

[Translation: Please note that the following purports to be an excerpt translation from the Japanese original Notice of the 100th Ordinary General Meeting of Shareholders of Mitsubishi Materials Corporation prepared for the convenience of shareholders outside Japan with voting rights. However, in the case of any discrepancy between the translation and the Japanese original, the latter shall prevail.]

Stock Code :5711
May 30, 2025

To Our Shareholders:

Naoki Ono, Director
Mitsubishi Materials Corporation
2-3 Marunouchi 3-chome, Chiyoda-ku, Tokyo

NOTICE OF THE 100TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to inform you that the 100th Ordinary General Meeting of Shareholders of Mitsubishi Materials Corporation (the “Company”) will be held as described below.

If you are unable to attend the meeting, please review the documents entitled “Reference Materials for the General Meeting of Shareholders” and exercise your voting rights by either procedure described below by 6:00 p.m. on Tuesday, June 24, 2025 (Japan standard time).

The meeting session of this General Meeting of Shareholders on that date can also be viewed live on the Internet.

[Exercise of voting rights by electromagnetic method (through the Internet)]

Please access the voting website (<https://evote.tr.mufig.jp>) and follow the information listed on the screen to cast your vote by the above-listed deadline.

[Exercise of voting rights in writing (by mail)]

Please indicate your vote of approval or disapproval on the enclosed Voting Card and return the card so that it arrives at the Company by the above-listed deadline. (Please use the enclosed “Voting Card/Registration Security Sticker.”)

<To Our Institutional Investors>

You may use the “Electronic Proxy Voting Platform (for Institutional Investors)” operated by ICJ, Inc., as a method for exercising your voting rights for the Company’s General Meetings of Shareholders.

In connection with the convocation of this General Meeting of Shareholders, we take measures for the provision in electronic format of the information contained in the reference documents, etc. for the general meeting of shareholders (matters for which measures for provision in electronic format will be taken). The information is posted on the Company’s website on the Internet.

The Company’s website:

<https://www.mmc.co.jp/corporate/ja/ir/stockinfo/meeting.html> (Japanese language only)

In addition to the above, the information is also posted on the website of Tokyo Stock Exchange, Inc. (TSE). If the Company’s website is not available, please access TSE’s website shown below, search by entering the issue name (Mitsubishi Materials) or securities code (5711), and select “Basic

information” and “Documents for public inspection/PR information.”

TSE website:

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Yours truly

If you are able to attend, please submit the enclosed Voting Card to the reception desk on the day of the meeting. Thank you for your cooperation.

Details

1. Date and Time: Wednesday, June 25, 2025 at 10:00 a.m. (The reception starts at 9:00 a.m.)
(Japan standard time)

2. Place: Shibusawa Hall, 5F
The Tokyo Chamber of Commerce and Industry
Marunouchi Nijubashi Building, 2-2 Marunouchi 3-chome, Chiyoda-ku, Tokyo,
Japan

3. Meeting Agenda:

Matters to be Reported:

- (1) Reports on the business reports, consolidated financial statements and audit results of the consolidated financial statements by the Accounting Auditors and the Audit Committee for the 100th fiscal year (April 1, 2024 to March 31, 2025).
- (2) Reports on the financial statements for the 100th fiscal year (April 1, 2024 to March 31, 2025).

Matters to be Resolved:

Agenda : Election of Ten (10) Directors

4. Matters Concerning Exercise of Voting Rights

- (1) If there is no indication of approval or disapproval of any of the Items on the Voting Card, the Company will deem such item as approved.
- (2) If you exercise your voting rights redundantly both by Voting Card and through the Internet, the Company will deem exercise through the Internet as valid.
- (3) If you exercise your voting rights more than once through the Internet, the Company will deem the last exercise as valid.
- (4) If you wish to exercise your voting rights by proxy on the day of the meeting, you may appoint another single shareholder who has voting rights as your proxy. In such case, please submit a letter of proxy to the Company that certifies the authority of the shareholder acting as your proxy along with the Voting Cards.

5. Other matters for which measures for provision in electronic format will be taken

Shareholders having requested delivery of documents are delivered documents that describe matters for which measures for provision in electronic format will be taken (documents delivered to shareholders). However, the following matters among those matters for which measures for provision in electronic format will be taken are not included in the documents delivered to shareholders in accordance with laws and regulations and the Articles of Incorporation of the Company.

- (i) Notes on the consolidated financial statements
- (ii) Notes on the financial statements

The Audit Committee and Accounting Auditors have audited the relevant documents, including the matters mentioned above.

- ◎ If it is necessary to revise matters for which measures for provision in electronic format will be taken, those matters before and after the revision will be posted on the Company's website and TSE's website shown above.

Reference Materials for the General Meeting of Shareholders

Agenda : Election of Ten (10) Directors





The term of office of all eleven (11) Directors will expire at the close of this Ordinary General Meeting of Shareholders. It is hereby proposed that ten (10) Directors will be appointed, based on the decision of the Nomination Committee.

The Company has Policy for Nomination of Candidates for Director and Dismissal of Directors in place, which all the candidates for Directors meet. The Company has Standards for Independence of Independent Outside Directors in place, which all the candidates for Outside Directors meet.

The candidates for Directors are as follows:

Candidate No.	Name	Title, Position and Responsibilities at the Company
1	Naoki Ono Reappointed	Director (Chair of the Board of Directors) Member of the Sustainability Committee
2	Tatsuo Wakabayashi Independent Director Reappointed	Director Chair of the Nomination Committee and Member of the Remuneration Committee
3	Koji Igarashi Independent Director Reappointed	Director Member of the Nomination Committee and Chair of the Sustainability Committee
4	Kazuhiko Takeda Independent Director Reappointed	Director Member of the Nomination Committee and Chair of the Audit Committee
5	Rikako Beppu Independent Director Reappointed	Director Member of the Nomination Committee, Member of the Audit Committee, and Member of the Remuneration Committee
6	Hatsunori Kiriya Independent Director Reappointed	Director Member of the Audit Committee and Member of the Sustainability Committee
7	Nozomi Sagara Independent Director Reappointed	Director Member of the Audit Committee and Member of the Sustainability Committee
8	Ichiro Sasaki Independent Director Newly appointed	
9	Tetsuya Tanaka Newly appointed	Chief Executive Officer; CEO (Responsible for: General Operation of the Company, Internal Audit, Sustainability Promotion, Mitsubishi Materials Europe B.V.)
10	Kayo Hirano Newly appointed	Managing Executive Officer; CFO (Responsibilities of the CFO*, Responsible for Procurement & Logistics) * Accounting, Finance, Financial Controlling, Investor Relations

Structure after the Ordinary General Meeting of Shareholders to be held on June 25, 2025 (planned)

Composition of the Board of Directors	Ratio of Outside Directors	 Outside Directors: 7 Directors: 3	 70%
	Ratio of Female Directors	 Female Directors: 3 Male Directors: 7	 30%

Naoki Ono (born January 14, 1957)		[Reappointed]
<u>Personal History, Title and Position at the Company</u> Apr. 1979 Joined Mitsubishi Mining & Cement Co., Ltd. Jun. 2014 Managing Director of the Company President, Cement Company Apr. 2016 Executive Vice President President, Cement Company Jun. 2016 Director; Executive Vice President President, Cement Company Apr. 2017 Director; Executive Vice President General Manager, Corporate Strategy Div. Jun. 2018 President Jun. 2019 Director; Chief Executive Officer Apr. 2021 Director; Chief Executive Officer; CEO* Apr. 2025 Director (to present) * Chief Executive Officer		
1	<u>Number of Company shares held</u> 64,845 (Of which, the number of shares to be distributed based on the stock-based compensation plan is 51,502 shares.) <u>Years served as Director</u> 11 years *At the close of this Ordinary General Meeting of Shareholders <u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u> Board of Directors Meetings 19/19 (100%) Sustainability Committee Meetings 10/10 (100%)	<u><Reasons for nominating Mr. Ono as a candidate for Director></u> Mr. Naoki Ono, following appointment as Managing Director of the Company in 2014, served as President, Cement Company, General Manager of the Corporate Strategy Division, and President. After serving as Director, Chief Executive Officer and CEO, he has been as Director (Chair of the Board of Directors) since April 2025. He has a track record of supervising the management of the Group and leading a variety of measures for management reform as Chief Executive Officer and CEO. He has been expressing opinions at Board of Directors meetings from a perspective drawing on such experience as Executive Officer, thereby contributing to effective deliberations of the Board of Directors. As explained above, he has extensive knowledge and rich experience related to the business and operations of the Group. The Company expects that he will help to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Director.

[Candidate for Outside Director] [Independent Director] [Reappointed]	
Tatsuo Wakabayashi (born September 29, 1952)	
<u>Personal History, Title and Position at the Company</u> Apr. 1977 Joined Mitsubishi Trust Bank (currently Mitsubishi UFJ Trust and Banking Corporation) Jun. 2008 Managing Director, Mitsubishi UFJ Trust and Banking Corporation (MUTB) Jun. 2009 Senior Managing Director, MUTB Jun. 2010 Senior Managing Director and Chief Executive, Trust Assets Division, MUTB; Managing Officer and Group Head, Integrated Trust Assets Business Group, Mitsubishi UFJ Financial Group, Inc. (MUFG) Jun. 2011 Senior Managing Director, MUTB; Director, MUFG Apr. 2012 President, MUTB; Director, MUFG Apr. 2013 President, MUTB; Deputy Chairman, MUFG Dec. 2013 President, CEO and Chairman, MUTB; Deputy Chairman, MUFG Jun. 2015 President, CEO and Chairman, MUTB; Director and Deputy Chairman, MUFG Apr. 2016 Chairman, MUTB; Director, MUFG Jun. 2016 Chairman, MUTB Jun. 2018 Part time engagement, Audit & Supervisory Board Member of the Company Jun. 2019 Director of the Company (to present) Apr. 2020 Senior Advisor, MUTB (to present)	
<u>Number of Company shares held</u> 7,275 <u>Years served as Director</u> 6 years *At the close of this Ordinary General Meeting of Shareholders	<u><Reasons for nominating Mr. Wakabayashi as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Tatsuo Wakabayashi has insight into finance, accounting and other aspects of corporate management from his extensive experience as a manager after having served as President and Chairman at financial institutions. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as Chair of the Nomination Committee and a member of the Remuneration Committee, he has been involved in selecting candidates for Directors and Executive Officers, and deciding on the remuneration of Directors and Executive Officers, etc. of the Company from an objective and neutral position. As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
<u>Important position of other organization(s) concurrently assumed:</u> Senior Advisor, Mitsubishi UFJ Trust and Banking Corporation Outside Director, Mitsubishi Logistics Corporation	<u><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></u> (1) The Company has a business relationship with Mitsubishi UFJ Trust and Banking Corporation (MUTB), related to such activities as custody services, etc. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and MUTB. Moreover, the Company has no borrower-lender relationship with MUTB. (2) The Company has a business relationship with Mitsubishi Logistics Corporation including consignment of transportation, etc. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Mitsubishi Logistics Corporation.
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u> Board of Directors Meetings 19/19 (100%) Nomination Committee Meetings 16/16 (100%) Audit Committee Meetings 3/3 (100%) Remuneration Committee Meetings 11/11 (100%)	

<div style="display: flex; justify-content: space-between;"> <div> <p>Koji Igarashi (born November 20, 1954)</p> <p><u>Personal History, Title and Positions at the Company</u></p> <p>Apr. 1980 Joined Ajinomoto Co., Inc.</p> <p>Apr. 2002 Senior Vice President, Ajinomoto U.S.A., Inc.</p> <p>Jun. 2007 Executive Officer; Vice President, Amino Acids Company, Ajinomoto Co., Inc.</p> <p>Jun. 2009 Executive Officer; General Manager, Corporate Planning Div.</p> <p>Jun. 2011 Member of the Board, Corporate Vice President</p> <p>Jun. 2013 Member of the Board, Corporate Senior Vice President</p> <p>Jun. 2017 Senior Advisor (resigned June 2020)</p> <p>Jun. 2020 Director of the Company (to present)</p> </div> <div> <p>[Candidate for Outside Director] [Independent Director] [Reappointed]</p> </div> </div>	
3	<div> <p><u>Number of Company shares held</u> 4,639</p> <p><u>Years served as Director</u> 5 years</p> <p>*At the close of this Ordinary General Meeting of Shareholders</p> <p><u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u></p> <p>Board of Directors Meetings 19/19 (100%)</p> <p>Nomination Committee Meetings 16/16 (100%)</p> <p>Audit Committee Meetings 3/3 (100%)</p> <p>Sustainability Committee Meetings 10/10 (100%)</p> </div> <div> <p><Reasons for nominating Mr. Igarashi as a candidate for Outside Director and outline of expected roles to fulfill></p> <p>Mr. Koji Igarashi has extensive technical knowledge of technological development and manufacturing as well as insight into global business development, business reform and creation, promotion of digitalization and overall management through his experience as a manager of a food manufacturer that develops its business all over the world. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Nomination Committee and Chair of the Sustainability Committee, he has been involved in selecting candidates for Directors and Executive Officers of the Company and discussing themes regarding sustainability of the Company from an objective and neutral position.</p> <p>As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.</p> </div>

<div style="text-align: right;">[Candidate for Outside Director] [Independent Director] [Reappointed]</div>	
Kazuhiko Takeda (born November 10, 1959)	
<u>Personal History, Title and Positions at the Company</u> Apr. 1983 Joined Sony Corporation (currently Sony Group Corporation) Oct. 2001 Vice President in charge of Accounting, Sony Ericsson Mobile Communications Inc. Apr. 2006 Executive Officer; CFO, Sony NEC Optiarc Inc. Aug. 2008 Senior Vice President in charge of Corporate Management and Accounting, Sony Europe Ltd.(currently Sony Europe B.V.) Oct. 2013 Vice President; Senior General Manager of Corporate Planning & Control Division, Sony Corporation Jun. 2015 Senior Vice President Corporate Executive in charge of Corporate Planning & Control and Accounting Jan. 2018 Senior Vice President Corporate Executive in charge of Corporate Planning & Control and Accounting; CIO Jul. 2018 Senior Vice President Deputy President and Chief Financial Officer, Sony Interactive Entertainment LLC Jul. 2021 Executive Alumnus, Sony Group Corporation (to present) Jun. 2022 Director of the Company (to present)	
<u>Number of Company shares held</u> 2,868 <u>Years served as Director</u> 3 years *At the close of this Ordinary General Meeting of Shareholders	<u><Reasons for nominating Mr. Takeda as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Kazuhiko Takeda has extensive knowledge in the fields of corporate management, business operations and administration, finance and accounting, and information technology through his management experience as a senior executive of a conglomerate that develops a wide range of businesses all over the world and as the manager of its major subsidiaries. He also has insight into corporate strategy and overall management from a global perspective based on his many years of experience working in Europe and the United States. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Also, as Chair of the Audit Committee, he has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position. Additionally, as a member of the Nomination Committee, he has been involved in selecting candidates for Directors and Executive Officers of the Company from an objective and neutral position. As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
4 <u>Important position of other organization(s) concurrently assumed:</u> Outside Director, Sojitz Corporation (scheduled to take office in late June 2025)	<u><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></u> (1) The Company does not have business relationship with Sony Group Corporation. The Company has a business relationship including sales of products with Sony Global Manufacturing & Operations Corporation which is a specified subsidiary of Sony Group Corporation. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Sony Group Corporation. (2) The Company has a business relationship including sales of products with Sojitz Corporation. However, the value
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u> Board of Directors Meetings 19/19 (100%) Nomination Committee Meetings 13/13 (100%) Audit Committee Meetings 14/14 (100%) Sustainability Committee Meetings 3/3 (100%)	

		of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Sojitz Corporation.
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<p style="text-align: right;">[Candidate for Outside Director] [Independent Director] [Reappointed]</p> <p>Rikako Beppu (born March 8, 1968) *Ms. Rikako Beppu's name in the family register is Rikako Okiura.</p>	
<p><u>Personal History, Title and Positions at the Company</u></p> <p>Aug. 1992 Joined Slaughter and May Sep. 1994 Joined Simmons & Simmons Oct. 1994 Registered as a member of The Law Society, England and Wales May 1997 Seconded to Nagashima & Ohno (currently Nagashima Ohno & Tsunematsu) May 1998 Seconded to Export-Import Bank of Japan (currently Japan Bank for International Cooperation) Sep. 2001 Partner, Simmons & Simmons Oct. 2001 Registered as a member of Daini Tokyo Bar Association (registered foreign lawyer) Sep. 2008 Partner, Lovells (currently Hogan Lovells) Oct. 2017 Partner, Squire Patton Boggs Tokyo (Foreign Law Joint Business) Jun. 2022 Director of the Company (to present) Jun. 2024 Counsel, Squire Patton Boggs Tokyo (Foreign Law Joint Business) (to present)</p>	
<p><u>Number of Company shares held</u></p> <p>0</p> <p><u>Years served as Director</u></p> <p>3 years</p> <p>*At the close of this Ordinary General Meeting of Shareholders</p>	<p><Reasons for nominating Ms. Beppu as a candidate for Outside Director and outline of expected roles to fulfill></p> <p>Ms. Rikako Beppu has in-depth insights based on her advanced legal knowledge through her many years of experience as an attorney at law in Japan and abroad, as well as specialized knowledge in corporate legal affairs, particularly in the areas of global business development and business restructuring. Based on her insight, she has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Nomination Committee and Remuneration Committee, she has been involved in selecting candidates for Directors and Executive Officers, deciding on the remuneration of Directors and Executive Officers, etc. of the Company from an objective and neutral position. Also, as a member of the Audit Committee, she has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position.</p>
<p>5 <u>Important position of other organization(s) concurrently assumed:</u></p> <p>Counsel, Squire Patton Boggs Tokyo (Foreign Law Joint Business) Audit & Supervisory Board Member (Outside), Toyota Tsusho Corporation</p>	<p>As explained above, she has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that she will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Outside Director. Although she has no direct experience of being involved in corporate management, we believe that she will execute her duties as Outside Director appropriately, based on the above-mentioned experience, insights and knowledge.</p>
<p><u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u></p> <p>Board of Directors Meetings 19/19 (100%) Nomination Committee Meetings 13/13 (100%) Audit Committee Meetings 14/14 (100%) Remuneration Committee Meetings 11/11 (100%) Sustainability Committee Meetings 3/3 (100%)</p>	
	<p><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></p> <p>(1) The Company does not have business relationship with Squire Patton Boggs Tokyo (Foreign Law Joint Business). (2) The Company has a business relationship including sales of products with Toyota Tsusho Corporation. However, the value of transactions amounts to less than 3% of the consolidated net sales of the Company and less than 1% of the consolidated net sales of Toyota Tsusho Corporation.</p>

<p style="text-align: right;">[Candidate for Outside Director] [Independent Director] [Reappointed]</p> <p>Hatsunori Kiriya (born November 30, 1962)</p>	
<p><u>Personal History, Title and Positions at the Company</u></p> <p>Apr. 1985 Joined P&G Far East Inc. (currently The P&G Japan Limited)</p> <p>Jul. 2002 Vice President and Director of Sales Department, Northeast Asia, The Procter & Gamble Company</p> <p>Jul. 2005 Vice President, Global Skincare</p> <p>Jul. 2007 President and Representative Director, The P&G Japan Limited</p> <p>Jul. 2012 President-Asia, The Procter & Gamble Company</p> <p>Sep. 2017 Representative Director, forGL Inc. (to present)</p> <p>Jun. 2024 Director of the Company (to present)</p>	
<p><u>Number of Company shares held</u></p> <p>967</p> <p><u>Years served as Director</u></p> <p>1 year</p> <p>*At the close of this Ordinary General Meeting of Shareholders</p> <p><u>Important position of other organization(s) concurrently assumed:</u></p> <p>Representative Director, forGL Inc.</p> <p>Outside Director, Calbee, Inc.</p> <p><u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u></p> <p>Board of Directors Meetings</p> <p>15/15 (100%)</p> <p>Audit Committee Meetings</p> <p>11/11 (100%)</p> <p>Sustainability Committee Meetings</p> <p>7/7 (100%)</p>	<p><<u>Reasons for nominating Mr. Kiriya as a candidate for Outside Director and outline of expected roles to fulfill</u>></p> <p>Mr. Hatsunori Kiriya has extensive knowledge of corporate management and marketing as gained from his experience as manager at a leading international company as well as insights into corporate strategies and general aspects of management from a global perspective based on his experience as supervisor of the Asia region and manager at a U.S. company. Moreover, he has extensive insights into development of management human resources based on many years of corporate management experience in and outside Japan. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Sustainability Committee, he has been involved in discussing themes regarding sustainability of the Company from an objective and neutral position. Also, as a member of the Audit Committee, he has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position.</p> <p>As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.</p> <p><<u>Business relationships with other organization(s) in which positions are concurrently assumed, etc.</u>></p> <p>(1) The Company does not have business relationship with forGL Inc.</p> <p>(2) The Company does not have business relationship with Calbee, Inc.</p>

		[Candidate for Outside Director] [Independent Director] [Reappointed]	
Nozomi Sagara (born March 15, 1964)			
<u>Personal History, Title and Positions at the Company</u>			
Apr. 1989	Joined Ministry of International Trade and Industry (currently Ministry of Economy, Trade and Industry (METI))		
Jul. 2011	General Manager, Environment Department, Incorporated Administrative Agency New Energy and Industrial Technology Development Organization (currently National Research and Development Agency New Energy and Industrial Technology Development Organization)		
Apr. 2014	General Manager, Stockpile Planning Department, Incorporated Administrative Agency Japan Oil, Gas and Metals National Corporation (currently Incorporated Administrative Agency Japan Organization for Metals and Energy Security)		
Jul. 2015	Director, Information Systems and Welfare Division, Minister's Secretariat, METI		
Jul. 2017	Director-General, Tohoku Bureau of Economy, Trade and Industry		
Dec. 2020	Joined Sumitomo Chemical Co., Ltd.		
Apr. 2021	Associate Officer, Responsible for Sustainability Dept. and Responsible Care Dept. (resigned June 2021)		
Jun. 2024	Director of the Company (to present)		
7	<u>Number of Company shares held</u> 644	<u><Reasons for nominating Ms. Sagara as a candidate for Outside Director and outline of expected roles to fulfill></u> Ms. Nozomi Sagara has extensive knowledge of trade and industry policies through many years of service at the Ministry of Economy, Trade and Industry. She has specialized knowledge in metallic mineral resources, renewable energy, information technology and recycling fields as well as technical knowledge as a master of engineering. Based on her insight, she has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Sustainability Committee, she has been involved in discussing themes regarding sustainability of the Company from an objective and neutral position. Also, as a member of the Audit Committee, she has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position. As explained above, she has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that she will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Outside Director. Although she has no direct experience of being involved in corporate management, we believe that she will execute her duties as Outside Director appropriately, based on the above-mentioned experience, insights and knowledge.	
	<u>Years served as Director</u> 1 year		
	*At the close of this Ordinary General Meeting of Shareholders		
	<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2025)</u>		
	Board of Directors Meetings 15/15 (100%)		
	Audit Committee Meetings 11/11 (100%)		
	Sustainability Committee Meetings 7/7 (100%)		

8	<p style="text-align: right;">[Candidate for Outside Director]</p> <p>Ichiro Sasaki (born April 30, 1957) [Independent Director] [Newly appointed]</p>	
	<p><u>Personal History</u></p> <p>Apr. 1983 Joined Brother Industries, Ltd. Jan. 2005 Managing Director, Brother U.K. Ltd. Apr. 2008 General Manager of NID Research & Development Dept., Brother Industries, Ltd. Apr. 2009 Executive Officer Apr. 2013 Managing Executive Officer Jun. 2014 Director & Managing Executive Officer Jun. 2016 Representative Director & Managing Executive Officer Apr. 2017 Representative Director & Senior Managing Executive Officer Jun. 2018 Representative Director & President Jun. 2024 Director & Vice Chairman (to present)</p>	
	<p><u>Number of Company shares held</u></p> <p>0</p> <p><u>Important position of other organization(s) concurrently assumed:</u></p> <p>Director & Vice Chairman, Brother Industries, Ltd. (scheduled to resign in late June 2025, after that, scheduled to take office as Advisor)</p>	<p><<u>Reasons for nominating Mr. Sasaki as a candidate for Outside Director and outline of expected roles to fulfill</u>></p> <p>Mr. Ichiro Sasaki has extensive technical knowledge in development and manufacturing. He also has insight into corporate strategy from a global perspective and general aspects of management through his experience as a manager of a manufacturer that develops its business all over the world. Furthermore, through his experience in new business creation and commercialization, he has extensive knowledge in the fields of manufacturing such as product planning and quality assurance.</p> <p>As explained above, the Company expects that he will help to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.</p>
		<p><<u>Business relationships with other organization(s) in which positions are concurrently assumed, etc.</u>></p> <p>The Company does not have business relationship with Brother Industries, Ltd.</p>

	<p>Tetsuya Tanaka (born January 5, 1963) [Newly appointed]</p>	
	<p><u>Personal History, Title and Position at the Company</u></p> <p>Apr. 1986 Joined the Company</p> <p>Apr. 2020 Managing Executive Officer President, Metalworking Solutions Company</p> <p>Apr. 2023 Managing Executive Officer; CGO*¹</p> <p>Apr. 2024 Managing Executive Officer; CSuO*²</p> <p>Apr. 2025 Chief Executive Officer; CEO (to present)</p> <p>*1 Chief Governance Officer</p> <p>*2 Chief Sustainability Officer</p>	
9	<p><u>Number of Company shares held</u></p> <p>19,617</p> <p>(Of which, the number of shares to be distributed based on the stock-based compensation plan is 19,055 shares.)</p> <p><u>Responsible for:</u></p> <p>General Operation of the Company, Internal Audit, Sustainability Promotion, Mitsubishi Materials Europe B.V.</p>	<p><u><Reasons for nominating Mr. Tanaka as a candidate for Director></u></p> <p>Mr. Tetsuya Tanaka took office as Managing Executive Officer of the Company in 2020. After serving as President, Metalworking Solutions Company, CGO, and CSuO, he has undertaken his duties as Chief Executive Officer and CEO since April 2025.</p> <p>Mr. Tetsuya Tanaka has extensive practical experience, having held positions such as General Manager of Tsukuba Plant, General Manager, Research & Development Division of Metalworking Solutions Company, and President of the same company. From April 2024 to March 2025, as CSuO, he worked on strengthening responses to SCQ* issues and global environmental problems, as well as business process reforms, etc. Currently, he oversees the management of the Group as Chief Executive Officer and CEO.</p> <p>As explained above, he has extensive knowledge and rich experience related to the business and operations of the Group. The Company expects that he will help to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Director.</p> <p>* Safety & Health, Compliance & Environment, Quality</p>

Kayo Hirano (born July 17, 1974)		[Newly appointed]
10	<u>Personal History, Title and Position at the Company</u> Apr. 2004 Joined Sakura & Co. Sep. 2004 Joined Shinnihon Audit Firm (currently Ernst & Young ShinNihon LLC) Mar. 2008 Joined Morgan Stanley Securities Co., Ltd. (currently Morgan Stanley MUFG Securities Co., Ltd.) Jan. 2009 Joined ShinNihon LLC (currently Ernst & Young ShinNihon LLC) Sep. 2013 Joined LIXIL Corporation Jan. 2017 Transferred to LIXIL Group Corporation (currently LIXIL Corporation) Apr. 2021 Senior Vice President; Leader, Investor Relations Office Oct. 2022 Senior Vice President; Leader, Investor Relations Office and Leader, Finance & Treasury Corporate Accounting & Treasury/Tax Apr. 2024 Joined the Company General Manager, Accounting & Finance Div. Jun. 2024 General Manager, Accounting & Finance Div. General Manager, Financial Controlling Dept., Accounting & Finance Div. Apr. 2025 Managing Executive Officer; CFO (to present)* *Chief Financial Officer	
	<u>Number of Company shares held</u> 0	<u><Reasons for nominating Ms. Hirano as a candidate for Director></u> <p>Before joining the Company in 2024, Ms. Kayo Hirano's primary experience was at an audit firm and a housing equipment manufacturer, where she was involved in audit operations and the planning, development, and implementation of accounting/finance and IR/SR strategies. Furthermore, she has held leadership positions in IR and accounting/finance departments. In addition, Ms. Hirano is qualified as a Japanese Certified Public Tax Accountant and as a U.S. Certified Public Accountant (Delaware).</p> <p>Upon joining the Company in April 2024 as the General Manager of the Accounting and Finance Division, she has utilized her prior knowledge to take the lead in areas such as formulating dividend policies and external disclosure strategies, and enhancing financial analysis processes during financial closing. She currently holds the position of Managing Executive Officer and CFO, overseeing the management of the Group.</p> <p>As explained above, she has extensive knowledge and rich experience related to the business and operations of the Group. The Company expects that she will help to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Director.</p>
	<u>Responsible for:</u> Responsibilities of the CFO*, Procurement & Logistic * Accounting, Finance, Financial Controlling, Investor Relations	

- Note 1: There are no special interests between any of the candidates and the Company.
- Note 2: The number of shares of the Company held by each candidate is as of March 31, 2025 and is presented herein with the following number of shares included.
- (1) The holdings of the candidate himself or herself through the Mitsubishi Materials Executive Stock Ownership Plan
- (2) The number of shares scheduled to be distributed at the time of his or her retirement as Executive Officer, etc. based on the stock-based compensation plan that employs the mechanism of trust (the number is also presented in brackets as being included in the total).
- Note 3: Mr. Tatsuo Wakabayashi, Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama, Ms. Nozomi Sagara and Mr. Ichiro Sasaki are candidates for appointment as Outside Directors.
- Note 4: The section “Number/Rate of Attendance for Meetings of Board of Directors, etc. (FY2025)” shows the status of attendance of the candidates at Board of Directors meetings held during their tenure as well as at committee meetings held during their committee member tenure.
- Note 5: A provision of the Articles of Incorporation allows the Company to execute with Directors (excluding those who are Executive Director, etc.) agreements limiting liability for damages in accordance with Article 427, Paragraph 1 of the Companies Act. Accordingly, the Company has concluded a limited liability agreement with Mr. Naoki Ono, Mr. Tatsuo Wakabayashi, Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama and Ms. Nozomi Sagara. In addition, if Mr. Ichiro Sasaki, a candidate for new appointment as Director, is appointed Director, the Company will conclude a limited liability agreement with him, and its overview is as shown below. If this agenda is approved and resolved and Mr. Naoki Ono, Mr. Tatsuo Wakabayashi, Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama and Ms. Nozomi Sagara assume the position of Director, such limited liability agreements will remain in effect.
- With respect to liability as described in Article 423, Paragraph 1, of the Companies Act, if a Director (excluding those who are Executive Director, etc.) performs their duty in good faith and without gross negligence, the Director shall be liable to the Company for damages only to the extent of minimum liability as set out in Article 425, Paragraph 1, of the Companies Act. The Company shall indemnify the Director for damages in excess of the amount of the liability.
- Note 6: The Company has concluded directors and officers liability insurance with an insurance company provided under Article 430-3, Paragraph 1 of the Companies Act, and with the said insurance, the Company will pay for damages, litigation costs and others that may arise from the insured including Directors of the Company assuming the responsibility for execution of their duties or facing claims that seek the said responsibility (however, excluding matters falling under the category of uncovered events provided in the insurance such as damage caused by a criminal act or willful law breach by the insured person). If the candidates assume the position of Director, they will be the insured of the said insurance.
- Additionally, the insurance will be renewed upon the expiration of the policy duration.
- Note 7: The Company has notified the Tokyo Stock Exchange, Inc. that Mr. Tatsuo Wakabayashi, Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama and Ms. Nozomi Sagara are Independent Directors (Outside Directors who are unlikely to have conflicts of interest with general shareholders) in accordance with the regulations. The Company will notify Tokyo Stock Exchange, Inc. that Mr. Ichiro Sasaki is an Independent Director as he meets the requirements of Independent Directors under the regulations of the stock exchange.

[Policy for Nomination of Candidates for Director and Dismissal of Directors]

Our basic approach to the structure of the Board of Directors, which fulfills the roles of determining the direction of management and exercising supervision over the progress of business execution, is to ensure that it comprises a diverse range of human resources with different expert knowledge, experience, and other qualities. In particular, the Nomination Committee will consider candidates for Outside Directors to ensure that they comprise individuals who possess experience and knowledge in corporate management (business similar to or different from the Group's business, etc.) and organizational management, and individuals who possess broad and advanced expert knowledge and extensive experience in relation to finance and accounting affairs, legal affairs, production engineering, research and development, sales and marketing, or international relations, etc.

In light of the basic policy on the structure mentioned above, the Nomination Committee will nominate and select individuals who satisfy the following requirements as candidates for Directors, regardless of individual attributes concerning gender, nationality and race, etc.:

- An individual of exceptional insight and character;
- An individual with a strong sense of ethics and law-abiding spirit; and
- An individual who can properly fulfill his or her duties concerning the exercise of supervision over the management of the Company and the determination of the direction of management.

Further, with respect to candidates for Independent Outside Director, the Nomination Committee will nominate and select individuals who satisfy the following requirement in addition to the above requirements:

- An individual who has no material interest in the Group and who can remain independent.

The specific selection of personnel shall be decided after deliberation by the Nomination Committee.

If a Director falls under any of the following events, the Nomination Committee may determine the content of the proposal to be presented to the General Meeting of Shareholders for the dismissal of such Director.

- When there is a serious violation of laws and regulations or the Articles of Incorporation by a Director;
- When a Director commits serious misconduct in the performance of his/her duties;
- When there is a lack of the judgmental capacity that a Director should have or when the capacity to reason is notably inadequate; or
- When a Director will likely be unable to attend the Board of Directors meetings for a considerably long period of time.

[Standards for Independence of Independent Outside Directors]

The Company considers that an Outside Director is not independent if he or she falls under any of the conditions listed below in addition to meeting the standards for independence established by Tokyo Stock Exchange, Inc.:

1. An individual who falls under or has fallen under any of items (1) or (2) below, either presently or in the past:
 - (1) An executive or non-executive Director of the Company (excluding Outside Director); or
 - (2) An executive or non-executive Director of the Company's subsidiary.
2. An individual who falls under any of items (1) through (5) below:
 - (1) An executive of a client or supplier company of the Company, whose value of transactions amounted to 2% or more of the consolidated net sales of the Company or the client or supplier company as of the end of the previous fiscal year;
 - (2) A person who received, as a professional or consultant, etc., consideration of not less than 10 million yen from the Company in the previous fiscal year, excluding his/her consideration as a Director;
 - (3) An executive of an organization that received a donation of not less than 10 million yen from the Company in the previous fiscal year;
 - (4) A shareholder who directly or indirectly holds at least 10% of the total number of voting rights of the Company or an executive of such shareholder; or
 - (5) The Company's Accounting Auditor or its employee, etc.
3. An individual who has fallen under any of items (1) to (5) of 2 above at any time in the past three (3) years:
4. A close relative of any of the persons listed in item (1) or (2) of 1 above, items (1) to (5) of 2 above, or 3 above (excluding unimportant persons); or
5. A person who has served as the Company's Outside Director for period of more than eight (8) years.

[Reference]

The main expertise and experience owned by the candidates for Directors are shown in the Skill Matrix in Table 1. In addition, Table 2 shows from what perspectives the candidates for Directors contribute and provide knowledge toward achieving the Medium-term Management Strategy FY2031 based on their respective expertise and experience indicated in the Skill Matrix. (As for newly appointed candidates, expected roles are described.)

[Table 1] Expertise and experience of candidates for Directors (Skill Matrix)

Candidate No.	Name		Business experience outside the Company	Expertise and experience						
				Corporate management & organizational management	International experience	Sales & marketing	Production engineering	Research & development	Legal affairs	Finance & accounting
1	Naoki Ono	Reappointed	-	●	○	○	○		○	○
Candidate for Outside Director	2	Tatsuo Wakabayashi	Reappointed / Independent Director	●	○				○	○
	3	Koji Igarashi	Reappointed / Independent Director	●	○		●	○		○
	4	Kazuhiko Takeda	Reappointed / Independent Director	●	○	○			○	●
	5	Rikako Beppu	Reappointed / Independent Director		●				●	
	6	Hatsunori Kiriya	Reappointed / Independent Director	●	●	○				○
	7	Nozomi Sagara	Reappointed / Independent Director	●	○			○	○	
	8	Ichiro Sasaki	Newly appointed / Independent Director	●	○	○	○	●		
	9	Tetsuya Tanaka	Newly appointed	●			○	●	○	
10	Kayo Hirano	Newly appointed	Housing equipment	●	○					●

○ indicates expertise and experience owned (● indicates primary)

Note: The above Skill Matrix does not cover all the expertise and experience owned by the candidates for Director.

[Table 2] Contribution and perspectives of candidates for Directors on Key themes

Candidate No.	Name	Achieve the Medium-term Management Strategy FY2031					
		Supervision of strategy execution	Supervision of profitability improvement	Supervision of tackling of main sustainability challenges			
				Strengthen human capital-centric corporate management	Promotion of resource circulation	Strengthen tackling of global environmental issues	
1	Naoki Ono	Perspective from experience in management supervision of the Group as CEO of the Company		Perspective from experience as CEO of the Company	Perspective from experience in driving resource circulation strategies as CEO of the Company	Perspective from experience as an officer in charge of the renewable energy business of the Company	
Candidate for Outside Director	2	Perspective from experience as top management		Perspective based on working styles at a financial institution			
	3	Perspective from experience executing medium-to long-term business strategies	Perspective from practical experience in manufacturing techniques and development	Perspective from experience of human resource management in manufacturing and engineers	Posing of issues from a wide range of perspectives including future trends and exchange with external experts		
	4	Kazuhiko Takeda	Perspective from practical experience in global management in manufacturing Perspective on business management from extensive experience as CFO		Perspective from experience as a management executive of a global company	Posing of issues from the financial perspective	
	5	Rikako Beppu	Perspective from deep knowledge of global business expansion		Perspective from experience in diversity activities and initiatives	Perspective from experience being responsible for collaboration with many Japanese and overseas companies	
	6	Hatsunori Kiriya	Perspective from corporate management experience at a global manufacturer	Perspective from extensive marketing experience	Perspective from deep knowledge of the development of senior management executives		
	7	Nozomi Sagara	Perspective from technological knowledge across different fields		Perspective from experience in personnel management in government offices	Perspective from experience being involved in resource recycling and global environment preservation	

Candidate No.	Name	Achieve the Medium-term Management Strategy FY2031				
		Supervision of strategy execution	Supervision of profitability improvement	Supervision of tackling of main sustainability challenges		
				Strengthen human capital-centric corporate management	Promotion of resource circulation	Strengthen tackling of global environmental issues
8	Ichiro Sasaki	Perspective from experience in leading customer-oriented product development and company-wide efforts to leverage IT	Perspective from experience as top management in manufacturing	Perspective from experience of human resource management in manufacturing and engineers	Perspective from experience in leading environmental initiatives as CEO within the manufacturing industry	
9	Tetsuya Tanaka	Perspective from extensive practical experience at the Company's manufacturing sites		Perspective from experience of human resource management in manufacturing sites of the Company	Perspective from experience as President of Metalworking Solutions Company of the Company	Perspective from experience as the officer in charge of the global environment of the Company
10	Kayo Hirano	Perspective from extensive practical experience in IR/SR, Accounting, and Finance		Perspective from experience of human resource management in a manufacturing company		

Note 1: The items are focused on those with high contribution by the candidates for Directors.

Note 2: As for Mr. Ichiro Sasaki, Mr. Tetsuya Tanaka and Ms. Kayo Hirano, who are newly appointed candidates, expected roles are described.

[Reference] Planned members of each Committee after the agenda is approved

Upon approval of the agenda, the members of each Committee will be as follows.

	Candidate No.	Name	Nomination Committee	Audit Committee	Remuneration Committee	Sustainability Committee
	1	Naoki Ono		○		
Candidate for Outside Director	2	Tatsuo Wakabayashi	●		○	
	3	Koji Igarashi	○		●	
	4	Kazuhiko Takeda		●		
	5	Rikako Beppu	○		○	
	6	Hatsunori Kiriya		○		○
	7	Nozomi Sagara		○		●
	8	Ichiro Sasaki				○
	9	Tetsuya Tanaka				
	10	Kayo Hirano				

○: Members to be appointed (●: Member to be appointed as Chair)