult in the past, by virtually adding GHG reduction benefits to the investment return

Description of the system

Target: Capital investments that contribute to reducing the Company's GHG emissions (Scope 1 + 2)

Introduction: Apply from April 2024 approval

Management: The GHG emissions will be virtually calculated with ICP and used for investment decisions



Initiatives to Reduce GHG Emissions

● Carbon Footprint of Products(CFP) *1 Initiatives

Applications and calculation methods for CFP are being investigated from a variety of perspectives by governments, industry organizations, and others. As interest in CFP initiatives is growing both in Japan and abroad, we will move forward with our own CFP initiatives in the following directions.

Deployment

- Continue sequentially calculating CFP for our main products.
- Begin building systems for ensuring data reliability.

Verification and Disclosure

- Completed third-party verification of electrolytic copper, aiming to complete third-party verification of electrolytic lead by the end of this fiscal year.
- Establish a foundation for the management of CFP.

Reduction

- Increase engagement *2 with suppliers, and promote consistent GHG reduction initiatives from upstream to downstream.

*1 CFP is the total GHG emissions generated throughout a product's life cycle and is assessed as a part of Life Cycle Assessment (LCA) .
LCA is a method of quantitatively evaluating input resources, environmental load and environmental impact across the life cycle of a product.

●Substantially accelerate switchover to renewable energy at sites in the Metals business

In the Metals business, which accounts for about 60% of the Group's domestic electricity consumption, we have decided to accelerate the switchover of purchased electricity to electricity derived from renewable energy by up to 11 years.

Eight sites excluding Naoshima Smelter & Refinery and Onahama Smelter & Refinery *2

FYE March 2025: Complete switchover to renewable energy electricity(Up to 11 years ahead of schedule)

*2 The Company's Ikuno Plant, Hosokura Metal Mining Co., Ltd., Material Eco Recycle Co., Ltd., Ryohinkogyo Co., Ltd., Materials Eco-Refining Co., Ltd.'s Ikuno Plant and Onahama Plant, East Japan Recycling Systems Corporation, Chubu Eco Technology Co., Ltd.

Naoshima Smelter & Refinery and Onahama Smelter & Refinery

FYE March 2025:
Switch half of electricity consumption to electricity derived from renewable energy sources
FYE March 2029 (planned):
Switch all electricity consumption to electricity from renewable energy sources (7 years ahead of schedule)

Efforts to Conserve Biodiversity

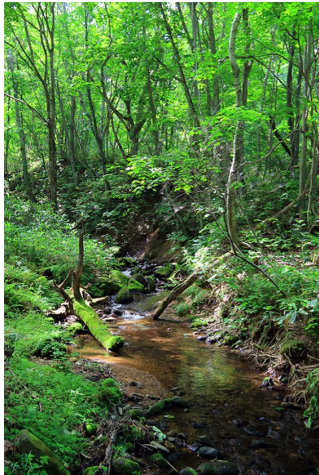
Surrounding environment

- Growing awareness that biodiversity loss and ecosystem collapse will be the second most serious crisis following climate change
- The movement toward a nature-positive world through the Kunming-Montreal Biodiversity Framework and the “30by30*1 ” initiative in the National Biodiversity Strategy is attracting attention in the business world.

We also place a high priority on contributing to the 30by30 initiative, and are implementing initiatives that utilize company-owned forests, etc.

- Acquisition of certification of Nationally Certified Sustainably Managed Natural Sites**2
 - Our work system with low environmental impact in the forest maintenance of our Teine Forest, which is an urban suburban forest, is highly evaluated
- Initiatives for TNFD*3
 - A pilot analysis based on the LEAP approach was conducted in the fiscal year ended March 2024 (3 sites)
 - We will continue to identify nature-related issues in our direct operations and organize our efforts toward a nature-positive world.

◆ The Materials’ Forests (13,000 ha)



Teine Forest, one of the Materials’ Forests(Sapporo, Hokkaido)

*1 The Company joined the 30by30 Alliance for Biodiversity in 2022 to achieve a new global goal of conserving more than 30% of the land and sea by 2030.
*2 In the fiscal year ended March 2024, Nationally Certified Sustainably Managed Natural Sites was initiated in the fiscal year ending March 2024 as a mechanism to certify areas where biodiversity is being conserved through the efforts of the private sector and other entities.
*3 Taskforce on Nature-related Financial Disclosures.

SCQ Initiatives

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

Initiatives on Workplace Safety and Hygiene

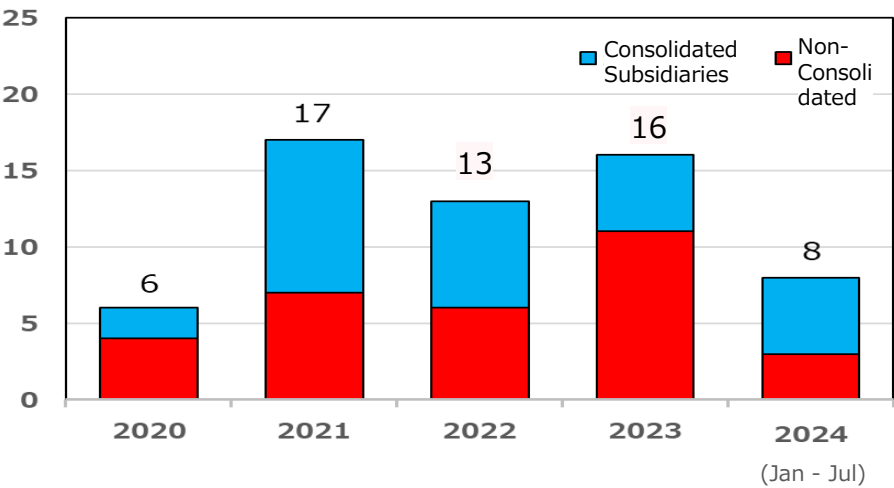
■ Zero Occupational Accident Project

MMC Group launched the **Zero Occupational Accident Subcommittee** in April 2014, and we are working to strengthen our safety & hygiene infrastructure.

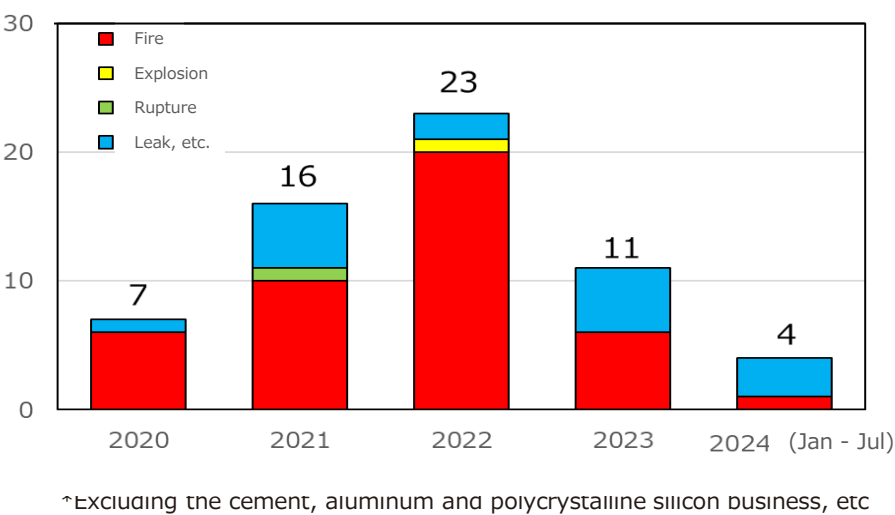
● Zero Occupational Accident Subcommittee in FYE March 2025: Goals

- **Zero serious accidents causing ≥4 lost workdays**
(zero accidents causing ≥4 lost workdays over one year)
- **Eliminating fires, explosions, and other accidents**
(eliminating fires, explosions, and high-pressure gas/hazardous materials leaks)

**Trends in Injury Accidents Causing
≥4 Lost Workdays**
(Including subcontractors, excluding
cement/aluminum business related)



Trends in Fires, Explosions, etc.



Initiatives on Workplace Safety and Hygiene

● Issues and initiatives in FYE March 2025

(1) Thorough improvement of facility safety through risk assessment

- The number of accidents causing 4 or more lost workdays has remained unchanged, and many of them are resulting from similar cases (caught and entangled) or rule violations.
 - To develop recurrence prevention measures to eliminate similar accidents and to promote compliance with the rules, the Zero Disaster Promotion Panel will repeatedly inform employees of the measures and strengthen initiatives at each Company and site.

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

MGSD*1, which started operation in July, will also be utilized.

(2) Implementation and analysis of safety awareness survey (new)

- The results of the analysis will be combined with examples of accidents, and efforts will be made to improve issues.

(3) Selection of priority safety management sites (new)

- Advisors will be dispatched to each Company and site that has issues, and efforts will be made to eliminate lost time accidents.

(4) Activation of the GYR system

- The warning and reward system (GYR*2 system) will be activated to raise the safety awareness of each employee.

*2 GYR refers to the operating system itself that issues green, yellow, and red cards. (Compliments → Green, Caution → Yellow, Warning → Red)

(5) Eradication of fire and explosion accidents

- The number of accidents is decreasing. Several cases of leakage of high-pressure gas occurred.
 - Provide information that contributes to accident prevention in a timely manner through Zero Disaster Promotion Panel, Teams for accident prevention information sharing, etc., and continue to disseminate and raise awareness

Initiatives on Workplace Safety and Hygiene

■ Promoting Hazard Sensitivity & Other Safety and Health Education

At the Safety and Health Education Center, Midori-kan, onsite at our Saitama Office (Saitama Prefecture, Saitama City), we provide hazard sensitivity training (50 types of simulation equipment) and safety and health education for MMC Group employees.



Safety and Health Education Center - "Midori-kan"

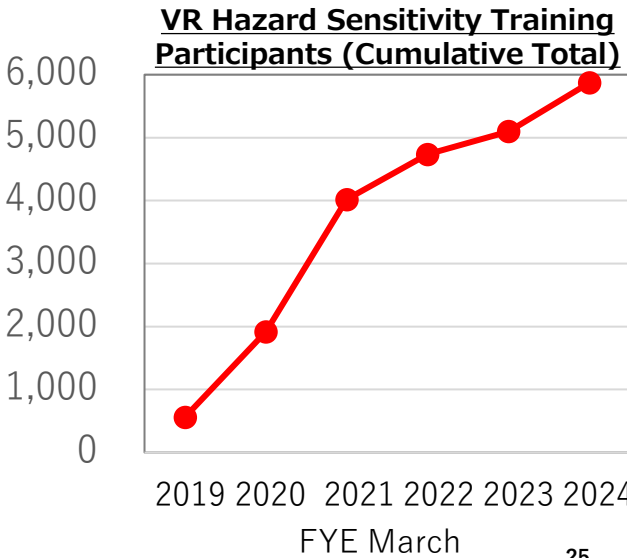
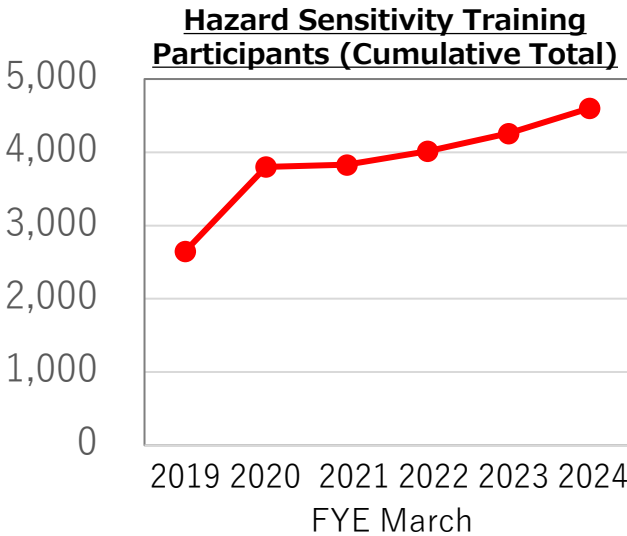
This facility is equipped to provide

- hazard sensitivity training designed to improve risk sensitivity among employees, and
- various other types of safety and health education to employees of MMC Group and subcontractors.



Hazard Sensitivity Training Using VR

To enable participants to experience hazardous situations that are difficult to simulate with conventional equipment, we began using VR hazard sensitivity training in May 2018. The equipment is portable, making safety education possible at any site.



Initiatives on Workplace Safety and Hygiene

■ Hazard Experience Devices & Program Menu

1		Experience of Slings Work Hazards	1-1 Experience of Collision with a Swinging Load
			1-2 Experience of a Cut Wire with a Suspended Load
			1-3 Experience of Getting Caught under a Suspended Load
			1-4 Experience of a Suspended Load Falling from a High Place
			1-5 Experience of a Suspended Load's Weight Shifting
2		Experience of Catching Hazards	2-1 Experience of Getting Caught in a Roller
			2-2 Experience of Getting Caught in a Sprocket Chain
			2-3 Experience of Getting Caught in a High-Speed Coupling
			2-4 Experience of Getting Caught in a V-belt
			2-5 Experience of Getting Caught in a Screw Conveyor
			2-6 Experience of Getting Caught in a Rotary Valve
			2-7 Experience of Getting Caught in a Conveyor Belt
			2-8 Experience of Getting Caught in a Drilling Machine
			2-9 Experience of Getting Caught in a Lathe
			2-10 Experience of Getting Caught in an Oil Drum
3		Experience of High Work Hazards	3-1 Experience of Falling 5 meters
			3-2 Experience of Impact of Falling
			3-3 Experience of Falling from an External Ladder
			3-4 Experience of an Object Falling
			3-5 Experience of Being Suspended by Fall-Prevention Equipment
			3-6 Experience of Walking on and Falling from a Scaffold
			3-7 Experience with Stepladders and Ladders
4		Experience of Everyday Hazards	4-1 Experience while Walking
			4-2 Experience of Handling Heavy Objects
			4-3 Experience of a Wound from a Cut
5		Experience of Forklift Hazards	5-1 Experience of Falling Over Sideways
			5-2 Checking Blind Spots while Reversing
6		Experience of Chemical and High-Pressure-Water Hazards	6-1 Experience of Leakage from a Piping Joint
			6-2 Experience of Leakage When Removing a Flange
			6-3 Experience of a Runaway Hose
7		Experience of Robot Hazards	7-1 Experience of Teaching
			7-2 Safety Devices
8		Experience of Air-Cylinder Hazards	8-1 Checking a Cylinder's Operation with a Solenoid Valve
			8-2 Experience of Residual Pressure
			8-3 Troubleshooting
9		Experience of Explosion and Gas Hazards	9-1 Experience of Gas Retention
			9-2 Experience of a Gas Explosion
			9-3 Experience of a Powder Explosion
10		Experience of Electricity Hazards	10-1 Experience of a Heated Retractable Extension Cord
			10-2 Experience of a Static Electricity Explosion
			10-3 Experience of an Electric Shock
			10-4 Experience of Electrical Leakage
			10-5 Experience of Tracking
			10-6 Experience of Over-Current
			10-7 Experience with a Cut Live Cable
			10-8 Experience of an Electric Shock near a High-Voltage Cable



1-4 Experience of a Suspended Load Falling from a High Place

Observe a suspended load falling from a high place and recognize its hazards



3-1 Experience of Falling 5 meters

Observe a fall (doll) from a height of 5 meters and recognize its danger



2-1 Experience of Getting Caught in a Roller

Experience getting caught in a low-speed roller and recognize its danger



5-2 Checking Blind Spots while Reversing

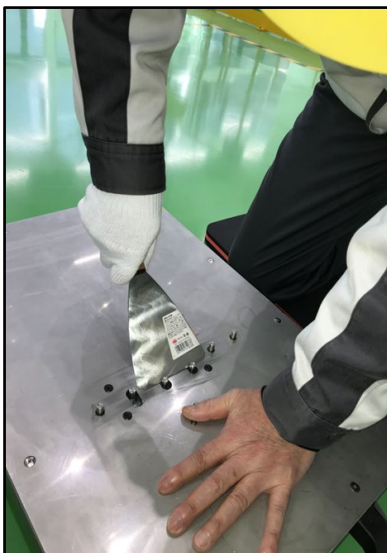
Recognize blind spots when reversing a forklift

Initiatives on Workplace Safety and Hygiene

● New Danger Simulation Program Menu

Scraper hazard simulation training

The objective is to reduce cutting and rubbing type disasters. Prevent hand injury when scraping dirt, seal marks, etc. off floor surfaces with a scraper.



Walking hazard simulation training

The objective is to reduce the number of daily disasters. Prevent accidents caused by walking and falling down while doing something.



● New Course

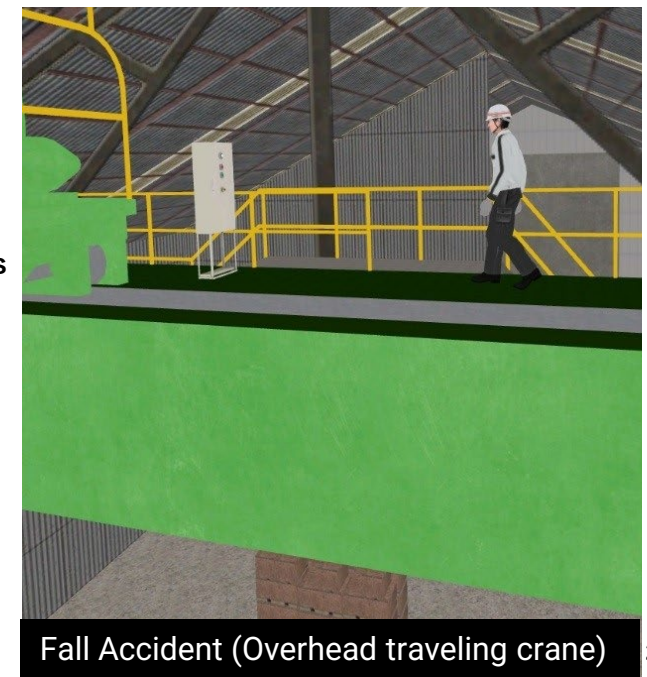
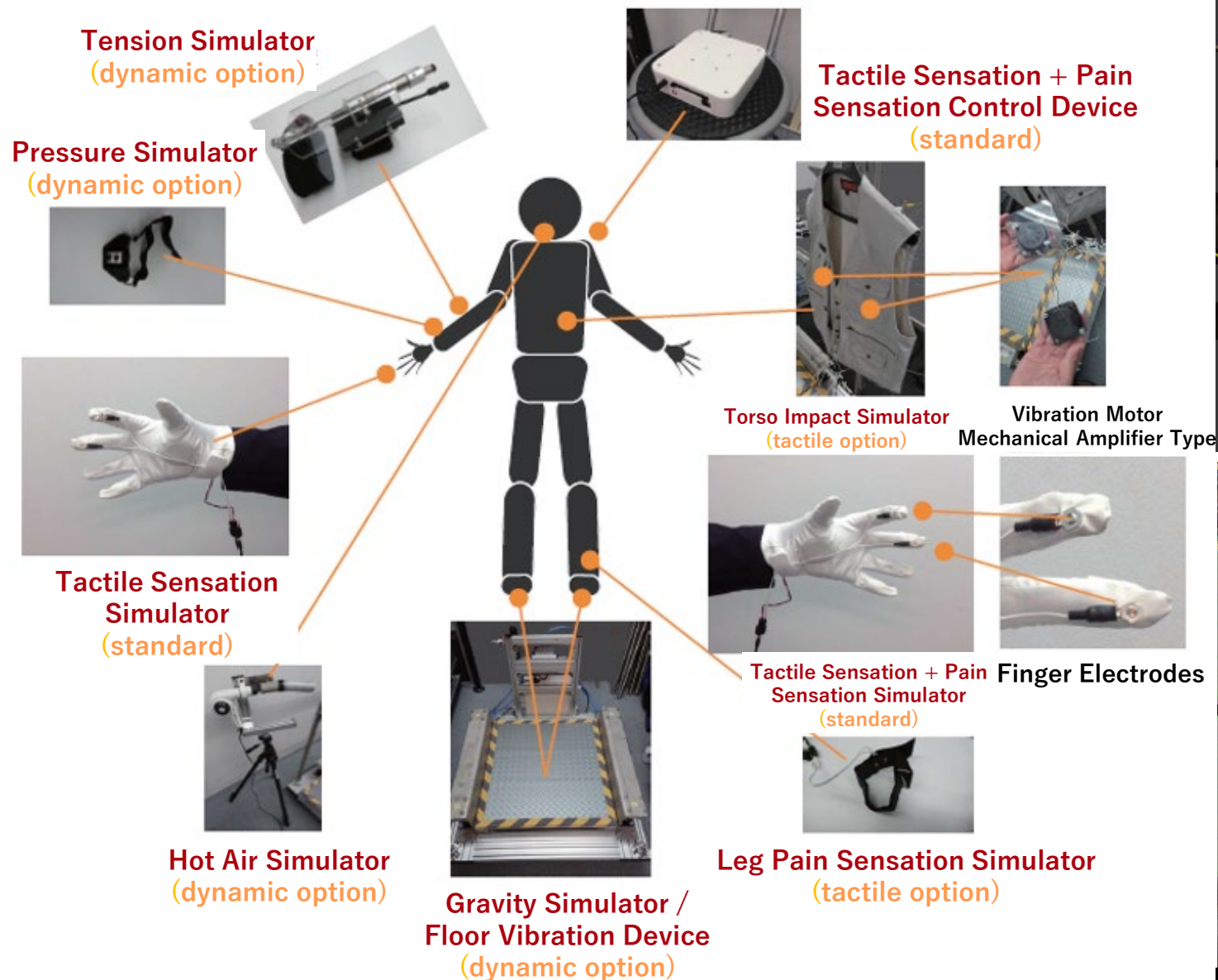
KY training (danger prediction training)

Back pain prevention course, face-to-face or remote



Initiatives on Workplace Safety and Hygiene

■ VR Hazard Experience Device Configuration & Example Scenario



Compliance Initiatives

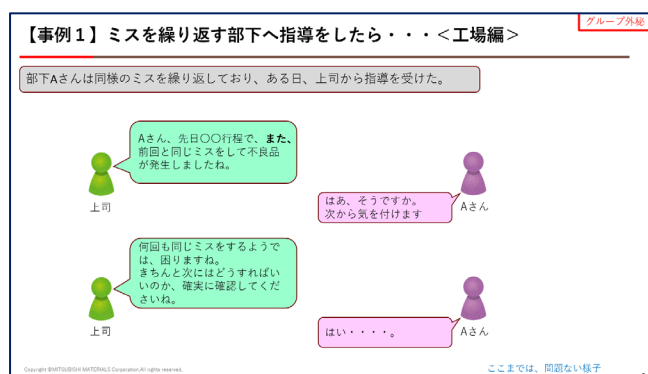
■ FYE March 2025 Initiatives (Group-wide)

Measures	Specific Measures	Target Audience	Target Area
Training	Participatory training at specific sites ^{*1}	Employees of specific sites	Japan
	Governance training for directors	Directors	Japan & Overseas
	Compliance / Risk Management (C/RM) Manager training	C/RM managers C/RM personnel	Domestic
	Compliance training	Directors, All employees	Japan & Overseas
Survey	Surveys on the compliance	Directors, All employees	Japan & Overseas (staff level & above outside Japan)
Others	In-house reporting system / Employee Hotline informational campaign ^{*1}	Directors, All employees	Japan
	Disclosure of a special harassment prevention website ^{*1}	All employees	Japan & Overseas
	Videos for all employees ^{*1} (Anger management and prevention of drunk driving)	All employees	Japan & Overseas

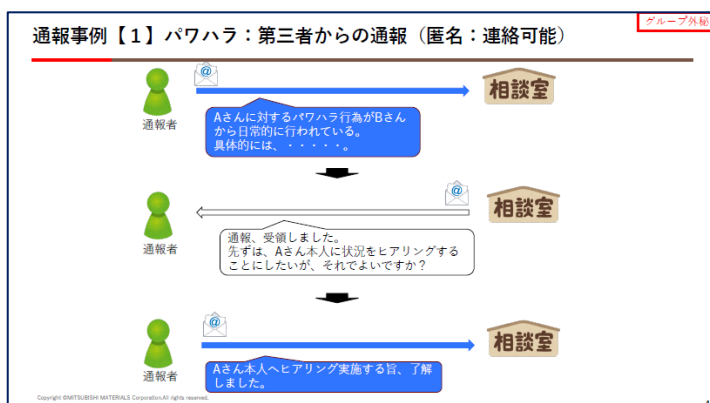
Compliance Initiatives

■ Details of FYE March 2025 Initiatives

- Implementation of participatory training at specific sites
Selection of four sites in Japan
Participatory training incorporating role play
Plan to implement from Q3 to Q4



- Disclosure of consultation cases to all employees



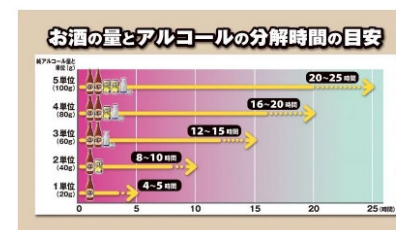
- Disclosure of special site for harassment prevention



- Dissemination of the videos to all employees
i Anger management (available until October 15)



- ii Drunk driving (available until July 2, 2025)



Quality-Related Initiatives

■ Efforts to Prevent Recurrence of Quality Issues

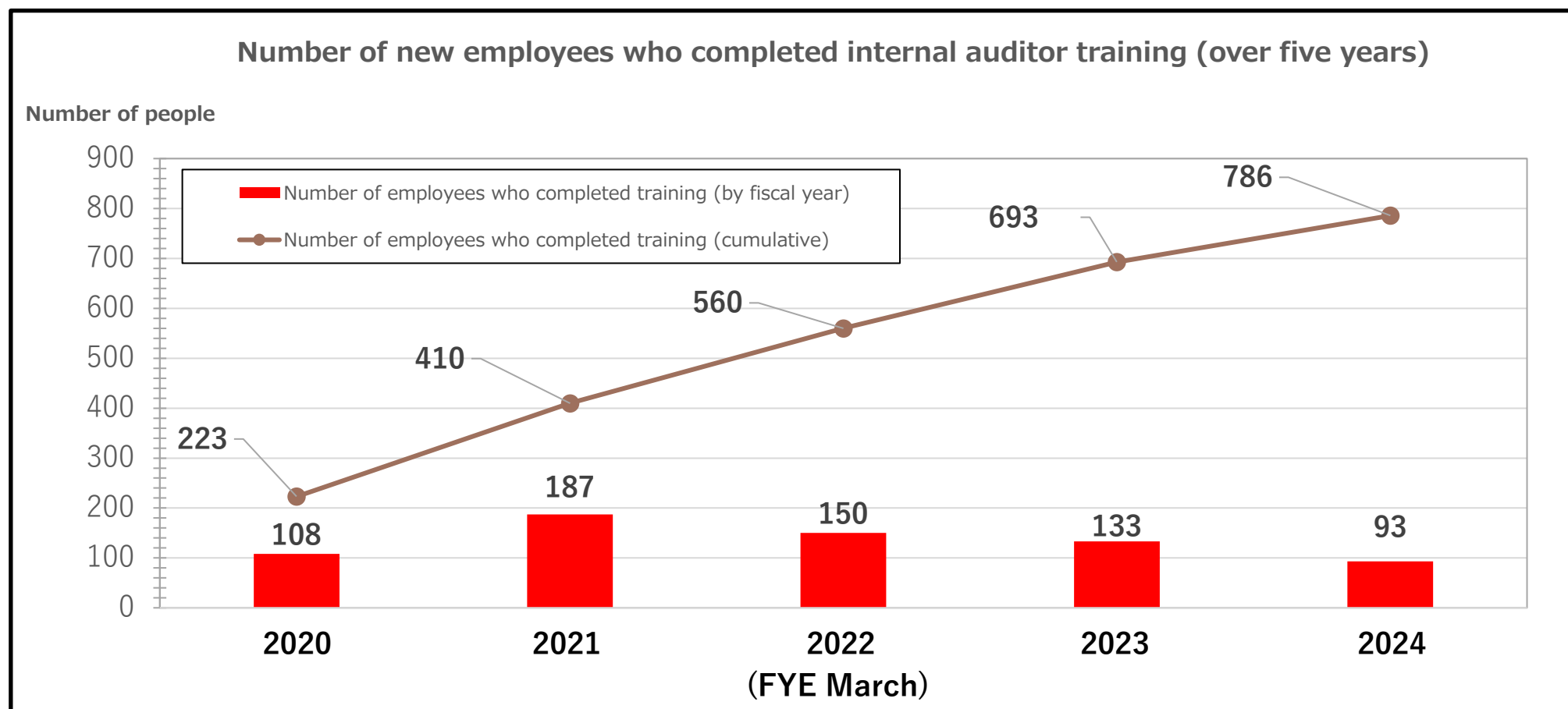
To strengthen its quality management system, the MMC Group has been working on establishing a system to prevent the release of non-conforming products under the “reactive quality management” system. We are sharing quality issues with the entire Group and implementing and strengthening the following measures. These measures are incorporated into ISO9001 and other quality management systems and will be implemented continuously.

Measures to Prevent Recurrence	Concrete Initiatives
(1) Spread 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 authority and business performance, 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 • To improve professional quality management skills, including ISO9001 Education
(4) Promotion of automation of inspection facilities	<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-Related Initiatives

■ Quality Education

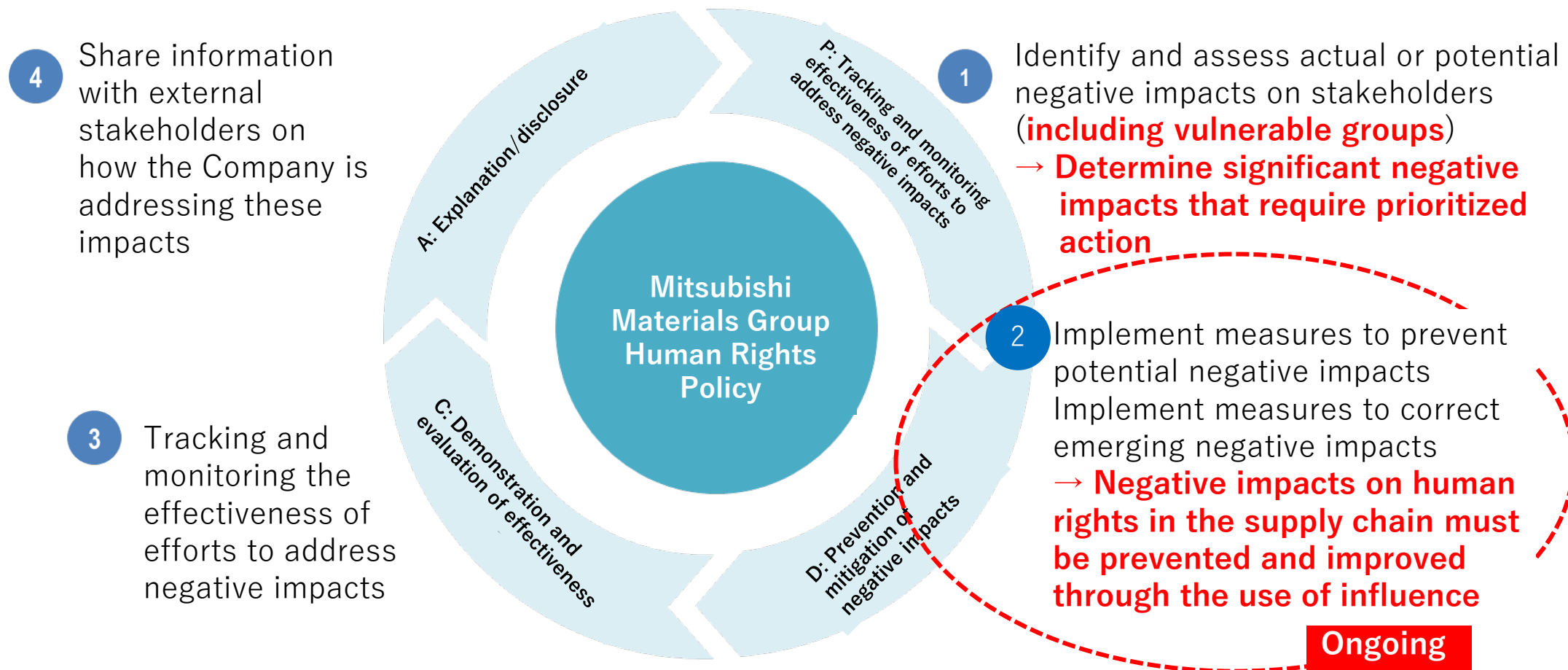
A quality management system (QMS) based on ISO9001 is the basis of quality control and quality assurance. With the aim of developing ISO9001 internal auditors, internal auditor training for newly appointed employees is held periodically. The company proactively engages in preventive activities, and supports human resource development to establish and maintain a QMS.



Human Rights Initiatives

Human Rights Due Diligence (Human Rights DD) (1)

- The UN Guiding Principles on Business and Human Rights stipulate methods of approaching human rights DDs and remedies and corrective measures.
- The following PDCA cycle is required for human rights risks.



FYE March 2023 – FYE March 2024: Completed identification and assessment of human rights risks based on SAQ (Human Rights Risk Assessment Questionnaire) at all 105 Mitsubishi Materials Group bases (1).
FYE March 2025: Implemented human rights risk reduction measures at each base for D: Prevention and mitigation of negative impacts on human rights (2).

Human Rights Due Diligence (Human Rights DD) (2)

● Group Risks and Future Actions

As a result of analysis of the human rights risk assessment questionnaires (SAQs) for FYE March 2023 and FYE March 2024, the Group's risks were identified (see figure below).

● Implementation of measures to reduce human rights risks

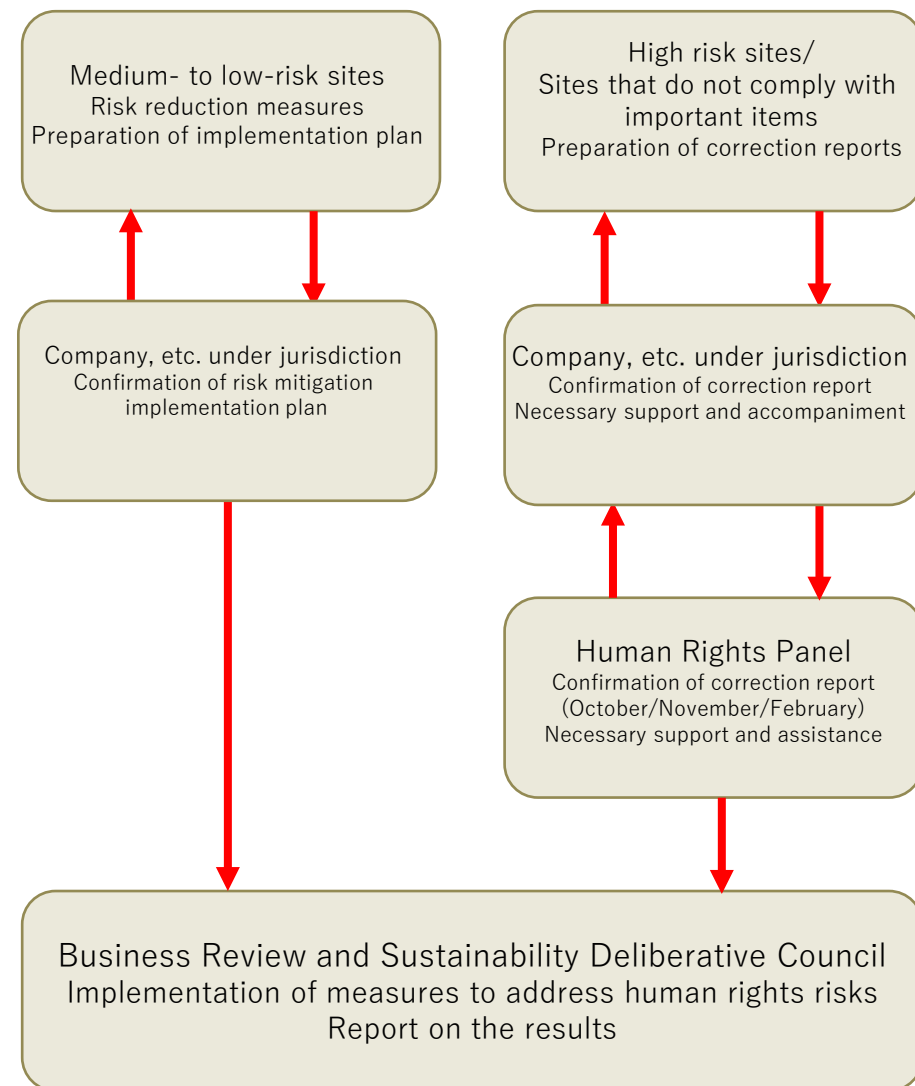
Based on the results of the SAQ analysis, human rights risk reduction measures will be implemented at each site (see figure on the right).

In particular, the implementation status will be tracked with the support and assistance of Human Rights Panel for sites that fail to address high-risk/critical issues.

Areas identified as the Group's human rights risks and future actions

Items	Problems	Future Actions
Prohibition of discrimination	It is a more detailed position that differs from the Human Rights Policy and fails to explicitly prohibit discrimination at all stages of the employment process.	Clarification of prohibition of discrimination based on the Human Rights Policy.
Harassment	Harassment prevention measures are implemented at most sites, but the number of such cases has not decreased.	Enactment of rules prohibiting harassment, expansion of disciplinary rules, and in-house reporting system.
Freedom of association and the right to collective bargaining	Particularly at overseas locations, local labor laws and employment cultures prevent appropriate labor-management negotiations.	Setting up a forum for management and workers to negotiate, even if there is no union.
Responsible procurement	Insufficient awareness of the CSR Procurement Guidelines among suppliers at Group companies.	Thorough awareness of the CSR Procurement Guidelines among suppliers.

Flow of implementation of human rights risk reduction measures at each site



Other Initiatives Concerning Respect for Human Rights

- Expanding the scope of human rights due diligence
 - Scheduled for various suppliers (personnel dispatch, construction contract, outsourced processing) excluding materials suppliers (from Q2 to Q3).
 - Scheduled for human rights due diligence at Group companies (from Q3 to Q4).
- Remedial measures
 - Internal reporting and employee consultation services are available.
 - An inquiry desk has been established on the corporate website for external customers.
 - Expansion of functions for external customers is under ongoing consideration.
- Response to the Modern Slavery Act

Canada issued a statement in May.
United Kingdom plans to issue a statement in September. Australia and its Australia-based subsidiaries plan to issue statements in September.

Contact for External Inquiries
[Contact Us | Mitsubishi Materials Corporation \(mmc.co.jp\)](#)

Canadian Contemporary Slavery Act Annual Report
[2023 Modern Slavery Report.pdf](#)

| Compliance and Human Rights (Including group companies)

+81-35252-5260

Monday to Friday 9 am to 5:30 pm (Japan Time), excluding our holidays

Inquiry Form 

2023 Modern Slavery Report pursuant to the Fighting Against
Forced Labour and Child Labour in Supply Chains Act

Our Company

Mitsubishi Materials Corporation (“Mitsubishi Materials”, the “company”, “our” or “we”)
Head Office: Tokyo, Japan
Number of Employees: 5,692 (Of these, 7 employees belong to Vancouver Office)

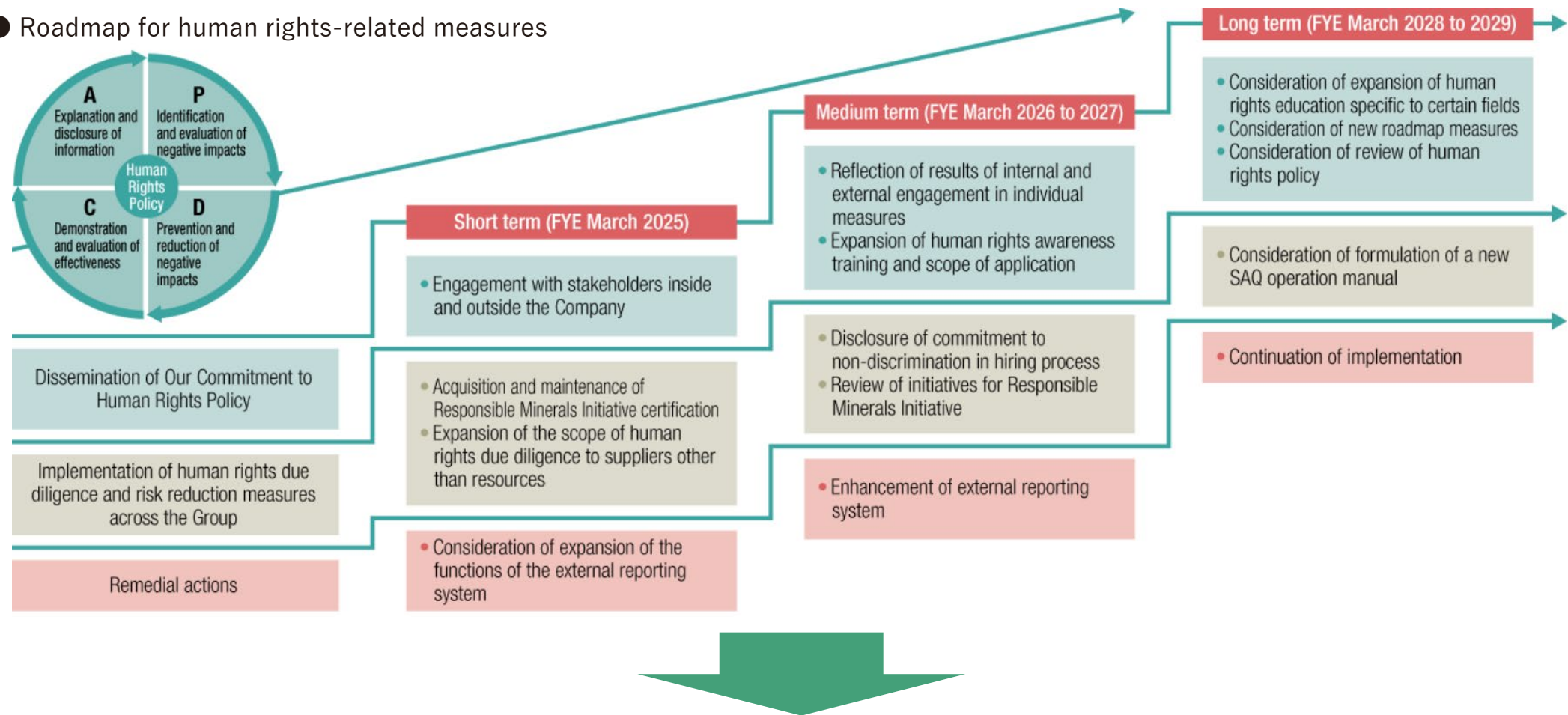
Our Business

Mitsubishi Materials is engaged in the manufacture and sale of copper products, electronic

Development of a Roadmap

- Based on the results of analysis of the SAQs conducted in FYE March 2023 and FY March 2024, we formulated a roadmap for our efforts to respect human rights over the five years from FYE March 2025 to FYE March 2029.
- In accordance with the roadmap, we identified human rights issues, identified risks, and implemented improvement measures.

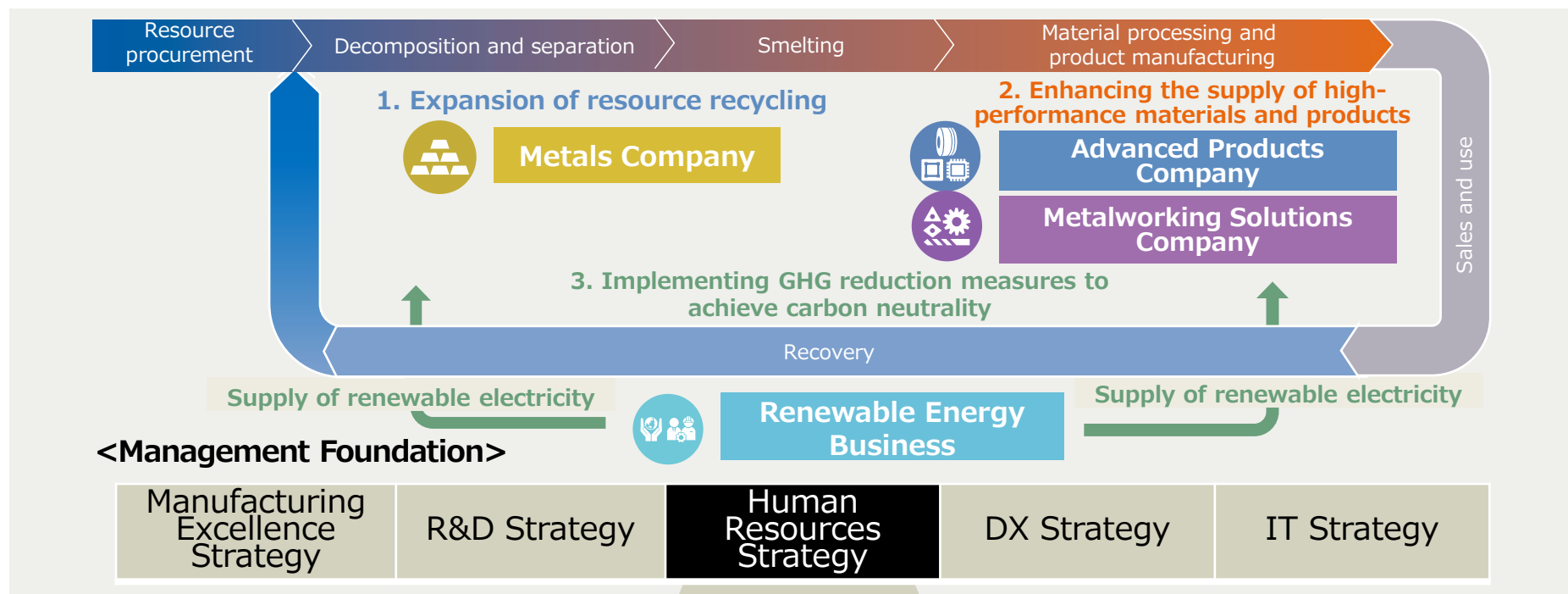
● Roadmap for human rights-related measures



Human Capital Initiatives

Human Resources Strategy in the FY2031 Strategy

- Strengthen efforts to address issues common to the Group and strengthen management foundations.



The MMC Group's Approach to Human Capital

Maximizing the Value of Human Resources and Creating an Organization Dedicated to Winning

- Developing and retaining human resources for business growth
- Realizing flexible employment and work styles
- Maximizing capabilities of individuals and supporting autonomous growth

Building a Foundation for Co-creation and Growth

- Accelerating transformation through integrating diverse human resources and their values
- Fostering job fulfillment through well-being
- Maximizing organizational capability through data utilization

"Individual employees and the Company grow together and achieve enhanced corporate value."

Human Resources Strategy and Medium- to Long-term Vision

■ The following is an overview of priority issues, main measures, results for the fiscal year ended March 2024, and the medium- to long-term vision in human resources strategy.

		Priority issues	Main measures	FYE March 2024 result	FYE March 2026	FYE March 2031
Human resources strategies	Maximizing the value of human resources and creating an organization dedicated to winning	Developing and retaining human resources for business growth	Developing Next-Generation Leadership Talent	<ul style="list-style-type: none">Established a pool of next-generation leadership talent and enhanced development initiativesRatio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers: 56%	<ul style="list-style-type: none">Build a pipeline to Executive Officer roles through ongoing selection and development of next-generation leadership talentsRatio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers: 70%Develop organizations and talent to accelerate our resource recycling business, starting in Europe	<p>We will have established and be executing a cycle of ongoing appointment and development of the next generation of management candidates for Executive Officer positions. Additionally, as an organization that is accelerating its global expansion, we will be developing talent with the management capabilities to lead multinational teams.</p> <p>*Ratio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers: 80%</p>
		Realizing flexible employment and work styles	Shortening the time required to meet hiring needs	<ul style="list-style-type: none">Enhanced publicity, diversified hiring channels and shortened lead times for hiring	<ul style="list-style-type: none">Improve recruiting capabilities	<p>Through speedy hiring, placing the right persons in the right positions, a mixture of diverse employment patterns and work formats, and operational efficiency, we will utilize excellent talent from both inside and outside the Company to the maximum in our business operations.</p>
			Operating job-based HR system	<ul style="list-style-type: none">Placed the right persons in the right positions through proper placement at a management levelPromoted talent for early appointment to organizational head positions through stringent enforcement of age limits	<ul style="list-style-type: none">Acceleration of placements of the right persons in the right positions and early promotions	
			Enhancing system to support a variety of work styles	<ul style="list-style-type: none">Introduced trial system for side jobs / side businesses	<ul style="list-style-type: none">Improvement of appeal of our workplace (expansion of eligibility for coreless-flexitime system, full adoption of system for side jobs / side businesses, etc.)	
			Operational efficiency improvement	<ul style="list-style-type: none">Implemented initiatives in each division for reform of business processes, promoting efficiency, labor saving, and workload saving	<ul style="list-style-type: none">Implement thorough measures for promoting efficiency, labor saving, and workload saving	
		Maximizing capabilities of individuals and supporting autonomous growth	Enhancing performance management	<ul style="list-style-type: none">Promoted understanding of and executed performance management cycles through training, etc.Evaluation feedback given: 71%	<ul style="list-style-type: none">Establish support through performance management to achieve results and facilitate growth and developmentEnsure that evaluation feedback is given	<p>Each employee will be able to give their best and realize their growth as they build a career autonomously.</p>
			Support for autonomous career development	<ul style="list-style-type: none">Promoted autonomous career development (more active utilization of the Internal Job Posting System, held career event, provided opportunities to consult outside career counselors, provided support for re-skilling)	<ul style="list-style-type: none">Accelerate awareness-building about career autonomy and provide support for autonomous career development	
			Building a training system to enhance management skills	<ul style="list-style-type: none">Developed initiatives to improve the level of management throughout the Company (held "Basics of HR management" course for all managers, revised management training system)	<ul style="list-style-type: none">Continuously enhance management of organization and human resources (reflection of results of measurement of effects of training in the content of future training)	
	Building a foundation for co-creation and growth	Accelerating transformation by integrating diverse human resources and their values	Ensuring diversity and supporting advancement of diverse human resources	<ul style="list-style-type: none">Ratio of diverse attributes among managers: 24%Number of managers (compared to March 31, 2021): Women: Approx. 1.4 times, non-Japanese: Approx. 1.6 times, mid-career hires: Approx. 1.4 timesPercentage of women in management positions: 3.2%	<ul style="list-style-type: none">Ratio of diverse attributes among managers: more than 20%Number of managers (compared to March 31, 2021): Women: Approx. 2.5 times, non-Japanese: Approx. 2.5 times, mid-career hires: Approx. 1.5 timesPercentage of women in management positions: 5.0%	<p>By building an environment where team members with a variety of diverse attributes can coexist and recognize one another in an equitable manner and actively demonstrate their individual abilities at their very best, we will be able to get the maximum performance from our organizations and accelerate transformation.</p> <p>*Ratio of diverse attributes among managers: 30%</p>
		Fostering job fulfillment through well-being	Improving employee engagement	<ul style="list-style-type: none">Positive response rate in employee engagement survey: 73%	<ul style="list-style-type: none">Positive response rate in employee engagement survey: 75%	<p>Each employee will approach their organization and work autonomously with an internal motivation to contribute, and productivity per employee will be improving.</p> <p>*Positive response rate in employee engagement survey: 80%</p>
			Health and productivity management	<ul style="list-style-type: none">Certified as a White 500 Health & Productivity Management Outstanding Organization for the first time in 2024 (Large Enterprise Category)Received certification as an Excellent Health Company (gold certification) for the first time	<ul style="list-style-type: none">Keep certification as a White 500 Health & Productivity Management Outstanding Organization in 2024 (Large Enterprise Category)Keep certification as an Excellent Healthy Company (Gold Certification)	<p>Building workplaces where employees can be healthy and energized leads to the improvement of labor productivity and corporate values.</p>
		Maximizing organizational capability through data utilization	Utilizing Talent Management System	<ul style="list-style-type: none">Designed operations and implemented systems for skill data managementCommenced visualization and analysis of the situation of employees and organizations through aggregation of HR data	<ul style="list-style-type: none">Expand scope of HR data visualization and utilize HR data in talent managementBuild a system to provide HR information to management in a timely manner	<p>Decisions on human resources strategies and measures will be made based on HR data such as skill data and individual data, and the evaluation of this data.</p>

Establishment of Key KPIs in Human Resources Strategy

■ The background and reasons for selecting these three key KPIs in our human resources strategy are as follows:

◆ Maximize the value of human resources and create an organization dedicated to winning

Continuously retaining and developing management leader candidates

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

Aiming to achieve the FY2031 Strategy target, our top priority is to develop human resources, particularly at the management level, who will lead businesses in expansion of resource recycling and enhancing the supply of high-performance materials and products by enhancing profitability. The entire Company will develop human resources selected based on Company-wide standards focused on performance and potential.

◆ Build a foundation for co-creation and growth

Diversity in management

Ratio of diverse attributes* among managers
*Women, non-Japanese people, mid-career hires, people with disabilities

In order to achieve the Group's sustainable growth, it is necessary to create innovation outside of existing frameworks. We place importance on diversity as the basis for this. First, we aim to increase the ratio of diverse attributes at the decision-making level to 30% or more. We will cultivate an awareness and culture that recognizes each other's diverse individuality and creates new value from differing opinions.

Continuous improvement of employee engagement

Positive response rate in employee engagement survey

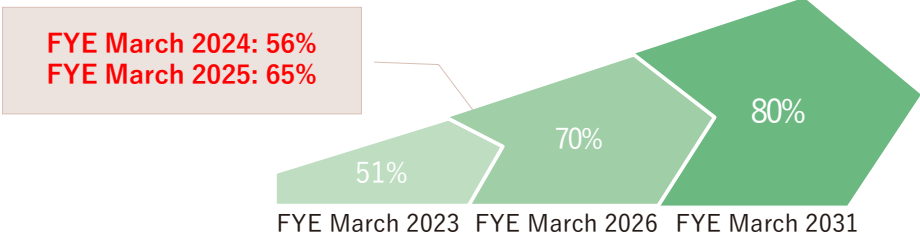
We selected this metric to measure for alignment between job fulfillment for our employees, who play a key role in all of our human capital initiatives, and the direction of the Company as we growth through co-creation among employees and between employees and the Company.

Key KPI (1) Continuously Retaining and Developing Management Leader Candidates

● Developing and retaining human resources for business growth

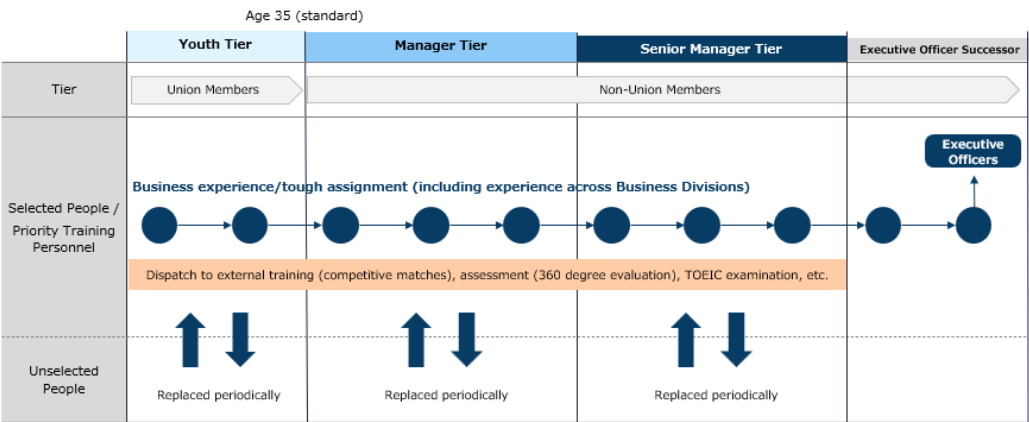
< Targets >

Ratio of candidates on the Next-generation Leadership Talent Development Program to successors of Executive Officers
➔ FYE March 2026: 70%, FYE March 2031: 80%



- In order to ensure diversity among management leaders, we set a target for the ratio of women selected in Next-Generation Leadership Talent Development Program each year and select them.
< Actual >
FYE March 2023: 3.9%, FYE March 2024: 9.2%, FYE March 2025: 15.0%

- Next-Generation Leadership Talent Development program, which had been in place since 2005, was renewed in 2022. We selected talented people from younger generations.
- Next-Generation Leadership Talent Development Program contributes to the systematic development of human resources with a company-wide perspective across departments through a development plan that emphasizes business experience, selective training, and 360-degree leadership assessment.



Key KPIs (2) Diversity in Management

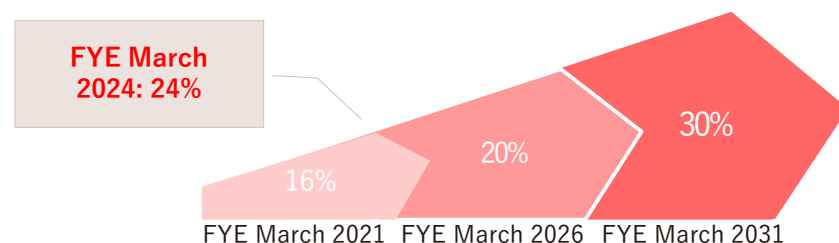
- Accelerating transformation through integrating diverse human resources and their values

< Targets >

Ratio of diverse attributes* among managers

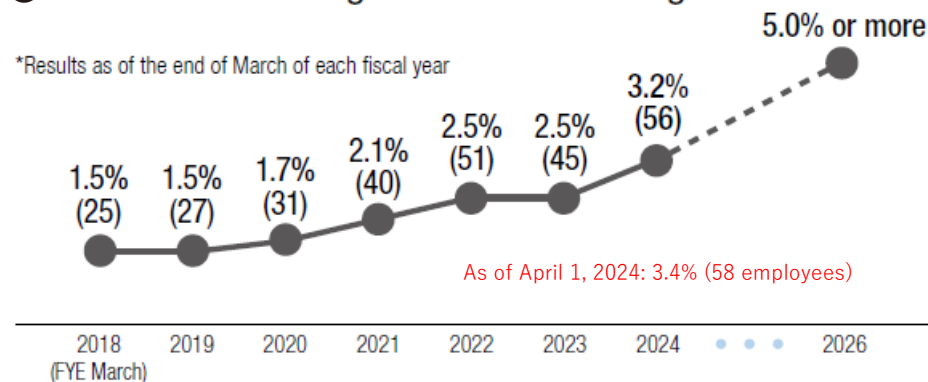
➔ FYE March 2026: 20%, FYE March 2031: 30%

*Women, non-Japanese people, mid-career hires, people with disabilities



● Trends for Percentage of Women in Management Positions

*Results as of the end of March of each fiscal year



- Focus on “disseminating equity and inclusion” in parallel with “ensuring diversity”
- New initiatives from FYE March 2024
 - Held seminars by DE&I experts (for directors)
 - Hosted DEI Forum on International Women's Day
 - Seminars on LGBTQ+ held by Outside Directors (for all employees)
- New initiatives from FYE March 2025
 - Consideration of expanding DE&I initiatives at domestic and overseas Group companies
 - Creation of workplaces at plants where employees of diverse backgrounds can play active roles, etc.



Holding a DEI Forum

Held jointly by eight nonferrous metal companies and the Japan Mining Industry Association to strengthen industry-wide efforts.

Holding an international Women's Day event

At MMC Hardmetal India Pvt. Ltd, an event was held to thank women for their presence and to recognize their accomplishments to date.



Sponsorship of Tokyo Rainbow Pride 2024

We promote an inclusive corporate culture and aim to create a work environment where all people can shine in their own way.

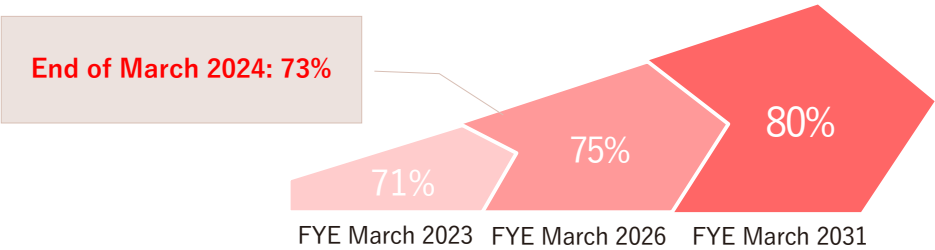
Key KPIs (3) Continuous Improvement of Employee Engagement

● Fostering job fulfillment through well-being

< Targets >

Positive response rate in employee engagement survey

➔ FYE March 2026: 75%, FYE March 2031: 80%



- Since FYE March 2023, the engagement survey has been conducted annually for non-consolidated employees.
- Our original 30 questions were analyzed by classifying them into 5 categories: “Work,” “Colleagues,” “Compensation,” “Organization,” and “Growth Opportunities.”
- Since FYE March 2023, we have been taking action to improve the areas of “Growth Opportunities” and “Organization,” which have relatively low response rates.

● Trends for Positive Response Rate

Category	Areas to be strengthened					All questions
	Work	Colleagues	Compensation	Organization	Growth Opportunities	
Change from FYE March 2023	+1.3pt	+1.7pt	+4.1pt	+1.0pt	+4.9pt	+2.0pt

● Actions for improvement in areas to be strengthened based on the results for FYE March 2023

Organization	Growth Opportunities
<ul style="list-style-type: none">• Holding Town Hall Meetings• Sharing information with employees through internal branding activities	<ul style="list-style-type: none">• Rigorous performance management cycles (feedback from evaluations)• Continuous management support for growth through 1-on-1 meetings• Holding a career event as a campaign to encourage thinking about careers

● Additional Actions for FYE March 2024

Each business division has been identifying issues in the division, setting policies and targets to address their issues, and executing action plans to accomplish these.

Improving employee engagement to invigorate our organizations

VOICE

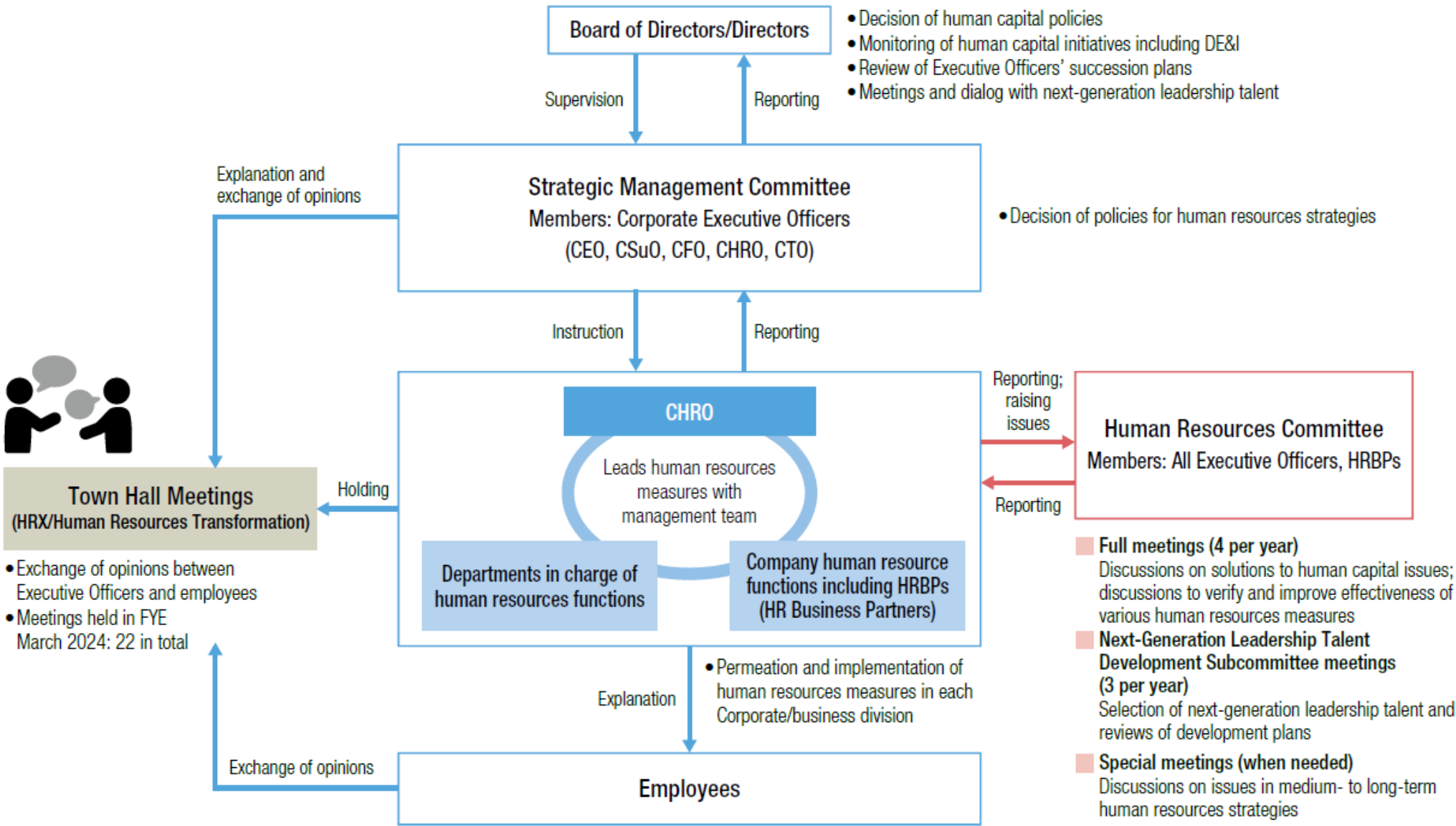
We evaluate survey results, together with HR data, from various angles. In this fiscal year, we have designated sharing and disseminating the Company's Vision as an important measure. A specific measure is our direct dialogue meetings, where the Company's President directly visits each plant and explains our vision, his expectations of the plant, and scenarios for future growth. Additionally, feedback from employees is reflected in our management to foster unity between the Company and its plants. Surveys are used to verify the effect of this measure and further improve employee engagement.



Nana Ohkura
HR Business Partner Section
Administration Division
Advanced Products Company

System for Implementing Human Resources Strategy

■ Lead HR initiatives in cooperation with CHRO, departments in charge of HR functions, Company human resource functions including HRBPs.



(Reference) Selection for ESG Investment Indices

- We were first selected for FTSE4Good Index Series and FTSE Blossom Japan Index in June 2024.
- We are now included in all ESG investment indices for domestic stocks that have been adopted by the the Government Pension Investment Fund (GPIF).

● Selected ESG investment indices (ESG investment indices adopted by GPIF are underlined)

MSCI ESG Leaders Indexes

MSCI Japan ESG Select Leaders Indexes

MSCI Japan Select Leaders Indexes

MSCI Japan Empowering Women Index (WIN)

FTSE4Good Index Series *Selected for the first time in June 2024

FTSE Blossom Japan Index *Selected for the first time in June 2024

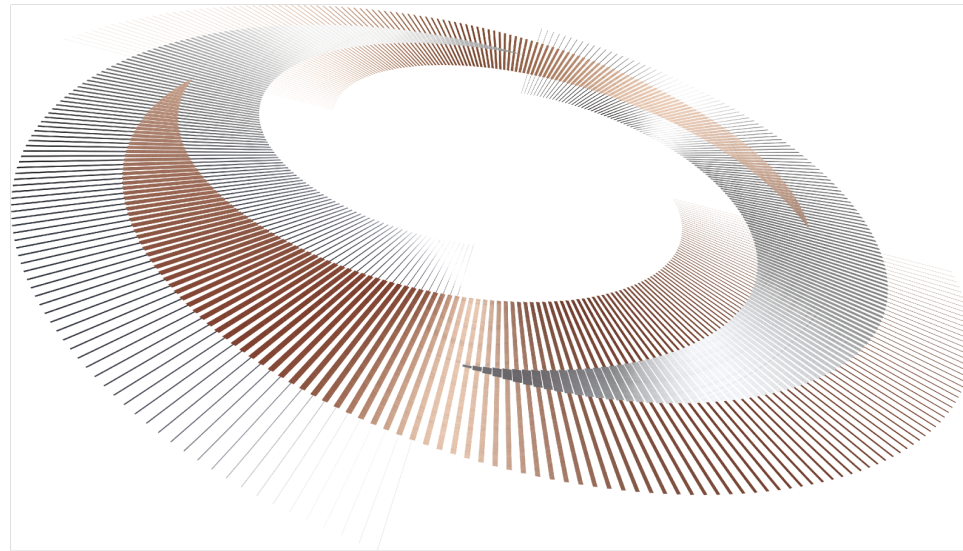
FTSE Blossom Japan Sector Relative Index

S&P/JPX Carbon Efficient Index

Morningstar Japan ex-REIT Gender Diversity Tilt Index

ECPI INDICES

SOMPO Sustainability Index



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



For more information, please contact :

**Mitsubishi Materials Corporation
IR Group, Corporate Communications Dept.
Strategic Headquarters**

**Marunouchi Nijubashi Building, 3-2-3, Marunouchi, Chiyoda-ku,
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<https://www.mmc.co.jp/corporate/en/index.html>

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