



About the Mitsubishi Materials Group

Mitsubishi Materials DNA of Transformation

From the past & into the future.
Mitsubishi Materials will achieve “Transformation for Growth” by meeting social needs that change with the times.

The Mitsubishi Group was born when Tsukumo Shokai, the forerunner of Mitsubishi Materials Corporation, entered the coal and metal mining business.
For nearly 150 years, the Company has supported Japan’s rapid development as it has grown by diversifying its operations and reforming its business structures to meet social needs that changed with the times.
We will continue our tradition of creating new raw materials, products and solutions, and contribute to the sustainable development of society.

1871

► In Step with Modern Japan

► Coals and metals businesses advance

► Business diversified with postwar rebuilding

► Birth and Growth of Mitsubishi Materials



In the possession of Mitsubishi Archives

1871

Tsukumo Shokai

Tsukumo Shokai established Coal mine leased from the Shingu clan in Kishu.

1893

Mitsubishi Goshi Kaisha

Mitsubishi Goshi Kaisha established.

1918

Mitsubishi Mining Company Ltd.

Mitsubishi Mining Company Ltd., established.

1950

Mitsubishi Mining Company Ltd.

Breakup of coal and metal divisions with dissolution of business conglomerates.

1950

Taihei Mining Co., Ltd.

1952

Mitsubishi Metal Mining Company Ltd.

Taihei Mining Co., Ltd. name changed to Mitsubishi Metal Mining Company Ltd.

1973

Mitsubishi Mining & Cement Co., Ltd.

Mitsubishi Mining Company Ltd., Mitsubishi Cement Corp. and Hokoku Cement Corp. merge into Mitsubishi Mining & Cement Co., Ltd.

1973

Mitsubishi Metal Corporation

Mitsubishi Metal Mining Company Ltd. name changed to Mitsubishi Metal Corporation

1990

Mitsubishi Materials Corporation

Merger of Mitsubishi Metal Corporation and Mitsubishi Mining & Cement Co., Ltd. Birth of Mitsubishi Materials Corporation

Mitsubishi Materials founded.

1991

Tsukuba Plant established.

1995

MMC Tools (Thailand) Co., Ltd. established.

1996

PT. Smelting (Indonesia) Gresik Smelter and Refinery established, marking the Company's entry into the copper smelting business.

1998

Ube-Mitsubishi Cement Corp. established.

1999

Business of home appliance recycling commenced.

2012

Robertson's Ready Mix, Ltd. (USA) made a wholly-owned subsidiary.

2014

MMC Electronics Lao Co., Ltd. established.

2015

Hitachi Tool Engineering, Ltd. made a consolidated subsidiary and name changed to Mitsubishi Hitachi Tool Engineering, Ltd.

2016

Second E-Scrap Center completed at Naoshima Smelter & Refinery. E-Scrap receiving and processing expanded to achieve the leading share of the world market.

2016

MM Metal Recycling B.V. established in the Netherlands; collection of E-Scrap from the European region expanded.

2017

Luvata Special Products Division acquired, expanding the copper & copper alloy products business.

2017

TianJin LingYun Tool Design Co., LTD. renovated, strengthening the technical support provided for cutting work.

2017

Kitakyushu Ash Recycle Systems Co., Ltd. established.

2018

New Energy Fujimino Co., Ltd. established.

2019

Yuzawa Geothermal Power Generation Corporation's Wasabizawa Geothermal Power Station commenced commercial operation.

2019

Became a Company with a Nomination Committee.

2020

Merged with Mitsubishi Shindoh Co., Ltd., and established Wakamatsu Plant and Sambo Plant.

2020

Made Mitsubishi Hitachi Tool Engineering, Ltd. a wholly owned subsidiary and changed name to MOLDINO Tool Engineering, Ltd.

The four strengths of Mitsubishi Materials Corporation cultivated of 150 years of history

1

Advanced recycling technology and business platform

2

Value chain from raw materials to products with a stable supply

3

Unique material development and manufacturing technology

4

A team that can unite to resolve issues



Naoshima Smelter & Refinery When the site was established



Tokyo Metals Plant Circa 1950



Kurosaki Plant (current the Kurosaki Production Section, Kyushu Plant) 1955



Onuma Geothermal Plant



Luvata Plant



Mitsubishi Materials Corporation inherits DNA cultivated over 150 years to contribute to the future of a recycling-oriented society via its strengths of advanced technology development and manufacturing technologies, as well as human resources that support the infrastructure of society.

As a diversified materials manufacturer, Mitsubishi Materials Corporation has created new materials to meet the diverse needs of the times and society, and has contributed to the foundation of all kinds of industries.

In order to build the recycling-oriented society to come, we will continue to take on the challenge of creating new social value through further technological innovations.

1 Advanced recycling technology and business platform

With long years of experience in the metals and cement business and environment recycling business, the Company enables the expansion of advanced recycling business through diverse and advanced recycling technologies, a wide range of business experience, and a unique waste collection network/business foundation.



Second E-Scrap Center at Naoshima Smelter & Refinery



Automatic picking robots at our home appliance recycling plant



2 Value chain from raw materials to products with a stable supply

The Company has established a consistent manufacturing system that covers everything from the stable procurement of raw material resources to product manufacturing, and provides a stable supply of good quality products to the market. This strength is the foundation that enables the Company to provide essential fundamental materials to support industries all over the world.



Copper Mountain Mine (Canada)



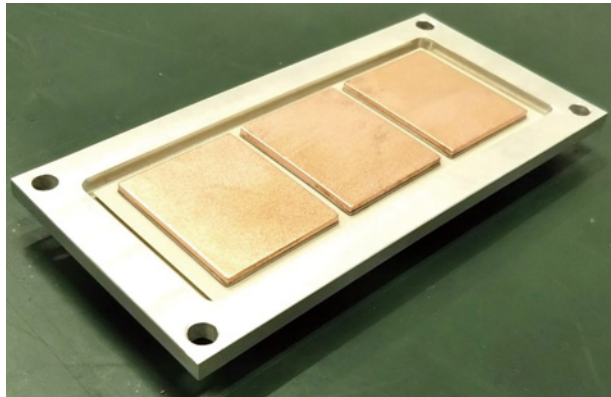
Refining process



Oxygen-free copper strips boasting long-term reliability and performance

3 Unique material development and manufacturing technology

In addition to oxygen-free copper, copper alloys (copper and copper alloy), and the joining of dissimilar materials (electronic materials & components), the Company possesses advanced technologies such as cemented carbide materials and coating (metalworking solutions) to respond to a rapidly changing market. These are the source of our competitiveness, with material development and manufacturing technology based on atomic level analysis and simulation technology.



High performance insulated substrates for power modules (DBAC substrates)



New MV1020 material adopting newly-developed Al-rich coating technology

4 A team that can unite to resolve issues

The Company promotes the utilization of diverse human resources, including women, the elderly, disabled persons, and foreigners, respects individuality, diverse values, and sincerity, and brings together the power of these individuals to solve all kinds of problems.



Training sessions for female employees



Aiming for workplaces where each and every one of us can work lively



Training based on problem solving



About the Mitsubishi Materials Group

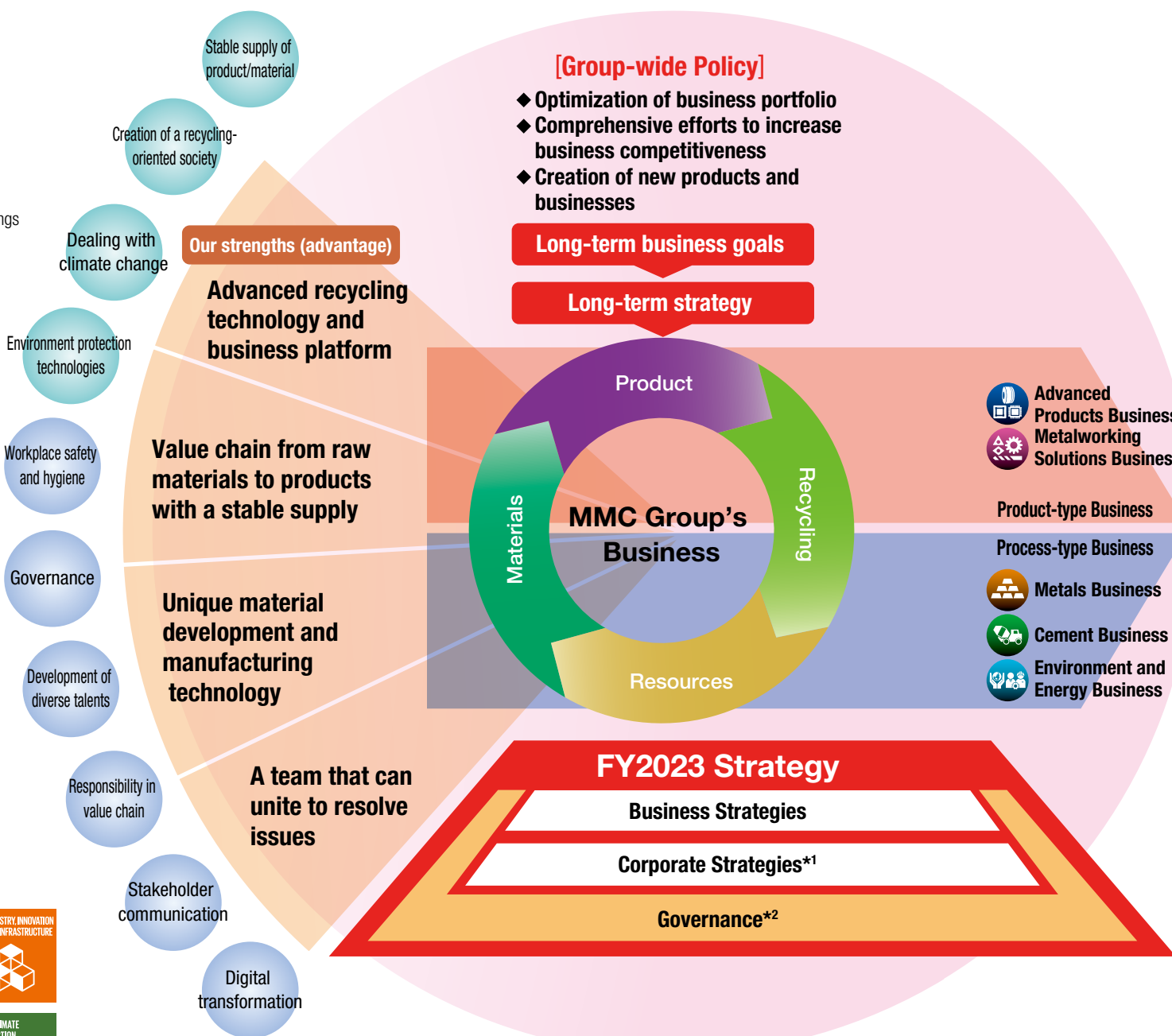
Value Creation Process

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.

Social issues to be solved and SDGs

- Advancing mobility
- Advancement and diversification of digital devices
- Automation of production and business processes
- Longer lifespans of people and buildings
- Effective measures against disasters
- Efficient treatment of urban waste
- Efficient use of mineral resources and alternative substances
- Efficient use of energy resources
- Development of renewable and unutilized energies
- CO₂ emissions reduction

Materiality



(*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

Corporate Philosophy

For People, Society and the Earth

Vision
We will become the leading business group committed to creating a sustainable society through materials innovation, with use of our unique and distinctive technologies, for People, Society and the Earth

Mission
Create both social and economic values

Contribute to build a prosperous society

Contribute to build a recycling-oriented society

Contribute to build a decarbonized society



2030 – 2050



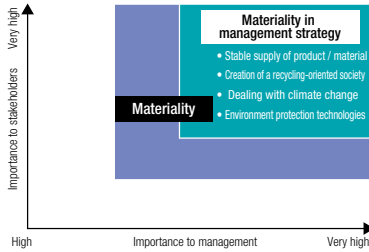
About the Mitsubishi Materials Group

Identifying and Tackling Materiality

The Group formulated a New Medium-term Management Strategy by updating the materiality (material issues) for the Group based on the CSR materiality established in 2015. The Group also integrated materiality into management strategy to which we offer solutions via business activities, and strengthened their relevance to the management strategy. These initiatives to address materiality also contribute to achieving Sustainable Development Goals (SDGs), and will enable the Group to improve its corporate value by achieving both social value and economic value.

Goals

The Group has formulated long-term business goals and a long-term strategy for achieving its Mission, based on materiality that have been identified. The Group plans to address the risks and opportunities presented by these materiality via corporate strategy, business strategies, and CSR plan, in the Medium-term Management Strategy.



	Materiality	Key Themes
Materiality regarding the resolution of social issues via business	Stable supply of product/ material [SCQDE]	Providing nonferrous metal materials, predominantly copper Providing high value-added functional materials and products
	Creation of a recycling-oriented society [SCQDE]	Providing recyclable products Advanced technology-based waste recycling
	Dealing with climate change [SCQDE]	Developing and promoting the use of renewable energies such as geothermal energy Ensuring that we consider the reduction of environmental impact in manufacturing
	Environment protection technologies [SCQDE]	Preventing environmental pollution Preserving biodiversity Developing environmental technologies and products
Materiality regarding the strengthening of the management base and core	Workplace safety and hygiene [SCQDE]	Preventing occupational accidents Creating mentally and physically pleasant workplaces
	Governance [SCQDE]	Reinforcing compliance
	Development of diverse talents	Human resource development Diversity (empowerment of women)
	Responsibility in value chain [SCQDE]	Respect for human rights in procurement Product quality
	Stakeholder communication	Building and strengthening relationships with stakeholders Improving customer satisfaction Engaging in dialog and coexisting with local communities
	Digital transformation	Business standardization Operational enhancement Creation of new added-value

Business Strategies

Advanced Products Business
p.18

Risks

- Severing of the supply chain due to natural disasters, etc.
- Stuck in follower position
- Emergence of game changers

Opportunities

- Develop and supply products that contribute to decarbonization

Metalworking Solutions Business
p.22

Risks

- Supply chain changes in the automotive industry
- Decreased internal combustion engines due to mobility revolution
- Rising raw material prices
- Changes to the market structure due to COVID-19

Opportunities

- Processed materials becoming difficult-to-cut
- Increased new demand due to automobile electrification
- Demand for recycling
- Evolution of digital technologies

Metals Business
p.26

Risks

- Risks for copper concentrate procurement due to resource nationalism in resource-rich countries
- Intensifying competition following the growth of Chinese smelting and refining manufacturers
- Operational problems attributed to increasing input of minor elements in the smelting and refining process
- Stricter regulations on environmental concerns in smelting and refining operations
- Presence of a powerful competitor in the precious metal retail market

Opportunities

- Potential for developing technologies for removing impurities from copper concentrate
- Enhancing recovery of minor elements that are input and use of these in products
- Transition to a recycling-oriented and decarbonized society
- Worldwide expansion of the E-Scrap supply market with growing environmental awareness
- Increase in demand for gold as a safe asset

Cement Business
p.30

Risks

- CO₂ emission regulations and securing of coal ash alternatives
- Resource depletion
- Decreasing domestic demand for cement
- Labor shortages
- Rising heat energy prices

Opportunities

- Restrictions on landfill of waste and handling of waste that is difficult to process
- Increased demand for cement in emerging countries and environmentally advanced countries (exports)
- Demand for advanced products
- Building national resilience, such as constructing embankments
- Low-temperature burning technology

Environment and Energy Business
p.34

Risks

- Rival company trends/participation
- Manufacturer restructuring
- Local government emission trends
- Changes to national policy and revisions to laws
- Local opposition from hot spring operators, etc.
- Consensus-building with stakeholders

Opportunities

- Depletion of mineral resources, increased demand for recycled resources
- Depletion of energy resources, securing energy in Japan
- Climate change (global warming), reduction of CO₂ emissions and increased demand for renewable energy

Corporate Strategies

Governance

Selection Process

1. We reviewed some of elements of issues identified from the challenges found in GRI indicators, OECD guidelines, and SRI/ESG questions, etc. in 2015, based on the latest social trends and the medium to long-term growth of the Group
2. The Group compares these elements with the Mission and evaluates their importance for the Group and its stakeholders, including investors, suppliers, employees, and the local community
3. Based on the result of these evaluations, the Group identifies materiality for the Group, and sets items deemed to have a "Very high" importance for the Group and its major stakeholders as "Materiality regarding the resolution of social issues via business" in a management strategy. Other materiality are also set as "Materiality regarding the strengthening of the business foundation"
4. To solve "Materiality regarding the resolution of social issues via business" and "Materiality regarding the strengthening of the business foundation," the Group formulates a Long-term Strategy and Medium-term Management Strategy

Long-term business goals Long-term strategy	ESG/SDGs			Mission		
	E (environment)	ES	S (society)	Contribute to build a prosperous society	Contribute to build a recycling-oriented society	Contribute to build a decarbonized society
Global-First Supplier <ul style="list-style-type: none">• Create new businesses and products through the sophistication and integration of our core competencies (e.g. production and development of oxygen-free copper, oxygen-free copper base alloys, and functional materials as well as technical capabilities such as bonding different metals, etc.)• Accelerate marketing activities to replicate successful practices	7 13	9 12		<ul style="list-style-type: none">• Advance and diversifying mobility and digital devices• Automate production and business processes	<ul style="list-style-type: none">• Develop and use materials with low environmental impact• Efficiently use mineral resources and alternative resources	<ul style="list-style-type: none">• Efficiently use energy resources• Reduce CO₂ emissions• Develop and supply products that contribute to decarbonization
Top 3 supplier in strategic markets <ul style="list-style-type: none">• Promote clean manufacturing• Provide high-efficiency products with advanced technology• Expand advanced metal powder business in electronic devices	7 13	9 12		<ul style="list-style-type: none">• Provide high-efficiency products and digital solutions	<ul style="list-style-type: none">• Promote the use of recycled cemented carbide materials	<ul style="list-style-type: none">• Promote manufacturing renewable energy• Expand electrification business by advanced metal powder technology
Leader in environmentally-friendly mining & smelting business <ul style="list-style-type: none">• Stable supply and recycling of nonferrous metal materials, predominantly copper• Creation of a sustainable raw material portfolio consisting of clean copper concentrate and E-Scrap• Promotion of recycling• Response to climate change	7 13	9 12	11	<ul style="list-style-type: none">• Provide copper-based materials for advanced products	<ul style="list-style-type: none">• Provide recyclable products• Recycle waste	<ul style="list-style-type: none">• Promote the development and use of CO₂ reduction technologies• Achieve manufacturing that considers environmental load
Leader in the domestic and international cement industry with advanced environmental technologies <ul style="list-style-type: none">• Stable supply of basic building materials for social infrastructure and disaster prevention infrastructure• Sophistication of waste disposal• Response to climate change by reducing CO₂• Construction of a resilient domestic business foundation through business restructuring and business growth in overseas markets	7 13	9 12	11	<ul style="list-style-type: none">• Create safe, secure, and functional cities	<ul style="list-style-type: none">• Recycle waste• Promote sustainable resource recycling	<ul style="list-style-type: none">• Reduce CO₂ emissions by improving manufacturing processes
(Environmental recycling) Driving force of resource-recycling systems (Renewable energy) Leading company in geothermal development <ul style="list-style-type: none">• Provision of a safe recycling system with thorough traceability, etc.• Decarbonization by expanding renewable energy business	7 13	9 12	11	<ul style="list-style-type: none">• Ensure a stable supply of clean energy and recycled products	<ul style="list-style-type: none">• Solve urban waste problems• Build a sustainable social system	<ul style="list-style-type: none">• Provide renewable energy

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