

Mitsubishi Materials

Investors' Guide 2024 September

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Company Profile

- **Company Name : Mitsubishi Materials Corporation**
- **Head Office :**
2-3, Marunouchi 3-chome, Chiyoda-ku,
Tokyo 100-8117 Japan
- **Chief Executive Officer : Naoki Ono**
- **Originally Founded : 1871**
- **Business Overview :**
Developing a wide range of businesses, from base materials such as copper and other nonferrous metals, to metal processing, semiconductor-related and electronic components, and energy and environmental businesses.
- **Composition of Officers :**
Directors : 11 (including 7 Outside Directors; 2 women)
Executive Officers : 8 (including 1 woman)
- **FYE March 2024 Results (April 1, 2023 – March 31, 2024)**
 - **Consolidated Net Sales : ¥1,540.6 billion**
 - **Consolidated Operating Profit : ¥23.2 billion**
 - **Consolidated Ordinary Profit : ¥54.1 billion**
 - **ROE : 4.8%**
- **As of March 31, 2024**
 - **Paid-in Capital : ¥119.4 billion**
 - **Shares of Issued and Outstanding : 131.48 million**
 - **Consolidated Number of Employees : 18,323**

[As of September 30, 2024]

Stock Price : ¥2,575

PBR : 0.51 times

Dividend Yield : 3.8%

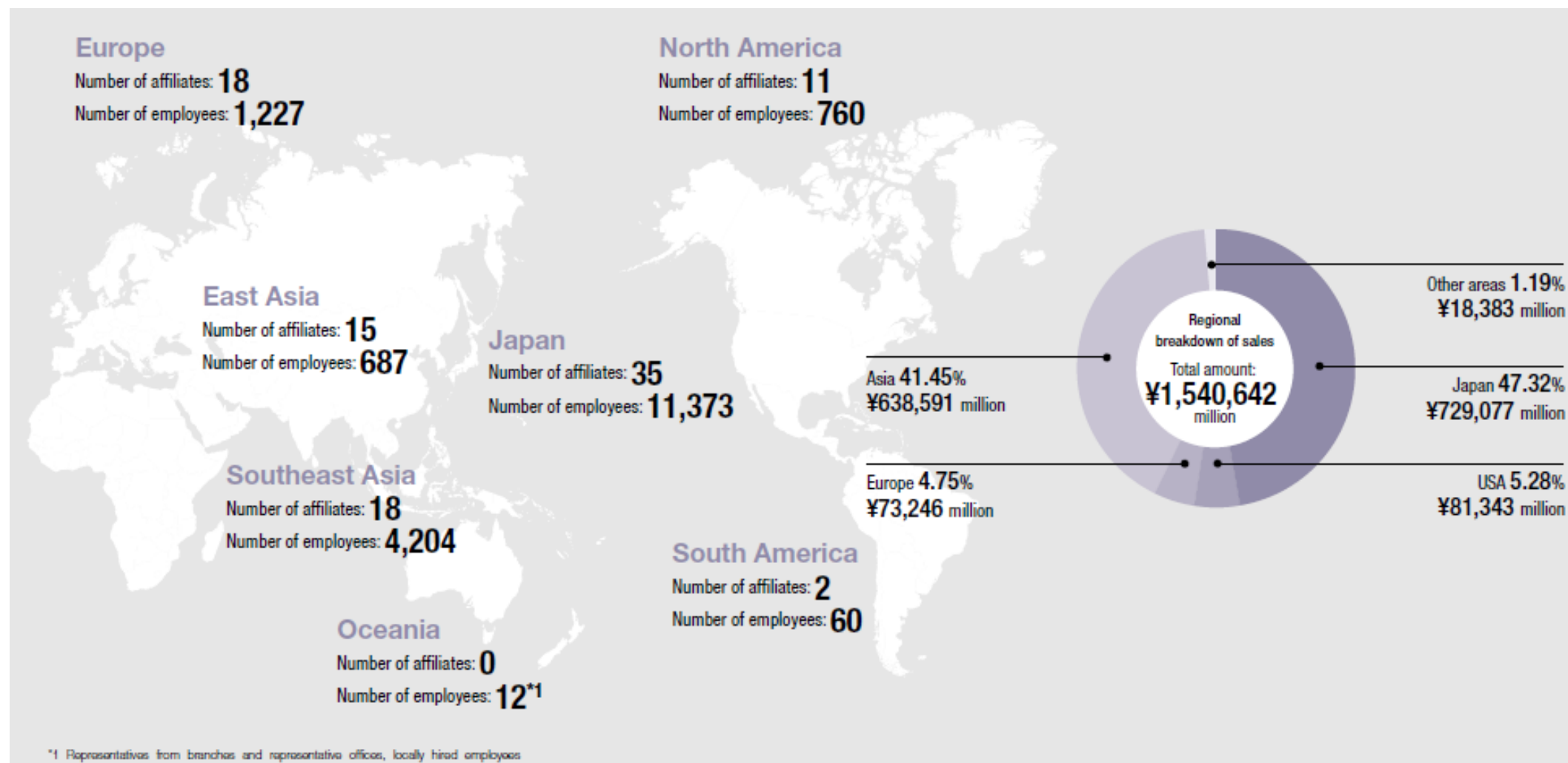
**Market Capitalization Value
: ¥338.5 billion**

PER : 7.4 times

*The denominator of PBR is the actual net assets per share as of March 31, 2024. The denominator of PER is the forecast for net income per share for the fiscal year ending March 2025
The numerator of the dividend yield is the forecast for the dividend per share for the fiscal year ending March 2025

Status of Overseas Development

Global operations in 32 countries and regions



Sales Breakdown by Company and Business Segment

Resources business :

Investment in copper mines
Securing procurement of copper concentrate



Smelting & Resource Recycling business :

Smelting of copper and by-products
E-Scrap home appliance recycling



Production
FYE Mar. 24
Result

Cu ~410 kt
Au ~26 t
Ag ~235 t

Renewable Energy business

¥4.6 bn. / ¥0.8 bn.

Geothermal power generation, hydroelectric power generation, solar power generation, etc.



Sales Breakdown by Company and Business Segment

Metals Company

¥1,038 bn.
/ ¥31.0 bn.

Advanced Products Company

¥4,88.7 bn.
/ ¥1.8 bn.

FYE Mar. 2024
Net Sales
¥1,540.6 billion
/ Ordinary profit
¥54.1 billion

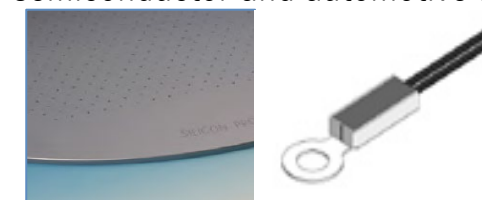
Copper & Copper Alloy business :

Manufacture and sales of processed copper products for the automotive and semiconductor markets



Electronic Materials & Components business :

Manufacture and sales of electronic materials for the semiconductor and automotive markets



Metalworking Solutions Company

¥140.0 bn. / ¥12.2 bn.

Carbide tools business :

Manufacture and sale of cemented carbide tools for metal processing of automobiles, aircraft, etc.



Including net sales of ¥-130.7 bn. and ordinary profit of ¥+8.1 bn. as others and adjustments



Overview of the Metals Business

Business	Business Overview	Strengths	Ordinary Profit	Market Opportunities and Prospects
Resource Business	<ul style="list-style-type: none"> Investment in overseas copper mines for stable procurement of clean copper concentrates 	<ul style="list-style-type: none"> Years of experience in operating mines Long-lasting friendly relations with giant resource corporations 	<p>FYE March 2024 Result ¥20.1 billion</p> <p>FYE March 2025 Forecast ¥17.9 billion</p> <p>FYE March 2026 Plan ¥11.4 billion</p>	<p><Market opportunities></p> <ul style="list-style-type: none"> Review strategies according to the willingness of giant resource corporations to develop copper mines and decarbonization <p><Market prospects></p> <ul style="list-style-type: none"> Increase in taxes, more stringent regulations, and opposition to development due to resource nationalism and raised environmental awareness New ore deposits that are deeper, located in isolated districts, deteriorated in quality, and contain more impurities
Smelting & Resource Recycling Business	<ul style="list-style-type: none"> Smelting of non-ferrous metals from copper concentrates, scrap metal and waste, etc. Sales of copper cathode, gold, silver, PGM(*), tin, lead and by-products (sulfuric acid/gypsum, etc.) (*) Platinum-group metals Home appliance recycling, automobile recycling 	<ul style="list-style-type: none"> Utilizing Mitsubishi's continuous copper smelting process boasting high efficiency and low environmental impact World's No. 1 E-Scrap processing capacity Advanced recycling technology and business foundation Consistent manufacturing system from raw materials to products Diverse production bases (copper, lead, tin, precious metals, PGM) Recycling technology Technology to recover rare earth metals, etc. 	<p>FYE March 2024 Result ¥11.6 billion</p> <p>FYE March 2025 Forecast ¥19.0 billion</p> <p>FYE March 2026 Plan ¥27.0 billion</p>	<p><Market opportunities></p> <ul style="list-style-type: none"> Enhance recovery and commercialization of trace constituents in production processes Transition to a recycling-oriented and decarbonized society Expansion of E-Scrap market in line with growing environmental awareness Copper consumption that is on the rise in the medium to long term Depletion of mineral resources: Increase in demand for recycled resources <p><Market prospects></p> <ul style="list-style-type: none"> Intensifying competition for the collection of E-Scrap Strong sulfuric acid market, weak copper slag market Trends and emergence of competitors Reorganization of manufacturers Municipal trends



Mines in Which We Have Interests

- To expand our recycling business, it is crucial to invest in mines to secure copper concentrates with fewer impurities, which will lead to stable operations of copper smelters, the basic infrastructure of the recycling business, and we are making steady progress in this area
- Our main targets are medium-scale mining projects with low impurity content and a certain level of profitability

— Operational copper mines

- - - Copper mines under development or under consideration

● Los Pelambres Copper Mine (expansion work)

- The seawater desalination plant has been completed
- The expansion of the concentrator was completed in the fiscal year ended March 2024

Expect to increase ore processing throughput at the concentrator after both facilities are in full-scale operation

● Mantoverde Copper Mine

- Construction of the concentrator was completed in 2023
- First copper concentrate production in June 2024

● Zafranal Project (under development)

- Received regulatory approval from the authority in May 2023
- Advance the development of engineering plans
- Full-scale production is planned to begin in 2028

Canada Casino Project 4.14%

Invested in Western Copper and Gold Corporation (interest held)

Canada Copper Mountain Mine 25%

Peru Zafranal Project 20%

Chile Escondida Mine 1.25%

World's largest copper mine

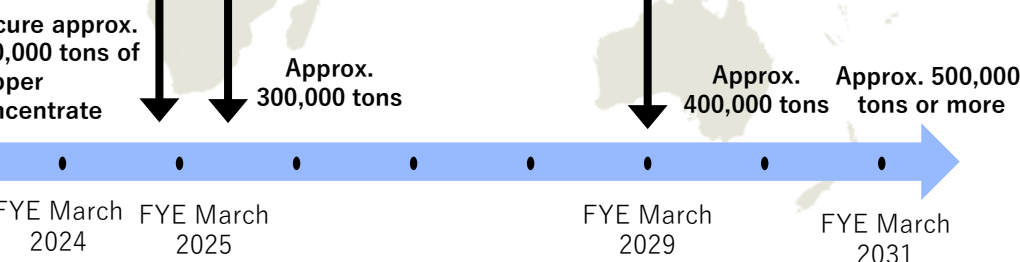
Chile Mantoverde Project 30%

Chile Los Pelambres Mine 10%







Some of the world's lowest costs

● New mine development: Casino Copper-Gold Project

- Verify the feasibility and economics of the Casino Project through technical committee meetings with Western Copper and Gold Corporation



Overview of the Copper & Copper Alloy Business

Key markets	Uses	Main product groups		Strengths	Ordinary profit	Market Outlook
Automobiles Transport equipment	Terminals and connectors	In-vehicle terminals Copper strips for busbars		High-performance copper alloy casting/processing technologies	FYE March 2024 Result ¥-0.5 billion FYE March 2025 Forecast ¥7.3 billion FYE March 2026 Plan ¥12.4 billion	<ul style="list-style-type: none"> ➤ Demand for automobiles and semiconductors is expected to continue to grow over the medium to long term due to the spread of next-generation automobiles and high-capacity communications. ➤ In response to past disruptions in their supply chains, major customers are increasingly aware of the importance of the concept of local production and local consumption. Furthermore, as a measure to deal with rising transportation and energy prices, we will work to optimize our value chain.
		Plating		Development capabilities		
	Automotive parts	Lead-free brass		Development capabilities		
Semiconductors Electronics	Semi conductors	Lead frames		High-performance copper alloy casting/processing technologies		
	Electronics	Copper strips for heat sink		High-quality oxygen-free copper casting/processing technologies		
Infrastructure Industrial equipment Medical equipment	Equipment parts	Copper rods Busbars		Oxygen-free copper/copper alloy casting and processing technologies		
	MRI parts	Superconducting wires		Manufacturing/processing technologies		

Overview of the Electronic Materials & Components Business

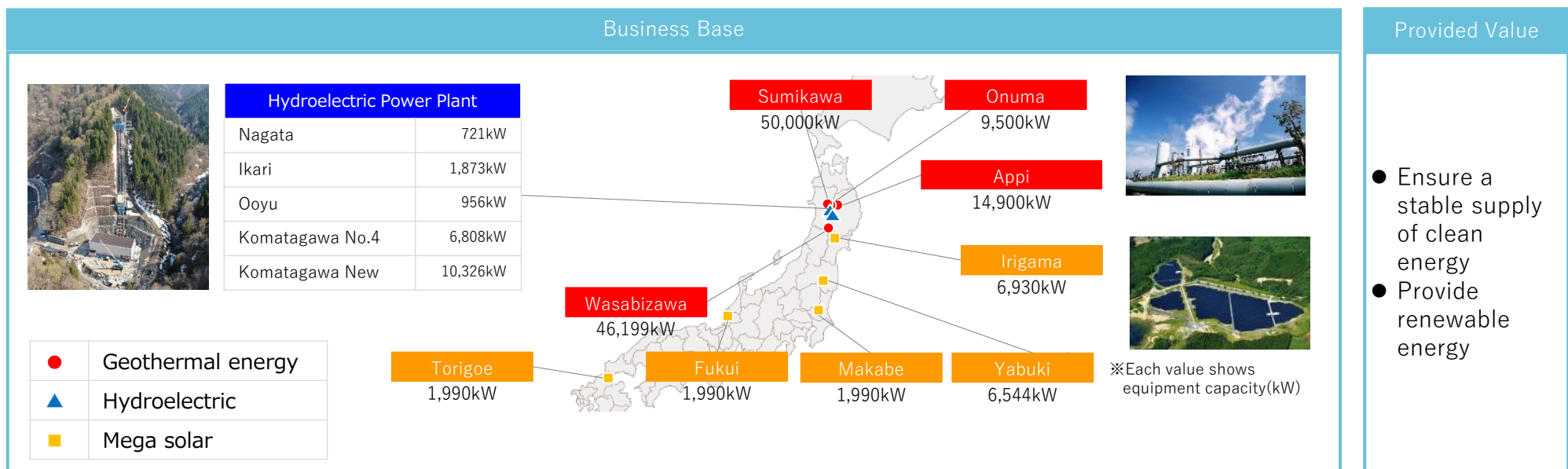
Key markets	Uses	Main product groups		Strengths	Ordinary profit	Market Outlook
Semiconductors Electronics	Semiconductor element bonding materials	Low alpha solders		<ul style="list-style-type: none"> Characteristic raw materials Evaluation technologies 	FYE March 2024 Result ¥2.8 billion FYE March 2025 Forecast ¥3.8 billion FYE March 2026 Plan ¥8.6 billion	<p>➤ Although the market for semiconductor materials is currently in a downturn phase, it is expected to expand in the medium- to long-term. Therefore, we will establish a system to increase production in anticipation of future demand growth, and develop products and business to gain new orders.</p> <p>➤ The market for next-generation automobiles is expected to continue to grow, and we will continue to work to make our way into the market with a focus on thermistor sensors.</p>
	Semiconductor manufacturing equipment parts	Silicon processed products		<ul style="list-style-type: none"> Material technologies Production processes (microfabrication technologies) 		
		Sealing products		<ul style="list-style-type: none"> Material compounding technologies Custom shape designs Analysis/analytical technologies 		
Automobiles Transport equipment	Automotive glass interlayers	Heat-ray shielding paints		<ul style="list-style-type: none"> Characteristic raw materials Dispersion technologies 		
	Automotive parts	Thermistor sensors		<ul style="list-style-type: none"> Device development capabilities Customization capabilities (Injection molding technologies) 		

Metalworking Solutions Business Overview

Major industry	Main product group	Company	Strengths	Ordinary profit	Market outlook
Automobiles Transport equipment	Cutting tools	 Mitsubishi Materials MOLDINO Tool Engineering	<ul style="list-style-type: none"> ▪ Cemented carbide material manufacturing technologies ▪ Coating technologies (CVD/PVD) ▪ Extensive lineup (indexable tools to solid tools) 	FYE March 2024 Result ¥12.2 billion FYE March 2025 Forecast ¥14.0 billion FYE March 2026 Plan ¥25.0 billion	<ul style="list-style-type: none"> ▪ Despite concerns about the pandemic and global supply chain disruptions, the gradual recovery trend continues
Aerospace					
Medical					
Die & Mold					
Mine excavation Secondary batteries Steel	Rock tools Wear-resistant tools	 MMC Ryotec	<ul style="list-style-type: none"> ▪ Cemented carbide material manufacturing technologies ▪ Design capabilities as strength in wear-resistant and rock tools 		<ul style="list-style-type: none"> ▪ Mine excavation, construction, and secondary battery markets all continue to recover
Cemented carbide Semiconductors Secondary batteries	Tungsten powder Advanced metal powder	 Japan New Metals	<ul style="list-style-type: none"> ▪ Integrated production, from tungsten recycling to smelting 		<ul style="list-style-type: none"> ▪ Growing demand for high melting point materials due to the growth in electronic components

Overview of Renewable Energy Business

Business overview	Strengths	Ordinary profit	Market opportunities and prospects
Geothermal power generation	Since the Onuma Geothermal Power Plant opened in 1974, we have developed a power generation business based on our extensive experience in geothermal development and operation, including the supply of steam to the Sumikawa Geothermal Power Plant.	FYE March 2024 Result ¥0.8 billion	<ul style="list-style-type: none"> Opportunities <ul style="list-style-type: none"> Economic: Environmental value enhanced due to increasing demand for renewable energy Political: Contribution to national policies for the introduction of renewable energy Social: Increased social demand on companies to introduce renewable energy and reduce CO₂ emissions Risks <ul style="list-style-type: none"> Technological: Decline in competitiveness of facilities due to rapid technological innovation Environmental: Decline in power generation due to change in weather patterns associated with climate change over a long period of time Investment: Increased investment costs due to increase in construction costs
Hydroelectric power generation	We also possess many years of experience in the operation of hydropower generation since its introduction in Japan.	FYE March 2025 Forecast ¥2.4 billion	
Solar power generation	Supply of electricity and extensive development and operating experience utilizing the Group's idle land	FYE March 2026 Plan ¥2.3 billion	
Biogas	Waste plastic and sludge generated during the treatment process are used as raw materials and as an alternative to thermal energy at the cement plants of affiliated companies.		
Wind power generation Storage batteries, etc.	Idle land, including Approx. 14,000 ha of forest land which we own in Japan, is utilized as new power source development sites.	—	



Initiatives to Improve PBR in the FY2031 Strategy

Recognition of issues	<p>The PBR at the end of the fiscal year ended March 2024 was 0.6 times, far less than 1 time. PBR is divided into ROE and PER; ROE is 4.8% and PER is 12.1 times, with ROE being particularly low.</p>	
PBR recovery plan	<ul style="list-style-type: none"> ● Recovery to ROE above 10%: achieving the ROE target of 10.0% in FYE March 2026 based on the FY2031 Strategy ● Continuing to achieve ROE above 10%: maintaining and improving ROE above 10.0% from FYE March 2027 to achieve the ROE target of 13.6% in FY2031 ● Demonstrating stable growth with little fluctuation in earnings through the above process and supporting the execution of the FY2031 Strategy, thereby raising future growth expectations and improving PER 	
	ROE Improvement	<p><u>Improving profitability</u></p> <ul style="list-style-type: none"> ● Lowering the break-even point by reducing fixed costs (production cost reduction, yield rates improvement, SG&A cost reduction) (Total cost reduction of about ¥24.0 bn by FYE March 2031, ratio to operating profit about 13% in FYE March 2026 and about 19% in FYE March 2031) ● Investing in medium- to long-term growth areas such as resource recycling and expanding the scope and regions (Maximize ROIC spread and economic profit (ROIC spread x invested capital) for all businesses by FYE March 2031)
	PER Improvement	<ul style="list-style-type: none"> ● Stable growth of earnings through formulation and implementation of the FY2031 Strategy, which is a medium- to long-term growth strategy (Ordinary profit target FYE March 2026: ¥87.0 bn, FYE March 2031: ¥180.0 bn) ● Stable shareholder return (aim to achieve a dividend payout ratio of 30% by FYE March 2026 and further increase thereafter) ● Generate revenue from sustainability activities by formulating and implementing materiality and important themes, measures and KPIs ● Achieve strategic progress in line with the FY2031 Strategy, improve the expected growth rate by improving business performance, and reduce the cost of equity

Operating Results

(Billions of yen)

	FYE March 2020	FYE March 2021	FYE March 2022	FYE March 2023	FYE March 2024
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PL

Net sales	1,516.1	1,485.1	1,811.7	1,625.9	1,540.6
Ordinary profit	49.6	44.5	76.0	25.3	54.1
Profit (loss) attributable to owners of parent	(72.8)	24.4	45.0	20.3	29.7

BS

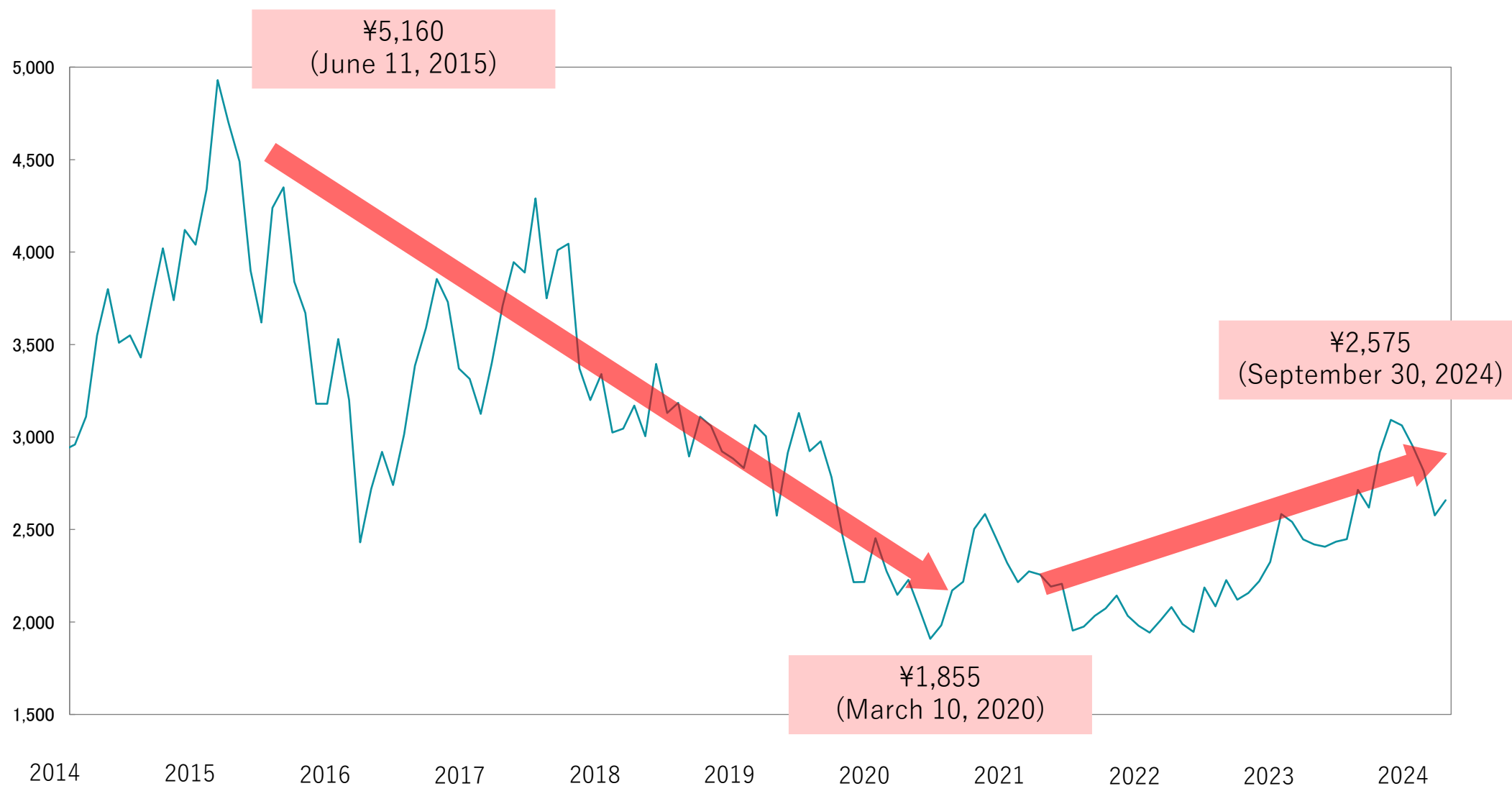
Total assets	1,904.0	2,035.5	2,125.0	1,891.7	2,167.6
Net assets	586.0	614.3	655.7	628.8	685.6

CF

Operating CF	67.5	78.4	6.8	45.1	51.3
Investment CF	(66.8)	(101.7)	(3.2)	(43.9)	(102.9)
Financing CF	28.8	41.5	(5.0)	3.4	32.9
Cash and cash equivalents at end of period	127.2	147.5	153.6	141.0	131.1

Share Price Trends (Past 10 Years)

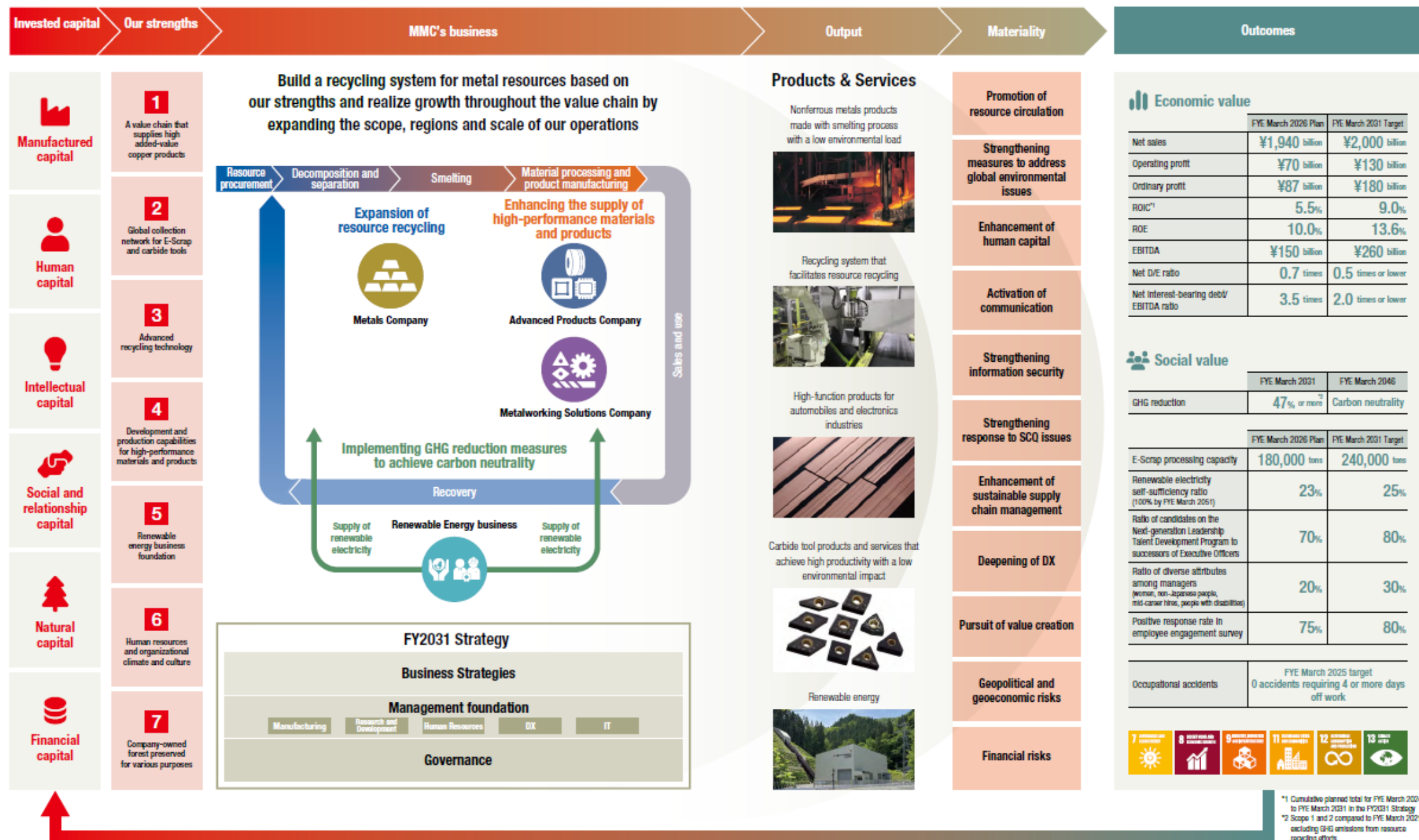
The Company's stock price had been on a downward trend, but has been gradually recovering since 2023.



*Based on closing price.

On October 1, 2016, the Company carried out a reverse stock split at a ratio of 1 share for every 10 shares, and the share prices before that date have been adjusted as required to take into account the impact of the reverse stock split.

Value Creation Process



¹ Cumulative planned total for FYE March 2024 to FYE March 2031 in the FY2031 Strategy
² Scope 1 and 2 compared to FYE March 2021, excluding GHG emissions from resource recycling efforts

Materiality

- Based on the recognition that the sustainability of society as a whole will have a significant impact on the future of corporate activities, the Group has identified the most important social issues that we will resolve through corporate activities as material issues.

Materiality	Key themes	Materiality	Key themes
Promotion of resource circulation	Promotion of designing resource recycling through advanced recycling technology	Enhancement of sustainable supply chain management	Diversifying procurement of raw materials
	Developing and providing recyclable products		Consideration of human rights in the supply chain
Strengthening measures to address global environmental issues	Strengthening initiatives to achieve carbon neutrality	Deepening of DX	Business process innovation
	Biodiversity retention and reducing environmental impact		Operational enhancement
	Developing and promoting the use of renewable energy		Enhancement of customer contact points; reform of business model
Enhancement of human capital	Addressing labor shortage issues	Pursuit of value creation	Building and execution of new business creation processes
	Enhancing talent retention and development		Strengthening of manufacturing
	Promotion of DE&I (Diversity, Equity & Inclusion)	Geopolitical and geoeconomic risks (*2)	Periodic review of investment strategies
	Promotion of flexible working styles		Collecting and sharing information on overseas risks and individual country risks from overseas bases
Activation of communication	Respect for individuals and fundamental human rights		Creation and regular review of risk reduction and avoidance measures, and BCP for overseas businesses
	Enhancement of engagement with stakeholders		Building a procurement portfolio of copper concentrates, E-Scrap, and other raw materials
	Improving customer satisfaction	Financial risks	Introduction and operation of the Group's optimal cash management system
Strengthening information security	Promotion of dialogue and coexistence with local communities		Grasping the market value of assets held and confirming the indication of impairment of fixed assets
	Strengthening IT global governance		Monitoring of the management and financial condition of debt guarantee underwriting affiliates, etc.
	Prevention of information leakage		Investment allocation considering safety and profitability in pension asset management
Strengthening response to SCQ (*1) issues 【 Issues related to occupational safety and health, health management, compliance, environmental management, and quality management 】	Strengthening IT asset management		
	Prevention of occupational accidents		
	Creating mentally and physically pleasant workplace		
	Prevention of infectious diseases		
	Reinforcing compliance		
	Enhancing internal control through Group governance		
	Enhancement of corporate governance		
	Preventing leakage of harmful substances outside the site and eliminating environmental law violations		
	Elimination of serious quality non-conformities		

*1 Safety & health (Safety & health come first), Compliance & environment (Compliance & environment to ensure fair activities), Quality (Quality of products and services provided to our "customers")

*2 Risk that a country will try to achieve geopolitical goals (national interests) through economic means

Seven Strengths of the Mitsubishi Materials Group

Our coal and metal mining business dates back to 1871. In 1917, we opened our Naoshima Smelter & Refinery, which marked the beginning of the Group's Metals business. Since then, the Group has developed unique strengths that have driven further development of our business. Investment in overseas mines and advancement into the Copper & Copper Alloy business has led to the building of a robust value chain and improvement of our technology and know-how for recycling materials such as E-Scrap.

We are also using the knowledge and assets we have amassed through our domestic mining business to develop hydroelectric and geothermal power generation businesses, and are utilizing and conserving forests owned by the Company. Other strengths lie in intangible assets such as our talent and organizational climate and culture.

1 A value chain that supplies high added-value copper products



- Investment in overseas copper mines through long-term friendly relationships with major resource companies
- Processes enabling efficient, environmentally friendly smelting and refining of clean copper concentrate
- Strong customer base and Japan's top capabilities for processed copper production



A value chain that supplies copper products

2 Global collection network for E-Scrap and carbide tools



- Global E-Scrap collection network through overseas bases such as MM Metal Recycling BV in the Netherlands
- Domestic network for the collection of used carbide tools

*E-Scrap: Waste circuit boards of electronic equipment, etc. that contain trace amounts of various precious metals.

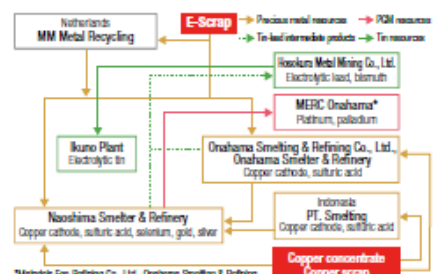


Examples of E-Scrap/used carbide tools being accepted/processed

3 Advanced recycling technology



- Efficient processing of E-Scrap through the Mitsubishi Process for continuous copper smelting
- Material Grid framework enabling collection of a wide range of nonferrous metals including platinum group metals, lead and tin
- Automatic dismantling and sorting processes for items such as home appliances, enabling recycling of a wide range of resources
- The technology and know-how to recycle tungsten recovered from carbide tool scrap, etc. as a raw material



Material Grid framework

4 Development and production capabilities for high-performance materials and products



- Development and production of oxygen-free copper, copper alloy, lead-free brass, etc.
- Supply of materials and components for semiconductor manufacturing equipment (columnar crystal silicon, sealing products)
- Supply of high-efficiency carbide tool products that utilize our materials and coating technologies

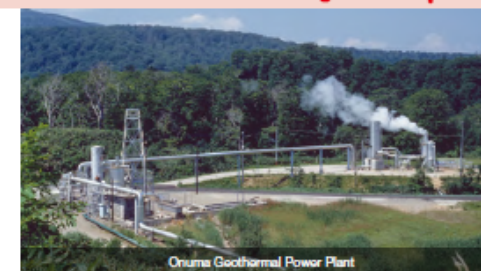


Products made from GloBrass®, a lead-free brass material with superior machinability

5 Renewable Energy business foundation



- Advanced exploration and analysis technology for geothermal resources
- Decades of business experience in areas such as geothermal and hydroelectric power generation



Onuma Geothermal Power Plant

6 Human resources and organizational climate and culture



- Talent with wide-ranging expertise in a variety of roles
- A team that can unite to resolve issues
- Mutual trust between colleagues and between management and employees



Cross-organizational discussion

7 Company-owned forest preserved for various purposes



- Appropriate development and management of company-owned forest to preserve biodiversity and carry out sustainable forestry operations (SGEC certified)
- Company-owned forests utilized for education and community exchange activities
- Wood from company-owned forests utilized as a building material

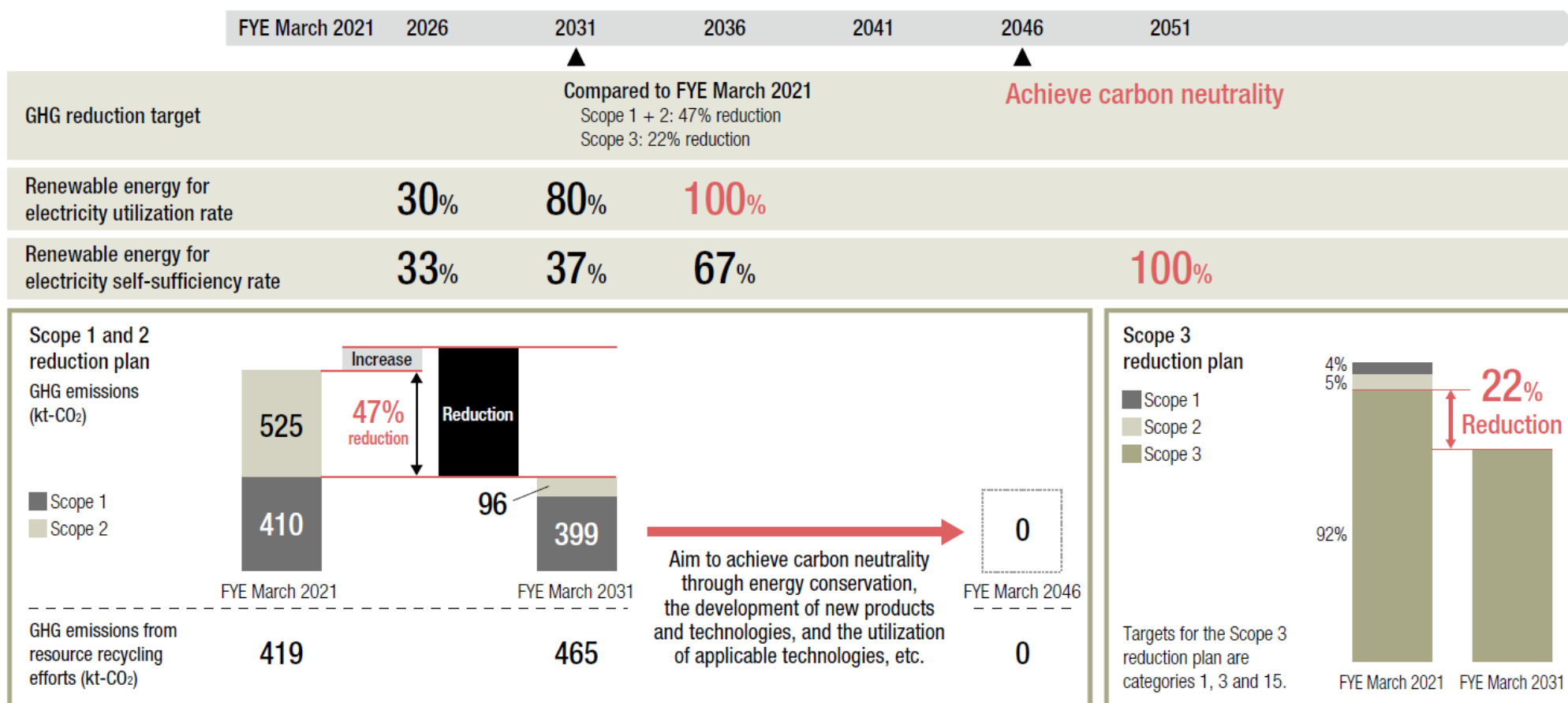


Hayakita Forest

GHG Reduction Targets toward Carbon Neutrality

- We set the fiscal year ending March 2046 as our target year for carbon neutrality (Five years ahead of the Japanese government's target year of the fiscal year ending March 2051)
- We will achieve 100% self-sufficiency in renewable energy electricity by the fiscal year ending March 2051 (amount of renewable energy generated equivalent to our own electricity consumption).

Scope 1: Direct emissions of greenhouse gases by companies themselves (Fuel combustion, industrial processes)
 Scope 2: Indirect emissions from the use of electricity, heat and steam supplied by other companies
 Scope 3: Indirect emissions other than scope 1 and scope 2 (Emissions from other companies related to business activities)



*GHG emissions for Scope 1 and 2 are based on the calculation of adjusted emissions under the Act on Promotion of Global Warming Countermeasures (excluding GHG emissions from resource recycling efforts).

*GHG emissions exclude businesses and subsidiaries that have been or will be removed from the scope of consolidation due to business portfolio adjustment by the fiscal year ended March 2024.

Initiatives to Reduce GHG Emissions

● Carbon Footprint of Products(CFP) *1 Initiatives

Applications and calculation methods for CFP are being investigated from a variety of perspectives by governments, industry organizations, and others. As interest in CFP initiatives is growing both in Japan and abroad, we will move forward with our own CFP initiatives in the following directions.

Deployment

- Continue sequentially calculating CFP for our main products.
- Begin building systems for ensuring data reliability.

Verification and Disclosure

- Completed third-party verification of copper cathode, aiming to complete third-party verification of electrolytic lead by the end of this fiscal year.
- Establish a foundation for the management of CFP.

Reduction

- Increase engagement *2 with suppliers, and promote consistent GHG reduction initiatives from upstream to downstream.

*1 CFP is the total GHG emissions generated throughout a product's life cycle and is assessed as a part of Life Cycle Assessment (LCA) .
LCA is a method of quantitatively evaluating input resources, environmental load and environmental impact across the life cycle of a product.

● Substantially accelerate switchover to renewable energy at sites in the Metals business

In the Metals business, which accounts for about 60% of the Group's domestic electricity consumption, we have decided to accelerate the switchover of purchased electricity to electricity derived from renewable energy by up to 11 years.

Eight sites excluding Naoshima Smelter & Refinery and Onahama Smelter & Refinery *2

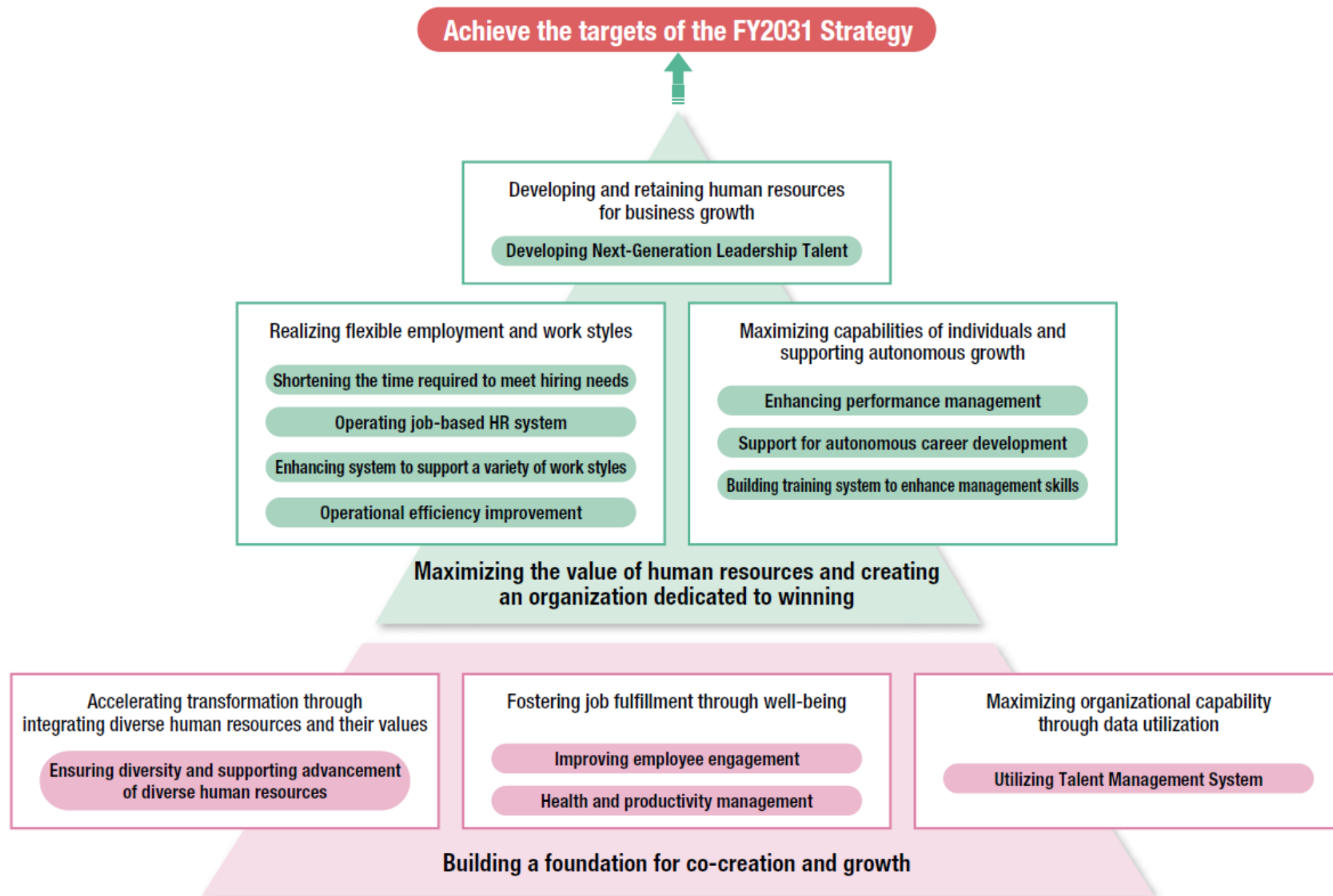
FYE March 2025: Complete switchover to renewable energy electricity(Up to 11 years ahead of schedule)

*2 The Company's Ikuno Plant, Hosokura Metal Mining Co., Ltd., Material Eco Recycle Co., Ltd., Ryohinkogyo Co., Ltd., Materials Eco-Refining Co., Ltd.'s Ikuno Plant and Onahama Plant, East Japan Recycling Systems Corporation, Chubu Eco Technology Co., Ltd.

Naoshima Smelter & Refinery and Onahama Smelter & Refinery

FYE March 2025:
Switch half of electricity consumption to electricity derived from renewable energy sources
FYE March 2029 (planned):
Switch all electricity consumption to electricity from renewable energy sources (7 years ahead of schedule)

Human Capital Initiatives



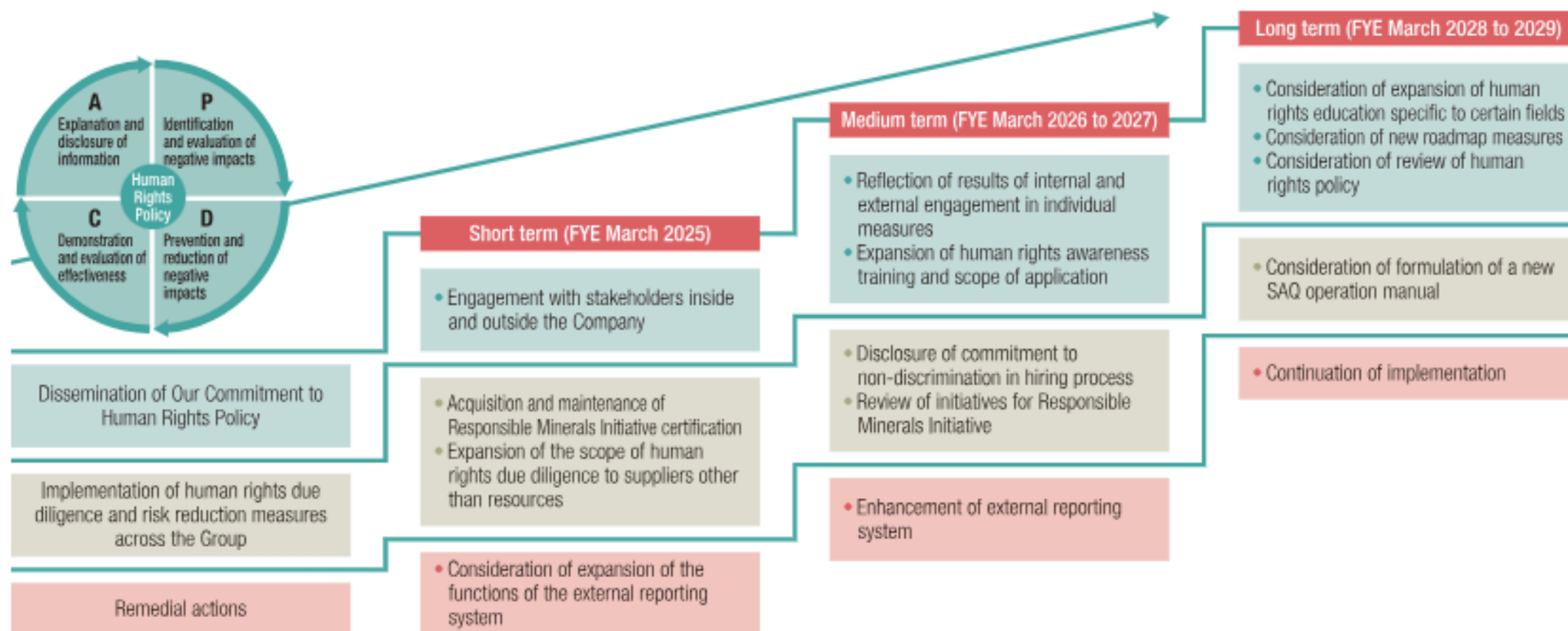
Human Resources Strategy and Medium- to Long-Term Vision

		Priority issues	Main measures	FYE March 2024 result	FYE March 2026	FYE March 2031	Materiality
Human resources strategies	Maximizing the value of human resources and creating an organization dedicated to winning	Developing and retaining human resources for business growth	★ Developing Next-Generation Leadership Talent	<ul style="list-style-type: none"> Established a pool of next-generation leadership talent and enhanced development initiatives Ratio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers: 56% 	<ul style="list-style-type: none"> Build a pipeline to Executive Officer roles through ongoing selection and development of next-generation leadership talents Ratio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers: 70% Develop organizations and talent to accelerate our resource recycling business, starting in Europe 	We will have established and be executing a cycle of ongoing appointment and development of the next generation of management candidates for Executive Officer positions. Additionally, as an organization that is accelerating its global expansion, we will be developing talent with the management capabilities to lead multinational teams. *Ratio of candidates on the Next-Generation Leadership Talent Development Program to successors of Executive Officers: 80%	Enhancing talent retention and development
		Realizing flexible employment and work styles	Shortening the time required to meet hiring needs	<ul style="list-style-type: none"> Enhanced publicity, diversified hiring channels and shortened lead times for hiring 	<ul style="list-style-type: none"> Improve recruiting capabilities 	Through speedy hiring, placing the right persons in the right positions, a mixture of diverse employment patterns and work formats, and operational efficiency, we will utilize excellent talent from both inside and outside the Company to the maximum in our business operations.	Promotion of flexible work styles Addressing labor shortages
			Operating job-based HR system	<ul style="list-style-type: none"> Placed the right persons in the right positions through proper placement at a management level Promoted talent for early appointment to organizational head positions through stringent enforcement of age limits 	<ul style="list-style-type: none"> Acceleration of placements of the right persons in the right positions and early promotions 		
			Enhancing system to support a variety of work styles	<ul style="list-style-type: none"> Introduced trial system for side jobs / side businesses 	<ul style="list-style-type: none"> Improvement of appeal of our workplace (expansion of eligibility for coreless-flextime system, full adoption of system for side jobs / side businesses, etc.) 		
			Operational efficiency improvement	<ul style="list-style-type: none"> Implemented initiatives in each division for reform of business processes, promoting efficiency, labor saving, and workload saving 	<ul style="list-style-type: none"> Implement thorough measures for promoting efficiency, labor saving, and workload saving 		
		Maximizing capabilities of individuals and supporting autonomous growth	Enhancing performance management	<ul style="list-style-type: none"> Promoted understanding of and executed performance management cycles through training, etc. Evaluation feedback given: 71% 	<ul style="list-style-type: none"> Establish support through performance management to achieve results and facilitate growth and development Ensure that evaluation feedback is given 	Each employee will be able to give their best and realize their growth as they build a career autonomously.	Strengthening talent retention and development Addressing labor shortages
			Support for autonomous career development	<ul style="list-style-type: none"> Promoted autonomous career development (more active utilization of the Internal Job Posting System, held career event, provided opportunities to consult outside career counselors, provided support for re-skilling) 	<ul style="list-style-type: none"> Accelerate awareness-building about career autonomy and provide support for autonomous career development 		
			Building a training system to enhance management skills	<ul style="list-style-type: none"> Developed initiatives to improve the level of management throughout the Company (held "Basics of HR management" course for all managers, revised management training system) 	<ul style="list-style-type: none"> Continuously enhance management of organization and human resources (reflection of results of measurement of effects of training in the content of future training) 		
	Building a foundation for co-creation and growth	Accelerating transformation by integrating diverse human resources and their values	★ Ensuring diversity and supporting advancement of diverse human resources	<ul style="list-style-type: none"> Ratio of diverse attributes among managers: 24% Number of managers (compared to March 31, 2021): Women: Approx. 1.4 times, non-Japanese: Approx. 1.6 times, mid-career hires: Approx. 1.4 times Percentage of women in management positions: 3.2% 	<ul style="list-style-type: none"> Ratio of diverse attributes among managers: more than 20% Number of managers (compared to March 31, 2021): Women: Approx. 2.5 times, non-Japanese: Approx. 2.5 times, mid-career hires: Approx. 1.5 times Percentage of women in management positions: 5.0% 	By building an environment where team members with a variety of diverse attributes can coexist and recognize one another in an equitable manner and actively demonstrate their individual abilities at their very best, we will be able to get the maximum performance from our organizations and accelerate transformation. *Ratio of diverse attributes among managers: 30%	Promotion of DE&I
		Fostering job fulfillment through well-being	★ Improving employee engagement	<ul style="list-style-type: none"> Positive response rate in employee engagement survey: 73% 	<ul style="list-style-type: none"> Positive response rate in employee engagement survey: 75% 	Each employee will approach their organization and work autonomously with an internal motivation to contribute, and productivity per employee will be improving. *Positive response rate in employee engagement survey: 80%	Promotion of flexible work styles
			Health and productivity management	<ul style="list-style-type: none"> Certified as a White 500 Health & Productivity Management Outstanding Organization for the first time in 2024 (Large Enterprise Category) Received certification as an Excellent Health Company (gold certification) for the first time 	<ul style="list-style-type: none"> Keep certification as a White 500 Health & Productivity Management Outstanding Organization in 2024 (Large Enterprise Category) Keep certification as an Excellent Healthy Company (Gold Certification) 		
		Maximizing organizational capability through data utilization	Utilizing Talent Management System	<ul style="list-style-type: none"> Designed operations and implemented systems for skill data management Commenced visualization and analysis of the situation of employees and organizations through aggregation of HR data 	<ul style="list-style-type: none"> Expand scope of HR data visualization and utilize HR data in talent management Build a system to provide HR information to management in a timely manner 	Decisions on human resources strategies and measures will be made based on HR data such as skill data and individual data, and the evaluation of this data.	Enhancing talent retention and development

★ indicates a measure related to a core KPI of the human resources strategies.

Human Rights Initiatives

- Based on the results of the analysis of the self-checklists conducted in the fiscal year ended March 2023 and the fiscal year ended March 2024, the Group formulated a roadmap for its efforts to respect human rights over the five years from the fiscal year ending March 2025 to the fiscal year ending March 2029.
- While continuously implementing human rights due diligence, the Group will identify issues related to human rights, identify risks, and implement improvement measures.



Initiatives on Workplace Safety and Hygiene

■ Promoting Hazard Sensitivity & Other Safety and Health Education

At the Safety and Health Education Center, Midori-kan, onsite at our Saitama Office (Saitama Prefecture, Saitama City), we provide hazard sensitivity training (50 types of simulation equipment) and safety and health education for MMC Group employees.



Safety and Health Education Center - "Midori-kan"

This facility is equipped to provide

- hazard sensitivity training designed to improve risk sensitivity among employees, and
- various other types of safety and health education to employees of MMC Group and subcontractors.

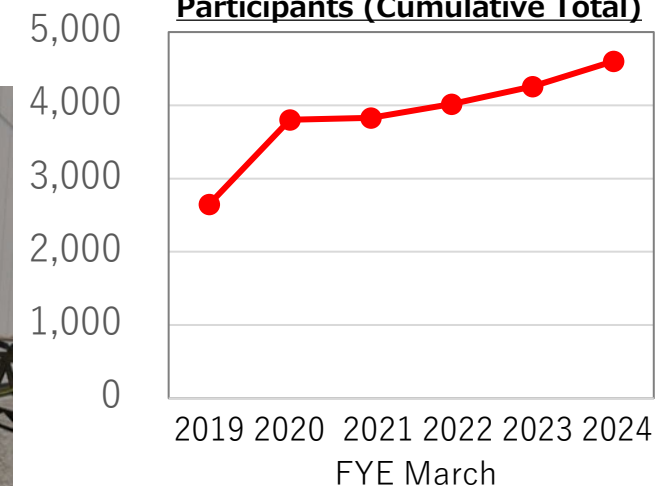


Hazard Sensitivity Training Using VR

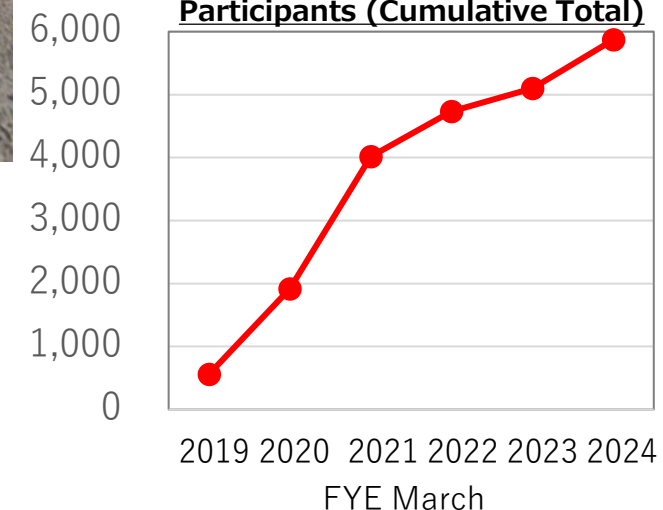
To enable participants to experience hazardous situations that are difficult to simulate with conventional equipment, we began using VR hazard sensitivity training in May 2018. The equipment is portable, making safety education possible at any site.



Hazard Sensitivity Training Participants (Cumulative Total)

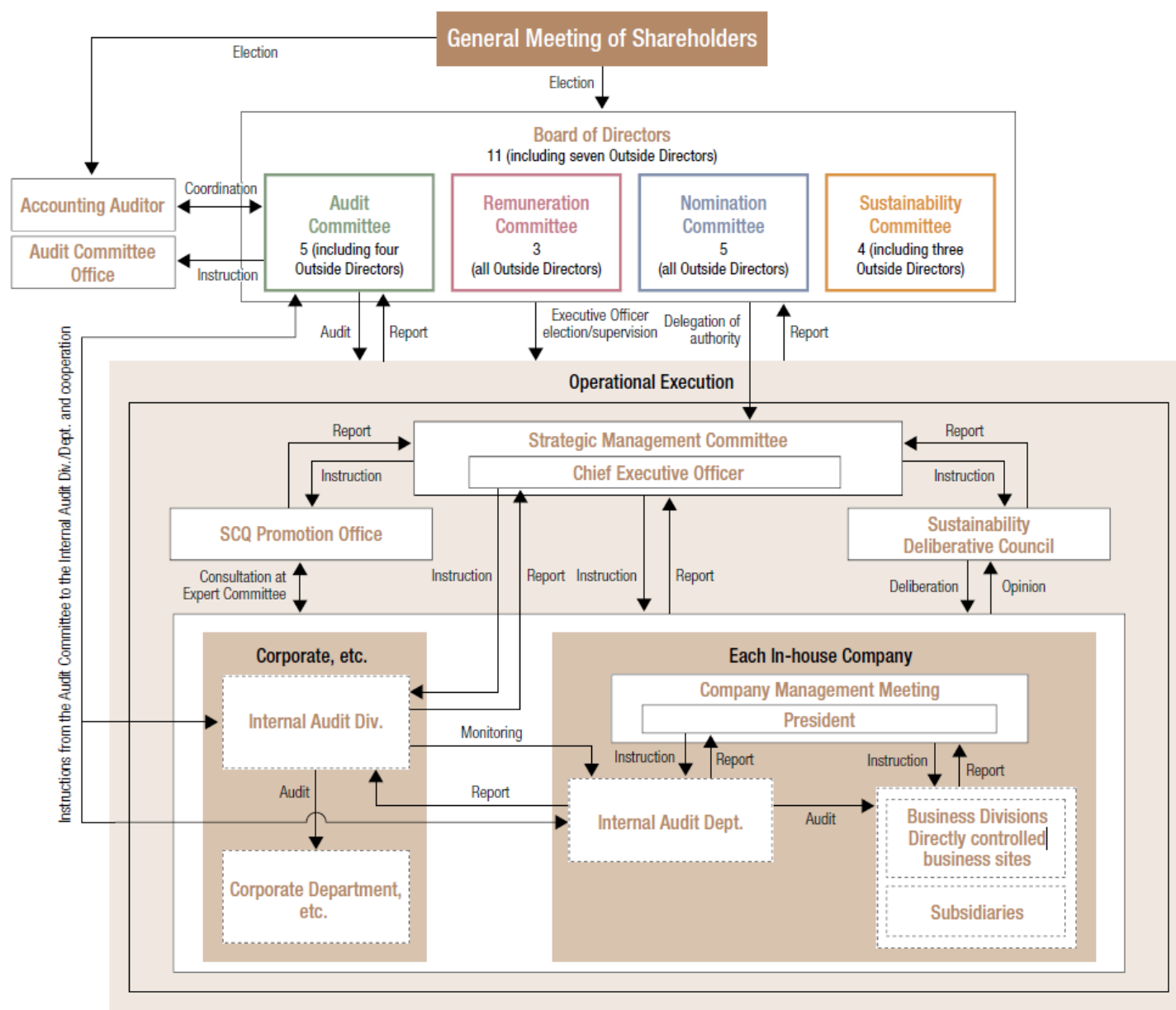


VR Hazard Sensitivity Training Participants (Cumulative Total)



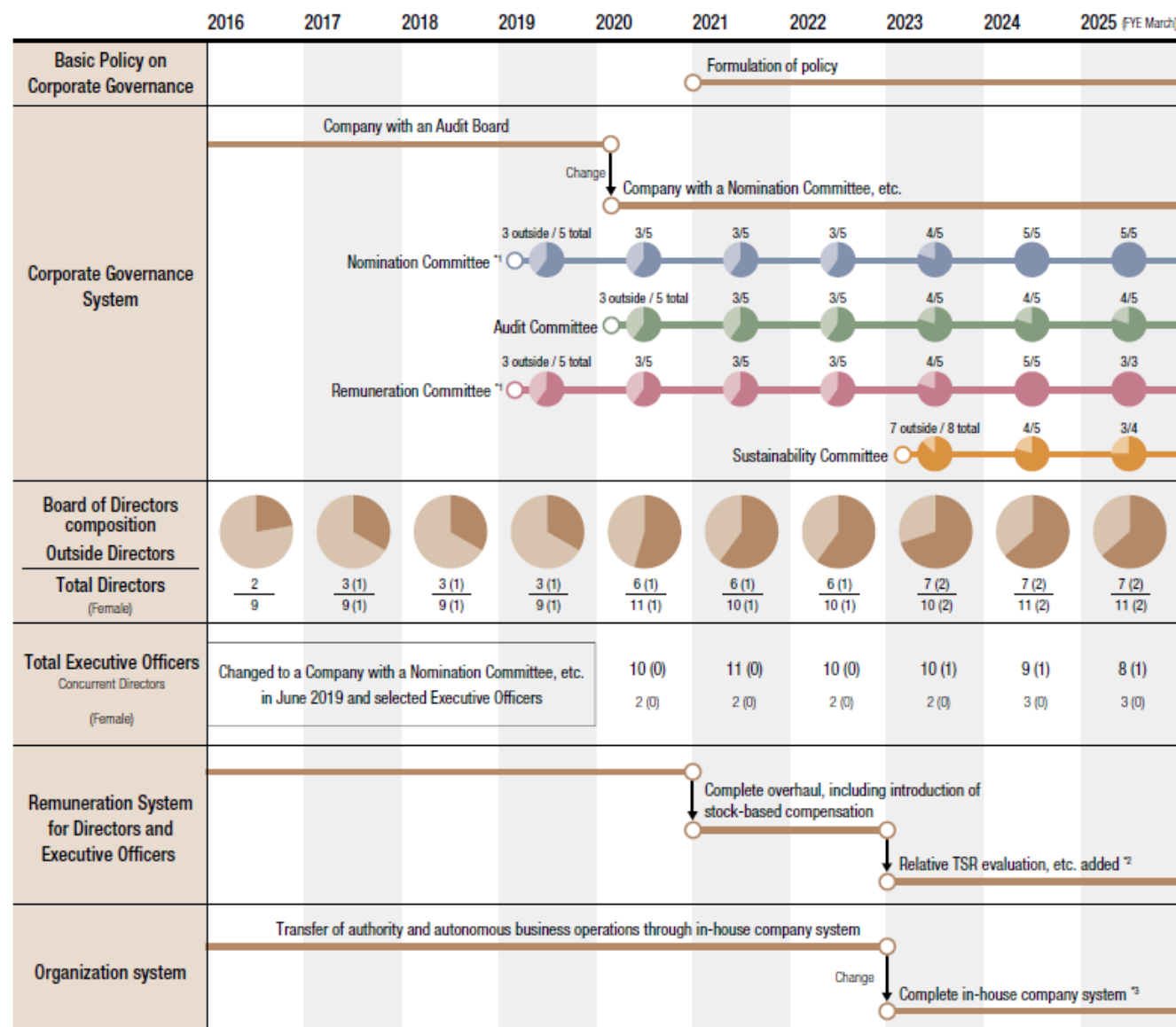
Corporate Governance System

- In 2019, the Company transitioned from a company with a board of corporate auditors to a company with a nominating committee, etc. In 2022, the Company established the Sustainability Committee in order to increase corporate value over the medium- to long-term.



Changes in Corporate Governance System

- Achieved a high level of governance, with the members of each committee consisting mainly of independent Outside Directors, and the Nomination Committee and Remuneration Committee consisting solely of Outside Directors.



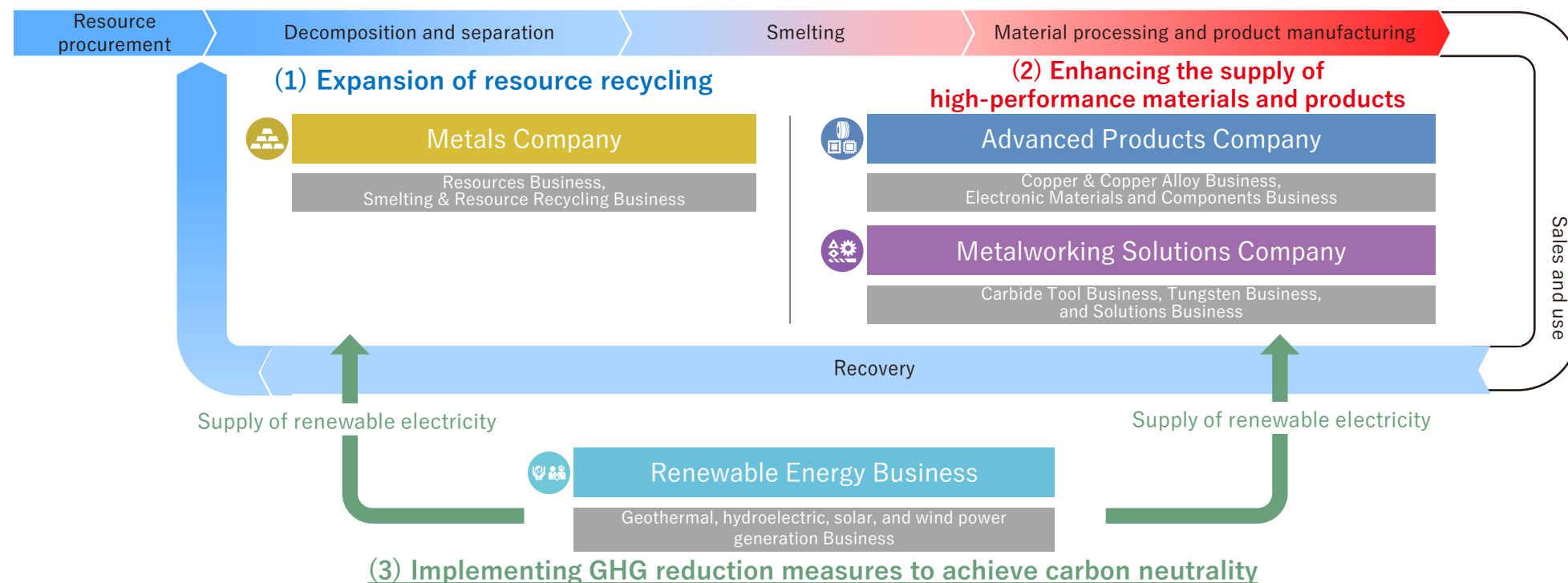
^{*1}. Set up in fiscal 2019 as a voluntary committee and became a statutory committee from June 2019.

^{*2}. With regard to the annual bonus of the remuneration system for Executive Officers, we added relative TSR evaluation as an evaluation item and adopted a system to evaluate targets set for each Executive Officer, including initiatives in line with the Sustainability Policy, as non-financial evaluation items.

^{*3}. Transitioned from April 1, 2022 to a complete in-house company system, having all functions necessary for business operations in the in-house company.

Medium-term Management Strategy FY2031 (the FY2031 Strategy)

In order to fulfill “Our Commitment,” we will build a recycling system of metal resources based on our strengths and realize growth throughout the value chain by expanding the scope, regions, and scale of our operations



① Expansion of resource recycling

Expansion of recycling targets (E-Scrap processing, LIB/xEV material, Tungsten, Wrought copper products) and expansion of recycling regions

② Enhancing the supply of high-performance materials and products

Supply of products for growth markets such as semiconductors and xEVs
Expansion of tungsten business in cemented carbide tools

③ Implementing GHG reduction measures to achieve carbon neutrality

Promotion of geothermal power generation in the Renewable Energy business (100% self-sufficiency in renewable power electricity in the fiscal year ending March 2051)

Implementation of GHG reduction measures to achieve carbon neutrality in the fiscal year ending March 2046

Review of FYE March 2024, Forecast for FYE March 2025

- Operating profit in the fiscal year ended March 2024 fell short of our initial plan, due to the effects of weakening automobile and semiconductor markets. In contrast, we made efforts to enhance cost competitiveness, such as by implementing cost reduction measures in each of our businesses, ahead of schedule in the FY2031 Strategy.
- In the fiscal year ending March 2025, demand for both automotive and semiconductor products is expected to recover from the second half of the fiscal year.
- We can achieve our strategy targets by implementing the various measures provided in the FY2031 Strategy and enhancing our cost competitiveness.

		FYE March 2023 Result	FYE March 2024 Initial Forecast	FYE March 2024 Result	FYE March 2025 Forecast	FYE March 2026 Plan	FYE March 2031 Target
Net sales (Net sales excluding metal charges)	Billions of yen	1,625.9 (608.0)	1,670.0 (706.0)	1,540.6 (548.1)	1,950.0 (652.0)	1,940.0 (690.0)	2,000.0 (850.0)
Operating profit	Billions of yen	50.0	50.0	23.2	41.0	70.0	130.0
Ordinary profit	Billions of yen	25.3	58.0	54.1	63.0	87.0	180.0
ROIC	%	1.4%	4.1%	3.8%	4.3%	5.5%	9.0%
ROE	%	3.5%	6.8%	4.8%	6.7%	10.0%	13.6%
EBITDA	Billions of yen	75.7	113.0	105.0	117.4	150.0	260.0
Net D/E ratio	Times	0.7	0.7	0.7	0.7	0.7	0.5 or less
Net interest-bearing debt / EBITDA ratio	Times	5.2	4.1	4.5	4.3	3.5	2.0 or less
Dividend per annum	Yen	50	94	94	100		

Market Conditions and Business Opportunities

Market conditions in the Company

Resources

- The amount of 5.5 million tons of copper in short supply in the fiscal year ending March 2031 as ore supply from copper mines fails to meet rising copper demand

E-Scrap

- In the fiscal year ending March 2031, the amount is more than twice the current level, but lock-in in each region is common

LIB

- The number of the used LIBs increases several dozen times in the fiscal year ending March 2031 with the acceleration of xEVs conversion
- Battery processing technology needs to be advanced

Automobile

- xEV market grows by 25% annually
- Increasing demand for higher currents and voltages, expanding needs for high-performance sensors and high-precision components for various control applications

Aerospace

- Demand recovers due to the calming down of COVID-19
- Increased use of high-performance materials partly due to environmental measures

Semiconductors

- The market is growing at an annual rate of 5%
- Advances in semiconductors and manufacturing equipment are accelerating

Business opportunities for the Company

Expansion of the resource recycling

Need to increase the rate of recycling metal resources, especially copper, for which demand is increasing, and to respond to recycling in new areas such as used LIBs by accelerating the adoption of xEV

Enhancing the supply of high-performance materials and products

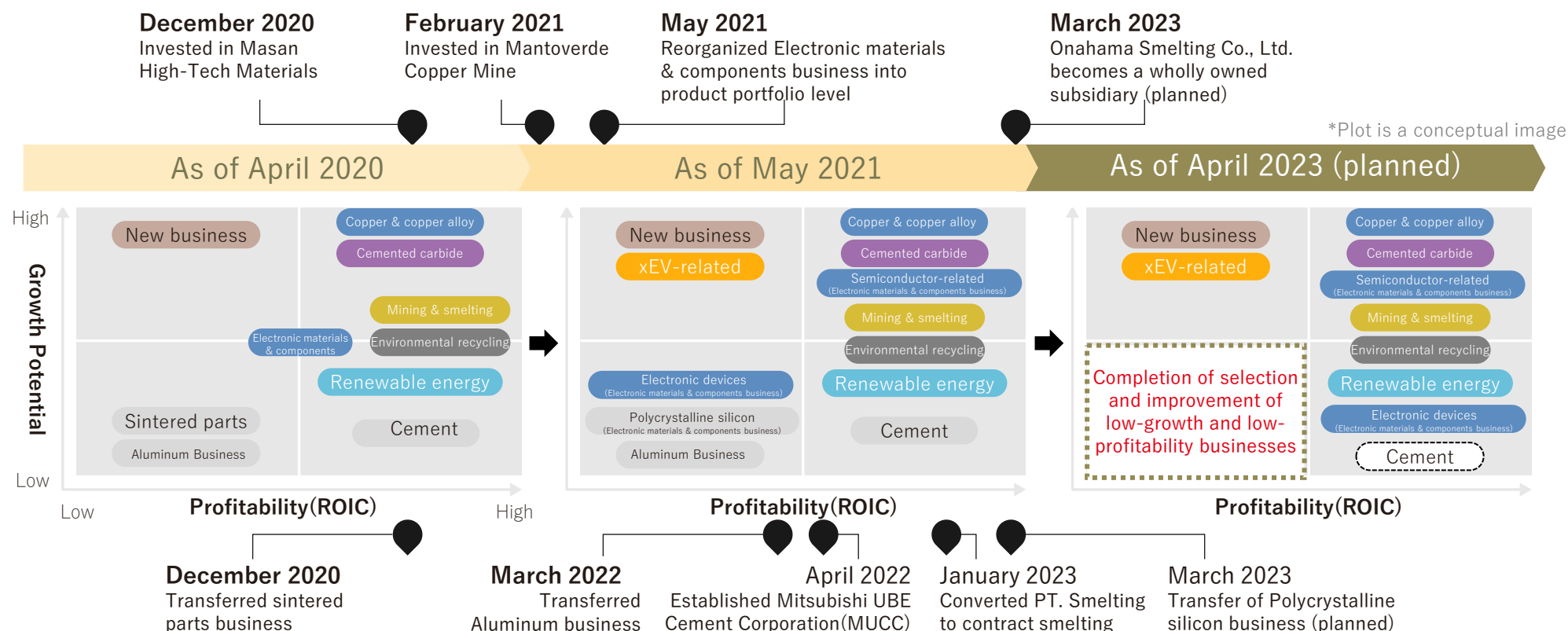
Need to respond to the demand for xEV in automobiles, the high-performance materials in aerospace, and the product sophistication in semiconductors

Trends in the External Environment

Copper	Demand	<ul style="list-style-type: none"> Growth is slowing due to a generally sluggish global economy and delayed economic recovery in China; however, in the medium- to long-term, demand for copper will remain strong due to demand for EVs and renewable energy, as well as demand for data centers as the digitalization society progresses.
	Copper Price	<ul style="list-style-type: none"> Copper price was 379¢/lb in FYE March 2024 (full year), down from 388 ¢/lb in the previous fiscal year, but are now around 400 ¢/lb. Steady movement is expected due to anticipated long-term growth in demand.
	TC/RC	<ul style="list-style-type: none"> Supply concerns have led to strong buying by Chinese smelting operations and traders, and spot TC/RCs are extremely low; as smelting capabilities continue to grow in Indonesia and India, there are concerns that TC/RCs will remain low.
Automobile Industry		<ul style="list-style-type: none"> In Q1 FYE March 2025, the automobile sales increased year-on-year worldwide but decreased in Japan. Demand for our wrought copper and cemented carbide products remained sluggish, especially in Japan. A gradual recovery in automobile sales is expected in Q2 and beyond. However, there is a view that growth will slow down, and we need to continue to monitor demand trends closely.
Semiconductor Industry		<ul style="list-style-type: none"> In Q1 FYE March 2025, the semiconductor market is showing signs of recovery, especially for generative AI. A full-fledged recovery in demand from semiconductor material manufacturers located upstream is expected to occur in H2 onward.

Changes in the Business Portfolio

- During the previous the Medium-term Management Strategy period (FYE March 2021 – FYE March 2023), we restructured our business portfolio and focused on businesses with high profitability and growth potential
- Although the current business environment is facing headwinds, we will pursue profitability and growth potential in our core businesses



Financial effect (from FYE March 2021 to FYE March 2023)

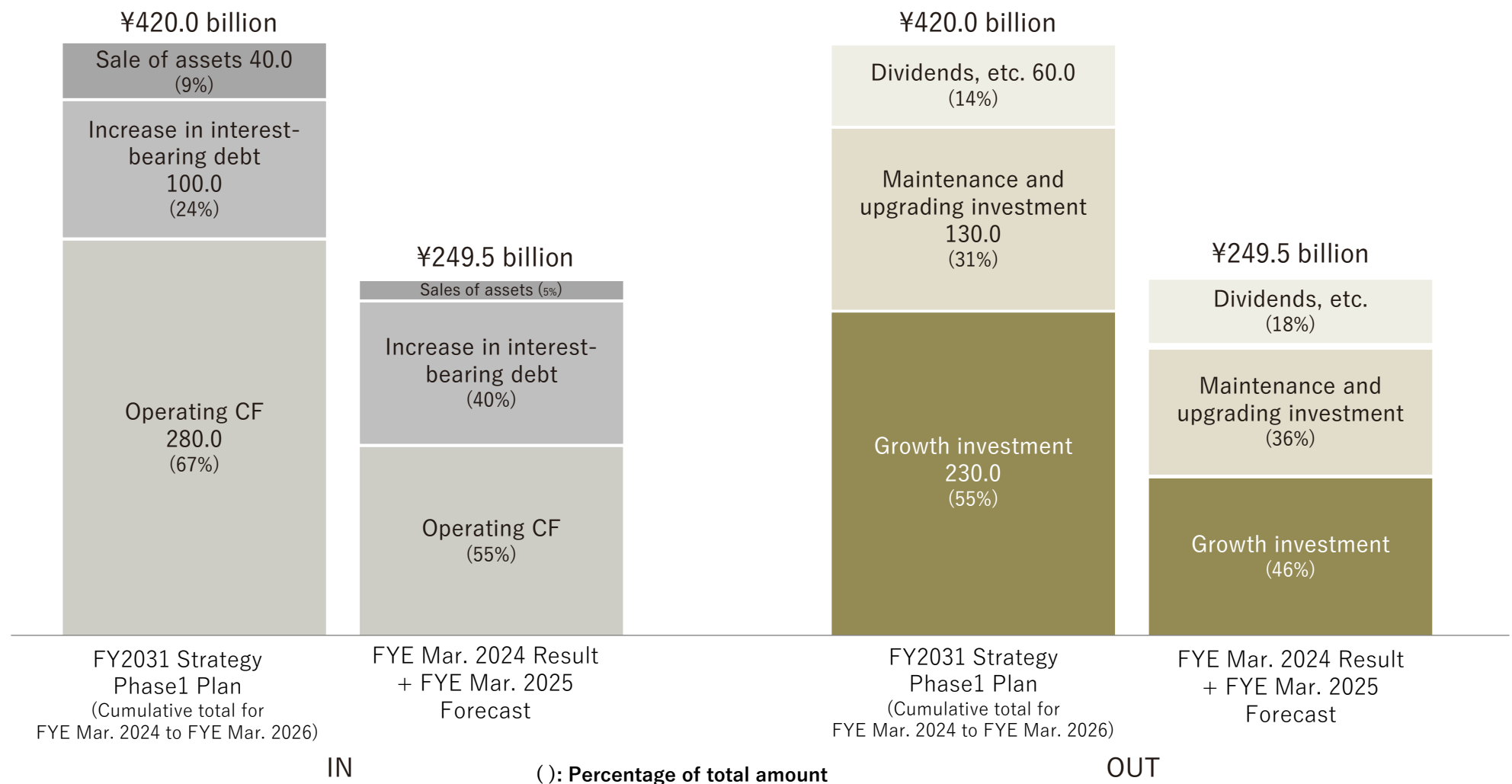
Reduction of interest-bearing liabilities through sales of assets, etc.	Reduction of invested capital through business restructuring, etc.	ROIC improvement effect by reducing invested capital
Approx. ¥-290.0 billion	Approx. ¥-400.0 billion	Approx. +1.3%*1

*1 We estimate the ROIC improvement effect compared the case of executed of business restructuring with the case of continuing these business. (No NOPAT impact in each case)

Capital Allocation

- Cash inflow: Operating CF for FYE March 2024, the first year of Phase1, was lower than expected. As for FYE March 2024 results and FYE March 2025 forecasts, the D/E ratio to the FY2031 Strategy Phase1 plan has increased.
- Cash outflow: We will execute required growth investment.
- While the market is currently recovering, we are aiming to realize the cash allocation envisaged in Phase1.
Even if the operating CF does not reach the target level, we will realize an appropriate cash allocation while securing the growth investment necessary to realize the strategy.

■ Comparison of FYE March ended 2024 result and FYE March 2025 forecast to the FY2031 Strategy Phase1 plan (Progress rate: 59.4%)



Strategic Roadmap

- Phase1 Improving profit growth and profitability by strengthening cost competitiveness and investing in medium- to long-term growth areas centered on resource recycling
- Phase2 Expansion of business scale through regional development including overseas, in addition to expansion of target business areas

	FYE March 2024 - FYE March 2026	FYE March 2027 - FYE March 2031
	Phase1 Strengthening Competitiveness	Phase2 Business Expansion
Expanding the resource recycling	Investment: ¥110 billion (3 years) <ul style="list-style-type: none"> ● Start LIB recycling ● Expansion of the Tungsten business 	Investment: ¥140 billion (5 years) <ul style="list-style-type: none"> ● New copper mine investment ● Capacity expansion of copper smelters
Enhancing the supply of high-performance materials and products	Investment: ¥70 billion (3 years) <ul style="list-style-type: none"> ● Strategic investment in semiconductor manufacturing equipment area ● Improving supply chain efficiency 	Investment: ¥110 billion (5 years) <ul style="list-style-type: none"> ● Expanding the scale of carbide tools ● Expanding the supply of xEVs materials
Investment in renewable energy	Investment: ¥5 billion (3 years)	Investment: ¥25 billion (5 years)
Strengthening cost competitiveness	Ratio of improvement in ordinary profit to net sales: +5.4% ^{*1}	Ratio of improvement in ordinary profit to net sales: +4.9%
Operating Cash Flow	¥280 billion (3 years)	¥790 billion (5 years)
EBITDA ^{*2} growth rate (CAGR)	16.5% ^{*3}	11.5%

*1 Range of improvement in the ratio of ordinary profit to net sales. Net sales excluding metal.

*2 EBITDA=Ordinary profit + Interest expense + Depreciation + Amortization of goodwill (same as below)

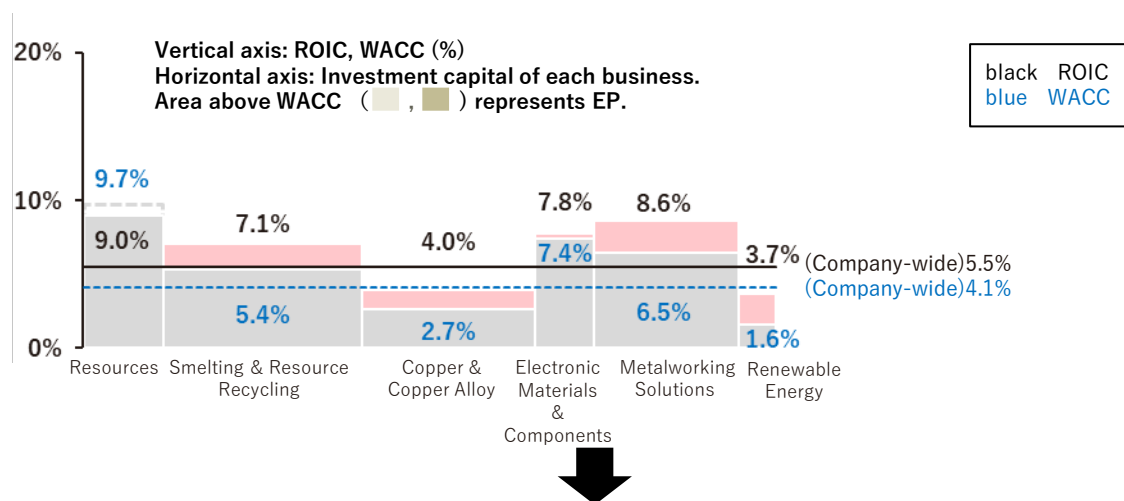
*3 Cement business loss in FYE March 2023 excluded

Business Management Indicators (ROIC, ROIC Spread, EP)

- Optimize the allocation of management resources from a company-wide perspective and aim to increase the ROIC spread and expand Economic Profit (EP) by increasing investment capital
- ROIC will be lower than WACC in the Resources Business in the fiscal year ending March 2026, but higher than WACC in all businesses in the fiscal year ending March 2031, and an increase in EP will increase corporate value

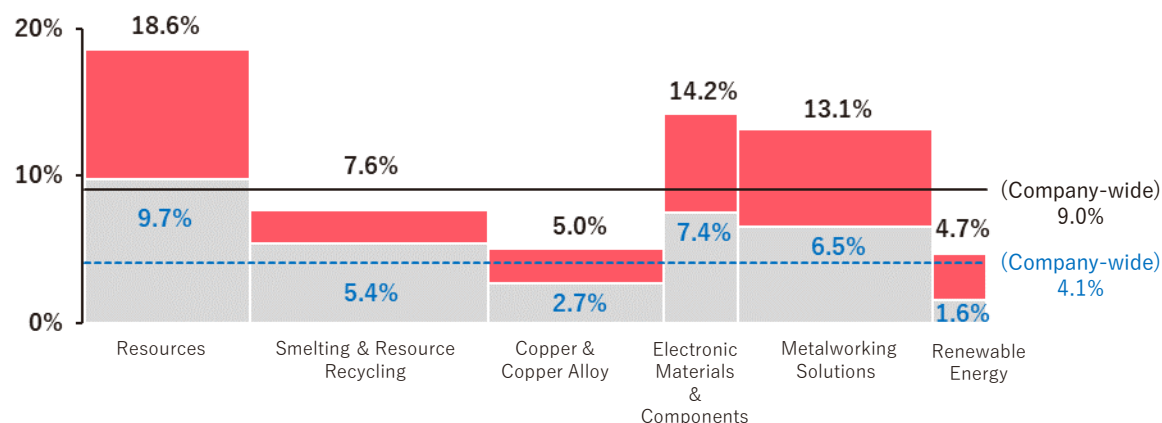
FYE March 2026 Business EPs

EP = ¥17.0 billion



FYE March 2031 Business EPs

EP = ¥79.0 billion



Outlook for each business

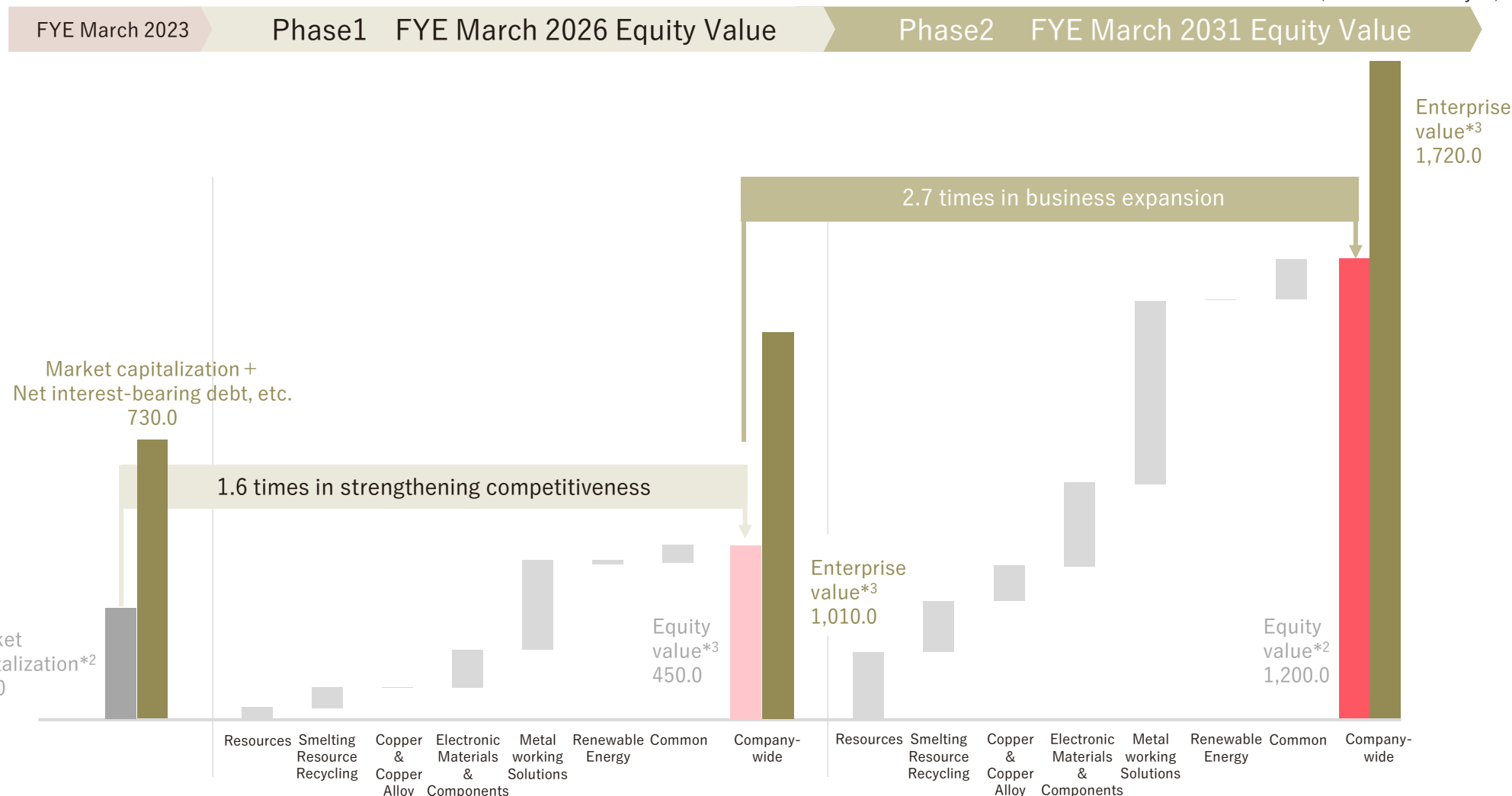
*Figures are EP targets for 2031 businesses (billion yen)

Resources 21.0	<ul style="list-style-type: none"> ● Implementing strategic investments from a long-term perspective and expanding investment capital ● ROIC spread will be positive since FYE March 2027 due to increased profits from copper mines
Smelting & Resource Recycling 8.0	<ul style="list-style-type: none"> ● Optimizing resource recycling processes and investing in LIB recycling ● Continuously improving profitability mainly by increasing the processing capacity of E-Scrap
Copper & Copper Alloy 6.0	<ul style="list-style-type: none"> ● By FYE March 2026, large growth investments will have reached a plateau ● Expanding sales, improving yields, and improving efficiency through investment effects
Electronic Materials & Components 7.0	<ul style="list-style-type: none"> ● Aggressive investment until FYE March 2026 by strong forecast of future semiconductor demand ● ROIC slightly exceeds WACC in FYE March 2026, but after that profit contribution will be occurred
Metal working Solutions 19.0	<ul style="list-style-type: none"> ● Expanding investment capital through growth investment by considering M&A ● Increase profitability by shifting to high-value-added products and reducing costs
Renewable Energy 2.0	<ul style="list-style-type: none"> ● Investment in growth to achieve 100% self-sufficiency in renewable electricity ● ROIC is low, but it has steadily surpassed WACC, expanding with the start of new power supply operations

Enhancing Equity Value and Enterprise Value (by SOTP*1 Analysis)

- Under the Medium-term Management Strategy FY2031, the company aims to grow EBITDA and improve its balance sheet to increase its equity value and enterprise value, and to achieve approximately four times its equity value by the fiscal year ending March 2031

FYE March 2024 – FYE March 2026 FYE March 2027 – FYE March 2031 (Unit : Billions of yen)



※1 Sum-of-the-Parts

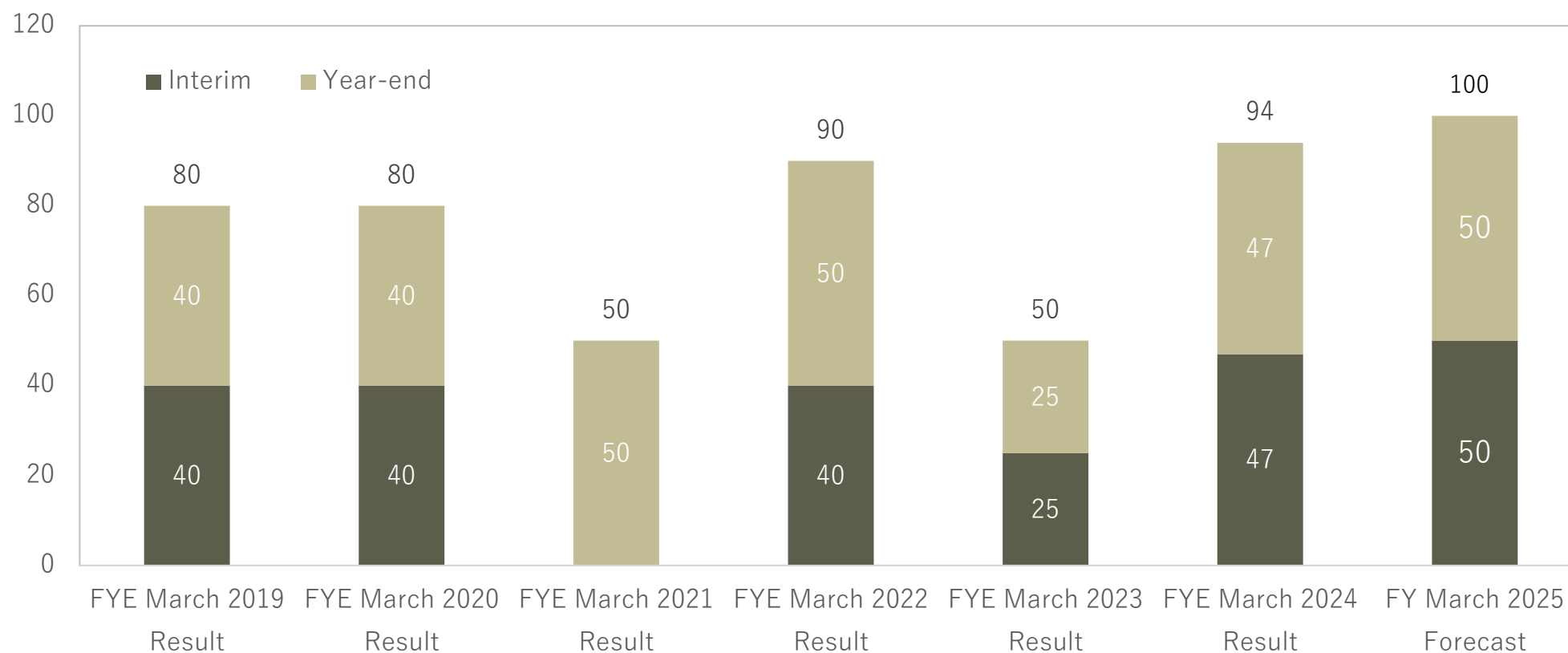
※2 Equity value for FYE March 2023 is as of the end of January 2023

※3 Enterprise value is calculated by multiplying EBITDA for each business by a multiple that takes into account the same industry, and net interest-bearing debt is deducted from enterprise value to calculate equity value

Enterprise value and equity value are figures calculated independently by the Company using SOTP analysis based on the business performance forecast of the FY2031 Strategy and the Company does not guarantee the stock price

Enhance shareholder returns

- From FYE March 2023 to FYE March 2025 (Phase 1 of the FY2031 Strategy), we will aim for a payout ratio of 30% in shareholder returns
- From FYE March 2027 to FYE March 2031 (Phase 2 of the FY2031 Strategy), we will enhance shareholder returns
- We will consider flexible share buybacks based on cash flow conditions, stock price, net D/E ratio, and other financial discipline



*Breakdown of FYE March 2022 Dividends

Interim Dividend: Ordinary Dividend ¥ 25.00 Special Dividend ¥15.00

Year-end Dividend: Ordinary Dividend ¥35.00 Special Dividend ¥15.00

Overview of the FY2031 Strategy for Each Business Segment

		1) Expansion of resource recycling	2) Enhancing the supply of high-performance materials and products
Metals Company	Resources Business	<ul style="list-style-type: none">Promotion of technological development to recover rare metal resources contained in copper depositsAcquisition of copper mining interests and securing copper concentrates through continuous investment in minesExpansion of copper cathode supply through SX-EW operations at copper mines	<p>*Considering the recent deterioration in TC/RC, sulfuric acid prices, etc., we are currently reviewing a change in the direction of our strategy.</p>
	Smelting & Resource Recycling Business	<ul style="list-style-type: none">Strengthening and expanding the networks to promote resource recyclingExpansion of copper cathode production capacityIncreasing the recycling rate by expanding the processing of E-ScrapCreation of rare earths and rare metals recycling businessesAccelerating business developments in Japan and overseas (E-Scrap, home appliances, automobile recycling)	
Advanced Products Company	Copper & Copper Alloy Business	<ul style="list-style-type: none">Improve the recycling rate of wrought copper products and establish a scrap platform base	<ul style="list-style-type: none">Overseas (Luvata): Rapid entry into growing markets (xEV, healthcare, environment)Expand sales and strengthen services to overseas customers by establishing a new overseas plant which carries out a downstream process, with the domestic plants as mother ones
	Electronic Materials & Components Business		<ul style="list-style-type: none">Highly capital-efficient management through continual restructuring of the business portfolioStrategic investment in focal products in growth areasDeveloping and securing human resources for the creation of new businesses and the promotion of business alliancesEnhancing manufacturing capabilities and DX to enhance production sophistication and profitabilityProviding business and social value (SDGs) for carbon neutrality
Metalworking Solutions Company		<p><u>Tungsten Business</u></p> <ul style="list-style-type: none">Expansion of business scale for rechargeable batteries in addition to carbide tools, etc.Strengthening environmental responsiveness	<p><u>Cemented Carbide Tools Business</u></p> <ul style="list-style-type: none">Stable supply of the world's top quality, high-efficiency products utilizing the strength of materials and coating technology <p><u>Solutions Business</u></p> <ul style="list-style-type: none">Commercialization of solution sales to manufacturing sites
3) Supply of renewable electricity			
Renewable Energy Business		<ul style="list-style-type: none">New development at one location every three years to expand businessNew entrants into wind power generation where power generation costs are expected to decline in the futureFurther development of new biogas plants	

Medium-term Management Strategy FY2031 Targets and Progress by Business

(Billions of yen)		FYE March 2023 Result	FYE March 2024 Result	FYE March 2024 Forecast	FYE March 2026 Plan	FYE March 2031 Target	Direction for achieving FY2031 Strategy targets
Resources	Ordinary profit	2.4	20.1	17.9	11.4	48.3	<ul style="list-style-type: none">Operations are ramping up thanks to the expansion of Los Pelambres Copper Mine, and the mine dividend is in line with planIn the fiscal year ending March 2026, ROIC is expected to temporarily decrease and EP is expected to be negative due to investment in mines.
	EBITDA	2.5	19.0	16.6	11.1	49.2	
	ROIC	1.1%	11.7%	10.5%	9.0%	18.6%	
	EP		2.1	0.9		21.0	
Smelting & Resource Recycling	Ordinary profit	25.9	11.6	19.0	27.0	35.0	<ul style="list-style-type: none">Profit increased due to a review of metal prices and a reduction in hedging costs in response to an increase in electricity costsROIC is on an improving trend due to an increase in profitsStrengthening the collection system in Europe based on the supply and demand outlook for E-Scrap by region
	EBITDA	42.6	28.8	33.4	39.6	53.2	
	ROIC	8.3%	2.9%	5.7%	7.1%	7.6%	
	EP		-7.4	1.0		8.0	
Copper & Copper Alloy	Ordinary profit	-0.0	-0.5	7.3	12.4	16.4	<ul style="list-style-type: none">Lower break-even point by improving yield and productivityLower raw material costs by improving recycling ratePromote sales expansion of key accounts in Japan and expand to overseas sales channelsAccelerate sales shift to high-profit products
	EBITDA	9.3	10.6	20.5	24.6	32.4	
	ROIC	0.6%	0.6%	3.2%	4.0%	5.0%	
	EP		-4.5	1.1		6.0	
Electronic Materials & Components	Ordinary profit	7.7	2.8	3.8	8.6	20.4	<ul style="list-style-type: none">Semiconductor market, effects of increased production due to recovery and growth in demand for automobiles (mainly EVs), additional sales expansion measures (Si semi & finished products, device products)ROIC improvement through implementation of growth investment plans tailored to semiconductor market conditions
	EBITDA	11.5	6.9	8.7	16.0	29.0	
	ROIC	8.7%	3.3%	3.8%	7.8%	14.2%	
	EP		-2.7	-2.7		7.0	
Metalworking Solutions	Ordinary profit	14.5	12.2	14.0	25.0	52.7	<ul style="list-style-type: none">Strengthen tungsten business (recycling, manufacture and sale of high-performance powders and alloys) through Acquisition of H.C. Starck, GermanyImprove sales efficiency and productivity using DXReduce inventories and improve capital efficiency
	EBITDA	27.4	24.5	28.8	39.9	68.7	
	ROIC	6.9%	5.2%	5.3%	8.6%	13.1%	
	EP		-2.1	-2.0		19.0	
Renewable Energy	Ordinary profit	0.9	0.8	2.4	2.3	4.3	<ul style="list-style-type: none">Contribution to earnings from stable operation of Appi Geothermal Power PlantPromotion of geothermal and wind power generation projects under investigationSearch for potential new geothermal power generation sitesConsideration of wind power generation using its own Company-owned forests
	EBITDA	1.9	2.2	5.1	4.6	8.1	
	ROIC	3.8%	3.4%	4.7%	3.7%	4.7%	
	EP		0.5	1.3		2.0	

Expansion of Resource Recycling

- In terms of resource recycling, we will expand the scope, regions and scale of our operations based on trends and laws and regulations in each country and region.

Expanding the Scope of Resource Recycling

- E-Scrap recycling (Improving processing capacity)
- LIB recycling (Pilot plant design in progress)
- **In-process recycling of the Copper & Copper Alloy business** (Cost reduction, copper smelter load reduction → Increasing E-Scrap)
- Cobalt recovery at a copper mine (Pilot plant testing underway at Mantoverde Copper Mine)
- Tungsten Recycling
(Cutting tool raw materials, aiming to become global top through acquisition of H.C. Starck)
- **Construction of resource recycling loop**
 - Home appliances: Scaling up in Japan and overseas
 - Automobile recycling: Scaling up targeting EV vehicles
 - Creating a recycling system to extract important mineral resources from various products and supply them as raw materials for products

Expanding Business Regions

Economic bloc, enclosure of important mineral resources
Japan: Economic security
USA: IRA law
EU: Various regulations

↓
Toward intraregional circulation

- Establishment of a new company in Europe
 - Development of resource recycling strategies in Europe and rapid implementation (E-Scrap/Copper-based scrap/LIB/Tungsten)
- Enhancement of E-Scrap Recycling by Domestic Smelters
 - Enhancement of E-Scrap processing capacity by improving smelting and pretreatment capacity
 - Expansion of Collection Centers in Europe
 - Investment in mines to secure low-impurity copper concentrates
 - Enhancing functions of MEX* *Online E-Scrap trading system
- Investment in Exurban
 - Participation in the construction and operation of a recycling plant in Indiana, USA
 - Expansion outside the USA

Movement of Competitors and Expansion of E-Scrap Processing Capacity

- We are aiming to maximize our E-Scrap processing capacity to reach 240,000 tons by the fiscal year ending March 2031.
- As for Naoshima Smelter & Refinery, we will increase our copper smelting and other facilities, thereby increasing the processing capacity by the fiscal year ending March 2028.
In Onahama Smelter & Refinery, we will build a pretreatment facility for increasing the processing capacity and start operation in the fiscal year ending March 2029.

Maintaining the top level of global market share at approximately 21%, according to E-Scrap-based estimates

Our processing capacity : 160kdmt/y(2022)→240kdmt/y(2028)

<Movement of competitors toward increased processing of E-Scrap >

Company A
Construction of a dedicated E-Scrap furnace
(Processing capacity)
60Kdmt/Y to 100Kdmt/Y

Company B
Expansion of the smelters processing capacity
(Processing capacity)
30Kdmt/Y to 43Kdmt/Y

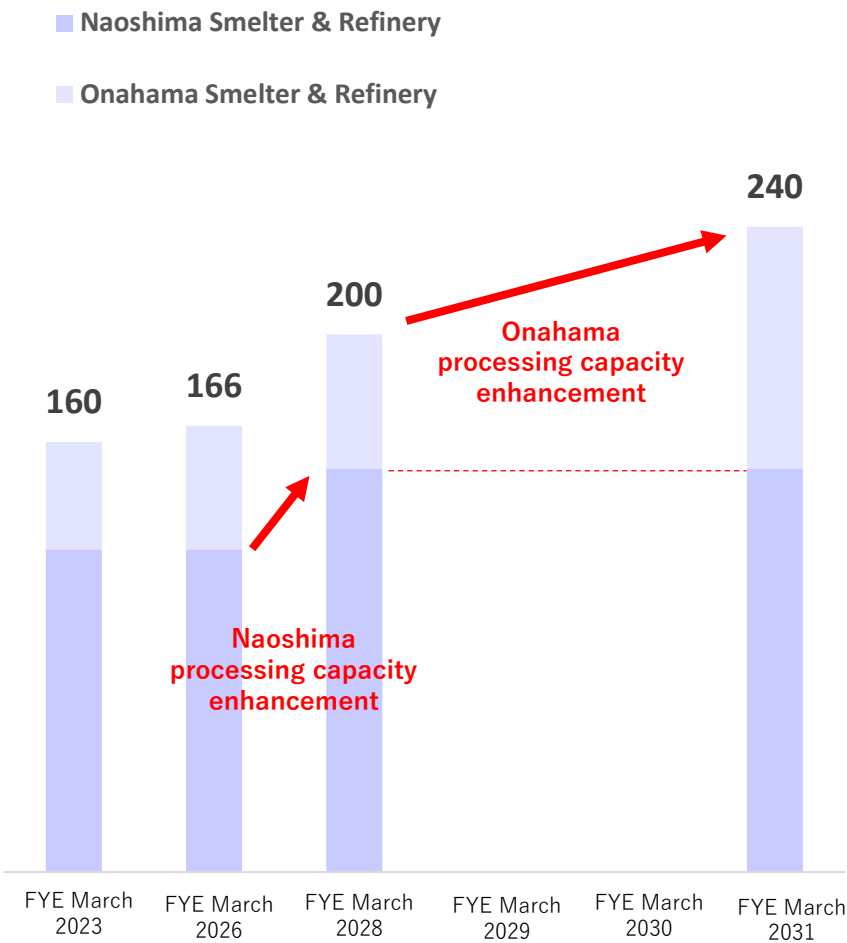
Company C
E-Scrap processing capacity:
120,000 tons per year

Company D
Plans to introduce pretreatment furnace

Company E
Announcement to rise the ratio of recycled materials in their raw materials to 50% by 2040

Company F
Operation of sampling facilities

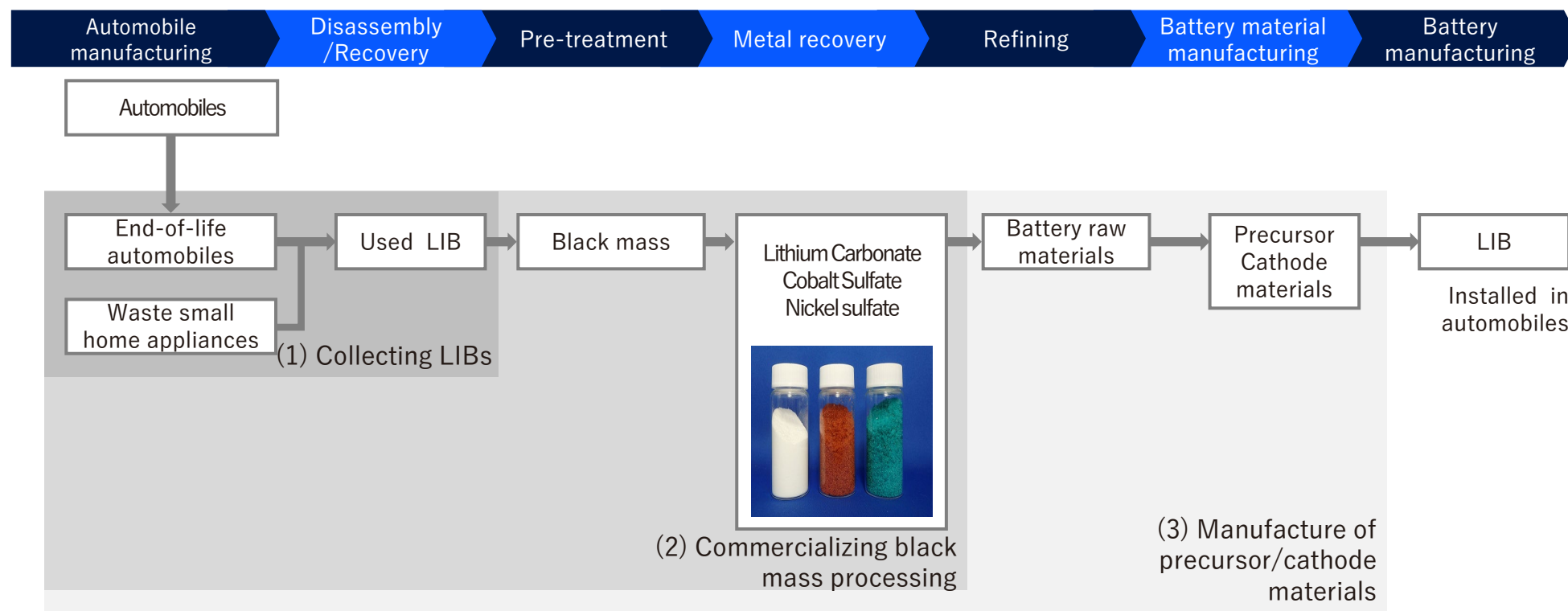
E-Scrap processing capacity (unit: thousand tons)





LIB Recycling

- We will establish a recycling technology to recover rare metals at high efficiency by using our smelting technology and know-how we have cultivated over the years, including recovery of copper and precious metals.
- We aim to contribute to the establishment of an integrated recycling system from lithium-ion battery (LIB) processing to the stable supply of lithium-ion battery materials.



- Secured global competitiveness through the “early development of a consistent recycling process from LIB to battery materials,” “collection of black mass utilizing the network built through the E-Scrap business,” and the “efficient recovery of lithium carbonate, cobalt sulfate and nickel sulfate from Black Mass”
- Expanding the Company's business domain through the recovery of LIBs from end-of-life vehicles (1), commercialization of Black Mass processing through collaboration with other companies (2), and further development of precursor/cathode material manufacturing (3)
- Constructing a pilot plant at Onahama Smelter & Refinery site (scheduled to start operation in 2025) and further developing technologies toward commercialization of highly efficient recovery of rare metals from Black Mass



Progress of Mantoverde PJ (Copper Concentrate Production and Cobalt Recovery)

- Copper concentrate production began in June 2024. Full-scale operation is expected in the second half of 2024.
- Profitability forecasts for the current period project negative profits for the first half of the fiscal year, which is the launch period, but profitability will be achieved for the year overall as operations ramp up moving into the latter half of the fiscal year.
- A pilot plant test for cobalt recovery began in January 2024.

< Concentrator >



< Aerial overview>



< Overview >

Location and Geography

Atacama Region, Northern Chile
Approx. 50 km from the coastline and 176 km to the nearby city of Copiapo
Altitude: 880 m
Although located in a desert area with little rainfall, the mine has a seawater desalination plant.

Resources (contained metal)

5.7 million t Cu

Reserves (contained metal)

2.1 million t Cu

Mining method

Open pit

Copper production

1.7 million t Cu over mine life

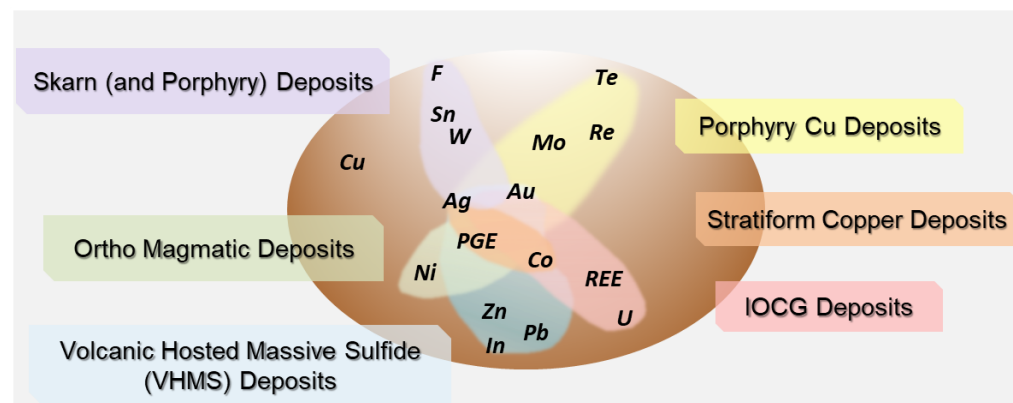
Mine life

2041

Commercialization of the Recovery of Valuable Metals from Copper Deposits

Purposes

- Aim to recover valuable metals specific to each deposit type at mines in which we invest



Future Initiatives

- Develop elemental technologies through joint research between Mining & Metallurgy Laboratory and universities and other research institutes in Japan and overseas
- Implement pilot-scale demonstration tests to start commercial production, assuming the use of subsidies
- Conduct FS for the recovery of valuable metals in cooperation with partners, such as mines in which we invest, and venture companies with relevant technology

Example of initiatives at the Mantoverde Copper Mine

- The ore from the Mantoverde Copper Mine contains trace amounts of cobalt in both sulfide and oxide ores. We are developing technology to separate and recover this cobalt as a cobalt-nickel intermediary.
- Commercial production is scheduled to begin around 2027.
- In the future, we plan to promote the recovery of valuable metals at other mines in which we have interests.



Agreement for the Acquisition of Shares of H.C. Starck Holding

- Mitsubishi Materials (“MMC”) has reached an agreement to acquire all shares of H.C. Starck, one of the world's leading manufacturers of tungsten products.
- For cemented carbide tools, which uses tungsten as its main raw material, we will accelerate efforts to secure global collection and recycling capacity for used cemented carbide tools.
- By leveraging tungsten business bases in Japan, Europe, North America and China, Mitsubishi Materials Group and H.C. Starck will develop a global tungsten recycling business.

Strengthening R&D capabilities through the cooperation between Japan New Metals Co., Ltd. Corporation (Wholly owned subsidiary of MMC) and H.C. Starck

Creating synergies and improving corporate value through cross-selling initiatives

Global business development of tungsten recycling by utilizing recycling technologies and bases owned by both companies

<Company Profile of H.C. Starck Holding (Germany) GmbH>

Address	Gosler, Germany
CEO	Dr. Hady Seyeda (Managing Director)
Business	Manufacture high-quality powders made of tungsten powder, tungsten carbide powder, and its alloys in Europe, North America, and China and has sales networks worldwide, including Japan Own the world's largest tungsten recycling capacity
Share Capital	€25,000 (approx. ¥4 million)
Year of Establishment	1920
Major Shareholders and Shareholding Ratio	Masan Tungsten Limited Liability Company 100% (Wholly owned subsidiary of Masan Hi-Tech Materials Corporation, Vietnam)
Net Sales (FYE March 2024)	Approx. €334 million (approx. ¥52.4 billion)



Exurban Project Progress

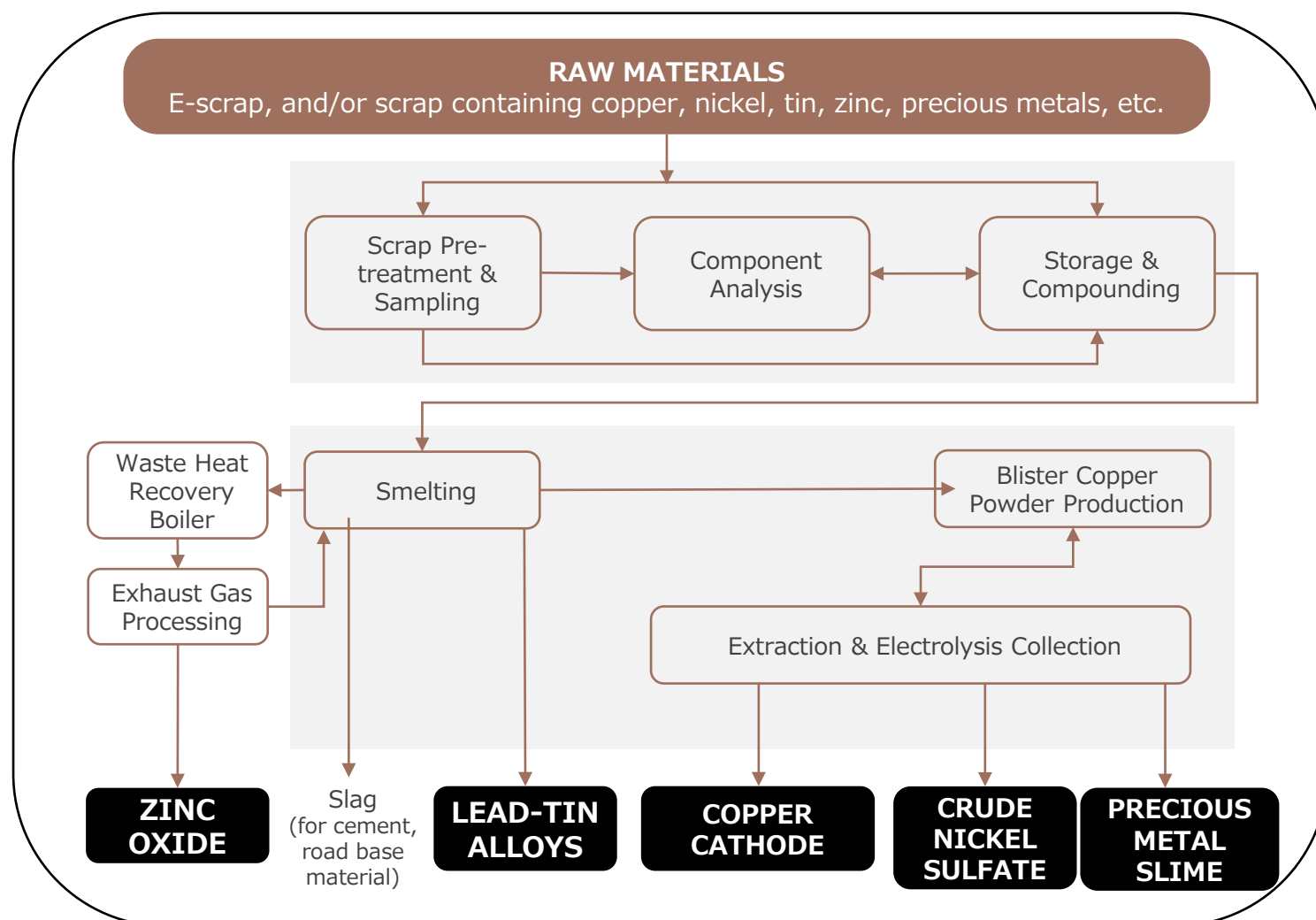
- As we anticipate continuing trends toward local recycling within regions and local production for local consumption in North America, we are participating in this project as a means of gaining a foothold in the N. America region, and to acquire technology specialized for smelting secondary raw materials.
- With Exurban, we aim to provide solutions for building resource recycling systems.
- The Feasibility Study for our new recycling plant construction project in Indiana, USA will soon be completed.



Exurban Project

Recycled Products

- Copper Cathode
- Precious Metal Slime
- Crude Nickel Sulfate
- Tin & Lead Alloys
- Slag, etc.



Copper & Copper Alloy Business: Capacity Expansion Investment in the Rolling Business

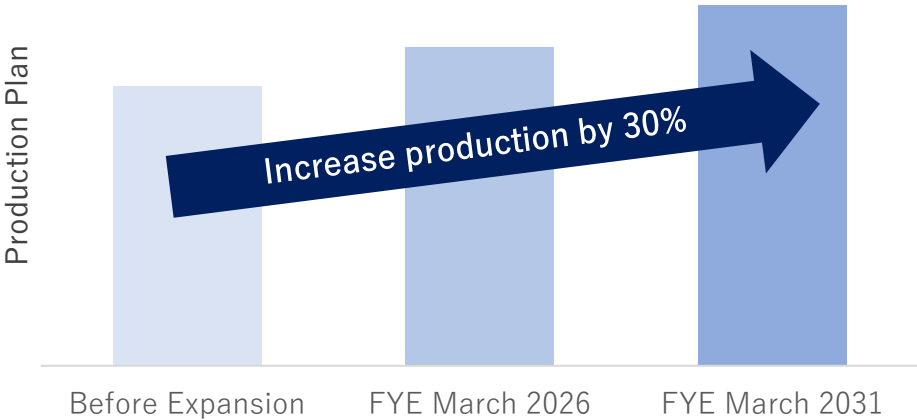
- We are progressing capacity expansion investment in the rolling business as planned. Since production capacity is anticipated to improve after the completion of the work in Sambo Plant, we will strive to expand sales in order to match up sales to production.



Increase production of copper sheet and strip products

- ◆ Strengthen and expand core businesses (copper sheets and strips)
- ◆ Further expand market share in the domestic market
- ◆ Taking on the challenge of the global market

Production capacity expansion plan for copper sheets and copper strips



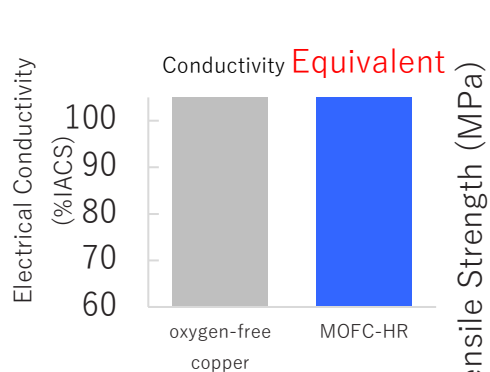
		Sakai Plant	Sambo Plant	Wakamatsu Plant
Location		Sakai City, Osaka, Japan	Sakai City, Osaka, Japan	Aizuwakamatsu City, Fukushima, Japan
Products targeted for increase production		Copper cake	Copper sheet and strip	Copper strip
Plan	Increase in production	Increase production by approximately 30%		
	Investment	Enhancement of casting facilities	Installment of additional cleaning machine, slitter, and packaging machine	Installment of additional slitters and packing machines and enhancement of reflow tin plating line
Commencement of operation		Started operation	Scheduled for October 2024	

Copper & Copper Alloy Business Oxygen-free Copper

- We developed MOFC-HR (Mitsubishi Oxygen Free Copper - Heat Resistance), an oxygen-free copper with the world's highest level of strength and heat resistance, and are promoting its adoption as a material that requires high current and high heat dissipation in harsh environmental conditions, such as xEVs and next-generation energy

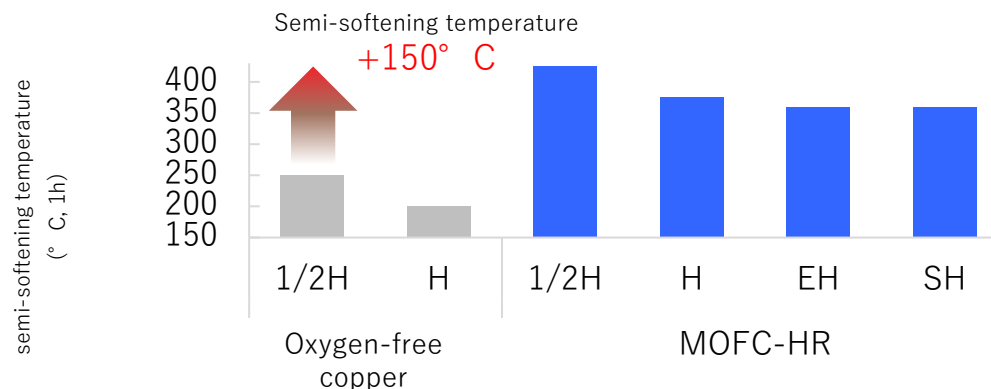
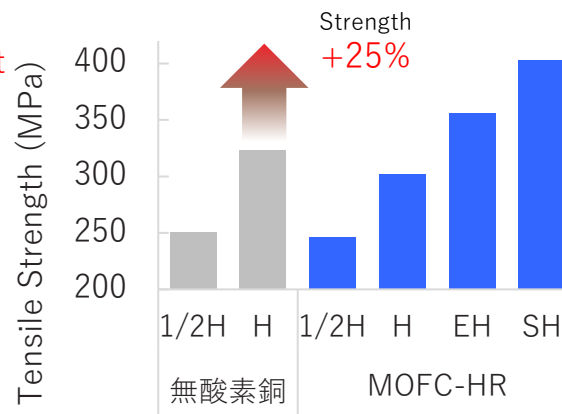
Oxygen-free copper's outstanding properties

Electrical and thermal conductivity

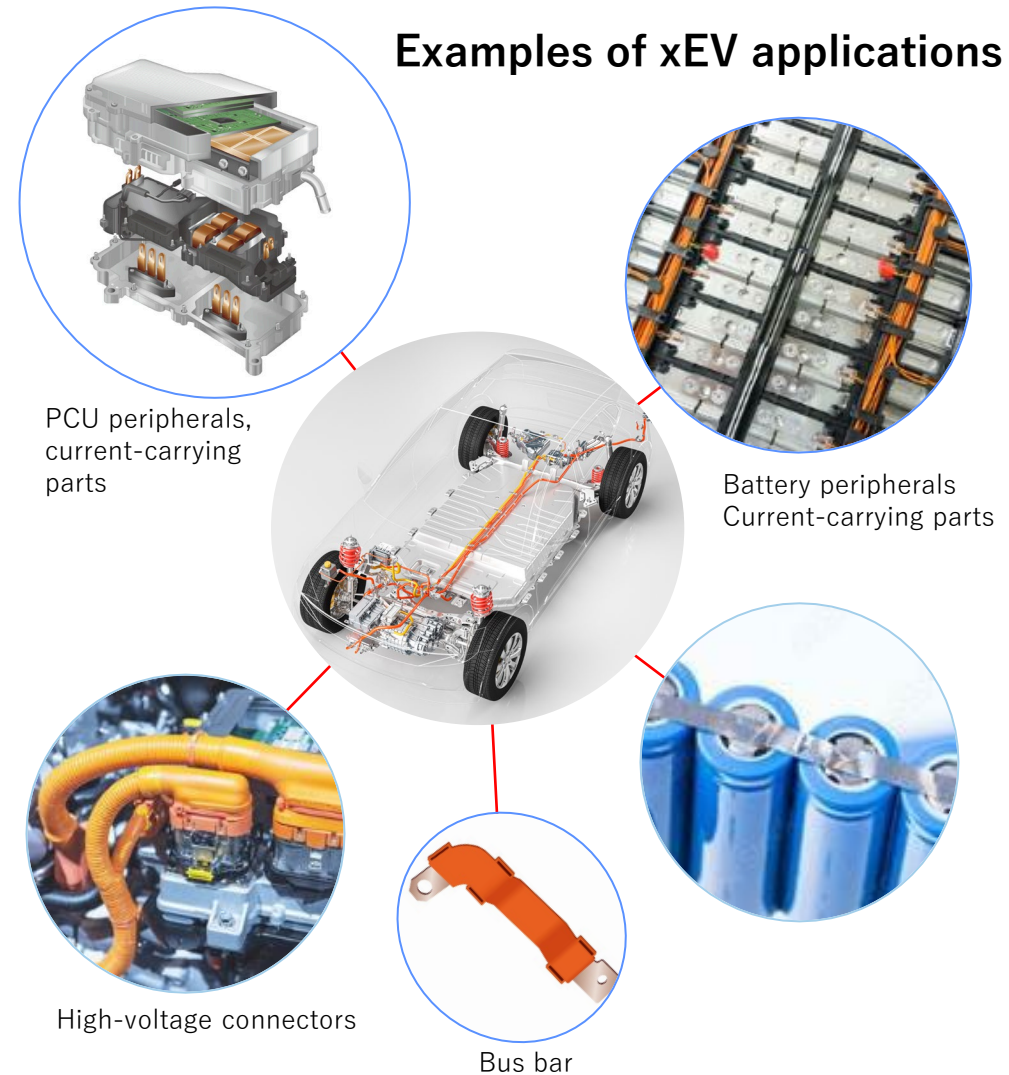


Copper-alloy class high performance

High strength and heat resistance



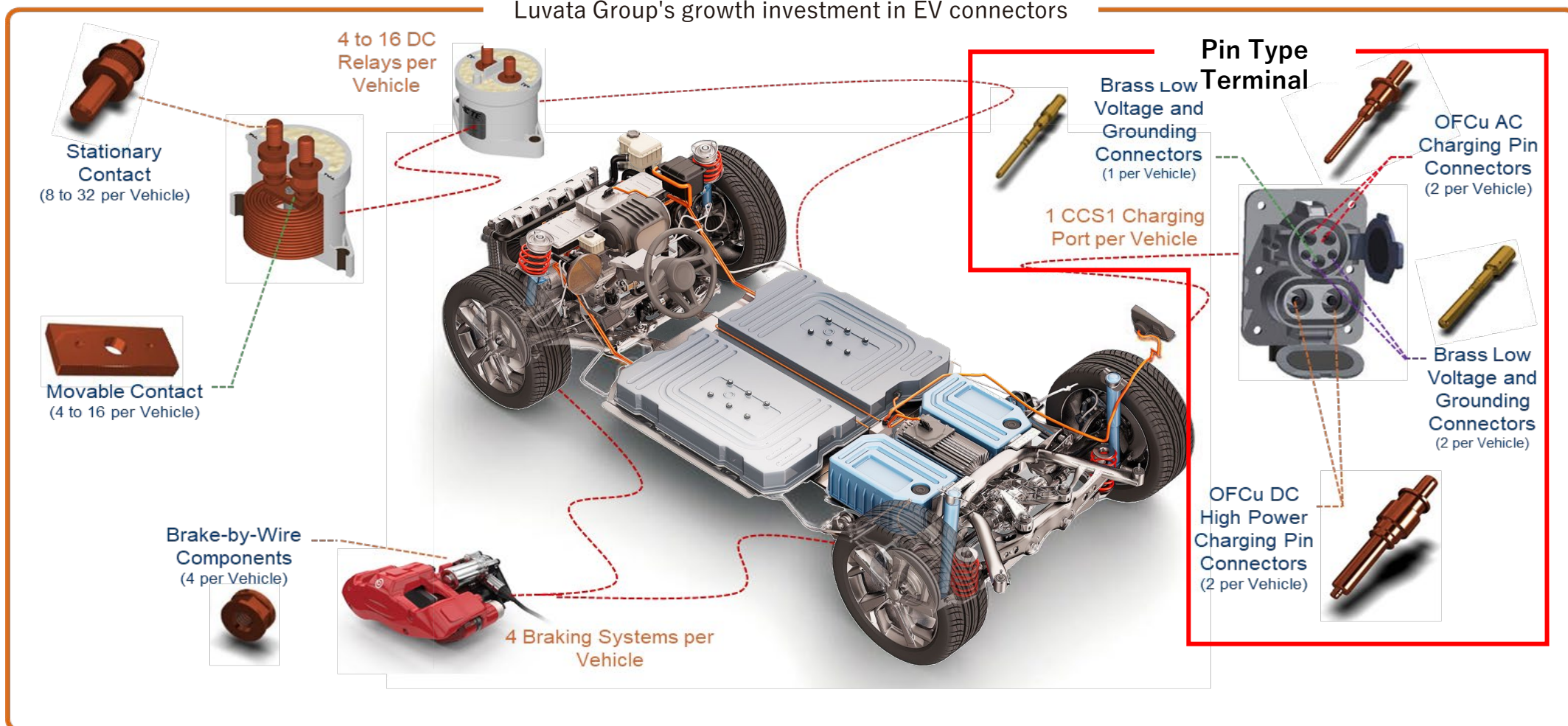
Examples of xEV applications



Luvata Group's Growth Investment in EV Connectors

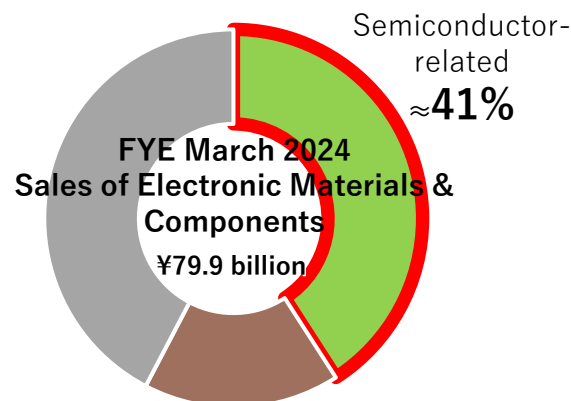
- We will expand sales of pin-type terminals in the expanding EV market by leveraging the cold forging technology cultivated in the welding electrode business.
- We are proceeding with capital investments to build a production system in the Americas, Europe, and Asia.
- In the Americas, we are moving ahead with mass production. As the demand is strong, and we will gradually expand the market.
- The market is expected to grow as EV production increases, with an average annual growth rate of 21% by 2029.

Luvata Group's growth investment in EV connectors



Electronic Materials & Components Business: Status of Semiconductor Products

- While the precise timing will differ for each of our products, we anticipate demand to recover in or around the latter half of FYE March 2025.
- Since the business environment for precision silicon products has deteriorated, we will reassess the planned investments in increased production and shift to other growth areas. We will also work on measures to increase sales shares among major customers, acquire new customers, enter new fields, etc.
- We will continue to strengthen cost competitiveness by reducing fixed costs such as labor and maintenance costs, mainly in the functional materials business.



■ Advanced Materials (≈ 24%) ■ Chemical Business (8%) ■ Seals(9%)

Coating Diffusion Sources

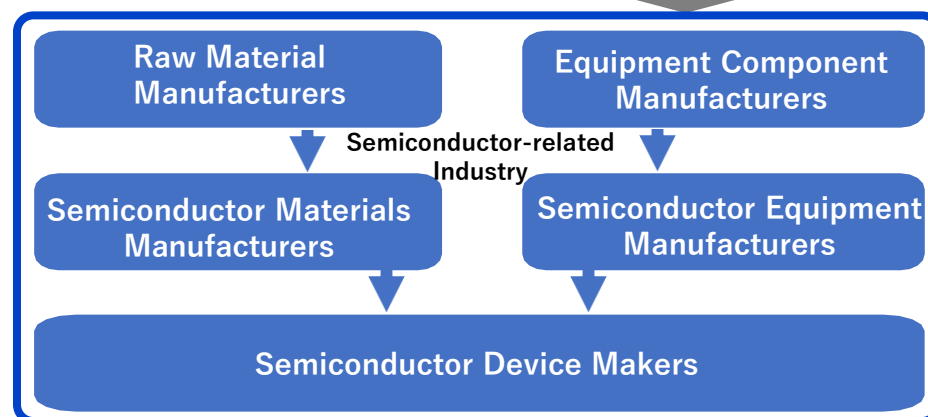


Columnar Crystal Silicon



Investment to increase production capacity by about 1.3 times (compared to FYE March 2022) is progressing as planned.

Photo Acid Generator
for Photo Resists



Precision Silicon
Products



Reassess investment in increased production announced in FY2031 Strategy



Sealing Products

Investment to increase production capacity by about 1.5 times (compared to FYE March 2022) is progressing as planned.

Silver-coated Powder



Thin Film Forming Materials
Sol-Gel Solution



Low α emission solder
(Precision Mounting Material)



AuSn Solder Paste (Precision
Mounting Material)

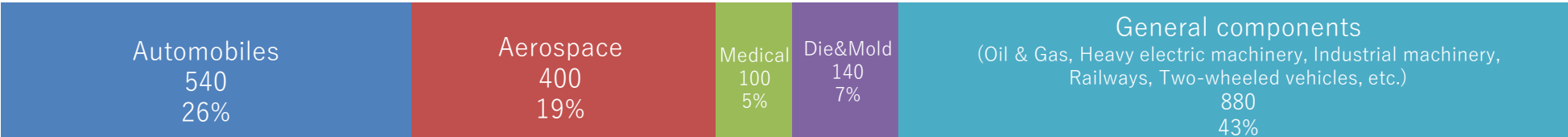


Some products for semiconductor device makers show signs of recovery in demand.

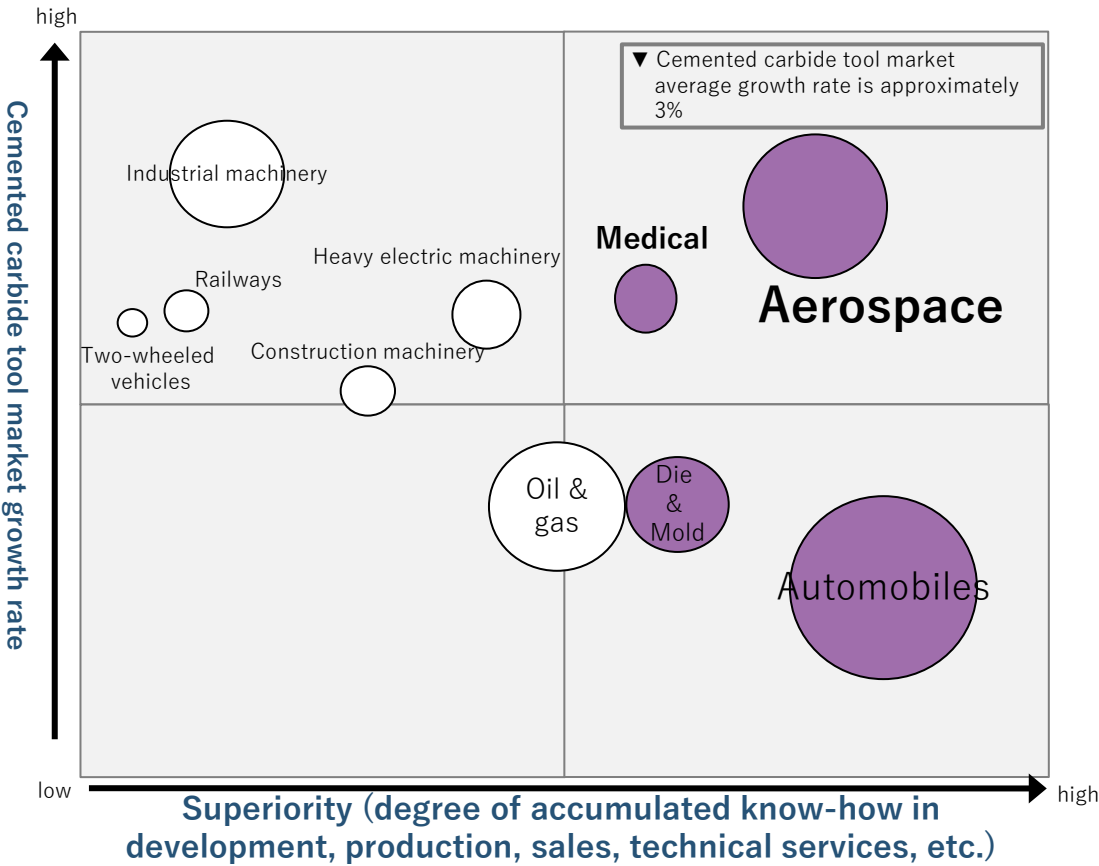
Cemented Carbide Cutting Tool Market Outlook

- Demand for cemented carbide cutting tools is expected to grow at an annual rate of about 3%, reaching approximately ¥2.6 trillion per year in 2030.

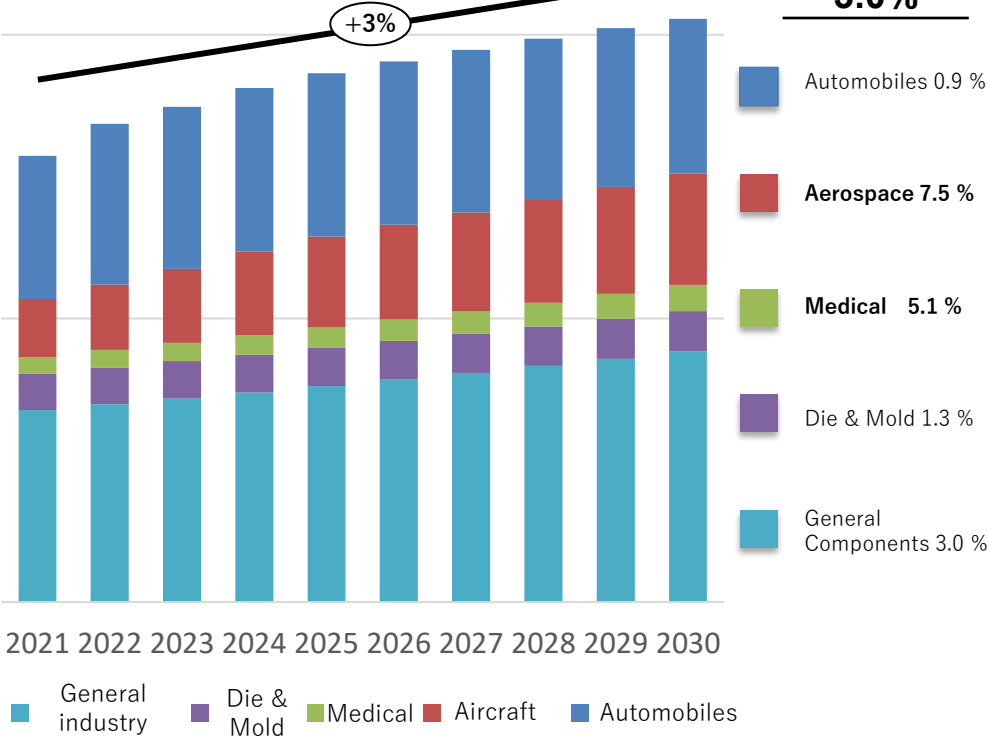
[Unit: Billions of yen]



Note: our estimate.



Cemented Carbide Cutting Tool Market Outlook



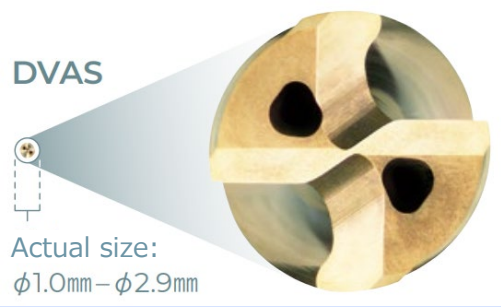
Note: Market size in 2022: ¥1.69 trillion/year (our estimate)

- Under the FY2031 Strategy, we make use of our accumulated technology & experience, putting effort into product development in the areas of difficult-to-process & difficult-to-cut materials
- We are expanding our product lineup in the automobile, aerospace, medical, and metal mold markets, and market development is advancing steadily
- We are moving forward with development of drills that revolutionize small-hole drilling, and also cutting tools with unprecedented functionality

			Sales Ratio in Major Industries	Market Growth Rate CAGR (2021-30) Our Estimate
<div><div>New Product Ratio</div><div>FYE Mar. 25 Target 18%</div><div>FYE Mar. 24 Result 9.4%</div></div>	Automobile	<ul style="list-style-type: none">• Adding turning products featuring highly oriented Al₂O₃ coatings• Expanding our range of long-life milling products featuring our Al-Rich coating	Approx. 50%	0.9%
	Aerospace	<ul style="list-style-type: none">• Entered supply contract with major French OEM. Specific initiatives are under consideration.• Strengthening cooperation with domestic Japanese heavy industrial makers →Advancing blade processing applications, etc.	Approx. 10%	7.5%
	Medical	<ul style="list-style-type: none">• Adding more small-bore solid tools for difficult-to-cut materials →Now developing a growing market share, mainly in North America	Approx. 5%	5.1%
	Metal Molds	<ul style="list-style-type: none">• Building our end mill series for machining of hardened steels• Expanding our solutions for high-difficulty processes	Approx. 35%	1.3%

■ Developing New Products

TRISTAR Drill - DVAS

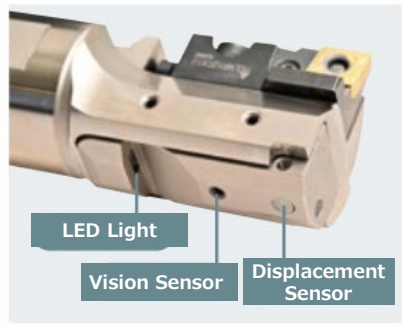


DVAS

Actual size:
φ1.0mm – φ2.9mm

- We successfully balance improved durability and chip disposal by modifying the spiral design of the coolant holes.
- We help avoid delays and maintain machine efficiency by avoiding breakages.

Sensing Tools



LED Light

Vision Sensor

Displacement Sensor

- Cutting tools featuring a displacement sensor that measures the dimensions of the material being cut, and a vision sensor that photographs the cut surface.
- Allowing measurement of cut material immediately after cutting, automatic adjustment, imaging of the cut surface, and more.

Metalworking Solutions Business: Our Unique Technology

- Using the industry's top-class aluminum-titanium film formation deposition technology, "Al-rich Coating Technology," we have developed cutting tools with high adhesion and wear resistance, and developed them for use in heat-resistant alloy processing applications in the aerospace industry.

Cutting insert grades MV series (MV1020, MV9005)

Cross-sectional view of cutting tool surface



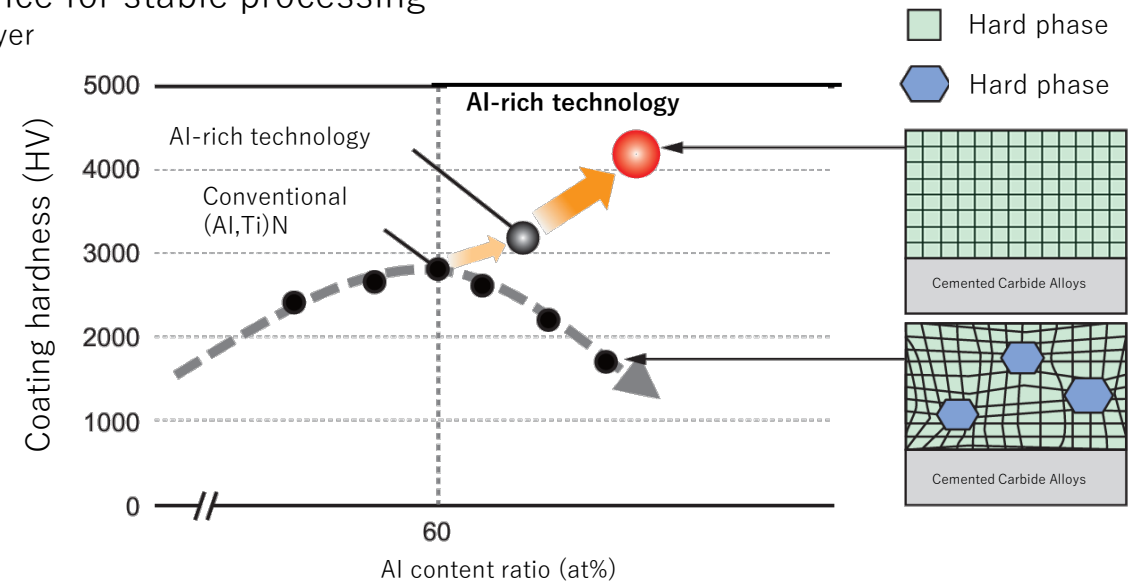
*イメージ図

Excellent weld adhesion resistance
Smoothed surface

Extremely high abrasion resistance
Newly developed Al-Rich coating

Excellent chipping resistance for stable processing
Newly developed intermediate layer

Chip resistance with extreme stability
Special cemented carbide base material



Metalworking Solutions Business: Autonomous Business Development in Strategic Markets

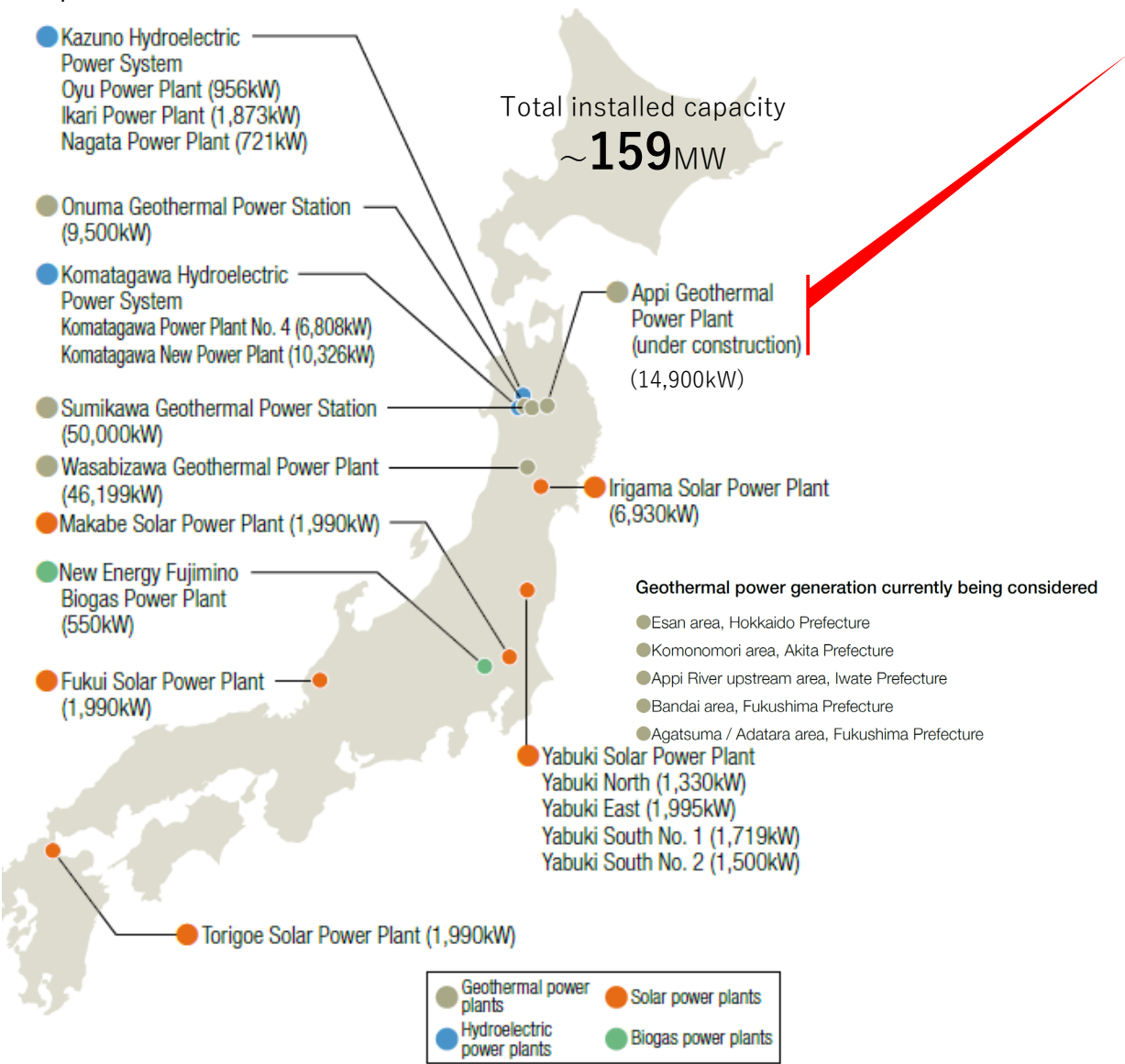
- To increase overseas production capacity, we plan to invest ¥15.0 bn in Europe and the U.S. and ¥9.5 bn in Asia by FYE March 2031, thereby strengthening development functions and expanding inventories of the bases to meet the needs of each region.
- In light of the large size of the European market and the expected growth in the aircraft market, eastern Europe, and other areas, the expansion of the Spain plant began this fiscal year.
- By shifting from exports from domestic plants in Japan to shipments from plants optimally located close to the place of consumption, we will optimize our supply chain and strengthen our BCP response.



Products manufactured in the Spain Plant	Completion date	Planned manufacturing capacity improvement
Insert	By around 2028	5 to 10 times
Drill and End Mill	By around 2030	More than 1.5 times

Renewable Energy Business Sites

- To expand renewable energy business, we will promote the development of new geothermal power plants at a pace of one every three years.
- In the fiscal year ending March 2025, we expect operating profit of ¥ +2.1 billion and profit attributable to owners of parent of ¥ +1.3 billion.



Overview of Appi Geothermal Power Plant

Name	Appi Geothermal Power Plant
Location	Hachimantai National Forest, Hachimantai-city, Iwate
Type of motive force	Steam power (geothermal)
Output capacity	14,900kW
Construction started	August 2019
Power generation system	Single flash system

Operator	Appi Geothermal Energy Corporation
Establishment	October 2015
Share capital	¥100 million
Investment ratio	Mitsubishi Materials Corporation 51% Mitsubishi Gas Chemical Company, Inc. 34% Electric Power Development Co., Ltd. 15%



Appi Geothermal Power Plant (Photographed on March 27, 2024)

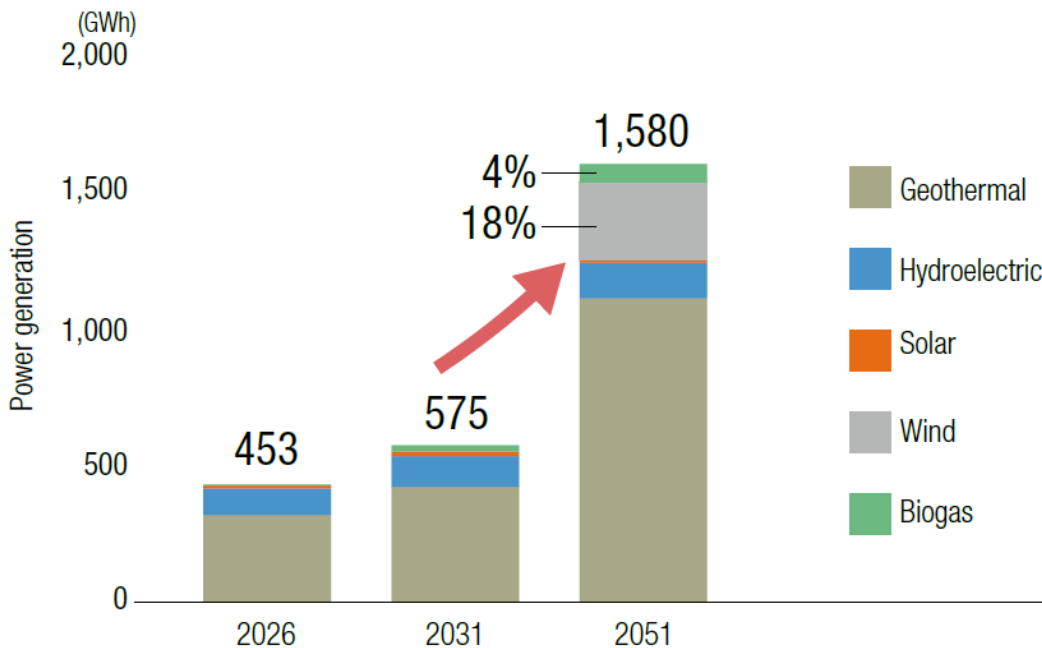
*The biogas power generation business was transferred on September 30, 2024.

Toward being 100% self-sufficient on renewable energy

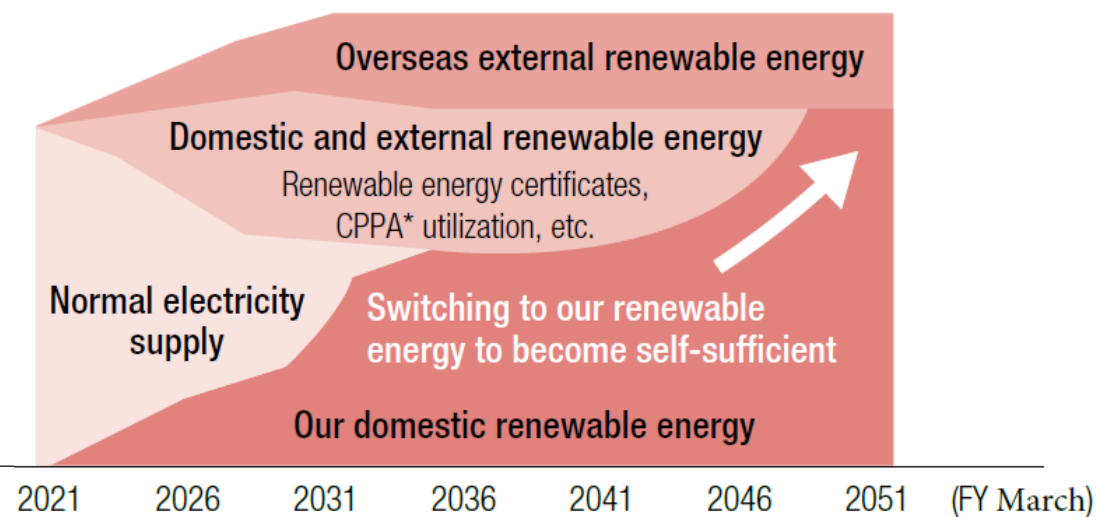
- With the aim of achieving power generation equivalent to our electricity consumption by FYE March 2051, we are expanding our geothermal power generation business and developing new renewable energy power generation, mainly wind power

- We plan to achieve 100% of electricity from renewable energy sources by FYE March 2036 and 100% self-sufficient on renewable energy by FYE March 2051

Expansion of renewable energy power generation



Roadmap toward being 100% self-sufficient on renewable energy



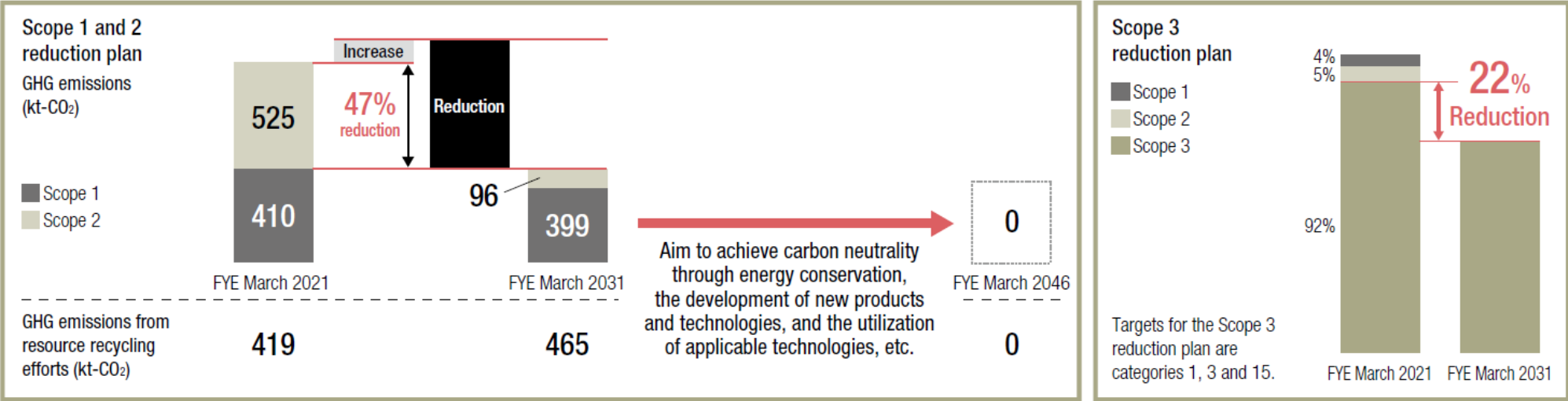
* CPPA (Corporate Power Purchase Agreement)

GHG Reduction Targets toward Carbon Neutrality

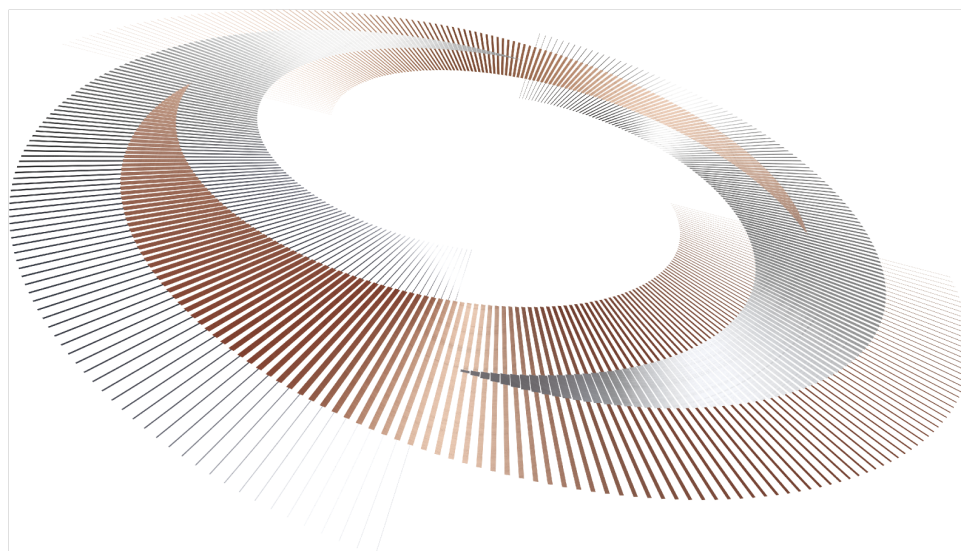
- We set the fiscal year ending March 2046 as our target year for carbon neutrality (5 years ahead of the Japanese government's target year of the fiscal year ending March 2051)
- We will achieve **100% self-sufficiency in renewable energy electricity** by the fiscal year ending March 2051 (amount of renewable energy generated equivalent to our own electricity consumption)

Scope 1: Direct emissions of greenhouse gases by companies themselves (Fuel combustion, industrial processes)
Scope 2: Indirect emissions from the use of electricity, heat and steam supplied by other companies
Scope 3: Indirect emissions other than scope 1 and scope 2 (Emissions from other companies related to business activities)

	FYE March 2021	2026	2031	2036	2041	2046	2051
GHG reduction target			▲ Compared to FYE March 2021 Scope 1 + 2: 47% reduction Scope 3: 22% reduction			▲ Achieve carbon neutrality	
Renewable energy for electricity utilization rate		30%	80%			100%	
Renewable energy for electricity self-sufficiency rate		33%	37%			67%	100%



*GHG emissions for Scope 1 and 2 are based on the calculation of adjusted emissions under the Act on Promotion of Global Warming Countermeasures (excluding GHG emissions from resource recycling efforts).
*GHG emissions exclude businesses and subsidiaries that have been or will be removed from the scope of consolidation due to business portfolio adjustment by the fiscal year ended March 2024.



For people, society and the earth, circulating resources for a sustainable future



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<Disclaimer>

These projected performance figures are based on information available to the MMC's management as of the day for releasing this material. There are many uncertain or risk factors inherent in this projections, and there might be cases in which actual results materially differ from projections of this material.