NITTETSU MINING

Integrated Report 2026



NITTETSU MINING

The Nittetsu Mining Group aims to contribute to the creation of a prosperous society in the future and to be a company where each and every employee can work with high motivation and pride.

Arqueros Mine in Chile
Development Scenes



Mining Scenes at the Torigatayama Quarry Complex

The Nittetsu Mining Group provides mainly limestone and copper to the world from its numerous mines in Japan and other countries.

For limestone, we operate mines across the country, including the Torigatayama Quarry Complex, which boasts one of the largest production volumes in Japan. We mainly supply to steel and cement manufacturers and hold the leading market share in limestone for steelmaking in Japan. Our high quality and stable supply capacity are highly valued, and we also provide products to overseas customers in countries such as Australia and Taiwan.

The technologies and expertise in mineral resource development that we have cultivated over many years enable global exploration, development, and operations, and in recent years, we have been expanding our business primarily in the Republic of Chile in South America.

Going forward, we will continue to foster the initiative of each employee, ensure the stable global supply of resources, and contribute to building a prosperous future society.

Nittetsu Mining: Evolving with the Times, Building on Our Strengths

1939
Establishment
Nittetsu Mining was established separately from Japan Iron & Steel Co., Ltd. to develop and secure raw materials for steelmaking. Nittetsu Mining took over mines in Japan, including the Futase Mine (coal) and the Kamaishi mine (iron ore).

1960s-1970s
Transition in Mineral Products
Due to the worsening market conditions and depletion of mineral resources, many mines were closed or downsized. However, with the successful development of the Torigatayama Quarry Complex, Nittetsu Mining became one of the leading limestone suppliers in Japan.

1980s-1990s
Challenges in New Businesses and Mine Development
In addition to copper mining development in Chile and investment in the copper smelting business in Australia, Nittetsu Mining pursued new challenges such as the creation of new products in the Machinery & Environmental Engineering Business and the development of geothermal energy.

From 2000
Transformation of the Business Portfolio
Nittetsu Mining exited the securities business and the copper smelting business in Australia, while achieving successful development of a copper mine in Chile and entering the renewable energy business.

1939 | 1950s | 1960s | 1970s | 1980s | 1990s | 2000s | 2010s | 2020s

Mineral Resources

Nonmetallic Minerals Division

Metallic Minerals Division (iron ore, copper, etc., in Japan) (copper, etc., overseas)

Coal Division

1968
Entered the copper smelting business by co-financing the establishment of Hibi Kyodo Smelting Co., Ltd. with MITSUI MINING & SMELTING CO., LTD.(currently Mitsui Kinzoku Co., Ltd.)

1971
Established the Torigatayama Quarry Complex



1972
Withdrew from coal production with the closing of the Ioujima Quarry Complex

1975
Started operations at the Qaleh-Zari Copper Mine in Iran (sold to a national Iranian copper industries company in December 1991)

1991
Started operations at the El Roble Copper Mine (Colombia) (sold to a Colombian corporation in June 1998)

1993
Established Nittetsu Mining Chile Ltd. (currently a consolidated subsidiary) for copper mining development in Chile

2003
Started trial operations at Atacama Copper Mine (Chile) (transitioned to full-scale operations in June 2003)



Machinery & Environmental Engineering

Machinery & Environmental Engineering

1956
Expanded into the machinery business by investing in Kobukuro Kosakusho Co., Ltd., a manufacturer of coal mining machinery

1973
Established the Machinery Sales Department

1979
Released inorganic iron flocculant POLYTETSU as a product under management of the Machinery Sales Department

1985
Released Sinter Lamellar Filter

Established the Chemical Products Sales Division (changed name to Environmental Sales Department in April 1993 and integrated a portion of the business into the Mineral Resources Division)

2006
Released PLASMA DASH smoke separators

Real Estate

Real Estate

1989
Established the Real Estate Division

Renewable Energy

Renewable Energy

1990
Securities with NIPPON STEEL CORPORATION, co-financed the establishment of Nittetsu Kagoshima Geothermal Co., Ltd. (absorbed into Nittetsu Mining in April 2013)

2013
Launched solar power generation business when we started selling electricity from the Toyako Mega Solar Power Plant.Established the Renewable Energy Department to promote natural energy development.



Securities

Securities

1951
Entered the securities business by participating in the management of Kanto Securities Co., Ltd.

2008
Withdrew from the securities business in light of flagging performance and synergy with the mineral resources business

Contents and Section Highlights

02 Introduction

A concise overview of the fundamental information that underpins our Group, including its management policy and history.

02 Management Policy
03 Path of Evolution
04 Contents and Editorial Policy

05 Value Creation Story

Based on our value creation process, six capitals, and business model, the Top Message and the CVC Value Development Project present a story of how these elements are leveraged and enhanced to create value.

05 Message from the President
09 [Special Feature01: Toward Our Long-term Vision]
Initiatives of the CVC Value Development Project
11 Value Creation Process
12 Six Capitals
13 Business Model

14 Financial and Non-Financial Strategies

The Director and Corporate Executive in charge explains the Company's efforts to enhance long-term corporate value by balancing capital efficiency improvement with growth investments and by integrating financial and business strategies.

14 Message from Director and Corporate Executive in charge of Corporate Planning, Legal Affairs, and Accounting

17 Business Strategy

Centered on the Mineral Resources Value Chain, from exploration to sales, this section features messages from the heads of relevant departments, along with an overview of each business.

17 Business Overview: Segment Overview (FY2025)
18 Value Chain Overview
19 [Special Feature02: Toward Our Long-term Vision]
Growth Driver, Metallic Minerals
21 **Messages from Leaders Across Our Value Chain**
Resources Development Department **21**
Overseas Mineral Resources Business Department / Mining Department **22**
Limestone & Raw Materials Sales Department / Non-ferrous Metal & Ore Department **23**
Machinery & Environmental Engineering Department / Research and Development Department **24**

25 Sustainability

This section highlights our individual ESG initiatives and includes messages from an outside director.

25 List of major initiatives based on material issues
26 [Special Feature03: Toward Our Long-term Vision]
New Human Resources System
27 **Corporate Governance**
Board Members and Corporate Executives **27**
Skills Matrix, Composition **28**
Message from Outside Director **29**
Basic Approach, System **31**
Effectiveness Evaluation **32**
Remuneration / Dialogue with the Investment Community **33**

34 Corporate Data

This section provides a consolidated overview of financial and non-financial information, corporate profile, and share information.

34 Financial and Non-Financial Highlights
35 Corporate Profile and Share Information

The hammer motif placed beside each section title represents an essential tool at the starting point of our Group's value chain — the exploration stage. This motif is also part of the logo symbolizing the promotion of our Group's CVC initiatives (see p.12–13). The logo was selected through a vote participated in by approximately 400 employees.

Mining THE Potential

"Mining the Potential" embodies our commitment to discovering and connecting the latent potential within our Group's people and organization, and harnessing it for value creation.

Issuance of the Integrated Report 2026

We publish an Integrated Report annually as a communication tool to foster dialogue and mutual understanding with our stakeholders. The report highlights the Group's strengths, businesses, medium- to long-term strategies, and sustainability initiatives, thereby promoting constructive dialogue and aiming for the sustainable enhancement of corporate value.

Building on the 2025 edition, the 2026 report has been edited with a focus on perspectives gained through past dialogues, such as "episode-driven" and "future-oriented" approaches. More executives and employees than ever before introduce initiatives aimed at achieving sustainable growth.

This report was prepared under the leadership of the PR & IR Section and the Sustainability Promotion Section of the Corporate Planning Department, in collaboration with departments across the company. More detailed information on sustainability is provided on our Sustainability Website, which is intended to deliver comprehensive disclosure to a broader range of stakeholders.

Our Sustainability Website
https://www.nittetsukou.co.jp/eng/sustainability/

Timeframe	In principle, this report covers the period from April 1, 2025 to March 31, 2026; however, for overseas consolidated subsidiaries, this report covers the period from January 1, 2025 to December 31, 2025. Please note that this report includes some content from outside these periods.
Scope	In general, this report focuses on Nittetsu Mining Co., Ltd. and the Nittetsu Mining Group.
Publication Date	November 2026
Note about Forward-Looking Statements	The forecasts and projections of future performance and other forward-looking statements contained in this report are judged to be reasonable by us based on information currently available to us. Actual results may differ from the forecasts and projections presented here due to changes in various factors.

Achieving Sustainable Growth and Enhancing Corporate Value by Contributing to the Creation of a Prosperous Future Society

Under its Management Policy of "contributing to the creation of a prosperous future society," the Nittetsu Mining Group has grown by providing the resources, materials, and technologies that support society and industrial activities.

Our businesses provide products and services that are indispensable to people's daily lives and social infrastructure, including limestone used as a raw material for steel and cement, metallic minerals such as copper, environmental solutions, and renewable energy.

Today, the world is undergoing profound changes, including the rapid advancement of digital technologies, rising geopolitical risks, decarbonization, and demographic shifts. In such an era, the role of companies that continue to ensure a stable supply of the resources and energy essential to creating a prosperous society is becoming increasingly important.

By leveraging the technological capabilities and operational expertise we have cultivated over many years, the Nittetsu Mining Group will pursue management that both addresses social issues and enhances corporate value.



Reiichi Morikawa
Representative Director and President

“The Strength to Support Society”: The Foundation and Strength of the Nittetsu Mining Group

The Nittetsu Mining Group’s greatest strength lies in its ability to undertake the entire mining process in-house, from project identification and exploration through evaluation, development, and operations.

Mining is not a business that delivers results immediately after a mineral deposit is discovered. It is not uncommon for more than a decade to pass from initial exploration to the commencement of operations, requiring not only technological expertise but also a long-term perspective and commitment. Over many years, the Nittetsu Mining Group has accumulated extensive knowledge and expertise and fostered a distinctive organizational culture. Together, these strengths form a competitive advantage that cannot easily be replicated by other companies.

The Machinery & Environmental Engineering Business has also evolved from our mining operations. By working closely with customers to address the operational challenges they face at their sites, we provide customized products tailored to their specific needs, while our R&D Department supports their continuous enhancement and refinement. This field-driven capability for product and technology development is another major strength of the Nittetsu Mining Group.

In the Renewable Energy Business, we are developing geothermal power generation by leveraging the resource exploration technologies cultivated through our mining business. Unlike wind and solar power, geothermal power provides a stable source of baseload electricity that is not affected by weather conditions. The Nittetsu Mining Group has a long track record of reliably supplying geothermal resources to an electric power company, and we intend to continue playing an important role in the transition to a decarbonized society.



Human Capital Supporting a Long-Term Perspective

I believe that people are the driving force behind our business activities. Mining is a business that requires resources to be managed over a span of decades. As a result, the Nittetsu Mining Group has developed a culture in which employees look beyond short-term results and carry out their work with future generations in mind. At our mining sites, we develop mining plans covering periods ranging from several months to, in some cases, several decades, and make decisions aimed at ensuring a stable supply of resources well into the future. In addition, many of our customers operate in industries that support social infrastructure, such as the steel industry. Our sales personnel therefore do more than simply sell products. They keep track of customers’ inventory levels and, for example, make proposals to help ensure that sufficient inventories are secured ahead of the typhoon season. In this way, they conduct business with a strong sense of social responsibility and an awareness of the role we play in supporting society.

This sense of responsibility for ensuring a stable supply of resources, together with our professionalism, perseverance, and unwavering commitment to excellence, represents a valuable asset that the Nittetsu Mining Group has cultivated over many years. Technologies and equipment can be acquired through investment, but a corporate culture like this cannot be built overnight. That is precisely why I regard investment in human capital as one of the most important priorities in our future growth strategy and am advancing initiatives such as our CVC activities*. This also aligns with our Management Policy of ensuring that each and every employee can work with high motivation and pride.

Copper Resource Development at the Core of Our Growth Strategy

One of the businesses that will drive the Nittetsu Mining Group’s future growth is the Metallic Minerals Business, particularly the development and operation of copper mines.Decarbonization and electrification are advancing around the world, driving increased electricity use across a wide range of areas, including renewable energy facilities, electric vehicles, and the expansion of power transmission and distribution networks. At the same time, the growing adoption of AI is fueling investment in data centers, while large amounts of copper are also used in high-performance semiconductors and server infrastructure. In addition, emerging economies, including those in Africa, are expected

* Corporate Value Creation (CVC) activities aimed at creating corporate value through the realization of our Management Philosophy.

to see full-scale infrastructure development in the years ahead. In the early stages of economic development, substantial investment is required in copper-intensive infrastructure such as power grids, telecommunications networks, and railways.

With its excellent electrical and thermal conductivity, copper is an indispensable resource for supporting the electrification of society. Although materials such as gold, silver, and aluminum can serve as substitutes, it is difficult for them to fully replace copper in terms of price, availability, electrical conductivity, and strength. As long as the world continues to need electricity, we believe demand for copper will continue to grow over the long term.

By leveraging the exploration, development, and operational expertise we have cultivated over many years, the Nittetsu Mining Group will continue to develop and ensure a stable supply of high-quality copper resources, contributing both to the Group's growth and to the creation of a prosperous future society.

Structural Reform and Overseas Expansion of the Limestone Business

The Limestone Business is facing the structural challenge of declining domestic demand. This decline reflects factors such as changing demand trends and the restructuring of blast furnace operations in the steel industry in response to efforts to reduce environmental impact, as well as changes in construction demand affecting the cement industry. Looking globally, however, demand for infrastructure development remains strong, and we believe there continue to be ample growth opportunities for limestone.

The Torigatayama Quarry Complex is highly competitive in international markets, supported by its high-quality limestone, strong operational capabilities that ensure a stable supply, and large-scale shipping capacity. By strengthening collaboration with the Hachinohe Mine and other sites with additional supply capacity, we will optimize our supply system for the domestic market while utilizing the resulting surplus production capacity at Torigatayama to serve overseas markets.

Under the Fourth Medium-Term Management Plan (FY2027–FY2029) (hereinafter, the "Fourth MTMP"), we will take concrete steps to expand overseas, with the aim of commencing shipments to new customers toward the end of the plan period. Under the subsequent Fifth MTMP, we intend to expand our overseas business in earnest and develop it into a new earnings pillar second only to our domestic business.

Growth of the Environmental and Geothermal Power Businesses

In the environmental field, we have high expectations for the growth of POLYTETSU, our water treatment agent. In addition to removing phosphorus and controlling odors at sewage treatment facilities, POLYTETSU is a highly effective product that helps suppress the generation of hydrogen sulfide, thereby reducing corrosion of equipment.

In Japan, the risks associated with aging sewerage infrastructure are becoming increasingly apparent, leading to growing demand for POLYTETSU. Its applications also extend beyond sewage treatment to a wide range of uses, including industrial wastewater treatment. In recent years, expanding investment in the semiconductor industry has provided an additional tailwind for the business.

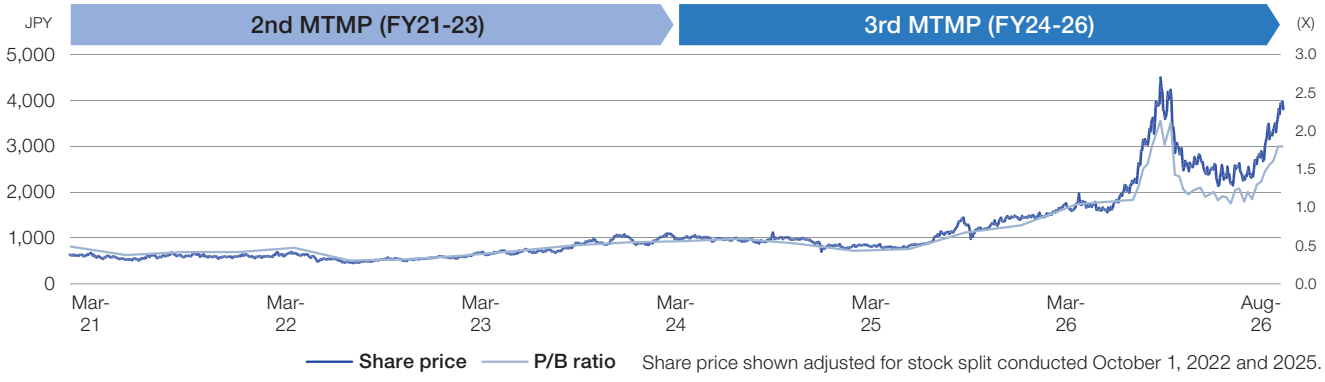
As such, we see further growth potential in the domestic market, which currently remains the primary focus of our business activities. Looking overseas, however, water-related environmental improvement has become an increasingly important social issue, particularly in Southeast Asia, amid rapid urbanization and population growth. Leveraging the establishment of our plant in Taiwan as a foothold, we plan to expand into other Asian markets over the longer term, including Vietnam and Indonesia.

In the Renewable Energy Business, we are also working with Electric Power Development Co., Ltd. (J-POWER) on a geothermal power plant project in Kagoshima Prefecture, with the aim of commencing operations around 2035. Although this is a longer-term initiative, we intend to grow the business by transforming our business model from the current supply of geothermal steam to an electric power company to one in which we also operate geothermal power plants ourselves.

Driving Management Reform and Enhancing Corporate Value

To enhance corporate value, we are simultaneously reforming our business portfolio and improving capital efficiency. We will review businesses with limited growth potential, low profitability or insufficient scale, or limited prospects for synergies from a best-owner perspective, and strategically reallocate management resources to growth areas. At the same time, we will pursue optimal cash allocation by striking an appropriate balance among capital expenditures for equipment renewal, growth investments, investments in human capital, and shareholder returns.

Share Price and P/B Ratio Trends



Share price shown adjusted for stock split conducted October 1, 2022 and 2025.

Mining is a long-term business exposed to uncertainties such as natural disasters and geological risks. Therefore, in addition to accumulating the business expertise described above, maintaining a strong financial foundation is essential. With an equity ratio of approximately 50% as a benchmark, we will seek to balance growth investments with financial soundness.

Since I assumed the role of President, our share price has risen significantly, and our PBR has increased to above 1.0x. While strong business performance has certainly contributed to this improvement, I believe that initiatives such as our stock split, share repurchases, and enhanced IR and SR activities have also contributed to greater recognition from the market. However, this is not our ultimate goal. To become a company that continues to earn the confidence and recognition of the market, we will take on the challenge of achieving further growth and expanding earnings.

Toward Our “Vision for FY2033”

The Third MTMP, which concludes in FY2026, is positioned as a period for “building the launchpad” toward realizing our Vision for FY2033. The subsequent Fourth MTMP will represent the “first-stage rocket.” During this phase, we will bring to fruition the business initiatives and human capital efforts cultivated under the Third MTMP, including the full-scale operation of the Arqueros Mine, the commencement of operations at the POLYTETSU plant in Taiwan, and concrete progress in the overseas expansion of our Limestone Business.

The Fifth MTMP will then serve as the “second-stage rocket.” During this phase, we will accelerate growth by advancing the development of copper resources beyond the Arqueros Mine and moving into full-scale overseas expansion of our limestone and POLYTETSU businesses.

To achieve this, it is essential that each and every employee moves in the same direction. Through the Values Project under our ongoing CVC activities, which translates our values into specific guidelines for action (see p. 09), we will foster a shared set of values and principles, and harness the collective strengths of all our employees. We will also seek to enhance employee engagement and maximize individual potential through our new human resources system (see p. 26) and the creation of an attractive workplace environment.

However, moving in the same direction does not simply mean conforming to those around us. What I aspire to build is a company that values logical discussion and accountability while continuing to embrace change and take on new challenges. Rather than settling for predetermined outcomes, we will openly exchange diverse perspectives, pursue the best possible solutions, and remain committed to delivering results. This is the kind of corporate culture I want to firmly establish throughout the Nittetsu Mining Group.

To Our Stakeholders

Since its founding, the Nittetsu Mining Group has contributed to the creation of a prosperous future society by leveraging the resource development technologies and operational expertise it has cultivated over the years to ensure a stable supply of resources, materials, and services essential to society. Today, as we navigate an era of profound change driven by advances in digitalization and the transition to a decarbonized society, the role we are expected to play is becoming even more significant.

Enhancing corporate value does not simply mean increasing short-term profits or raising our share price. It means continuing to deliver value to our customers while placing safety above all else and coexisting in harmony with the environment and local communities. It also means creating an environment in which each and every employee can grow and find fulfillment in their work. I believe that the steady accumulation of these efforts will contribute to both a sustainable society and the sustainable enhancement of corporate value. For our shareholders and investors, we will steadily execute the Nittetsu Mining Group’s long-term growth strategy and initiatives to improve capital efficiency, while appropriately returning the benefits of these efforts to shareholders.

We sincerely ask for your continued expectations and support for the management and business activities of the Nittetsu Mining Group.



Special Feature

Toward Achieving Our Long-Term Vision

▶"CVC Value Formulation Project"

01

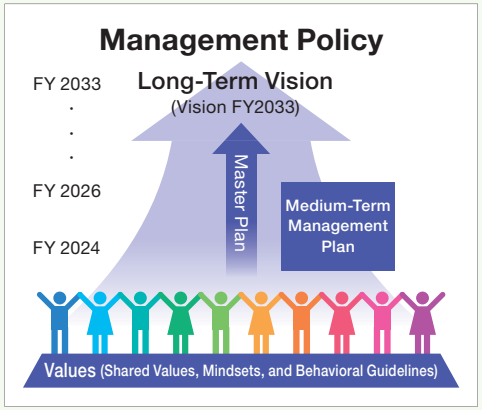
Summary

Our Group is currently undertaking the development of a set of Values that will serve as a guiding framework for each employee's decision-making and actions, supporting the realization of our corporate philosophy and long-term vision. This initiative is not merely a redefinition of corporate culture. Rather, it is an effort to clarify the core values and behavioral principles that our Group considers important, while maintaining consistency with our corporate philosophy and long-term vision and aligning them with the future state we aspire to achieve. To formulate these Values, we have conducted workshops, interviews, and employee surveys across our headquarters, branch offices, mining sites, and Group companies, gathering a broad range of employee perspectives. In addition, the newly established Values will be integrated into our new performance evaluation system to encourage their adoption and practical application throughout the organization.

Purpose of Establishing Our Values: Building the Foundation for Realizing Our Long-Term Vision

Our Group is advancing initiatives under its Long-Term Vision (Vision FY2033) and the Third Medium-Term Management Plan, guided by the Management Policy: The Nittetsu Mining Group aims to contribute to the creation of a prosperous society in the future and to be a company where each and every employee can work with high motivation and pride. At the same time, the business environment surrounding the Group is undergoing significant change. Domestic demand for limestone, our core business, is expected to gradually decline in the future. In addition, while the Atacama Mine is approaching the latter stage of its mine life, new growth opportunities are emerging through exploration and development projects such as the Arqueros Mine, as well as through the continued expansion of our Machinery & Environment Business and Renewable Energy Business.

Amid these changes, it is becoming increasingly important to shift from a mindset rooted in past practices and year-over-year comparisons to a future-oriented approach, focusing on what actions are needed today to realize our corporate philosophy and long-term vision. Such a mindset often requires us to proactively confront situations and challenges we have never experienced before. In those moments, our Values - the shared principles and beliefs we consider most important - serve as the foundation for decision-making and action. To clarify these shared Values and align all employees toward a common direction, thereby strengthening our ability to achieve our business goals and corporate philosophy, we launched the Value Formulation Project this fiscal year.



The Role of Values Within Our Management Policy Framework

Purpose of Establishing Our Values: Bridging Our Management Policy and Daily Operations

In the employee awareness survey conducted in 2024, a high percentage of respondents indicated that they were aware of our management policy and resonated with its principles. However, comparatively fewer respondents felt that they shared a common understanding of its meaning or put it into practice in their daily work. One reason for this gap is that, while our current Code of Conduct effectively serves as a set of rules that employees across the Group are expected to follow, it is somewhat abstract when it comes to translating those principles into concrete actions in day-to-day operations. In light of these findings, we concluded that a shared set of values is needed to connect our corporate philosophy with everyday work and to translate it into specific behaviors by each employee. Accordingly, we decided to establish a new set of Values that will serve as common guiding principles across the Group.

The Value Formulation Process

From June through approximately December 2026, we will advance the development of our Values through a series of workshops, interviews, and employee surveys conducted across our headquarters, branch offices, mining sites, and Group companies. Over this six-month period, we will gather a wide range of perspectives and insights from employees throughout the Group.A key principle of this project is that it will not be driven solely by management or the project team. Instead, we place strong emphasis on engaging in ongoing dialogue with employees at each location and incorporating their diverse voices into the development of our Values. By doing so, we aim to create a set of Values that genuinely reflects the shared beliefs and aspirations of our people across the Group.

Integration with the New Human Resources System

The Values currently being developed will not be treated as merely a slogan. Instead, they will be integrated with our new performance evaluation system (see p. 26) and embedded into our day-to-day operations as a basis for evaluation and expected behaviors.By redesigning our evaluation framework to recognize and reward employees who embody these Values, and by creating an environment in which individuals can fully realize their potential, we aim to enhance employee satisfaction and strengthen engagement across the Group.

Launch of a Teaser Video

At the launch of the Value Formulation Project, President Morikawa delivered a video message to all employees across the Group. In the video, he reflected on the Group's history, tracing its transformation from a coal-centered business to one focused on metals and non-metallic resources such as limestone, while also discussing the challenges we face today and the mindset required to support future growth.In addition, members of the CVC Internal Branding Working Group provided an overview of the Value Formulation Project and called on employees throughout the Group to actively participate in the initiative.



Internal Video Message from the President

<Workshop and Interview Reports>

Session 1: Headquarters Department General Managers and Managers

In June 2026, we held the First Value Formulation Workshop for department general managers and managers at our headquarters. During the workshop, participants were divided into several groups and engaged in discussions on three key themes: the DNA of the Nittetsu Mining Group, the characteristics of Nittetsu Mining Group employees, and the qualities expected of employees to achieve our long-term vision. The session generated a wide range of perspectives, and participants shared the ideas and insights that resonated most strongly across the groups.



Workshop Session with Headquarters General Managers and Managers

Examples of Comments Raised During the Workshop

Theme: The DNA of the Nittetsu Mining Group

- Integrity and reliability, cultivated through coexistence with local communities
- A strong sense of responsibility to fulfill our role in ensuring a stable supply of resources
- A corporate culture that embraces challenges and encourages taking on new opportunities

Theme: Characteristics of Nittetsu Mining Group Employees

- A strong emphasis on building win-win relationships
- Many employees take pride in and enjoy sharing a sense of achievement with their colleagues

Theme: Expected Qualities of Employees for Achieving Our Vision

- Individuals with curiosity, initiative, and the ability to positively influence others
- Individuals capable of managing diverse teams in a global business environment

Session 2: Shiriya Quarry Complex

In July 2026, we conducted the Second Value Formulation Workshop (Interview Session) at the Shiriya Quarry Complex. A total of 17 participants, including the General Manager, managers, supervisors, and staff members, took part in the session. Through interviews and discussions, we gathered their perspectives on what makes the Nittetsu Mining Group unique, the values they believe should be preserved and shared, and the qualities and capabilities expected of future employees.



Interviews at the Shiriya Quarry Complex

Examples of Comments Raised During the Workshop

Theme: Positive Cultural Attributes and Values of the Nittetsu Mining Group

- A spirit of mutual prosperity and coexistence, rooted in close ties with local communities
- A workplace where even younger employees are entrusted with significant responsibility and autonomy

Theme: Characteristics and Distinctive Qualities of Nittetsu Mining Group Employees

- Professional and sincere in their dealings with stakeholders
- An open-minded culture where employees feel comfortable expressing their opinions

Theme: Desired Employee Qualities and Organizational Culture for the Future

- Individuals who seek the best solutions through dialogue and collective wisdom rather than striving for perfection on their own
- A culture and workforce where people can exchange ideas openly and on equal footing, regardless of position or age

Session 3: Union Executive Committee

In July 2026, we held the Third Value Formulation Workshop for members of the Union Executive Committee. A total of 10 employees participated in the workshop-style session. Drawing on their experiences working at mining operation sites, participants exchanged views on the DNA of the Nittetsu Mining Group, the characteristics and distinctive qualities of its employees, and the types of talent and organizational culture needed to support the Group's future growth and success.



Workshop Session with the Union Executive Committee

Examples of Comments Raised During the Workshop

Theme: The DNA of the Nittetsu Mining Group

- A strong commitment to safety and operational security
- Pride and professionalism in supporting society through our business activities
- A deep respect for on-site expertise and the steady accumulation of experience

Theme: Characteristics of Nittetsu Mining Group Employees

- Highly cooperative individuals who approach their work with confidence
- A strong sense of unity and teamwork, especially in times of trouble or crisis

Theme: Desired Employee Qualities and Organizational Culture for the Future

- Individuals driven by a clear sense of purpose and personal motivation in their work
- Operations that leverage advanced technologies, including AI and robotics

Our Dream for the Nittetsu Mining Group

Our Group has established the following Long-Term Vision (Vision FY2033):

Achieve sustainable growth by contributing to society through the development and stable supply of mineral resources and by harnessing the collective strengths of the Group as an integrated mineral resources company. Achieving this vision requires more than simply focusing on day-to-day operations. It is equally important for each employee to envision the future of the Nittetsu Mining Group and the role they can play in shaping it.For this reason, the Value Formulation Project includes a theme called "Our Dream for the Nittetsu Mining Group" as part of its workshops and interviews. Through these discussions, we are gathering employees' ideas about the future they envision for the Group and the aspirations they hope to realize together.







"Our Dream for the Nittetsu Mining Group" Interview Video (Distributed Internally)

Since our establishment, we have been tackling social challenges primarily through the resources business. Building on the technologies and expertise cultivated in this field, we have expanded into machinery, environmental and renewable energy businesses, as well as real estate. With mining at the core of our business, we place the highest priority on safety and strive to enhance corporate value through safe and stable operations.

Further strengthening of capital

Societal issues | Management resources P12 | Nittetsu Mining's Business model | Material issues P25 | Output / Outcome | Our Vision P02

Society-wide sustainability

- Climate change, pollution
- Economic stratification, regional inequalities
- Demographic challenges (Japan: Low birthrate, aging population)
- Racial/social discrimination
- Forced labor, child labor, industrial accidents

Management resources

- Financial capital
- Human capital
- Intellectual capital
- Manufacturing capital
- Social capital
- Natural capital

Nittetsu Mining's Business model





Research & Development

- Development of resource-related technologies such as beneficiation, ore analysis, lithofacies analysis, and foreign material removal
- Creation of novel functional materials using thin-film technology
- Development of environmental and machinery-related products centered on wastewater treatment agents and dust collection technologies
- Research on new processes toward carbon neutrality
- Application of AI, machine learning, and simulation

Medium-Term Management Plan

Corporate governance

Sustainability management

Material issues P25

- Responding to climate change
- Promoting environmental conservation activities
- Providing a stable supply of raw materials and products
- Industrial safety and health
- Co-existence and co-prosperity with local communities
- Respecting human rights and diversity, and developing human resources
- Strengthening governance

Output / Outcome

Creation of financial value
(FY2025 Consolidated)

Net sales: **209.7** billion yen
Operating profit: **18.8** billion yen
Operating profit margin: **9.0**%
ROIC: **6.7**%
ROE: **9.4**%
Payout ratio: **40.0**%

Outputs
(FY2025 Consolidated)

Total limestone production: **22,118,000** tons
Total crushed stone production: **4,018,000** tons
Total calcium carbonate production: **538,000** tons
Total copper cathode production: **47,000** tons
Total copper concentrate production: **50,000** tons
Total sales of POLYTETSU: **224,000** tons

Creation of social value

- Creating industrial infrastructure
- Stable supply of materials for infrastructure
- Local development and employment opportunities
- Helping resolve environmental and societal issues
- Promoting carbon neutrality

Our Vision P02

Management Policy

Long-Term Vision for FY2033

"Achieve sustainable growth by contributing to society through the development and stable supply of mineral resources and by harnessing the collective strengths of the Group as an integrated mineral resources company."

ROIC: Target of 7% or more

Contributing to the creation of a prosperous society in the future through the resolution of social issues

This section introduces the six forms of capital accumulated through our business activities. Further details on how each capital is utilized and enhanced are presented on later pages through messages and voices from executives and employees.

1 Financial capital

Related pages P.14～16

- The resource business operates over a long time frame, from exploration and development to operations, sales and mine closure management. To address significant cash outflows during development, risks from resource prices and exchange rates during operations, and long-term management of former mines, while expanding available investment opportunities, we strive to maintain financial soundness.
- Starting from the Third Medium-Term Management Plan period, we adopted ROIC management to manage and improve return on capital of each business.

- **Equity capital: 157.3** billion yen (consolidated)
- **Interest bearing liabilities: 64.0** billion yen (consolidated)
- **Equity ratio: 50.7**% (consolidated)

2 Human capital

Related page P.26

- Consistent with our principle of prioritizing safety in all business activities, we are promoting efforts to eradicate industrial accidents through initiatives such as improving safety awareness and upgrading physical safety measures.
- Enhancing corporate value requires securing and retaining diverse human resources with different skills and values. We are working to build systems and a workplace culture that foster an engaging, employee-friendly work environment.
- Based on our Human Resources Development Policy, we are enhancing educational initiatives such as developing global human resources and improving an environment where employees can direct their own learning, aiming to create an environment that maximizes employee potential.

- **Number of employees: 2,175** (consolidated)
- **Percentage of accidents resulting in absence from work: 3.29** (consolidated,Japan)
- **Percentage of female employees: 17.4**% (Nittetsu Mining)

3 Intellectual capital

Related pages P.18～24

- Since its establishment, the Company has developed technical expertise, based on extensive experience in the mining business, to consistently manage all stages—from securing rights and interests in the earliest phases to exploration, development, operations, and sales.
- The R&D Department is focused on developing environmentally friendly products, such as the inorganic iron flocculant POLYTETSU, which utilizes our knowledge gained from the mining business, and is also engaged in research and development aimed at addressing societal issues such as carbon neutrality.

- **Research & development expenses: 1,030** million yen (consolidated)

4 Manufacturing capital

Related pages P.18～24

- We have established a stable limestone supply system, centered at the Torigatayama Quarry Complex, which boasts one of the highest production volumes in Japan.
- In the Republic of Chile, we are mining copper at the Atacama Mine. We are progressing with development of a new copper mine, the Arqueros Mine in Chile, with the goal of starting operations in FY2026.
- We are implementing initiatives to boost production efficiency by adopting cutting-edge technologies such as AI and IT.

- **Operating mines: 11** in Japan
  1 overseas
- **Capital investment: 36.0** billion yen

5 Social capital

Related pages P.18～24, 25

- Since our establishment, we have been conducting mining operations across various regions and have been implementing initiatives such as preventing pollution and contributing to local communities that allow us to root our business activities in the community.
- Through our long-term efforts to ensure a stable supply of resources, we have built lasting relationships of trust with our business partners. In particular, we have long been Japan's top supplier of limestone for steelmaking.
- Our dedicated Public & IR Relations Section engages in earnest dialogue with shareholders and investors, enhancing transparency and information disclosure through initiatives such as holding financial results briefings.

- **Number of individual meetings with investors and others: 64** meetings

6 Natural capital

Related page P.25

- By implementing an environmental management system, we are conducting business activities that are mindful of the environment, such as efficiently using energy and water, expanding the use of renewable energy, and greening former mine sites.
- We appropriately restore and manage former mine sites, and the usable land is effectively utilized for Real Estate and Renewable Energy businesses (solar and small-scale hydropower).
- Utilizing our technology cultivated through underground resource development, we are engaged in geothermal steam production in Kagoshima and in geothermal resource exploration in the Shiramizugoe area of the same prefecture.

- **ISO14001 certified locations: 7** sites
- **Sales volume of electricity generated: 212,000** MWh from renewable energy (consolidated)

The Nittetsu Mining Group began with coal and iron ore and, at various points in its history, also engaged in overseas smelting operations and the securities business. Today, the Group operates across five main business areas, with its limestone and copper mineral resources businesses at the core, complemented by Machinery & Environmental Engineering, Real Estate, and Renewable Energy. By leveraging this diversified business foundation, the Group seeks to expand earnings opportunities while diversifying business risks. This section provides an overview of the characteristics of each business and analyzes the Group's business portfolio from the perspectives of growth potential and profitability.

Nonmetallic Minerals

Stable Earnings Base

With a domestic market share of approximately 20%, we are the leading supplier among companies that sell limestone to external customers. The business generates stable operating income of approximately ¥8 billion annually. Limestone is used primarily in steelmaking, cement production, and aggregates, with particularly high market share in steelmaking applications, which require high-quality limestone. High barriers to entry contribute to a stable competitive environment.

Centered on the Torigatayama Quarry Complex, which accounts for approximately half of our limestone production and has an estimated remaining mine life of 100 years, our network of seven mines and one logistics base enables us to ensure a stable supply of high-quality limestone.

Over the medium to long term, domestic demand, which currently accounts for approximately 80% of sales, is expected to gradually decline. We are therefore focusing on expanding sales in overseas markets, with the aim of increasing the overseas sales ratio to 30% by FY2033.

Metallic Minerals

Growth Driver

We operate copper mining and copper smelting businesses. Copper mining is a key growth driver. In addition to the Atacama Mine in Chile, which commenced operations in 2003 and has an estimated remaining mine life of less than 10 years, we plan to develop the Arqueros Mine in FY2026, establishing a two-mine operation.

Looking ahead, copper demand is expected to see structural growth, driven by factors such as increasing AI-related investment and the broader adoption of renewable energy. In anticipation of this growing demand, we are advancing multiple exploration and development projects. By FY2033, we aim to increase attributable copper production to 50,000 tons (copper equivalent), compared with the current level of 11,000 tons.

Machinery & Environmental Engineering

Stable Earnings Base + Growth Driver

In the Machinery business, we primarily supply dust collectors for mining and steel production sites, while the Environmental Engineering business mainly provides water treatment agents. Our flagship water treatment agent, POLYTETSU, has achieved steady growth in Japan, supported by its high functionality and our technical sales capabilities. The business has a recurring-revenue model underpinned by repeat demand.

Currently, sales are split approximately equally between public-sector customers, such as sewage treatment plants, and private-sector customers, including semiconductor and food-processing plants. In addition to continued demand in Japan, demand is expected to grow overseas, particularly in Southeast Asia, driven by population growth and urbanization. To capture this growth, we are currently constructing a new POLYTETSU manufacturing plant in Taiwan.

Real Estate

Stable Earnings Base

We effectively utilize former coal mine sites and company housing sites for our real estate business. This business provides a stable earnings base that helps offset earnings volatility in the copper business, which is susceptible to fluctuations in copper prices and foreign exchange rates.

Renewable Energy

Stable Earnings Base + Growth Driver

We are engaged in geothermal energy, currently supplying geothermal steam to a power plant, as well as solar power generation. In addition to providing a stable earnings base, we aim to develop geothermal energy into a long-term growth business through the development of the Shiramizugoe Geothermal Power Plant, which is planned to commence operations in the mid-2030s.



Building a Virtuous Cycle of Growth and Value Creation toward Our Long-Term Vision

Director and Corporate Executive
In Charge of Corporate Planning, Legal Affairs, and Accounting
Hiroki Nagata

FY2025 was a year in which we made steady progress in building the foundation for realizing our Long-Term Vision. The Nittetsu Mining Group has been transitioning toward management with a greater emphasis on capital efficiency, positioning ROIC as a key management indicator. In FY2025, we achieved ROIC of 6.7% and ROE of 9.4%, generating profit above our plan even as invested capital increased. While favorable resource prices provided a tailwind, I believe these results also reflected the steady improvement in our earnings capacity through appropriate price revisions and disciplined operational management.

We also made significant progress in our capital policy. In addition to announcing a new plan to further reduce our cross-shareholdings, we announced another share repurchase following the one conducted in FY2024, with purchases commencing in FY2026. We also implemented a stock split, enhanced our shareholder benefit program, and strengthened our IR activities, expanding opportunities for engagement with a broader range of investors. I believe these initiatives have laid an important foundation for enabling more stakeholders to better understand our efforts to enhance corporate value.

At the same time, as we advance large-scale growth investments, there may be periods when our financial soundness appears to temporarily weaken in terms of financial indicators. However, we are steadily gaining greater confidence in both the development and future operation of the Arqueros Mine project, which is at the core of the Group's growth strategy. With greater visibility into its future cash flow generation potential, we decided to conduct a ¥10 billion share repurchase while continuing to pursue growth investments.

What matters most in our financial strategy is not to prioritize any one of "growth," "financial soundness," "shareholder returns," or "capital efficiency" over the others. We believe that continuously balancing these four elements in light of the stage of our businesses, executing the investments necessary for future growth, maintaining a stable financial foundation, delivering appropriate shareholder returns, and improving capital efficiency, will lead to the enhancement of corporate value over the medium to long term. Given the long time horizons inherent in our businesses, we have traditionally placed greater emphasis on sustaining capital expenditures and maintaining financial soundness. Today, however, informed by our dialogue with the capital markets, we are placing greater focus on how effectively we can utilize our entire capital base, including both equity and debt, to generate sustainable value. The introduction of ROIC-based management is one such initiative, and an approach that evaluates the profitability and capital efficiency of individual investment projects is steadily taking root throughout the organization.

Third Medium-Term Management Plan (FY24-26): Management Targets

- ROIC is expected to be modest due to increases in depreciation costs related to large investment in Torigatayama and borrowing related to the Arqueros development.
- In the med- to-long term, a 7% ROIC is targeted through reductions in depreciation costs, borrowings, cross-shareholdings, and launch of the Arqueros Mine.

	(Billions of JPY)	FY2023	FY2024 Actual	FY2025	FY2026 (Forecasts*) Third MTMP** Period
Management Targets	Net sales	166.8	196.7	209.7	232.5
	Operating profit	11.1	10.2	18.8	14.0
	Profit attributable to owners of parent	6.6	9.0	14.0	12.0
	Operating margin	6.7%	5.2%	9.0%	6.0%
	EBITDA (Operating profit before tax+depreciation)	17.1	18.6	26.2	—
	Interest-bearing liabilities	22.1	24.3	64.0	—
	Equity capital	140.7	141.4	157.3	—
	ROIC	4.9%	4.3%	6.7%	—
	WACC	5.5%		5.8% during FY24-26 period	
	ROE	4.8%	6.4%	9.4%	—
Assumptions	Exchange rate (JPY/USD)	144.62	152.58	150.77	155.00
	Copper price (¢/lb)	379.28	425.00	490.59	550.00

*Announced in May 2026, excluding WACC.
**Medium-Term Management Plan

Improving capital efficiency requires not only disciplined business investment but also the effective utilization of existing assets. In addition to the business foundation we have built over many years, we hold non-core assets, including cross-shareholdings and real estate. With regard to cross-shareholdings, we view the reduction target under the aforementioned plan as a minimum and intend to accelerate reductions beyond this level. Our real estate assets, meanwhile, play a role in partially offsetting earnings volatility in the mineral resources businesses through our real estate operations. At the same time, from the perspective of capital efficiency, we believe it is necessary to continually assess the rationale for holding these assets.

Furthermore, because resource development projects involve long investment recovery periods, we do not believe that corporate value can be appropriately assessed solely on the basis of earnings in any single fiscal year. We recognize the need to communicate more clearly our medium-to long-term value creation story, including our cash flow generation capabilities, the value of our mineral resources, and future growth options.

It is therefore essential that we carefully explain how our growth investments will translate into future earnings contributions and turn expectations for our future growth into confidence and trust. I believe this is one of our most important responsibilities.

Enhancing Corporate Value Through Capital Market Dialogue: The Fourth Medium-Term Management Plan

In FY2025, our share price rose significantly after the start of the calendar year before subsequently experiencing a period of correction. This movement reinforced our recognition that the market is focused not only on our near-term earnings performance, but also on our medium- to long-term growth potential and the direction of our capital policy.

In our dialogue with investors, we have received strong expectations for growth investments, including the Arqueros Mine project. At the same time, many investors have called for greater clarity on how much profit and cash flow these investments are expected to generate in the future and how they will contribute to improving capital efficiency.

Against this backdrop, we are currently formulating our Fourth Medium-Term Management Plan (FY2027–FY2029, Fourth MTMP). In developing the new plan, we will first reassess our cost of capital and, based on this assessment, review the appropriateness of our ROIC target and the level we should aim to achieve. In addition to ROIC, we are also considering disclosing targets for ROE and our optimal capital structure. By providing a clearer picture of our overall business and financial strategies, we aim to further deepen constructive dialogue with investors.

Enhancing our portfolio management is another important priority. While the mineral resources businesses remain at the core of our operations, we also operate a diverse range of businesses, including Machinery & Environmental Engineering, Real Estate, and Renewable Energy. Going forward, we intend to enhance disclosure and take concrete steps to further strengthen portfolio management by more clearly defining the role of each business, synergies among businesses, our growth strategies, and our approach to capital allocation.

Through the Fourth MTMP, we will thus further integrate our business and financial strategies and provide greater clarity on how we balance growth investment, financial soundness, shareholder returns, and capital efficiency. Through disciplined execution and continued dialogue with the capital markets, we will further enhance the quality of management, thereby realizing our Long-Term Vision and achieving sustainable enhancement of corporate value.

Management Foundation Supporting Long-Term Corporate Value Creation

Underpinning our business and financial strategies are the management resources and capabilities we have built over many years, including our commitment to environmental stewardship and safety, as well as the trust we have established with local communities.

While our domestic limestone business remains a key foundation, the Nittetsu Mining Group's growth opportunities are expanding into copper mining, primarily in Chile, as well as the development of new mines. Our mission to contribute to society through the development and stable supply of mineral resources has remained unchanged since our founding. At the same time, as the scope of our operations expands, the way our business activities are viewed is evolving, and stakeholders are increasingly expecting us to provide broader and more comprehensive disclosure.

Mine development is a business that requires us to engage with local communities and the natural environment over periods spanning several decades, from exploration and development through operations and post-closure management. It also entails substantial upfront investment and long payback periods, while involving a wide range of uncertainties, including market conditions, project schedules, permitting, and relationships with local communities. For precisely these reasons, we clearly position environmental and social issues as management risks that must be incorporated into our investment decisions, project management, and operational management. By appropriately addressing these issues, we can mitigate business risks and support stable operations over the long term, while strengthening the earnings foundation for future growth.

Leveraging Our Management Foundation for the Arqueros Mine and Future Development Projects

Through our mining operations in Japan and overseas, the Nittetsu Mining Group has steadily advanced initiatives in environmental conservation, industrial safety and health, the stable supply of raw materials and products, and coexistence and mutual prosperity with local communities, building long-standing relationships of trust with our stakeholders.

The Arqueros Mine development project has been advanced by drawing on these management resources and capabilities. Through this project, we have further accumulated expertise in project management, environmental and safety management, and community engagement in overseas mine development. We will leverage the experience and expertise gained through the Arqueros Mine project

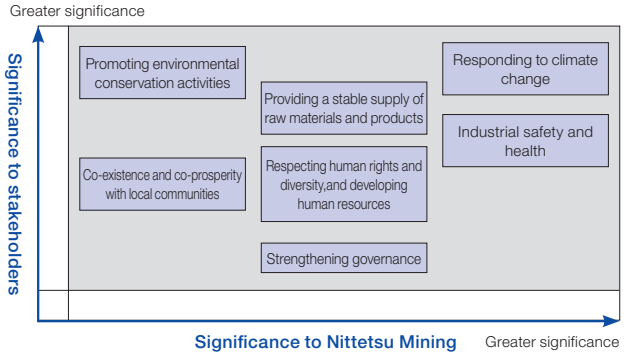
in future development projects, including Pucquios, and apply them to business management that takes a long-term perspective from the development stage through the commencement of operations and beyond.

Integrating Sustainability into Management

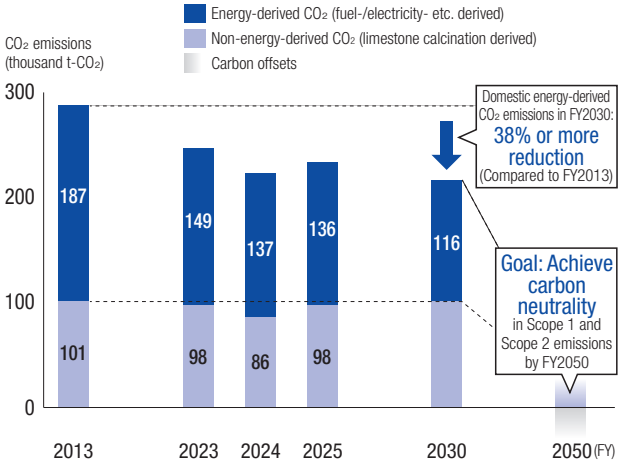
To ensure that these initiatives are not limited to individual projects but are continuously implemented across the Group, it is essential to integrate sustainability into our management processes. Laws and regulations, cultures, and social issues vary from country to country and region to region. Against this backdrop, we need a common framework for decision-making that clearly defines what the Nittetsu Mining Group values and the principles that guide how we conduct our business. To this end, we are establishing a framework that defines targets and KPIs for each material issue, along with processes for monitoring progress, enabling management to regularly review performance and implement necessary improvements.

Addressing climate change is another important theme in strengthening our management framework. The Group has been working toward its targets of reducing energy-related CO_2 emissions in Japan by at least 38% from the FY2013 level by FY2030 and achieving carbon neutrality by 2050. At the same time, as the share of our overseas operations increases, including with the commencement of operations at the Arqueros Mine, we are reviewing our GHG emissions

Materiality Map



CO_2 emission reduction targets and results for domestic Group*



*Domestic (including Group companies) Scope 1 and Scope 2 emissions calculated using emissions factors (market-based) based on the Act on Promotion of Global Warming Countermeasures

reduction targets with a view to managing them on a consolidated basis, including our overseas operations. By incorporating climate action into Group-wide management processes, we aim to enhance the effectiveness of our initiatives.

In parallel with the review of our targets, we continue to advance emissions reduction initiatives at each of our operating sites. At the Torigatayama Quarry Complex, our principal limestone production site, a 1,500 kW solar power generation system for on-site consumption began operations in January 2026. The system is expected to supply approximately 6% of the site's annual electricity consumption with renewable energy and reduce CO_2 emissions by approximately 1,000 tons annually. These initiatives are also expanding overseas, where we are pursuing environmental impact reduction in tandem with growth investments. One representative example is the Arqueros Mine, where we plan to source 100% of purchased electricity from renewable energy. This initiative incorporates environmental considerations into growth investment from the initial stages of development, with the aim of achieving both a stable supply of mineral resources and progress



Solar power generation system for on-site consumption at Torigatayama Quarry Complex.

toward decarbonization. In future mine development projects as well, we will incorporate considerations related not only to reducing environmental impacts, but also to community relations, safety, and governance from the early stages of development.

From a governance perspective, we are also considering revisions to our executive compensation framework. Our current incentive structure consists of three components: fixed compensation, performance-linked compensation, and stock-based compensation. At present, operating income is the sole KPI used for performance-linked compensation. At the same time, the Group is promoting ROIC-based management. We recognize the misalignment between these two frameworks as an issue that needs to be addressed.

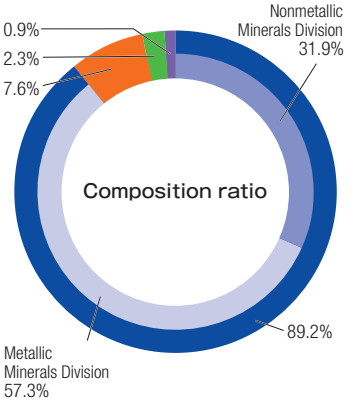
To Our Stakeholders

Looking ahead to our Fourth MTMP and the realization of our Long-Term Vision for FY2033, the Nittetsu Mining Group will continue to expand its business domains and geographic reach. By conducting our business on a foundation of environmental stewardship, safety, and trust with local communities, we will ensure the successful execution of new growth investments and translate them into long-term value creation.

Segment Overview (FY2025)

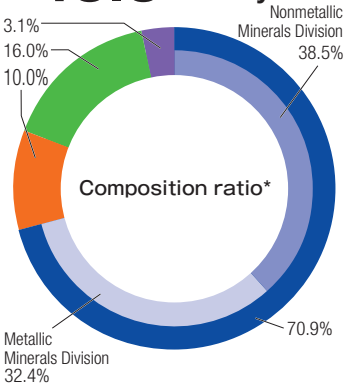
Net sales

209.7billion yen



Operating profit

18.8billion yen



Mineral Resources
Machinery & Environmental Engineering
Real Estate
Renewable Energy

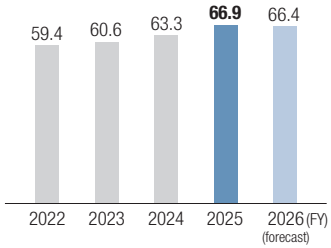
* Excluding adjustment amount (–1.9 billion yen)

Mineral Resources

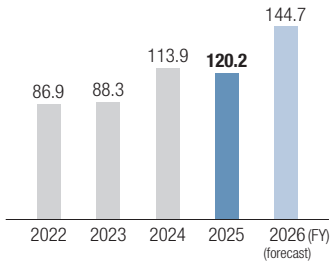
Nonmetallic Minerals Division:
Centered on the Torigatayama Mine, one of the largest and highest-quality limestone mines in Japan, we own and operate limestone mines across the country. We are one of the leading limestone producers in Japan.

Metallic Minerals Division:
Drawing on our expertise in the exploration, development, and operation of metal mines, we operate the Atacama Mine and are developing the Arqueros Mine project in Chile. We conduct copper smelting operations through toll smelting arrangements at Hibi Kyodo Smelting Co., Ltd., producing electrolytic copper.

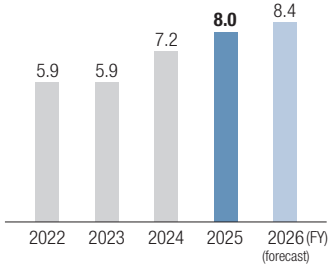
Net sales (Billions of yen)



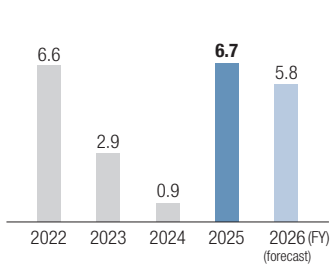
Net sales (Billions of yen)



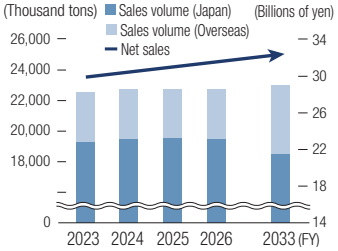
Operating profit (Billions of yen)



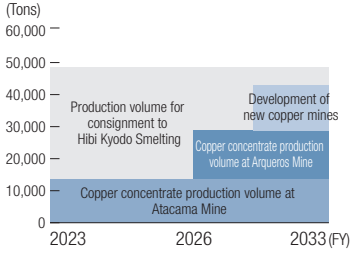
Operating profit (Billions of yen)



Limestone sales volume and net sales outlook



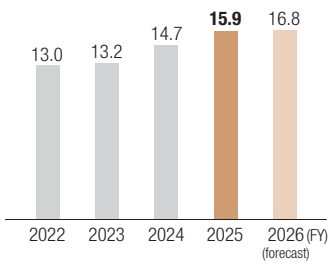
Production volume outlook for mining and smelting (in copper equivalent)



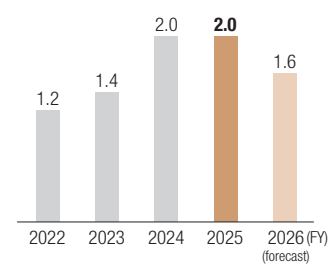
Machinery & Environmental Engineering

The Environment Engineering supplies wastewater treatment agents, with a special emphasis on our inorganic iron flocculant, POLYTETSU. The Machinery Engineering satisfies a broad range of needs with dust collectors and other environmentally friendly products as well as general industrial machinery.

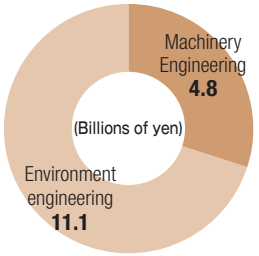
Net sales (Billions of yen)



Operating profit (Billions of yen)



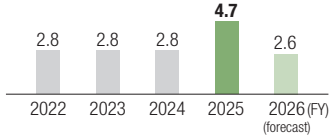
FY2025 Net sales by item



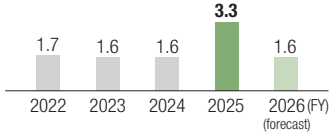
Real Estate

To maximize the value of company-owned real estate, the Real Estate Division manages office buildings, condominiums, and other properties on company-owned land in urban areas. At former mine sites and idle land throughout Japan, the division operates leasing businesses tailored to local market needs, including restaurants and retail stores, factories and warehouses, and parking facilities.

Net sales (Billions of yen)



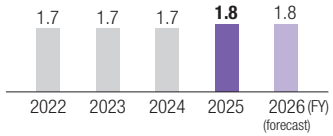
Operating profit (Billions of yen)



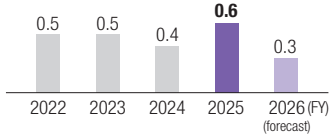
Renewable Energy

Leveraging underground exploration technologies cultivated through mineral resource development, this segment engages in the development of environmentally friendly renewable energy businesses, including the exploration and development of geothermal resources, the supply and sale of geothermal steam, and solar power generation at former mine sites and other idle land.

Net sales (Billions of yen)



Operating profit (Billions of yen)



The value chain of the Nittetsu Mining Group's core business — the Mineral Resources Segment — begins with exploration. Once promising ore deposits are identified, it proceeds through development of production facilities, followed by operations, logistics, and sales.

The diagram below presents the main risks identified at each stage of the value chain, divided into the Nonmetallic Minerals and Metallic Minerals Divisions, along with the strategies to address them, and the strengths and business opportunities that underpin the execution of those strategies.

The strategies listed here are essentially aligned with our Third Medium-Term Management Plan and are currently being advanced. The Strengths/Opportunities reflect over 80 years of experience in the mining business, the organizational and technical capabilities built upon that foundation, as well as strong relationships with customers, partners, and local communities. They also include our advantageous positioning and talent development capabilities, which together enable us to seize new opportunities.

Analysis of Risks, Countermeasures, Strengths, and Opportunities Along the Value Chain in the Mineral Resources Segment

☑ Common ☑ Largely related to Nonmetallic Minerals ☑ Largely related to Metallic Minerals

	Exploration	Development(construction work)	Operation	Logistics/Sales
Risks	☑ Fewer potential mine projects ☑ Increasing uncertainty in EIA *1 approvals	☑ Increasing costs ☑ Extension of schedule	☑ Labor shortage, knowledge transfer ☑ Natural disasters, weather conditions	☑ Market volatility (FX, copper prices, ore procurement condition) ☑ Long-term decline in domestic limestone demand
Countermeasures	☑ Enhancing in-house exploration capabilities (greenfield projects*2) ☑ Strengthening partnership (brownfield projects*3)	☑ Detailing plans and thorough project management ☑ Stricter partner selection ☑ Harmony with environment and local community	☑ Implementing AI/automation ☑ Enhancing engagement ☑ Detailing mining plans with thorough execution	☑ Hedging via finance and mine-smelter production balance ☑ Exploring overseas market ☑ Raising value of limestone ☑ Optimizing distribution network centered on Torigatayama Quarry Complex
Strengths & Opportunities	☑ Organizational capabilities in covering entire process from exploration to operation (accumulated know-how, track record) ☑ Comprehensive techniques and R&D capabilities covering from survey to production (geology, mining, processing) ☑ Focus on smaller-sized projects, typically beyond competitors' scope	☑ Harmony with local community and employees ☑ Strength in planning and project execution	☑ Track record of stable and safe operations	☑ Long-term copper price increase expectation ☑ Copper mine project pipeline ☑ High-quality limestone, limited competition ☑ 4 coastal quarry complexes + distribution center on Tokyo Bay ☑ Large coastal shipping facilities, dedicated ships ☑ Long-term strong relationships with customers
	☑ HR development capabilities (cycle of experiences through job rotation) ☑ Domestic and international partner network ☑ Stable revenue base centered on Nonmetallic Minerals ☑ Healthy financial base			

*1 Environmental Impact Assessment *2 Exploration in areas with little or no previous exploration. *3 Exploration in previously explored or developed areas. Lower risk and return compared to greenfield projects

Web Mineral Resources (Nonmetallic Minerals Division) https://www.nittetsukou.co.jp/eng/industry/resources/mineral.html Mineral Resources (Metallic Minerals Division) https://www.nittetsukou.co.jp/eng/industry/resources/metal.html

Special Feature

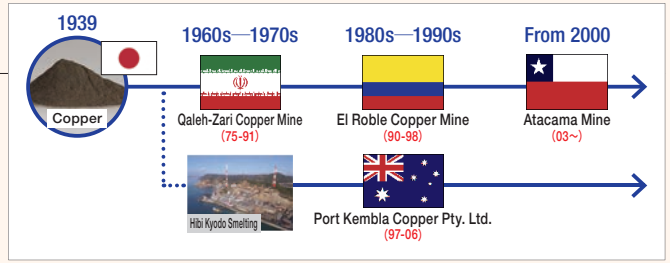
Toward Achieving Our Long-Term Vision

Metallic Minerals as a Growth Driver

02

The Nittetsu Mining Group's Metallic Minerals business is centered on copper, for which demand is expected to grow amid the expansion of AI and electrification. Our operations encompass copper mining in Chile, mineral exploration and mine development overseas, and electrolytic copper smelting in Japan. We position this business as a key growth driver and are expanding our pipeline of mining projects while building the technologies, expertise, and know-how needed to support future growth.

History of the Business



Nittetsu Mining was established in 1939, separately from the former Japan Iron & Steel Co., Ltd., to develop and secure raw materials for steelmaking. The Company took over mines in Japan, including the Kamaishi Mine, and engaged in the development and supply of steelmaking raw materials such as iron ore and coal, while also mining copper ore. The Company subsequently expanded its focus into nonferrous metals. In 1968, it established Hibi Kyodo Smelting Co., Ltd. together with Mitsui Mining & Smelting Co., Ltd. and Furukawa Co., Ltd., entering the electrolytic copper smelting business. In the 1970s, the Company participated in the development and operation of the Qaleh-Zari Copper Mine in Iran, which was sold to the National Iranian Copper Industries Co. in 1991. The Company subsequently continued to pursue copper resource projects overseas, including in Colombia, further expanding its international operations. In 2003, the Company successfully developed the Atacama Mine in Chile, which remains in operation today. Building on the technologies and expertise accumulated through these overseas projects, we have continued to expand our pipeline of mining projects. This includes the Arqueros Mine in Chile, where operations are planned to commence in FY2026.

Business Strengths

● Major interests in overseas mines

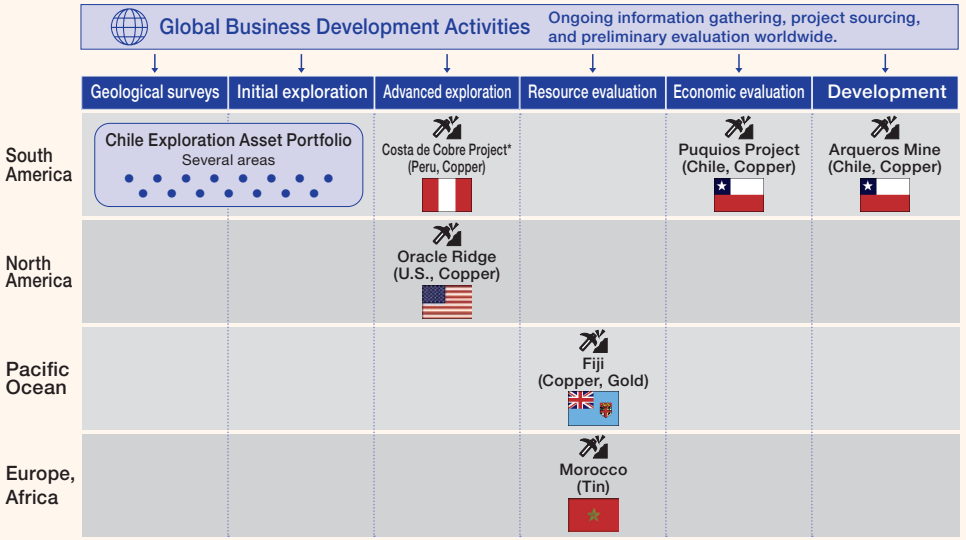
Copper mining has been conducted at the Atacama Mine in the Republic of Chile since 2003, and the development of the Arqueros Copper Mine in Chile is also underway, aiming for full-scale operations in FY2026. We maximize outcomes while managing risks.

● Exploration and operational expertise

Leveraging our extensive experience in the mining business, we can seamlessly manage the entire process—from securing rights and interests in the earliest stages to exploration, development, and operations.

Mine Development Pipeline

The Nittetsu Mining Group's overseas mine development pipeline consists primarily of copper resource projects in Chile. In addition to the Atacama Mine, which is currently in operation, we are developing the Arqueros Mine, where operations are scheduled to commence in FY2026, as we work to expand our production base. In 2024, we also joined the Puquios copper mine development project in Chile, adding a new growth project to our pipeline. Elsewhere in the country, we are conducting studies aimed at identifying new mine development opportunities, as well as exploration to identify additional sources of ore feed for the Atacama Mine. Our portfolio also includes projects at the exploration stage, such as the Costa de Cobre copper exploration project in Peru and the Oracle Ridge copper exploration project in the United States. Mine development is sometimes described in Japan as a "three-in-a-thousand" endeavor, reflecting the long lead times and significant risks involved in progressing from exploration through development to operations. With a view to ensuring a stable supply of copper over the long term, we are continuously advancing and nurturing a pipeline of prospective mine development projects.



*Formerly Los Chapitos (project name changed)

Comment from Our Partner

The Nittetsu Mining Group is a key partner with extensive experience and outstanding technical capabilities in mine development and operations. Following the Puquios Mine Project, we look forward to advancing the development of the Costa de Cobre Mine Project together and realizing long-term growth and value creation.



Jay Chmelauskas
CEO,
President & Director
Camino Minerals Corporation

At the Core of Our Growth Drivers: The Arqueros Mine

The Arqueros Mine, located in the Coquimbo Region of Chile, is a core project positioned as a key growth driver for the Nittetsu Mining Group. Exploration began in 2011, and the decision to proceed with development was made in 2023. Full-scale development construction commenced in 2024 and is currently progressing toward the start of production. The mine is operated by Arqueros Mining Co., Ltd., an 80%-owned subsidiary of Nittetsu Mining, with the remaining 20% held by a local partner.

The mine will have annual copper production capacity of approximately 15,000 tons. Together with the existing Atacama Mine, the Arqueros Mine is expected to significantly expand our copper production and earnings contribution. Development costs have increased from the initial plan due to higher materials prices and revisions to construction conditions. However, supported by higher copper prices, the overall profitability of the project is expected to improve. Due to the impact of heavy rainfall in Chile in July 2026, some aspects of construction have been delayed. However, we are working to mitigate the delays, and preparations for the start of production are progressing steadily.



Message from the Executive in Charge

Now in the final stage of development and targeting the commencement of operations this fiscal year, the Arqueros Mine is a core project that will drive the Nittetsu Mining Group's next phase of growth. Drawing on the experience I have gained in production, engineering, operations, and management at limestone mines in Japan and the Atacama Mine in Chile, I will work to ensure the steady execution of the project and achieve stable operations at the earliest possible stage, with safety as our highest priority.



Ryuji Kudo
Corporate Executive in charge of Arqueros Mine Development Project

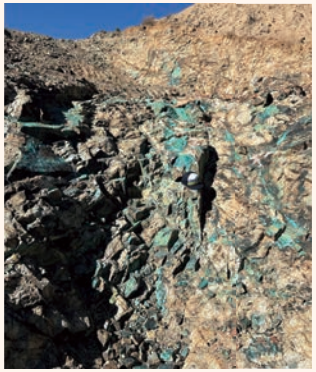
*1 SX-EW (Solvent Extraction-Electrowinning): A process in which copper is dissolved and extracted using a chemical solution, then recovered by electrowinning to produce high-purity copper cathodes.

A Promising Development Project beyond Arqueros: The Puquios Mine

The Puquios Copper Mine Project is located in the Coquimbo Region of Chile, the same region as the Arqueros Mine. Following the completion of the environmental permitting process, the project is currently in the detailed engineering stage, with a final investment decision on whether to proceed with development planned as the next step.

A key feature of this project is that it will be our first to apply the SX-EW (solvent extraction and electrowinning) process*1 to oxide ores. This process enables us to produce and sell high-purity copper cathodes directly without going through a smelter. SX-EW is a well-established technology, and the technical challenges associated with its application are therefore limited. Our Research and Development Department is currently working to optimize copper recovery conditions based on the characteristics of the ore. By expanding the scope of our mine development activities to include oxide ore deposits in addition to the sulfide ore deposits we have traditionally developed, we expect to broaden our business opportunities while accumulating new technical expertise and developing our human resources. We therefore position the Puquios Project as a strategic project that will support the Group's medium- to long-term growth.







	Atacama (operational)	Arqueros (under development)	Puquios (under preparation for development)
Initially expected operation period	11 years*2	15 years	Aim for an Early Development Decision
Production volume (copper equivalent)	11 thousand tons	15 thousand tons	
CAPEX investment	Approx.13.3billion JPY	486 million of US$	
Operational costs (C3)	—	318¢/lb	
Our interests	60%	80%	

*2 Operations commenced in 2003 and are ongoing.

Connecting Mining Development and Markets: Smelting Business

The Nittetsu Mining Group's smelting business is engaged in the smelting of nonferrous metal resources, primarily copper. We procure raw materials in Japan and overseas, approximately 80% in the form of copper concentrates and 20% as copper scrap, and supply them to Hibi Kyodo Smelting Co., Ltd. We then receive the high-quality electrolytic copper produced through the smelting process and ensure a stable supply to customers such as electric wire and cable manufacturers, copper and copper alloy fabricators, and trading companies in Japan and overseas. Approximately 60% of sales are to customers in Japan and 40% to overseas customers.

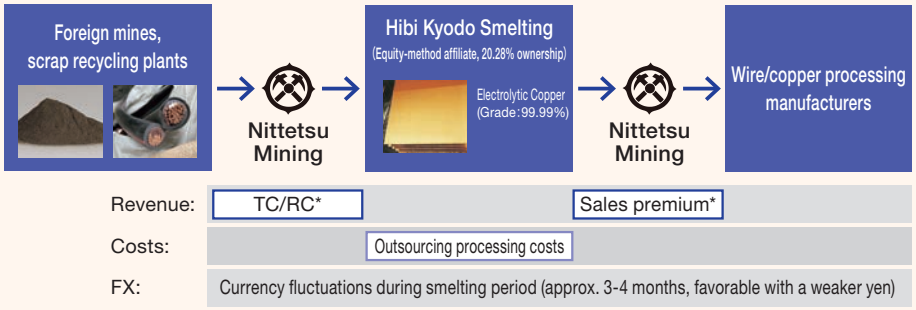
The main sources of earnings in this business are treatment and refining charges (TC/RC) received from mining companies when purchasing copper concentrates and sales premiums received from customers when selling electrolytic copper. The main cost is the toll smelting fee paid to Hibi Kyodo Smelting. Sales of sulfuric acid, a by-product of the smelting process, also contribute to earnings.

In recent years, global smelting capacity has continued to exceed the supply of copper concentrates, causing TC/RC to remain at historically low levels. This has created a challenging business environment and placed pressure on earnings. In response, we are working to strengthen profitability by improving production efficiency and increasing the use of copper scrap as a raw material.



Hibi Kyodo Smelting

Smelting



*TC/RC (Treatment Charge, Refining Charge) and sales premium are decided based on benchmark approach.

Messages from Leaders Across Our Value Chain



Takao Asaki
Director and Corporate Executive, General Manager
Resources Development Department

We will continue to accumulate and leverage on-site expertise to reduce uncertainty.

Resource development is a highly uncertain business with a low probability of success, as reflected in the Japanese expression "three in a thousand."* It requires us to make decisions based on what cannot be seen. To navigate this uncertainty, I place particular importance on the principle of "Trust the facts, but question the interpretation."

When promising indications are identified, expectations naturally rise. However, resource development requires substantial investment from exploration through to the commencement of operations, and once development advances, many of those investments are difficult to reverse. What matters is that we do not allow expectations or past successes to cloud our judgment. Instead, we must begin with the facts obtained in the field, test our hypotheses, and, when necessary, reconsider the geological model itself.

Repeating this process improves the accuracy of our investment decisions and enables us to allocate limited management resources to the most promising projects. As deposits that are relatively easy to develop become increasingly scarce, simply analyzing existing data is no longer sufficient to make new discoveries. It is more important than ever to examine conditions firsthand in the field and repeatedly verify and reinterpret what we find. This is why we place such strong emphasis on the field.

I believe that accumulating and passing on, as an organization, the expertise of engineers capable of making sound judgments in the field not only provides the foundation for human resource development, but also represents a key source of our competitive advantage in resource development.

The mission of the Resources Development Department is not limited to discovering new mineral deposits. Another important role is to maximize the value of the resources we already hold. At our limestone mines in Japan and the Atacama Mine in Chile, we continuously incorporate actual mining results into our geological models, thereby improving the accuracy of mineable reserve estimates and mining plans and enabling more efficient operations.

This capability is also a major strength in the brownfield projects we have been increasingly pursuing in recent years. Where mineral deposits have already been identified, business value depends not only on determining whether the deposits are as expected, but also on determining how they can be developed and operated efficiently and reliably. This requires the ability to consider geology, mining, and mineral processing as an integrated whole.

The Nittetsu Mining Group operates multiple mining sites in Japan and overseas, giving our engineers opportunities to apply the expertise gained at one site to subsequent projects. This is one of our key strengths. With the commencement of operations at the Arqueros Mine in 2026, we expect this strength to be further enhanced.

Our accumulated expertise is also being applied in the Renewable Energy Business. We are currently pursuing geothermal power development with the aim of commencing operations around the mid-2030s.

* Only three out of every 1,000 projects ultimately reach production.



Shinichiro Mita
Corporate Executive, General Manager
Overseas Mineral Resources Business Department

Expanding Our Project Portfolio to Help Reduce Uncertainty

The mission of the Overseas Mineral Resources Business Department is twofold: to promote our copper business in Chile, centered on the Atacama and Arqueros Mines, and to identify and develop brownfield projects. By combining brownfield projects, where geological risks are relatively limited because they are developed in and around known mineral deposits, with greenfield projects that begin with exploration in undeveloped areas, we seek to reduce uncertainty across our overall project portfolio.

For brownfield opportunities, we evaluate approximately 100 projects each year. By leveraging our accumulated in-house expertise in geology and mine operations, we have steadily enhanced our ability to identify and select promising projects. As a result, projects such as Puquios and Oracle Ridge have been steadily added to our pipeline.

Competition for attractive projects is intensifying as copper prices rise. Against this backdrop, we strategically target opportunities that may be less attractive to major mining companies in terms of project economics, while at the same time requiring levels of technical expertise and financial capacity that can be challenging for smaller companies. Our track record in existing businesses has also strengthened our credibility, giving us an advantage in gaining access to new opportunities and forming partnerships. We will continue to leverage these strengths to sustainably expand our project pipeline.

Our current portfolio is centered on copper, which offers advantages including a large market and relatively low substitution risk. At the same time, diversification is important given the scale of investment required and exposure to commodity price fluctuations. To improve capital efficiency and create new growth opportunities, we intend to expand our scope to include metals other than copper.

The principal constraints on growth are capital and human resources. With development of the Arqueros Mine entering its final stage, securing stable cash flow will be essential as we consider our next investment decisions. A steady and successful ramp-up of the Arqueros Mine is therefore critical. On the human resources front, we will continue to develop younger employees and strengthen our organizational capabilities so that they can take a leading role in interpreting and evaluating projects, thereby laying the foundation for our next phase of growth.

One of our key strengths is an integrated business structure that spans the entire value chain from exploration through operations and sales, supported by a long-term-oriented human capital base with relatively high employee retention. Mines typically operate over long periods, ranging from more than a decade to, in some cases, around 50 years. This long business cycle provides our people with opportunities to accumulate diverse experience in mine development and operations over time. We believe this human capital base represents a significant competitive strength for the Nittetsu Mining Group.



Sanshiro Ikegami
General Manager
Mining Department

Operational Expertise: A Source of Our Competitive Strength

Nittetsu Mining manages the entire mining value chain, from exploration and development through operations and sales. The strengths and expertise accumulated at each stage are organically linked, underpinning one of our defining capabilities: the stable supply of high-quality mineral resources.

At the operational stage, safety is our highest priority, and the sophisticated integration of people, equipment, and mineral reserves is essential to achieving stable operations. In Japan, we operate seven high-grade limestone mines, four of which are located near the coast. By connecting these mines as a network, we have established a supply system that differentiates us from our competitors. The ability of these sites to flexibly complement one another helps reduce supply risks and enables us to continuously meet customer needs.

These mines are dispersed across Japan and differ widely in terms of their natural environments, mineral reserves and geology, production and shipping facilities, and customer bases. Our copper mines in Chile, meanwhile, employ underground mining methods, requiring technologies and operational expertise that differ from those used at our mines in Japan.

By gaining experience at multiple mines, our technical employees develop a broad range of expertise. They then apply the knowledge and experience gained at one site to other operations, helping improve productivity and maintain consistent quality across the Company. This mobility also helps build networks among our people, facilitating smoother communication across different sites.

Another distinctive feature of Nittetsu Mining is that our technical employees work in close proximity to mining operations. By maintaining a firsthand understanding of operating conditions, they are able to make decisions grounded in the realities of the field, supporting steady operational improvements.

People are the most important foundation of our mining operations. However, in our industry, it is difficult to recruit experienced professionals who can contribute immediately, making the long-term development of our own employees essential. Nittetsu Mining has a relatively low employee turnover rate, providing a solid foundation for developing people over the long term. In recent years, however, retaining younger employees and passing on technical skills and expertise have become increasingly important challenges.

Against this backdrop, we are using technologies such as remote operation systems to visualize, capture, and digitize operational skills and expertise. By accumulating data on the operating techniques of experienced equipment operators and incorporating this knowledge into remote operation systems, we are laying the groundwork for the future autonomous operation of heavy machinery.

At our flagship Torigatayama Quarry Complex, we have installed 5G antennas at the mining site, enabling us to monitor the location of individual pieces of heavy machinery in real time. This system is currently helping to prevent collisions during adverse weather conditions. Going forward, we will further advance these initiatives to enhance safety, improve productivity, and ensure the effective transfer of technical skills and expertise.



Kazuhiro Yoneyama
Corporate Executive, General Manager
Limestone & Raw Materials Sales Department

Supporting Material Balance and Maximizing Resource Value

The mission of the Limestone & Raw Materials Sales Department is to contribute to stable mine operations through efficient sales aligned with the material balance of limestone, while maximizing the value of limestone and other mineral resources.* We are more than simply a sales function. Working closely with our mines, we are responsible for maintaining a long-term customer base and generating stable cash flow to support the growth of the Group as a whole.

Our customer base consists primarily of steelmakers, cement manufacturers, and other companies that support social infrastructure. Our strengths in high quality, stable supply, and excellent shipping capabilities contribute to a relatively stable competitive environment. As a result, uncertainty at the sales stage is relatively low compared with the exploration and development stages of resource development.

At the same time, we expect domestic demand to gradually decline over the long term and are therefore actively expanding our overseas business. From the Torigatayama Quarry Complex, which is capable of reliably supplying large volumes of high-quality limestone, we have expanded shipments to Oceania and Asia. Overseas shipments now account for approximately 30% of the quarry's total shipment volume. We are also seeing increasing inquiries from new markets, including South America, and are leveraging our strengths to develop higher-value-added markets.

To respond to these changes in the demand structure, the Torigatayama Quarry Complex has begun expanding its stockyards for products that are in strong demand both in Japan and overseas. At the same time, Japan remains an important foundation of our business, and we will continue to steadily meet the needs of our domestic customers.

One particularly memorable experience was the fire at the Torigatayama Quarry Complex, which resulted in a temporary suspension of shipments. Production, logistics, and sales worked as one to overcome the disruption while maintaining supply to our customers. This experience demonstrated both the resilience of our network of high-quality limestone mines and the strong relationships of trust we have built with our customers. It also gave me a renewed appreciation for the strength of the people at Torigatayama, who restored operations in just one month.

Ensuring a stable supply of resources that are essential to social infrastructure is both our responsibility and a source of pride. Going forward, we will continue to engage closely with both our customers and our mining sites, balancing value creation with our responsibility to ensure stable supply, and striving to remain a trusted partner for years to come.

* Refers to achieving an optimal sales mix by allocating mined limestone to the most appropriate applications according to its size and quality.



Akira Nunomura
General Manager
Non-ferrous Metal & Ore Department

Connecting Mining, Smelting, and Recycling to Create Value

The Nittetsu Mining Group's Metallic Minerals Business consists of two main areas: the smelting business, overseen by the Non-ferrous Metal & Ore Department, and the mining business, overseen by the Overseas Mineral Resources Business Department. The Non-ferrous Metal & Ore Department handles operations ranging from the procurement of copper concentrate and recycled materials to the sale of smelted products, thereby connecting mining, smelting, and recycling. Our mission is to secure stable earnings even amid volatile market conditions and contribute to enhancing the value of the Group as a whole.

In recent years, copper demand has expanded rapidly, driven by China's economic growth. Looking ahead, demand is expected to continue increasing over the medium to long term amid the proliferation of AI and data centers and the transition to renewable energy. At the same time, because mine development requires long lead times, supply constraints are becoming increasingly apparent, further raising the importance of copper as a critical mineral from the perspective of economic security.

Against this backdrop, we utilize approximately 50,000 tonnes of annual copper smelting capacity through toll smelting arrangements with Hibi Kyodo Smelting Co., Ltd. In addition to copper as our primary product, we create value from by-products such as gold, silver, and sulfuric acid.

With the supply of copper concentrate remaining tight, securing recycled materials, which currently account for slightly more than 20% of our raw materials, is also becoming increasingly important. By leveraging the expertise of our R&D Department, we aim to expand our unique sourcing capabilities, including materials with relatively high impurity levels, while also enhancing the recycling capabilities of our smelting business.

Another important role of the department is to create synergies through the integrated operation of our mining and smelting businesses. At the Atacama Mine in Chile, for example, we utilize swap transactions based on transportation efficiency and profitability, enabling us to achieve both local sales and a stable supply of raw materials for our smelting operations. Such flexible sales strategies also help stabilize cash flow from our mining operations.

For new projects such as the Arqueros Mine and the Puquios Mine, where we plan to recover copper using the SX-EW process for the first time within the Group, we will also support the sustainability of these businesses from a sales and marketing perspective.

Going forward, while addressing challenges such as persistently low treatment and refining charges (TC/RC) resulting from tight copper concentrate supply, we will work to establish a structure capable of generating stable earnings from the smelting business on a standalone basis. At the same time, we will pursue new sources of added value through initiatives such as the more sophisticated utilization of by-products and take on the challenge of creating synergies across segments that extend beyond the Metallic Minerals Business.



Yasuhito Fukui
General Manager
Machinery & Environmental Engineering Department

Driving Business Growth through Field-Based Solutions

The Machinery & Environmental Engineering Business demonstrates distinctive strengths in two different markets. At the heart of both businesses is a long-standing commitment to a field-oriented approach that has been passed down through generations of employees.

Our sales approach goes far beyond simply selling products. Our sales personnel visit customers' sites themselves and draw on their extensive technical expertise to provide consulting and propose optimal solutions. They are able to make specialized judgments on the spot that would typically require support from technical departments, enabling us to resolve customer issues quickly and build strong relationships of trust.

In the Machinery Business, we help customers both reduce their environmental impact and improve productivity through highly specialized products, including dust collectors, powder processing equipment, and deodorizing equipment for smoking rooms. One of our greatest strengths is that we operate mines ourselves. Many of our products are primarily used at mining and steel production sites, and because we can install and test products such as dust collectors at our own mines, we have the perspective of both a manufacturer and a user. By leveraging the operational expertise gained through this process, we develop products and provide technical solutions that address customers' challenges at a deeper level.

In the Environmental Engineering Business, our operations are centered on POLYTETSU, an inorganic iron flocculant. Used in sewage and industrial wastewater treatment, POLYTETSU offers excellent purification performance, helps suppress hydrogen sulfide and associated odors, and provides excellent settling properties. In recent years, it has also been highly valued in fields where societal needs are growing, including the semiconductor industry.

Our strengths in the Environmental Engineering Business lie in our ability to propose optimal treatment solutions tailored to the diverse operating conditions of individual customers and in our nationwide supply network as the only POLYTETSU manufacturer with a nationwide presence in Japan. By utilizing multiple production sites and stock points across the country, we have established a business continuity framework that enables us to maintain supply and help customers continue their operations even in the event of an emergency.

Looking ahead, key challenges for growth include sluggish capital investment amid the maturing domestic market for the Machinery Business and the stable procurement of raw materials for the Environmental Engineering Business. In response, we are strengthening our ability to offer higher-value-added solutions, developing new markets, and establishing an overseas production framework.

Going forward, we will continue to provide solutions in Japan and overseas that contribute to environmental protection, energy conservation, and improved productivity, with the aim of advancing both the sustainability of society and the evolution of our businesses.



Kohei Mitsuhashi
General Manager
Research and Development Department

Creating Value through a Virtuous Cycle between the Lab and the Field

The mission of the R&D Department is to address the technical challenges faced by each business segment, develop the technologies needed for future growth, and contribute to the advancement of our businesses.

Since joining Nittetsu Mining as a geologist, I have been involved in a wide range of research and development, including limestone analysis and application development as well as mineral processing technologies for metallic minerals. Through these experiences, I have come to strongly believe that the true value of R&D is not realized within the laboratory alone. It is only when technology is applied in the field that its full value emerges.

One of the strengths of our Mineral Resources Business is our ability to manage the entire value chain, from exploration and development through operations and sales. The R&D Department is also involved in each stage of this process from a technological perspective.

In recent years, we have focused particularly on developing mineral processing technologies for our overseas copper mining operations. As deposits that are relatively easy to develop become increasingly scarce, the ability to economically recover resources from ores that have traditionally been difficult to process is becoming an increasingly important factor in determining competitiveness and profitability.

At the Arqueros Mine, repeated testing at our R&D Center has provided us with a clear path toward significantly improving copper recovery rates. We are also developing hydrometallurgical technologies, including leaching, to recover copper from oxide ores, primarily for application at projects such as the Puquios Mine.

By advancing our mineral processing technologies and enabling the economic recovery of copper from a wider variety of ores, we can reduce operational uncertainty, extend mine life, enhance project value, and maximize our future development options.

The mines we target generally tend to be projects that may be difficult for other companies to pursue due to their scale, ore grade, or other characteristics. However, by leveraging our technological capabilities to overcome these constraints, we are building a business model that enables us to secure sufficient profitability across the project as a whole.

In addition, we are promoting the effective use of by-products as raw materials for POLYTETSU, while also conducting research into next-generation technologies, including technologies related to carbon neutrality and the use of AI for ore evaluation and operational management.

A distinctive feature of R&D at Nittetsu Mining is that our researchers are able to work closely with operational sites to solve real-world challenges. Going forward, we will continue to apply knowledge gained in the laboratory to the field and feed insights gained in the field back into our research. Through this continuous cycle between the lab and the field, we will further enhance our technological capabilities, develop our people, and contribute to the Nittetsu Mining Group's sustainable value creation.

Our Responsibility for Supporting a Prosperous Future Society

The Nittetsu Mining Group regards two commitments as the foundation of its sustainability efforts: contributing to society through the development and stable supply of resources, and fulfilling its responsibilities toward the environment and society.
By integrating initiatives related to our seven materialities into our business activities, we aim to achieve the sustainable development of both society and our Group.
On this page, we introduce the efforts of our employees who are putting this philosophy into practice at the operational level.

Seven Materialities We Address Through Our Business

Based on society's expectations, our mission, business characteristics, and management strategy, we have identified seven materialities. We address these issues through our business activities, pursuing both risk mitigation and the creation of business opportunities.

E Environmental

- **Responding to climate change**
- **Promoting environmental conservation activities**

We are advancing the use of renewable energy and energy conservation initiatives, while promoting the circular use of water resources, mine-site revegetation, and biodiversity conservation. Recognizing the natural environment as an essential foundation of our business, we aim to reduce environmental impacts and sustain our business activities over the long term.

S Social

- **Providing a stable supply of raw materials and products**
- **Industrial safety and health**
- **Co-existence and co-prosperity with local communities**
- **Respecting human rights and diversity, and developing human resources**

We are promoting resource development and enhancing production capabilities in Japan and overseas, while safeguarding the safety and health of our workforce and fostering an environment where diverse employees can fully realize their potential. By cultivating long-term relationships of trust with local communities, we provide a stable supply of resources indispensable to society and industry.

G Governance

- **Strengthening governance**

We are enhancing management transparency and fairness while appropriately identifying and managing risks associated with changes in the business environment and our operations in Japan and overseas. To meet the expectations and earn the trust of our stakeholders, we continuously strengthen our management framework to support sustainable growth.

Web Sustainability Website https://www.nittetsukou.co.jp/eng/sustainability/
Information on our policies, promotion framework, initiatives for each theme, and ESG data.

Industrial safety and health

Creating Safer Workplaces without Overreliance on People.

As the workforce ages and workforce mobility increases, it is becoming increasingly important to create workplaces where everyone can work safely without relying solely on individual attentiveness or experience.

Through risk assessments, we identify potential hazards in day-to-day operations and use the findings to review work procedures and improve safety measures, including safety barriers. At the same time, we measure and quantify employees' physical fitness and support efforts to maintain and improve their physical capabilities, helping to create workplaces where accidents resulting from physical decline are less likely to occur.

Our goal is to create workplaces where human error is less likely to occur and, even when it does, is less likely to result in an accident.

By listening carefully to the observations and insights of each employee working in the field and steadily translating them into concrete improvements, we will enhance employee safety and support stable operations, thereby further strengthening trust in Nittetsu Mining.



Measuring Fall Risk
(Wearing a vibration sensor worn on the right hand to measure postural sway with eyes closed)



Shuhei Ito
Safety Administration Department

Providing a stable supply of raw materials and products

Promoting Environmental Conservation Activities. Water Circulation Supporting Sustainable Mining Operations.

Sustainable mine operations require appropriate management of the entire production process, from the production of copper concentrate to the treatment of tailings generated after mineral processing.

At the Atacama Mine, water recovered by filtering tailings is returned to the production process, enabling the effective use of limited water resources. In 2025, we upgraded the filtration facilities and improved the control systems, enhancing the efficiency and stability of tailings treatment while also increasing the water recovery rate.

Combining the circular use of water resources with stable tailings management provides an essential foundation for sustaining our operations in an arid region. Going forward, we will continue to enhance our systems for circulating and reusing water as much as possible as we pursue sustainable mine operations.



Filtration Facility for Recovering Water from Tailings (Ceramic Filter)



Guillermo Martinez
Project Manager,
Atacama Kozan Mining Co.



Hidekazu Matsuoka
Mineral Processing Engineer,
Plant & DRF Sections

03

Special Feature

Toward Our Long-Term Vision

New Human Resources System

Building a New Human Resources System Aligned with Our Management Strategy



Evolving Our Human Resources System with the Times, Built on the Values We Must Preserve

At the heart of the Nittetsu Mining Group's human resources system is a corporate culture of "valuing our employees" that has been passed down since our founding. This spirit has its roots in the days of "One Mine, One Family," when employees living in remote mining communities supported one another as if they were family. Cultivated over generations, this spirit has enabled us to develop people and pass on technical skills and expertise over the long term, and remains one of our enduring strengths.

At the same time, the environment surrounding the Nittetsu Mining Group is changing significantly. FY2026 marks the final year of the Third Medium-Term Management Plan and a year for building the foundation for the Fourth Medium-Term Management Plan, which begins in FY2027. To realize our Long-Term Vision for FY2033, it is essential that we advance our management and human resources strategies in an integrated manner.

At the core of this effort is our new human resources system, which we are currently designing for implementation in April 2027. The new system is being developed based on four human resources policies derived from an analysis of our current situation. With human resources system reform positioned as our highest priority, we will also align the various elements of human resources management, including workforce planning, recruitment, development, and placement, as an interconnected set of initiatives.

We will review the fundamental framework of our human resources system, including job grades, compensation, bonuses, and performance evaluations, while creating an environment in which each and every employee can work with confidence and fully demonstrate their capabilities. By advancing both systems and organizational culture and mindset as two mutually reinforcing pillars, we aim to transform ourselves into an organization in which employees can take on challenges with a sense of pride and unity. This is the foundation of our human resources system reform.

As we continue to ask ourselves what we should preserve and what we should change, we are advancing reforms designed to unlock the full potential of our people and organization.

Our Four Human Resources Policies

Our reform began with an honest assessment of where we stand today. Building on the values we must preserve, while boldly reassessing those aspects that no longer fit the times, we established four Human Resources Policies based on this approach.

1. To Remain an Organization Where Employees Can Work with Confidence over the Long Term

Given the large-scale, long-term nature of our businesses, the ability of employees to accumulate and pass on knowledge and expertise over many years is directly linked to business stability. For this reason, we are reassessing the strengths of seniority-based elements in our system, particularly the sense of security it provides employees and the environment it creates for developing people from a long-term perspective. At the same time, for managerial positions, we will review our compensation framework to better reward high-performing employees and further enhance their motivation.

2. Foster a Sense of Unity across Professional Boundaries

One of our strengths lies in the expertise we have accumulated by operating our own mining sites rather than relying on external partners. At the same time, within our organization, boundaries between different job categories have become an issue that we need to overcome in order to foster a greater sense of unity and further harness the collective strengths of our organization.

We are therefore considering ways to unify our human resources systems wherever possible, including the introduction of a common job-grade framework across different job categories. Through these reforms, we aim to build an organization in which employees respect one another's expertise and work together across professional boundaries.

3. Make Performance Evaluation a Tool for Executing Our Strategy and Realizing Our Desired Organization

Our current performance evaluation system is not necessarily aligned with our strategies or the organization we aspire to become, and does not always provide employees with a sufficient sense of fairness and acceptance. We will therefore redesign the system to incorporate goal setting linked to our management and business strategies, while also recognizing and rewarding employees who embody the Values to be established this fiscal year (see p. 09).

4. Fulfill Our Accountability and Foster Greater Understanding and Acceptance

Over time, our human resources system has become somewhat complex as a result of successive improvements, making the link between employees' efforts, performance evaluations, and rewards less clear. We will redesign the overall framework to make it simpler and more transparent, while disclosing information as openly as possible to fulfill our accountability to employees. This approach is also aligned with the Group-wide direction of enhancing human capital disclosure.

Changing to Better Support Our Employees

In introducing the new human resources system, we are placing particular importance on employee understanding and acceptance, carefully considering each aspect of the system through ongoing dialogue with employees. We have already received positive feedback from many employees on the direction of the reforms.

Building on our fundamental value of "valuing our employees," we will continue to evolve our human resources system in alignment with our management strategy. Through these efforts, we aim to realize our Management Policy and Long-Term Vision and, in turn, enhance corporate value.

Board Members

(as of September 30, 2026)

Directors (excluding those who are Audit and Supervisory Committee Members)

Representative Director and President
Reiichi Morikawa



Apr. 1986	Joined the Company
June 2012	General Manager of Limestone & Raw Materials Sales Department
June 2015	Corporate Executive and General Manager of Limestone & Raw Materials Sales Department
Apr. 2017	Director and President of Sociedad Contractual Minera Atacama Kozan
June 2017	Director, Responsible for Non-Ferrous Metal & Ore Department, and General Manager of Limestone & Raw Materials Sales Department
Oct. 2017	Director, Responsible for Limestone & Raw Materials Sales Department and Non-Ferrous Metal & Ore Department
June 2019	Managing Director, Responsible for Limestone & Raw Materials Sales Department and Non-Ferrous Metal & Ore Department
Apr. 2021	Representative Director and President (current position)

Director and Managing Corporate Executive
Ken Soda



Apr. 1988	Joined the Company
May 2018	Director and Deputy President of Sociedad Contractual Minera Atacama Kozan
June 2021	Corporate Executive, General Manager of Torigatayama Quarry Complex
June 2023	Corporate Executive, Responsible for Mining Department and Safety Administration Office, and General Manager of Mining Department
Dec. 2024	Corporate Executive, Responsible for Safety Administration Department and Mining Department, and General Manager of Mining Department
June 2025	Director and Corporate Executive, Responsible for Safety Administration Department, Mining Department, and Overseas Mineral Resources Business Department
June 2026	Director and Managing Corporate Executive, Responsible forSafety Administration Department, Mining Department, and Overseas Mineral Resources Business Department (current position)

Director and Corporate Executive
Hiroki Nagata



Apr. 1994	Joined the Company
May 2019	General Manager of General Accounting Department
Apr. 2022	General Manager of Corporate Planning Department
June 2024	Corporate Executive and General Manager of Corporate Planning Department
Apr. 2025	Corporate Executive, Responsible for Corporate Planning Department, and General Manager of Corporate Planning Department
June 2026	Director and Corporate Executive, Responsible for Corporate Planning Department, Legal Department, and General Accounting Department (current position)

Director and Corporate Executive
Takao Asaki



Oct. 2001	Joined the Company
Oct. 2017	Representative Director of Compañía Minera Arqueros S.A.
July 2023	General Manager of Resources Development Department
June 2024	Corporate Executive and General Manager of Resources Development Department
Apr. 2025	Corporate Executive, Responsible for Resources Development Department, and General Manager of Resources Development Department
June 2026	Director and Corporate Executive, Responsible for Information System Department, Resources Development Department, and General Manager of Resources Development Department (current position)

Outside Director
Nobumichi Izumi



Apr. 1977	Joined Nikkei Inc.
Mar. 2011	Executive Officer and Managing Editor of Osaka Head Office, Nikkei Inc.
Mar. 2012	Managing Executive Officer and Managing Editor of Osaka Head Office, Nikkei Inc.
Mar. 2013	Senior Managing Executive Officer and Representative Manager of Nagoya Branch, Nikkei Inc. Director of Nikkei Nagoya Newspaper Printing Center, Inc.
Mar. 2015	Advisor of Nikkei Inc.
June 2015	Executive Research Director of Japan Center for Economic Research
Mar. 2018	Honorary Member of Nikkei Inc.
June 2019	Director of the Company (current position)

Outside Director
Kenichi Itakura



Apr. 2002	Professor, Department of Information and Electronic Engineering, Muroran Institute of Technology
Apr. 2004	Vice President, Muroran Institute of Technology
Apr. 2012	Director, Center of Environmental Science and Disaster Migration for Advanced Research, Muroran Institute of Technology
Aug. 2012	Director, Mikasa Potential Coal Energy Research Facility, Muroran Institute of Technology
Oct. 2016	Director, Mikasa Underground Gasification Coal Mine, Muroran Institute of Technology
Apr. 2019	Specially Appointed Professor, Graduate School, Division of Engineering, Muroran Institute of Technology (current position)
May 2019	Emeritus Professor of Muroran Institute of Technology
June 2021	Director of the Company (current position)

Directors who are Audit and Supervisory Committee Members

Outside Director
Yuko Aoki



Apr. 1994	Registered as Attorney-at-Law Joined Shigetaka Arai Law Office
Apr. 1999	Joined Aoki Law Office
Apr. 2004	Joined Litigation Department, Tokyo Legal Affairs Bureau, Ministry of Justice
Apr. 2009	Joined Shin-Yotsuya Law Offices (current position)
Apr. 2021	Vice Chairman, Daini Tokyo Bar Association Managing Director, Japan Federation of Bar Associations
June 2022	Director of the Company
June 2023	Director of the Company(Audit and Supervisory Committee Member) (current position)

Outside Director
Noriko Michimata



Sep. 2002	Visiting Assistant Professor (Counselor) of Student Healthcare Center, Tokyo Institute of Technology (presently Institute of Science Tokyo)
Aug. 2008	Visiting Professor (Counselor) of Student Healthcare Center, Tokyo Institute of Technology (presently Institute of Science Tokyo)
Mar. 2013	Specially Appointed Professor (Counselor) of Student Healthcare Center, Tokyo Institute of Technology (presently Institute of Science Tokyo)
Apr. 2021	Professor, Vice Director, Head of Student Guidance and Accessibility Section of Student Support Center, Diversity Promotion Office and Head of Disability and others Inclusion Section, Tokyo Institute of Technology (presently Institute of Science Tokyo)
Oct. 2024	Professor, Vice Director, Head of Student Guidance and Accessibility Section of Ookayama Campus Student Support Center, Head of Disability and others Inclusion Section of DE&I Section, Institute of Science Tokyo
Apr. 2025	Specially Appointed Professor of Ookayama Campus Student Support Center, Institute of Science Tokyo (current position)
June 2025	Director of the Company(Audit and Supervisory Committee Member) (current position)

Director
Seiji Yasuda



Apr. 1986	Joined the Company
June 2013	General Manager of General Accounting Department
June 2016	Managing Director of Hachinohe Mining Co., Ltd.
June 2019	Standing Audit & Supervisory Board Member of the Company
June 2023	Director(Standing Audit and Supervisory Committee Member)(current position)

Corporate Executives

Managing Corporate Executive
Responsible for Machinery & Environmental Sales Department and Research & Development Department
Masanobu Kawata

Corporate Executive
Responsible for General Administration Department and Business Continuity Management Office, General Manager of General Administration Department
Tsutomu Nomura

Corporate Executive
General Manager of Torigatayama Quarry Complex
Tomohiro Saito

Corporate Executive
Responsible for Internal Audit Department and Human Resources Department, General Manager of Internal Audit Department
Masayuki Kikuchi

Corporate Executive
Responsible for Limestone & Raw Materials Sales Department, and General Manager of Limestone & Raw Materials Sales Department
Kazuhiro Yoneyama

Corporate Executive
Responsible for the Arqueros Mine Development Project
Ryuji Kudo

Corporate Executive
Responsible for Non-Ferrous Metal & Ore Department, and General Manager of Overseas Mineral Resources Business Department
Shinichiro Mita

Skills matrix for Directors (as of June 26, 2026)

Name	Years in office	Nomination & Remuneration Committee	Sustainability Committee	Attendance at Board of Directors meetings	Position	Reasons for appointment	Corporate management/ Sustainability	Internationality	Business strategy/ Sales/ Marketing	Mining engineering/ Safety environment	Research & development	Legal/Risk management	Finance/ Accounting	Human resources/ Human resource development
Reiichi Morikawa	9	○	◎	16/16 (100%)	Representative Director and President	Reiichi Morikawa has accumulated numerous achievements and abundant experience in sales departments, gained the experience of working overseas, and possesses a high level of discernment for corporate management as a whole. At the same time, he has led the Company's management as Representative Director since 2021, and has worked to achieve the Group's sustainable growth and enhance corporate value over the medium to long term. The Company judges that he will continue to appropriately fulfill his duties and obligations.	●	●	●					●
Ken Soda	1		○	13/13 (100%)	Director and Managing Corporate Executive	Ken Soda has accumulated numerous achievements and abundant experience in technical departments, gained the experience of working overseas, and possesses a high level of discernment for corporate management as a whole. The Company judges that he will appropriately fulfill his duties and obligations as Director.	●	●		●				
Hiroki Nagata	–		○		Director and Corporate Executive	Hiroki Nagata has accumulated numerous achievements and abundant experience in corporate departments, and possesses a high level of discernment of corporate management as a whole. The Company judges that he will appropriately fulfill his duties and obligations as Director.	●		●			●	●	
Takao Asaki	–		○		Director and Corporate Executive	Takao Asaki has accumulated numerous achievements and abundant experience in resources and technical development departments, gained the experience of working overseas, and possesses a high level of discernment for corporate management as a whole. The Company judges that he will appropriately fulfill his duties and obligations as Director.	●	●		●				
Nobumichi Izumi	7	◎		16/16 (100%)	Outside Director	Nobumichi Izumi has provided advice on the overall management of the Company from his broad perspective, based on his abundant experience as manager over many years, the experience of working overseas, and a high level of discernment gained in a private research organization. The Company judges that he will continue to contribute to the enhancement of corporate governance and increased transparency in management.	●	●						
Kenichi Itakura	5	○		16/16 (100%)	Outside Director	Kenichi Itakura has provided advice on the overall management of the Company from his academic perspective, based on the highly specialized knowledge he has cultivated as an academic in the field of resource development engineering over many years and his abundant experience regarding the safety of mining, pioneering research experience that quickly incorporated information engineering into resource development engineering, and his experience working overseas. The Company judges that he will continue to contribute to enhanced risk management for the Company's technical departments and expanded supervision of business execution.		●		●	●			
Yuko Aoki	4	○		16/16 (100%)	Outside Director (Audit and Supervisory Committee Member)	Yuko Aoki has provided opinions and advice on the overall management of the Company from the perspective of corporate legal affairs, based on the highly specialized knowledge she has cultivated as an attorney-at-law over many years and her abundant work experience. The Company judges that she will continue to contribute to the enhancement of the audit system.						●	●	
Noriko Michimata	1	○		13/13 (100%)	Outside Director (Audit and Supervisory Committee Member)	Noriko Michimata possesses highly specialized knowledge and broad experience gained as a clinical psychologist, a counselor for harassment victims, and Head of the DE&I support section. The Company judges that she will contribute to the enhancement of corporate governance by providing opinions and advice to the Company from the perspective of human capital utilization, DE&I, and risk management based on her aforementioned expertise and diverse experience.						●		●
Seiji Yasuda	7		○	16/16 (100%)	Director (Standing Audit and Supervisory Committee Member)	Seiji Yasuda possesses in-depth knowledge of finance and accounting, abundant experience as a manager, and insight about overall business management. The Company judges that he will continue to appropriately fulfill his duties and obligations as Director who is an Audit and Supervisory Committee Member going forward.	●					●	●	

Notes: 1. The chairs of the Nomination & Remuneration Committee and the Sustainability Committee are marked with double circles. 2. Years in office represents the total number of years served, including the current term and previous service as an Outside Director or Audit & Supervisory Board Member.
3. In addition to the members listed above, the Sustainability Committee also includes Managing Corporate Executive Masanobu Kawata and Corporate Executives Tsutomu Nomura, Tomohiro Saito, Masayuki Kikuchi, Kazuhiro Yoneyama, Ryuji Kudo, and Shinichiro Mita.
4. Attendance at Board of Directors meetings listed reflects the actual attendance for FY2025.

Reasons for selecting each skills matrix item

Item	Reasons for selection
· Corporate management · Sustainability	The ability to holistically oversee resource allocation over the medium to long term, grounded in management policy and considering stakeholder expectations, within the complex management environment surrounding mining operations.
· Internationality	The ability to identify risks and opportunities from diverse perspectives—such as geopolitics, supply chains, market conditions, and culture—and to make global management decisions and oversee operations as the Company shifts its growth focus overseas.
· Business strategy · Sales · Marketing	The ability to accurately assess risks and opportunities arising from changes in the external environment—such as marketability and technological innovations—and to oversee strategic execution while pursuing the goal of becoming an integrated mineral resources company by developing multiple types of minerals and engaging in business areas originating from mining operations, such as machinery and the environment.
· Mining engineering · Safety environment	The ability to oversee the development of the necessary technologies for each stage—exploration, development, and operations—and to evaluate and adopt external technologies, as the difficulty of these activities continues to increase. Also, amid the increasing difficulty of ensuring safety, the ability to properly oversee security.
· Research & development	The ability to holistically oversee, across short-, medium-, and long-term timeframes, the transformation of existing businesses, the discovery of new ventures, and research and development contributing to reduced environmental impact.
· Legal · Risk management	The ability to prevent legal risks proactively and stably support global business operations by understanding differences in laws and regulations in different countries and regions, and overseeing the development and operation of internal controls and compliance systems.
· Finance · Accounting	The ability to appropriately assess and oversee medium- to long-term capital efficiency and the improvement of corporate value in new and existing business fields.
· Human resources · Human resource development	The ability to holistically oversee, whether human resource strategies, such as developing and discovering talent to support medium- to long-term growth, enhancing engagement, and promoting diversity, are aligned with business strategy.

Composition of the Board of Directors and Audit and Supervisory Committee in FY2026

We believe it is important that our Board of Directors and Audit and Supervisory Committee comprise members with diverse perspectives, diverse experience, and both diverse and advanced skills to supervise business execution and make important decisions.

Name	Executive	Outside/Independent	Audit and Supervisory Committee Member	Gender
Reiichi Morikawa	●			Male
Ken Soda	●			Male
Hiroki Nagata	●			Male
Takao Asaki	●			Male
Nobumichi Izumi		●		Male
Kenichi Itakura		●		Male
Yuko Aoki		●	●	Female
Noriko Michimata		●	●	Female
Seiji Yasuda			●	Male



Growing Further While Valuing People

Noriko Michimata
Outside Director (Audit and Supervisory Committee Member)

——Could you tell us about your career background and areas of expertise?

At Tokyo Institute of Technology (now Institute of Science Tokyo), I worked as a faculty member, primarily engaged in counseling services, harassment prevention training, and serving on research ethics review committees. I also held leadership positions as Director of the Student Counseling Center and Head of the Disability Inclusion Support Division within the DE&I Promotion Office.

When people hear the word “counseling,” they may simply think of listening to clients’ concerns. However, many of the challenges faced by faculty members and graduate students stem from interpersonal relationships and the research environment within laboratories. Addressing these issues requires serving as a bridge between students and faculty members and negotiating adjustments to the surrounding environment. In essence, it is about creating the conditions necessary for individuals to perform at their best.

Nothing is more rewarding than seeing individuals who were once struggling regain their confidence, thrive, and achieve success after the environment around them has been improved. Witnessing such positive transformations has been one of the most fulfilling aspects of my career.

As Head of the Barrier-Free Support Office, I promoted reasonable accommodations for students with disabilities. Disability encompasses a wide range of conditions, including progressive illnesses. For example, when a student’s hearing or vision gradually declines, it is essential to provide flexible support tailored to their changing needs, such as adjusting the font type and size of educational materials or offering assistive listening solutions that match their level of hearing. The goal is to ensure that all students have access to an equivalent educational experience.

While such efforts may appear to be one-sided support, they have often become catalysts for innovation among surrounding students, particularly those in science and engineering disciplines. By considering what kinds of devices, technologies, or functions are needed to address these challenges, students are inspired to develop new equipment, ideas, and solutions. In some cases, students with exceptional talents, such as programming skills strong enough to compete at the highest levels internationally, may nevertheless require support in communication. By providing appropriate assistance, individuals are better able to realize their full potential, and the organization as a whole grows stronger through the contributions of diverse talent.

Subsequently, I was involved in developing DE&I guidelines and conducting Faculty Development (FD) programs*. This initiative was carried out in close collaboration with an executive staff member who had experience working at the United Nations. Together, we studied DE&I initiatives from around the world and carefully examined which approaches would be most appropriate for our university. It was an extremely valuable and meaningful undertaking.

During discussions with this colleague, I was particularly struck by stories about Sadako Ogata, who was known for her unwavering commitment to treating every individual with fairness and respect, regardless of nationality or position. That perspective has remained with me ever since. I believe that promoting DE&I represents one of the most advanced forms of organizational management, uniquely human in nature, where an organization can move forward collectively while respecting the individuality of each person. Achieving this to the fullest extent requires creativity and thoughtful management, especially when operating with limited resources.

As an Outside Director, I hope to contribute particularly to strengthening governance, enhancing risk assessment and response, and supporting the growth and development of human capital.

——What are your impressions of Nittetsu Mining and its Board of Directors?

I vividly remember my first Board of Directors meeting. As each business report was presented, there were moments when I felt uncertain because I was still unfamiliar with the Company’s operations. Noticing this immediately, the President took the initiative to provide clear and thoughtful explanations. It was the first time in my career that I found myself on the receiving end of such consideration and support.

I felt deeply grateful, and at the same time, I developed a strong desire to contribute to the Company in any way I could. It was also the moment when I truly understood the sentiments often expressed by students who had received

* Faculty Development (FD): Organizational initiatives aimed at enhancing university faculty members’ teaching capabilities and improving course content and teaching methods. In recent years, key focus areas have also included research ethics, student support, harassment prevention, and the promotion of DE&I.

support themselves and would say, "One day, I want to become someone who can help others."

In the months that followed, I received detailed briefings from each department and had the opportunity to visit a number of operating sites, including the Torigatayama Mine, Hachinohe Mine, Atacama Copper Mine, Arqueros Copper Mine, Puquios Copper Project, and the Ogiri and Shiramizugoe geothermal areas in Kirishima City. I also visited Oyamazumi Shrine, where the Company has erected a memorial monument dedicated to those associated with its history who have passed away. There, I shared in a moment of prayer for both safety in the mountains and remembrance of those who came before us.

Through these experiences, I came to view Nittetsu Mining as a resource company whose core business is mining and whose greatest strengths lie in the strong sense of unity among its employees and their deep passion for mining. I have tremendous respect for the perseverance required to work with natural resources every day and for the sense of responsibility demonstrated by those who support operations under diverse and often challenging conditions.

The Company continuously undertakes efforts aimed at long-term growth, including the ability to discover new mineral deposits under complex conditions both in Japan and overseas, rigorous evaluation and selection of projects, contributions to local communities, environmental stewardship, and technological innovation. I am also paying close attention to the Company's safety initiatives. While the incidence of workplace accidents tends to be relatively higher among older workers, I believe that factors beyond age are often involved, and I look forward to further analysis that will help identify the underlying causes and strengthen preventive measures.



At the mining site of the Torigatayama Quarry Complex during a site visit



In front of the mining office at the Atacama Mine during a site visit

The Board of Directors, as well as subsequent off-site meetings, are characterized by open and active discussions. When potential risks arise, response policies are deliberated promptly, and progress is reported and shared in a timely manner. Furthermore, ongoing discussions are held regarding preventive measures and the avoidance of recurrence, which I believe demonstrates the effectiveness of the Company's monitoring framework.

For my part, I seek to ensure that risk responses are not limited to a single perspective but are developed through multiple, overlapping layers of consideration. From this standpoint, I believe the Company maintains a high level of management transparency and sound governance.

——What are your expectations for the Company's management and business, what challenges do you foresee going forward, and how do you see your own role?

The Ministry of Economy, Trade and Industry (METI) has recently introduced new guidelines that emphasize not only improving ROE but also enhancing long-term corporate value through investments in people and productive assets. From this perspective, I view the initiatives already underway at Nittetsu Mining, including human resources system reforms, safety-focused capital investments, growth investments such as copper mine development projects, and efforts to strengthen communication both inside and outside the Company, as concrete examples of putting these principles into practice.

Given the current business environment, securing and retaining talented people has become increasingly challenging. One of the Company's most important issues is how to successfully pass on the valuable technologies, expertise, and know-how that have been cultivated over many years. To achieve this, more flexible employment and talent management systems will be required. In particular, I believe that developing the next generation of managers and executive leaders will be critical to the Company's long-term success.

The concept of psychological safety is rooted in the principles of "acceptance" and "active listening" found in clinical psychology. A sincere willingness to listen to others enables organizations to identify early warning signs before they develop into significant risks and to share such information effectively across the organization.

I believe that the leaders who will guide the Company into the future are those who possess not only the advanced technical expertise, attention to detail, and long-term perspective required in the resource business, but also the ability to understand and support the circumstances and needs of individual employees. Like Sadako Ogata, whom I mentioned earlier, they should demonstrate fairness and refrain from judging people based on personal preferences or preconceived notions. Such qualities are essential for outstanding leadership.

The presence of strong leaders contributes not only to higher employee retention but also to the successful transfer of valuable knowledge and technical expertise to future generations. With these considerations in mind, I strive to make an active contribution through the Nomination and Compensation Committee and to support the Company's sustainable growth and long-term value creation.

——Please share a message for our shareholders and investors.

At meetings of the Outside Directors and Audit & Supervisory Board Members, we engage in active discussions regarding the future of the Nittetsu Mining Group. These discussions cover a wide range of topics, from capital allocation and balance sheet management, including share repurchases, to proposals for new business initiatives that will support the Company's future growth.

We have also put forward various ideas, such as creating opportunities for employees to freely envision and share what they would like the Company to become by 2033. I believe that encouraging such dialogue is important for fostering a shared sense of purpose and strengthening the foundation for long-term growth.

Going forward, we will strive to ensure that our commitment to enhancing corporate value in line with the long-term nature of our businesses is reflected not only in our words but also in our actions. As an Outside Director, I will continue working to meet the expectations of all stakeholders and contribute to the Company's sustainable growth and long-term value creation.

Corporate Governance

We make proactive efforts to establish organizations capable of swiftly and appropriately responding to changes in the business environment, and management systems to equip the Company to execute decisions with the utmost fairness and transparency. We will continue efforts to establish, enhance, and ensure the effectiveness of a shared internal understanding of the importance of corporate governance, and are committed to becoming a company worthy of the trust of shareholders, users, and local communities.

Basic approach

Nittetsu Mining is committed to continuously fulfilling its crucial responsibility of supplying raw materials to key industries in the future. At the same time, we strive to achieve sustainable growth and enhance corporate value over the medium to long term to contribute to the mutual prosperity of our stakeholders, including shareholders, business partners, local communities, and employees. We are also focused on strengthening corporate governance to support these goals.

Nittetsu Mining's Basic Policy on Corporate Governance (Japanese version only)

https://www.nittetsukou.co.jp/ir/governance/pdf/policy.pdf

Our corporate governance is built on the following five key principles:

1. Ensure the rights of shareholders and substantive equality.
2. Consider the interests of diverse stakeholders and strive for appropriate collaboration.
3. Disclose information appropriately to ensure transparency.
4. Directors recognize their fiduciary responsibility to shareholders and fulfill their roles and duties accordingly.
5. Engage in constructive dialogue with shareholders.

System

Our corporate governance structure functions effectively through oversight by the Board of Directors, audit activities by the Audit and Supervisory Committee, and internal audits conducted by a cross-functional audit team led by members of the Internal Audit Department.

Board of Directors

In principle, the Board of Directors holds regular monthly meetings and ad-hoc meetings as needed to make decisions on matters required by law, important management matters, and the like, and to supervise the execution of the Company's business operations and the management of its subsidiaries. The Board of Directors presently comprises a total of nine members (five Internal Directors, four Outside Directors) and is chaired by the President.

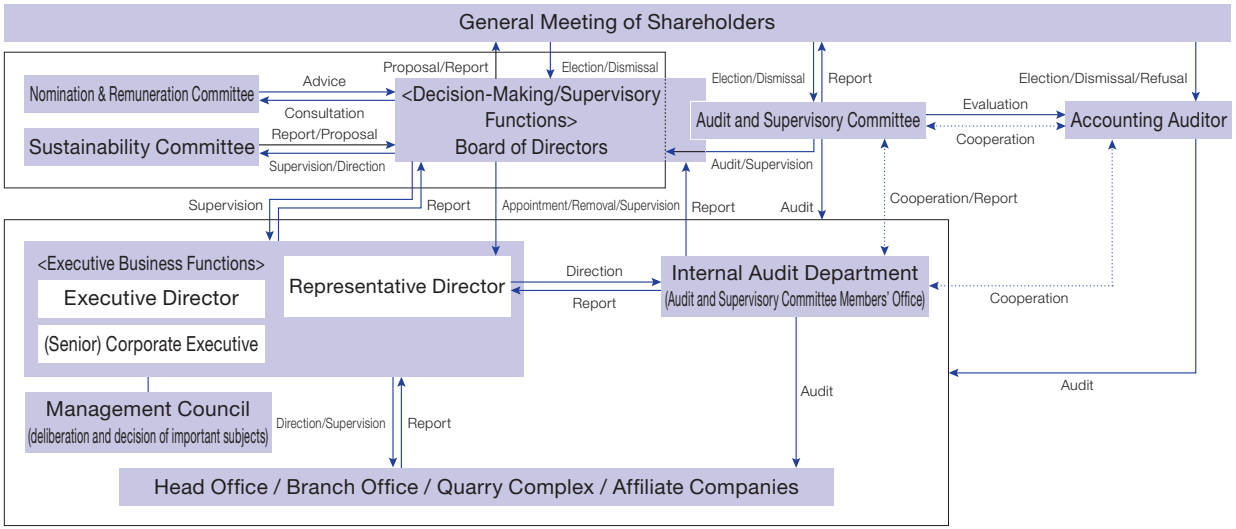
Audit and Supervisory Committee

Audit and Supervisory Committee conducts audits in cooperation with the Audit and Supervisory Committee Member's Office based on the audit plan determined by the committee. The committee presently comprises one Internal Director who is a standing member with in-depth knowledge of finance and accounting, and two Outside Directors with expertise in their respective fields. The two Outside Directors are a scholar and an attorney, and have provided insightful views and observations based on their plentiful knowledge and experience.

Given that the role of the Audit and Supervisory Committee is becoming increasingly important, we have conducted effectiveness evaluations of the Audit and Supervisory Committee since FY2024. We conducted a questionnaire-format self-assessment survey for Audit and Supervisory Committee Members. Based on the collected opinions, the Audit and Supervisory Committee conducted extensive discussions and ultimately concluded that the committee is generally functioning effectively.

Furthermore, the issues identified in this effectiveness evaluation will be reflected in future audit activities, and we will strive to ensure the effectiveness of further audits and other activities.

Organizational chart (as of June 26, 2026)



Web Corporate Governance https://www.nittetsukou.co.jp/eng/ir/governance/

Board of Directors effectiveness evaluation

We have conducted an annual evaluation of the effectiveness of our Board of Directors since 2019 as part of our efforts to continuously enhance the Board's effectiveness.

In FY2023, we engaged an independent third party to conduct a Board effectiveness evaluation, which is scheduled to be undertaken once every three years.

In FY2025, all directors, including Audit and Supervisory Committee Members and Outside Directors, completed a self-assessment questionnaire. Based on the responses received, the Board was assessed positively overall, and we recognize that the effectiveness of the Board of Directors is appropriately maintained.

Initiatives to Enhance Board Effectiveness

At the Board of Directors meeting held in April 2026, the Company reviewed the status of measures taken to address issues identified in the previous year's evaluation. Based on the results of the questionnaire survey, the Board also discussed, analyzed, and evaluated its effectiveness.

Questionnaire Items

- Composition, Operation, and Deliberations of the Board of Directors
- Supervisory Function of the Board of Directors
- Performance of Internal Directors
- Performance of Outside Directors
- Support System for Directors
- Dialogue with Investors and Shareholders
- Operation of the Nomination and Compensation Committee
- Other Matters Related to Overall Board Effectiveness

Key Issues Identified and Actions Taken

	Key Issues Identified	Actions Taken
FY2022	Ensuring Opportunities for More Open and Constructive Exchange of Views	・Following the transition to a Company with an Audit and Supervisory Committee in June 2023, part of the Board's decision-making authority regarding business execution was delegated to directors in order to promote more active discussions on the Company's management strategies at Board meetings. ・In addition, off-site meetings continued to be held after Board meetings, providing opportunities for Board members to engage in open and constructive discussions and exchange views freely.
FY2023	Diversity, including gender diversity, within the Board of Directors and the Company as a whole	Improvements have been observed through the appointment of a new female Outside Director in June 2025, enhanced recruitment of diverse talent, including women, non-Japanese nationals, and mid-career hires, and initiatives that actively support employee capability development in line with the Company's human resource development policy. We will continue to proactively promote diversity across the Board of Directors and the Company as a whole.
FY2024	Further Enhancement of Reporting to the Board of Directors on ESG Initiatives and SDGs Efforts	・Overall, positive evaluations were received, with this questionnaire item scoring above the average of all items in the current year's Board effectiveness evaluation. ・In addition, we have enhanced our reporting framework by posting Sustainability Committee materials on the company-wide platform and implementing other related measures.
FY2025	・Appointment of Female Directors from Within the Company ・Review of Matters Submitted to the Board of Directors	With regard to the review of matters submitted to the Board of Directors, we are proceeding with discussions that include clarifying the division of roles between the Management Committee and the Board of Directors, as well as strengthening the Board's deliberation and supervisory functions.

Specific Comments Raised in the Board Effectiveness Evaluation

The following summarizes the key comments raised through the Board effectiveness evaluation without altering their original intent.

- All directors, whether internal or outside directors, actively participate in management meetings, off-site meetings, technical exchange meetings, and other forums, contributing to discussions on the Group's medium- to long-term growth and enhancement of corporate value. In addition, an environment has been fostered in which directors feel comfortable expressing questions and opinions openly at these meetings.

- From the perspective of improving the agility of the Board of Directors, there remains room for further delegation of authority from the Board to individual directors and lower-level committees. At the same time, as such delegation progresses, it will be necessary to establish mechanisms that enable the Board to verify and oversee the appropriate exercise of delegated authority. This should continue to be considered going forward.

- In addition to Board meetings and subsequent off-site meetings, there are various opportunities to participate in other forums where directors can directly exchange views from the perspectives of different stakeholders and their respective areas of responsibility. Such exchanges are considered to be effectively reflected in business operations.

- In addition to gathering information through the review of various materials and site visits, ample opportunities are provided for active dialogue with executives and relevant departments. The Board of Directors is also regarded as having an open environment that enables free and constructive discussions. Furthermore, executive discussion meetings and meetings exclusively for outside directors are held on a regular basis. In particular, many of the recommendations made by outside directors are reflected in business execution, leading to the view that the Board of Directors is functioning effectively.

- The operation of the Board of Directors has continued to evolve year by year in line with the progress of corporate governance reforms. Given the rapidly changing business environment, further enhancement of training opportunities, including joint training programs for directors, is considered necessary.

Executives' remuneration

Directors' remuneration comprises fixed monthly remuneration and performance-linked bonuses and share-based remuneration within the maximum amount of remuneration determined at a General Meeting of Shareholders. Our basic policy when determining monthly remuneration for individual Executive Directors is to set appropriate amounts commensurate with their responsibilities. In pursuit of sustained growth and improving our corporate value over the medium to long term by continuously expanding our earning capacity in our main business activities, we also offer performance-linked remuneration and share-based remuneration, and our basic policy is to use consolidated operating profit as the performance indicator for the former, and to offer the latter to encourage further sharing of values with shareholders.

Remuneration for Executive Directors comprises fixed basic remuneration, performance-linked remuneration based on single-year consolidated operating profit and the operating profit target achievement rate during the three-year Medium-Term Management Plan period, and share-based remuneration commensurate with position. As for remuneration for Directors who are Audit and Supervisory Committee Members and Outside Directors, we only pay monthly remuneration because they are tasked with monitoring and supervising the management of the Company from a neutral, objective standpoint.

Notably, amounts of remuneration for individual Directors (excluding Directors who are Audit and Supervisory Committee Members) are determined by resolution of the Board of Directors. In the course of deliberating and resolving proposals on Directors' remuneration, the Nomination & Remuneration Committee discusses the proposals from a neutral, objective standpoint and reports the results of their discussions to the Board of Directors, which then makes decisions based on the committee's views.

Amounts of remuneration for individual Directors who are Audit and Supervisory Committee Members are determined by discussion among the Directors who are Audit and Supervisory Committee Members, within the limit of amounts of remuneration approved by the General Meeting of Shareholders.

Classification of total remuneration for Directors in FY2025

Category	Total amount of remuneration by type (Millions of yen)				Number of recipient executives
	Total remuneration (Millions of yen)	Monthly remuneration (fixed remuneration)	Bonus (performance-linked remuneration)	Non-monetary compensation	
Directors other than Audit and Supervisory Committee Members (of which, Outside Directors)	250 (20)	162 (20)	74 (—)	14 (—)	7 (2)
Directors who are Audit and Supervisory Committee Members (of which, Outside Directors)	44 (20)	44 (20)	—	—	4 (3)

Notes: 1. The above figures include one Director and one Outside Director serving as a member of the Audit and Supervisory Committee who stepped down at the conclusion of the 111th Annual General Meeting of Shareholders held on June 27, 2025.
2. The amount paid to Directors does not include employee salaries or bonuses for Directors who concurrently serve as employees.
3. At the 109th Annual General Meeting of Shareholders on June 29, 2023, we introduced a share-based remuneration plan using a trust (non-monetary compensation). The non-monetary compensation amount listed reflects the provision for the period from July 1, 2025 to March 31, 2026, applicable to Directors (excluding Directors who are Audit and Supervisory Committee Members and Outside Directors).
4. The Company abolished the executive retirement benefits system for Directors and Audit & Supervisory Board Members at the conclusion of the 93rd Annual General Meeting of Shareholders held on June 28, 2007.

Dialogue with the Investment Community

We actively promote dialogue and engagement with the investment community, including our shareholders and investors.

Number of Individual meetings with investors and others

FY2023	FY2024	FY2025
31	61	64

President's Small Group Meeting

In March 2026, the Company held its first Small Group Meeting with the President. During the session, five institutional investors shared their questions and candid views, providing valuable feedback and insights.


President's Small-Group Meeting

Sponsored Research Reports and Investor FAQs

Sponsored Research Reports

https://www.nittetsukou.co.jp/eng/ir/library/sponsored_report.html

FAQs following the Announcement of 1H FY25 Financial Results

https://ssl4.eir-parts.net/doc/1515/ir_material_for_fiscal_ym2/197547/00.pdf

Investor FAQs and Case Studies

Q. Nittetsu Mining has two core business pillars, limestone and copper. Will the Company focus its resources primarily on one of these businesses going forward?

A. Both limestone and copper are core pillars of our business. While we view copper as our primary growth driver and intend to focus on our growth investments in that area, the foundation that enables those investments is our limestone business, which generates stable and consistent earnings.
Our strategy is therefore not to choose one business over the other, but rather to leverage the strengths of both. The stable cash flows generated by the limestone business support investment in the growth opportunities presented by the copper business, allowing us to pursue sustainable growth and long-term value creation.

Q. In the future, if steel manufacturers shift from blast furnaces to electric arc furnaces (EAFs), will demand for limestone decline?

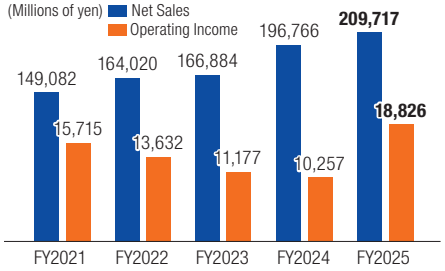
A. We believe that possibility is quite high. Over the medium- to long-term, we expect domestic demand for limestone to gradually decline, and we intend to offset that decrease by expanding exports.
To achieve this, we will leverage the strengths of the Company's largest limestone operation in Japan, the Torigatayama Mine, including its high-quality limestone reserves, advanced marine transportation infrastructure, and reliable supply capabilities.
By fully utilizing these competitive advantages, we aim to further increase limestone exports and maintain the long-term competitiveness of our limestone business.

Q. Are there any key indicators or areas that investors should focus on when assessing the Company's performance?

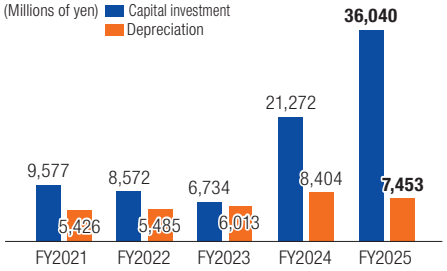
A. In the Nonmetallic Minerals, key indicators include the business performance and production trends of steel and cement manufacturers. In the Metallic Minerals, copper prices and foreign exchange rates are particularly important factors to monitor.

This Integrated Report presents key financial and non-financial data. A more detailed set of ESG data (Japanese version only) is available on our website.
https://www.nittetsukou.co.jp/sustainability/library/esgdata.pdf

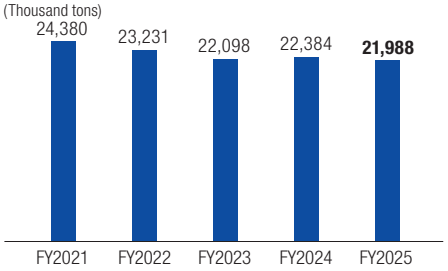
Net Sales / Operating Income



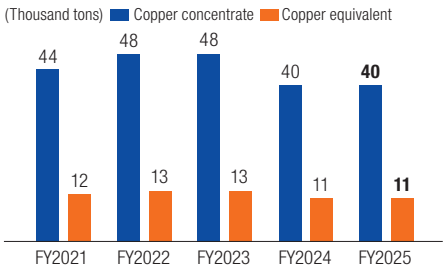
Capital investment / Depreciation



Total limestone production (consolidated)

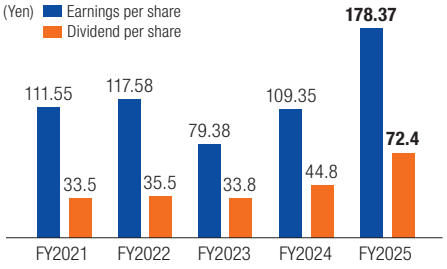


Total copper concentrate production (consolidated)

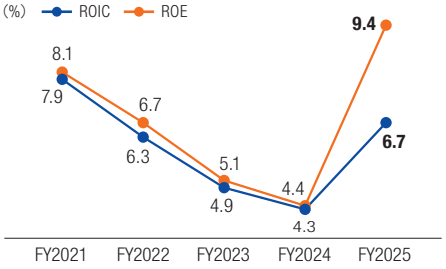


Note: Calendar year totals

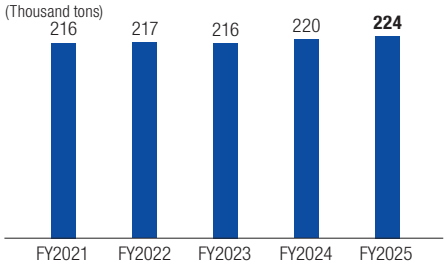
Earnings per share / Dividend per share



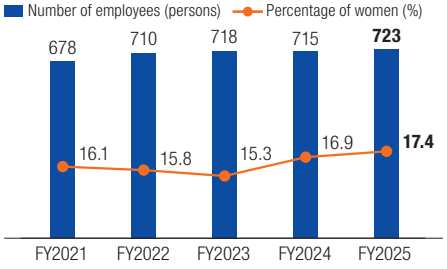
ROIC／ROE



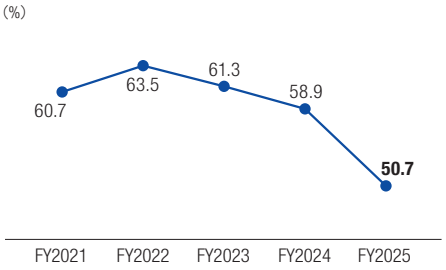
Total sales of POLYTETSU (consolidated)



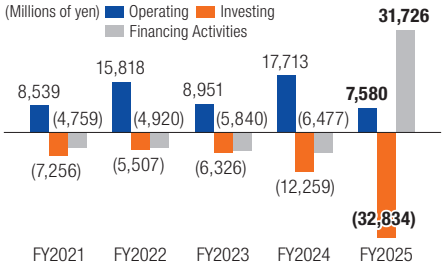
Number of employees/percentage of women (Nittetsu Mining)



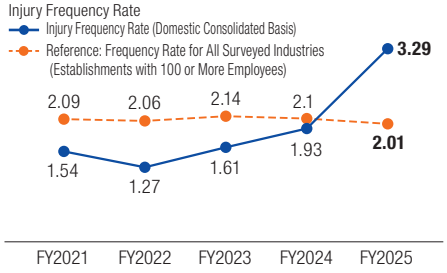
Equity ratio



Cash flows from Operating, Investing and Financing Activities

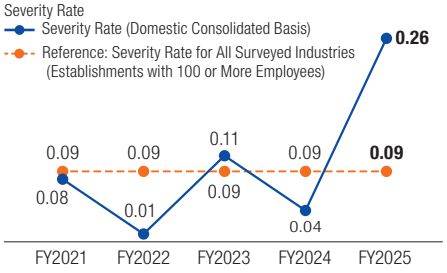


Lost-Time Injury Frequency Rate※1 (Domestic Consolidated Basis※2)



Note 1: Number of occupational injury casualties per one million working hours. This indicator represents the frequency of occupational accidents.
Note 2: Calculated on a calendar-year basis for occupational accidents resulting in one or more days of absence from work. Includes resident contract workers.

Occupational Injury Severity Rate※1 (Domestic Consolidated Basis※2)



Note 1: Number of workdays lost due to occupational injuries per 1,000 working hours. This indicator represents the severity of occupational accidents.
Note 2: Calculated on a calendar-year basis for occupational accidents resulting in one or more days of absence from work. Includes resident contract workers.

Company Data (as of March 31, 2026)

Company name	Nittetsu Mining Co., Ltd.
Date of establishment	May 20, 1939
Representative	Reiichi Morikawa, Representative Director and President
Head office	Yusen Building 6th floor, 3-2, Marunouchi 2-chome, Chiyoda-ku, Tokyo 100-8377 Japan <After the Relocation on September 1, 2026> Otemachi First Square West Tower 21st floor, 1-5-1 Otemachi, Chiyoda-Ku, Tokyo 100-0004, Japan
Capital	4,176 million yen
Business description	Primarily mining (mining and distributing limestone, calcium carbonate, gravel, etc.) in addition to processing, distributing, importing, and exporting copper and other mineral products; purchasing and distributing coal and petroleum products; developing and distributing products and equipment, including machinery and environment-related products; real estate; generating power using renewable energy; etc.
Number of employees	Consolidated 2,175; Nittetsu Mining (non-consolidated) 723

Basic information(as of March 31, 2026)

Securities code	1515
Stock exchange listings	Tokyo Stock Exchange Prime
Business type	Mining business
Share unit	100 shares
Authorized shares	200,000,000 shares
Outstanding shares	80,000,000 shares (including 1,234,477 shares of treasury stock)
Number of shareholders	20,682
Fiscal year	April 1 to March 31
Annual General Meeting of Shareholders	Held in June every year
Record date of Annual General Meeting of Shareholders	March 31
Record date of shareholders eligible for profit dividends	March 31, and September 30 when paying an interim dividend
Shareholder registry administrator Special account administrator	Sumitomo Mitsui Trust Bank, Limited

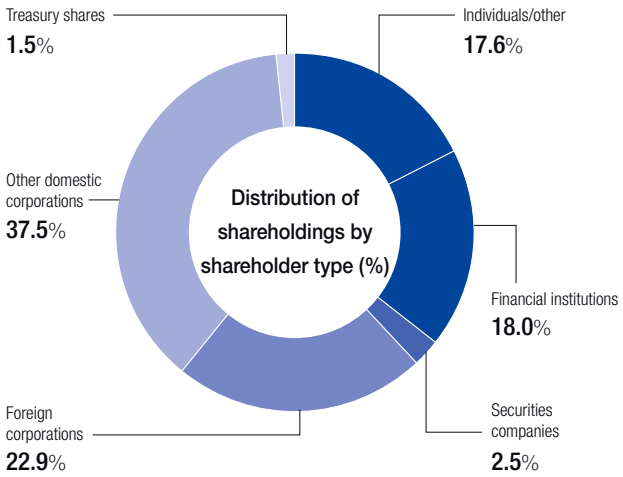
List of locations

List of Offices and Locations

https://www.nittetsukou.co.jp/eng/company/location/

List of Group Companies

https://www.nittetsukou.co.jp/eng/company/group/



Major shareholders

Name	Number of shares held (Thousand shares)	Shareholding ratio(%)
Nippon Steel Corporation	8,129	10.32
THE NORTHERN TRUST COMPANY AVFC S/A CONTINENTAL GENERAL INSURANCE COMPANY	7,626	9.68
The Master Trust Bank of Japan, Ltd. (trust account)	6,413	8.14
Nittetsu Kogyo Shogakukai	6,411	8.14
Aso Corporation	3,937	5.00
Mizuho Bank, Ltd.	2,941	3.73
Sumitomo Mitsui Banking Corporation	1,960	2.49
STATE STREET BANK AND TRUST COMPANY 505223	1,593	2.02
Nittetsu Kogyo Shareholding Association	1,439	1.83
Sumitomo Osaka Cement Co.,Ltd	1,291	1.64

Notes: 1. Shareholding ratio is calculated after deducting treasury stock (1,234,477 shares).
2. Shareholding ratio is rounded off to two decimal places.
3. 5-for-1 share split effective October 1, 2025; the share counts above are presented on a post-split basis.
4. Total of 3,523,190 treasury stock were canceled, effective as of November 28, 2025.