

Mitsubishi Materials Corporation

Investor Conference Material

December 16, 2020

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Mitsubishi Materials Corporation

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1. Performance Summary

Results for the first six months of the fiscal year ending March 31, 2021 (compared with the previous year results)

Comparison with the previous year results

Net sales	: While net sales increased in the Metals Business, net sales decreased in other businesses, resulting in a decrease in net sales as a whole
Operating profit	: While operating profit increased in the Metals Business and the Aluminum Business, operating profit decreased in other businesses, resulting in a decrease in operating profit as a whole
Ordinary profit	: Decreased due to a decrease in operating profit
Profit (loss)*	: Decreased due to a decrease in ordinary profit and an increase in extraordinary loss, etc.
Dividend	: Interim dividends are not paid

(Unit: billion yen)	Results for the first six months of the fiscal year ended March 31, 2020 (a)	Results for the first six months of the fiscal year ending March 31, 2021 (b)	Difference (b)-(a)
Net sales	748.4	725.5	-22.8
Operating profit (loss)	16.9	6.8	-10.0
Ordinary profit (loss)	27.2	16.4	-10.7
Profit (loss)*	4.5	-19.1	-23.6
Dividends per share (yen)	40.0	0	-40.0
Exchange rate (against USD)	109 yen	107 yen	-2 yen
Copper price (LME)	270¢/lb	269¢/lb	-1¢/lb

*Profit (loss) attributable to owners of parent

Results for the first six months of the fiscal year ending March 31, 2021 (compared with forecasts announced on Aug 6, 2020)

Comparison with forecasts announced on Aug 6, 2020

Net sales	: While net sales decreased in the Cement Business and the Aluminum Business, etc., net sales increased in the Advanced Products, Metalworking Solutions Business, the Metals Business and the Environment & Energy Business, resulting in an increase in net sales as a whole
Operating profit	: While operating profit decreased in the Cement Business, operating profit increased in other businesses, resulting in an increase in operating profit as a whole
Ordinary profit	: Increased due to the increased operating profit and dividend income, etc.
Profit (loss)*	: Decreased due to the increased extraordinary loss, etc. despite the increased ordinary profit
Dividend	: Remains the same as the previous forecasts

(Unit: billion yen)	Forecasts for the first six months of the fiscal year ended March 31, 2021 (a) (Announced on Aug 6, 2020)	Results for the first six months of the fiscal year ending March 31, 2021 (b)	Difference (b)-(a)	Forecasts for the first six months of the fiscal year ending March 31, 2021 (Announced on Sep 29, 2020)
Net sales	720.0	725.5	+5.5	710.0
Operating profit (loss)	-2.0	6.8	+8.8	5.0
Ordinary profit (loss)	0	16.4	+16.4	14.0
Profit (loss)*	-5.0	-19.1	-14.1	-20.0
Dividends per share (yen)	0	0	-	
Exchange rate (against USD)	107 yen	107 yen	-	
Copper price (LME)	266¢/lb	269¢/lb	+3¢/lb	

* Profit (loss) attributable to owners of parent

Earnings forecasts for the full fiscal year ending March 31, 2021 (compared with the forecast announced on Aug 6, 2020)

Comparison with forecasts announced on Aug 6, 2020

Net sales	: While net sales decreased in the Metalworking Solutions Business, the Cement Business and the Aluminum Business, etc., net sales increased in the Advanced Products, the Metals Business and the Environment & Energy Business, resulting in an increase in net sales as a whole
Operating profit	: While operating profit decreased in the Cement Business, operating profit increased in other businesses, resulting in an increase in operating profit as a whole
Ordinary profit	: Increased due to the increased operating profit and dividend income, etc.
Profit (loss)*	: Deficit will be eliminated as a result of the increased ordinary profit despite an increase in extraordinary loss, etc.
Dividend	: Remains the same as the previous forecasts

Measures to improve earnings : Implementing about 25 billion yen measures to improve earnings against the recent declining demand caused mainly by COVID-19.

(Unit: billion yen)	Forecasts for the full fiscal year ending March 31, 2021 (a) (Announced on Aug 6, 2020)	Forecasts for the full fiscal year ending March 31, 2021 (b) (Announced on Dec 16, 2020)	Difference (b)-(a)	Forecasts for the full fiscal year ending March 31, 2021 (Announced on Sep 29, 2020)
Net sales	1,410.0	1,450.0	40.0	1,420.0
Operating profit (loss)	-5.0	8.0	13.0	0
Ordinary profit (loss)	0	20.0	20.0	7.0
Profit (loss)*	-10.0	0	10.0	-20.0
Dividends per share (yen)	40.0	40.0	-	
Exchange rate (against USD)	107 yen	106 yen	-1 yen	
Copper price (LME)	278¢/lb	288¢/lb	10¢/lb	

Regarding the case at Robertson's Ready Mix, Ltd. (hereinafter referred to as "RRM") and other companies

*For details, please see "Notice on Submission of Consolidated Financial Results for the Six Months Ended September 30, 2020" (announced on December 16, 2020)

Overview of the Case	It turned out that RRM and other companies (all of which are consolidated subsidiaries of the Company located in the U.S., hereinafter collectively referred to as "RRMs") conducted transactions with companies in which some senior executives of RRM have jointly invested (hereinafter referred to as the "Case").
Overview of investigation	A: Investigation into the facts of the Case B: Verification of whether there were any inappropriate transactions other than the Case within RRM C: Investigation into existence of similar incidents in the Group
Result of investigation	A It turned out that RRM had been overcharged ▶ Impact on the Company's consolidated financial statements for the fiscal year ending March 31, 2021: Profit (loss) attributable to owners of parent -293 million yen B, C No existence was identified

Cause of incidence of the Case	RRMs recurrence prevention measures
<ul style="list-style-type: none"> (i) Insufficient checks on senior executives [Minimized involvement in RRM to maintain a climate that supported RRM's success up to that period.] (ii) The Company did not fully ascertain the realities within RRM [Merely receiving periodic reports on management conditions and accordingly did not fully ascertain the realities within RRM] (iii) Concentration of authorities in senior executives and the culture to follow the top [History of success by top-down management as an owner-managed company] (iv) There were no clear internal rules prohibiting a conflict-of-interest transaction (v) The whistle-blowing system was not sufficient 	<ul style="list-style-type: none"> ● Enhancement of compliance system at RRM [(i)/(ii)/(iii)/(iv)] <ul style="list-style-type: none"> 1) Establish a management team at RRM, and have it conduct an advance review of material matters sanctioned by senior executives 2) RRM shall have a Compliance Officer and necessary staff <ul style="list-style-type: none"> • Confirmation of status of new/existing business partners • prevent unfair transactions / enhancement of internal control and preparation of necessary internal rules • Implementation of compliance education • Implementation of investigation into misconduct/ conduct a fraud audit ● Establish external contact window for reporting with attorneys-at-law being the contact window[(v)] ● Renovation and enhancement of management system at RRM by appointing senior executives dispatched from shareholders[(i)/(ii)/(iii)] ● Enhancement of board of directors' effectiveness and enhancement of conversations with executives at subsidiaries [(i)/(ii)/(iii)]

The Group-wide internal control enhancement measures (prevention and early detection of misconduct by senior executives)

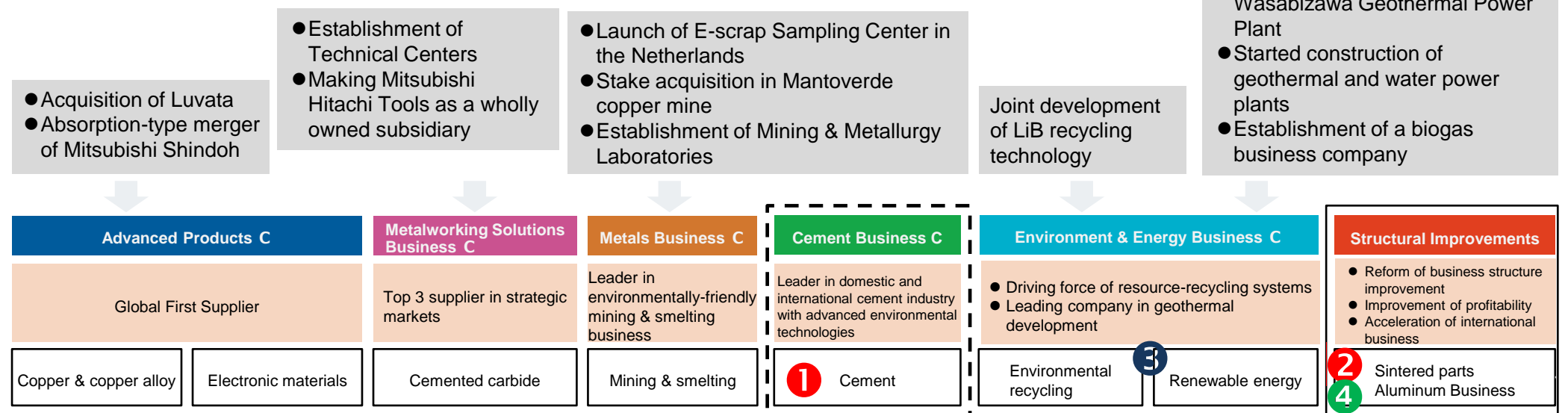
- Enhancement of internal control (Dispatch of several full-time Officers from the parent company or enhancement of supervisory functions of part-time officers dispatched from the parent company, obligating advance notification to the company regarding Holding Concurrent Position and the Related Parties Transaction to the Officers of the Company and subsidiaries, confirmation of the status of Holding Concurrent Position and the Related Parties Transactions thereof, introduction of a whistle-blowing system at overseas subsidiaries, preparation of necessary internal rules)
- Enrichment of measures for enhancement of Officers' awareness (expansion of officer governance training)
- Enhancement of communications between management divisions of the parent company and subsidiaries(second line of defense)
- Expansion of internal audit

2. Progress of Medium-term Management Strategy (FY2021 to FY2023)

The Company will carefully examine the Medium-term Management Strategy including the financial plan with the shareholder return policy based on further changes in the business environment caused by COVID-19 and its impact on the medium- to long-term business outlook. The Company will promptly announce any changes in its content if it is deemed necessary.

Optimization of Business Portfolio

Reformation of business structure



Transfer of copper tube business is planned (Kobelco & Materials Copper Tube)

1

- Signed agreement concerning integration of Cement Business and related businesses with Ube Industries, Ltd.
- In April 2022, a new integrated company will be established.

2

- December 4, 2020, transfer of shares of Diamet Corporation completed

3

- On September 4, New Energy Fujimino Co., Ltd. commenced operations (biogasification of food waste)

Legend

C : Stands for "in-house company"
 : Long-term Goals of business

4

- Mitsubishi Aluminum Co., Ltd. is implementing measures for structural improvements.

Comprehensive efforts to increase business competitiveness

Digital Transformation Strategy

The Group will use Digital Transformation (DX) to strengthen three key pillars of businesses, which are “Business added-value”, “Business operation competitiveness”, and “Management speed”, and thereby realize its goal of being a “leading company.”

<Group-wide Policy>

- Optimization of Business Portfolio
- Comprehensive efforts to increase business competitiveness
=> Manufacturing excellence, quality management and digital transformation strategies
- Creation of new products and businesses
=> R&D and marketing strategy

Mission	Aim (*)	Priority areas	
Strengthening today	Operation competitiveness	<ul style="list-style-type: none"> ● Enhancement of market intelligence ● Agile development via the utilization of customer/sales data ● Digital marketing 	<ul style="list-style-type: none"> ● Enhancement of supply and demand management system ● Quality control/safety management
	Management speed Improved Business efficiency	<ul style="list-style-type: none"> ● Constant monitoring of management indicators ● Improvement of enterprise system 	<ul style="list-style-type: none"> ● Business efficiency ● Business Standardization and digitalization of manuals, etc.
	Improved data infrastructure Data sharing/utilization	<ul style="list-style-type: none"> ● Business intelligence and improved data infrastructure ● Promotion of existing data utilization 	<ul style="list-style-type: none"> ● Improved data analysis capability
Creating tomorrow	Business added-value	<ul style="list-style-type: none"> ● Enhancement of solution proposal capability ● Swift development of new materials/products 	<ul style="list-style-type: none"> ● Physical + digital services ● Enhancement of recycling business
Cultivating talents	Talent development/ Corporate culture improving	<ul style="list-style-type: none"> ● Cultivation of DX human resources ● Digital mindset and improvement of literacy 	<ul style="list-style-type: none"> ● Visualization and utilization of human resources portfolio

*Aim: Strengthen three pillars and DX infrastructure

Progress

During the first half of FY2021, the Group selected themes to be tackled in the priority areas and formulated an implementation plan concerning investments, resources, schedules, etc.

9 In and after the second half of FY2021, the Group will crystallize and start the plan.

Creation of new products and businesses

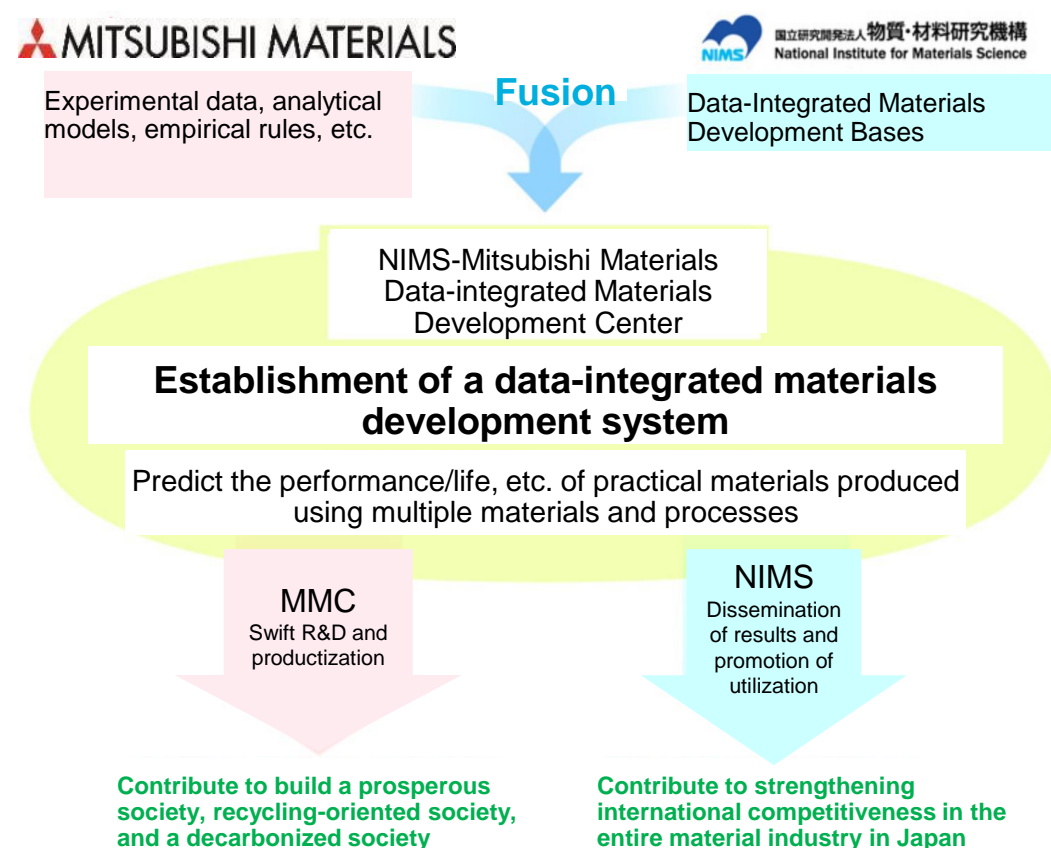
<Group-wide Policy>

- Optimization of Business Portfolio
- Comprehensive efforts to increase business competitiveness
=>Manufacturing excellence, quality management and digital transformation strategies
- Creation of new products and businesses
=> R&D and marketing strategy

Establishment of “NIMS-Mitsubishi Materials Data-integrated Materials Development Center”

- The Company will establish a data-integrated materials development system by fusing various factors, such as experimental data, analysis models and empirical rules accumulated by the Company in its materials development with the data-integrated materials development bases(*1) of the National Institute for Materials Science (NIMS) to forecast performances, durations of life, etc. of practical materials to be produced by combining multiple materials and processes.
- By 2025, the Group intends to establish the system targeting non-ferrous metals, thin film materials, inorganic and organic composite materials, etc.

*1. Research bases for developing materials by fusing various data (data science, computational science, theories, experiments and simulations, etc.) and scientific technologies.



Sustainable Management

Establishment of Sustainable Management Office (April 1, 2020)

- Based on its corporate philosophy and through its business activities, the Company will realize both the contribution to building sustainable society and the enhancement of corporate value on a medium- to long-term basis.
- The Company will specify management issues concerning sustainability and promote centralized responses.

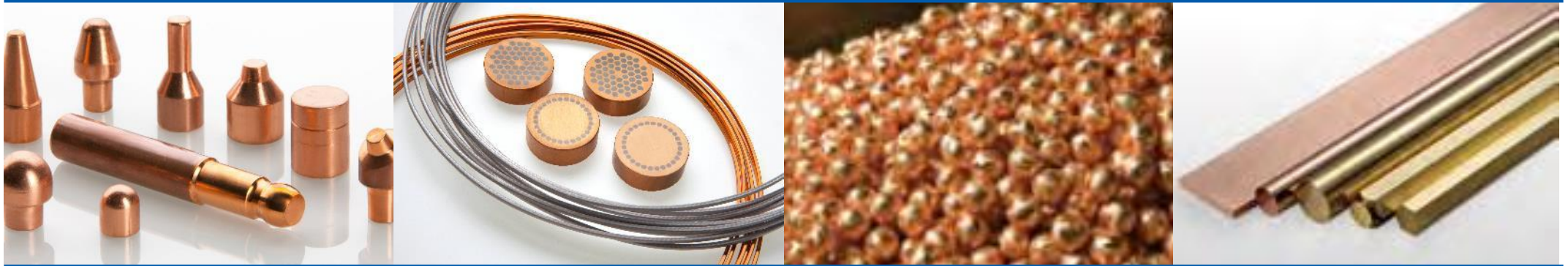
Special Panels

Communications Panel	Exchanges information concerning communications with stakeholders and discusses policies on measures	Environmental Management Panel	With the aim of no violation of environmental laws and regulations and no environmental accident
Corporate Functions Optimization Panel	Seeks to realize efficient and highly productive work styles taking digitalization	Quality Management Panel	Shares information concerning quality management and recurrence prevention measures, and discusses and promotes measures
Governance Panel	Promotes measures to strengthen cross-departmental governance	Information Security Panel	Protects information assets from information security risks and maintains normal corporate activities
Compliance Panel	Discusses policies and shares information on measures concerning compliance and others	Zero Disaster Promotion Panel	With the aim of zero disasters in the Group
Risk & Crisis Management Panel	Discusses concerning responses to serious risks and crises and monitors issues and effectiveness	Health Management Promotion Panel	Promotes measures for “health management” in continuous and effective manners
Climate Change and Energy Panel	Clarifies the issues of the Group concerning global warming and climate change and discusses measures		

3 . Initiatives taken by each Business



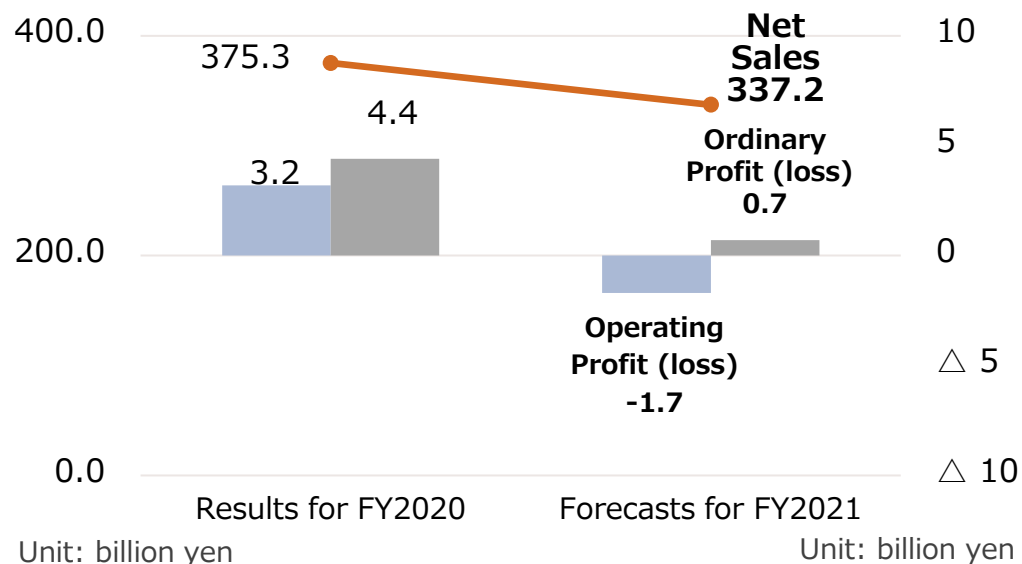
Advanced Products





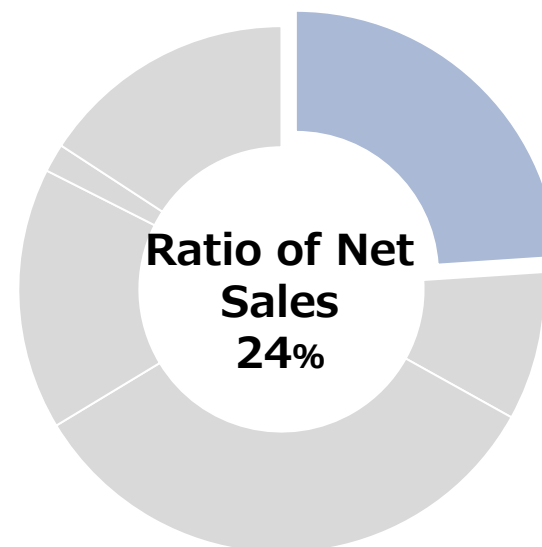
Advanced Products

History of Consolidated Earnings



Ratio of Net Sales by Business

*Sales to outside customers (Year ended March 31, 2020)



FY2021 Business Overview

◆ Copper & copper alloy

- With the spread of COVID-19, the demand for terminal materials for automobiles, welding-related products, etc. is decreasing.
- The demand is forecasted to hit the bottom in the second quarter of FY2021 and recover, but is not forecasted to restore the level of the previous fiscal year.

◆ Electronic materials

- While demand for products for automobiles are decreasing due to the spread of COVID-19, demand for semiconductor-related products is strong. However, the demand is expected to slightly fall in the fourth quarter due to a correction phase.



Advanced Products

Long-term Business Goals

Global First Supplier

Long-term strategy

- 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 practice

Specific measures of the FY2023 Strategy

- Assign key account managers acting cross-sectionally
- Enhance information analysis by digital marketing such as the employment of AI or IoT
- Share product roadmaps with customers (co-creation capabilities)
- Develop new products through collaboration with Central Research Institute
- Fortify production capabilities such as establishing a mass production system and improving productivity
- Pursue opportunities to execute M&A or business alliances



Progress in FY2021

- A key account manager has been appointed.
- MA, SFA and CRM (*) has been introduced and put into practice.
*MA : Marketing Automation,
SFA: Sales Force Automation, CRM: Customer Relationship Management
- The Company has commenced discussions with customers with respect to its product roadmaps
- The Central Research Institute has commenced development of new plating technology.
- For the use of digital technology, themes have been selected and introduction roadmap have been developed.
- M&A and alliances have been studied in multiple aspects, including the sizes of targets, the market and the consistency with the Company's strategy.



TOPICS

TOPICS

Growth strategy of Copper & copper alloy business

Make efforts on sales expansion of copper alloys

- ◆ Completion of the integration of Mitsubishi Shindoh Co., Ltd. (April 2020)
Accelerated seamless value chain
- ◆ Implementation of adoption and sales expansion of MSP series alloys with the combined efforts of the sections of manufacturing, sales and development to respond to customers



Implement large-scale investments

- ◆ Approx.30-billion-yen large-scale investment that targets expansion of the Roll and processed business and restructuring of the Extruded products business will maintain its framework regardless of an effect of COVID-19

[Improvement of ability of Sakai plant to supply materials]
Scheduled to commence construction in FY2021 and operate in FY2023

Enhance marketing & technical development functions

- ◆ Make use of MA, SFA and CRM (see previous page) to conduct efficient marketing and sales activities on a full scale
- ◆ Develop products based on the product roadmaps and place them on the market
 - Develop high-performance pure copper and copper alloys for next-generation vehicles
 - Copper alloys for small terminals
 - Copper alloys for large current terminals and busbars
 - High-performance oxygen-free copper for large current busbars
 - Next-generation lead-free free-cutting brass “GloBrass”
 - Lead-free brass with metal cost reduced
 - Maintain free-cutting and high strength of conventional products
 - Able to apply in wide range of areas with the improvement of hot workability
- Groundbreaking materials to contribute to SDGs



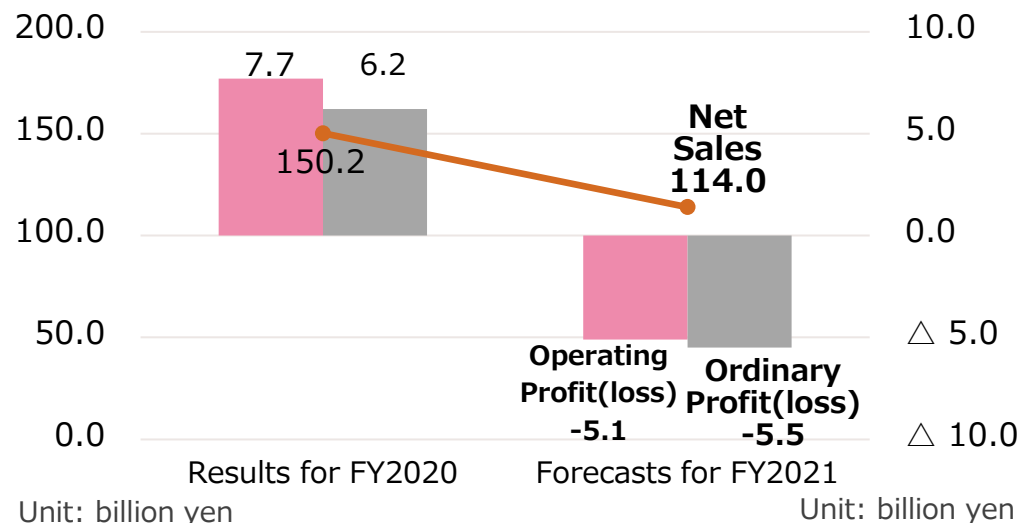
Metalworking Solutions Business





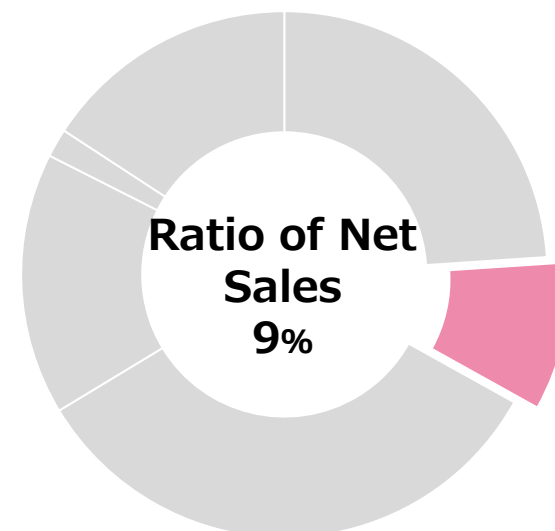
Metalworking Solutions Business

History of Consolidated Earnings



Ratio of Net Sales by Business

*Sales to outside customers (Year ended March 31, 2020)



FY2021 Business Overview

◆ Cemented carbide products

- Demand for automotive products decreased due to the spread of COVID-19
- While the demand recovered from the first half to the second half, it is expected not to recover to the previous year level on an annual basis.
- By industry, demand for products decreased not only in automotive industry but also in aircraft and mold industries.
- By region, while demand in China recovered in the first half, demand in other regions declined in the first half and is expected not to recover to the previous year level.



Metalworking Solutions Business

Long-term Business Goals | Top 3 supplier in strategic markets

Long-term strategy

- Promote clean manufacturing
- Provide high-efficiency products with advanced technology
- Expand advanced metal powder business in electronic devices

Specific measures of the FY2023 Strategy

- Increase recycling rate in our tool recovery system and utilize renewable energy
- Provide high efficiency tools and digital solutions
- Transition to smart factory and optimization of logistics and supply chain
- Expand advanced metal powder business to rechargeable battery market



Progress in FY2021

- Use rate of recycled cemented carbide materials:
Exceeded the plan
- Renewable energy:
Began examination of procurement methods
- Began evaluation by pilot users on provision of collection and analysis system of cutting data
- Developed a basic concept of a new core system of production, inventory and sales data
- Began evaluation by battery manufacturers on negative-electrode materials containing tungsten



TOPICS

TOPICS

Investment into Masan High-Tech Materials Corporation (MHT)

(November 2020: Ownership ratio 10%)

Purpose of strategic partnership

Stable procurement of tungsten which is a main raw material of cemented carbide tools

MHT's subsidiaries and partner companies: Holding stake in W mines in Vietnam and China

Joint operation of tungsten recycling business

H.C. Starck, an affiliated company of MHT: One of the world largest cemented carbide scrap recycling facilities in Germany

Technical partnership regarding production of high-quality tungsten powder

Accelerate expansion of cemented carbide recycling and advanced metal powder business supported by tungsten business as one of pillars of growth

Jiangwu H.C. Starck Tungsten Products (Ganzhou) Co., Ltd. (W smelting business)
H.C. Starck Jiangwu Tungsten Specialities (Ganzhou) Co., Ltd. (W/WC powder production)
Jiangxi Province, China

H. C. STARCK CANADA INC.
(Production and sale of W/WC, Mo-type powder)
Ontario, Canada

H.C. STARCK TUNGSTEN GmbH
(Production and sale of W/WC powder)
Tungsten recycling sites
Goslar, Germany

Masan High-Tech Materials Corporation
(Tungsten smelting and powder production as well as recycling of tungsten and other ore)
Ho Chi Minh, Vietnam

NUI PHAO MINING
(W Ore mining)



● indicates a base of MHT's affiliated companies



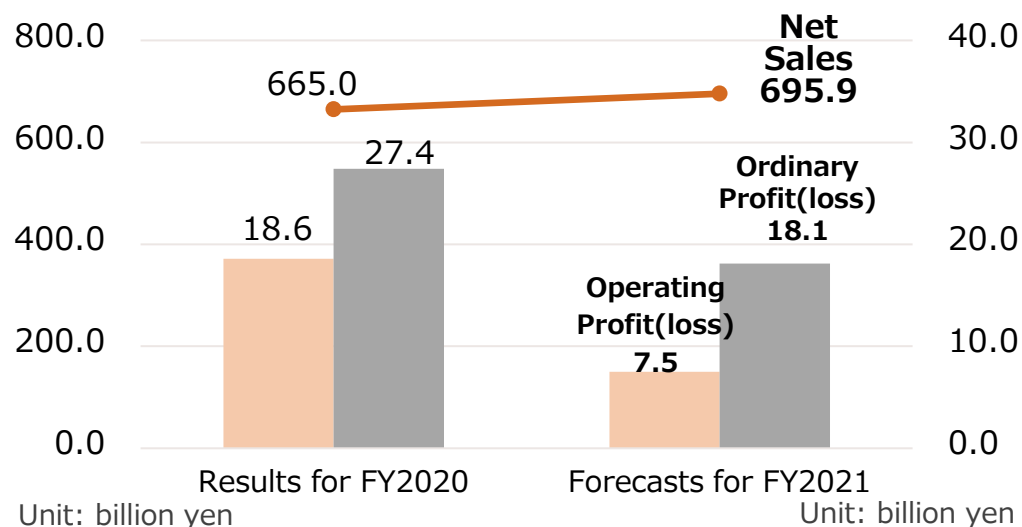
Metals Business





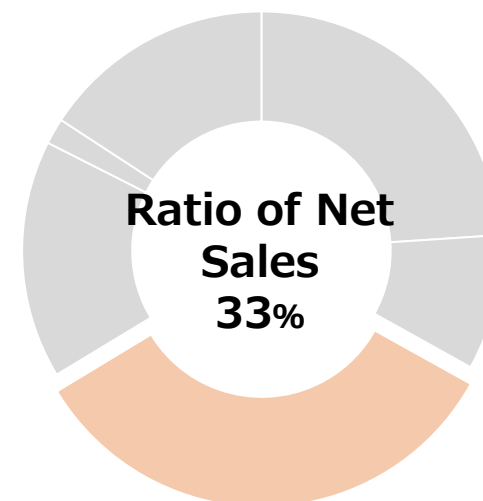
Metals Business

History of Consolidated Earnings



Ratio of Net Sales by Business

*Sales to outside customers (Year ended March 31, 2020)



FY2021 Business Overview

◆ Copper mines

- Expect annual dividend income of 12.5 billion yen which is the same level as the previous year

◆ Copper smelting

- The margin is expected to drop in the third quarter in particular as a result of decreasing shipment of collected E-Scrap from overseas due to the spread of COVID-19
- Implemented biennial regular furnace repairs in Naoshima Smelter & Refinery and Indonesia PT. Smelting in this FY2021



Metals Business

Long-term Business Goals

Leader in environmentally-friendly mining & smelting business

Long-term strategy

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

Specific measures of the FY2023 Strategy

- Secure clean copper concentrate by investing in new mines
- Develop technology to remove impurity from copper concentrate
- Optimize valuable metal material flow
- Reduce fossil fuels



Progress in FY2021

- Preparing with an aim to begin application for environmental permission for Zafranal Mine within 2020. Negotiating on terms and conditions to participate in a project for Mantoverde Mine and expecting its conclusion in January, 2021
- Founded Mining & Metallurgy Laboratories in April 1, 2020 and began working on development of new technology
- The capital expenditure of improving slime processing in Naoshima and the capital expenditure of improving tin collection in Hosokura and Ikuno completed and started operation.
- Promoting investigation and assessment such as identifying factors limiting input of E-Scrap almost as planned



TOPICS

Secure clean copper concentrate by investing in new mines

Mantoverde Mine

- Reached an agreement in February 2020 to acquire a 30% stake in Mantoverde S.A. which manages Mantoverde Mine
Major conditions for closing under the share subscription agreement include formation of project finance acceptable to the parties to the agreement and acquisition of required permission and approval
- While the Company is proceeding with formation of project financing with a group of banks, the organizational decision process in certain banks is delayed and the closing of a share subscription agreement is expected to be completed in January 2021.
- To start expansion construction work once formation of the project finance completes

Zafranal Mine

- Completion of feasibility study
- Aiming to begin procedures for application for environmental permission within 2020
- Scheduled to make a final investment decision in 2022 after detailed engineering and construction permission, etc.

Other New Projects

- Developing other new projects with an aim to expand project pipeline for business continuation.



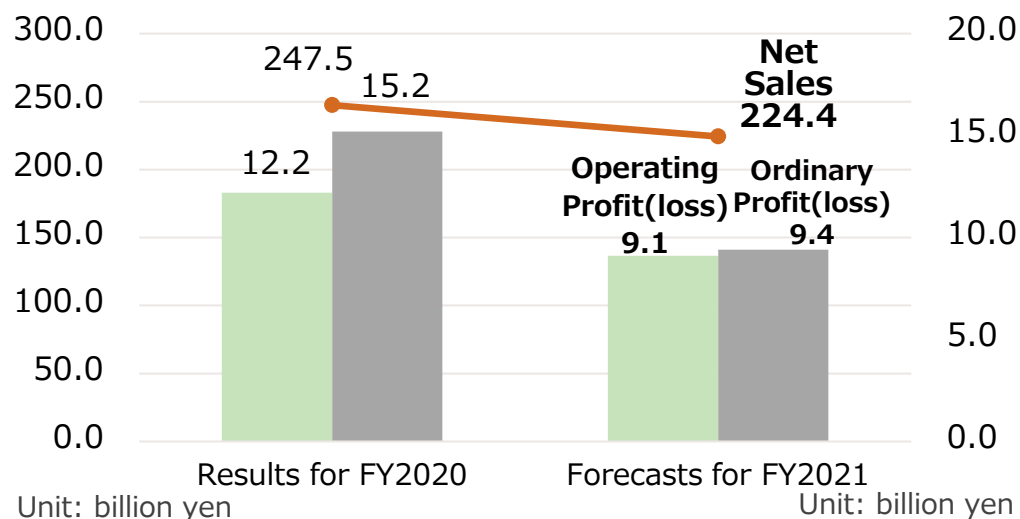
Cement Business





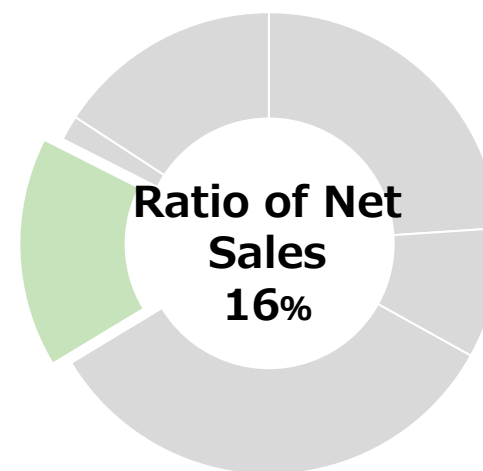
Cement Business

History of Consolidated Earnings



Ratio of Net Sales by Business

*Sales to outside customers (Year ended March 31, 2020)



FY2021 Business Overview

◆ Domestic

- Expect aggregate domestic demand for cement to fall far below the previous year partially because of suspension of certain construction work in the first quarter due to the spread of COVID-19

(Results in FY2020: 40.97 million ton => Forecast in FY2021: 39.50 million ton)

◆ Overseas

- Expect the Cement Business to achieve sales beyond the previous year, selling mainly to the ready-mixed concrete company of the Group.
- Impact of COVID-19 on the Readily-mixed concrete business is limited and its sales are expected to grow as a result of sales expansion in Nevada and other regions.



Cement Business

Long-term Business Goals

Leader in domestic and international cement industry with advanced environmental technologies

Long-term strategy

- 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

Specific measures of the FY2023 Strategy

- Improve and optimize production system through domestic business restructuring
- Expand capabilities in waste plastic processing and installation of chlorine dust cleaning equipment
- Introduce low-temperature burning technology and develop CO₂ reduction, capture, and recycling technologies
- Expand US business and develop new overseas bases



Progress in FY2021

- Execution of an integration agreement with Ube Industries, Ltd. Concerning integration of the Cement Business and its related businesses by April 2022 (September 29)
- Preparing for application for the energy saving subsidy in preparation to introduce facilities to expand wasted plastics processing capabilities in FY2023
- Developing design in preparation to introduce low-temperature burning equipment and CO₂ separation equipment in FY2022
- Negotiating for acquisition of an aggregate mine (Southern California region) and a ready-mixed concrete plant (Northern California)



TOPICS

TOPICS

Integration of the Cement Business and related businesses with Ube Industries, Ltd.

[Purpose]

- ◆ Integrate the Cement Business with Ube Industries, Ltd.
 - By April 1, 2022
- ◆ Domestic Cement Business
 - Optimize production system
 - Restructure sales and logistic system
 - ⇒ Streamline the whole value chain and maximize synergy effects
 - 《Contribution to establishment of social infrastructure and development of recycling-oriented society》
- ◆ Concentrated investment of management resources into growing fields
 - Overseas cement and ready-mixed concrete business
 - Business of advanced inorganic functional materials based on high-quality limestone, etc.

[Schedule]

September 29, 2020 : Execution of the integration agreement
 April 2021 (planned) : Establishment of a new company
 June 2021 (planned) : Obtaining approval of integration at the ordinary general shareholders' meetings of both companies
 April 2022 (planned) : Effective date of the integration

[Valuation of the target business agreed upon under the integration agreement and amount of succeeded net interest-bearing debt]

	Mitsubishi Materials Target business	Ube Industries, Ltd. Target business
Adjusted corporate value	256.0 billion yen	192.0 billion yen
Adjusted net interest-bearing debt	71.6 billion yen	7.6 billion yen
Stock value	184.4 billion yen	184.4 billion yen



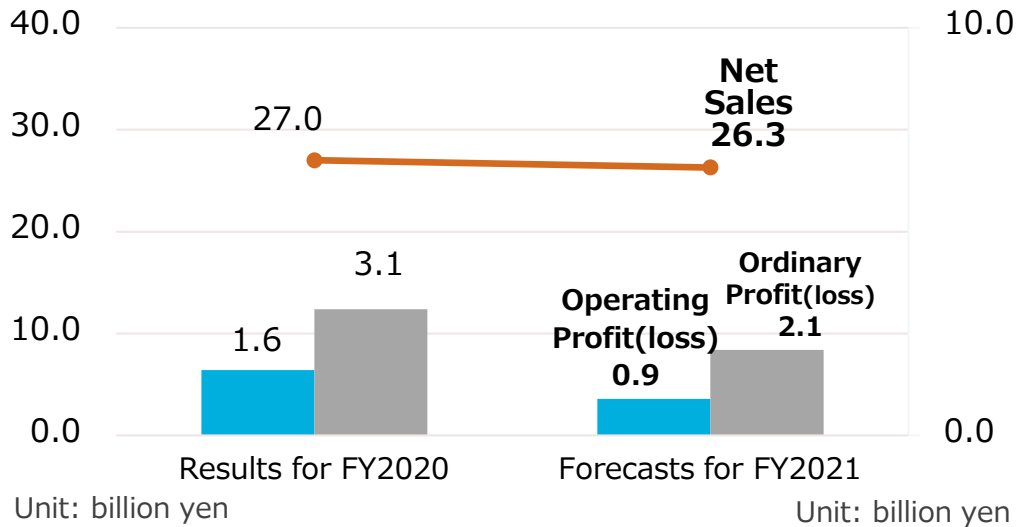
Environment & Energy Business





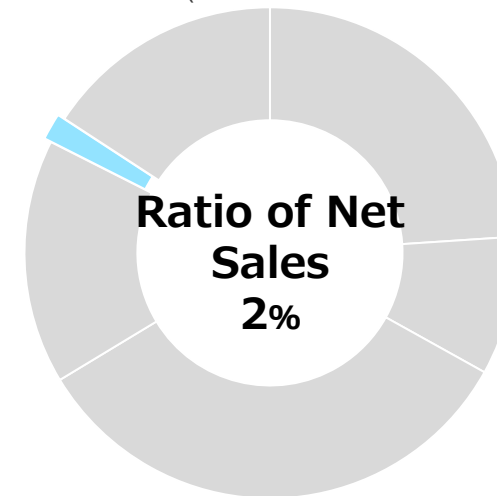
Environment & Energy Business

History of Consolidated Earnings



Ratio of Net Sales by Business

*Sales to outside customers (Year ended March 31, 2020)



FY2021 Business Overview

◆ Environmental recycling

- “Kitakyushu Ash Recycle Systems Co., Ltd.” is working on stable plant operations of the Fly ash recycling business
- “New Energy Fujimino Co., Ltd.” commenced commercial operation of the Food waste biogasification business in September 2020.

◆ Renewable energy

- Wasabizawa Geothermal Power Plant that commenced operation in May 2019 has been stably operating.
- Construction of Komatagawa new hydroelectric power plant and Appi Geothermal Power Plant are well progressed



Environment & Energy Business

Long-term Business Goals

(Environmental recycling) Driving force of resource-recycling systems
(Renewable energy) Leading company in geothermal development

Long-term strategy

- Provision of a safe recycling system with thorough traceability, etc.
- Decarbonization by expanding renewable energy business

Specific measures of the FY2023 Strategy

- Expand home appliance recycling business, advancement of automation, and improvement of added value of recovered products
- Demonstrate LiB recycling technology and solar panel recycling technology
- Secure stable plant operations in fly ash recycling business and biogasification business
- Complete Komatagawa new hydroelectric power plant, construction of Appi geothermal power plant, and survey of new geothermal sites



Progress in FY2021

- Home appliance recycling
Practical use of automatic sorting and picking robots
- Car recycling
Commencement of demonstrative operation of a consistent and appropriate processing system of LiB
- Biogasification business
New Energy Fujimino Co., Ltd. started commercial operation
- Construction of power plants
Construction of Komatagawa new hydroelectric power plant and Appi Geothermal Power Plant are well progressed



TOPICS

TOPICS

Food waste biogas power plant started commercial operation~

Processing of 40t food wastes per day contributing to prolong the life of final disposal sites and prevention of global warming~



- ◆ “New Energy Fujimino Co., Ltd.” started commercial operation on September 4, 2020 with aims of biogasification of food waste and sale of produced electricity (established in May 2018 and started construction of plant facilities in July 2019)
- ◆ Developed an original business scheme to recycle waste plastic and sludge generated in the course of processing into raw materials or substitutes of heat energy to be used in the Company’s cement plant
- ◆ Enabling no final disposal wastes and reduction of CO2 emission and contributing to prolong the life of final disposal sites and prevention of global warming
- ◆ Concluded an agreement with The Earth Club Co., Ltd. concerning specified wholesale supply of electricity generated from renewable energy sources and commenced specified wholesale supply from December 1, 2020.

For further information, please contact at:

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