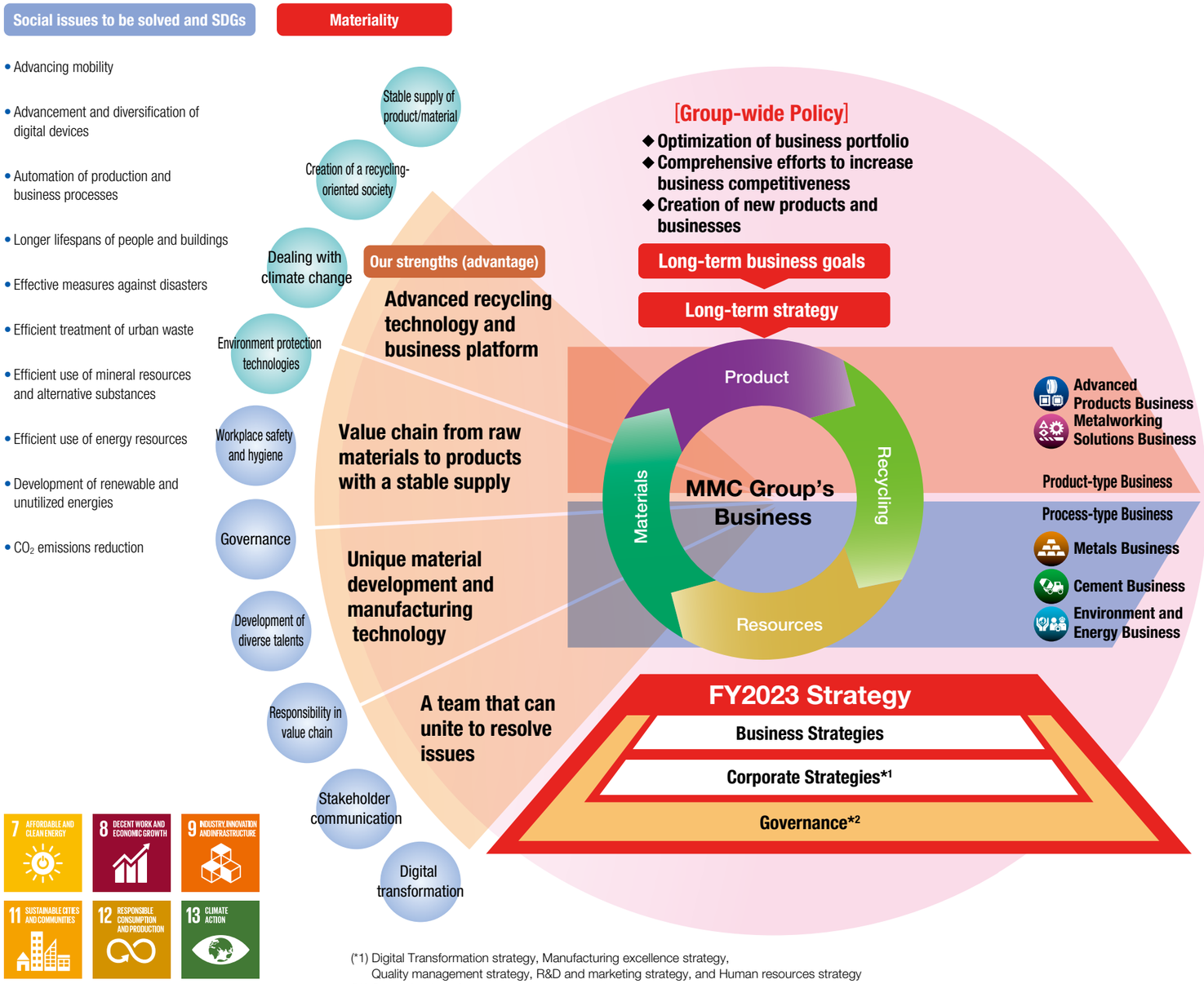
[Value Creation and Performance]

Value Creation Process

The idea at the foundation of value creation at Mitsubishi Materials Group is "Create both social and economic values." As we aim to achieve our vision, we strive to solve social issues and thereby create economic value.



(*1) Digital Transformation strategy, Manufacturing excellence strategy, Quality management strategy, R&D and marketing strategy, and Human resources strategy
(*2) Strengthening of corporate governance and group governance

[Value Creation and Performance]

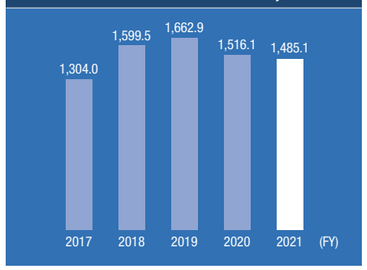
Performance Highlights (Financial/Non-financial)

*Target values are current As of May 14, 2021

Financial Performance (Consolidated)

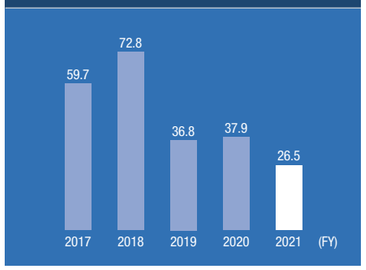
Net sales
(Unit : Billions of yen)

1,485.1



Operating profit
(Unit : Billions of yen)

26.5

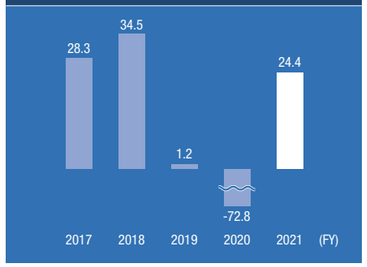


Ordinary profit
(Unit : Billions of yen)

44.5

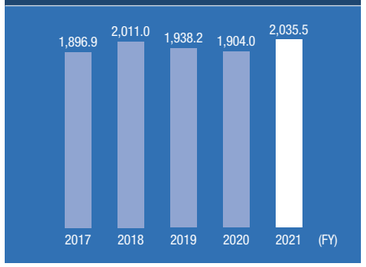
Profit (loss) attributable to owners of parent
(Unit : Billions of yen)

24.4



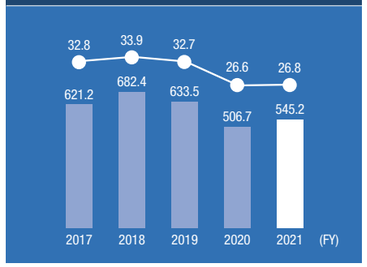
Total assets*
(Unit : Billions of yen)

2,035.5



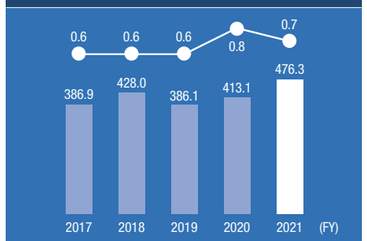
Shareholders' equity / Shareholders' equity ratio*
(Unit : Billions of yen / %)

Shareholders' equity 545.2 Shareholders' equity ratio 26.8



Net interest-bearing debt / Net D/E ratio
(Unit : Billions of yen / times)

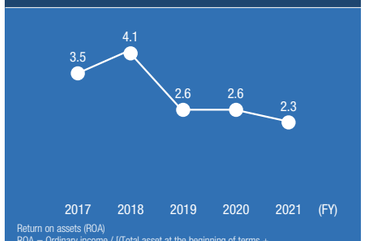
Net interest-bearing debt 476.3 Net D/E ratio 0.7



The Net D/E ratio for fiscal 2021 is after adjusting for hybrid loans.

Return on asset (ROA)*
(Unit : %)

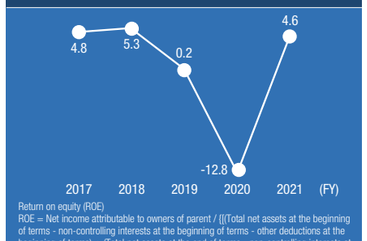
2.3



Return on assets (ROA)
ROA = Ordinary income / [(Total asset at the beginning of terms + total asset at the end of terms) / 2] x 100

Return on equity (ROE)
(Unit : %)

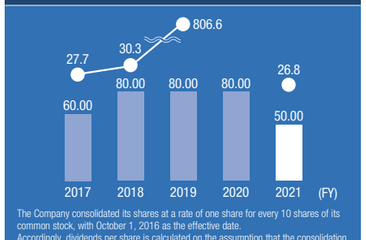
4.6



Return on equity (ROE)
ROE = Net income attributable to owners of parent / [((Total net assets at the beginning of terms - non-controlling interests at the beginning of terms - other deductions at the beginning of terms) + (Total net assets at the end of terms - non-controlling interests at the end of terms - other deductions at the end of terms)] / 2]) x 100

Dividends per share / Dividend payout ratio
(Unit : Yen / %)

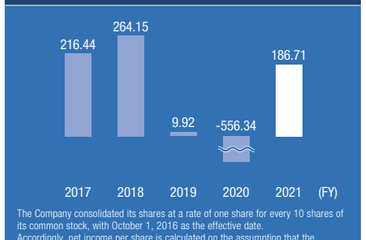
Dividends per share 50.0 Dividend payout ratio 26.8



The Company consolidated its shares at a rate of one share for every 10 shares of its common stock, with October 1, 2016 as the effective date.
Accordingly, dividends per share is calculated on the assumption that the consolidation of its shares was conducted at the beginning of FY2017.

Profit (loss) per share
(Unit : Yen)

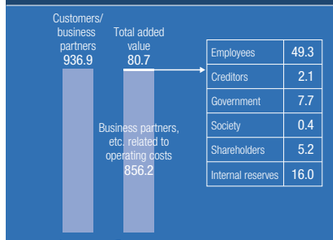
186.71



The Company consolidated its shares at a rate of one share for every 10 shares of its common stock, with October 1, 2016 as the effective date.
Accordingly, net income per share is calculated on the assumption that the consolidation of its shares was conducted at the beginning of FY2017.

Economic added value
(Unit : Billions of yen)

Total added value 80.7



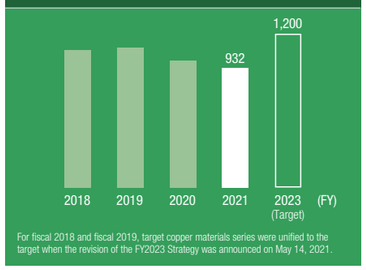
Employees	49.3
Creditors	2.1
Government	7.7
Society	0.4
Shareholders	5.2
Internal reserves	16.0

* The Company has been applying "Partial Amendments to Accounting Standard for Tax Effect Accounting" (ASBJ Statement No. 28 on February 16, 2018) from the beginning of FY2019. Individual figures related to FY2018 have had the accounting standards applied retroactively.

Non-Financial Performance (Non-consolidated unless stated otherwise)

Sales volume of copper materials for new HV/EV (Consolidated)
(Unit : t)

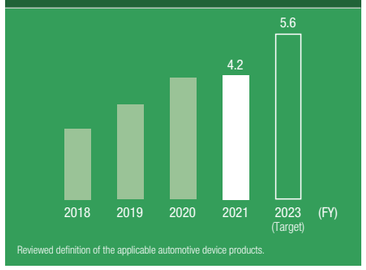
932



For fiscal 2018 and fiscal 2019, target copper materials series were unified to the target when the revision of the FY2023 Strategy was announced on May 14, 2021.

Sales volume of materials for next-generation vehicles and environmentally friendly products (Consolidated)
(Unit : Billions of yen)

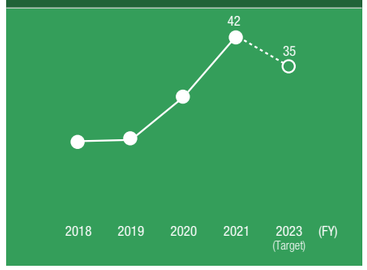
4.2



Reviewed definition of the applicable automotive device products.

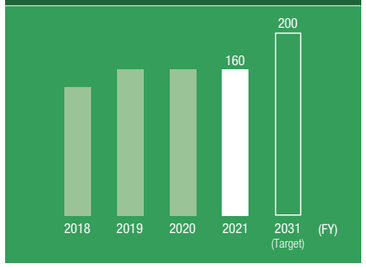
Ratio of recycled tungsten as raw material in cemented carbide tools (Consolidated)
(Unit : %)

42



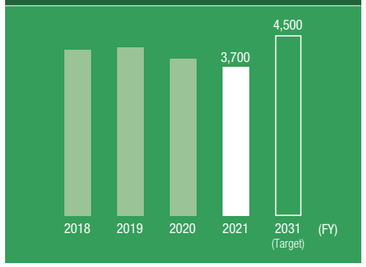
E-Scrap processing capacity (Consolidated)
(Unit : Thousand tons)

160



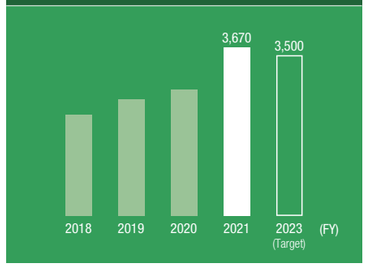
Waste and by-products processing volume in cement production (Consolidated)
(Unit : Thousand tons)

3,700



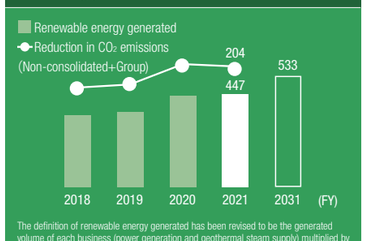
Annual processing volume of home appliance recycling (Consolidated)
(Unit : Thousand units)

3,670



Renewable energy generated*1 / Reduction in CO_2 emissions*2 (Consolidated)
(Unit : Power generated [MWh] / Reduction in CO_2 [thousand tons])

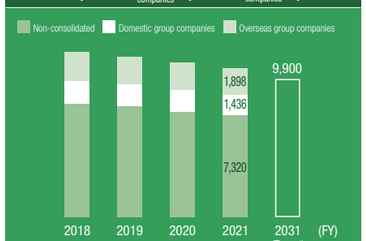
Renewable energy generated 447 Reduction in CO_2 emissions 204



The definition of renewable energy generated has been revised to be the generated volume of each business (power generation and geothermal steam supply) multiplied by the Company's ownership share.

Total greenhouse gas emissions (Scope1 + Scope2)
(Unit : Thousand tons CO_2 equivalent)

Non-consolidated 7,320 Domestic group companies 1,436 Overseas group companies 1,898

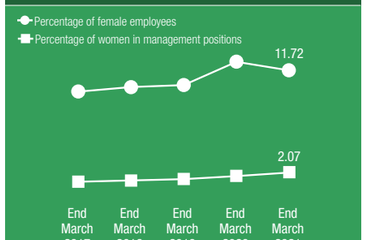


Percentage of recycled raw materials used (Consolidated)
(Unit : %)

Non-consolidated 18.8 Consolidated 2.4

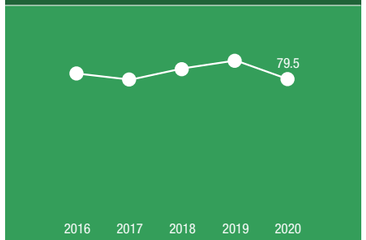
Percentage of female employees / Percentage of women in management positions (Non-consolidated)
(Unit : %)

Percentage of female employees 11.72 Percentage of women in management positions 2.07



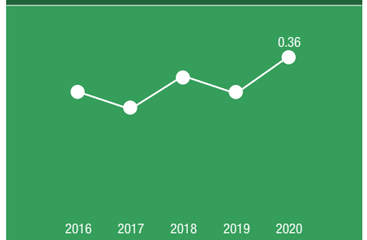
Percentage of paid holidays taken (Non-consolidated union members)
(Unit : %)

79.5



Occupational accident frequency rate (Non-consolidated)
(Unit : %)

0.36



*1 Total amount of steam supplied to geothermal power plants (converted to the amount of generated power) and the amount of power transmitted (amount of power sold) other than steam supply.
*2 Calculated from the amount of transmitted power of each power plant.