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(Securities Code: 3864)

June 5, 2026

(Date of commencement of electronic
provision measures: May 29, 2026)

To Our Shareholders with Voting Rights

2-10-14 Ryogoku, Sumida-ku, Tokyo
Mitsubishi Paper Mills Limited
Ryuichi Kisaka, President & CEO

Notice of the 161st Ordinary General Meeting of Shareholders

We would like to express our appreciation for your continued support and patronage.

You are cordially invited to attend the 161st Ordinary General Meeting of Shareholders of Mitsubishi Paper Mills Ltd. (hereinafter “MPM”). The meeting will be held for the purposes as described below. In the convening of this meeting, we will take measures to electronically provide the information that constitutes the content of the reference documents, etc. for the general meeting of shareholders (Matters for Electronic Provision). We kindly request that you check this information by accessing the following websites of the Company on which the information is posted. The information is also posted on the website of the Tokyo Stock Exchange (TSE) as stated below.

The Company’s website:

<https://www.mpm.co.jp/ir/general-meeting.html>

TSE website
(Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>

If you cannot view our website, please access the TSE website above, enter and search for the name of the stock (Mitsubishi Paper Mills) or securities code (3864), and select “Basic Information” or “Public Documents/PR Information” to examine the information.

You may exercise your voting rights in advance in writing or via the Internet in lieu of voting in person at the meeting. After reviewing the following reference documents for the general meeting of shareholders, please exercise your voting rights following the instructions below no later than 5:30 p.m. on Thursday, June 25, 2026.

1. Date and Time: Friday June 26, 2026 at 10 a.m.

2. Place: Sakura Hall, 2F General Office inside Kyoto Mill, MPM
1-6-6, Kaiden, Nagaokakyo-shi, Kyoto

Due to the transfer of certain head office functions (planning and administration divisions) to a satellite office within MPM’s Kyoto Mill in April 2026, the venue for the general meeting of shareholders has been changed.

When attending the meeting, please be sure to refer to the map to the general meeting of shareholders venue to ensure you have the correct venue.

3. Agenda of the Meeting: Matters to be reported:

1. The Business Report, the Consolidated Financial Statements and the results of audits of the Consolidated Financial Statements by the Independent Auditor and the Audit and Supervisory Board for the 161st Business Term (from April 1, 2025 to March 31, 2026)
2. Non-Consolidated Financial Statements for the 161st Business Term (from April 1, 2025 to March 31, 2026)

Proposals to be resolved:

Proposal No. 1: Election of Eight (8) Directors

Proposal No. 2: Election of One (1) Audit & Supervisory Board Member

Proposal No. 3: Revision of the Performance-linked Stock Compensation Plan for Directors

4. Guide to Exercising Voting Rights

- (1) If you exercise your voting rights both in writing (by mail) and via the Internet, we will treat the latter as the effective exercise of your voting rights.
- (2) If you exercise your voting rights via the Internet several times, we will treat the last exercise as the effective exercise of your voting rights.
- (3) If voting rights are exercised and the voting form in writing (by mail) returned to the Company provides no indication of approval or disapproval with regard to the proposals, the shareholder shall be deemed to have expressed approval.

5. Matters for Electronic Provision

Among the matters for electronic provision, the following matters are not stated in the document delivered to shareholders who requested the delivery of documents, in accordance with laws and regulations and the provisions of Article 15 of the Articles of Incorporation of the Company.

- (1) System to ensure the appropriateness of business reporting
- (2) Overview of the operation status of the system to ensure the appropriateness of business reporting
- (3) Basic policy for controlling the management of the Company regarding business reporting
- (4) Consolidated Statements of Changes in Shareholders' Equity in Consolidated Financial Statements
- (5) Notes to Consolidated Financial Statements in Consolidated Financial Statements
- (6) Non-consolidated Statements of Changes in Shareholders' Equity in Non-consolidated Financial Statements
- (7) Notes to Non-consolidated Financial Statements in Non-consolidated Financial Statements

Therefore, documents provided with the Notice of the Ordinary General Meeting of Shareholders are part of the subjects audited by Audit & Supervisory Board Members and Accounting Auditors when preparing audit reports.

- When attending the meeting, please submit the voting rights exercise form at the reception desk to register your attendance.
- Please be advised that in the event the Reference Documents for the General Meeting of Shareholders, the Business Report, the Non-Consolidated Financial Statements, or the Consolidated Financial Statements require modifications, MPM will post such modifications on its website (<https://www.mpm.co.jp/ir>).

Guidance on Exercising Voting Rights

1. If you attend the General Meeting of Shareholders

Please present the voting card at the reception desk upon your arrival.

Date and Time: Friday, June 26, 2026 at 10:00 a.m. (Reception will open at 9:00 a.m.)

2. If you exercise voting rights in writing (by mail)

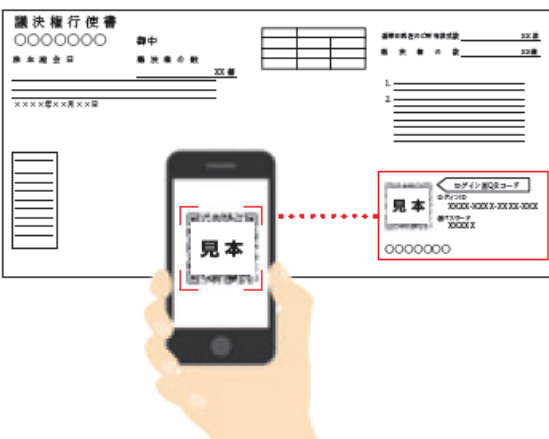

Please state whether you are for or against the agenda items on the Voting Rights Exercise Form and drop it into a post box.


Voting deadline: Please exercise your voting rights by 5:30 p.m. on Thursday, June 25, 2026

3. Exercising voting rights on the Internet

Please follow the instructions below and enter your approval or disapproval for the proposals.

Voting deadline: Entries completed by 5:30 p.m., Thursday, June 25, 2026

How to read a QR code	How to enter your login ID and temporary password
<p>You can log into the voting website without entering the login ID and temporary password written on the Voting Rights Exercise Form.</p>	<p>Voting website https://evote.tr.mufg.jp/</p>
<p>1. Please scan the QR code on the voting card.</p>  <p>* QR Code is the registered trademark of DENSO WAVE INCORPORATED.</p>	<p>1. Please access the voting website for PCs.</p> <p>2. Please enter the login ID and temporary password written on the Voting Rights Exercise Form and click submit.</p>  <p>「ログインID・仮パスワード」を入力 「ログイン」をクリック</p>

<p>2. Please follow the instructions on the screen to register whether you approve or disapprove of each proposal.</p> <p>2 以降は画面の案内に従って賛否をご入力ください。</p> 	<p>3. Please follow the instructions on the screen to register whether you approve or disapprove of each proposal.</p>
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* Screen images are for illustrative purposes.

- For inquiries about operation procedure for exercising voting rights via the Internet using PCs and smartphones, please contact the inquiry desk below.

Stock Transfer Agency Department, Mitsubishi UFJ Trust and Banking Corporation (Helpdesk)

0120-173-027

(Toll free, Operating hours: 9:00-21:00)

- Institutional investors are permitted to use the platform for the electronic exercise of voting rights for institutional investors operated by ICJ, Inc.
- If you exercise your voting rights both in writing (by mail) and via the Internet, we will treat the latter as the effective exercise of your voting rights.
- If you exercise your voting rights via the Internet several times, we will treat the last exercise as the effective exercise of your voting rights.

Reference Documents for the General Meeting of Shareholders


Proposal No. 1: Election of Eight (8) Directors


The terms of the offices of all eight (8) Directors will expire as of the close of this Ordinary General Meeting of Shareholders. Consequently, we will propose that eight (8) Directors including three (3) Outside Directors be elected.


Regarding the selection of the candidates, in accordance with the Director Qualification listed in MPM Basic Policies on Corporate Governance, the Board of Directors has decided after seeking and receiving advice from the Nomination and Remuneration Committee, which is chaired by an Independent Outside Director and a majority of which comprises Independent Outside Directors.


The candidates are as follows:


No.	Name		Current position in MPM	Attendance of Board of Directors meetings
1	Ryuichi Kisaka	REAPPOINTMENT Male	Representative Director, President and CEO Nomination and Remuneration Committee Member	14/14 (100%)
2	Yuji Takagami	REAPPOINTMENT Male	Director and Managing Executive Officer	14/14 (100%)
3	Tsuyoshi Imaeda	NEW APPOINTMENT Male		
4	Kunihiro Nakagawa	REAPPOINTMENT Male	Director and Managing Executive Officer	14/14 (100%)
5	Kazuhiro Nakauchi	REAPPOINTMENT Male	Director and Managing Executive Officer	14/14 (100%)
6	Atsuko Watanabe	REAPPOINTMENT Female Outside Independent	Outside Director Nomination and Remuneration Committee Member	14/14 (100%)
7	Soichi Nadahara	REAPPOINTMENT Male Outside Independent	Outside Director Nomination and Remuneration Committee Member	14/14 (100%)
8	Yoshimi Shu	REAPPOINTMENT Female Outside Independent	Outside Director	10/10 (100%)


No. (Date of birth, etc.)	Name	Number of shares of MPM held: 20,000 shares (Number of dilutive shares other than the above: 90,841 shares)
1	Ryuichi Kisaka	
 <p>(May 21, 1956) age 70</p> <p>Attendance of Board of Directors meetings 100% (14/14)</p> <p>REAPPOINTMENT</p> <p>Male</p> <p>Years as a Director: 4 years (at the close of this general meeting of shareholders)</p>	Profile and position in MPM <p>April 1982 Joined Kanzaki Paper Manufacturing Co., Ltd. (current Oji Holdings Corporation (hereinafter "Oji"))</p> <p>October 2012 President, Oji Imaging Media Co., Ltd.</p> <p>June 2013 Corporate Officer, Oji</p> <p>June 2015 Director of the Board and Executive Officer, Oji</p> <p>April 2019 Director of the Board and Executive Officer, Oji</p> <p>June 2021 Advisor, Oji</p> <p>February 2022 Advisor, MPM</p> <p>April 2022 President, Executive Officer, MPM</p> <p>June 2022 Representative Director, President and Executive Officer, MPM (to present)</p> <p style="padding-left: 20px;">[In charge of Strategy Planning Div. Responsible for Internal Audit Dept]</p>	
	Reasons for nominating as a candidate for Director <p>Mr. Ryuichi Kisaka has a wealth of experience in corporate management in the paper and pulp industry as an Executive Officer of Oji and President of Oji Paper Co., Ltd. Since assuming the position of President of MPM in 2022, he has been taking a strong leadership role in the structural reform of the MPM Group, and he is expected to demonstrate his excellent management skills to enhance the corporate value of the MPM Group by maximizing the effects of the capital and business alliance with the Oji Group. He has thus been nominated again as a candidate for Director.</p>	


No. (Date of birth, etc.)	Name	Number of shares of MPM held: 15,000 shares (Number of dilutive shares other than the above: 53,917 shares)
2	Yuji Takagami	
 <p>(January 23, 1962) age 64</p> <p>Attendance of Board of Directors meetings 100% (14/14)</p> <p>REAPPOINTMENT</p> <p>Male</p> <p>Years as a Director: 3 years (at the close of this general meeting of shareholders)</p>	Profile and position in MPM <p>April 1987 Joined MPM</p> <p>June 2009 General Manager, Marketing Department, Imaging & Development Company</p> <p>January 2014 General Manager, Printing Sensitive Materials Sales Dept., Imaging Media Division</p> <p>June 2018 General Manager, Graphics & Development Sales Dept., Imaging Media Division</p> <p>June 2019 Executive Officer, Deputy General Manager, Imaging Media Division and General Manager, Graphics & Development Sales Dept.</p> <p>June 2020 Executive Officer, Deputy General Manager, Functional Materials Division and General Manager, Imaging Media Dept.</p> <p>February 2022 Executive Officer, Deputy General Manager, Functional Materials Division</p> <p>June 2022 Executive Officer, Deputy General Manager, Functional Materials Division President and CEO, Diamic Co., Ltd.</p> <p>April 2023 Managing Executive Officer, General Manager, Sustainable Fiber Materials Division Director and President, Mitsubishi Oji Paper Sales Co., Ltd. (to present)</p> <p>June 2023 Director and Managing Executive Officer, General Manager, Sustainable Fiber Materials Division (to present)</p>	
	Reasons for nominating as a candidate for Director <p>Mr. Yuji Takagami has been involved in research and development and sales in the area of imaging media business and has long contributed to the management of this business, which is a defining business of MPM, and has also led the operations of Imaging Media Division as the Deputy General Manager. April 2023 following segmentation change, he became General Manager, Sustainable Fiber Materials Div. and President, Mitsubishi Oji Paper Sales Co., Ltd. and has been taking a strong leadership role in the transformation of the sustainable fiber materials business. He is expected to demonstrate his management skills in the enhancement of corporate value, and has thus been nominated again as a candidate for Director.</p>	


No. (Date of birth, etc.)	Name	Number of shares of MPM held: 0 shares (Number of dilutive shares other than the above: - shares)
3	Tsuyoshi Imaeda	
 (September 7, 1970) age 55 NEW APPOINTMENT Male	Profile and position in MPM April 1994 Joined The Mitsubishi Bank Ltd. (current MUFG Bank Ltd. (hereinafter "MB")) April 2019 General Manager, Gotanda Branch, Gotanda Commercial Banking Office, Gotanda-Ekimae Branch and Ebara Branch, MB April 2021 General Manager, Domestic Business Division (Special Assignments), MB April 2022 Regional Head (Chubu Region), MB April 2024 General Manager, Domestic Business Division, Mitsubishi UFJ Financial Group Inc. (hereinafter "MUFG") and MB June 2024 Executive Officer, General Manager of Domestic Business Division, MUFG and MB April 2026 Executive Officer, Headquarters Counselor, MB (to present)	
	Reasons for nominating as a candidate for Director Mr. Tsuyoshi Imaeda has extensive experience in the execution of business at a mega bank and possesses high-level management decision-making capabilities and organizational control skills. He is expected to demonstrate his expertise in promoting robust governance, risk management, and human capital management, and significantly contribute to the sustainable growth and enhancement of the corporate value of the Company. He has thus been nominated as a new candidate for Director.	

No. (Date of birth, etc.)	Name	Number of shares of MPM held: 5,000 shares (Number of dilutive shares other than the above: 54,548 shares)
4	Kunihiro Nakagawa	
 (April 28, 1961) age 65 Attendance of Board of Directors meetings 100% (14/14) REAPPOINTMENT Male Years as a Director: 3 years (at the close of this general meeting of shareholders)	Profile and position in MPM April 1986 Joined MPM June 2015 Director, Kyoto Imaging & Healthcare Laboratory, Imaging Media Division January 2020 Deputy General Manager, Research and Development Division and Director, Tsukuba R&D Laboratory June 2020 General Manager, Research and Development Division January 2021 Executive Officer, General Manager, Research and Development Division responsible for Research and Development Division April 2023 Managing Executive Officer, General Manager, Functional Materials Division and General Manager, Research and Development Division June 2023 Director and Managing Executive Officer, General Manager, Functional Materials Division and General Manager, Research and Development Division April 2024 Director and Managing Executive Officer, General Manager, Functional Materials Division (to present) President & CEO, KJ SPECIALTY PAPER Co., Ltd. July 2024 Head of the Fuji Mill (In charge of Research and Development Division) (German operations)	
	Reasons for nominating as a candidate for Director Mr. Kunihiro Nakagawa has been long involved in research and development and has specialized expertise and experience in product development in the functional materials business, which is a defining characteristic of MPM. He has set the direction of MPM's research and development as General Manager, Research and Development Division and has been promoting collaboration between development and sales since April 2023 when he started to double as General Manager of Functional Materials Division. He has been nominated again as a candidate for Director in the hope that he will demonstrate his management skills in enhancing corporate value and focus on continued development of the functional materials business, a growth area.	

No. (Date of birth, etc.)	Name	Number of shares of MPM held: 6,000 shares (Number of dilutive shares other than the above: 46,710 shares)
5	Kazuhiro Nakauchi	
Profile and position in MPM		
 <p>(February 6, 1965) age 61</p> <p>Attendance of Board of Directors meetings 100% (14/14)</p> <p>REAPPOINTMENT</p> <p>Male</p> <p>Year as a Director: 2 years (at the close of this general meeting of shareholders)</p>	April 1987	Joined Kanzaki Paper Manufacturing Co., Ltd. (current Oji Holdings Corporation (hereinafter "Oji"))
	June 2009	Deputy General Manager, Facilities Department, Tomakomai Mills, Oji Paper Co., Ltd.
	June 2010	Group Manager, Technology Department, Technical Administrative Division, Oji Paper Co., Ltd.
	April 2014	General Manager, Facilities Department, Tomakomai Mills, Oji Paper Co., Ltd.
	April 2020	Executive Officer, Oji Paper Co., Ltd., Head of Nichinan Mills
	April 2021	Executive Officer, Oji Paper Co., Ltd., Head of Kasugai Mills
	April 2022	Managing Executive Officer, MPM, In charge of Energy Business Dept, Technology & Environmental Dept and Kitakami Division, Assistant officer in charge of Sustainable Fiber Materials Division
	April 2023	Director, Chairman, MPM Operation Co., Ltd. Senior Managing Executive Officer, General Manager, Technology Division, MPM
	October 2023	Director, Chairman, MPM Operation Co., Ltd. Senior Managing Executive Officer, General Manager, Technology Division, Head of Hachinohe Mill, Head of Kitakami Mill, Deputy General Manager, Sustainable Fiber Materials Div., MPM
	April 2024	President & CEO, MPM Operation Co., Ltd. Senior Managing Executive Officer, General Manager, Technology Division, Deputy General Manager, Research and Development Division, MPM
June 2024	President & CEO, Mitsubishi Paper Engineering Co., Ltd. Director and Managing Executive Officer (to present) General Manager, Technology Division, Deputy General Manager, Research and Development Division, MPM	
June 2026	President & CEO, Mitsubishi Paper Engineering Co., Ltd. Director, Chairman, Mitsubishi Paper Engineering Co., Ltd. (to present) (In charge of Technology Div.)	
<p>Mr. Kazuhiro Nakauchi was involved in Engineering Division of Oji Paper Co., Ltd. for a long time as well as in the management of a number of core mills of Oji Paper Co., Ltd. He has extensive experience and excellent insight into production in paper and pulp business. He also has held core positions in technology and production areas at MPM, and is expected to demonstrate his management skills in strongly promoting the medium-term management plan in cooperation with the Oji Group. He has thus been nominated again as a candidate for Director.</p>		

No. (Date of birth, etc.)	Name	Number of shares of MPM held: 0 shares (Number of dilutive shares other than the above: - shares)
6	Atsuko Watanabe	
 <p>(February 3, 1964) age 62</p> <p>Attendance of Board of Directors meetings 100% (14/14)</p> <p>REAPPOINTMENT</p> <p>Female</p> <p>OUTSIDE DIRECTOR CANDIDATE</p> <p>INDEPENDENT DIRECTOR CANDIDATE</p> <p>Years as a Director: 3 years (at the close of this general meeting of shareholders)</p>	Profile and position in MPM	
	April 1996	Registered as an attorney-at-law (Tokyo Bar Association) Joined Nagaishi Law Office
	August 2010	President, Watanabe Atsuko Law Office (current Watanabe General Law Office) (to present)
	June 2021	Outside Director, Hokkan Holdings Limited (to present)
	June 2023	Outside Director, MPM (to present)
	Important positions concurrently held at other companies, etc.	
President, Watanabe General Law Office Outside Director, Hokkan Holdings Limited		
Reasons for nominating as a candidate for Outside Director and expected roles, etc.		
Ms. Atsuko Watanabe has legal expertise as a lawyer and many years of experience in corporate and labor legal affairs, and has sufficient insight to oversee corporate management. Corporate governance is expected to be strengthened through recommendations to the overall management of MPM. She is expected to play a role in determining important matters and supervising business execution from an independent position. MPM has determined that she will continue to adequately execute her duties as Outside Director.		

No. (Date of birth, etc.)	Name	Number of shares of MPM held: 0 shares (Number of dilutive shares other than the above: - shares)
7	Soichi Nadahara	
 <p>(December 2, 1957) age 68</p> <p>Attendance at Board of Directors meetings 100% (14/14)</p> <p>REAPPOINTMENT</p> <p>Male</p> <p>OUTSIDE DIRECTOR CANDIDATE</p> <p>INDEPENDENT DIRECTOR CANDIDATE</p> <p>Year as a Director: 2 years (at the close of this general meeting of shareholders)</p>	Profile and position in MPM	
	April 1986	Joined Toshiba Corporation
	April 2001	Group Manager, Processing Technology Promotion Center, Semiconductor Equipment Company, Toshiba Corporation
	April 2004	General Manager, Technical Administrative Division, Semiconductor Equipment Company, Dainippon Screen MFG. Co., Ltd.
	October 2004	Vice President, Semiconductor Equipment Company and General Manager, Technical Administrative Division, Dainippon Screen MFG. Co., Ltd.
	April 2006	Vice President, Semiconductor Equipment Company and Corporate Officer, Dainippon Screen MFG. Co., Ltd.
	April 2011	Vice President, Semiconductor Equipment Company and Senior Corporate Officer, Dainippon Screen MFG. Co., Ltd.
	April 2013	Senior Corporate Officer, Chief Technology Officer (CTO), General Manager, Technological Development Center, Dainippon Screen MFG. Co., Ltd.
	June 2014	Managing Director, CTO, Dainippon Screen MFG. Co., Ltd.
	October 2014	Managing Director, CTO, SCREEN Holdings Co., Ltd.
April 2021	Managing Director, Senior Fellow, SCREEN Holdings Co., Ltd.	
June 2021	Senior Fellow, SCREEN Holdings Co., Ltd.	
April 2023	Advisory, SCREEN Holdings Co., Ltd.	
June 2024	Outside Director, MPM (to present)	
Important positions concurrently held at other companies, etc.		
Visiting professor, Nagoya University, Tokai National Higher Education and Research System Associate professor, Kyoto University of Advanced Science, Nagamori Gakuen		
Reasons for nominating as a candidate for Outside Director and expected roles, etc.		
Mr. Soichi Nadahara is engaged in research and develop at several manufacturing companies. While playing an active role in management at SCREEN Holdings Co., Ltd. as Managing Director and Chief Technology Officer, he promoted the acquisition of technology through open innovation in coordination with universities, companies, etc. in and outside Japan. He is expected to play the role of supervising decision-making on important matters and the execution of duties from an independent standpoint as Outside Director and provide advice necessary for MPM to realize further progress as a company utilizing technological capabilities. MPM has determined that he will continue to adequately execute his duties as Outside Director.		

No. (Date of birth, etc.)	Name	Number of shares of MPM held: 0 shares (Number of dilutive shares other than the above: - shares)
8	Yoshimi Shu	
 <p>(March 7, 1969) age 57</p> <p>Attendance of Board of Directors meetings 100% (10/10)</p> <p>REAPPOINTMENT</p> <p>Female</p> <p>OUTSIDE DIRECTOR CANDIDATE</p> <p>INDEPENDENT DIRECTOR CANDIDATE</p> <p>Years as a Director: 1 year (at the close of this general meeting of shareholders)</p>	Profile and position in MPM	
	August 2000 Joined JPMorgan Securities Japan Co., Ltd.	
	June 2006 Head of Tokyo Control Room, Compliance Department, JPMorgan Securities Japan Co., Ltd.	
	May 2012 Managing Director, JPMorgan Securities Japan Co., Ltd.	
	October 2012 Head of Japan Controls & Oversight Department, JPMorgan Securities Japan Co., Ltd.	
	February 2014 Joined Core Value Management Co., Ltd.	
	November 2016 Representative Director and Vice President, Core Value Management Co., Ltd.	
	June 2019 Outside Director, Mebuki Financial Group, Inc. (to present)	
	March 2022 Representative Director and President, Core Value Management Co., Ltd. (to present)	
	December 2024 Outside Director, Japan Business Systems, Inc. (to present)	
June 2025 Outside Director, MPM (to present)		
Important positions concurrently held at other companies, etc.		
Representative Director and President, Core Value Management Co., Ltd. Outside Director, Mebuki Financial Group, Inc. Outside Director, Japan Business Systems, Inc.		
Reasons for nominating as a candidate for Outside Director and expected roles, etc.		
Ms. Yoshimi Shu has a proven track record at a global financial institution and currently serves as President & Representative Director of a management consulting firm. She possesses extensive knowledge of business management and governance and is expected to play the role of supervising decision-making on important matters and the execution of duties from an independent standpoint as Outside Director and contribute to enhancing the Company's management structure. MPM has determined that she will continue to adequately execute her duties as Outside Director.		

- (Notes) 1. The number of dilutive shares is the number equivalent to the number of vested points as of the end of March 2026 under the performance-linked stock compensation plan utilizing the BIP Trust.
2. Each candidate does not have any special interest in the Company.
3. Directors and Officers Liability Insurance (D&O Insurance) Agreement
MPM has entered into a D&O Insurance Agreement with an insurance company, naming the MPM's Directors as the insured. The D&O insurance policy is designed to cover damages that may arise due to the insured assuming responsibility for the performance of their duties or receiving claims related to the pursuit of such responsibility. All candidates are scheduled to be insured under this D&O Insurance policy if they are appointed as Directors and assume their offices as Directors.
4. Ms. Atsuko Watanabe, Mr. Soichi Nadahara and Ms. Yoshimi Shu are candidates for Outside Director.
- (1) Limitation of Liability Agreement
Ms. Atsuko Watanabe, Mr. Soichi Nadahara and Ms. Yoshimi Shu have entered into a Limitation of Liability Agreement with MPM which will be effective during their service pursuant to Article 427 Paragraph 1 of the Companies Act. Based on this agreement, liability for compensation for damages under Article 423 Paragraph 1 shall be limited to 10 million yen or the minimum amount stipulated by law, whichever is greater.
- (2) Independent Director
MPM plans to notify the Tokyo Stock Exchange that these three people have become Independent Directors.
(Reasons for notification as Independent Director)
These three people meet the Independence Criteria for MPM's Independent Directors. In consideration of this and the expertise that they have, MPM will appoint them as an Independent Director with no

possibility of conflicts of interest with the general shareholders of MPM.

(3) Term as Outside Director

Ms. Atsuko Watanabe, Mr. Soichi Nadahara and Ms. Yoshimi Shu will have served as Outside Director for three (3) years, two (2) years and one (1) year, respectively, at the close of this Ordinary General Meeting of Shareholders.

(4) Reasons for recommending candidates who have been involved in corporate management only by way of becoming outside officers

Although Ms. Atsuko Watanabe has been involved in corporate management only by way of becoming outside officer, the Company has determined, as described above in the reasons for electing her as a candidate for Outside Director, that she will adequately execute her duties as Outside Director.

(5) Skill Matrix (The balance of knowledge, experience and ability of each candidate is as follows.)


Candidate names	Attribute	Corporate management	Finance and accounting	Manufacturing, technology and R&D	Sales and marketing	Personnel and labor management	Supply chain	Global mindset	Legal and compliance	ESG
Ryuichi Kisaka	Internal	•	•	•	•		•	•		•
Yuji Takagami	Internal			•	•		•			
Tsuyoshi Imada	Internal	•	•			•				•
Kunihiro Nakagawa	Internal			•	•					
Kazuhiro Nakauchi	Internal			•						•
Atsuko Watanabe	Outside					•			•	
Soichi Nadahara	Outside	•		•				•		
Yoshimi Shu	Outside		•			•		•	•	

Proposal No. 2: Election of One (1) Audit & Supervisory Board Member

Mr. Satoshi Takizawa, an Outside Audit & Supervisory Board Member, will retire at the closing of this Ordinary General Meeting of Shareholders, and the Company proposes a candidate for the position. The consent of the Audit & Supervisory Board has been obtained for this proposal.

The selection of the candidates was made in accordance with the requirements and procedures prescribed in MPM Corporate Governance Basic Policy.

The candidate is as follows:

Date of birth, etc.	Name	Number of shares of MPM held: 0 shares (Number of dilutive shares other than the above: - shares)
 <p>(August 9, 1963) age 62</p> <p>NEW APPOINTMENT</p> <p>Male</p> <p>OUTSIDE DIRECTOR CANDIDATE</p> <p>INDEPENDENT DIRECTOR CANDIDATE</p>	Yasushi Ishikawa	
	Profile and position	
	April 1987	Joined Mitsubishi Trust Banking Corporation (current Mitsubishi UFJ Trust and Banking Corporation (hereinafter “the Trust Bank”))
	June 2011	General Manager, Corporate Business Division No.3, the Trust Bank
	June 2013	Executive Officer, General Manager, Kyoto Branch, the Trust Bank
	June 2015	Executive Officer, Head of Corporate Business Planning Division, the Trust Bank, Executive Officer, Mitsubishi UFJ Financial Group Inc. (hereinafter “MUFG”)
	June 2017	Director and Managing Executive Officer, the Trust Bank, Managing Executive Officer, MUFG
	April 2018	Managing Executive Officer, MUFG Bank Ltd. and the Trust Bank
	April 2020	Director and Managing Executive Officer, the Trust Bank, Managing Executive Officer, MUFG
	April 2021	Director and Senior Managing Executive Officer, the Trust Bank, Managing Executive Officer, MUFG
April 2023	President & CEO, M·U·Trust Sougou Kanri, Co., Ltd.	
April 2026	President, Ryoshin Holdings Co., Ltd. (to present)	
Important positions concurrently held at other companies, etc.		
President, Ryoshin Holdings Co., Ltd.		
Reasons for nominating as a candidate for Outside Audit & Supervisory Board Member		
Mr. Yasushi Ishikawa has held several key positions at a major trust bank and a major financial group, where he was deeply involved in management decision-making. Currently, as President of Ryoshin Holdings Co., Ltd., he leads organizational management on the front lines of business operations. He is thus nominated as a candidate for Outside Audit & Supervisory Board Member in the hope that he will perform appropriate and effective auditing functions from an independent standpoint, leveraging his extensive expertise in finance and accounting, as well as his deep insights into corporate governance.		

(Notes) 1. Mr. Yasushi Ishikawa does not have any special interest in the Company.

2. Directors and Officers Liability Insurance (D&O Insurance) Agreement

MPM has entered into a D&O Insurance Agreement with an insurance company, naming the MPM’s Audit & Supervisory Board Members as the insured. The D&O insurance policy is designed to cover damages that may arise due to the insured assuming responsibility for the performance of their duties or receiving claims related to the pursuit of such responsibility. All the candidates are scheduled to be insured under this D&O Insurance policy if they are appointed as Audit & Supervisory Board Members and assume their offices as Audit & Supervisory Board Members.

3. Mr. Yasushi Ishikawa is a candidate for Outside Audit & Supervisory Board Member.

(1) Limitation of Liability Agreement

If Mr. Yasushi Ishikawa becomes an Outside Audit & Supervisory Board Member, he plans to enter into a Limitation of Liability Agreement with MPM which will be effective during his service pursuant to Article 427 Paragraph 1 of the Companies Act. Based on this agreement, liability for compensation for damages under Article 423 Paragraph 1 shall be limited to 10 million yen or the minimum amount stipulated by law, whichever is greater.

(2) Independent Audit & Supervisory Board Member

MPM plans to notify the Tokyo Stock Exchange that Mr. Yasushi Ishikawa has become an Independent Audit & Supervisory Board Member.

Proposal No. 3: Revision of the Performance-linked Stock Compensation Plan for Directors

1. Details of the proposal

The 156th Ordinary General Meeting of Shareholders held on June 25, 2021 approved the introduction of a trust-based performance-linked stock compensation plan (the “Plan”) for Directors, Executive Officers, and Mission Executives (excluding Outside Directors, part-time Directors, and non-residents of Japan; collectively “Directors, etc.”), and a revision of the performance-linked indicators for the Plan was approved at the 160th Ordinary General Meeting of Shareholders held on June 27, 2025.

Under the current Plan, MPM delivers shares of MPM’s common stock (“MPM shares”) and cash equivalent to the amount of the conversion price of MPM shares to Directors, etc., through a trust upon their retirement, based on the accumulated number of points granted according to their position, the degree to which performance targets have been met, etc.

This proposal seeks shareholders’ approval to amend the Plan so that shares are granted during the terms of office of Directors, etc., and are subject to transfer restrictions until their retirement. The purpose of this amendment is to enhance the linkage between the remuneration for Directors, etc., and MPM’s performance and share value, and to improve medium- to long-term corporate value by having Directors, etc., share the benefits and risks of share price fluctuations with shareholders. The maximum contribution amount for each period covered by the Plan (the three fiscal years corresponding to the period covered by MPM’s medium-term management plan) remains unchanged at 450 million yen, and the maximum number of points per fiscal year remains unchanged at 600,000 points.

Furthermore, MPM requests that the Board of Directors be granted authority to determine the details within the scope outlined in sections 3 and 4 below.

2. Reason why MPM believes this proposal to be appropriate

MPM believes that this proposal is appropriate for the following reasons: (1) The Plan makes more clear the connection between the remuneration for Directors, etc., and MPM’s stock value and aims to encourage Directors, etc., to contribute to enhancing the Company’s medium- to long-term performance and increasing its corporate value, aligning their interests with those of the shareholders; (2) The proposal is in line with the policy for determining the remuneration structure for each Director; and (3) The proposal is reasonable, considering the number of eligible Directors and overall circumstances.

A decision to amend the Plan has been made by the Board of Directors following deliberation by the Nomination and Remuneration Committee.

The number of eligible Directors under the Plan will be five (5) if Proposal No. 1: Election of Eight (8) Directors is approved as initially proposed. The Plan also applies to Executive Officers and Mission Executives, and at present, the number of eligible Executive Officers and Mission Executives who do not serve as Directors is eleven (11).

3. Details of the Plan

The details of the amended Plan are as follows.

(1) Overview of the Plan

This Plan is a stock-based compensation plan under which a trust established by MPM through a cash contribution (established upon the introduction of the Plan in 2021; the “Trust”) acquires MPM shares and delivers to each Director, etc., through the Trust, a number of MPM shares equivalent to the number of points MPM grants to them.

(i) Eligible recipients of the Plan	<ul style="list-style-type: none"> - The Company’s Directors, Executive Officers, and Mission Executives (excluding Outside Directors, part-time Directors and non-residents of Japan)
(ii) Applicable period	<ul style="list-style-type: none"> - From the fiscal year ended March 31, 2026 to the fiscal year ending March 31, 2028 * Delivery of shares with transfer restrictions is to apply from the fiscal years starting from April 2026 onward.
(iii) Maximum amount of funds provided by MPM	<ul style="list-style-type: none"> - 450 million yen for the applicable period (three fiscal years)
(iv) Maximum number of MPM shares delivered to eligible recipients and method of acquiring MPM shares	<ul style="list-style-type: none"> - The annual maximum number of points (number of shares) granted to Directors, etc. is 600,000. - MPM shares will be acquired from the stock market, and there will be no dilution of shares.
(v) Criteria for granting points	<ul style="list-style-type: none"> - Points are granted according to the position, the degree to which performance targets have been met, etc.
(vi) Timing of delivering MPM shares to eligible recipients and the restriction period set forth in the transfer restriction agreement described in section 4	<ul style="list-style-type: none"> - MPM shares will be delivered within two months from the conclusion of a general meeting of shareholders following the date on which points are granted (as a general rule, in May immediately following the end of each fiscal year). - As a general rule, the restriction period is from the date on which MPM shares are delivered until the date of retirement.

(2) Trust period

MPM has acquired additional shares of its own stock for the duration of the Trust based on the previous resolution.

a. Extension of the Trust

At the expiration of the period of the Trust, the Trust may be extended by amending the trust agreement and conducting an additional trust instead of establishing a new Trust. In that case, the period of the Trust will be extended for three years, and the three fiscal years after the extension of the trust period will be a new applicable period. MPM will make an additional contribution within a total amount of 450 million yen for each extended trust period, and will continue to grant points to Directors, etc. during the extended trust period; provided, however, that in the case of such an additional contribution, the sum of the amount equivalent to MPM shares (other than MPM shares, etc. corresponding to the points granted to Directors, etc. that are yet to be delivered) and the funds remaining in the trust property as of the end of the trust period before extension (the "Remaining Shares, etc."), if any remain, and the amount of the trust money additionally contributed shall be within 450 million yen. The extension of the trust period is not limited to a single instance, and the trust period may be subsequently extended again.

b. Termination of the Trust

If the Company does not amend the trust agreement and make additional contributions on expiry of the trust period, no more points will be granted to Directors, etc. from that point onwards.

(3) Maximum amount of funds provided by MPM

The period of the Plan is three fiscal years, the same as the period of a Medium-term Management Plan of MPM. The initial applicable period after the revision of the Plan will be three fiscal years from the fiscal year ended March 31, 2026 to the fiscal year ending March 31, 2028.

MPM will provide a maximum of 450 million yen as compensation for Directors, etc. during each applicable period and will establish Trust with a duration of three years for Directors, etc. who meet the requirements for beneficiaries.

The Trust will acquire MPM shares from the stock market with money held in trust as the source of funds, in accordance with the instructions of the trust administrator.

During the trust period, MPM will grant points to Directors, etc., and every fiscal year the Trust will deliver MPM shares equivalent to the accumulated number of the points granted to them, subject to transfer restrictions.

(4) Calculation method and upper limit of the number of MPM shares to be delivered to Directors, etc.

(i) Method of granting points to Directors, etc.

The number of MPM shares to be issued to Directors, etc. shall be determined by the total number of points granted. One share shall be issued for each point granted. The points to be granted shall be the total of fixed points determined by the positions of Directors, etc. and performance-linked points that depend on their positions and the degree of achievement of performance targets, etc. (*) for each fiscal year; provided, however, that the maximum number of points that MPM grants to Directors, etc. is 600,000 points per fiscal year.

*Achievement-linked coefficients range from 0% to 150% based on the degree of achievement of targets for consolidated net sales and operating income, etc. for each fiscal year

(ii) Delivery of MPM shares corresponding to the number of points granted

Directors, etc., will receive MPM shares in accordance with the procedures provided in (iii) below, based on the number of points granted in (i) above. When a Director, etc., retires during the trust

period (excluding cases where he/she is dismissed), such Director, etc., will receive MPM shares corresponding to a certain percentage of the total number of points granted. MPM shares equivalent to the remaining number of points granted will be converted into cash within the Trust to be allocated for tax payment funds. However, in the event that a Director, etc., is dismissed, all or part of the points granted up to that point will be forfeited, and no MPM shares will be delivered in exchange for the forfeited points. In the event that a Director, etc., dies during the trust period, as a general rule, MPM shares corresponding to the points that have been granted to him/her at that time will be converted into cash within the Trust, and the heirs of such Director, etc., will receive a cash payment equivalent to the amount of the conversion price of the shares.

(iii) Delivery of shares to Directors, etc.

Each Director, etc., will acquire a beneficial interest in the Trust and receive MPM shares described in (ii) above from the Trust under the condition that he/she signs the transfer restriction agreement described in section 4 below with MPM and completes other prescribed beneficiary determination procedures each time points are granted as remuneration for a fiscal year.

However, if a Director, etc., has already retired at the time of the delivery of shares, MPM shares that are not subject to transfer restrictions will be delivered, without the signing of such transfer restriction agreement. In addition, MPM may convert a certain percentage of such MPM shares into cash within the Trust for the purpose of withholding income tax and other taxes and pay cash equivalent to the amount of the conversion price of the shares.

(iv) Pre-amendment transitional measures for the Plan

As a transitional measure prior to amending the Plan, subject to approval at this General Meeting of Shareholders, MPM will, within two months from the conclusion of this General Meeting of Shareholders, deliver MPM shares equivalent to the points already granted to Directors, etc., under the original Plan, apply the provisions set forth in section 4 below, and enter into a transfer restriction agreement that will extend the restriction period until the retirement of such Directors, etc. If a Director, etc., has already retired at the time of the delivery of shares, the same procedure as described in (iii) above will apply.

(5) Exercise of voting rights

To ensure management independence, the voting rights attached to MPM shares within the Trust shall not be exercised during the trust period. Once MPM shares have been delivered to Directors, etc., the Directors, etc., who received such shares will be entitled to exercise their voting rights with respect to those shares.

(6) Dividends

Dividends on MPM shares held by the Trust will be received by the Trust and used to cover the purchase price of the MPM shares and the trustee's fees related to the Trust. Dividends on the MPM shares delivered to Directors, etc., will be received by such Directors, etc.

(7) Other details of the Plan

Other details of the Plan will be determined at the Board of Directors each time the Trust is established, the trust agreement is amended, and additional contributions to the Trust are made.

4. Transfer restriction agreement concerning MPM shares to be delivered to Directors, etc.

If the proposal is approved as initially proposed, with respect to the points granted pursuant to section 3. (4)(i) above and MPM shares to be delivered pursuant to the transitional measures described in section 3. (4)(iv) above as compensation for fiscal years ending on or after March 31, 2026, MPM and Directors, etc., will enter into a transfer restriction agreement (“Transfer Restriction Agreement”) containing the following terms and conditions.

(1) Restriction period

Directors, etc., agree not to transfer, create security interests in, or otherwise dispose of the shares received under the Plan (“Delivered Shares”) during the period from the date of receipt (or, in the case where such shares are delivered to them multiple times, the date of each delivery) until their retirement (“Restriction Period”). During the Restriction Period, such shares will be managed in an account at a securities firm designated by MPM for the purpose of keeping them separate from shares already held by the Directors, etc.

(2) Acquisition of Delivered Shares without consideration

- (i) If any Director, etc., attempts to transfer, pledge as collateral, or otherwise dispose of all or part of the Delivered Shares in violation of (1) above, MPM will automatically acquire all such shares without consideration.
- (ii) If a Director, etc., falls under any of the following circumstances during the Restriction Period, MPM will automatically acquire all of the Delivered Shares without consideration upon the occurrence of such circumstances.
 - i) The Director, etc., is subject to a prescribed criminal penalty;
 - ii) A petition is filed for the commencement of bankruptcy proceedings, civil rehabilitation proceedings, or other similar proceedings against the Director, etc.; or
 - iii) The Director, etc., leaves office for reasons other than the expiration of his/her term, reaching the mandatory retirement age, death, or other reasonable cause.
- (iii) If a Director, etc., falls under any of the following circumstances during the Restriction Period, MPM will automatically acquire all of the Delivered Shares without consideration upon the delivery of written notice to the Director, etc., to that effect.
 - i) MPM’s Board of Directors deems that the Director, etc., is engaged in business that competes with the operations of MPM or its subsidiaries (collectively the “MPM Group”) or has assumed a position as an officer or employee of a competing corporation or other organization (except where prior written consent has been obtained from MPM);
 - ii) MPM’s Board of Directors deems that the Director, etc., has materially violated applicable laws or regulations, the MPM Group’s internal regulations, or the Transfer Restriction Agreement, or otherwise determines that it is appropriate for MPM to acquire the Delivered Shares without consideration; or
 - iii) MPM’s Board of Directors deems that the actions of the Director, etc., have damaged the reputation of the MPM Group or caused significant harm to the MPM Group.

(3) Reorganization, etc.

If, during the Restriction Period, any of the matters listed below is approved at MPM’s General Meeting of Shareholders (or by MPM’s Board of Directors in the case of ii) where approval at MPM’s General Meeting of Shareholders is not required or in the case of vi), notwithstanding the provisions of (1) above, the transfer restrictions on the Delivered Shares will be lifted upon the start

of the business day that falls before the date specified in each of the following items (“Effective Date of Reorganization, etc.”), provided, however, that the Effective Date of Reorganization, etc., occurs prior to the expiration of the Transfer Restriction Period.

- i) A merger agreement in which MPM is the dissolving company
Effective date of the merger
- ii) An absorption-type company split agreement or a plan for a company split involving the establishment of a new company in which MPM is the splitting company (limited to cases where MPM distributes all or part of the consideration received as a result of such split to its shareholders on the effective date of the company split)
Effective date of the company split
- iii) A share exchange agreement or a share transfer plan under which MPM becomes a wholly owned subsidiary
Effective date of the share exchange or share transfer
- iv) A reverse stock split (limited to cases where the Delivered Shares held by Directors, etc., would consist solely of fractional shares amounting to less than one share as a result of such reverse stock split)
Effective date of the reverse stock split
- v) Acquisition of all shares of MPM’s common stock pursuant to the mandatory redemption clause set forth in Article 108, paragraph 1, item 7 of the Companies Act
Date specified in Article 171, paragraph 1, item 3 of the Companies Act
- vi) A demand for the sale of shares of MPM’s common stock (i.e., demand for cash-out as defined in Article 179, paragraph 2 of the Companies Act)
Acquisition date specified in Article 179, paragraph 2, item 5 of the Companies Act

(4) Other matters determined by the Board of Directors

In addition to the foregoing, the methods for expressing intent and providing notice under the Transfer Restriction Agreement, the procedures for amending the Transfer Restriction Agreement, and any other matters determined by the Board of Directors will constitute the terms and conditions of the Transfer Restriction Agreement.

Business Report

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

1. Current Status of the Corporate Group

(1) Business Developments and Results

During the consolidated fiscal year ended March 31, 2026, the Japanese economy experienced a gradual recovery, driven by improvements in corporate earnings and the employment and income situation. At the same time, the economic outlook remained uncertain due to rising prices, fluctuations in interest rates and exchange rates, and U.S. trade policies, as well as the prolonged geopolitical risks stemming from the situation in the Middle East and elsewhere, which are affecting raw material and fuel prices.

Under these circumstances, the Group has begun implementing its Medium-term Management Plan (fiscal year ended March 2026 to fiscal year ending March 2028). The basic policy of the plan is “130 years as a ‘SHINKA’ company [NEXT] and ever evolving.”

During the fiscal year under review, which marked the first year of the plan, the Group worked on the initiatives aligned with the following three focus areas of the plan’s basic policy, with the aim of enhancing its corporate value.

(i) *SHINKA* (sophistication) of technologies and research to expand our array of distinctive functional and environmentally friendly products and accelerate productivity improvement

In the Functional Material Business, where the Group focused on enhancing the added value of its products and expanding the business globally, sales of functional materials such as separators for applications in condensers and filters increased. In the Sustainable Fiber Materials Business, the Group enjoyed growth in the sales of packaging paper as a result of concentrating its efforts on the domestic market of environmentally friendly products in addition to launching new softwood pulp. The Group discontinued the operation of a paper milling machine and a converting machine at the Fuji Mill. After ceasing the operation of the N1 paper milling machine at the Kitakami Mill, the Group will focus on high-efficiency production machinery at the Hachinohe Mill to reduce fixed costs, improve production efficiency, and enhance profitability. Mitsubishi HiTec Paper Europe GmbH, a consolidated subsidiary in Germany, offered a voluntary retirement program to enhance production efficiency. The Group will continue to advance structural reforms of its businesses to increase profitability.

(ii) *SHINKA* (evolution) in our contributions to the global environment

Murabi Company Forest has been certified as a Nationally Certified Sustainably Managed Natural Site under the new Act on the Promotion of Activities for Biodiversity Enhancement by the Ministry of the Environment, Ministry of Agriculture, Forestry and Fisheries, and Ministry of Land, Infrastructure, Transport and Tourism. In addition, “Nacre,” a line of household paper products made from 100% domestically sourced FSC-certified wood, was awarded the Social Products Award 2026 in recognition of its environmental sustainability and regional contribution. The Company is committed to contributing to creating environmental value and a sustainable global environment in accordance with the Mitsubishi Paper Mills Environmental Charter. This commitment includes the maintenance and preservation of biodiversity

(iii) *SHINKA* (internalization) of governance and human capital management

After reflecting on the improper quality management of heat-resistant electrically insulated pressboard products, management has been visiting production facilities and subsidiaries to conduct briefings to increase awareness of the importance of quality management and compliance. With regard to the unauthorized access to the Company’s system, which was announced on November 28, 2025, the

Company worked with external experts to investigate the matter and promptly took measures to prevent damage. As a result, this incident has not impacted the Company's business operations. To strengthen information security, the Company will implement additional measures to prevent future incidents.

Working with an eye to improving capital efficiency and strengthening governance, the Company has decided to reduce its cross-shareholdings, including deemed holdings, to 20% or less of net assets during the term of the Medium-term Management Plan in accordance with the Corporate Governance Code. In addition, the Company has introduced a shareholder benefits program to express its gratitude to the shareholders for their ongoing support and to encourage long-term ownership of its stock. The Company will continue to work to enhance its corporate value and appropriately return profit to shareholders through these measures.

As a result, consolidated net sales for the fiscal year was 157,455 million yen (down 10.5% year on year). On the profitability side, consolidated operating income came to 264 million yen (compared to 4,567 million yen in the previous fiscal year), and consolidated ordinary income was 1,720 million yen (compared to 4,548 million yen). These results are primarily attributable to lower raw materials and energy costs, as well as cost reductions in the German business. These positive factors were partially offset by losses from the earthquake that struck off the east coast of Aomori Prefecture on December 8, 2025, an increase in large regular repairs at the Hachinohe Mill, issues arising from the aging of equipment, and a decrease in sales volumes in Germany. Profit attributable to owners of parent stood at 1,900 million yen (compared to 4,343 million yen), supported by gains from the sale of cross-shareholdings and other factors, despite the recording of restructuring costs for the business in Germany in the first half of the fiscal year.

(2) Summary of Operations by Business Category

(Functional Material Business) Ratio of net sales: 47.9%

Net sales 78,449 million yen (down 11.0% YoY) Operating income 2,370 million yen (down 29.0% YoY)

In domestic operations, the sales value of thermal paper in the communication paper-related product segment remained flat from the previous fiscal year. Sales of carbonless paper and copy paper were lower than the previous fiscal year in both volume and monetary terms.

In the imaging-related product segment, the sales value increased from the previous fiscal year as the Group captured demand for sublimation transfer paper in the United States. Additionally, domestic demand was solid.

In the functional materials-related product segment, sales of nonwoven fabric for building materials and decorative laminate base paper remained unchanged year on year. The sales value of total heat exchanger elements increased from the previous fiscal year, driven by strong sales of products designed for use in North American condominiums. Sales of water treatment membrane support substrate declined from the previous fiscal year due to intensifying competition in the Chinese market, resulting in lower sales volumes. The sales value of separators for condensers, which the Group is actively promoting, increased year on year as the Group captured overseas demand. However, the overall sales value of separators for power storage devices decreased due to changes in specification for certain applications, resulting in a temporary drop in demand.

In the Group's business in Germany, profits turned positive in the fourth quarter due to the impact of business restructuring initiatives. However, both the volume of sales and sales amounts were lower than the previous fiscal year, primarily due to the ongoing sluggish economy and intensified price competition.

As a result, the functional materials business posted lower sales and profits.

The Group will continue to expand sales of thermal paper for applications in the POS market in the communication paper-related product segment. In the copy paper segment, the Group will continue to work to capture demand from major mail-order businesses. The Group is focusing on stabilizing earnings by capturing demand for environmentally friendly thermal paper and expanding transactions of environmentally friendly copy paper.

In the imaging-related product segment, the Group plans to connect its overseas and domestic business sites to enhance sales of products designed for large posters, industrial inkjet printing, etc., in Europe, the United States, and emerging countries in Asia.

Positioning functional materials-related products as a growing sector, the Group is consistently acting to capture demand for these products while enhancing production facilities and development systems and integrating them into the sales division. The Group will actively leverage its overseas business locations to introduce the water treatment membrane support substrate it will develop to the market, aiming to tap into demand related to industrial applications and seawater desalination plant applications, which are growth markets. In the separators for power storage device segment, the Group is focusing on expanding sales by capturing the strong demand for auxiliary power applications, automotive electrical applications, and applications for data centers and other information processing facilities. In the tape base paper segment, the Group aims to boost sales in overseas markets, which are expected to grow. The Group will adapt flexibly to market needs.

In the business in Germany, the Group will focus on increasing sales outside of Europe by strengthening sales capabilities and optimizing production efficiency, which includes brand integration, to improve profitability. Furthermore, by utilizing our overseas bases in the U.S. and Germany, we will expand sales of domestically manufactured functional material-related products, primarily focusing on items such as water treatment membrane substrates and tape base paper.

Business Topics: Full-scale launch of the Takasago Mill's next-generation transformation project, "Beyond"

The Company has officially launched the Takasago Mill's next-generation transformation project, "Beyond," which was announced on May 12, 2026. Through this project, the Company will conduct investments totaling 10.0 billion yen to accelerate the evolution of Takasago Mill into a "global core plant" that disseminates unique advanced technologies to the world, aiming to achieve operating income of 15.0 billion yen in the functional materials business as stated in the Company's Medium-term Management Plan.

- The Company is promoting the following three measures to establish an earnings structure where the functional materials business has a net sales ratio of 50% (35% in fiscal year 2025), with a 50% increase in plant net sales, and an operating profit ratio of 15% or higher.
 1. Growth strategy: Selectively invest in growth markets
 2. Higher production efficiency: Restructure production lines
 3. Stronger organizational foundation: Invest in human capital and co-exist with local communities



(Sustainable Fiber Materials Business) Ratio of net sales: 48.9%

Net sales 80,030 million yen (down 10.3% YoY) Operating loss 2,113 million yen (- YoY)

In the printing paper segment, despite efforts to offset declining sales by increasing exports and revising product prices while switching to products that are in higher demand in the Japanese market, where demand

has been dropping off, sales fell year on year in both volume and monetary terms.

In the packaging paper segment, the Group focused on increasing sales of bleached kraft paper and revising product prices mainly in Japan, and as a result, sales increased year on year in both volume and monetary terms.

Both domestic as well as export commercial pulp sales volumes and values fell below the previous fiscal year's levels, due to a downturn in overseas markets despite the launch of softwood pulp for export.

The earthquake that struck off the east coast of Aomori Prefecture on December 8, 2025 did not cause any injuries to people related to the Group or any significant damage to the environment. However, equipment problems caused by the earthquake resulted in production cutbacks.

As a result, the sustainable fiber materials business posted lower sales and profits.

In the printing paper segment, the Group is continuing to work on optimizing its production structure and normalizing inventory levels in response to supply and demand trends while maintaining the product prices revised this fiscal year.

In the packaging paper segment, the Group plans to capture demand for products with little or no plastic, against a backdrop of an increasing awareness of the need for a sustainable society. The Group will focus on boosting sales of featured products that meet customer needs, while aiming to develop emerging markets in Asia that have significant growth potential.

The Group will expand its supply system for pulp made exclusively from materials sourced in Japan, which is produced at the Kitakami Mill, and will focus on expanding sales of high-value-added products to achieve the continued business growth.

The Group has discontinued the operation of the N1 paper milling machine at the Kitakami Mill and worked on concentrating operations on the high-efficiency production machinery at the Hachinohe Mill. The Group will make further efforts to integrate operations at the Hachinohe and Kitakami Mills with an eye to increasing production efficiency and reducing costs.

Business Topics: Overview of the Reborn60 Hachinohe project, a Hachinohe Mill remodeling plan

The Group is promoting the Reborn60 Hachinohe project, a Hachinohe Mill remodeling plan, which was announced in December 2025. Through this project, we will invest 25.0 billion yen by fiscal year 2030 to achieve “production innovation,” “decarbonization,” and “well-being,” and transform the Hachinohe Mill, which will celebrate its 60th anniversary of operation in 2027, into a “next-generation sustainable factory” and a “world-leading competitive paper material production base.”



- Key initiatives: Invest in production innovation and the environment and people
 1. Production innovation: Optimizing specific energy consumption by implementing a production management system and other digital transformation (DX) technologies
Streamlining the production process and saving manpower through the use of the latest facilities equipped with state-of-the-art technologies
 2. Decarbonization: Maximizing energy efficiency to cut CO2 emissions 40% by fiscal year 2030 (compared to fiscal year 2013)
 3. Well-being: Creating a workplace environment that prioritizes employee safety and well-being, renovating company housing and dormitories to meet the needs of next generations, and, as a cornerstone of local employment, fostering a workplace where employees can work with pride
- Target: Aim to double operating profit at the Hachinohe Mill by fiscal year 2030 (compared to fiscal

year 2024)

- Higher profitability: Doubling operating profit by improving productivity
- Lower environmental impact: Reducing CO₂ emissions by 40% (compared to fiscal year 2013)
- Social contribution: Maintaining and expanding local employment and promoting local economic circulation

(Engineering Businesses) Ratio of net sales: 3.2%

Net sales 5,212 million yen (up 17.1% YoY) Operating income 166 million yen (up 127.6% YoY)

Net sales stood at 5,212 million yen (up 17.1% YoY). Operating income came to 166 million yen (up 93 million yen YoY).

<Sales Amount by Business Category>

Business Category	FY2025/3 (160th term)		FY2026/3 (161st term)		YoY Changes (Figures in parentheses indicate decreases)	
	Upper column: Net sales Lower column: Operating income (loss)	Percentage	Upper column: Net sales Lower column: Operating income (loss)	Percentage	Amount	Ratio
	Million yen	%	Million yen	%	Million yen	%
Functional materials	88,179	48.5	78,449	47.9	(9,729)	(11.0)
	3,340	70.2	2,370	–	(969)	(29.0)
Sustainable fiber materials	89,238	49.1	80,030	48.9	(9,208)	(10.3)
	1,347	28.3	(2,113)	–	(3,461)	–
Engineering	4,451	2.4	5,212	3.2	761	17.1
	73	1.5	166	–	93	127.6
Total	181,869	100.0	163,692	100.0	(18,176)	(10.0)
	4,761	100.0	423	–	(4,337)	(91.1)
Elimination or corporate	(5,926)	–	(6,236)	–	(309)	–
	(194)	–	(159)	–	34	–
Total	175,942	–	157,455	–	(18,486)	(10.5)
	4,567	–	264	–	(4,303)	(94.2)

(3) Trends in Assets and Operating Results

(i) Status of Assets and Operating Results of the Corporate Group

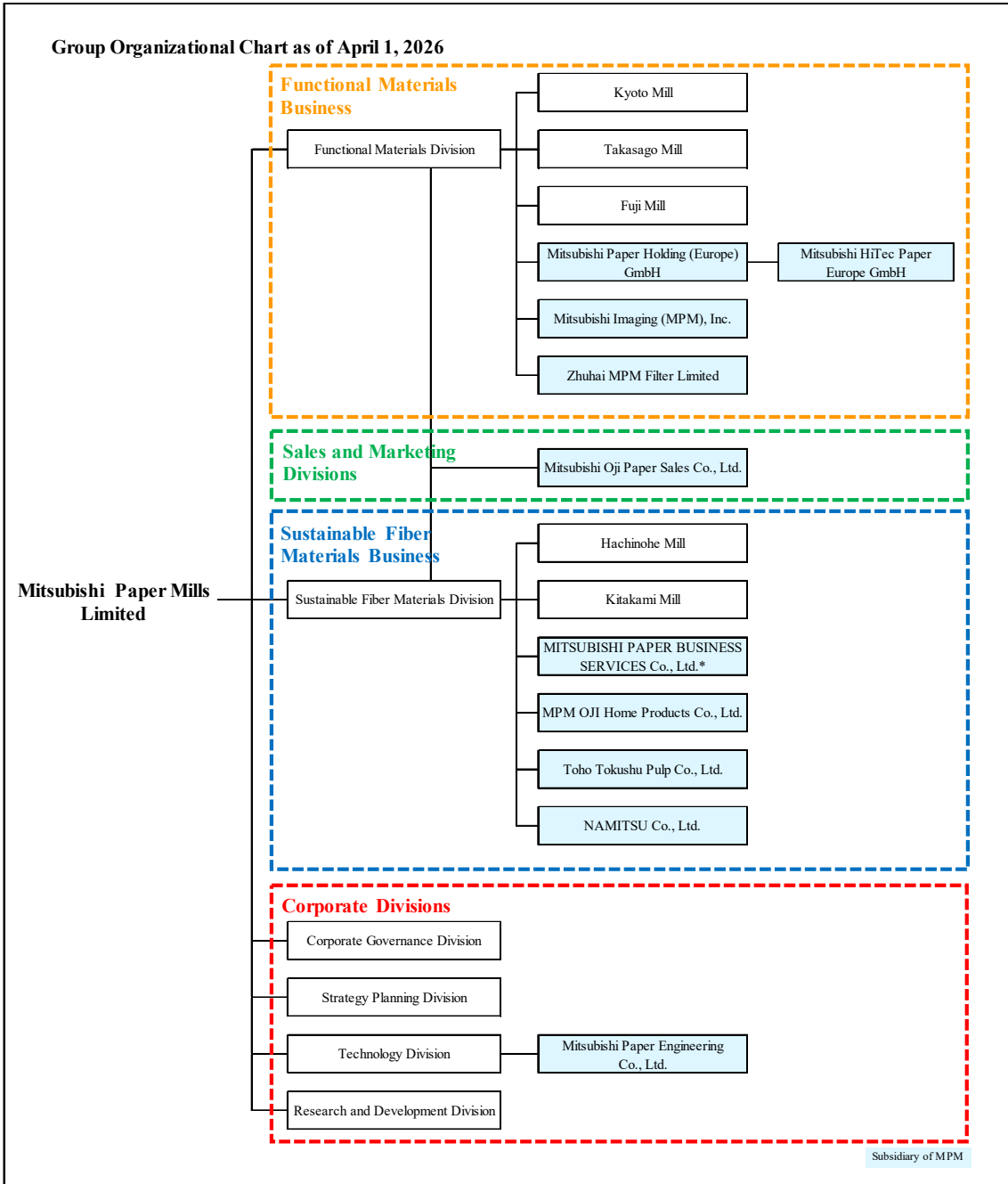
Classification		FY2023/3 (158th term)	FY2024/3 (159th term)	FY2025/3 (160th term)	FY2026/3 (161st term)
Net sales	(Million yen)	209,542	193,462	175,942	157,455
Operating income	(Million yen)	968	5,410	4,567	264
Ordinary income	(Million yen)	3,089	7,098	4,548	1,720
Profit (loss) attributable to owners of parent	(Million yen)	(571)	4,170	4,343	1,900
Earnings (loss) per share	(Yen)	(12.97)	95.28	99.13	43.37
Net assets	(Million yen)	72,041	90,954	85,282	103,185
Total assets	(Million yen)	227,058	235,380	208,217	222,776

(4) Issues to Be Addressed

Based on the corporate philosophy “Live up to the trust of its customers in the world market,” “Be always on the leading edge of technology” and “Contribute to preserving the global environment and creating a recycling society,” the MPM Group is pursuing corporate activities to achieve its sustainable growth and enhance its corporate value over the medium to long term.

The Group will continue to work to enhance its corporate value in line with the basic policy outlined in its Medium-term Management Plan (fiscal year ended March 2026 to fiscal year ending March 2028).

1. *SHINKA* (sophistication) of technologies and research to expand our array of distinctive functional and environmentally friendly products and accelerate the enhancement of productivity.
 - The Group is utilizing its technologies as well as research and development capabilities to enhance added value and drive sales through the global expansion of the functional materials business, which is a growth business, increase sales of environmentally friendly products, and improve productivity in the sustainable fiber materials business. The Group is also leveraging synergies between these two businesses in the areas of marketing and technology to expand operations.
 - The Group has begun renovating the Advanced Technology Center (formerly Kyoto R&D Center) to strengthen its innovation base and enhance its research and development capabilities.
 - The Group will focus investments on growth areas and enhance production efficiency at the Takasago, Kyoto, and Fuji mills to establish itself as a leader in functional materials with the aim of boosting sales and revenue in its functional materials business.
 - At our core Takasago Mill, we have fully launched the “Beyond” next-generation transformation project, aiming to evolve it into a global core plant that leverages its unique technological capabilities.
 - In the sustainable fiber materials business, the Group is putting the Reborn60 Hachinohe renovation project into action step by step at the Hachinohe Mill while promoting sales of environmentally friendly products and improving productivity.
2. *SHINKA* (progress) in our contributions to the global environment
 - The Group will accelerate initiatives aimed at achieving carbon neutrality, including improving fossil fuel energy intensity and driving a green transformation.
 - The Group will contribute to creating a recycling-oriented society by utilizing forestry resources, increasing the recycling rate of plastic resources, expanding operations that help achieve the SDGs, and pursuing initiatives to address climate change risks.
3. *SHINKA* (entrenchment) of governance and human capital management
 - In light of the discovery of quality issues, the Group has formulated and published a credo to serve as a guide for employee conduct. By fostering the adoption of this credo, the Group aims to promote changes in employees’ daily behavior and advance its efforts to transform governance and strengthen its human resources and organizational capabilities.
 - The Group has opened a satellite office on the premises of the Kyoto Mill and is in the process of relocating some of its head office functions (planning and administration) there. As an innovation hub that brings together research and development, production, and planning and administration functions, the new office will play a central role in further implementing future reforms.



* MITSUBISHI PAPER BUSINESS SERVICES Co., Ltd. has changed its trade name from MPM Operation Co., Ltd., aiming not only to clarify its position as a member of the Mitsubishi Paper Group but also to evolve into an entity that supports the Group's business operations. (Effective April 1, 2026)

(5) Capital Investment

The Group has made capital investments with a focus on enhancing revenue, improving quality, taking environmental measures, and developing a headquarters office and research and development facility. We made capital investment of 3,766 million yen in the fiscal year under review, and major facilities and equipment that were completed or ongoing as of the end of the fiscal year under review are as follows.

A. Major facilities that were completed during the fiscal year under review

- The Company

Renovation for improving the quality of pulp equipment at Hachinohe Mill

Measures to enhance the productivity of Paper Machine No. 5 at Hachinohe Mill

B. Major ongoing facilities as of the end of the fiscal year under review

- The Company

Consolidation of on-site storage facilities at the Takasago Mill

Measures to enhance the quality of nonwoven fabric production equipment at the Takasago Mill

Optimization of production systems at the Hachinohe Mill and the Kitakami Mill

Partial replacement of a coal-fired boiler at the Hachinohe Mill

Measures to enhance the combustion efficiency of boilers at the Kitakami Mill

Establishment of a new satellite office in Kyoto.

Relocation and reopening of the Kyoto R&D Center

Replacement of the accounting system

(6) Fund Procurement

Funds for facilities and working capital during the fiscal year under review were financed by cash on hand, borrowings from financial institutions, and the issuance of commercial paper, among other means.

(7) Status of Principal Parent Companies and Subsidiaries (As of March 31, 2026)**(i) Status of parent company**

Not applicable.

(ii) Status of the important subsidiary companies

Name	Capital stock or investments in capital (Million yen)	Percentage of voting rights (%)	Relationships
Mitsubishi Oji Paper Sales Co., Ltd.	600	99.9	Sale of paper, printing plate materials, chemicals, etc., insurance agency business and real estate rental
Mitsubishi Paper Engineering Co., Ltd.	150	100.0	Design/installation of various machine and equipment construction
NAMITSU Co., Ltd.	90	100.0	Cargo transportation and warehousing
MPM OJI Home Products Co., Ltd.	80	70.0	Manufacture and sale of household paper
Toho Tokushu Pulp Co., Ltd.	60	99.9	Manufacture and sale of special pulp
MPM Operation Co., Ltd.	20	100.0	Entrustment with operation and management of production activities of Hachinohe Mill
Mitsubishi Paper Holding (Europe) GmbH	Thousand EUR 1,000	100.0	Management of European affiliates
Mitsubishi HiTec Paper Europe GmbH	Thousand EUR 11,759	100.0	Manufacture and sale of paper
Mitsubishi Imaging (MPM), Inc.	Thousand USD 1,000	100.0	Sale of paper and printing plate materials
Zhuhai MPM Filter Limited	Thousand CNY 20,103	100.0	Manufacturing, processing and sale of specialty materials

(iii) Status of equity-method affiliated companies

Company name	Capital stock (Million yen)	Percentage of voting rights of the Company (%)	Main business
MPM Oji Eco Energy Co., Ltd.	400	45.0	Power generation business, power sales business, and any other business incidental or related thereto
Hyogo Clay Co., Ltd.	25	36.2	Manufacturing of tankal and pigments for inkjet paper
Forestal Tierra Chilena Ltda.	Thousand USD 5,096	50.0	Transfer of land and plantation assets in January 2018 (the liquidation procedures are underway)

(iv) Others

(Note 1) MPM is an equity-method affiliated company of Oji Holdings Corporation, which owns 33.0% of voting rights of MPM.

(Note 2) MPM Operation Co., Ltd. was renamed Mitsubishi Paper Business Services Co., Ltd. as of April 1, 2026.

(8) Principal Business (As of March 31, 2026)

Functional Materials Business	Inkjet paper, thermal paper, PPC paper, other communication paper, base paper for construction, functional nonwoven fabric, photosensitive materials
Sustainable Fiber Materials Business	Uncoated printing paper, fine coated printing paper, coated printing paper, special printing paper, household paper, packaging paper, white paperboard, other specialty paper, bleached kraft pulp, specialty pulp
Engineering Businesses	Design, installation and maintenance of machinery and equipment

(9) Main Offices and Mills (As of March 31, 2026)**(i) The Company**

Head Office	2-10-14 Ryogoku, Sumida-ku, Tokyo
Mills and Offices	Takasago Mill (Hyogo), Kyoto Mill (Kyoto), Hachinohe Mill (Aomori), Kitakami Mill (Iwate), Fuji Mill (Shizuoka)
Laboratories	Takasago R&D Laboratory (Hyogo), Kyoto R&D Laboratory (Kyoto)

(ii) Subsidiaries, etc.

Functional Materials Business	Mitsubishi Paper Holding (Europe) GmbH (Germany) Mitsubishi HiTec Paper Europe GmbH (Germany) Mitsubishi Imaging (MPM), Inc. (U.S.A) Zhuhai MPM Filter Ltd. (China)
Sustainable Fiber Materials Business	Mitsubishi Oji Paper Sales Co., Ltd. (Tokyo), Toho Tokushu Pulp Co., Ltd. (Tokyo) MPM Operation Co., Ltd. (Aomori) MPM OJI Home Products Co., Ltd. (Aomori) NAMITSU Co., Ltd. (Osaka)
Engineering Businesses	Mitsubishi Paper Engineering Co., Ltd. (Aomori)

(Note) MPM Operation Co., Ltd. was renamed Mitsubishi Paper Business Services Co., Ltd. as of April 1, 2026.

Topics: Head Office Satellite Office Opens at the Kyoto Mill

The Group opened a satellite office for its head office at the Kyoto Mill in April 2026. Designed for business continuity planning (BCP) purposes as well as for implementing operational reforms closely aligned with on-site needs, the new office houses approximately 200 employees who moved primarily from the head office's planning and administration departments to carry out their duties.



The new satellite office will play a central role in implementing further reforms by creating an office environment that fosters cross-departmental communication and creative thinking.

(10) Status of Employees (As of March 31, 2026)**(i) Status of Employees in the Corporate Group**

Business Category	Number of employees
Functional materials	1,185
Sustainable fiber materials	1,025
Engineering	187
Group-wide (not belonging to any specific segment)	116
Total	2,513 (Change from the previous period:-207)

(Note) The number of employees in the Company-wide (not belonging to any specific segment) category includes employees who belong to the administration division that cannot be classified into any specific business segment.

(ii) Status of Employees in the Company

Number of employees	Change from the end of the previous period	Average age	Average years of continuous service
888	-17	47.5	24.2

(Note) Other than the above, 429 employees are seconded to subsidiaries, etc.

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

Lender	Borrowing amount (Million yen)
Syndicated loans	11,580
MUFG Bank, Ltd.	9,373
The Norinchukin Bank	6,010
The Nanto Bank, Ltd.	3,806
Joyo Bank, Ltd.	3,690
Hachijuni Nagano Bank, Ltd.	3,546

(Note) Syndicated loans are those provided by 23 financial institutions led by MUFG Bank, Ltd. and those offered by four financial institutions led by The Norinchukin Bank.

2. Matters Related to the Company's Shares (As of March 31, 2026)

- (1) Total Number of Shares Authorized to Be Issued 90,000,000 shares
 (2) Total Number of Authorized Shares 44,741,433 shares
 (3) Number of Shareholders 18,305 people
 (up 2,289 people from the end of the previous fiscal year)

(4) Major Shareholders

Name of shareholder	Number of shares held	Shareholding ratio
Oji Holdings Corporation	14,693,000 shares	32.9%
INTERACTIVE BROKERS LLC (Standing proxy: Interactive Brokers Securities Japan Inc.)	2,351,700 shares	5.3%
Koichi Nasu	1,320,000 shares	3.0%
MSIP CLIENT SECURITIES (Standing proxy: Morgan Stanley MUFG Securities Co., Ltd.)	1,063,548 shares	2.4%
Mitsubishi Paper Mills Shareholder Association	996,350 shares	2.2%
The Master Trust Bank of Japan, Ltd. (Officer compensation BIP trust account, 76,599 units)	842,924 shares	1.9%
Nomura Securities Co., Ltd.	786,291 shares	1.8%
Nakahara Securities, Inc.	723,500 shares	1.6%
Eiji Terada	709,200 shares	1.6%
Nomura Securities Co., Ltd. (Standing proxy: Sumitomo Mitsui Banking Corporation)	673,738 shares	1.5%

(Note) The ratio of share contribution is calculated with treasury stock (79,013 shares) deducted. Treasury stock does not include shares of MPM owned by the Board Incentive Plan.

Distribution of Shareholders by Shareholder Type ← Pie chart

Category	Number of shareholders	Number of shares held	Shareholding ratio
Financial institutions	14 persons	2,664,324 shares	6.0%
Other corporations	214 persons	19,419,742 shares	43.4%
Individuals and others	17,941 persons	13,331,568 shares	29.8%
Foreign corporations and others	103 persons	6,015,673 shares	13.4%
Financial instruments business operators	33 persons	3,310,126 shares	7.4%
Total	18,305 persons	–	100.0%

(5) Status of Shares Granted to Company Officers during the Fiscal Year under Review as Consideration for Performance of Duties

	Number of shares	Number of eligible Directors
Directors (excluding Outside Directors)	0 shares	0

(Note) Details of the Company's stock-based compensation are described in "3. Matters related to company officers,

- (4) The amounts of compensation for Directors and Audit & Supervisory Board Members concerning the fiscal year under review."

3. Matters Related to Company Officers

(1) Names and the status of important concurrent positions of Directors and Audit & Supervisory Board Members (as of March 31, 2026)

Representative Director, President & CEO	Ryuichi Kisaka	
Representative Director	Shigeharu Sanada	
Director	Yuji Takagami	
Director	Kunihiro Nakagawa	
Director	Kazuhiro Nakauchi	
Director	Atsuko Watanabe	(President, Watanabe General Law Office Outside Director, Hokkan Holdings Limited)
Director	Soichi Nadahara	(Visiting professor, Nagoya University, Tokai National Higher Education and Research System Associate professor, Kyoto University of Advanced Science, Nagamori Gakuen)
Director	Yoshimi Shu	(Representative Director and President, Core Value Management Co., Ltd. Outside Director, Mebuki Financial Group, Inc. Outside Director, Japan Business Systems, Inc.)
Full-time Audit & Supervisory Board Member	Yasuyuki Kusuda	
Full-time Audit & Supervisory Board Member	Nobuko Otsuka	
Audit & Supervisory Board Member	Satoshi Takizawa	(Adviser, Mitsubishi UFJ Trust Business Co., Ltd.)
Audit & Supervisory Board Member	Toshiyuki Sumiyoshi	(Representative Director and Chairman, Meiji Yasuda Co., Ltd.)

- (Notes)
1. Directors Atsuko Watanabe, Soichi Nadahara and Yoshimi Shu are Outside Directors.
 2. Audit & Supervisory Board Members Nobuko Otsuka, Satoshi Takizawa and Toshiyuki Sumiyoshi are Outside Audit & Supervisory Board Members.
 3. Audit & Supervisory Board Member Satoshi Takizawa has many years of experience in financial institutions including serving as a Director and a Senior Managing Executive Officer at Mitsubishi UFJ Trust and Banking Corporation and has expertise in accounting and finance.
 4. Audit & Supervisory Board Member Toshiyuki Sumiyoshi has served as Senior Managing Executive Officer of Meiji Yasuda Life Insurance Company and as Representative Director and Chairman of Meiji Yasuda Meiji Yasuda Co., Ltd. and has knowledge and experience of financial affairs and accounting as well as expertise in corporate management.
 5. Audit & Supervisory Board Member Nobuko Otsuka has a high degree of knowledge in financial affairs and accounting, having worked over many years in the fields of tax affairs, accounting and internal auditing at the taxation bureau, a tax accountant corporation and Oji Holdings Corporation.
 6. MPM has notified the Tokyo Stock Exchange of the appointment of Directors Atsuko Watanabe, Soichi Nadahara and Yoshimi Shu and Audit & Supervisory Board Members Satoshi Takizawa and Toshiyuki Sumiyoshi as Independent Directors and Audit & Supervisory Board Members with no possibility of conflicts of interest with general shareholders.
 7. There are no Directors and Audit & Supervisory Board Members who assumed or left office from the day following the 160th Annual General Meeting of Shareholders held during the fiscal year under review (June 27, 2025) to the end of the fiscal year.

(2) Names and responsibilities of Executive Officers (As of March 31, 2026)

Position	Name	Responsibilities
* Executive Officer, President & CEO	Ryuichi Kisaka	General Manager, Strategy Planning Div. Responsible for Internal Audit Dept.
* Senior Executive Vice President	Shigeharu Sanada	General Manager, Corporate Governance Div. Director responsible for Sustainability Promotion
* Managing Executive Officer	Yuji Takagami	General Manager, Sustainable Fiber Materials Div. Representative Director, President & CEO, Mitsubishi Oji Paper Sales Co., Ltd.
* Managing Executive Officer	Kunihiro Nakagawa	General Manager, Functional Materials Div. In charge of Research and Development Div. and German operations Head, Fuji Mill
* Managing Executive Officer	Kazuhiro Nakauchi	General Manager, Technology Div. Deputy General Manager, Research and Development Div. Representative Director, President & CEO, Mitsubishi Paper Engineering Co., Ltd.
Executive Officer	Hironori Oikawa	Head of Takasago Mill and Head of Kyoto Mill Deputy General Manager, Functional Materials Div.
Executive Officer	Wakana Aizawa	General Manager, Research and Development Div. General Manager, Intellectual Property Dept. Deputy General Manager, Technology Div. General Manager, Diversity Promotion Office, Human Resources Dept., Corporate Governance Div.
Executive Officer	Sadao Nakamura	Deputy General Manager, Sustainable Fiber Materials Div. Director and Senior Executive Vice President, Mitsubishi Oji Paper Sales Co., Ltd.
Mission Executive	Hiroshi Mohara	Deputy General Manager, Technology Div. (Responsible for Safety, Environment & Quality Assurance Dept.)
Mission Executive	Ikuo Fujita	Deputy Factory Manager, Kitakami Mills Representative Director, President & CEO, Toho Tokushu Pulp Co., Ltd.
Mission Executive	Fujitaka Mizushima	Deputy Factory Manager, Kyoto Mills Deputy General Manager, Research and Development Div.
Mission Executive	Hidetaka Tsukada	Deputy Factory Manager, Fuji Mill Deputy General Manager, Functional Materials Div. (Responsible for living essentials materials) Managing Executive Officer, Mitsubishi Oji Paper Sales Co., Ltd.
Mission Executive	Yukio Tokunaga	Deputy General Manager, Functional Materials Div. (Responsible for information media and imaging media) Managing Executive Officer, Mitsubishi Oji Paper Sales Co., Ltd.
Mission Executive	Hiroyuki Inou	Deputy Factory Manager, Hachinohe Mills Director, General Manager, Administrative Dept., MPM Operation Co., Ltd.
Mission Executive	Koji Kobata	Deputy General Manager, Strategy Planning Div.
Mission Executive	Hiroataka Noguchi	Deputy General Manager, Corporate Governance Div.
Mission Executive	Hideaki Ishiguro	Head of Hachinohe Mill, Head of Kitakami Mill Deputy General Manager, Sustainable Fiber Materials Div.
Mission Executive	Hiroshi Ogiya	Deputy General Manager, Technology Div., General Manager, Technology Dept.
Mission Executive	Takeshi Motokura	Deputy Factory Manager, Hachinohe Mills Representative Director, President & CEO and General Manager, Converting Dept., MPM Operation Co., Ltd. Representative Director, President & CEO, MPM OJI Home Products Co., Ltd.

Executive Officers with an asterisk concurrently serve as a Director.

Responsibilities of Executive Officers and Mission Executives have been changed as follows, effective April 1, 2026.

Position	Name	Responsibilities
Executive Officer, President & CEO	Ryuichi Kisaka	In charge of Strategy Planning Div. Responsible for Internal Audit Dept.
Senior Executive Vice President	Shigeharu Sanada	General Manager, Corporate Governance Div. Director responsible for Sustainability Promotion
Managing Executive Officer	Yuji Takagami	General Manager, Sustainable Fiber Materials Div. Representative Director, President & CEO, Mitsubishi Oji Paper Sales Co., Ltd.
Managing Executive Officer	Kunihiro Nakagawa	General Manager, Functional Materials Div. In charge of Research and Development Div. and German operations
Managing Executive Officer	Kazuhiro Nakauchi	General Manager, Technology Division Director, Chairman, Mitsubishi Paper Engineering Co., Ltd.
Executive Officer	Hironori Oikawa	Head, Takasago Mill Deputy General Manager, Functional Materials Div.
Executive Officer	Wakana Aizawa	General Manager, Research and Development Div. Deputy General Manager, Technology Div. Head, Kyoto Mill Deputy General Manager, Functional Materials Div.
Executive Officer	Sadao Nakamura	Deputy General Manager, Sustainable Fiber Materials Div. Director and Senior Executive Vice President, Mitsubishi Oji Paper Sales Co., Ltd.
Mission Executive	Hidetaka Tsukada	Head, Fuji Mill Deputy General Manager, Functional Materials Div. (Responsible for living essentials materials) Managing Executive Officer, Mitsubishi Oji Paper Sales Co., Ltd.
Mission Executive	Fujitaka Mizushima	Deputy General Manager, Functional Materials Div. (Responsible for information media and imaging media) Managing Executive Officer, Mitsubishi Oji Paper Sales Co., Ltd.
Mission Executive	Koji Kobata	General Manager, Strategy Planning Div.
Mission Executive	Hiroshi Ogiya	General Manager, Technology Div. General Manager, Technology Dept. Deputy General Manager, Research and Development Div.
Mission Executive	Takeshi Motokura	Head, Hachinohe Mill Deputy General Manager, Sustainable Fiber Materials Div. General Manager, Hachinohe Renewal Project Promotion Dept. Representative Director, President & CEO, MITSUBISHI PAPER BUSINESS SERVICES Co., Ltd. Representative Director, President & CEO, MPM OJI Home Products Co., Ltd.
Mission Executive	Takao Fujiura	Deputy General Manager, Corporate Governance Div. (Responsible for risk management and human resources) General Manager, Risk Management Dept.
Mission Executive	Kanichi Masano	Representative Director, President & CEO, Mitsubishi Paper Engineering Co., Ltd. Deputy General Manager, Hachinohe Renewal Project Promotion Dept., Sustainable Fiber Materials Div.
Mission Executive	Nobuko Kawakubo	Deputy General Manager, Functional Materials Div. (Responsible for industrial materials) General Manager, Industrial Materials Sales Dept. Managing Executive Officer, Mitsubishi Oji Paper Sales Co., Ltd. Chairman, Zhuhai MPM Filter Limited

(3) Outline of liability insurance for officers, etc.

MPM signs a directors and officers liability insurance policy as specified in paragraph 1, Article 430-3 of the Companies Act to cover damages such as compensation and legal expenses if a damage compensation claim is filed against the insured during the insurance period due to an act committed by the insured in their

capacity as the insured under this insurance. However, the above policy does not cover damages arising from the insured's illegal obtaining of benefits or advantages, criminal acts, dishonest acts, fraudulent acts or acts committed with knowledge that they violate laws, regulations, or regulatory statutes.

The insured of the insurance policy is the Directors, Audit & Supervisory Board Members and managerial employees of MPM, and MPM pays all of the premiums for all of the insured.

(4) The amounts of compensation for Directors and Audit & Supervisory Board Members concerning the fiscal year under review

(i) Matters related to resolutions of the Shareholders' Meeting about remuneration for the Directors and Audit & Supervisory Board Members

The amount of monetary compensation for Directors was resolved at the 156th Ordinary Shareholders' Meeting held on June 25, 2021 to be within 280 million yen per year (not including salaries Directors receive for their concurrently serving as employees of the Company). The number of Directors when the annual Shareholders' Meeting ended was eight (including two Outside Directors).

Additionally, separately from monetary compensation, it was resolved at the same Shareholders' Meeting that MPM will contribute up to 150 million yen per fiscal year to a trust as a performance-linked stock compensation plan for Directors and Executive Officers (excluding Outside Directors, part-time Directors and non-residents of Japan), and that the maximum number of shares of MPM to be delivered, etc. through the trust will be a total of 1.8 million points (equivalent to 1.8 million shares) for three fiscal years. As of the conclusion of the Ordinary Shareholders' Meeting, five Directors (excluding Outside Directors, part-time Directors and non-residents of Japan) are participating in the performance-linked stock compensation plan and as of March 31, 2026, five Directors are participating. In addition, the change of the indicators used to assess the achievement of the performance targets from consolidated operating income to consolidated net sales and consolidated operating income was resolved at the 160th Ordinary General Meeting of Shareholders held on June 27, 2025.

The amount of monetary compensation for Audit & Supervisory Board Members was resolved at the 121st Ordinary Shareholders' Meeting held on June 27, 1986 to be within 7 million yen per month. The number of Audit & Supervisory Board Members when the annual Shareholders' Meeting ended was three (including two Outside Audit & Supervisory Board Members), and as of March 31, 2026, the number was four (including two Outside Audit & Supervisory Board Members).

(ii) Policies on decisions related to details of compensation for individual Directors, etc.

a. Details of the policies

At the Board of Directors meeting held on May 12, 2022, the Company has resolved policies for determining details of the compensation for individual Directors as follows.

MPM's Basic Policies on Corporate Governance stipulate that compensation for Directors and Executive Officers shall be appropriate, fair, and balanced to motivate them to achieve the sustainable growth of MPM and the enhancement of its corporate value over the medium and long term, and that the Board of Directors shall make a resolution on this matter after consulting the Nomination and Remuneration Committee, which is an advisory body to the Board of Directors and chaired by an Outside Director.

Compensation for Directors (excluding Outside Directors and part-time Directors) consists of a remuneration (cash) and stock-based compensation. Stock-based compensation consists of a fixed portion not linked to business performance and a portion linked to business performance. The stock-based compensation that is not linked to business performance is the granting of a certain number of stock delivery points in accordance with the Director's position. The stock-based compensation that is linked to business performance is the granting of stock delivery points linked to the consolidated net sales and

consolidated operating income for each fiscal year during the subject period in accordance with the Director’s position. Consolidated net sales and consolidated operating income announced in the consolidated financial results forecast are used as indicators for performance-linked compensation since they are highly connected to company performance and are highly transparent and objective. Furthermore, in line with the revenue growth strategy outlined in the Group’s new Medium-term Management Plan, these indicators are designed to further enhance Directors’ commitment to improving medium- to long-term performance and increasing corporate value. Regarding stock-based compensation, the total number of shares to be delivered (one share of the Company’s stock per stock delivery point) will be determined after the Director retires.

Outside Directors and part-time Directors are not paid stock-based compensation from the perspective of their independence for Outside Directors, and for the part-time Directors, due to the fact that they do not execute business operations. Outside Directors and part-time Directors are paid only a fixed remuneration (cash).

b. Weighting of performance-linked compensation and compensation other than performance-linked compensation

Compensation for Directors consists of remuneration (cash) and stock-based compensation, and the stock-based compensation consists of a fixed portion not linked to business performance and a portion linked to business performance.

The weighting for each category, which serves as the standard, is as follows.

Classification	Stock-based compensation			Total
	Monetary remuneration	Non-monetary remuneration (fixed)	Non-monetary remuneration (Performance-linked)	
Director (excluding Outside Directors and part-time Directors)	78%	11%	11%	100%
Outside Directors and part-time Directors	100%	–	–	100%

- (Notes)
1. The monetary remuneration is determined based on the Directors’ positions and their evaluation in the previous fiscal year.
 2. The monetary remuneration comprises basic remuneration and performance-based pay for officers. The total performance-based pay is limited to 20% of the total basic remuneration for eligible officers.
 3. The actual weighting varies depending on each Director’s evaluation and the amount of performance-linked compensation paid.

c. Calculation method of stock-based compensation

(Fixed portion)

The fixed portion is a fixed amount determined according to the Director’s position and calculated by “fixed share delivery points.”

Fixed share delivery points:

Base amount of stock-based compensation by position x 0.5 / Average acquisition price of the Company’s shares by the Trust^(*)

(Performance-linked portion)

The performance-linked portion is calculated based on the “performance-linked stock delivery points” determined according to the Director’s position and the achievement-linked coefficient.

Performance-linked stock delivery points:

Base amount of stock-based compensation by position x 0.25 x Achievement-linked coefficient

(consolidated net sales)^(*2) / Average acquisition price of the Company's shares by the Trust^(*1)
+ Base amount of stock-based compensation by position x 0.25 x Achievement-linked coefficient
(consolidated operating income)^(*2) / Average acquisition price of the Company's shares by the Trust^(*1)

*1. If the Trust period is extended, the average acquisition price of the Company's shares after the extension of the Trust shall be used.

*2. The achievement-linked coefficient shall be a coefficient based on the degree of achievement of the target consolidated net sales and consolidated operating income for each fiscal year, and shall be resolved by the Board of Directors together with the setting of the amount of such target consolidated net sales and consolidated operating income. The value of the achievement-linked coefficient to be applied is as follows. The amount of the target consolidated net sales for the fiscal year under review is 180,000 million yen, and the actual amount was 157,400 million yen. The amount of the target consolidated operating income for the fiscal year under review is 8,000 million yen, and the actual amount was 260 million yen.

The amount of the target consolidated net sales and the target consolidated operating income for the fiscal year ending March 31, 2027 are 175,000 million yen and 6,000 million yen, respectively.

<Formula>

(Consolidated net sales)

Achievement-linked coefficient = Coefficient according to the achievement level of target consolidated net sales (the actual value of consolidated net sales is calculated after rounding down to the nearest 100 million yen, and values less 1% are rounded off)

Achievement-linked coefficient for the fiscal year under review = 157,400 million yen / 180,000 million yen = 87%

(Coefficient table based on the achievement level of the target consolidated net sales)

Target achievement level	Achievement-linked coefficient:
50% or less	0%
More than 50% but less than 150%	Target achievement level
150% or more	150%

(Consolidated operating income)

Achievement-linked coefficient = Coefficient according to the achievement level of target consolidated operating income (the actual value of consolidated operating income is calculated after rounding down to the nearest 100 million yen, and values less 1% are rounded off)

Achievement-linked coefficient for the fiscal year under review = 260 million yen / 8,000 million yen = 2%

(Coefficient table based on the achievement level of the target consolidated operating income)

Target achievement level	Achievement-linked coefficient:
0% or less (loss)	0%
More than 0% but less than 100%	Target achievement level
100%	100%
More than 100% but less than 200%	100% + (Target achievement level - 100%) / 2
200% or more	150%

(Note) The points are fixed at the time of retirement and are paid by converting a certain percentage of the tax payment funds into cash.

d. Cash plan

For non-residents in Japan, the cash plan system will be applied instead of the performance-linked stock compensation plan, and cash linked to the share price of the Company's stock will be paid. In this plan, the same point calculation as in the performance-linked stock compensation plan will be performed in accordance with the regulations concerning the stock-based compensation for Directors and Executive Officers, etc. and the calculated points will be granted as cash plan points. With respect to points provided, money will be paid in the amount obtained by the number of accumulated points multiplied by the share price of the Company's stock at the end of each year of engaging in work duties or at the time when the subject person ceases to be eligible for the system.

(iii) Method for determining remuneration

The Company has established the Nomination and Remuneration Committee as an advisory body to the Board of Directors, whose members are appointed from among the Representative Directors and Independent Outside Directors. The committee is chaired by an Independent Outside Director, and a majority of its members are Independent Outside Directors. Receiving inquiries from the Board of Directors, the Nomination and Remuneration Committee considers policies regarding compensation for Directors and Executive Officers and details of individual compensation based on the policies in (ii) above, and reports to the Board of Directors.

(iv) The total amount of remuneration and other payments for Directors and Audit & Supervisory Board Members

Classification	Number of eligible recipients Persons	Total amount of remuneration, etc. Million yen	Total amount of remuneration, etc. by type and the number of eligible recipients							
			Fixed remuneration		Stock-based compensation				Cash plan	
			Monetary remuneration		Non-monetary remuneration (fixed)		Non-monetary remuneration (linked to business performance)		Monetary remuneration	
			Number of eligible recipients Persons	Total amount Million yen	Number of eligible recipients Persons	Total amount Million yen	Number of eligible recipients Persons	Total amount Million yen	Number of eligible recipients Persons	Total amount Million yen
Director	9	183	9	156	5	18	5	9	0	–
Audit & Supervisory Board Member	5	53	5	53	–	–	–	–	–	–
Total (Outside Officers)	14 (8)	237 (59)	14 (8)	209 (59)	5 (–)	18 (–)	5 (–)	9 (–)	0 (–)	–

- (Notes) 1. The table above includes the remuneration paid to one Outside Director and one Outside Audit & Supervisory Board Member who retired at the conclusion of the 160th Ordinary General Meeting of Shareholders held on June 27, 2025 during their terms of office.
2. The total amount of each stock-based compensation and cash plan above is the sum of the amounts expensed during the fiscal year under review. The portion linked to business performance of the stock-based compensation and cash plan will be determined after the end of the fiscal year based on the actual achievement of consolidated operating income targets.
3. The amounts shown reflect the voluntary waiver of remuneration.

(v) Reasons for determining that compensation for individual Directors for the fiscal year under review is in line with the policy determined by the Board of Directors

When determining remuneration for individual Directors, the Nomination and Remuneration Committee,

which is chaired by an Independent Outside Director and a majority of which comprises Independent Outside Directors, deliberates on appropriateness from multiple perspectives based on the policies described in (ii) above, and reports to the Board of Directors. Given that the Board of Directors has passed resolutions based on the deliberation process and report of the Nomination and Remuneration Committee, the Board of Directors has determined that remuneration for individual Directors during the fiscal year under review is in line with the policies.

(5) Matters related to Outside Officers (as of March 31, 2026)

a. Important concurrent positions and relationship between MPM and the entities where they hold concurrent positions

Director Atsuko Watanabe is President of Watanabe General Law Office and Outside Director of Hokkan Holdings Co., Ltd. MPM has no special relationships with the above companies where she holds concurrent positions.

Director Soichi Nadahara is a visiting professor at Nagoya University, Tokai National Higher Education and Research System and an Associate professor at the Kyoto University of Advanced Science, Nagamori Gakuen. MPM has no special relationships with the above companies where he holds concurrent positions. Director Yoshimi Shu is Representative Director and President of Core Value Management Co., Ltd., Outside Director of Mebuki Financial Group, Inc. and Outside Director of Japan Business Systems, Inc. MPM has no special relationships with the above companies where she holds concurrent positions.

Audit & Supervisory Board Member Satoshi Takizawa is Adviser of Mitsubishi UFJ Trust and Banking Corporation. MPM has no special relationships with the above company where he holds concurrent positions.

Audit & Supervisory Board Member Toshiyuki Sumiyoshi is Representative Director and Chairman of Meijiyasudashoji Co., Ltd. MPM has no special relationships with the above company where he holds concurrent positions.

b. Main activities for the fiscal year under review

- Attendance at the Board of Directors meetings and the Audit & Supervisory Board meetings

		Board of Directors	Audit & Supervisory Board
Director	Atsuko Watanabe	14 meetings / 14 meetings (100%)	–
Director	Soichi Nadahara	14 meetings / 14 meetings (100%)	–
Director	Yoshimi Shu	10 meetings / 10 meetings (100%)	–
Audit & Supervisory Board Member (Full-time Audit & Supervisory Board Member)	Nobuko Otsuka	14 meetings / 14 meetings (100%)	14 meetings / 14 meetings (100%)
Audit & Supervisory Board Member	Satoshi Takizawa	14 meetings / 14 meetings (100%)	14 meetings / 14 meetings (100%)
Audit & Supervisory Board Member	Toshiyuki Sumiyoshi	10 meetings / 10 meetings (100%)	8 meetings / 8 meetings (100%)

- Statements made at Board of Directors meetings and Audit & Supervisory Board meetings

Director Atsuko Watanabe plays a role in making decisions on important matters and supervising the execution of business operations by asking questions and providing recommendations from an independent and objective standpoint based on her experience and insight as a lawyer with expertise in

corporate legal affairs. Additionally, as a member of the Nomination and Remuneration Committee, she attended all ten Nomination and Remuneration Committee meetings held during her term of office in the fiscal year under review and contributed to the strengthening of the corporate governance of MPM by enhancing objectivity in the selection of candidates for Directors and the determination of officer remuneration.

Director Soichi Nadahara has been involved in research and development at manufacturers and has played a part in management while also collaborating with universities and companies in Japan and abroad to promote the acquisition of technology. Based on this extensive experience, he plays a role in making decisions on important matters and overseeing business execution by asking questions and making recommendations from an independent and objective standpoint. Additionally, as a member of the Nomination and Remuneration Committee, he attended all six Nomination and Remuneration Committee meetings held during his term of office in the fiscal year under review, thereby contributing to strengthening the Company's corporate governance.

Director Yoshimi Shu has built a strong track record at global financial institutions and currently serves as the representative director of a management consulting firm. With her extensive expertise in management, corporate governance, and other related fields, she contributes to strengthening MPM's management structure.

Audit & Supervisory Board Member Nobuko Otsuka conducts appropriate and effective audits of the Company's business execution by objectively expressing useful opinions based on her expert insight into tax affairs, accounting and audits cultivated through her experience at the taxation bureau, a tax accountant corporation and Oji Holdings Corporation.

Audit & Supervisory Board Member Satoshi Takizawa appropriately and effectively audits the Company's business operations by providing useful comments from an independent and objective standpoint based on his experience in the management of a trust bank and his expertise in accounting and finance in general.

Having served as senior managing executive officer at Meiji Yasuda Life Insurance Company, Audit & Supervisory Board Member Toshiyuki Sumiyoshi has a wealth of knowledge and experience in finance and accounting as well as expertise in corporate management. Equipped with these capabilities, he carries out audits of MPM's operations in an appropriate and effective manner.

c. Outline of agreement for limitation of liability

The Company has concluded contracts for the limitation of liability, by which the liability for damages stipulated in Article 423, paragraph (1) of the Companies Act of Japan is limited by the provision of Article 427, paragraph (1) of the said Act, with its Outside Directors and Outside Audit & Supervisory Board Members.

The maximum amount of liability for compensation of damages under the agreement is the higher of 10 million yen or the amount stipulated by law.

4. Status of Accounting Auditors

(1) Name of Accounting Auditor (As of March 31, 2026)

Ernst & Young ShinNihon LLC.

(2) The amount of fees, etc. paid to Accounting Auditors for the fiscal year under review

a. Fees, etc. paid to Accounting Auditors for the fiscal year under review

61 million yen

b. Total amount of money and other financial benefits that the Company and its subsidiaries should pay to Accounting Auditors

79 million yen

(Notes) 1. Since the amount of fees and other considerations paid to Accounting Auditors under the Companies Act and the amount of remuneration for auditing services under the Financial Instruments and Exchange Act are not distinguished in the agreement between MPM and the Accounting Auditors, the amount above is the sum of these amounts.

2. Among MPM's important subsidiaries, Mitsubishi Paper Holding (Europe) GmbH, Mitsubishi HiTec Paper Europe GmbH and Zhuhai MPM Filter Limited are subject to audits (limited to those under the provisions of the Companies Act and the Financial Instruments and Exchange Act (including equivalent foreign laws and regulations)) of their financial statements by certified public accountants or auditing firms (including those who have qualifications equivalent to these qualifications in foreign countries) other than MPM's Accounting Auditors.

3. Based on the Practical Guidelines for Cooperation with Accounting Auditors published by the members of the Japan Audit & Supervisory Board, the Audit & Supervisory Board obtained and received explanations from the Accounting Auditors and related departments within MPM regarding the comparison of audit plans and results for the previous fiscal year, audit time and compensation and other necessary materials, and further examined the adequacy of audit plans and estimated compensation for the fiscal year under review by reviewing the audit fees of other companies. As a result, MPM determined that the remuneration, etc. of the Accounting Auditors was appropriate and gave its consent as stipulated in Article 399, Paragraph 1 of the Companies Act.

(3) Policy on decision to dismiss or not to reappoint Accounting Auditors

The Audit & Supervisory Board will dismiss the Accounting Auditors with the unanimous consent of the Audit & Supervisory Board Members if any of the items of Article 340, Paragraph 1 of the Companies Act apply regarding the Accounting Auditors.

In cases other than the foregoing where it is deemed difficult for the Accounting Auditors to perform appropriate audits due to the occurrence of events which undermine their suitability or independence, the Audit & Supervisory Board will determine the details of a proposal for the dismissal or non-reappointment of the Accounting Auditors, and the Board of Directors will submit the proposal to the General Meeting of Shareholders based on this decision.

5. Policy Regarding Decisions on Dividends of Surplus, etc.

The Company's basic policy regarding dividends of surplus and the like is to regard the distribution of profits to shareholders as a key management issue and to implement stable and continuous dividends while comprehensively considering business performance in each business year and investments for future growth. As for the year-end dividend for the fiscal year under review, the Company has decided to pay a year-end dividend of 15 yen per share, after taking into comprehensive consideration the maintenance of a stable dividend payment and the recent trend in its business performance.

For the fiscal year ending March 31, 2027, the Company plans to pay an annual dividend of 20 yen per share under the above basic policy, with an interim dividend of 7 yen and a year-end dividend of 13 yen.

Under Article 459 of the Companies Act, the Articles of Incorporation stipulate that dividends of surplus, etc. shall be paid by resolution of the Board of Directors.

Consolidated Balance Sheet

(As of March 31, 2026)

(Million yen)

Assets		Liabilities	
Item	Amount	Item	Amount
Current assets	81,961	Current liabilities	82,286
Cash and deposits	4,895	Notes and accounts payable - trade	17,596
Notes receivable-trade	6,157	Electronically recorded obligations	2,906
Accounts receivable - trade	26,127	Short-term loans payable	42,009
Merchandise and finished goods	20,680	Commercial papers	3,000
Work in progress	7,965	Lease obligations	161
Raw materials and supplies	14,167	Accrued expenses	7,392
Others	2,017	Provision for shareholder benefit program	16
Allowance for doubtful accounts	(49)	Provision for loss on disaster	12
		Income taxes payable	4,538
		Contract liabilities	506
		Others	4,146
Non-current assets	140,814	Non-current liabilities	37,303
Property, plant and equipment	65,668	Long-term loans payable	19,558
Buildings and structures	15,860	Lease obligations	192
Machinery, equipment and vehicles	26,549	Deferred tax liabilities	9,818
Land	20,829	Provision for share awards	178
Leased assets	335	Provision for directors' retirement benefits	4
Construction in progress	1,095	Net defined benefit liability	5,332
Others	998	Asset retirement obligation	940
		Others	1,277
Intangible assets	882	Total liabilities	119,590
Others	882	Net assets	
		Shareholders' equity	65,091
Investments and other assets	74,263	Capital stock	36,561
Investment securities	24,397	Capital surplus	6,524
Long-term loans receivable	1	Retained earnings	22,464
Net defined benefit asset	48,401	Treasury shares	(458)
Deferred tax assets	724	Accumulated other comprehensive income	38,062
Others	794	Valuation difference on available-for-sale securities	8,228
Allowance for doubtful accounts	(54)	Foreign currency translation adjustment	1,311
		Remeasurements of defined benefit plans	28,523
		Non-controlling interests	31
		Total net assets	103,185
Total assets	222,776	Total liabilities and net assets	222,776

(Note) The stated amounts are rounded down to the nearest million yen.

Consolidated Statement of Income

From April 1, 2025 to March 31, 2026

(Million yen)

Item	Amount	
Net sales		157,455
Cost of sales		137,211
Gross profit		20,244
Selling, general and administrative expenses		19,980
Operating income		264
Non-operating income		
Interest income	14	
Dividend income	576	
Share of profit of entities accounted for using equity method	663	
Foreign exchange gains	913	
Others	382	2,551
Non-operating expenses		
Interest expenses	731	
Others	364	1,095
Ordinary income		1,720
Extraordinary income		
Gain on disposal of non-current assets	3	
Gain on sales of investment securities	4,125	4,128
Extraordinary losses		
Loss on disposal of non-current assets	285	
Impairment loss	266	
Loss on disaster	752	
Business restructuring costs	1,719	3,023
Profit before income taxes		2,825
Income taxes - current		4,564
Income taxes - deferred		(3,646)
Profit		1,907
Profit attributable to non-controlling interests		7
Profit attributable to owners of parent		1,900

(Note) The stated amounts are rounded down to the nearest million yen.

Balance Sheet

(As of March 31, 2026)

(Million yen)

Assets		Liabilities	
Item	Amount	Item	Amount
Current assets	68,198	Current liabilities	77,104
Cash and deposits	3,653	Accounts payable - trade	11,797
Notes receivable - trade	274	Electronically recorded obligations	2,178
Accounts receivable - trade	27,354	Short-term loans payable	49,091
Merchandise and finished goods	15,265	Commercial papers	3,000
Work in progress	4,975	Lease obligations	29
Raw materials and supplies	10,868	Accounts payable - other	1,683
Advance payments to suppliers	37	Accrued expenses	5,365
Prepaid expenses	220	Income taxes payable	3,382
Short-term loans receivable	4,130	Contract liabilities	371
Accounts receivable - other	1,014	Unearned revenue	22
Others	403	Provision for shareholder benefit program	16
		Provision for loss on disaster	12
		Deposits received	82
		Electronically recorded obligations – non-operating	60
Non-current assets	85,635	Others	7
Property, plant and equipment	53,603	Non-current liabilities	20,361
Buildings	10,327	Long-term loans payable	18,659
Structures	2,575	Lease obligations	41
Machinery and equipment	22,674	Provision for share awards	178
Vehicles	35	Asset retirement obligation	940
Tools, furniture and fixtures	342	Others	541
Land	16,016		
Mountains and planted forests	442		
Leased assets	63		
Construction in progress	1,125		
Intangible assets	855	Total liabilities	97,466
Trademark right	0	Net assets	
Software	838	Shareholders' equity	54,439
Others	16	Capital stock	36,561
Investments and other assets	31,176	Capital surplus	8,094
Investment securities	4,785	Legal capital surplus	8,094
Shares of subsidiaries and associates	7,326	Retained earnings	10,197
Investments in capital of subsidiaries and associates	3,036	Legal retained earnings	133
Long-term loans receivable	1,210	Other retained earnings	10,063
Long-term prepaid expenses	124	Retained earnings brought forward	10,063
Prepaid pension costs	9,141	Treasury shares	(414)
Deferred tax assets	5,229	Valuation and translation adjustments	1,928
Others	343	Valuation difference on available-for-sale securities	1,928
Allowance for doubtful accounts	(21)	Total net assets	56,367
Total assets	153,833	Total liabilities and net assets	153,833

(Note) The stated amounts are rounded down to the nearest million yen.

Statement of Income

From April 1, 2025 to March 31, 2026

(Million yen)

Item	Amount	
Net sales		101,604
Cost of sales		90,406
Gross profit		11,198
Selling, general and administrative expenses		10,954
Operating income		244
Non-operating income		
Interest and dividend income	4,731	
Proceeds from miscellaneous income	1,247	5,979
Non-operating expenses		
Interest expenses	732	
Miscellaneous loss	194	927
Ordinary income		5,296
Extraordinary income		
Gain on disposal of non-current assets	0	
Gain on sales of investment securities	1,505	1,505
Extraordinary losses		
Loss on disposal of non-current assets	231	
Loss on valuation of investments in capital of subsidiaries and associates	6,293	
Impairment loss	266	
Loss on disaster	752	7,544
Loss before income taxes		(742)
Income taxes - current		3,243
Income taxes - deferred		(3,670)
Loss		(314)

(Note) The stated amounts are rounded down to the nearest million yen.