

[Translation: Please note that the following purports to be an excerpt translation from the Japanese original Notice of the 101st Ordinary General Meeting of Shareholders of Mitsubishi Materials Corporation prepared for the convenience of shareholders outside Japan with voting rights. However, in the case of any discrepancy between the translation and the Japanese original, the latter shall prevail.]

Stock Code :5711
June 1, 2026

To Our Shareholders:

Tetsuya Tanaka, Director,
Executive Officer and President
Mitsubishi Materials Corporation
2-3 Marunouchi 3-chome, Chiyoda-ku, Tokyo

NOTICE OF THE 101ST ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to inform you that the 101st Ordinary General Meeting of Shareholders of Mitsubishi Materials Corporation (the “Company”) will be held as described below.

If you are unable to attend the meeting, please review the documents entitled “Reference Materials for the General Meeting of Shareholders” and exercise your voting rights by either procedure described below by 6:00 p.m. on Monday, June 22, 2026 (Japan standard time).

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

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

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

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

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

<To Our Institutional Investors>

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

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

The Company’s website:

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

In addition to the above, the information is also posted on the website of Tokyo Stock Exchange, Inc. (TSE). If the Company’s website is not available, please access TSE’s website shown below, search

by entering the issue name (Mitsubishi Materials) or securities code (5711), and select “Basic information” and “Documents for public inspection/PR information.”

TSE website:

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

Yours truly

Details

1. Date and Time: Tuesday, June 23, 2026 at 10:00 a.m. (The reception starts at 9:00 a.m.)
(Japan standard time)

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

3. Meeting Agenda:

Matters to be Reported:

- (1) Reports on the business reports, consolidated financial statements and audit results of the consolidated financial statements by the Accounting Auditors and the Audit Committee for the 101st fiscal year (April 1, 2025 to March 31, 2026).
- (2) Reports on the financial statements for the 101st fiscal year (April 1, 2025 to March 31, 2026).

Matters to be Resolved:

Agenda : Election of Ten (10) Directors

4. Matters Concerning Exercise of Voting Rights

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

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

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

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

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

- ◎ If it is necessary to revise matters for which measures for provision in electronic format will be taken, those matters before and after the revision will be posted on the Company's website and TSE's website shown above.
- ◎ If you are able to attend, please submit the enclosed Voting Card to the reception desk on the day of the meeting. Thank you for your cooperation.

Reference Materials for the General Meeting of Shareholders

Agenda : Election of Ten (10) Directors


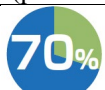


The term of office of all ten (10) Directors will expire at the close of this Ordinary General Meeting of Shareholders. It is hereby proposed that ten (10) Directors will be appointed, based on the decision of the Nomination Committee.

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

The candidates for Directors are as follows:

Candidate No.	Name	Title, Position and Responsibilities at the Company
Candidate for Outside Director	1 Koji Igarashi Independent Director Reappointed	Director Member of the Nomination Committee and Chair of the Remuneration Committee
	2 Kazuhiko Takeda Independent Director Reappointed	Director Chair of the Audit Committee
	3 Rikako Beppu Independent Director Reappointed	Director Member of the Nomination Committee and Member of the Remuneration Committee
	4 Hatsunori Kiriyama Independent Director Reappointed	Director Member of the Audit Committee and Member of the Sustainability Committee
	5 Nozomi Sagara Independent Director Reappointed	Director Member of the Audit Committee and Chair of the Sustainability Committee
	6 Ichiro Sasaki Independent Director Reappointed	Director Member of the Sustainability Committee
	7 Jason Frank Independent Director Newly appointed	
8	Tetsuya Tanaka Reappointed	Director, Executive Officer, President and CEO (Responsible for General Operation of the Company, Internal Audit, Management Strategy)
9	Kayo Hirano Reappointed	Director, Managing Executive Officer; CFO (Responsibilities of the CFO*, Responsible for Procurement, Resources Business) * Accounting, Finance, Financial Controlling, Investor Relations
10	Makiko Nogawa Newly appointed	Managing Executive Officer; CHRO (Responsibilities of the CHRO, Responsible for Legal & General Affairs, Corporate Communications, Business Transformation)

Structure after the Ordinary General Meeting of Shareholders to be held on June 23, 2026 (planned)

Composition of the Board of Directors	Ratio of Outside Directors	 Outside Directors: 7 Directors: 3	 70%
	Ratio of Female Directors	 Female Directors: 4 Male Directors: 6	 40%

[Candidate for Outside Director]	
Koji Igarashi (born November 20, 1954) [Independent Director] [Reappointed]	
<u>Personal History, Title and Positions at the Company</u>	
Apr. 1980 Joined Ajinomoto Co., Inc.	
Apr. 2002 Senior Vice President, Ajinomoto U.S.A., Inc.	
Jun. 2007 Executive Officer; Vice President, Amino Acids Company, Ajinomoto Co., Inc.	
Jun. 2009 Executive Officer; General Manager, Corporate Planning Div.	
Jun. 2011 Member of the Board, Corporate Vice President	
Jun. 2013 Member of the Board, Corporate Senior Vice President	
Jun. 2017 Senior Advisor (resigned June 2020)	
Jun. 2020 Director of the Company (to present)	
<u>Number of Company shares held</u> 5,258	<u><Reasons for nominating Mr. Igarashi as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Koji Igarashi has extensive technical knowledge of technological development and manufacturing as well as insight into global business development, business reform and creation, promotion of digitalization and overall management through his experience as a manager of a food manufacturer that develops its business all over the world. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Nomination Committee and Chair of the Remuneration Committee, he has been involved in selecting candidates for Directors and Executive Officers, deciding on the remuneration of Directors and Executive Officers, etc. of the Company from an objective and neutral position. As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
<u>Years served as Director</u> 6 years	
*At the close of this Ordinary General Meeting of Shareholders	
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u>	
Board of Directors Meetings 21/21 (100%)	
Nomination Committee Meetings 12/12 (100%)	
Remuneration Committee Meetings 11/11 (100%)	
Sustainability Committee Meetings 3/3 (100%)	

[Candidate for Outside Director]	
[Independent Director] [Reappointed]	
Kazuhiko Takeda (born November 10, 1959)	
<u>Personal History, Title and Positions at the Company</u>	
Apr. 1983 Joined Sony Corporation	
Oct. 2001 Vice President in charge of Accounting, Sony Ericsson Mobile Communications Inc.	
Apr. 2006 Executive Officer; CFO, Sony NEC Optiarc Inc.	
Aug. 2008 Senior Vice President in charge of Corporate Management and Accounting, Sony Europe Ltd.	
Oct. 2013 Vice President; Senior General Manager of Corporate Planning & Control Division, Sony Corporation	
Jun. 2015 Senior Vice President	
Corporate Executive in charge of Corporate Planning & Control and Accounting	
Jan. 2018 Senior Vice President	
Corporate Executive in charge of Corporate Planning & Control and Accounting; CIO	
Jul. 2018 Senior Vice President	
Deputy President and Chief Financial Officer, Sony Interactive Entertainment LLC	
Jul. 2021 Executive Alumnus, Sony Group Corporation (to present)	
Jun. 2022 Director of the Company (to present)	
<u>Number of Company shares held</u>	<u><Reasons for nominating Mr. Takeda as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Kazuhiko Takeda has extensive knowledge in the fields of corporate management, business operations and administration, finance and accounting, and information technology through his management experience as a senior executive of a conglomerate that develops a wide range of businesses all over the world and as the manager of its major subsidiaries. He also has insight into corporate strategy and overall management from a global perspective based on his many years of experience working in Europe and the United States. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Also, as Chair of the Audit Committee, he has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position. As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
3,694	
<u>Years served as Director</u>	
4 years	
*At the close of this Ordinary General Meeting of Shareholders	
<u>Important position of other organization(s) concurrently assumed:</u>	<u><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></u> (1) The Company does not have business relationship with Sony Group Corporation. The Company has a business relationship including sales of products with Sony Global Manufacturing & Operations Corporation which is a specified subsidiary of Sony Group Corporation. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Sony Group Corporation. (2) The Company has a business relationship including sales of products with Sojitz Corporation. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Sojitz Corporation.
Outside Director, Sojitz Corporation	
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u>	
Board of Directors Meetings	
21/21 (100%)	
Nomination Committee Meetings	
3/3 (100%)	
Audit Committee Meetings	
17/17 (100%)	

[Candidate for Outside Director] [Independent Director] [Reappointed]	
Rikako Beppu (born March 8, 1968)	
<u>Personal History, Title and Positions at the Company</u>	
Aug. 1992 Joined Slaughter and May	
Sep. 1994 Joined Simmons & Simmons	
Oct. 1994 Registered as a member of The Law Society, England and Wales	
May 1997 Seconded to Nagashima & Ohno	
May 1998 Seconded to Export-Import Bank of Japan	
Sep. 2001 Partner, Simmons & Simmons	
Oct. 2001 Registered as a member of Daini Tokyo Bar Association (registered foreign lawyer)	
Sep. 2008 Partner, Lovells	
Oct. 2017 Partner, Squire Patton Boggs Tokyo (Foreign Law Joint Business)	
Jun. 2022 Director of the Company (to present)	
Jun. 2024 Counsel, Squire Patton Boggs Tokyo (Foreign Law Joint Business) (to present)	
<u>Number of Company shares held</u> 0	<Reasons for nominating Ms. Beppu as a candidate for Outside Director and outline of expected roles to fulfill> Ms. Rikako Beppu has in-depth insights based on her advanced legal knowledge through her many years of experience as an attorney at law in Japan and abroad, as well as specialized knowledge in corporate legal affairs, particularly in the areas of global business development and business restructuring. Based on her insight, she has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Nomination Committee and Remuneration Committee, she has been involved in selecting candidates for Directors and Executive Officers, deciding on the remuneration of Directors and Executive Officers, etc. of the Company from an objective and neutral position.
<u>Years served as Director</u> 4 years *At the close of this Ordinary General Meeting of Shareholders	
<u>Important position of other organization(s) concurrently assumed:</u> Counsel, Squire Patton Boggs Tokyo (Foreign Law Joint Business) Audit & Supervisory Board Member (Outside), Toyota Tsusho Corporation	As explained above, she has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that she will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Outside Director. Although she has no direct experience of being involved in corporate management, we believe that she will execute her duties as Outside Director appropriately, based on the above-mentioned experience, insights and knowledge.
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u> Board of Directors Meetings 21/21 (100%) Nomination Committee Meetings 12/12 (100%) Audit Committee Meetings 4/4 (100%) Remuneration Committee Meetings 13/13 (100%)	
	<Business relationships with other organization(s) in which positions are concurrently assumed, etc.> (1) The Company does not have business relationship with Squire Patton Boggs Tokyo (Foreign Law Joint Business). (2) The Company has a business relationship including sales of products with Toyota Tsusho Corporation. However, the value of transactions amounts to less than 3% of the consolidated net sales of the Company and less than 1% of the consolidated net sales of Toyota Tsusho Corporation.

[Candidate for Outside Director]	
Hatsunori Kiriyaama (born November 30, 1962) [Independent Director] [Reappointed]	
<u>Personal History, Title and Positions at the Company</u>	
Apr. 1985 Joined P&G Far East Inc.	
Jul. 2002 Vice President and Director of Sales Department, Northeast Asia, The Procter & Gamble Company	
Jul. 2005 Vice President, Global Skincare	
Jul. 2007 President and Representative Director, The P&G Japan Limited	
Jul. 2012 President-Asia, The Procter & Gamble Company	
Sep. 2017 Representative Director, forGL Inc. (to present)	
Jun. 2024 Director of the Company (to present)	
<u>Number of Company shares held</u> 2,206	<u><Reasons for nominating Mr. Kiriyaama as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Hatsunori Kiriyaama has extensive knowledge of corporate management and marketing as gained from his experience as manager at a leading international company as well as insights into corporate strategies and general aspects of management from a global perspective based on his experience as supervisor of the Asia region and manager at a U.S. company. Moreover, he has extensive insights into development of management human resources based on many years of corporate management experience in and outside Japan. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Sustainability Committee, he has been involved in discussing themes regarding sustainability of the Company from an objective and neutral position. Also, as a member of the Audit Committee, he has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position. As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
<u>Years served as Director</u> 2 years	
*At the close of this Ordinary General Meeting of Shareholders	
<u>Important position of other organization(s) concurrently assumed:</u> Representative Director, forGL Inc. Outside Director, Calbee, Inc.	
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u> Board of Directors Meetings 21/21 (100%) Audit Committee Meetings 17/17 (100%) Sustainability Committee Meetings 12/12 (100%)	<u><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></u> (1) The Company does not have business relationship with forGL Inc. (2) The Company does not have business relationship with Calbee, Inc.

[Candidate for Outside Director]	
[Independent Director] [Reappointed]	
Nozomi Sagara (born March 15, 1964)	
<u>Personal History, Title and Positions at the Company</u>	
Apr. 1989 Joined Ministry of International Trade and Industry	
Jul. 2011 General Manager, Environment Department, Incorporated Administrative Agency New Energy and Industrial Technology Development Organization	
Apr. 2014 General Manager, Stockpile Planning Department, Incorporated Administrative Agency Japan Oil, Gas and Metals National Corporation	
Jul. 2015 Director, Information Systems and Welfare Division, Minister's Secretariat, METI	
Jul. 2017 Director-General, Tohoku Bureau of Economy, Trade and Industry, METI	
Dec. 2020 Joined Sumitomo Chemical Co., Ltd.	
Apr. 2021 Associate Officer, Responsible for Sustainability Dept. and Responsible Care Dept. (resigned June 2021)	
Jun. 2024 Director of the Company (to present)	
<u>Number of Company shares held</u> 1,471 <u>Years served as Director</u> 2 years 5 *At the close of this Ordinary General Meeting of Shareholders	<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u> Board of Directors Meetings 21/21 (100%) Audit Committee Meetings 17/17 (100%) Sustainability Committee Meetings 12/12 (100%)
<u><Reasons for nominating Ms. Sagara as a candidate for Outside Director and outline of expected roles to fulfill></u> Ms. Nozomi Sagara has extensive knowledge of trade and industry policies through many years of service at the Ministry of Economy, Trade and Industry. She has specialized knowledge in metallic mineral resources, renewable energy, information technology and recycling fields as well as technical knowledge as a master of engineering. Based on her insight, she has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as Chair of the Sustainability Committee, she has been involved in discussing themes regarding sustainability of the Company from an objective and neutral position. Also, as a member of the Audit Committee, she has been engaged mainly in auditing the execution of duties by Executive Officers, etc. from an objective and neutral position. As explained above, she has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that she will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Outside Director. Although she has no direct experience of being involved in corporate management, we believe that she will execute her duties as Outside Director appropriately, based on the above-mentioned experience, insights and knowledge.	

[Candidate for Outside Director]	
Ichiro Sasaki (born April 30, 1957)	[Independent Director] [Newly appointed]
<u>Personal History, Title and Positions at the Company</u>	
Apr. 1983 Joined Brother Industries, Ltd. Jan. 2005 Managing Director, Brother U.K. Ltd. Apr. 2008 General Manager of NID Research & Development Dept., Brother Industries, Ltd. Apr. 2009 Executive Officer Apr. 2013 Managing Executive Officer Jun. 2014 Director & Managing Executive Officer Jun. 2016 Representative Director & Managing Executive Officer Apr. 2017 Representative Director & Senior Managing Executive Officer Jun. 2018 Representative Director & President Jun. 2024 Director & Vice Chairman Jun. 2025 Advisor (to present) Director of the Company (to present)	
<u>Number of Company shares held</u> 231 <u>Years served as Director</u> 1 year *At the close of this Ordinary General Meeting of Shareholders <u>Important position of other organization(s) concurrently assumed:</u> Advisor, Brother Industries, Ltd. Outside Director, Rigaku Holdings Corporation <u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u> Board of Directors Meetings 15/15 (100%) Sustainability Committee Meetings 9/9 (100%)	<u><Reasons for nominating Mr. Sasaki as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Ichiro Sasaki has extensive technical knowledge in development and manufacturing. He also has insight into corporate strategy from a global perspective and general aspects of management through his experience as a manager of a manufacturer that develops its business all over the world. Furthermore, through his experience in new business creation and commercialization, he has extensive knowledge in the fields of manufacturing such as product planning and quality assurance. Based on his insight, he has given useful advice from various viewpoints in the Board of Directors meetings so as to enhance mid- to long-term corporate value of the Group and has supervised the execution of duties by Executive Officers, etc. from an independent position. Additionally, as a member of the Sustainability Committee, he has been involved in discussing themes regarding sustainability of the Company from an objective and neutral position. As explained above, he has extensive knowledge and rich experience that contributes to the sustainable growth of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
6	<u><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></u> (1) The Company has a business relationship related to advertising and promotion with Brother Industries, Ltd. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Brother Industries, Ltd. (2) The Company does not have business relationship with Rigaku Holdings Corporation. The Company has a business relationship including purchase of products with Rigaku Corporation which is a specified subsidiary of Rigaku Holdings Corporation. However, the value of transactions amounts to less than 1% of the respective consolidated net sales of the Company and Rigaku Holdings Corporation.

[Candidate for Outside Director]	
Jason Frank (October 2, 1971)	[Independent Director] [Newly appointed]
<u>Personal History</u>	
Feb. 2002 Director, PMP Japan Co., Ltd.	
Oct. 2005 Representative Director, PM Global Co., Ltd.	
Dec. 2006 Joined Integra Strategic Transformation Consulting Limited	
Apr. 2009 Managing Director, The Top Notch Group LLC	
Oct. 2010 Joined ITOCHU Europe PLC	
Nov. 2013 General Manager, Metals and Minerals Division; General Manager, Solar Division, ITOCHU Europe PLC	
Apr. 2016 Group Director, Data Analytics and Business Development, European Tyre Enterprise Limited	
May 2021 Chairman and CFO, Hiyacar Limited	
Jan. 2022 Managing Director, Re:Adapt Data Science Limited (to present)	
<u>Number of Company shares held</u>	<u><Reasons for nominating Mr. Frank as a candidate for Outside Director and outline of expected roles to fulfill></u> Mr. Jason Frank possesses extensive insight into the formulation of management strategies, financial management, and M&A execution support for investee companies, as well as specialist knowledge in the execution of corporate data strategy gained through experience of involvement in multiple investment projects at the European subsidiary of a major Japanese trading company, and experience in driving management reform through the application of AI and data science. He also possesses insight into corporate strategy and management in general from a global perspective, based on experience serving as an executive — including as Chairman and Chief Financial Officer (CFO) across multiple industries and companies. In addition, he holds the qualification of Certified Management Accountant from the United States. As explained above, the Company expects that he will help to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Outside Director.
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<u>Important position of other organization(s) concurrently assumed:</u>	<u><Business relationships with other organization(s) in which positions are concurrently assumed, etc.></u> The Company does not have business relationship with Re:Adapt Data Science Limited.
7 Managing Director, Re:Adapt Data Science Limited	

8	<p>Tetsuya Tanaka (born January 5, 1963) [Reappointed]</p> <p><u>Personal History, Title and Position at the Company</u></p> <p>Apr. 1986 Joined the Company</p> <p>Apr. 2020 Managing Executive Officer President, Metalworking Solutions Company</p> <p>Apr. 2023 Managing Executive Officer; CGO*¹</p> <p>Apr. 2024 Managing Executive Officer; CSuO*²</p> <p>Apr. 2025 Executive Officer, President and CEO</p> <p>Jun. 2025 Director; Executive Officer, President and CEO (to present)</p> <p>*1 Chief Governance Officer *2 Chief Sustainability Officer</p>	
	<p><u>Number of Company shares held</u> 30,154 (Of which, the number of shares to be distributed based on the stock-based compensation plan is 29,590 shares.)</p> <p><u>Years served as Director</u> 1 year *At the close of this Ordinary General Meeting of Shareholders</p> <p>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026) Board of Directors Meetings 15/15 (100%)</p> <p><u>Responsible for:</u> General Operation of the Company, Internal Audit, Management Strategy</p>	<p><<u>Reasons for nominating Mr. Tanaka as a candidate for Director</u>></p> <p>Mr. Tetsuya Tanaka took office as Managing Executive Officer of the Company in 2020. After serving as President, Metalworking Solutions Company, CGO, and CSuO, he undertook duties as Executive Officer, President and CEO from April 2025, and he has been serving as Director; Executive Officer, President and CEO since June 2025.</p> <p>Mr. Tetsuya Tanaka has extensive practical experience, having held positions such as General Manager of Tsukuba Plant, General Manager, Research & Development Division of Metalworking Solutions Company, and President of the same company. In addition, since April 2025, he has overseen the management of the Group as Executive Officer, President and CEO, and leading a variety of measures for fundamental structural reform. He has been expressing opinions at Board of Directors meetings from a perspective drawing on such experience as Executive Officer, thereby contributing to effective deliberations of the Board of Directors.</p> <p>As explained above, he has extensive knowledge and rich experience related to the business and operations of the Group. The Company expects that he will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses his appointment to the position of Director.</p>

Kayo Hirano (born July 17, 1974)		[Reappointed]
<u>Personal History, Title and Position at the Company</u>		
Apr. 2004 Joined Sakura & Co.		
Sep. 2004 Joined Shinnihon Audit Firm		
Mar. 2008 Joined Morgan Stanley Securities Co., Ltd.		
Jan. 2009 Joined ShinNihon LLC		
Sep. 2013 Joined LIXIL Corporation		
Jan. 2017 Transferred to LIXIL Group Corporation (currently LIXIL Corporation)		
Apr. 2021 Senior Vice President; Leader, Investor Relations Office		
Oct. 2022 Senior Vice President; Leader, Investor Relations Office and Leader, Finance & Treasury Corporate Accounting & Treasury/Tax		
Apr. 2024 Joined the Company General Manager, Accounting & Finance Div.		
Apr. 2025 Managing Executive Officer; CFO*		
Jun. 2025 Director; Managing Executive Officer; CFO (to present)		
*Chief Financial Officer		
<u>Number of Company shares held</u> 3,934 (Of which, the number of shares to be distributed based on the stock-based compensation plan is 3,898 shares.)	<u><Reasons for nominating Ms. Hirano as a candidate for Director></u> Before joining the Company in 2024, Ms. Kayo Hirano's primary experience was at an audit firm and a housing equipment manufacturer, where she was involved in audit operations and the planning, development, and implementation of accounting/finance and IR/SR strategies. Furthermore, she has held leadership positions in IR and accounting/finance departments. She has served as Managing Executive Officer and CFO since April 2025, and as Director, Managing Executive Officer and CFO since June 2025. In addition, Ms. Hirano is qualified as a Japanese Certified Public Tax Accountant and as a U.S. Certified Public Accountant (Delaware).	
<u>Years served as Director</u> 1 year *At the close of this Ordinary General Meeting of Shareholders	Upon joining the Company in April 2024 as the General Manager of the Accounting and Finance Division, she utilized her prior knowledge to take the lead in areas such as formulating dividend policies and external disclosure strategies and enhancing financial analysis processes during financial closing. Since April 2025, she has held the position of Managing Executive Officer and CFO, overseeing the management of the Group while also working on improvements in capital efficiency, enhancement of financial policy, and further strengthening of communication with capital markets, among other initiatives. She has been expressing opinions at Board of Directors meetings from a perspective drawing on such experience as Executive Officer, thereby contributing to effective deliberations of the Board of Directors.	
<u>Number/Rate of Attendance for Meetings of the Board of Directors, etc. (FY2026)</u> <u>Board of Directors Meetings</u> 15/15 (100%)	As explained above, she has extensive knowledge and rich experience related to the business and operations of the Group. The Company expects that she will continue helping to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Director.	
<u>Responsible for:</u> Responsibilities of the CFO*, Procurement, Mineral Resources Business * Accounting, Finance, Financial Controlling, Investor Relations		

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Makiko Nogawa (born November 20, 1971)		[Newly appointed]
<u>Personal History, Title and Position at the Company</u>		
Apr. 1994 Joined Kao Corporation		
Aug. 1999 Joined Hewitt Associates Co., Ltd.		
Sep. 2001 Joined General Electric International Inc., Japan Branch		
Apr. 2012 Executive Director, GTS Business HR, IBM Japan Ltd.		
Jun. 2014 HR Director, IBM Corporation		
Jun. 2015 Executive Officer, GBS Business HR, IBM Japan Ltd.		
Aug. 2016 Executive Officer, HR, 3M Japan Ltd.		
Mar. 2021 Joined the Company		
Apr. 2021 Executive Officer, General Manager, Human Resources Department		
Apr. 2022 Managing Executive Officer, General Manager, Human Resources Strategy Department		
Apr. 2023 Managing Executive Officer; CHRO* (to present)		
* Chief Human Resources Officer		
10	<u>Number of Company shares held</u> 20,741 (Of which, the number of shares to be distributed based on the stock-based compensation plan is 17,372 shares.) <u>Responsible for:</u> Responsibilities of the CHRO, Legal & General Affairs, Corporate Communications, Business Transformation	<u><Reasons for nominating Ms. Nogawa as a candidate for Director></u> Before joining the Company, Ms. Makiko Nogawa was engaged in the formulation of HR strategy, planning and operation of HR systems, and human resource and organizational development in general, across diverse business domains including manufacturing, at both Japanese and foreign-affiliated companies, and also has experience as an HR officer. Furthermore, she has built her career in a global environment, which includes not only Japan but also multiple overseas locations and overseas headquarters. After joining the Company, she took office as Executive Officer, General Manager of the Human Resources Department in April 2021 and as Managing Executive Officer in April 2022. As Managing Executive Officer, CHRO since April 2023, she has been responsible for management of the Group working on initiatives such as advancing human capital strengthening measures including the Group's HRX* initiatives, strengthening HR functions, reforming organizational culture, revitalizing internal and external communications, and transforming organizational structure. As explained above, she has extensive knowledge and rich experience related to the business and operations of the Group, as well as extensive insights into human resources and organizational management. The Company expects that she will help to strengthen the appropriate supervisory and decision-making functions of the Board of Directors. For these reasons, the Company endorses her appointment to the position of Director. * Human Resources Transformation

- Note 1: There are no special interests between any of the candidates and the Company.
- Note 2: The number of shares of the Company held by each candidate is as of March 31, 2026 and is presented herein with the following number of shares included.
- (1) The holdings of the candidate himself or herself through the Mitsubishi Materials Executive Stock Ownership Plan
- (2) The number of shares scheduled to be distributed at the time of his or her retirement as Executive Officer, etc. based on the stock-based compensation plan that employs the mechanism of trust (the number is also presented in brackets as being included in the total).
- Note 3: Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama, Ms. Nozomi Sagara, Mr. Ichiro Sasaki and Mr. Jason Frank are candidates for appointment as Outside Directors.
- Note 4: The section “Number/Rate of Attendance for Meetings of Board of Directors, etc. (FY2026)” shows the status of attendance of the candidates at Board of Directors meetings held during their tenure as well as at committee meetings held during their committee member tenure.
- Note 5: A provision of the Articles of Incorporation allows the Company to execute with Directors (excluding those who are Executive Director, etc.) agreements limiting liability for damages in accordance with Article 427, Paragraph 1 of the Companies Act. Accordingly, the Company has concluded a limited liability agreement with Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama, Ms. Nozomi Sagara and Mr. Ichiro Sasaki. In addition, if Mr. Jason Frank, a candidate for new appointment as Director, is appointed Director, the Company will conclude a limited liability agreement with him, and its overview is as shown below. If this agenda is approved and resolved and Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama, Ms. Nozomi Sagara and Mr. Ichiro Sasaki assume the position of Director, such limited liability agreements will remain in effect.
- With respect to liability as described in Article 423, Paragraph 1, of the Companies Act, if a Director (excluding those who are Executive Director, etc.) performs their duty in good faith and without gross negligence, the Director shall be liable to the Company for damages only to the extent of minimum liability as set out in Article 425, Paragraph 1, of the Companies Act. The Company shall indemnify the Director for damages in excess of the amount of the liability.
- Note 6: The Company has concluded directors and officers liability insurance with an insurance company provided under Article 430-3, Paragraph 1 of the Companies Act, and with the said insurance, the Company will pay for damages, litigation costs and others that may arise from the insured including Directors of the Company assuming the responsibility for execution of their duties or facing claims that seek the said responsibility (however, excluding matters falling under the category of uncovered events provided in the insurance such as damage caused by a criminal act or willful law breach by the insured person). If the candidates assume the position of Director, they will be the insured of the said insurance.
- Additionally, the insurance will be renewed upon the expiration of the policy duration.
- Note 7: The Company has notified the Tokyo Stock Exchange, Inc. that Mr. Koji Igarashi, Mr. Kazuhiko Takeda, Ms. Rikako Beppu, Mr. Hatsunori Kiriyaama, Ms. Nozomi Sagara and Mr. Ichiro Sasaki are Independent Directors (Outside Directors who are unlikely to have conflicts of interest with general shareholders) in accordance with the regulations. The Company will notify Tokyo Stock Exchange, Inc. that Mr. Jason Frank is an Independent Director as he meets the requirements of Independent Directors under the regulations of the stock exchange.
- Note 8: In light of the changes in the role of the Board of Directors, which have established a structure for integrated discussion and monitoring of sustainability issues and overall management in its meetings, it has been decided to progressively dissolve the Sustainability Committee, which has been responsible for monitoring the Group’s sustainability management, effective at the close of this Ordinary General Meeting of Shareholders.

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

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

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

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

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

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

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

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

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

[Standards for Independence of Independent Outside Directors]

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

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

[Reference]

The main expertise and experience owned by the candidates for Directors are shown in the Skill Matrix in Table 1. In addition, Table 2 shows from what perspectives the candidates for Directors contribute and provide knowledge toward achieving the Medium-term Management Strategy (FYE March 2027-2029) based on their respective expertise and experience indicated in the Skill Matrix. (As for newly appointed candidates, expected roles are described.)

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

Candidate No.	Name	Business experience outside the Company	Expertise and experience							
			Corporate management & organizational management	International experience	Sales & marketing	Production engineering	Research & development	Legal affairs	Finance & accounting	
Candidate for Outside Director	1	Koji Igarashi Independent Director / Reappointed	Food and food materials	●	○		●	○		○
	2	Kazuhiko Takeda Independent Director / Reappointed	Conglomerate	●	○	○			○	●
	3	Rikako Beppu Independent Director / Reappointed	Legal profession		●				●	
	4	Hatsunori Kiriya Independent Director / Reappointed	Consumer goods	●	●	○				○
	5	Nozomi Sagara Independent Director / Reappointed	Economy, trade and industry government	●	○			○	○	
	6	Ichiro Sasaki Independent Director / Reappointed	Electronic device and industrial equipment	●	○	○	○	●		
	7	Jason Frank Independent Director / Newly appointed	Automotive-related business and renewable energy	●	●	○				○
	8	Tetsuya Tanaka Reappointed	-	●			○	●	○	
	9	Kayo Hirano Reappointed	Housing equipment	●	○					●
	10	Makiko Nogawa Newly appointed	Conglomerate, chemicals, and IT	●	●				○	

○ indicates expertise and experience owned (● indicates primary)

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

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

Candidate No.	Name	Supervision of strategy execution	Medium-term Management Strategy (FYE March 2027-2029)		Supervision of tackling of main sustainability challenges		
			Formulate the Strategy	Improve profitability and capital efficiency	Strengthen human capital	Strengthen tackling of global environmental issues	
Candidate for Outside Director	1	Koji Igarashi	Perspective from experience executing medium-to long-term business strategies	Perspective from experience of business structure reform	Perspective from practical experience in manufacturing techniques and development	Perspective from experience of human resource management in manufacturing and engineers	Posing of issues from a wide range of perspectives including future trends and exchange with external experts
	2	Kazuhiko Takeda	Perspective from practical experience in global management in manufacturing	Posing of issues from the financial perspective	Perspective on business management from extensive experience as CFO	Perspective from experience as a management executive of a global company	
	3	Rikako Beppu	Perspective from deep knowledge of global business expansion	Perspective from experience being responsible for collaboration with many Japanese and overseas companies		Perspective from experience in diversity activities and initiatives	
	4	Hatsunori Kiriya	Perspective from corporate management experience at a global manufacturer		Perspective from extensive marketing experience	Perspective from deep knowledge of the development of senior management executives	
	5	Nozomi Sagara	Perspective from technological knowledge across different fields	Perspective from experience being involved in government administration of resource recycling		Perspective from experience in personnel management in government offices	Perspective from experience being involved in government administration of global environment preservation
	6	Ichiro Sasaki	Perspective from experience as top management in manufacturing		Perspective from experience in leading customer-oriented product development and company-wide efforts to leverage IT	Perspective from experience of human resource management in manufacturing and engineers	Perspective from experience in leading environmental initiatives as CEO within the manufacturing industry

Candidate No.	Name	Supervision of strategy execution	Medium-term Management Strategy (FYE March 2027-2029)		Supervision of tackling of main sustainability challenges	
			Formulate the Strategy	Improve profitability and capital efficiency	Strengthen human capital	Strengthen tackling of global environmental issues
7	Jason Frank	Perspective from extensive practical experience of investment projects at multiple companies in Japan and Europe		Perspective from experience of leading and supporting management reforms at multiple companies in Japan and Europe	Perspective from experience of personnel at multiple companies in Japan and Europe	Perspective from experience of involvement in renewable energy business in Europe
8	Tetsuya Tanaka	Perspective from experience of overall management of the Group and perspective in leading discussion as the Company's CEO		Perspective from extensive practical experience in the Group's manufacturing sites	Perspective from experience of human resource management in manufacturing sites of the Company	Perspective from experience as the officer in charge of the global environment of the Company
9	Kayo Hirano	Perspective from experience as the Company's CFO		Perspective from the standpoint of leading improvement in the Company's financial structure	Perspective from experience of human resource management in a manufacturing company	
10	Makiko Nogawa	Perspective from experience as the Company's CHRO		Perspective from experience in organizational and human resource development and planning and operation of personnel systems at global companies		

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

Note 2: As for Mr. Jason Frank and Ms. Makiko Nogawa, who are newly appointed candidates, expected roles are described.

[Reference] Planned Chair of the Board of Directors and members of each Committee after the agenda is approved

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

	Candidate No.	Name	Chair of the Board of Directors	Committee		
				Nomination Committee	Audit Committee	Remuneration Committee
Candidate for Outside Director	1	Koji Igarashi		○		●
	2	Kazuhiko Takeda			●	
	3	Rikako Beppu		●		○
	4	Hatsunori Kiriya			○	
	5	Nozomi Sagara			○	
	6	Ichiro Sasaki	■	○		○
	7	Jason Frank			○	
	8	Tetsuya Tanaka				
	9	Kayo Hirano				
	10	Makiko Nogawa				

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