[Summary]

Securities identification code: 5706
May 28, 2026

To Shareholders:

Mitsui Kinzoku Company, Limited
1-11-1 Osaki, Shinagawa-ku,
Tokyo 141-8584, Japan

IKENOBU Seiji
President and
Representative Director

Notice of Convocation of the 101st Annual General Meeting of Shareholders

Dear Shareholders:

Thank you for your patronage. You are cordially invited to attend the 101st Annual General Meeting of Shareholders of Mitsui Kinzoku Company, Limited. The meeting will be held on Friday, June 26, 2026. Please find below the Notice of Convocation.

Please review the proposals submitted to the General Meeting of Shareholders and the overview of operations for the 101st fiscal year.

Sincerely,

Meeting Particulars

1. Date and Time: 10 a.m. on Friday, June 26, 2026 (JST)

2. Place: Gate City Hall, Underground Level 1,
Gate City Ohsaki-West Tower,
1-11-1 Osaki, Shinagawa-ku, Tokyo

3. Purpose of the Meeting:
Matters to be reported

1. Business Report, Consolidated Financial Statements, and reports from the financial auditor and the Audit and Supervisory Committee on consolidated financial statements for the 101st fiscal year (from April 1, 2025, to March 31, 2026)
2. Reports on financial statements for the 101st fiscal year (from April 1, 2025, to March 31, 2026)

Matters to be resolved
Proposals by the Company: Items 1-4

First Item	Appropriation of Retained Earnings
Second Item	Election of Six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members)
Third Item	Election of Four (4) Directors who are Audit and Supervisory Committee Members
Fourth Item	Revisions to the Restricted Stock Compensation Plan for the Directors (excluding Directors who are Audit and Supervisory Committee Members)

Proposals by a Shareholder: Items 5-7

Fifth Item	Stock Dividends
Sixth Item	Partial Amendment of the Articles of Incorporation (Individual Disclosure of Executive Compensation)
Seventh Item	Partial Amendment of the Articles of Incorporation (Change of Company Name)

Proposals by a Shareholder (Items 5-7) are described in pages 29-31 of the General Meeting of Shareholders' Reference Materials hereafter.

4. Note of Caution in Exercising Voting Rights:

Proposals by one of the Shareholders have been presented for this Annual General Meeting of Shareholders as indicated above. While the details are provided hereafter for the Fifth Item through Seventh Item, **the Board of Directors of the Company is opposed to these proposals.**

Since the Fifth Item is in conflict with the First Item proposed by the Company, **please note that you should not indicate your approval for both Items.** If you vote in favor of both Items, your votes for both the First Item and the Fifth Item will be deemed invalid.

5. Other Items pertaining to the Convocation of the General Meeting of Shareholders:

If you are unable to attend the meeting, you can exercise your voting rights in writing by submitting the Voting Rights Exercise Form or by electronic means (Internet, etc.). Please review the attached General Meeting of Shareholders' Reference Materials and exercise your voting rights **by 5 p.m. on Thursday, June 25, 2026 (JST).**

In the case of exercising voting rights both by the voting right exercise form and electronically (Internet, etc.), regardless of the timing of the voting rights submissions, the electronic (Internet, etc.) version will be considered effective.

In the case of exercising voting rights electronically (Internet, etc.) multiple times, the final exercise of voting rights will be considered effective.

In accordance with the stipulations of the Company's Articles of Incorporation, shareholders seeking to exercise voting rights via a proxy will be requested to designate another shareholder with voting rights as the proxy. In addition, please note that only shareholders are eligible to attend the Annual General Meeting of Shareholders.

- End -

1. When you attend the meeting in person, please submit the voting right exercise form enclosed herewith to the receptionist at the place of the meeting. In addition, please bring with you this Notice of Convocation to assist us in reducing the amount of paper used.

2. If there arises the need to make revisions to the General Meeting of Shareholders' Reference Materials or the appended Business Report, Consolidated Financial Statements, and Nonconsolidated Financial Statements, revised items will be posted on the Company's website.

The Company's website (https://www.mitsui-kinzoku.com/en/)

This is a summary translated from the Japanese-language Notice of Convocation distributed to shareholders in Japan.

Guide to Exercising Voting Rights

In the event of your inability to attend, you may exercise your voting rights by either of the methods described below.

1. Method of Exercising Voting Rights by Paper Form

Please indicate your approval or disapproval of the agenda items on the enclosed voting rights exercise form and send in the form so that it arrives before the deadline.

Exercise deadline: To arrive no later than 5 p.m. on Thursday, June 25, 2026 (JST)

2. Method of Exercising Voting Rights Electronically (Internet, Etc.)

(1) Exercise of Voting Rights Via the Internet

Please access the voting website at https://www.web54.net from a personal computer or a smartphone, follow the instructions shown on the screen, and by entering a new password (you may change your password if you wish) using the "voting rights exercise code" and "password" shown on the enclosed voting rights exercise form, you will be able to submit votes of approval or disapproval for each of the agenda items.

Exercise deadline: Until 5 p.m. on Thursday, June 25, 2026 (JST)

Questions Regarding Personal Computer Operation, Etc.

If you have questions regarding the use of the voting rights exercise website, please contact the following unit.

Sumitomo Mitsui Trust Bank, Limited
Help Desk for Internet Voting
Phone Number: +81 120 (652) 031
(Available from 9 a.m. to 9 p.m. (JST))

Postal costs saved through internet voting will be donated to the Genki Shinagawa Job Assistance Center for the Disabled. Please take advantage of this opportunity for internet voting.

(2) Exercising Voting Rights via the Voting Rights Exercise Platform

With regard to institutional investors, shareholders who have registered in advance to use the Voting Rights Exercise Platform may use this platform to exercise their voting rights.

General Meeting of Shareholders' Reference Materials

Matters to Be Resolved and Reference Items:

Proposals by the Company: Items 1-4

First Item

Appropriation of Retained Earnings

We propose that appropriation of retained earnings be performed as follows.

While ensuring that it retains sufficient internal reserves to fund measures for strengthening operations and promoting future business expansion, the Company has a fundamental policy of seeking to distribute dividends.

Specifically, the Company aims to pay dividends at a consolidated dividend on equity ratio (DOE) of approximately 3.5%, focusing on continuous and stable dividend distribution.

In accordance with this fundamental policy, based on the consideration of the Company's financial condition and its performance in the fiscal year under review, the Company proposes that the year-end dividend applicable to the fiscal year under review be ¥145 per share as described below.

Year-End Dividends

(1) Type of Dividend Asset	Money
(2) Allocation and Total Value of Dividend Assets	¥145 per share of common stock Total value of ¥8,295,784,080
(3) Effective Date of Retained Earnings Distribution	June 29, 2026

Reference

Basic principle for capital policy

The Company has set out the basic idea of its capital policy below, considering the significant impact the trend in capital policy has on the interests of the shareholders.

(1) The Company aims to achieve sustainable growth and a medium to long-term increase in corporate value. It maintains the level of shareholders' equity necessary to form a foundation for not only the domestic expansion of the business, but also the global expansion of the business.

(2) The Company's basic dividend policy is to appropriately distribute profit while retaining the amount of internal reserves necessary for future business development and structural reinforcement.
More specifically, by adopting the progressive dividend policy, the Company aims to pay dividends at a consolidated dividend on equity ratio (DOE) of approximately 3.5%.

The shareholder return policy is subject to change according to the progress of the improvement of the Company's management foundation and financial position.

[Trends in Dividends and DOE]

	98th	99th	100th	101st
Year-end dividend (Yen)	¥140	¥70	¥90	¥145
Interim dividend (Yen)	-	¥70	¥75	¥100
150th anniversary commemorative dividend (Yen)	-	-	¥15	-
DOE (%)	3.3%	3.1%	3.2%	3.5%

Note: The basic capital policy was revised and the revised policy has applied since the 101st fiscal year.

Second Item

Election of Six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members)

The current Directors (excluding Directors who are Audit and Supervisory Committee Members, hereinafter the same in this proposal), totaling six (6), will have their terms expire at the conclusion of this Annual General Meeting of Shareholders.

Therefore, the Company requests the appointment of six (6) Directors.

The candidates for Director positions are as follows, and Mr. TOIDA Kazuhiko and Ms. TAKEGAWA Keiko are candidates for Outside Directors.

Regarding the Director candidates, the Nomination Review Committee chaired by an Outside Director has comprehensively examined their capabilities, knowledge, and character in consideration of their diversity, and considered those who can sufficiently fulfill their responsibilities as Directors, and the Board of Directors has determined the candidates based on these results.

(Male: five (5) Female: one (1))

No.	Name	Title/Positions	Number of years served as Director (Year)	Attendance rate*1	Committee
1	NOU Takeshi Reappointed	Chairman, Director	11	100%	-
2	IKENOBU Seiji Reappointed	President and Representative Director	3	100%	Nomination*2 Compensation*3
3	OKABE Masato Reappointed	Representative Director, Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Engineered Materials Sector	4	100%	Internal Audit*4 (Chairperson)
4	YOSHIMOTO Seiichiro Newly Appointed	Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector	-	-	-
5	TOIDA Kazuhiko Reappointed Outside Independent	Outside Director, Chairperson of the Board of Directors	6	100%	Nomination Compensation Internal Audit (Observer)
6	TAKEGAWA Keiko Reappointed Outside Independent	Outside Director	5	100%	Nomination Compensation Internal Audit (Observer)

Notes:

1. The titles and positions stated are those at the Company as of the date of sending this Notice of Convocation.
2. Ms. TAKEGAWA Keiko's total number of years served, including her time as an Outside Corporate Auditor, is seven (7) years.

*1. Attendance Rate: attendance rate at the meeting of Board of Directors
*2. Nomination: Nomination Review Committee
*3. Compensation: Compensation Committee
*4. Internal Audit: Internal Audit Committee

Attributes of the candidates

Newly Appointed: Candidate as Director for newly-appointment

Reappointed: Candidate as Director for reappointment

Outside: Candidate for Outside Director

Independent: Independent Director as provided for by the Tokyo Stock Exchange, etc.

Candidate Number: 1	NOU Takeshi (December 3, 1961)	Number of Company's Shares in Possession:36,000 Number of years served as Corporate Director: Eleven (11) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meeting of the Nomination Review Committee: 100% (9/9) Attendance at the meeting of the Compensation Committee: 100% (12/12)

Reappointed

◆Profile; Title and Positions

April 1986	Entered the Company
June 2010	Managing Director of Mitsui Copper Foil (Malaysia) Sdn. Bhd.
October 2013	General Manager of Recycling Business Promotion Group, Metals, Minerals & Environmental Engineering Sector
April 2014	Executive Officer, Senior General Manager of Technology Management Division, Metals & Recycling Division, Metals Sector
April 2015	Executive Officer, Deputy Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
June 2015	Director, Senior Executive Officer, Deputy Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
October 2015	Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
April 2016	Representative Director, Managing Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector
April 2020	Representative Director, Executive Vice President, Senior General Manager of Business Creation Sector
April 2021	President and Representative Director
April 2026	Chairman, Director (current positions)

◆Important Positions Held Concurrently at Other Organizations
No significant position held concurrently at other organizations

◆Reasons for the Nomination of the Candidate as Director
Mr. NOU Takeshi has a wealth of experience cultivated through his many years of involvement in the Group's electronic materials business and engineered materials business. He is well versed in the Company's business, including areas which are currently growing and areas which are expected to grow in the future, having launched the Business Creation Sector to create growth products and businesses as foundation for future. Having served as Representative Director and Executive Vice President in 2020, President and Representative Director from 2021, and Chairman, Director since April 2026, he has managed the Company with its sustainable growth constantly in mind and has contributed to the enhancement of the Company's medium- to long-term corporate value.
The Company judges that he is indispensable to the Board of Directors of the Company, possessing high ethical standards, diverse insight, experience, expertise, and capabilities that contribute to the sustainable growth of the Group and the medium- to long-term enhancement of its enterprise value, and he is expected to contribute to the appropriate management supervision of the Board of Directors and the enhancement of its decision-making functions.

◆Special Interests between the Candidate and the Company
There are no special interests between the candidate and the Company.

Candidate Number: 2	IKENOBU Seiji (February 12, 1971)	Number of Company's Shares in Possession: 9,300 Number of years served as Corporate Director: Three (3) years Attendance at the meetings of the Board of Directors: 100% (14/14)

Reappointed

◆Profile; Title and Positions

April 1995	Entered the Company
June 2013	General Manager of Technical Planning Group, Technology Management Division, Metals, Minerals & Environmental Engineering Sector
January 2015	General Manager of Ageo Copper Foil, Strategic Production Planning Department, Copper Foil Division, Engineered Materials Sector
April 2016	General Manager of Business Planning Group, Metals Sector
April 2020	General Manager of Business Planning Group, Metals Sector, Deputy General Manager of Copper & Precious Metals Division, Metals Sector, General Manager of Business Development Department, Metals Sector
April 2021	Executive Officer, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
April 2023	Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
June 2023	Director, Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector, General Manager of Corporate Planning Department, Corporate Planning & Control Sector
April 2024	Managing Director, Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector
April 2025	Representative Director, Executive Vice President, Senior General Manager of Corporate Planning & Control Sector
April 2026	President and Representative Director (current positions)

◆Important Positions Held Concurrently at Other Organizations
No significant position held concurrently at other organizations

◆Reasons for the Nomination of the Candidate as Director
Mr. IKENOBU Seiji possesses a wide range of experience and knowledge in the metals business, engineered materials business and corporate planning of the Group and is well versed in the Company's business. Additionally, he has served as Executive Officer in 2021, Deputy Senior General Manager of the Corporate Planning & Control Sector in 2023, Managing Director and Senior General Manager of Corporate Planning & Control Sector in 2024, Representative Director and Executive Vice President in 2025, and President and Representative Director since April 2026, he has been participating in the Company's management and promoting various measures to maximize the corporate value of the Group. The Company judges that he is indispensable to the Board of Directors of the Company, possessing diverse insight, high ethical standards, decision-making capabilities, strategy-planning capabilities, the ability to execute business and transformational capabilities that contribute to the sustainable growth of the Group and the medium- to long-term enhancement of its enterprise value.

◆Special Interests between Candidate and the Company
There are no special interests between the candidate and the Company.

Candidate Number:3	OKABE Masato (May 5, 1963)	Number of Company's Shares in Possession: 16,100 Number of years served as Corporate Director: Four (4) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meetings of the Internal Audit Committee: 100% (5/5)

Reappointed

◆Profile; Title and Positions

April 1986	Entered the Company
June 2010	Director and Vice President, Taiwan Copper Foil Company, Limited
June 2011	General Manager of Business Planning Group, Electronics Materials Sector
September 2013	Assistant to General Manager of Catalysts Strategic Division, Engineered Materials Sector
January 2014	General Manager of Sales Department, Catalysts Strategic Division, Engineered Materials Sector
October 2015	Deputy General Manager of Catalysts Division and General Manager of Sales Department, Catalysts Division, Engineered Materials Sector
April 2016	Executive Officer, General Manager of Catalysts Division, Engineered Materials Sector
October 2019	Deputy Senior General Manager of Engineered Materials Sector, General Manager of Catalysts Division, Engineered Materials Sector
April 2020	Senior Executive Officer, Senior General Manager of Engineered Materials Sector
June 2022	Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector
April 2023	Managing Director, Senior Executive Officer, Senior General Manager of Engineered Materials Sector, General Manager of Business Planning Group, Engineered Materials Sector
April 2024	Representative Director, Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Engineered Materials Sector (current positions)

◆Important Positions Held Concurrently at Other Organizations
No significant position held concurrently at other organizations

◆Reasons for the Nomination of the Candidate as Director
Mr. OKABE Masato has good knowledge of business strategy and sales and marketing gained through extensive sales and planning experience in the Group's electronic materials business and engineered materials business, and he is well versed in the Company's business. Additionally, since he was appointed Senior Executive Officer, Senior General Manager of Engineered Materials Sector in 2020, Director in 2022, Managing Director in 2023, and Representative Director and Senior Managing Director in April 2024, he has been participating in the Company's management and implementing various measures to maximize the Group's corporate value as Senior General Manager of the Engineered Materials Sector.
The Company judges that he is indispensable to the Board of Directors of the Company, possessing diverse insight, high ethical standards, decision-making capabilities, strategy-planning capabilities, the ability to execute business and transformational capabilities that contribute to the sustainable growth of the Group and the medium-to long-term enhancement of its enterprise value.

◆Special Interests between Candidate and the Company
There are no special interests between the candidate and the Company.

Candidate Number: 4	YOSHIMOTO Seiichiro (April 19, 1967)	Number of Company's Shares in Possession: 5,500 Number of years served as Corporate Director: —

Newly Appointed

◆Profile; Title and Positions

April 1992	Entered the Company
June 2020	General Manager of Finance & Accounting Department
April 2023	Executive Officer, General Manager of Finance & Accounting Department
April 2026	Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector (current positions)

◆Important Positions Held Concurrently at Other Organizations
Outside Corporate Auditor of Powdertech Co.,Ltd.

◆Reasons for the Nomination of the Candidate as Director
Mr. YOSHIMOTO Seiichiro possesses a wide range of experience and knowledge in accounting and the management of affiliated companies and is well versed in the Company's business. Additionally, since he was appointed as Executive Officer in 2023, he has been participating in the Company's management. Also, since April 2026, he has been implementing various measures to maximize the Group's corporate value as Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector overseeing the Accounting Dept., the Corporate Communications Dept. and CSR office.
The Company judges that he is indispensable to the Board of Directors of the Company, possessing diverse insight, high ethical standards, expertise, and capabilities that contribute to the enhancement of the Group's corporate value.

◆Special Interests between the Candidate and the Company
There are no special interests between the candidate and the Company.

Candidate Number: 5	TOIDA Kazuhiko (July 2, 1952)	Number of Company's Shares in Possession: 2,300 Number of years served as Outside Director: Six (6) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meeting of the Nomination Review Committee: 100% (9/9) Attendance at the meeting of the Compensation Committee: 100% (12/12) Attendance at the meeting of the Internal Audit Committee: 100% (5/5)

Reappointed

Outside

Independent

◆Profile; Title and Positions

April 1975	Entered Nissan Motor Co., Ltd.
April 2001	Senior Vice President, Global Aftersales Business, Nissan Motor Co., Ltd.
April 2005	Senior Vice President, Japan Marketing & Sales, Chairman of MC-Dealer, Nissan Motor Co., Ltd.
April 2009	Executive Vice President, FALTEC Co., Ltd.
April 2009	Chairman and Board Director, ALTIA Co., Ltd.
April 2010	Representative Director, President and CEO, FALTEC Co., Ltd.
April 2017	Chairman of the Board and Representative Director, FALTEC Co., Ltd.
June 2017	Senior Adviser, FALTEC Co., Ltd.
April 2018	Executive Board Member, Rikkyo Educational Corporation
June 2020	Outside Director (current position)
September 2020	Chairperson of the Board, Rikkyo Educational Corporation
June 2022	Chairperson of the Board of Director (current position)
April 2023	Advisor, Rikkyo University Innovation Center for Applied Artificial Intelligence (ICA-AI) (current position)
April 2025	Chairperson of the Advisory Board, Rikkyo University Graduate School of Artificial Intelligence and Science (current position)
June 2025	Chairperson of the Board, St. Stephen's School (current position)

◆Important Positions Held Concurrently at Other Organizations
Chairperson of the Advisory Board, Rikkyo University Graduate School of Artificial Intelligence and Science
Chairperson of the Board, St. Stephen's School

◆Reasons for the Nomination of the Candidate as Outside Director
Mr. TOIDA Kazuhiko has experience as a business executive, having been engaged in a wide range of work at Nissan Motor Co., Ltd., including product planning, sales promotion, and launch of a sales company, with a focus on the sales division. In addition, he has achieved listing on the First Section of the Tokyo Stock Exchange at FALTEC Co., Ltd. as Representative Director and President. He has served as Chairperson of the Board from 2020 to 2022, Rikkyo Educational Corporation, and possesses a wealth of experience and knowledge.
The Company expects him to contribute to the strengthening of the Group's management oversight and supervisory functions and enhancement of the transparency of the Board of Directors from the perspective of enhancement of corporate value over the medium- to long-term, by utilizing his wide range of work experience and his wealth of knowledge and experience as a manager and proactively expressing his opinions from a position independent from the management without being bound by norms within the Company. Thus, the Company has nominated him as a candidate for Outside Director.

◆Special Interests between Candidate and the Company
There are no special interests between the candidate and the Company.

Candidate Number: 6	TAKEGAWA Keiko (April 23, 1958)	Number of Company's Shares in Possession: 2,600 Number of years served as Outside Director: Five (5) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meeting of the Nomination Review Committee: 100% (9/9) Attendance at the meeting of the Compensation Committee: 100% (12/12) Attendance at the meeting of the Internal Audit Committee: 80% (4/5)

Reappointed
Outside
Independent

◆Profile; Title and Positions

April 1981	Entered Prime Minister's Office (Presently Cabinet Office)
July 2008	Deputy Director General for Policies on Cohesive Society, Cabinet Office
July 2009	Deputy Director General for Gender Equality Bureau, Cabinet Office
December 2012	Director, Public Relations Office, Cabinet Office
July 2014	Director General, Gender Equality Bureau
April 2019	Professor, Showa Women's University
June 2019	Outside Corporate Auditor
June 2019	Outside Member of the Board, NIPPON TELEGRAPH AND TELEPHONE CORPORATION
April 2020	Dean of Faculty of Global Business, Showa Women's University
April 2020	Director of Institute of Women's Culture, Showa Women's University (current position)
April 2021	Specially Appointed Professor, Showa Women's University (current position)
April 2021	Outside Director, Sekisui House, Ltd.
June 2021	Outside Director (current position)
December 2025	External Director, Kanamic Network Co., LTD (current position)

◆Important Positions Held Concurrently at Other Organizations
Director of Institute of Women's Culture, Showa Women's University
Specially Appointed Professor, Showa Women's University
External Director, Kanamic Network Co., LTD (current position)

◆Reasons for the Nomination of the Candidate as Outside Director
Ms. TAKEGAWA Keiko served as Director, Public Relations Office and Director General, Gender Equality Bureau at the Cabinet Office and has a wealth of knowledge and administrative experience through her engagement in formulation and implementation of policies such as promotion of women's participation and advancement.
Although she has never been directly involved in management of a company other than serving as an Outside Director or an Outside Corporate Auditor, the Company expects her to contribute to the strengthening of the Group's management oversight and supervisory functions and enhancement of the transparency of the Board of Directors, by giving appropriate advice on the Company's Diversity, Equity & Inclusion initiatives and by expressing opinions on the direction the Company should move in based on government developments. Thus, the Company has nominated her as a candidate for Outside Director.

◆Special Interests between Candidate and the Company
There are no special interests between the candidate and the Company.

Notes of Caution Regarding Second Item: Election of Six (6) Directors (excluding Directors who are Audit and Supervisory Committee members):

1. Outline of the contents of the limited liability agreement

Based on the Companies Act Article 427, Paragraph 1, the Company has concluded a contract with Mr. TOIDA Kazuhiko and Ms. TAKEGAWA Keiko regarding liability as defined by the Companies Act Article 423, Paragraph 1 to limit total liability to the amount stipulated by the Companies Act Article 425, Paragraph 1. If the reappointment of each candidate is approved, the aforementioned contract will be extended.

2. Outline of the contents of the officers' liability insurance agreement

The Company has entered into a directors and officers liability insurance contract stipulated in the Companies Act Article 430-3, Paragraph 1, with an insurance company to cover damages of the insured person. If each candidate is elected as Director and assumes office, they will be the insured under the insurance contract. In addition, the Company plans to renew the insurance contract at the expiration of the current contract term.

3. About notices for independent officers

The Company has notified the Tokyo Stock Exchange that Mr. TOIDA Kazuhiko and Ms. TAKEGAWA Keiko are Independent Directors of the Company.

4. Acts taken by Outside Directors to prevent execution of business in violation of laws and regulations or the Articles of Incorporation, or that is otherwise improper or fraudulent, and measures taken after such acts occur

During the previous fiscal year, while Mr. TOIDA Kazuhiko and Ms. TAKEGAWA Keiko were serving as Outside Directors, it was discovered that Mitsui Kinzoku Perlite Co., LTD. (a subsidiary of the Company) had engaged in inappropriate conduct, such as fabricating and altering inspection data.

Both Outside Directors had been regularly calling attention to the importance of legal compliance and other related matters but were unaware of these facts in advance. Following the discovery of this matter, in light of their supervisory responsibilities at the parent company, both Directors have been fulfilling their duties from an independent standpoint at meetings of the Board of Directors and other meetings by continuously supervising the progress of recurrence prevention measures covering the entire Group and proposing the further strengthening of internal controls.

Third Item

Election of Four (4) Directors who are Audit and Supervisory Committee Members

The terms of office of all four (4) current Directors who are Audit and Supervisory Committee Members will expire at the conclusion of this Annual General Meeting of Shareholders.

Accordingly, the Company proposes four (4) candidates for the positions of Audit and Supervisory Committee Member.

The candidates for Director positions are as follows, and Mr. ISHIDA Toru, Mr. INOUE Hiroshi and Ms. KAWANISHI Sachiko are candidates for Outside Directors.

Regarding the Director candidates, the Nomination Review Committee chaired by an Outside Director has comprehensively examined their capabilities, knowledge, and character in consideration of their diversity, and considered those who can sufficiently fulfill their responsibilities as Directors, and the Board of Directors has determined the candidates based on these results.

The Audit and Supervisory Committee Member's approval of this proposal has already been obtained.

(Male: three (3) Female: One (1))

No.	Name	Title/Positions	Number of years served as Director (Year)	Attendance rate of the Board of Directors	Attendance rate of the Audit and Supervisory Committee Member	Committee
1	SHIKI Kazuya Reappointed	Director, Full-time Audit and Supervisory Committee Member, Chairperson of the Audit and Supervisory Committee	2	100%	100%	Internal Audit*3 (Observer)
2	ISHIDA Toru Reappointed Outside Independent	Outside Director, Audit and Supervisory Committee Member	2	100%	100%	Nomination*1 (Chairperson) Compensation*2 Internal Audit (Observer)
3	INOUE Hiroshi Reappointed Outside Independent	Outside Director, Audit and Supervisory Committee Member	2	100%	100%	Nomination Compensation (Chairperson) Internal Audit (Observer)
4	KAWANISHI Sachiko Reappointed Outside Independent	Outside Director, Audit and Supervisory Committee Member	2	92%	92%	Nomination Compensation Internal Audit (Observer)

Notes1: The titles and positions stated are those at the Company as of the date of sending this Notice of Convocation.
Notes2: Mr. ISHIDA Toru's total number of years served, including his time as an Outside Corporate Auditor, will be eight (8) years.
Notes3: Mr. INOUE Hiroshi's total number of years served, including his time as an Outside Corporate Auditor, will be five (5) years.
*1. Nomination: Nomination Review Committee
*2. Compensation: Compensation Committee
*3. Internal Audit: Internal Audit Committee

Attributes of the candidates

Reappointed: Candidate as Director for reappointment

Outside: Candidate for Outside Director

Independent: Independent Director as provided for by the Tokyo Stock Exchange, etc.

Candidate Number:1	SHIKI Kazuya (April 2, 1964)	Number of Company's Shares in Possession: 5,200 Number of years served as Director: Two (2) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meetings of the Audit and Supervisory Committee Member:100% (14/14) Attendance at the meeting of the Internal Audit Committee:100% (5/5)

Reappointed

◆Profile; Title and Positions

April 1988	Entered the Company
January 2016	General Manager of Legal Department, Corporate Planning & Control Sector
April 2019	Executive Officer, General Manager of Legal Department, Corporate Planning & Control Sector
June 2024	Director, Full-time Audit and Supervisory Committee Member (current position)
June 2024	Chairperson of the Audit and Supervisory Committee Member (current position)

◆Important Positions Held Concurrently at Other Organizations

No significant position held concurrently at other organizations

◆Reasons for the Nomination of the Candidate as Corporate Auditor

Mr. SHIKI Kazuya has long engaged in legal affairs operations, has profound knowledge that has been gained in the Legal Department, and has a considerable understanding of risk management. Therefore, he contributes to the increase of the effectiveness of the supervision of management by the Board of Directors, and the Company believes that he is capable of appropriately fulfilling the role and responsibilities of a Director who is a member of the Audit and Supervisory Committee.

If he is elected, he will work in cooperation with the Outside Directors from the position of a person familiar with the Company, improve the functions of the Board of Directors in the supervision of management as a member of the Audit and Supervisory Committee, and audit and supervise business operations as a whole.

◆Special Interests between the Candidate and the Company

There are no special interests between the candidate and the Company.

Candidate Number: 2	ISHIDA Toru (November 1, 1952)	Number of Company's Shares in Possession: 1,700 Number of years served as Outside Director: Two (2) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meetings of the Audit and Supervisory Committee Member: 100% (14/14) Attendance at the meeting of the Nomination Review Committee: 100% (9/9) Attendance at the meeting of the Compensation Committee: 100% (12/12) Attendance at the meeting of the Internal Audit Committee: 100% (5/5)

Reappointed

Outside

Independent

◆Profile; Title and Positions

April 1975	Entered Ministry of International Trade and Industry (Presently Ministry of Economy, Trade and Industry)
July 2003	Director General for Policy Planning and Coordination, Minister's Secretariat, METI
September 2005	Director-General, Trade and Economic Cooperation Bureau, METI
July 2007	Director-General, Industrial Science and Technology Policy and Environment Bureau, METI
July 2008	Commissioner, Agency for Natural Resources and Energy, METI
January 2011	Advisor, Tokyo Electric Power Company, Incorporated (TEPCO)
June 2013	Director, Japan Alcohol Trading Co., LTD
June 2014	Vice President, Japan Alcohol Trading CO., LTD
December 2015	President, The Japan Chamber of Commerce and Industry President, The Tokyo Chamber of Commerce and Industry
June 2018	Outside Corporate Auditor
June 2024	Independent Director, SANKYU INC.
June 2024	Outside Director, Audit and Supervisory Committee Member (current position)

◆Important Positions Held Concurrently at Other Organizations
Independent Director, SANKYU INC.

◆Reasons for the Nomination of the Candidate as Corporate Auditor
Mr. ISHIDA Toru has held important positions that contribute to the revival of commerce and industry over many years, having served in posts including Director-General, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry and Commissioner, Agency for Natural Resources and Energy, and President of The Japan Chamber of Commerce and Industry and The Tokyo Chamber of Commerce and Industry.
Since he took office as an Outside Corporate Auditor, he has engaged in audits of business operations as a whole and other duties to improve governance. Therefore, the Company believes that he has the judgment and knowledge required in the auditing of business operations and is capable of providing opinions on the Company's management from an independent position and decided to name him as a candidate Outside Director that will be a member of the Audit and Supervisory Committee.
If he is elected, he will help improve the functions of the Board of Directors in the supervision of management as a member of the Audit and Supervisory Committee and engage in audits and the supervision of overseas business operations leveraging his deep understanding, knowledge and experience in supervision within the Company that he has acquired.

◆Special Interests between the Candidate and the Company
There are no special interests between the candidate and the Company.

Candidate Number: 3	INOUE Hiroshi (June 17, 1957)	Number of Company's Shares in Possession: 3,000 Number of years served as Outside Director: Two (2) years Attendance at the meetings of the Board of Directors: 100% (14/14) Attendance at the meetings of the Audit and Supervisory Committee Member: 100% (14/14) Attendance at the meeting of the Nomination Review Committee: 100% (9/9) Attendance at the meeting of the Compensation Committee: 100% (12/12) Attendance at the meeting of the Internal Audit Committee: 100% (5/5)

Reappointed

Outside

Independent

◆Profile; Title and Positions

April 1985	Appointed as Public Prosecutor
January 2012	Assistant Vice-Minister of Justice
November 2012	Chief Prosecutor of Nara District Public Prosecutors Office
July 2014	Director-General of the Immigration Bureau, the Ministry of Justice
March 2017	Director-General, Inspection and Guidance Department, Supreme Public Prosecutors Office
June 2017	Chief Prosecutor of Nagoya District Public Prosecutors Office
February 2018	Superintending Prosecutor of Sapporo High Public Prosecutors Office
January 2020	Superintending Prosecutor of Fukuoka High Public Prosecutors Office
October 2020	Professional registration in Japan as lawyer with Momo-o, Matsuo & Namba (current position)
June 2021	Outside Corporate Auditor
June 2023	Outside Director and Audit & Supervisory Committee Member, Mazda Motor Corporation (current position)
June 2024	Outside Director, Audit and Supervisory Committee Member (current position)
April 2025	External Director, Audit and Supervisory Committee Member, Custody Bank of Japan, Ltd. (current position)

◆Important Positions Held Concurrently at Other Organizations

Lawyer

Outside Director and Audit & Supervisory Committee Member, Mazda Motor Corporation

External Director, Audit and Supervisory Committee Member, Custody Bank of Japan, Ltd.

◆Reasons for the Nomination of the Candidate as Corporate Auditor

Mr. INOUE Hiroshi has a wealth of knowledge and experience in legal circles as a public prosecutor and a lawyer. Although he has never been directly involved in management of a company despite being an outside corporate auditor and outside director, the Company believes that he has the judgment and knowledge required in the auditing of business operations and is capable of providing opinions on the Company's management from an independent position and decided to name him as a candidate Outside Director that will be a member of the Audit and Supervisory Committee.

If he is elected, he will help improve the functions of the Board of Directors in the supervision of management as a member of the Audit and Supervisory Committee and engage in audits and the supervision of overseas business operations leveraging his deep understanding, knowledge and experience in supervision within the Company that he has acquired.

◆Special Interests between the Candidate and the Company

There are no special interests between the candidate and the Company.

Candidate Number: 4	KAWANISHI Sachiko (January 22, 1959)	Number of Company's Shares in Possession: 600 Number of years served as Outside Director: Two (2) years Attendance at the meetings of the Board of Directors: 92% (13/14) Attendance at the meetings of the Audit and Supervisory Committee Member: 92% (13/14) Attendance at the meeting of the Nomination Review Committee: 100% (9/9) Attendance at the meeting of the Compensation Committee: 91% (11/12) Attendance at the meeting of the Internal Audit Committee: 100% (5/5)

Reappointed

Outside

Independent

◆Profile; Title and Positions

April 1981	Entered Honeywell Information Systems Japan, Inc.
December 1986	Entered Tohmatsu Awoki & Sanwa Audit Corporation
August 2000	Senior Managing Director, Internet Disclosure, Co., Ltd. (current position)
June 2016	Outside Audit & Supervisory Board Member, Duskin Co., Ltd.
June 2024	Outside Director, Audit and Supervisory Committee Member (current position)

◆Important Positions Held Concurrently at Other Organizations

Senior Managing Director, Internet Disclosure, Co., Ltd.

◆Reasons for the Nomination of the Candidate as Corporate Auditor

Ms. KAWANISHI Sachiko started her career as a software engineer. She then became a certified public accountant. Based on her years of experience in corporate audits, the Company believes that she has judgment, insight and other qualities required for the auditing of business operations and is capable of providing opinions on the Company's management from an independent standpoint. Therefore, the Company has decided to name her as a candidate Outside Director who will be a member of the Audit and Supervisory Committee.

If she is elected, she will help improve the functions of the Board of Directors in the supervision of management as a member of the Audit and Supervisory Committee and engage in audits and the supervision of overseas business operations leveraging her deep understanding, knowledge and experience in supervision within the Company that she has acquired.

◆Special Interests between the Candidate and the Company

There are no special interests between the candidate and the Company.

Notes of Caution Regarding Third Item: Election of Four (4) Directors who are Audit and Supervisory Committee Members:

1. Outline of the contents of the limited liability agreement

Based on the Companies Act Article 427, Paragraph 1, the Company has concluded a contract with Mr. ISHIDA Toru, Mr. INOUE Hiroshi, and Ms. KAWANISHI Sachiko, regarding liability as defined by the Companies Act Article 423, Paragraph 1 to limit total liability to the amount stipulated by the Companies Act Article 425, Paragraph 1. If the reappointment of each candidate is approved, the aforementioned contract will be extended.

2. Outline of the contents of the officers' liability insurance agreement

The Company has entered into a directors and officers liability insurance contract stipulated in the Companies Act Article 430-3, Paragraph 1, with an insurance company to cover damages of the insured person. If each candidate is elected as Director and assumes office, they will be the insured under the insurance contract. In addition, the Company plans to renew the insurance contract at the expiration of the current contract term.

3. About notices for independent officers

The Company has notified the Tokyo Stock Exchange that Mr. ISHIDA Toru, Mr. INOUE Hiroshi, and Ms. KAWANISHI Sachiko are Independent Directors of the Company.

4. Acts taken by Outside Directors to prevent execution of business in violation of laws and regulations or the Articles of Incorporation, or that is otherwise improper or fraudulent, and measures taken after such acts occur

During the previous fiscal year, while Mr. ISHIDA Toru, Mr. INOUE Hiroshi, and Ms. KAWANISHI Sachiko were serving as Outside Directors, it was discovered that Mitsui Kinzoku Perlite Co., LTD. (a subsidiary of the Company) had engaged in inappropriate conduct, such as fabricating and altering inspection data.

All three Outside Directors had been regularly calling attention to the importance of legal compliance and other related matters but were unaware of these facts in advance. Following the discovery of the matter, in light of their supervisory responsibilities at the parent company, all three Directors have been fulfilling their duties from an independent standpoint at meetings of the Board of Directors and other meetings by continuously supervising the progress of recurrence prevention measures covering the entire Group and proposing the further strengthening of internal controls.

5. About notices for independent officers

At Mazda Motor Corporation, where Mr. INOUE Hiroshi has been serving as Outside Director who is an Audit & Supervisory Committee Member, inappropriate incidents related to applications for type designation occurred were discovered in 2024. He had routinely emphasized the significance of legal compliance at meetings of the Board of Directors and other meetings of Mazda Motor Corporation, but he was not aware of these incidents in advance. Following the discovery of these incidents, he has been fulfilling his duties by providing various recommendations and expressing his opinions regarding thorough fact-finding investigations and the further strengthening of internal control systems to prevent recurrence.

Reference

Composition of the Board of Directors

(Scheduled after the conclusion of this General Meeting of Shareholders)

The skills shown in the skills matrix below have been selected by the Nomination Review Committee as the skills necessary for executing the Company's Purpose, Vision and especially the 2025-2027 Medium Term Business Plan.

(1) Reason selected as necessary skill and sufficient condition

Skills	Reason for selecting skill	Sufficient condition
Corporate management	Competence, experience and leadership enabling the formulation of strategies and the implementation of integrated thinking-based management and ambidexterity are necessary for execution of 2025-2027 Medium Term Business Plan looking towards the Purpose and Vision.	・Management experience as a director at a listed company or equivalent entity ・Director or Executive Officer responsible for the corporate planning
Business strategies	Knowledge and experience enabling the formulation and implementation of strategies for establishing a competitive advantage are necessary for realizing sustainable business growth.	・Experience of having achieved certain results through the formulation and implementation of business strategies for the engineered materials business or metals business
Finance/ Accounting	Knowledge and experience of finance and accounting are necessary to establish financial strategies that will bolster growth investment and shareholder returns to increase the resilience of the financial base underpinning management and to achieve sustainable improvement in corporate value.	・Director or Executive Officer responsible for financial management, accounting or fundraising operations or equivalent experience
Technological/ R&D/DX	The creation of new products and businesses and the strengthening of existing businesses are necessary to drive company growth, and development based on unique technologies and improvement of efficiency through sophisticated production technologies and DX are essential.	・Director or Executive Officer responsible for R&D operations or equivalent experience ・Director or Executive Officer responsible for production technology or DX operations or equivalent experience ・Academic expert
Sales/ Marketing	A good familiarity with the business environment and relationships between the Company and its customers and other stakeholders as well as knowledge and experience enabling the formulation and implementation of product planning and sales strategies are necessary.	・Director or Executive Officer responsible for sales and marketing operations or equivalent experience
HR/Organization development	The attraction, retention and development of talent, a company's most valuable resource, improvement of job satisfaction to increase engagement, and promotion of diversity are directly linked to performance.	・Director or Executive Officer responsible for personnel operations or equivalent experience ・Experience of having achieved certain results through building an organization, the development of talent, and fostering an organizational culture ・Experience working in government or other public offices, or academic expert
Legal affairs / Risk management / Compliance	Legal knowledge and experience are necessary to implement appropriate corporate governance, compliance and risk management in business activities as well as to increase the effectiveness of management supervision within the Board of Directors.	・Director or Executive Officer responsible for legal operations or equivalent experience ・Person with experience working in the legal profession or persons with legal qualifications ・Experience working in government or other public offices, or academic expert ・Director or Executive Officer responsible for safety and quality assurance operations or equivalent experience
Internationality	An in-depth understanding of and respect for each country’s culture and diversity are necessary for survival as a global enterprise.	・Executive experience or business experience at an overseas company ・Overseas academic expert

Sustainability/ Economic Security	Consideration for the environment, adherence to fair business practices and action to address economic security concerns are needed in order to continue being regarded as necessary by society, and high levels of knowledge including about business-related matters, a long-term perspective and adaptability are required.	・Director or Executive Officer responsible for business operations, executive responsible for ESG/CSR operations or equivalent experience ・Experience working in government or other public offices, or academic expert ・Experience as a consultant

(2) Skill Matrix of Each Director and Audit and Supervisory Committee Member

Name	Title/Positions	Field of particular expectation for each Director								
		Corporate management	Business strategies	Finance/ Accounting	Technologies/ R&D/ DX	Sales Marketing	HR/ Organization development	Legal affairs/ Risk management/ Compliance	Internationality	Sustainability/ Economic security
NOU Takeshi	Chairman, Director	●	○		●				○	●
IKENOBU Seiji	President and Representative Director	●	○		●			○		
OKABE Masato	Representative Director, Senior Managing Director, Senior Managing Executive Officer, Senior General Manager of Engineered Materials Sector		●			●			●	○
YOSHIMOTO Seiichiro	Director, Senior Executive Officer, Senior General Manager of Corporate Planning & Control Sector	○		●					●	
TOIDA Kazuhiko	Outside Director, Chairperson of the Board of Directors	●	○			●			○	○
TAKEGAWA Keiko	Outside Director						●	○	●	
SHIKI Kazuya	Director, Full-time Audit and Supervisory Committee Member, Chairperson of the Audit and Supervisory Committee							●	○	○
ISHIDA Toru	Outside Director, Audit and Supervisory Committee Member							●	○	●
INOUE Hiroshi	Outside Director, Audit and Supervisory Committee Member						○	●		●
KAWANISHI Sachiko	Outside Director Audit and Supervisory Committee Member	○		●	○					○

Notes: 1. Representative Directors, etc. will be determined by resolution of the Board of Directors held after the conclusion of this Annual General Meeting of Shareholders.
2. In the skills matrix, ○ indicates skills possessed by the Directors and Corporate Auditors, while ● indicates skills the Company expects Directors and Corporate Auditors to demonstrate in particular.

Ensuring Independence and Objectivity	Directors (excluding Outside Directors): five (5)
	Outside Directors: five (5) (the rate of Outside Directors: 50%)
Promoting Diversity	Male: eight (8)
	Female: two (2) (the rate of Female: 20%)

Fourth Item

Revisions to the Restricted Stock Compensation Plan for the Directors (excluding Directors who are Audit and Supervisory Committee Members)

At the 99th Annual General Meeting of Shareholders held on June 27, 2024, it was approved that the amount of annual compensation, etc. for the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members) would be no more than ¥720 million (including no more than ¥100 million for Outside Directors), Furthermore, at the 100th Annual General Meeting of Shareholders held on June 27, 2025, it was approved that, within this overall limit, the total amount of monetary claims ("Monetary Compensation Claims") or the Company's common stock to be provided annually to the Company's Directors (excluding Directors who are Audit and Supervisory Committee Members; hereinafter "Eligible Directors") based on a restricted stock compensation plan (the "Plan") would be no more than ¥100 million, consisting of no more than ¥50 million (including no more than ¥10 million for Outside Directors) as "tenure-based restricted stock compensation" and no more than ¥50 million as "ESG indicator-based restricted stock compensation" and that the total number of shares of common stock to be issued or disposed of annually by the Company would be no more than 33,300 shares, consisting of no more than 16,650 shares (including no more than 3,400 shares for Outside Directors) as "tenure-based restricted stock compensation" and no more than 16,650 shares as "ESG indicator-based restricted stock compensation."

At this time, the Company reviewed its officers' remuneration system and proposes to make the following revisions to the System in order to further promote value sharing with shareholders: a portion of the Base Compensation of the President and Representative Director will be shifted to tenure-based restricted stock compensation, thereby increasing the percentage of Stock Compensation, while taking into account the increase in the value of the Company's stock resulting from the rise in its stock price.

In specific terms, the total amount of monetary compensation claim or the Company's common stock to be paid to Eligible Directors for the acquisition of restricted stock based on the Plan and the total number of shares of the Company's common stock to be issued or disposed of based on the Plan will be changed to no more than ¥120 million and no more than 34,300 shares per year, consisting of no more than ¥70 million (including no more than ¥10 million for Outside Directors) and no more than 20,000 shares (including no more than 2,900 shares for Outside Directors) as "tenure-based restricted stock compensation" and no more than ¥50 million and no more than 14,300 shares as "ESG indicator-based restricted stock compensation" (provided, however, that in the case where a share split (including allotment of shares of the Company's common stock without contribution) or share consolidation of the Company's common stock is implemented after the day when this agenda item is approved and adopted or where any other reasons for adjusting the total number of shares of the Company's stock to be issued or disposed of as restricted stock should arise, the said total number will be adjusted to a reasonable extent). The above revisions will be applied to restricted stock to be provided in the future, and no change will be made to restricted stock already granted.

If monetary compensation claim is provided as compensation based on this agenda item to Eligible Directors as assets contributed in kind in order to acquire restricted stock, the Eligible Directors will pay all the monetary compensation claim paid as assets contributed in kind in order to receive shares of the Company's common stock to be issued or disposed of. The amount to be paid in per share shall be determined by the Board of Directors to the extent that the amount will not be particularly advantageous to the Eligible Directors who subscribe to the Company's common shares based on the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day before the date of each resolution of the Board of Directors (if the trade is not made on that day, the closing price on the trading day immediately prior to that day).

On the other hand, if Eligible Directors are provided with shares of the Company's common stock as compensation based on this agenda item without receiving monetary compensation claim, such shares will be issued or disposed of as compensation to the Eligible Directors, and the payment of monetary compensation claim as assets contributed in kind in exchange for such shares will not be required. The value per share of the Company's common stock to be provided to the Eligible Directors will be computed as the amount of one share of the Company's common stock to be issued or disposed of based on the closing price of the Company's common shares on the Tokyo Stock Exchange on the business day before the date of each resolution of the Board of Directors regarding the issuance or disposal of the Company's common stock (if the trade is not made on that day, the closing price on the trading day immediately prior to that day).

The Company believes that conditions for the granting of restricted stock to Eligible Directors based on this agenda item are appropriate because they have been determined in consideration of the purpose above, the business conditions of the Company, the policy for determining the content of compensation, etc. for

individual Directors of the Company (for details of the policy, please refer to page 48 of Notice of Convocation of the 101st Annual General Meeting of Shareholders posted on the Company's website) and other circumstances.

The upper limit on the number of restricted stocks to be allocated in each fiscal year is approximately 0.05% of the total number of issued shares. If the maximum number of restricted stocks is issued over a period of 10 years, the proportion of these shares to the total number of issued shares would be approximately 0.5%, indicating a minimal dilution rate.

The current number of the Eligible Directors is six (6) (including two (2) Outside Directors). If Second Item, Election of Six (6) Directors (excluding Directors who are Audit and Supervisory Committee Members), is approved without modification, there will be six (6) Eligible Directors (including two (2) Outside Directors).

An outline of restricted stock allotment agreement ("Allotment Contract") is as follows.

[Outline of the Allotment Contract]

(1) Transfer Restriction Period

During the period from the date of the allotment of the Company's common shares based on the Allotment Contract until the time immediately following the executive or employee's retirement or resignation from their position within the Company or its subsidiary that is predetermined by the Board of Directors of the Company (hereinafter the "Transfer Restriction Period"), the Eligible Directors may not transfer, create a security interest in, or dispose of the Company's common shares allotted based on the Allotment Contract (hereinafter the "Allotted Shares") (hereinafter, the "Transfer Restriction"). However, if the time immediately following an Eligible Director's retirement or resignation from his/her position is before the time when a securities report for the fiscal year to which the day said shares are allotted belongs (semiannual report if the day of the allotment is within six (6) months from the beginning of the said fiscal year) is submitted, the end of the Transfer Restriction Period shall be adjusted as necessary to a reasonable extent.

(2) Handling at the time of retirement or resignation

If an Eligible Director retires or resigns from their position as an executive or employee of the Company or its subsidiary that is predetermined by the Board of Directors of the Company before the expiration of the period of service predetermined by the Board of Directors of the Company (hereinafter the "Service Provision Period"), the Company shall automatically acquire the Allotted Shares without consideration, unless there is a justifiable reason for the Eligible Director's resignation or retirement, such as the expiration of their term of office or death.

(3) Lifting of the Transfer Restriction and acquisition without consideration

i. tenure-based restricted stock compensation

Notwithstanding the provisions of (1) above, the Company shall lift the Transfer Restriction on all the Allotted Shares when the Transfer Restriction Period expires on the condition that the Eligible Director was continuously in the position of an executive or employee of the Company or its subsidiary as predetermined by the Board of Directors of the Company during the Service Provision Period. However, if the Eligible Directors resign or retire from the position stipulated in provisions of (2) above before the Service Provision Period expires for a justifiable reason, the number of the Allotted Shares on which the Transfer Restriction is lifted and the time when the Transfer Restriction is lifted will be adjusted rationally as needed. In addition, the Company shall automatically acquire the Allotted Shares on which the Transfer Restriction is not lifted without consideration immediately after the Transfer Restriction is lifted pursuant to the provisions above.

ii. ESG indicator-based restricted stock compensation

Notwithstanding the provisions of (1) above, the Company shall lift the Transfer Restriction on all the Allotted Shares at the time when the Transfer Restriction Period expires (however, if the Eligible Director resigns or retires from their position as an executive or employee of the Company or its subsidiary which is predetermined by the Board of Directors of the Company after the expiration of the Service Provision Period, at the time immediately following the Eligible Director's resignation or retirement or the day following the day on which the achievement of the relevant performance targets is determined, whichever is later) on the condition that the Eligible Director was continuously in the

position of executive or employee of the Company or its subsidiary as predetermined by the Board of Directors of the Company during the Service Provision Period and has achieved the ESG indicators as predetermined by the Compensation Committee, which was entrusted by the Board of Directors of the Company to establish the standards for determining stock compensation.

However, if the Eligible Director retires or resigns from their position as stipulated in (2) above before the Service Provision Period expires for a justifiable reason, the number of the Allotted Shares on which the Transfer Restriction is lifted and the time when the Transfer Restriction is lifted will be adjusted rationally as needed. In addition, the Company shall automatically acquire the Allotted Shares on which the Transfer Restriction is not lifted without consideration immediately after the Transfer Restriction is lifted pursuant to the provisions above.

In addition, the Company shall automatically acquire the Allotted Shares without consideration when it is determined that the ESG indicators predetermined by the Compensation Committee, which was entrusted by the Board of Directors of the Company to establish the standards for determining stock compensation, are not achieved.

(4) Handling in cases of organizational restructuring, etc.

Notwithstanding the provisions of (1) above, if a merger agreement in which the Company will become a disappearing company, a share exchange agreement or a share transfer plan in which the Company will become a wholly owned subsidiary, or other matters concerning organizational restructuring, etc. is approved at a General Meeting of Shareholders of the Company (or the Board of Directors of the Company, if there is no need to obtain approval at a General Meeting of Shareholders for the organizational restructuring, etc.), the Company shall lift, prior to the effective date of the organizational restructuring, etc., the Transfer Restriction on the Allotted Shares, the number of which shall be determined rationally by a resolution of the Board of Directors of the Company in light of the period from the commencement date of the Transfer Restriction Period to the approval date of the organizational restructuring, etc.

In the cases set forth above, the Company shall automatically acquire the Allotted Shares on which the Transfer Restriction is still not lifted without consideration immediately after the Transfer Restrictions is lifted.

(5) Other matters

Other matters concerning the Allotment Contract shall be set forth by the Board of Directors of the Company.

Proposals by a Shareholder: Items 5-7

Proposals made by a single shareholder (possessing 301 voting rights)

Fifth, Sixth and Seventh Items concern proposals made by a single shareholder (possessing 301 voting rights).

The name of shareholder: HIDESHOU Company, Limited
(72-20 Nishiminato-machi, Kokurakita-ku, Kitakyushu-shi, Fukuoka, Japan)
The number of possessing voting rights: 301

Details of these proposals and reasons for them have been translated from the Japanese version of the document that is restated verbatim from the notification received by the Company from the shareholder making the proposals, including literal errors, omitted letters and recognition of facts.

What is a proposal by a shareholder?

The Companies Act provides shareholders with rights to make proposals provided certain requirements are satisfied.

Regarding these proposals, companies are required to post the proposals, regardless of the content, except in the case of a violation of laws and regulations or the Articles of Incorporation.

On this occasion, proposals made by a single shareholder are being posted; however, the Board of Directors is **opposed** to these proposals.

Please review the opinions of the Board of Directors of the Company on the following page and exercise your voting rights.

Proposals by a Shareholder

Fifth Item
Stock Dividends

1. Details for Proposal
The Company should pay an annual dividend of ¥500 per share.

2. Reasons for Proposal
The Company's current dividend is ¥240, resulting in a payout ratio of only 15.9%, which is too low. Normally, the payout ratio is 40 to 50%. This gives the impression of a dismissive attitude toward shareholders.

Opinion of the Board of Directors of the Company
The Board of Directors is opposed to this proposal, for the reasons given as follows.

The Company's basic policy is to redistribute profits in reasonable amounts, while retaining an appropriate amount of internal reserves for future business development and structural reinforcement. More specifically, the Company aims to pay dividends at a consolidated dividend on equity ratio (DOE) of approximately 3.5%, focusing on continuous and stable dividend distribution.

Based on this policy, and given the corporate management environment, which is becoming increasingly diverse and complex, the Company believes that it is necessary to make further growth investments—including creation of new businesses and buy-side M&A—and strengthen its management foundation to accomplish the 2025-2027 Medium Term Business Plan, which begins in fiscal 2025, and realize the Vision for 2030, which aims to improve both social, environment and financial value. Therefore, the Board of Directors is opposed to the proposal to pay an annual dividend of ¥500 per share.

Sixth Item

Partial Amendment of the Articles of Incorporation (Individual Disclosure of Executive Compensation)

1. Details for Proposal

The Articles of Incorporation shall specify that the amount and details of compensation for each Director must be disclosed every year in its business and securities reports and that a monetary evaluation of all compensation must be conducted individually on a Japanese yen basis and its results are disclosed in these reports.

2. Reasons for Proposal

The disclosure of the amount and details of individual executive compensation is extremely important to shareholders, as it enables them to examine the reasonableness of the compensation paid from the perspective of maximizing value for shareholders. In the capital markets of developed countries other than Japan, individual executive compensation is disclosed as a matter of course, and this has not inconvenienced investors. In Japan, the real problem is not that executive compensation is generally high but that the compensation system is disconnected from medium- to long-term shareholder value. If compensation is disclosed individually, it will be easier to measure cost effectiveness.

Opinion of the Board of Directors of the Company

The Board of Directors is opposed to this proposal, for the reasons given as follows.

The compensation, etc. for the Company's Directors consists of Base Compensation, Performance-linked Compensation and Stock Compensation. Base Compensation is determined by comprehensively considering the Company's performance, corporate value and other factors, while Performance-linked Compensation for Directors (excluding Chairman, Outside Directors and Directors who are Audit and Supervisory Committee Members) is calculated using consolidated ordinary income and ROIC as indicators. Stock Compensation consists of tenure-based restricted stock compensation and ESG indicator-based restricted stock compensation with achievement of ESG indicators as a requirement.

Decisions regarding the compensation, etc. are made fairly and transparently by the non-statutory Compensation Committee consisting of Outside Directors, the President and the Director in charge of the Human Resources Department (or Executive Officer in charge of the Human Resources Department) within the total amount of compensation resolved at a General Meeting of Shareholders. Furthermore, regarding the disclosure of information, the Board of Directors believes that it fully lives up to shareholders' expectations regarding the monitoring of proper management conduct by appropriately disclosing the total amount of compensation and the number of people in each category for the Directors (excluding Directors who are Audit and Supervisory Committee Members), Directors who are Audit and Supervisory Committee Members and Outside Directors in its Business Reports in accordance with laws and regulations.

Accordingly, the Board of Directors is against this proposal because it believes that establishing provisions in the Articles of Incorporation regarding the disclosure of the compensation for individual Directors as stated in this proposal is unnecessary. The Company has decided to individually disclose the compensation, etc. for the President and Representative Director and the Directors whose total compensation, etc. is greater than ¥100 million starting in the Business Report for the fiscal year relevant to the 100th Annual General Meeting of Shareholders.

Seventh Item

Partial Amendment of the Articles of Incorporation (Change of Company Name)

1. Details for Proposal

The company name shall be changed from Mitsui Mining & Smelting Co., Ltd., to Kankyou First Kabushiki Kaisha.

2. Reasons for Proposal

The "Tokyo Citizens First" slogan established by Ms. Koike, the current Governor of Tokyo, reportedly means the rebuilding of Tokyo into a sustainable society from every area, including the economy, welfare, and the environment, based on a philosophy of operating the Tokyo Metropolitan Government for the inhabitants of Tokyo. In renaming itself Kankyou First, the Company should reflect on the past, including its role in causing Itai-itai disease, rebuild every aspect of itself, including its economic, welfare and environmental aspects, and simultaneously keep in mind its decision to never again cause past leaks of cadmium, a toxic substance.

Opinion of the Board of Directors of the Company

The Board of Directors is opposed to this proposal, for the reasons given as follows.

Since its founding in 1874, the Company has navigated a continually evolving business environment under its management philosophy grounded in the Company's unwavering values and implementing business development plans it has believed to be optimal for the improvement of corporate value based on the management decisions made in each era. The Board of Directors believes that the trade name Mitsui Kinzoku has value as an irreplaceable intangible asset, including the trust it has built with society throughout the Company's history, as well as the Company brand, which encompasses its affiliation with the Mitsui Group. At the 100th Annual General Meeting of Shareholders convened in 2025, the change of the trade name of the Company from Mitsui Mining & Smelting Co., Ltd. (Mitsui Kinzoku Kogyo Kabushiki Kaisha in Japanese) to Mitsui Kinzoku Company, Limited (Mitsui Kinzoku Kabushiki Kaisha in Japanese) was approved by our shareholders. The purpose of the change is to more clearly reflect the Company's current business lines, and to aim at implementing integrated thinking-based management in a more unified manner throughout the Group and establishing a framework for sustainably improving corporate value. As a result, the Company changed its trade name on October 1, 2025.

In contrast, changing the trade name of the Company to Kankyou First Kabushiki Kaisha would make it impossible to guess the content of the Company's business operations, and this change would damage the philosophy and comprehensive value mentioned above.

The Board of Directors therefore believes that this change would be inappropriate. Accordingly, the Board of Directors is against the proposed change of the company name to Kankyou First Kabushiki Kaisha.

Regarding the issue of cadmium in the Jintsu River basin, it has been more than 50 years since the end of the itai itai disease trial, but the Company believes that its source control measures to prevent mining-related pollution are unending, regardless of how much time has passed since that time. To enable the Company to sustainably conduct business in the area in a lasting way, it will earnestly work to continuously improve the environment.

Business Report

(From April 1, 2025, to March 31, 2026)

1. Current State of the Mitsui Kinzoku Group

(1) Business Operations and Results

Economic Overview

In the fiscal year under review, the Japanese economy recovered gradually, supported by a recovery in consumer spending and capital investment while employment and income conditions remained resilient.

The global economy maintained moderate growth as a whole, underpinned by firm demand, especially in the United States, despite concerns over the impact of protectionist trade policies and economic slowdown in China, etc. However, recently, there are fears of a downturn in the domestic (Japanese) and overseas economies due to fluctuations in resource and energy prices and financial market instability, etc. triggered by the rapid escalation of tensions in the Middle East and the resulting restrictions on, or difficulties in, navigation through the Strait of Hormuz.

The Mitsui Kinzoku Group's Business Environment

The business environment surrounding the Group was characterized by average prices for lead declined year on year, while average prices for zinc, indium, palladium and rhodium rising year on year. Although the yen remained weak, the average rate was stronger on average when compared with the previous fiscal year.

The semiconductor market also held firm, leading to an increase in the sales volume of semiconductor-related products. The sales volume of exhaust detoxifying catalysts for motorcycles increased, helped by firm demand in India and China.

The Group's Initiatives

The Group formulated its three-year 2025-2027 Medium Term Business Plan, starting from fiscal 2025, and launched it in April last year in order to ensure the Group's Purpose and the Group vision (Vision for 2030), "Building new businesses — and the future — with our material intelligence," based on the Group's Purpose.

We refined the existing measures under the 2022-2024 Medium-Term Business Plan and executed additional measures. We also sought to accelerate improvement in enterprise value by focusing on key management practices for achieving continued growth through the practice of Integrated Thinking-based Management that achieves both the improvement of financial value and the improvement of social and environmental value.

The Engineered Materials Group increased its production capacity for electro-deposited copper foil for high-frequency circuit boards, which is expected to see growing demand for use in high-performance communications infrastructure equipment and also decided on gradual additional expansion from FY2026. We also decided to increase production capacity for atomized copper powder to meet growing demand in the multilayer ceramic capacitator market.

The Metals Group focused on strengthening the recovery of valuable metals utilizing its smelting network, and the processing technologies and capacity for recyclable raw materials, aiming to respond to increasing needs for recycling accompanying the transition to a recycling-based society.

The Business Creation Sector started building a new initial mass production plant for A-SOLiD®, a solid electrolyte for all-solid-state batteries, which are a highly promising solution for the next generation of storage batteries. Meanwhile, we strengthened the structure for advancing the functional porous materials business, which is a focus of efforts in the environment and energy sector, and after increasing production in pilot test equipment, we decided to introduce mass trial production equipment.

In addition to these measures in each business group, the Group sold shares in some subsidiaries, including Mitsui Kinzoku ACT Corporation, a company that manufactures and sells automotive door locks, and some of strategic cross-holdings as part of efforts to strengthen management with a focus on capital efficiency, based on an analysis of the best owners for each business through dynamic management of our business portfolio.

As a result, net sales in fiscal 2025 increased by ¥46,188 million (up 6.5%) compared with the previous fiscal year to ¥758,532 million.

Operating income increased by ¥56,168 million (up 75.1%) year on year, to ¥130,912 million, due to an increase in sales volume of copper foils in the Engineered Materials Group, an increase in market prices of non-ferrous metals such as zinc and an improvement in inventory factors due to market price fluctuations.

Ordinary income increased ¥60,325 million (up 78.9%) year on year, to ¥136,736 million, reflecting a rise of ¥56,168 million in operating income and an increase of ¥2,754 million in investment gains from equity method.

In extraordinary income and losses, the Group recorded loss on sale of shares of subsidiaries and associates ¥19,074 million.

Profit attributable to owners of parent increased ¥26,601 million (up 41.1%) year on year, to ¥91,263 million, reflecting tax expense and profit attributable to non-controlling interests.

All of net sales, operating income and ordinary income reached record highs, following the previous fiscal year.

	Fiscal 2025	Change from the Previous Fiscal Year
	(Millions of Yen)	(Percentage)
Net sales	¥758,532	6.5%
Operating income	130,912	75.1
Ordinary income	136,736	78.9
Profit attributable to owners of parent	91,263	41.1

Net sales and ordinary income by each group are the following:

[Net Sales]

Group	2025 Net Sales (Millions of Yen)	2024 Net Sales (Millions of Yen)	2023 Net Sales (Millions of Yen)	2022 Net Sales (Millions of Yen)
Engineered Materials Group	¥328,447	¥246,165	¥124,099	¥112,531
Metals Group	376,689	324,978	246,803	256,401
Automotive Parts & Components Group	51,218	95,829	218,352	216,468
Corporate & Other Group	136,487	135,934	113,200	128,108
Adjustment Amount	(134,310)	(90,563)	(55,758)	(61,545)
Total	¥758,532	¥712,344	¥646,697	¥651,965

Note: Intersegment sales are deducted by means of Adjustment Amount items.

[Ordinary Income]

Group	2025 Ordinary Income (Millions of Yen)	2024 Ordinary Income (Millions of Yen)	2023 Ordinary Income (Millions of Yen)	2022 Ordinary Income (Millions of Yen)
Engineered Materials Group	¥66,542	¥40,339	¥16,421	¥10,706
Metals Group	75,085	44,513	16,071	9,082
Automotive Parts & Components Group	(849)	708	11,282	3,200
Corporate & Other Group	3,993	1,683	3,171	736
Adjustment Amount	(8,036)	(10,834)	(2,432)	(3,838)
Total	¥136,736	¥76,410	¥44,513	¥19,886

Notes: Intersegment transactions are deducted by means of Adjustment Amount items.

Associated with the changes of the Company's organization on April 1, 2025, the Company has changed its business sectors from

Engineered Materials, Metals, Mobility and Corporate & Other to Engineered Materials, Metals, Automotive Parts & Components and Corporate & Others. Due to such changes of the Company's organization, etc., net sales and ordinary income, etc. in each segment in the 100th fiscal year are the figures for the segments after such changes of the Company's organization.

Operating Environment and Results by Each Group

Engineered Materials Group

[Principal Products/Services (As of March 31, 2026)]
Copper foil (MicroThin™, Electro-deposited foil for printed wiring boards, etc.), Catalysis, Engineered powders (Metal powders for electronic materials, High-purity tantalum pentoxide, etc.), Battery materials (Hydrogen storage, etc.), Rare Metals (high-purity tantalum oxide, materials for semiconductor manufacturing equipment etc.) , Ceramics products, Sputtering targets (ITO, etc.)

In the Engineered Materials Group, the sales volume of copper foil products such as MicroThin™ and electro-deposited foil for printed wiring boards increased thanks to solid demand for semiconductor package substrate and smartphone motherboards, and strong demand for multilayer boards for communication infrastructure, primarily for AI server applications. In addition, the sales volume of metallic powder for electronic materials also increased due to solid demand for Multi Layer Ceramic Capacitors (MLCCs). As a result, sales increased 33.4% year on year to ¥328,447 million.

Meanwhile, Ordinary income came to ¥66,542 million, up 65.0% year on year, reflecting an increase in the sales volume of copper foil, in addition to efforts to revise selling prices and optimize the sales mix based on demand trends.

Metals Group

[Principal Products/Services (As of March 31, 2026)]
Zinc, Lead, Copper, Gold, Silver, Resource recycling

In the Metals Group, although the sales volume for domestic zinc-coated steel sheets increased due to the acquisition of new business partners, export sales volume fell, and sales decreased year on year.

Meanwhile, sales volume of lead was mostly unchanged year on year, with solid demand for lead-acid batteries in Japan centered on automotive repair applications offset by weak demand for other products such as shielding sheets. However, the average price of lead on the London Metal Exchange (LME) decreased compared to the previous fiscal year, resulting in sales decreasing year on year.

As a result, sales increased 15.9% year on year to ¥376,689 million.

Meanwhile, Ordinary income came to ¥75,085 million, up 68.7% year on year, reflecting higher margins due to an increase in market prices of non-ferrous metals such as zinc and an improvement in inventory factors due to market price fluctuations, despite deterioration in iron ore procurement conditions overseas.

Automotive parts & Components Group

[Principal Products/Services (As of March 31, 2026)]
Automobile door locks,

In the Automotive parts & Components Group, on November 4, 2025, the Company sold all its shares in Mitsui Kinzoku ACT Corporation, a consolidated subsidiary of the Company engaged in the manufacture and sale of automotive door locks, which are the main product in this business segment.

As a result, the sales and ordinary loss for the fiscal year under review reflect the results of Mitsui Kinzoku ACT Corporation for six months from April 2025 to September 2025.

As a result, sales decreased 46.6% year on year to ¥51,218 million.

Ordinary loss came to ¥849 million, down ¥1,557 million year on year.

Corporate & Other Group

[Principal Products/Services (As of March 31, 2026)]
Rolled copper products, Perlite products, Engineering services for various industrial plants, Die-cast products, Powdered metallurgical products etc.

In the Corporate & Other Group, sales increased year on year due to solid orders received for large construction projects from domestic Group companies and overseas customers. As a result, sales came to ¥136,487 million, up 0.4% year on year, partly due to the transfer of shares in some consolidated subsidiaries during the fiscal year.

Ordinary income came to ¥3,993 million, up 137.2% year on year, reflecting solid orders received in various industrial plant engineering business and an increase in investment gains from equity method despite the sale of certain consolidated subsidiaries during the period.

(2) Status of Corporate Restructuring, etc.

Status of Succession of Rights and Obligations regarding Business Transfers (Merger & Acquisition)

Merger of Nippon Yttrium Co., Ltd.

The Company absorbed its wholly owned subsidiary Nippon Yttrium Co., Ltd., in an absorption-type merger, effective April 1, 2025. The aim of this merger was to integrate the operation of Nippon Yttrium Co., Ltd. with the Engineered Powders Division's rare metals business, driving the recycling of rare earth metals and achieving synergies at an early stage, and creating further synergies.

Status of Business Transfers (Assignment)

Transfer of Shares in Mitani Shindo Co., Ltd.

The Company transferred all of its shares in its subsidiary Mitani Shindo Co., Ltd. (in which the Company held a 71.2% equity stake) to CK SAN-ETSU Co., Ltd. on April 1, 2025. This decision was made based on the view that it will contribute to the business characteristics and further growth and expansion of Mitani Shindo Co., Ltd.

Transfer of Shares in MITSUI GRINDING WHEEL Co., LTD. and MITSUI GRINDING TECHNOLOGY (Thailand) CO., LTD.

The Company transferred all of its shares in its wholly owned subsidiary MITSUI GRINDING WHEEL Co., LTD. to Kinik Company, and all of its shares in its subsidiary MITSUI GRINDING TECHNOLOGY (Thailand) CO., LTD. (in which the Company held a 99.6% equity stake) to Kinik Company and its subsidiary KINIK THAI CO., LTD on April 1, 2025. This decision was made based on the view that it will contribute to the business characteristics and further growth and expansion of the two former subsidiaries.

As a consequence of this transfer, MITSUI GRINDING WHEEL Co., LTD. has changed its trade name to MAX KINIK SEIMITSUI COMPANY LIMITED, and MITSUI GRINDING TECHNOLOGY (Thailand) CO., LTD. has changed its trade name to MAX KINIK GRINDING TECHNOLOGY COMPANY LIMITED.

Transfer of Shares in Yoshinogawa Electric Wire & Cable Co., Ltd.

The Company transferred all of its shares in Yoshinogawa Electric Wire & Cable Co., Ltd., an affiliate accounted for under the equity method (in which the Company holds a 32.9% equity stake), to HIRAKAWA HEWTECH CORP on June 2, 2025. This decision was made based on the view that it will contribute to the business characteristics and further growth and expansion of Yoshinogawa Electric Wire & Cable Co., Ltd.

Partial Transfer of Shares in MITSUI MINERAL DEVELOPMENT ENGINEERING CO., LTD.

The Company transferred 33.4% of its shares in its wholly owned subsidiary MITSUI MINERAL DEVELOPMENT ENGINEERING CO., LTD. to K&O Energy Group Inc., on October 2, 2025 to enhance the corporate value of MITSUI MINERAL DEVELOPMENT ENGINEERING CO., LTD. by improving the value chain of its business related to geotherm and increasing its orders received.

Transfer of Shares in Mitsui Kinzoku ACT Corporation

The Company transferred all of its shares in its wholly owned subsidiary Mitsui Kinzoku ACT Corporation to HI-LEX CORPORATION on November 4, 2025. This decision was made based on the view that it will lead to sustainable growth for Mitsui Kinzoku ACT Corporation.

As a consequence of this transfer, Mitsui Kinzoku ACT Corporation has changed its trade name to Hi-Lex ACT Corporation.

(3) Capital Investment

The Mitsui Kinzoku Group invested a total of ¥36,499 million, mainly for the following purposes by each group:

Group	Capital Investment (Millions of Yen)	Contents and Purposes
Engineered Materials Group	¥9,913	Maintaining, renovating and boosting productivity of production facilities for copper foil products etc.
Metals Group	12,720	Maintaining and renovating facilities, boosting efficiency, conserving energy, etc.
Automotive parts & Components Group	1,120	Maintaining and renovating facilities, boosting productivity of facilities, conserving energy, etc.
Corporate & Other Group	1,184	Maintaining and renovating facilities, boosting efficiency, conserving energy, etc.
Others	11,560	Enhancement, maintenance and updating of testing and research facilities and the backbone system, etc.
Total	¥36,499	

Note: Unrealized profit on intersegment transactions is deducted in "the others" column.

(4) Funding

Not applicable.

(5) Research & Development and Resource Development

Research and Development

The Group utilizes its core technologies, including material composition, powder control, solution chemistry and electrochemistry, to accelerate to promote activities creating new business in the fields of environmental energy, next-generation electronics and life sciences. More specifically, we are making investments to expand the test facility for mass production of solid electrolyte for all-solid-state batteries (A-SOLiD®), strengthening relationships with customers in power semiconductor junction materials, and strengthening the structure for driving the functional porous materials business. We are also strengthening external collaborations, including establishing the Co-creation Research Center for Advanced Materials Shaping the Future with Tohoku University and signing a MOU with the Government of the State of Haryana in the Republic of India to promote research and development in the fields of green hydrogen production technologies and carbon collection and utilization (CCU) technologies, strengthening core technologies through the active use of computational science and high throughput experimentation, and accelerating the development of battery materials, materials capable of absorbing, separating and converting carbon dioxide, organic inorganic composite materials, and fuel cell catalyst materials. Through these activities, we are also working toward the creation of new businesses which are able to achieve both social value and economic value.

Resource Development

The Group has been exploring mining possibilities mainly in the vicinity of Huanzala mine and Pallca mine in Peru. We are continuing our evaluation of the economic potential of the Atalaya Project located between Huanzala and Pallca as the successor to the Huanzala Mine.

(6) Changes in Operating Performance and Financial Position of the Mitsui Kinzoku Group and the Company

Year ended March 31		98th (2022)	99th (2023)	100th (2024)	101st (2025)
Net sales	(Millions of yen)	¥651,965	¥646,697	¥712,344	¥758,532
Ordinary income	(Millions of yen)	19,886	44,513	76,410	136,736
Profit attributable to owners of parent	(Millions of yen)	8,511	25,989	64,662	91,263

Total assets	(Millions of yen)	631,894	640,631	657,944	697,481
Total net assets	(Millions of yen)	261,406	286,018	340,856	420,910
Free cash flow	(Millions of yen)	11,367	40,428	55,823	63,076
Capital investment	(Millions of yen)	32,515	32,039	31,367	36,499
ROE (Return on equity)	(%)	3.5	9.8	21.2	24.5
ROA (Return on assets)	(%)	3.1	7.0	11.8	20.2
Shareholders' equity ratio	(%)	40.1	43.5	50.4	59.1
D/E ratio	(Times)	0.87	0.72	0.50	0.28
Earnings per share	(Yen)	148.99	454.71	1,130.95	1,595.45
Total net assets per share	(Yen)	4,434.42	4,872.30	5,798.07	7,202.10
Dividend per share	(Yen)	140.00	140.00	180.00	245.00

Note: Earnings per share is calculated based on the average number of issued and outstanding shares during the term.

(7) Important Challenges Ahead

Start of the 2025-2027 Medium Term Business Plan

Mitsui Kinzoku Group launched the 2025-2027 Medium-Term Management Plan covering the three-year period from FY2025 to FY2027. Under the 2025-2027 Medium-Term Management Plan, the Group identified the following three Key Issues to ensure realization of the Group Vision (vision for 2030) centered on Integrated Thinking-based Management (Note 1) and Ambidexterity (Note 2) based on the Group's Purpose, in light of management issues recognized through initiatives under the 2022-2024 Medium-Term Business Plan. In FY2026, which is the second year of the 2025-2027 Medium-Term Management Plan, the Group will refine current measures and implement additional measures to steadily drive initiatives to address these issues.

Starting with "strengthening management foundations," the Group will seek to firmly establish the business evaluation operation and improve its effectiveness, while in terms of "Big Moves (Note 3)," the Group will focus on the creation of mechanisms for "fundamental cash generation" and "accelerated growth through bold allocation of resources," including buy-side M&A. In FY2026, the Group will increase the budget for buy-side M&A from the current plan's ¥24.0 billion to ¥60.0 billion and strengthen systems for both creating and executing projects. Furthermore, in light of global sustainability disclosure trends such as the SSBJ Standards, we will also enhance the management and disclosure of non-financial information linked to strategies.

Next, regarding "expanding human capital," we established our Values in April 2025 to encourage employees to change their behaviors toward the implementation of our Group Vision (vision for 2030) and we have begun to connect our Values to our personnel system. Following our selection as a "Nadeshiko Brand (Note 4)" in FY2024, we were selected under the "Next Nadeshiko: Enterprises Supporting Dual Careers and Co-parenting (Note 5)" in FY2025. We will continue firmly establishing measures as part of personnel strategies such as Diversity, Equity and Inclusion, job satisfaction reforms and optimal personnel allocation by HRBP (Note 6) aiming to further contribute to enhancing enterprise value.

As for the "promotion of DX," on the basis of development of the group-wide digital infrastructure design promoted under the 2022-2024 Medium-Term Business Plan, we will consolidate and share digital technology utilization initiatives undertaken across individual divisions and company organizations. In addition, we will enhance efficiency and accelerate strategies through increased use of generative AI and improved employee digital literacy.

●Engineered Materials Sector

To realize Vision for 2030, the Group will seek to maximize the value of its existing businesses while transforming ourselves into a corporate entity that continuously creates functional materials with the top global market share. We will achieve fundamental cash generation through optimal use of working capital, re-inspection of merchandise value, and a bold review of productivity and we will make continuous investment in fields related to AI infrastructure and advanced semiconductors that are expected to see significant growth in the future. As part of these efforts, in April 2026, we established the Kyushu Advanced Materials Development Center in the Kyushu region (Japan), which serves as a hub for the manufacturing industry and benefits from cooperation between industry, academia, and governmental institutions and diverse technical expertise. Going forward, we will build a system for the development of materials in collaboration with divisions and gather expertise from both inside and outside the Group to drive the creation of advanced materials that will lead to greater future competitiveness.

●Metals Sector

To meet the growing recycling-related needs as the Group move toward the realization of a recycling-based society, it will stay committed to providing metallic materials that are indispensable for carbon neutrality by pursuing a sophisticated, recycling-based smelting network leveraging the many different processes owned by the Group and by using low-carbon energy. Furthermore, the Group expect to achieve our fiscal 2030 CO_2 emissions reduction target, a 38% reduction of emissions versus the fiscal 2013 level, because of its many different initiatives, such as improvements to manufacturing processes and energy-saving efforts.

●Business Creation Sector

We established three strategies, strengthen business opportunity exploration capability, strengthen R&D capability and strengthen function and capability of the organization to support R&D and

exploration of business opportunities, to continue to sustainably create new businesses and value centered on our R&D and market cocreation efforts. After A-SOLiD®, a solid electrolyte for all-solid-state batteries, and HRDP®, a special carrier for next-generation semiconductor chip packaging devices that was transferred to the Engineered Materials Sector in October 2025, we plan to pursue commercialization in “functional porous materials” and “life sciences” and we will further increase allocation of resources to these areas and develop them into business pillars from 2030.

Through implementation of the above initiatives, we aim to realize the Group vision (Vision for 2030) and work with stakeholders to achieve sustainable improvement in enterprise value.

Notes: 1. Integrated Thinking-based Management: A managerial approach to creating sustainable value by integrating the improvement of social and environmental value and the improvement of financial value.
2. Ambidexterity: Approach for achieving both "efficiency and constant improvement in core businesses (Exploitation) and "experiment and action for new businesses (Exploration)."
3. Big Moves: Measures to achieve a change to non-linear growth rather than gradual growth by leveraging outside knowledge.
4. Nadeshiko Brand: An initiative that aims to introduce certain listed companies that are outstanding in terms of encouraging women’s empowerment in the workplace as attractive stocks to investors, in a program run jointly by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE). In fiscal 2024, this initiative selected companies that are outstanding in terms of both “supporting consistent career development from recruitment to promotion” and “supporting dual-career and co-parenting, irrespective of gender”
5. Next Nadeshiko: Enterprises Supporting Dual Careers and Co-parenting: The Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange jointly select outstanding enterprises in total based on their efforts related to support for all employees regardless of gender to manage to strike a balance between empowerment in the workplace and child rearing (i.e., dual careers and co-parenting), as attractive stocks to investors who place an emphasis on improving enterprise value in the medium and long term.
6. HRBP: human resources business partner.

(8) Principal Business Offices, Plants and Laboratories (As of March 31, 2026)

1. Mitsui Kinzoku

Head office	1-11-1, Osaki, Shinagawa-ku, Tokyo
Plants	Miike Rare Material Div. Plant (Omuta-shi, Fukuoka), Ageo Copper Foil Plant (Ageo-shi, Saitama), Miike Thin-film Materials Plant (Omuta-shi, Fukuoka), Omuta Ceramics Plant (Omuta-shi, Fukuoka), Takehara Refinery (Takehara-shi, Hiroshima), Hibi Smelter (Tamano-shi, Okayama)
Laboratory	Materials Analysis & Exploration Center (Ageo-shi, Saitama) R&D Center (Ageo-shi, Saitama)

2. Consolidated Subsidiaries

Japan	Kamioka Mining & Smelting Co., Ltd. (Hida-shi, Gifu), Hachinohe Smelting Co., Ltd. (Shinagawa-ku, Tokyo), Hikoshima Smelting Co., Ltd. (Shimonoseki-shi, Yamaguchi), Hibi Kyodo Smelting Co., Ltd. (Shinagawa-ku, Tokyo), Okuaizu Geothermal Co., Ltd. (Yanaizu-cho, Fukushima), Mitsui Kinzoku Trading Co., Ltd. (Sumida-ku, Tokyo), MESCO, Inc. (Sumida-ku, Tokyo)
Overseas	Taiwan Copper Foil Co., Ltd. (Taiwan), Mitsui Copper Foil (Malaysia) Sdn. Bhd. (Malaysia), Mitsui Kinzoku Components India Private Limited (India), Mitsui Electronic Materials Co., Ltd. (Taiwan)

(9) Condition of Principal Subsidiaries of Mitsui Kinzoku (As of March 31, 2026)

	Paid-in Capital (Millions)	Equity Stake of the Company (%)	Principal Operations
Taiwan Copper Foil Co., Ltd.	NT$800	95.0	Production and sale of Electro-deposited foil for printed wiring boards
Mitsui Copper Foil (Malaysia) Sdn. Bhd.	MYR330	100.0	Production and sale of MicroThin™ and Electro-deposited foil for printed wiring boards
Mitsui Kinzoku Components India Private Limited	INR400	100.0	Production and sale of exhaust detoxifying catalysts
Mitsui Electronic Materials Co., Ltd.	NT$600	100.0	Production and sale of Sputtering targets
Kamioka Mining & Smelting Co., Ltd.	¥4,600	100.0	Smelting of zinc and lead and production of metal powders, exhaust detoxifying catalysts, and others
Hachinohe Smelting Co., Ltd.	¥4,795	96.0	Smelting of zinc and lead
Hikoshima Smelting Co., Ltd.	¥460	100.0	Smelting of zinc and production of metal powders, and others
Hibi Kyodo Smelting Co., Ltd.	¥100	63.5	Smelting of copper
Okuaizu Geothermal Co., Ltd.	¥100	100.0	Sale of geothermal steam for power generation
Mitsui Kinzoku Trading Co., Ltd.	¥240	100.0	Sale of nonferrous metals and electronic materials, etc.
MESCO, Inc.	¥1,085	100.0	Engineering services for various industrial plants as well as the production, sale, and construction of polyethylene compound pipes

Notes: Following the transfer of all of the Company's shares in Mitsui Kinzoku ACT Corporation, Mitsui Kinzoku ACT Corporation and its subsidiaries, GECOM Corp., Mitsui Siam Components Co., Ltd., Mitsui Components Guangdong Limited and Mitsui Kinzoku ACT (Shanghai) Management Co., Ltd., were excluded from the above table of principal subsidiaries of Mitsui Kinzoku.

(10) Employees (As of March 31, 2026)

1. Number of Mitsui Kinzoku Group Employees

Group	Number of Employees	
Engineered Materials Group	3,750	(588)
Metals Group	2,491	(188)
Corporate & Other Group	1,168	(114)
Others	779	(37)
Total	8,188	(927)

Notes: 1. The numbers of employees represent the numbers of employees actually working, and the numbers of temporary employees are shown separately in parentheses
2. Temporary employee figures include temporary laborers, part-time employees, and temporary contract employees but exclude temporary employees dispatched by personnel agencies.
3. The number of employees decreased by 3,909 compared to the previous fiscal year, primarily because Mitsui Kinzoku ACT Corporation and its affiliated companies ceased to be the Company's consolidated subsidiaries following the transfer of all of the Company's shares in Mitsui Kinzoku ACT Corporation.

2. Number of the Company Employees

Group	Number of Employees	
Engineered Materials Group	1,390	(149)
Metals Group	407	(19)
Corporate & Other Group	11	(1)
Others	779	(37)
Total	2,587	(206)

Number of Employees	Average Age (Years)	Average Length of Employment (Years)	Average annual salary (Thousands of Yen)
2,587 (206)	42.88	13.90	8,961

Notes: 1. The numbers of employees represent the number of employees actually working, and the numbers of temporary employees are shown separately in parentheses.
2. Temporary employee figures include temporary laborers, part-time employees, and temporary contract employees but exclude temporary employees dispatched by personnel agencies.
3. Average annual salary includes bonus and extra wages.

(11) Major Lenders (As of March 31, 2026)

	Amount of Borrowings (Millions of Yen)
Sumitomo Mitsui Banking Corporation	¥13,150
Sumitomo Mitsui Trust Bank, Ltd.	6,700
Mizuho Bank, Ltd.	5,200
MUFG Bank, Ltd.	5,200
The Norinchukin Bank	2,200

2. Mitsui Kinzoku Group and the Company Outline

(1) Common Stock (As of March 31,2026)

1. Authorized: 190,000 thousand
2. Issued and outstanding: 57,415,430 (up 33,878 from the previous fiscal year)(Note 1)
3. Number of shareholders: 45,889 (up 7,316 from the previous fiscal year)
4. Major shareholders (Top 10):

	Number of Shares Held (Thousands)	Percentage of Shares Held (%)
The Master Trust Bank of Japan, Ltd. (Held in trust account)	9,419	16.46
Custody Bank of Japan, Ltd. (Held in trust account)	4,919	8.59
STATE STREET BANK AND TRUST COMPANY 505001	1,848	3.23
STATE STREET BANK AND TRUST COMPANY 505223	1,600	2.79
The Nomura Trust and Banking Co., Ltd. (Held in trust account)	1,015	1.77
BOFAS INC SEGREGATION ACCOUNT	992	1.73
HSBC HONG KONG－TREASURY SERVICES A/C ASIAN EQUITIES DERIVATIVES	976	1.70
MSIP CLIENT SECURITIES	839	1.46
The Employees' Shareholding Association	785	1.37
JP MORGAN CHASE BANK 385781	781	1.36

Notes: 1. The Company issued 15,171 common shares to be paid to four (4) Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors), 2,520 common shares to be paid to six (6) Directors who are Audit and Supervisory Committee Members and Outside Directors, and 16,187 common shares to be paid to sixteen (16) Executive Officers (excluding officers who concurrently serve as a Director)and fellows, totaling 33,878 common shares for the granting of restricted stock on August 8, 2025.

2. Percentages of shares held are calculated based on the total number of shares issued and outstanding (excluding 203,126 shares in treasury).

Distribution of Shares by Type of Shareholder (Reference)

Classification	Number of shares held (Thousands)	Composition of shareholders (%)
Financial institutions	16,791	29.25
Securities firms	3,572	6.22
Other Japanese corporations	1,787	3.11
Overseas corporations, etc.	25,259	44.00
Individuals and others	9,800	17.07
Government and local government	0	0.00
Treasury stock	203	0.35

5. Status of shares granted to Company directors during the fiscal year as consideration for performance of duties

Category	Number of Shares	Number of grantees
Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors)	15,171	4

Outside Directors (excluding Directors who are Audit and Supervisory Committee Members)	574	2
Directors who are Audit and Supervisory Committee Members	1,946	4

Note: 1. At the 99th Annual General Meeting of Shareholders held on June 27, 2024, shareholders approved that the total amount of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be within ¥720 million (with a maximum of 100 million yen for Outside Directors) per year. At the 100th Annual General Meeting of Shareholders held on June 27, 2025, the Company received approval that, for tenure-based restricted stock compensation, the total annual value will not exceed ¥50 million (with a maximum of ¥10 million for Outside Directors) and the total annual number of shares will be capped at 16,650 shares (limited to 3,400 shares for Outside Directors). For ESG indicator-based restricted stock compensation, the total annual value will also be capped at ¥50 million, and the total annual number of shares will not exceed 16,650. Overall, the combined total annual value for both compensation types will not surpass ¥100 million, and the total number of shares will be limited to 33,300 shares. Shareholders also resolved that when allocating such stock, the Company shall conclude a contract for allocation of restricted stock with the Eligible Directors.

2. At the 99th Annual General Meeting of Shareholders held on June 27, 2024, shareholders approved that the total amount of compensation for Directors who are Audit and Supervisory Committee Members shall be within ¥180 million per year. At the 100th Annual General Meeting of Shareholders held on June 27, 2025, the Company received approval that, for tenure-based restricted stock compensation, the total annual value will not exceed ¥18 million and the total annual number of shares will be capped at 6,000 shares. Shareholders also resolved that when allocating such stock, the Company shall conclude a contract for allocation of restricted stock with the Eligible Directors.

(2) Status of Company Officers

1. Status of Directors (As of March 31, 2026)

Position	Name	Duties and Major Occupation	Important Positions Held Concurrently at Other Organizations
President, Representative Director	NOU Takeshi		
Representative Director,	IKENOBU Seiji	Executive Vice President, Senior General Manager of Corporate Planning & Control Sector	
Representative Director, Senior Managing Director	OKABE Masato	Senior Managing Executive Officer, Senior General Manager of Engineered Materials Sector	
Managing Director	YAMASHITA Masashi	Senior Executive Officer, Deputy Senior General Manager of Corporate Planning & Control Sector,	Outside Auditor of NAKABOHTEC CORROSION PROTECTING CO., LTD.
Outside Director	TOIDA Kazuhiko	Chairperson of the Board of Directors	Chairperson of the Advisory Board, Rikkyo University Graduate School of Artificial Intelligence and Science Chairperson of the Board, St. Stephen's School
Outside Director	TAKEGAWA Keiko		Director of Institute of Women's Culture, Showa Women's University, Specially Appointed Professor, Showa Women's University, External Director, Kanamic Network Co.,LTD
Director (Full-time Audit and Supervisory Committee Member)	SHIKI Kazuya	Chairperson of the Audit and Supervisory Committee	
Outside Director (Audit and Supervisory Committee Member)	ISHIDA Toru		Outside Director of Sankyu Inc.
Outside Director (Audit and Supervisory Committee Member)	INOUE Hiroshi		Lawyer Outside Director and Audit & Supervisory Committee Member, Mazda Motor Corporation External Director, Audit and Supervisory Committee Member, Custody Bank of Japan, Ltd.
Outside Director (Audit and Supervisory Committee Member)	KAWANISHI Sachiko		Senior Managing Director, Internet Disclosure, Co., Ltd.

Notes: 1. Ms. KAWANISHI Sachiko, Outside Director who is an Audit and Supervisory Committee member, is a public certified accountant and has considerable knowledge related to finance and accounting.
2. The Company has selected Mr. SHIKI Kazuya as a full-time Audit and Supervisory Committee Member to enhance its information-gathering capability, improve audit effectiveness through sufficient collaboration with the Internal Audit Department, and strengthen its auditing and supervision functions.
3. Changes of positions and duties of Directors after the fiscal year-end (as of April 1, 2026)

Position	Name	Duties and Major Occupation
Chairman, Director	NOU Takeshi	
President and Representative Director	IKENOBU Seiji	
Director	YAMASHITA Masashi	

4.Important positions held concurrently at other organizations of Directors and Corporate Auditors
(1) Director Mr. NOU Takeshi retired Outside Director of Powdertech Co., Ltd. on June 27, 2025.
(2) Outside Director Mr. TOIDA Kazuhiko has been appointed Chairperson of the Advisory Board, Rikkyo University Graduate School of Artificial Intelligence and Science on April 1, 2025, and Chairperson of the Board, St. Stephen's School on June 1, 2025.
(3) Outside Director Ms. TAKEGAWA Keiko retired Outside Director of Sekisui House, Ltd. on April 23, 2025. In addition, she was appointed to External Director, Kanamic Network Co., LTD on December 18, 2025
(4) Outside Director who is an Audit and Supervisory Committee Member Mr. INOUE Hiroshi has been appointed External Director, Audit and Supervisory Committee Member at Custody Bank of Japan, Ltd., a custody bank specializing in asset administration, on April 1, 2025.

2. Summary of Contracts for Limitation of Liability

Based on the Companies Act Article 427, Paragraph 1, the Company has concluded contracts with Outside Directors regarding liability as defined by the Companies Act Article 423, Paragraph 1 to limit total liability to the figure stipulated by the Companies Act Article 425, Paragraph 1.

3. Summary of Indemnity Contracts

The Company has no indemnity contracts with any of the Directors provided for in the Companies Act Article 430-2, Paragraph 1.

4. Summary of the Directors and Officers Liability Insurance Contract

The Company has concluded the Directors, Executive Officers and Fellows liability insurance contract provided for in the Companies Act Article 430-3, Paragraph 1 with an insurance company under which the Directors and Corporate Auditors are the insured. The said insurance contract covers damages that may arise when the insured assumes liability for the execution of his or her duties or receives a claim related to the pursuit of such liability. The insurance premiums are fully borne by the Company.

5. Compensation, etc. Paid to Directors

(a) Total amount of compensation, etc. for the fiscal year under review

Classification	Total Compensation, etc. (Millions of Yen)	Total Compensation, etc. by Type (Millions of Yen)			Number of Applicable Officers
		Base Compensation	Performance-linked Compensation	Stock Compensation	
Directors (excluding Directors who are Audit and Supervisory Committee Members) (Outside Directors)	¥520 (45)	241 (43)	211 (-)	67 (2)	6 (2)
Directors who are Audit and Supervisory Committee Members (Outside Directors)	111 (54)	103 (51)	- (-)	7 (3)	4 (3)
Total (Outside Directors)	631 (100)	345 (94)	211 (-)	75 (5)	10 (5)

Notes: 1. At the 99th Annual General Meeting of Shareholders held on June 27, 2024, shareholders resolved to set the limit of remuneration for Directors (excluding Directors who are Audit and Supervisory Committee Members) at no more than ¥720 million per year (including no more than ¥100 million per year for Outside Directors). In addition, regarding stock compensation, at the 100th Annual General Meeting of Shareholders held on June 27, 2025, shareholders resolved that the total amount of compensation and the total number of shares to be allocated would be no more than ¥100 million and no more than 33,300 shares per year,

consisting of no more than ¥50 million (including no more than ¥10 million for Outside Directors) and no more than 16,650 shares (including no more than 3,400 shares for Outside Directors) as tenure-based restricted stock compensation and no more than ¥50 million and no more than 16,650 shares as ESG indicator-based restricted stock compensation. Shareholders also resolved that when allocating such stock, the Company shall conclude a contract for allocation of restricted stock with the eligible Directors. The number of Directors under this resolution was six (two of whom were Outside Directors).

2. At the 99th Annual General Meeting of Shareholders held on June 27, 2024, shareholders resolved to set the limit of remuneration for Directors who are Audit and Supervisory Committee Members at no more than ¥180 million per year. In addition, regarding stock compensation, at the 100th Annual General Meeting of Shareholders held on June 27, 2025, shareholders resolved that the total amount of compensation and the total number of shares to be allocated would be no more than ¥18 million and no more than 6,000 shares per year as tenure-based restricted stock compensation. Shareholders also resolved that when allocating such stock, the Company shall conclude a contract for allocation of restricted stock with the eligible Directors. The number of Directors who are Audit and Supervisory Committee Members under this resolution was four (three of whom were Outside Directors).

(b) Names, officer categories, total compensation, and types of compensation for Directors whose total compensation is ¥100 million or more

Name	Classification	Total Compensation, etc. (Millions of Yen)	Total Compensation, etc. by Type (Millions of Yen)		
			Base Compensation	Performance-linked Compensation	Stock Compensation
NOU Takeshi	Directors (excluding Directors who are Audit and Supervisory Committee Members)	¥161	65	74	21
IKENOBU Seiji	Directors (excluding Directors who are Audit and Supervisory Committee Members)	111	52	43	16
OKABE Masato	Directors (excluding Directors who are Audit and Supervisory Committee Members)	118	45	58	15

(c) Policy on Determining the Details of Executive Compensation, etc.

Policy regarding determination of compensation for Directors (excluding Directors who are Audit and Supervisory Committee Members)

At the meeting of the Board of Directors held on March 23, 2026, the Company resolved the policy for determining compensation for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members). In connection with this resolution, deliberations are conducted by the Compensation Committee, which consists of Outside Directors, the President, and the Director in charge of Human Resources. The Compensation Committee deliberates and determines the Base Compensation, Performance-linked Compensation, and Stock Compensation for individual Directors in a fair and transparent manner, within the limit approved at the Annual General Meeting of Shareholders and based on the compensation determination standards.

Policy regarding determination of compensation for Directors who are Audit and Supervisory Committee Members

Compensation, etc. for Directors who are Audit and Supervisory Committee Members is determined by discussions among the Audit and Supervisory Committee Members, following deliberation by the Compensation Committee, within the limit approved at the Annual General Meeting of Shareholders.

a. Policy on Base Compensation

The Base Compensation for the President is set, taking into consideration the Company's performance, corporate value, and other factors comprehensively. Base Compensation for Directors is calculated depending upon titles, based on the Base Compensation for the President and by applying a ratio for each

title according to responsibilities.

b. Policy on Performance-linked compensation

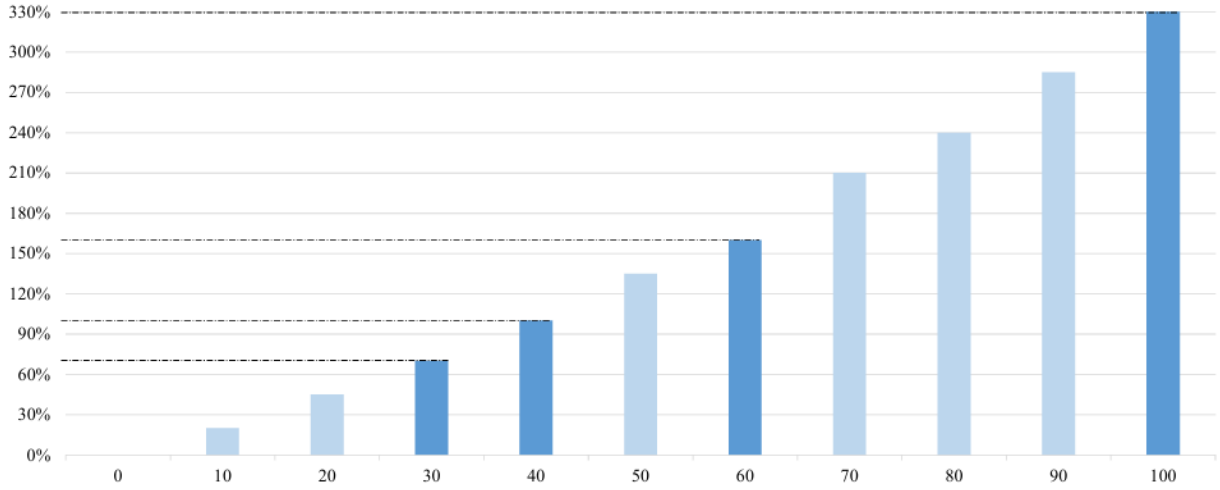
Regarding Performance-linked Compensation, for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members), the amount of Performance-linked Compensation is calculated using consolidated ordinary income and ROIC, which the Company considers as key indicators for evaluating operating results, as the performance indicators. ROIC is evaluated using differences from the average over the last five years, and Performance-linked Compensation fluctuates between 80% and 120% in line with these evaluations.

More specifically, the Company changed its Performance-linked Compensation in fiscal 2021, and ¥40 billion, which is 130% of ¥30 billion, the average consolidated ordinary income over the past 10 years excluding the impact of the impairment of Caserones Copper Mine, shall be used as a benchmark (for the compensation percentage in the system design).

The Compensation Committee also sets ¥60 billion, which is the largest recorded profit, as a target, and sets an upper limit of ¥100 billion in the event that the target is exceeded, to ensure that Performance-linked Compensation serves as an appropriate incentive.

Outside Directors and Directors who are Audit and Supervisory Committee Members who are in positions independent from business execution do not receive Performance-linked Compensation.

Linkage of compensation to each consolidated ordinary income when Performance-linked Compensation at the benchmark (¥40 billion) is 100



Benchmark consolidated ordinary income	Results used as metrics for determining performance-linked compensation in fiscal 2025.
¥40.0 billion	performance-linked compensation for fiscal 2024 ¥76.4 billion

c. Policy on Stock Compensation (Type of tenure-based & ESG indicator-based)

The Company introduced a restricted stock compensation plan (tenure-based restricted stock compensation) for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members) from fiscal 2021 to serve as an incentive for eligible Directors to aim for continuous growth in corporate value and further enhance value-sharing with shareholders. In fiscal 2023, new ESG indicator-based restricted stock compensation with the added requirement of achievement of ESG indicators was introduced, in addition to the already introduced tenure-based restricted stock compensation.

In both cases, continued service is a condition for lifting the transfer restrictions. ESG indicators are

those related to the reduction of greenhouse gases, the promotion of job satisfaction and diversity and compliance.

In addition, the Company introduced tenure-based restricted stock compensation for Outside Directors and Directors who are Audit and Supervisory Committee Members in 2025.

The total amount of compensation for granting restricted stock to Directors (excluding Directors who are Audit and Supervisory Committee Members) shall be no more than ¥100 million per year, consisting of no more than ¥50 million (including no more than ¥10 million for Outside Directors) as tenure-based restricted stock compensation and no more than ¥50 million as ESG indicator-based restricted stock compensation. The total annual number of the Company's common shares to be issued or disposed of by this shall be no more than 33,300 shares, consisting of no more than 16,650 shares each for tenure-based restricted stock compensation and ESG indicator-based restricted stock compensation. The amount of compensation to be provided for the granting of restricted stock to Directors who are Audit and Supervisory Committee Members has been set at no more than ¥18 million per year as tenure-based restricted stock compensation, and the total annual number of the Company's common shares to be issued or disposed of by this shall be no more than 6,000 shares. The specific timing of payment and allotment to each Director will be determined by the Board of Directors in accordance with the rules established by the Compensation Committee.

Percentage of stock-based compensation based on consolidated ordinary income of ¥40 billion

Mode of Compensation	Status of ESG indicator achievement and share of equity compensation (total of Tenure-based and ESG indicator-based) in total compensation)		
	Target achieved	Partially achieved	Missed all targets
Stock-based Compensation	20%	13.3%～16.6%	10%

d. Policy on the composition of compensation, etc.

The composition of compensation, etc. for individual Directors is set, taking into consideration the Company's management strategy, business environment, the degree of difficulty in achieving the target for incentives, etc. and also by referring to the trend of benchmarked companies, utilizing data of an objective compensation survey by an external specialized organization and other factors. The composition of compensation for Directors when all ESG KPIs are achieved is as follows:

consolidated ordinary income		~¥0	¥30 billion	¥40 billion	¥60 billion	¥80 billion	¥100 billion~
Base Compensation		72%	55%	50%	42%	35%	30%
Performance-linked Compensation		0%	23%	30%	40%	51%	58%
Stock Compensation	Tenure-based	14%	11%	10%	9%	7%	6%
	ESG Indicator-based	14%	11%	10%	9%	7%	6%

Note: The percentage of Base Compensation, the percentage of performance-linked compensation and the percentage of stock compensation vary because performance-linked compensation varies according to the Company's performance.

Reference Image of Compensation Structure (consolidated ordinary income ¥40 billion)

Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors)	Basic Compensation		50%
	Performance-linked Compensation		30%
	Stock Compensation	Tenure-based	10%
		ESG indicator-based	10%
Directors who are Audit and Supervisory Committee Members and Outside Directors	Basic Compensation		90%

	Stock Compensation (Tenure-based)	10%

e. Policy on the timing of payment of compensation, etc. and conditions

Base Compensation and Performance-linked Compensation are paid monthly in cash.

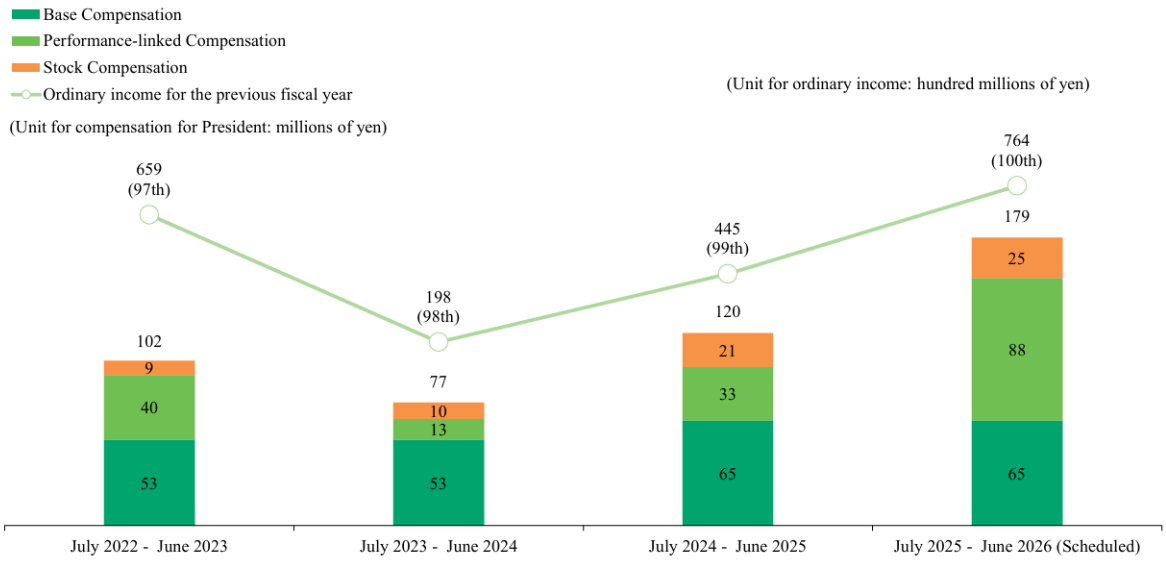
The Stock Compensation system is designed so that the period during which transfer of the allocated shares is restricted expires on the date of retirement and, even after retirement, sale of the shares is not permitted for a period of one year, except to the extent necessary to cover taxes arising from the lifting of such transfer restrictions, [to prevent insider trading. Moreover, if an eligible Director retires without just cause, the Company shall automatically acquire the allocated shares at no cost irrespective of the elapsing of the period.

The details of compensation, etc. for individual Directors in the fiscal year under review are judged to be in accordance with the policies from a. to c. above because the Board of Directors determined the details after fair and transparent deliberation based on the compensation determination standards by the Compensation Committee.

Reference

The President's Compensation as the Basis for Each Director's Compensation

Regarding compensation of President and Representative Director, trends in the amount of compensation for one year from the conclusion of General Meetings of Shareholders, the beginning of the term, are as follows.



Note: The compensation amounts shown above are for a different calculation period than the "(b) Names, officer categories, total compensation, and types of compensation for Directors whose total compensation is ¥100 million or more" shown on page 50.

Reference

Revision details of reviewing the Company's compensation system for Directors on fiscal 2026

Regarding Directors' compensation, the Company is committed to transparency in the decision-making process and the content of its decisions, and the Compensation Committee examines the design of the system that contributes to the improvement of corporate value over the medium to long term.

At a meeting of the Compensation Committee held in fiscal 2025, a policy of disclosing the amount of compensation for the President and Representative Director, regardless of the standards for determining the amount, was established to further improve governance and accountability, and it was decided to shift a portion of the Base Compensation for the President and Representative Director to a portion of the tenure-based restricted stock compensation and increase the percentage of Stock Compensation to further enhance value-sharing with shareholders.

In addition, in light of business performance and the changes in the structure of businesses in recent years, Performance-linked Compensation was reviewed from a perspective of paying more attention to the quality of the business performance achieved. Consequently, the standard Performance-linked Compensation curve was raised to ensure that Performance-linked Compensation serves as an appropriate incentive for the achievement

of high business performance.

It is planned for these revisions to the system to be adopted in the compensation system beginning in fiscal 2026 to further promote the sharing of value with shareholders.

6. Matters Related to Outside Directors

(a) Important Positions Held Concurrently at Other Organizations

Please refer to "1. Status of Directors." The Company has no special relationship with any of the entities.

(b) Principal Activities during the Fiscal Year under Review

a. Principal activities of Outside Directors

Name	Attendance rate at the meetings of the Board of Directors (%)	Principal Activities and Summary of duties performed by the outside officer concerning the expected role
TOIDA Kazuhiko	100	Attended all 14 meetings of the Board of Directors during the fiscal year. Drawing on a wealth of knowledge and experience gained as a manager in the automotive industry, he actively commented on proposals and discussions on management of the progress of the medium-term business plans, dynamic management of business, operation of business, etc. from a standpoint independent from management, unbound by internal norms, looking to improve corporate value over the medium and long term. In addition, he has contributed to increasing the effectiveness of the Board of Directors by becoming involved in matters regarding the deliberations and operations of the Board of Directors as a chairperson of the Board of Directors. Attended all 9 meetings of the Nomination Review Committee, all 12 meetings of the Compensation Committee and all 5 meetings of the Internal Audit Committee during the fiscal year.
TAKEGAWA Keiko	100	Attended all 14 meetings of the Board of Directors during the fiscal year. Drawing on her wealth of knowledge and experience gained through involvement in the formulation and implementation of policies such as promotion of women's participation, she actively commented on proposals and discussions on Diversity, Equity & Inclusion (DE&I), the securing and development of human resources, personnel systems, and human capital, etc., from an independent standpoint based on government trends. Attended all 9 meetings of the Nomination Review Committee, all 12 meetings of the Compensation Committee and 4 out of 5 meetings of the Internal Audit Committee during the fiscal year.

b. Principal activities of Outside Directors who are Audit and Supervisory Committee Members

Name	Attendance rate at the meetings of the Board of Directors (%)	Attendance rate at the meetings of the Audit and Supervisory Committee (%)	Principal Activities
ISHIDA Toru	100	100	Attended all 14 meetings of the Board of Directors and all 14 meetings of the Audit and Supervisory Committee during the fiscal year. Based on his many years of experience and high-level insights, in which he has contributed to development of commerce and industry, he actively made necessary comments on proposals and discussions from an independent position, on matters such as economic security, new business investments, and supporting carbon neutrality. Attended all 9 meetings of the Nomination Review Committee, all 12 meetings of the Compensation Committee and all 5 meetings of the Internal Audit Committee during the fiscal year. Furthermore, as the chairperson of the Nomination Review Committee, he expressed opinions based on his experience and

			knowledge and also led the discussions of the Committee and conducted the clarification of the criteria for the election and dismissal of Directors, the revision of the independence standards for Outside Directors, interviews with manager candidates and succession planning.
INOUE Hiroshi	100	100	Attended all 14 meetings of the Board of Directors and all 14 meetings of the Audit and Supervisory Committee during the fiscal year. Based on his experience and professional perspective in legal circles as a public prosecutor and a lawyer, he actively made necessary comments on proposals and discussions from an independent position, on matters such as legal procedures, risk management, and strengthening compliance. Attended all 9 meetings of the Nomination Review Committee, all 12 meetings of the Compensation Committee and all 5 meetings of the Internal Audit Committee during the fiscal year. Furthermore, as chairperson of the Compensation Committee, he led discussions in the Committee and conducted the disclosure of the amount of compensation for the President, and the reduction of the percentage of Base Compensation and the increase of the percentage of Stock Compensation in the compensation structure for the President, with a view to sustainable improvement in corporate value and enhancement of value sharing with shareholders.
KAWAN ISHI Sachiko	92	92	Attended 13 out of 14 meetings of the Board of Directors and 13 out of 14 meetings of the Audit and Supervisory Committee during the fiscal year. Based on her experience and professional perspective as a business manager and certified public accountant, she actively made necessary comments on proposals and discussions from an independent position, on matters such as new business investments, M&A, DX, and accounting policies. Attended all 9 meetings of the Nomination Review Committee, 11 out of 12 meetings of the Compensation Committee, and all 5 meetings of the Internal Audit Committee during the fiscal year.

c. Acts taken to prevent execution of business in violation of laws and regulations or the Articles of Incorporation, or that is otherwise improper or fraudulent, and measures taken after such acts occur

During the previous fiscal year, it was discovered that Mitsui Kinzoku Perlite Co., LTD. (a subsidiary of the Company) had engaged in inappropriate practice, such as the fabrication and alteration of inspection data relating to products that did not meet customer specifications.

Outside Directors had been making comments to call attention to the importance of thorough compliance and other matters on a regular basis, but were unaware of the facts in advance.

Following the discovery of this matter, each of these Outside Directors has continuously supervised the progress of the Group-wide measures to prevent the recurrence of these incidents based on the oversight responsibilities of parent company from an independent position, mainly at meetings of the Company's Board of Director. They have also provided recommendations regarding the further enhancement of the Group-wide internal controls. Based on these recommendations, the Company has established the Compliance Committee to be an organization that comprehensively controls overall compliance throughout the Group.

(d) Notification of Independent Directors

None of the Company's Outside Directors has interests with any particular party from the Company, including its management, and none of them has conflicts of interest with general shareholders. The Company has notified the Tokyo Stock Exchange that all five (5) of its Outside Directors (TOIDA Kazuhiko, TAKEGAWA Keiko, ISHIDA Toru, INOUE Hiroshi and KAWANISHI Sachiko) are Independent Directors of the Company.

(3) Matters Related to the Financial Auditor

1. Name of the firm: KPMG AZSA LLC

2. Total Compensation, etc., paid to the firm

Classification	Compensation based on audit and attestation services (Millions of Yen)	Compensation based on non-audit services (Millions of Yen)	Amount (Millions of Yen)
The Company	¥151	-	¥151
The Company's subsidiaries	￥49	0	￥49
Amount	¥200	0	¥200

Notes: 1. Since the contract between the Company and the auditing firm does not distinguish between the audit required under Japan's Companies Act and the audit required under the Financial Instruments and Exchange Law, the above figures also include the cost of the audit required under the Financial Instruments and Exchange Law.
2. The Audit and Supervisory Committee of the Company reviewed the financial auditor's audit plan for fiscal 2025, the status of performance of duties in the previous fiscal year, the basis of calculation of the estimated amount of compensation, etc. by means of necessary documents obtained from the independent auditing firm and relevant internal departments as well as interviews. As a result, the Audit and Supervisory Committee gave consent pursuant to the Companies Act Article 399, Paragraph 1 and 3 with regard to compensation, etc. for the financial auditor for fiscal 2025.
3. Among the Company's material subsidiaries, the following were legally audited by a certified public accountant or accounting firm, other than the Company's audit firm, with the corresponding qualifications in a foreign country: Taiwan Copper Foil Co., Ltd.; Mitsui Copper Foil (Malaysia) Sdn. Bhd.; Mitsui Electronic Materials Co., Ltd.; and Mitsui Kinzoku Components India Private Limited.

3. Details of Non-audit Services

Subsidiaries entrust the independent auditing firm with agreed procedures for application forms for reduction of or exemption pursuant to the Act on Special Measures Concerning Procurement of Electricity from Renewable Energy Sources by Electricity Utilities.

4. Policy regarding decisions related to dismissal and non-renewal of contract with the financial auditor

When the provisions of the Companies Act Article 340, Paragraph 1 are deemed to be applicable to the auditing firm, the Audit and Supervisory Committee may dismiss the firm with the consent of all the Audit and Supervisory Committee Members. The Audit and Supervisory Committee determines the content of a proposal to be submitted to a General Meeting of Shareholders concerning non-renewal of the contract with the auditing firm at the Company's convenience. In addition, when it is deemed that the Company cannot continue the contract with the auditing firm for reasons attributable to the auditing firm, the Audit and Supervisory Committee determines the content of a proposal to be submitted to a General meeting of Shareholders concerning dismissal or non-reappointment of the auditing firm.

In either case, the Audit and Supervisory Committee determines the content of a proposal to be submitted to a General Meeting of Shareholders concerning selection of a new financial auditor.

(4) Systems for Ensuring Appropriate Business Operations and Overview of the Status of Operation of Such Systems

The decisions as to the Company's systems for ensuring that the execution of duties by the Directors is in compliance with relevant laws and regulations and the Company's Articles of Incorporation and other systems for ensuring the proper conduct of the Group's activities and the status of operation of such systems are outlined below.

1. Systems for ensuring that the execution of duties by the Directors and employees of the Company and its subsidiaries is in compliance with relevant laws and regulations and the Company's Articles of Incorporation

1) To ensure that the conduct of business activities by the Directors and employees of the Company and its subsidiaries is in compliance with relevant laws and regulations and the Company's Articles of Incorporation, the Company clarifies and promotes its compliance system by instituting its "Code of

Conduct," which Directors and employees are required to observe, and internal regulations.

2) The Company clearly defines the authority of the Directors through the issuance of internal regulations, including "Regulations for the Board of Directors (Torishimariyaku-kai kisoku)." Also, by appointing Outside Directors who have a high degree of independence, the Company increases transparency and creates a framework to ensure that the Directors execute their duties appropriately.

3) In addition, the Company conducts internal audits of accounting, tax affairs, legal affairs, safety, quality, facilities, the environment, hygiene, ICT, etc. for the purpose of maintaining soundness of overall internal control among others.

[Overview of the status of operation]

1. While the Company has already established a "Code of Conduct" as an imperative that outlines the values and behaviors that all members of the Group should share. In light of recent social changes, in the fiscal year under review, the Company has revised and implemented its "Code of Conduct" and issued the updated "Compliance Guidebook" to ensure understanding revised "Code of Conduct". The Company has been continuously conducting compliance training sessions at sites in Japan and overseas, to strengthen and drive its compliance system. In the fiscal year under review, the Company held compliance training sessions at all domestic sites in light of the implementation of the Code of Conduct and issuance of the Compliance Guidebook.
2. Each Executive Director reports important matters to the Board of Directors, which consists of ten members; half (i.e., five) of whom are Outside Directors (including two women). (Three of these Outside Directors are Directors who are Audit and Supervisory Committee Members). Outside Directors are a majority of the Nomination Review Committee and Compensation Committee, both of which are chaired by an Outside Director. The Nomination Review Committee deliberates Directors' qualifications (skill matrix), candidate nominations, successor nominations, the composition of the Board of Directors, and other matters. The Compensation Committee determines the amount of compensation paid to each Director. As a result, the supervisory function of the Board of Directors is enhanced and independence and objectivity in the nomination and evaluation of Directors is further strengthened, thereby ensuring appropriate execution of duties by Directors.
3. The Company has established an Internal Audit Committee consisting of the Director in charge of the Internal Audit Department as chairperson, the General Manager of the Internal Audit Department, the General Manager of the Business Division Administration Department, the General Managers of the relevant departments in Corporate Units, and the General Manager of the Internal Audit Office of Mitsui Kinzoku (Shanghai) Management Co., Ltd. The Internal Audit Committee determines internal auditing policies and annual plans, based on which the Internal Audit Department conducts internal audits of the Company's domestic and overseas offices and subsidiaries in cooperation with the relevant departments in Corporate Units. The Internal Audit Committee evaluates the results of audits conducted by the Internal Audit Department, checks the status of corrective measures for identified issues, and reports to the Board of Directors after the end of each fiscal year.

2. Systems for storing and safekeeping of information related to the execution of the duties of the Directors

For information related to the execution of the duties of the Directors, the Company has prepared, stores, and keeps in custody such information according to laws and regulations, the "Regulations for the Board of Directors (Torishimariyaku-kai kisoku)," "Information Management Rules (Jouhou kanri kisoku)," "Regulations Regarding Documentation (Bunsho kisoku)," regulations concerning ICT governance, and other internal regulations.

[Overview of the status of operation]

Information materials on agenda and minutes of meetings of the Board of Directors are kept for the legally required period of 10 years, and documents relating to important meetings concerning business execution are retained for an appropriate period of time, as determined by the relevant meeting bodies. The Company has appointed the Senior General Manager of the Corporate Planning & Control Sector as the person responsible and is promoting the implementation of ICT governance and information management across the Group, and developing an electronic approval system and electromagnetic record management structure.

3. Regulations and systems concerning the management of losses and hazards of the Company and its subsidiaries

To prevent the materialization of risks related to the execution of business activities of the Company and its subsidiaries and to respond to risks that have already materialized, based on its "Regulations for Risk Management (Risk management kisoku)," the Company designates organizational units in charge of each type of risk to monitor and evaluate the risks that may arise in the business activities of the Company and subsidiaries, decides on policies for risk management, and implements measures to deal with risks when they materialize.

The Company establishes "Regulations for Emergency Responses (Kinkyu-jitai hasseiji no taiou ni kansuru kisoku)" to protect human lives and assets and to swiftly recover and continue business in the event of a large disaster.

[Overview of the status of operation]

The Company has established a unit dedicated to risk and crisis management in the General Affairs Department to manage risks and crises for the Company and its subsidiaries, with the aim of minimizing the impact and damage that the Company and its subsidiaries may suffer from events that threaten their assets and revenues through risk management. During the fiscal year under review, based on risk situation analyzed for the Company and its subsidiaries as a whole at the time of formulating the 2025-2027 Medium Term Business Plan, the Company reviewed the points of change in the risk map, implemented risk mitigation activities and checked their effectiveness in light of changes in social conditions in the future. Moreover, the Group decided on policies for risk management and implemented measures to deal with risks when they materialize, including training for incident management in the event of an emergency, assuming large-scale natural disasters and accidents, and improvement of various manuals, thereby promoting risk management.

4. Systems to ensure that the Directors of the Company and its subsidiaries execute their duties efficiently

As the basis for systems that ensure the Directors execute their duties efficiently, the Board of Directors holds a regular meeting once a month, and at other times as necessary. In addition, the Company determines assignment of responsibilities for management within the "Regulations for the Board of Directors (Torishimariyaku-kai kisoku)" and clarifies the approving authorities, including those of subsidiaries, and transfer of authority to executive departments, with an aim to enhance the efficiency of decision-making. Also, through the introduction of the Executive Officer system, the Company endeavors to accelerate the execution of business activities.

[Overview of the status of operation]

During the fiscal year under review, a total of 14 Board of Directors meetings were held, including one regular meeting each month and two extraordinary meetings. The Board of Directors deliberates and decides on matters of particular material importance to management as stipulated by laws and regulations, and internal rules and regulations (Regulations for the Board of Directors (Torishimariyaku-kai kisoku), Assignment of Responsibilities for Management (Decision-Making Authority), and other regulations). Additionally, for matters such as business strategies and medium- to long-term issues that require thorough and in-depth discussion, the Company ensures appropriate and efficient decision-making by giving Board members opportunities for discussion prior to deliberation at Board of Directors meetings.

To enhance operational flexibility and agility, and to boost management vitality, the Company has introduced an Executive Officer system and revised the internal regulations entitled Assignment of Responsibilities for Management (Decision-Making Authority), based on the Articles of Incorporation and Article 399-13 Paragraph 6 of the Companies Act, through a resolution of the Board of Directors. To streamline decision-making processes, a significant portion of decision-making authority in relation to the Company's material business operations has been delegated to Executive Officers. At the same time, the Board of Directors receives regular reports from each executive officer on the status of their duties, and monitors overall execution of duties. The Company also holds meetings with its Outside Directors and the Financial Auditor, to exchange opinions and share information.

5. Systems for ensuring appropriate business operations in the Mitsui Kinzoku Group consisted of the Company and its subsidiaries

The Regulations for the Board of Directors (Torishimariyaku-kai kisoku) stipulate the assignment of responsibilities for management and the Regulations for the Management of Subsidiaries and Affiliates (Kankei-gaisha kanri kisoku). Regulations state that the Company's relevant business divisions should give regular reports on certain important management matters related to operating results, financial conditions, and other matters, and that matters that meet certain criteria should be submitted to the Board of Directors of the Company for resolution.

Subsidiaries of the Company establish and design internal control systems based on autonomous internal control, share information with the Company, and seek to enhance internal control measures. The Company's relevant business divisions confirm the status of internal control at each Group company and provide support for improvement as necessary.

[Overview of the status of operation]

Directors of the Company's subsidiaries report regularly on operating results, financial status, safety and quality-related matters, personnel situations, and other important management issues at regular meetings of the relevant departments of the Company that oversee their subsidiaries.

Decisions regarding those that meet the criteria specified in Assignment of Responsibilities for Management (Decision-Making Authority) shall not be made solely by the subsidiary, but shall also by the Company's Board of Directors, president, or the Senior General Manager of the relevant department or officer in charge. In addition, the Company's subsidiaries have established and operate autonomous internal control systems based on rules and regulations such as the Regulations for the Board of Directors (Torishimariyaku-kai kisoku) and the Decision-Making Authority Regulations. The Company's relevant business divisions provide ongoing support for improving the internal control status of subsidiaries based on information shared through regular reports from subsidiaries.

In response to the incident involving the falsification and fabrication of inspection measurement data for finished goods that did not meet customer requirements at Mitsui Kinzoku Perlite Co., LTD. (hereinafter referred to as "inappropriate practice at Mitsui Kinzoku Perlite Co., LTD."), a subsidiary of the Company, announced on April 4, 2025, the Mitsui Kinzoku Group and Mitsui Kinzoku Perlite Co., LTD., formulated and executed recurrence prevention measures to strengthen quality assurance within the Group and Mitsui Kinzoku Perlite Co., LTD. The progress of these measures is also regularly reported to the Company's Board of Directors and responsible departments, and the Company also provides guidance sequentially to Mitsui Kinzoku Perlite Co., LTD. on implementing recurrence prevention measures and supervises their progress.

6. Matters concerning employees who are to assist the duties of Audit and Supervisory Committee and matters related to ensuring the independence of such employees from Directors and effectiveness of instructions given by Directors who are Audit and Supervisory Committee Members to such employees

1) Under the Company's "Regulations for Company Organization Systems (Kaisha shokusei kisoku)," the Company establishes an Audit and Supervisory Committee Support and assigns employees to assist the Audit and Supervisory Committee in its duties. The Audit and Supervisory Committee Support is composed of several dedicated employees. Decisions regarding personnel transfers, performance evaluations, commendations, and disciplinary actions for such employees are made with reference to the opinions of the Audit and Supervisory Committee.
2) The employees who are assigned to assist the duties of the Audit and Supervisory Committee shall do so in accordance with the "Regulations for Company Organization Systems (Kaisha shokusei kisoku)." At Audit and Supervisory Committee meetings, such employees shall receive instructions from Directors who are Audit and Supervisory Committee Members, and also shall report on the progress of matters that they were instructed to address, and provide information.

[Overview of the status of operation]

1. Several dedicated employees are appointed as an Audit and Supervisory Committee Support in the Internal Audit Department to assist the Audit and Supervisory Committee in its duties. Decisions regarding personnel transfers for employees appointed the Audit and Supervisory Committee Support, performance evaluations, commendations, and disciplinary actions for such employees shall be made with reference to the opinion of the Audit and Supervisory Committee.
2. Dedicated employees assigned to the Audit and Supervisory Committee receive instructions from the Committee and provide the Committee with reports on the progress of instructions and other

information. Dedicated employees also assist in the performance of audits by accompanying the Audit and Supervisory Committee on site visits to the Company's locations and subsidiaries, attending regular meetings of each department as observers, sharing information with the Audit and Supervisory Committee, and regularly exchange opinions with a full-time Director who is an Audit and Supervisory Committee Member.

In addition, in case of any inconsistency between instructions from the Representative Director and those from the Audit and Supervisory Committee, the Internal Audit Department, including the Audit and Supervisory Committee Support, shall prioritize the instructions from the Audit and Supervisory Committee in accordance with the "Regulations for Internal Audit Committee (Naibukansa-iinkai kisoku)," ensuring the effectiveness of instructions from Audit and Supervisory Committee Members.

7. Systems for reporting to the Audit and Supervisory Committee

1) When the Directors and employees of the Company and Directors, Corporate Auditors, and employees of the Company's subsidiaries discover facts that may cause serious losses to the Company, or when other events occur concerning the matters requiring reporting specified by the Audit and Supervisory Committee, they shall report to the Audit and Supervisory Committee.
2) Upon auditing of subsidiaries by Directors who are Audit and Supervisory Committee Members, Directors, Corporate Auditors, and employees of the Company's subsidiaries shall report the status of operations and other matters required by Directors who are Audit and Supervisory Committee Members.
3) Regarding the details of reports made via the whistleblowing system, a system shall be set up to ensure prompt sharing of information with the Audit and Supervisory Committee.

[Overview of the status of operation]

1. A full-time Director who is an Audit and Supervisory Committee Member attend important meetings related to business execution as observers. Through these meetings, matters are reported and information is shared with Audit and Supervisory Committee Members.
2. Directors who are Audit and Supervisory Committee Members also visit the Company's locations and subsidiaries to conduct audits in line with the policy set out by the Audit and Supervisory Committee, and receive reports on the status of operations, as well as matters requested by the Audit and Supervisory Committee.

3. The Company has developed a whistleblowing system, and information is promptly shared with the Audit and Supervisory Committee based on the Regulation for Whistle-Blowing Systems.

8. Systems to ensure that persons are not treated disadvantageously for making reports to the Audit and Supervisory Committee

The Company shall not engage in detrimental treatment of Directors and employees of the Company and Directors, Corporate Auditors, and employees of the Company's subsidiaries who reported to the Audit and Supervisory Committee because of the reporting.

[Overview of the status of operation]

Internal regulations state that persons who report to the Audit and Supervisory Committee will not receive detrimental treatment because of the reporting, and that any persons involved in such disadvantageous treatment shall be dealt with strictly in accordance with the employment regulations or other relevant rules. It is also announced on the Company's website and stated in the Compliance Guidebook that persons who report to the Audit and Supervisory Committee will not receive detrimental treatment because of the reporting. This policy is also communicated in internal training and on other occasions.

9. Matters concerning procedures for advance payment or reimbursement of fees arising in connection with the execution of duties by Directors who are Audit and Supervisory Committee Members and other policies regarding handling costs or obligations arising in connection with the execution of such duties

When Directors who are Audit and Supervisory Committee Members request advance payment or reimbursement of expenses for their execution of duties, based on deliberation by the responsible department, the Company shall handle such expenses or obligations swiftly, except in the case that such expenses or obligations are proved to be unnecessary for the execution of duties by such Directors who

are Audit and Supervisory Committee Members.

[Overview of the status of operation]

At the beginning of each fiscal year, the Company sets aside a budget for expenses to be incurred based on the activity plan for the year. The Company has also established a rule that allows the Directors who are Audit and Supervisory Committee Members to request additional budget if expenditures exceeding the predetermined budget for expenses are necessary.

10. Other Systems for Ensuring the Effective Audit by the Audit and Supervisory Committee

Representative Directors and Audit and Supervisory Committee members meet periodically to exchange opinions. Directors who are Audit and Supervisory Committee Members may attend important meetings to enable the thorough exchange of information with Directors (excluding Directors who are Audit and Supervisory Committee Members) and employees, and a system is in place that enables close collaboration between Directors who are Audit and Supervisory Committee Members and the Internal Audit Department for audits.

[Overview of the status of operation]

In the fiscal year under review, meetings to exchange opinions were held twice between the Representative Directors, Directors who are Audit and Supervisory Committee Members, and Outside Directors. The Company also provided opportunities for more multi-faceted exchanges of information. Nine opinion exchange meetings were also held where Directors who are Audit and Supervisory Committee Members, Outside Directors and employees met.

Audit and Supervisory Committee met with the Financial Auditor as necessary to share information. Directors who are Audit and Supervisory Committee Members attend Internal Audit Committee meetings as observers and monitor internal auditing by accompanying internal audits as appropriate.

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*In this Business Report, the monetary amounts and the number of shares have been rounded down to the nearest unit.

English Translation of Financial Statements Originally Issued in the Japanese Language

Consolidated Balance Sheet

(As of March 31, 2026)

Millions of yen

	2025	2024
Assets		
Current assets:		
Cash and time deposits	¥58,271	¥44,469
Notes, accounts receivable and Contract assets	127,810	122,711
Merchandise and finished goods	67,729	60,535
Work in process	64,286	45,274
Raw materials and supplies	80,869	73,488
Others	25,888	27,256
Allowance for doubtful accounts	(1,388)	(2,845)
Total current assets	423,466	370,889
Fixed assets:		
Tangible fixed assets:		
Buildings and structures	199,421	219,162
Machinery and automotive equipment	507,470	541,294
Land	28,939	32,391
Lease assets	5,653	6,196
Construction in progress	18,156	9,978
Others	28,373	67,404
Accumulated depreciation	(610,040)	(685,273)
Total tangible fixed assets	177,975	191,155
Intangible fixed assets	6,870	9,205
Investments and other assets:		
Investment securities	66,125	64,220
Long-term loans	390	392
Net defined benefit asset	16,073	12,738
Deferred tax assets	4,505	6,891
Others	2,337	2,744
Allowance for doubtful accounts	(262)	(294)
Total investments and other assets	89,169	86,693
Total fixed assets	274,014	287,054
Total assets	¥697,481	¥657,944

Millions of yen

	2025	2024 (Reference)
Liabilities and Net Assets		
Current liabilities:		
Notes and accounts payable	¥61,294	¥48,048
Short-term debt	36,164	65,211
Commercial paper	-	7,500
Current portion of straight bonds	10,000	10,000
Current portion of lease liability	462	645
Accrued income taxes	13,806	8,812
Consumption taxes payable	1,986	1,400
Provision for bonus	8,924	7,355
Provision for product warranties	64	697
Provision for loss on construction contracts	99	102
Provision for loss on disposal of inventories	368	680
Other provisions	281	23
Others	38,819	38,993
Total current liabilities	172,273	189,472
Long-term liabilities:		
Straight bonds	30,000	40,000
Long-term debt	37,976	43,349
Lease liability	1,016	1,431
Deferred tax liabilities	8,441	9,942
Directors' and corporate auditors' retirement benefits	185	218
Provision for environmental countermeasures	866	616
Provision for preventing environmental pollution in mineral, mining, and other operations	850	822
Net defined benefit liability	19,450	26,039
Asset retirement obligations	4,397	4,227
Others	1,113	967
Total long-term liabilities	104,298	127,615
Total Liabilities	276,571	317,087
Net assets		
Common stock	42,377	42,289
Capital surplus	17,609	17,683
Retained earnings	332,999	252,582
Treasury stock	(653)	(634)
Shareholders' equity	392,333	311,921
Net unrealized gains on securities, net of tax	1,242	1,110
Unrealized gains (losses) on hedging derivatives, net of tax	(3,343)	(1,167)
Foreign currency translation adjustments	20,650	19,220
Remeasurements of defined benefit plans	1,166	461
Accumulated other comprehensive income	19,715	19,624
Non-controlling interests	8,861	9,310
Total net assets	420,910	340,856
Total liabilities and net assets	¥697,481	¥657,944

Note: Figures are rounded down to the nearest million yen.

English Translation of Financial Statements Originally Issued in the Japanese Language

Consolidated Statement of Operations

(April 1, 2025 to March 31, 2026)

Millions of yen

	2025	2024 (Reference)
Net sales	¥758,532	¥712,344
Cost of sales	555,885	562,106
Gross profit	202,647	150,237
Selling, general and administrative expenses	71,735	75,494
Operating income	130,912	74,743
Non-operating income:		
Interest income	704	686
Dividend income	497	607
Real estate rent	550	544
Investment income on equity method	7,372	4,617
Other income	1,264	1,182
	10,389	7,638
Non-operating expenses:		
Interest expense	2,114	2,615
Foreign exchange losses	1,435	2,414
Other expenses	1,016	941
	4,565	5,971
Ordinary income	136,736	76,410
Extraordinary profits:		
Gain on sales of property, plant and equipment	226	28
Gain on sales of investment securities	268	9,380
Gain on sales of stock of affiliated companies	2,192	2,179
Reversal of allowance for doubtful accounts	1,215	-
Others	587	44
	4,470	11,632
Extraordinary losses:		
Loss on sales of property, plant and equipment	62	131
Loss on disposal of property, plant and equipment	2,998	2,783
Loss on impairment of fixed assets	481	2,817
Loss on valuation of shares of subsidiaries and affiliates	19,074	-
Provision of allowance for doubtful accounts	-	328
Others	1,115	1,213
	23,731	7,274
Profit before income taxes	117,475	80,768
Income taxes:		
Current	23,185	15,195
Deferred	57	(1,932)
Net income	94,232	67,505
Profit attributable to non-controlling interests	2,969	2,843
Profit attributable to owners of parent	¥91,263	¥64,662

Note: Figures are rounded down to the nearest million yen.

English Translation of Financial Statements Originally Issued in the Japanese Language

Consolidated Statement of Changes in Net Assets

(April 1, 2025 to March 31, 2026)

Millions of yen

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of period	42,289	17,683	252,582	(634)	311,921
Changes of items during period					
Dividends from surplus			(10,867)		(10,867)
Profit attributable to owners of parent			91,263		91,263
Purchase of treasury stock				(19)	(19)
Change in scope of consolidation		(240)	21		(219)
Restricted Stock Compensation	88	88			177
Change in treasury shares of parent arising from transactions with non-controlling shareholders		78			78
Net changes of items other than shareholders' equity					
Total changes of items during period	88	(74)	80,416	(19)	80,411
Balance at end of period	42,377	17,609	332,999	(653)	392,333

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Net unrealized gains on securities, net of tax	Unrealized gains (losses) on hedging derivatives, net of tax	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total of accumulated other comprehensive income		
Balance at beginning of period	1,110	(1,167)	19,220	461	19,624	9,310	340,856
Changes of items during period							
Dividends from surplus							(10,867)
Profit attributable to owners of parent							91,263
Purchase of treasury stock							(19)
Change in scope of consolidation							(219)
Restricted Stock Compensation							177
Change in treasury shares of parent arising from transactions with non-controlling shareholders							78
Net changes of items other than shareholders' equity	131	(2,175)	1,430	705	90	(448)	(358)
Total changes of items during period	131	(2,175)	1,430	705	90	(448)	80,053
Balance at end of period	1,242	(3,343)	20,650	1,166	19,715	8,861	420,910

Note: Figures are rounded down to the nearest million yen.

English Translation of Financial Statements Originally Issued in the Japanese Language

Balance Sheet

(As of March 31, 2026)

Millions of yen

	2025	2024 (Reference)
Assets		
Current assets:		
Cash and time deposits	¥10,272	¥5,169
Notes receivable	697	759
Accounts receivable	84,784	60,888
Merchandise and finished goods	39,252	30,937
Work in process	28,704	17,396
Raw materials and supplies	45,562	33,482
Advances payments	708	859
Prepaid expenses	1,398	1,043
Short-term loans	27,708	29,414
Other accounts receivable	13,318	9,114
Payment for others	4,295	3,347
Derivative assets	317	434
Others	460	138
Allowance for doubtful accounts	(1,392)	(3,346)
Total current assets	256,089	189,640
Fixed assets:		
Tangible fixed assets:		
Buildings	46,350	44,181
Structures	13,990	13,400
Machinery and equipment	122,196	115,174
Automotive equipment	622	530
Tools, equipment and furniture	12,002	11,315
Land used for mining operations	175	175
Land	20,319	15,753
Lease assets	13	40
Construction in progress	5,412	1,890
Accumulated depreciation	(162,557)	(154,417)
Total tangible fixed assets	58,525	48,045
Intangible fixed assets:		
Rights of utilization	4,769	5,292
Software in progress	529	1,348
Total intangible fixed assets	5,299	6,640
Investments and other assets:		
Investment securities	3,392	3,058
Stock of subsidiaries and affiliates	90,691	103,927
Investments in other securities of subsidiaries and affiliates	3,722	2,697
Investments in capital of subsidiaries and affiliates	3,026	3,026
Long-term loans	29,758	48,985
Deferred tax assets	164	1,703
Derivative assets	92	-
Others	10,190	6,897
Allowance for doubtful accounts	(3,069)	(2,832)
Total investments and other assets	137,970	167,464
Total fixed assets	201,795	222,150
Total assets	¥457,885	¥411,790

Millions of yen

	2025	2024 (Reference)
Liabilities and Net Assets		
Current liabilities:		
Accounts payable	¥34,324	¥22,432
Short-term debt	12,500	22,373
Commercial paper	-	7,500
Current portion of long-term loans payable	11,501	22,690
Current portion of straight bonds	10,000	10,000
Current portion of lease liability	2	1
Accrued payments	10,816	10,354
Accrued expenses	1,116	927
Accrued income taxes	4,175	3,135
Advances received	603	247
Deposits received	22,062	20,509
Provision for bonus	5,166	3,231
Provision for product warranties	2	0
Provision for loss on disposal of inventories	1	-
Derivative liabilities	1,737	361
Total current liabilities	114,010	123,765
Long-term liabilities:		
Straight bonds	30,000	40,000
Long-term debt	37,000	43,201
Lease obligations	5	3
Employees' retirement benefits	12,538	13,380
Provision for environmental countermeasures	848	594
Provision for preventing environmental pollution in mineral, mining, and other operations	276	265
Provision for losses of affiliated companies	-	130
Asset retirement obligations	130	128
Derivative liabilities	358	-
Others	226	290
Total long-term liabilities	81,383	97,994
Total liabilities	195,394	221,759
Net assets		
Shareholders' equity:		
Common stock	42,377	42,289
Capital surplus:		
Legal capital surplus	22,805	22,717
Other capital surplus	0	0
Total capital surplus	22,805	22,717
Retained earnings:		
Legal retained earnings	2,406	2,406
Other retained earnings	196,571	123,010
Retained earnings brought forward	196,571	123,010
Total retained earnings	198,977	125,416
Treasury stock	(653)	(634)
Total shareholders' equity	263,507	189,789
Valuation and translation adjustments	(1,016)	241
Net unrealized gains on securities, net of tax	814	302
Unrealized gains (losses) on hedging derivatives, net of tax	(1,831)	(60)
Total net assets	262,491	190,031
Total liabilities and net assets	¥457,885	¥411,790

Note: Figures are rounded down to the nearest million yen.

English Translation of Financial Statements Originally Issued in the Japanese Language

Statement of Operations

(April 1, 2025 to March 31, 2026)

Millions of yen

	2025	2024 (Reference)
Net sales	¥436,712	¥356,352
Cost of sales	332,918	295,071
Gross profit	103,794	61,281
Selling, general and administrative expenses	45,997	42,009
Operating income (loss)	57,796	19,272
Non-operating income:		
Interest and dividend income	19,684	14,261
Other income	1,906	1,038
	21,590	15,299
Non-operating expenses:		
Interest expense	1,305	1,374
Other expenses	907	2,097
	2,212	3,471
Ordinary income	77,175	31,100
Extraordinary profits:		
Gain on sales of property, plant and equipment	156	61
Gain on sales of stock of affiliated companies	10,906	3,833
Reversal of allowance for doubtful accounts	1,717	-
Gain on extinguishment of tie-in shares	1,744	-
Other profits	517	9,579
	15,043	13,475
Extraordinary expenses:		
Loss on sales and disposal of property, plant and equipment	583	1,080
Accumulated depreciation and impairment losses	481	-
Reversal of allowance for doubtful accounts	-	3,175
Provision of allowance for environmental countermeasures	253	-
Other expenses	63	641
	1,382	4,896
Income (loss) before income taxes	90,836	39,679
Income taxes:		
Current	4,856	3,489
Deferred	1,551	(4,269)
Net Income (loss)	¥84,428	¥40,459

Note: Figures are rounded down to the nearest million yen.

English Translation of Financial Statements Originally Issued in the Japanese Language

Statement of Changes in Net Assets

(April 1, 2025 to March 31, 2026)

Millions of yen

	Shareholders' equity								
	Common stock	Capital surplus			Retained earnings			Treasury stock	Total shareholders' equity
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings Retained earnings brought forward	Total retained earnings		
Balance at beginning of period	42,289	22,717	0	22,717	2,406	123,010	125,416	(634)	189,789
Changes of items during period									
Restricted Stock Compensation	88	88		88					177
Dividends from surplus						(10,867)	(10,867)		(10,867)
Net profit						84,428	84,428		84,428
Purchase of treasury stock								(19)	(19)
Net changes of items other than shareholders' equity									
Total changes of items during period	88	88	–	88	–	73,560	73,560	(19)	73,717
Balance at end of period	42,377	22,805	0	22,805	2,406	196,571	198,977	(653)	263,507

	Valuation and translation adjustments			Total net assets
	Net unrealized gains on securities, net of tax	Unrealized gains (losses) on hedging derivatives, net of tax	Total valuation and translation adjustments	
Balance at beginning of period	302	(60)	241	190,031
Changes of items during period				
Restricted Stock Compensation				177
Dividends from surplus				(10,867)
Net profit				84,428
Purchase of treasury stock				(19)
Net changes of items other than shareholders' equity	512	(1,770)	(1,257)	(1,257)
Total changes of items during period	512	(1,770)	(1,257)	72,459
Balance at end of period	814	(1,831)	(1,016)	262,491

Note: Figures are rounded down to the nearest million yen.