

Overview of Medium-term Management Strategy for FY2021-2023 With Value Creation Process

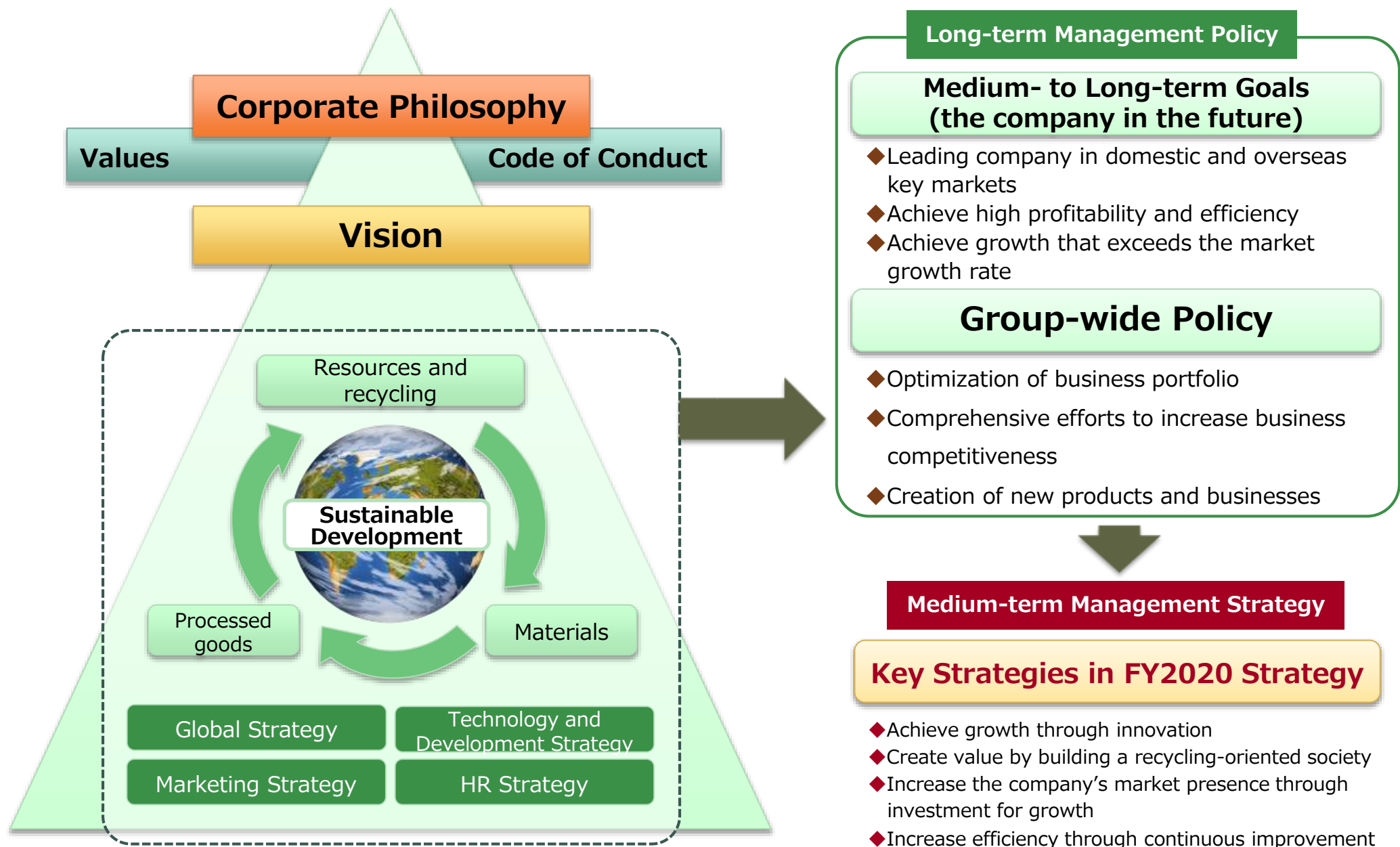
(From the year ending March 31, 2021 to the year ending March 31, 2023)

March 27, 2020

- I Review of Current Medium-term
Management Strategy
(FY2020 Strategy)**

- II Overview of New Medium-term
Management Strategy
(FY2023 Strategy)**

I Review of FY2020 Strategy : **Overview**



I Review of FY2020 Strategy : Results of Major Business Expansion and Progress of Key Strategic Measures

Segments	Executed key strategic measures	Delayed key strategic measures
Advanced Products Business	<ul style="list-style-type: none"> ● Acquired Special Products Division of Luvata ● Started collaboration with Denka Co., Ltd. for ceramic insulated circuit substrates with high thermal dissipation for environmentally friendly vehicles ● Pursued an absorption-type merger of Mitsubishi Shindoh, a consolidated subsidiary 	<ul style="list-style-type: none"> ● Synergies effect with Luvata (Cause of delay: ❶) ● Enhancement of thermistor sensor for automobiles and refrigerators for market expansion (Cause of delay: ❸)
Metal-working Solutions Business	<ul style="list-style-type: none"> ● Expanded recycling capacity of tungsten by 1.5 times ● Established technical centers in various markets ● Resolved to make Mitsubishi Hitachi Tools a wholly owned subsidiary 	<ul style="list-style-type: none"> ● Improvement of asset efficiency in manufacturing (Cause of delay: ❷)
Metals Business	<ul style="list-style-type: none"> ● Launched an E-Scrap sampling facility in the Netherlands ● Acquisition of stake in the Mantoverde copper mine in Chile 	<ul style="list-style-type: none"> ● Expansion of E-Scrap processing (Cause of delay: ❸)
Cement Business	<ul style="list-style-type: none"> ● Expanded waste plastic process capacity of Kyushu Plant by 1.7 times ● Expanded into Northern California area ● Signed a Letter of Intent with Ube Industries, Ltd. regarding integration of cement business, etc. 	<ul style="list-style-type: none"> ● Development of new overseas bases ● Improvement of the cement manufacturing technology in Japan and the US (Cause of delay: ❸)
Environment and Energy Business	<ul style="list-style-type: none"> ● Started joint development of recycling technology for lithium-ion battery ● Established a food waste biogas business company ● Started operations of Wasabizawa Geothermal Power Plant and construction of Appi Geothermal Power Plant 	<ul style="list-style-type: none"> ● Incineration fly ash cleaning plant for cement recycling (Cause of delay: ❸)
Group wide	<ul style="list-style-type: none"> ● Sold all shares in Mitsubishi Materials Real Estate Corporation ● Invested in Incubation Alliance Inc., which develops and manufactures Graphene ● Established New Business Development & Promotion Division and EV Material Development & Recycling Business Promotion Department ● Established MMC Innovation Investment Business Limited Liability Partnership ● Established Smart Factory Promotion Center 	

Cause of delay

- ❶ Insufficient marketing activities
 - ❷ Insufficient gathering of customer information
 - ❸ Insufficient ability to solve manufacturing problems on site
- etc.



Countermeasures

- Strengthen marketing
- Promote digitalization
- Fortify manufacturing excellence

I Review of FY2020 Strategy : Consolidated Performance

(Unit: billion yen)

		FY2018 Result	FY2019 Result	FY2020 Forecast (※1)	Estimated FY2020 (※2)
P/L	Consolidated net sales	1,599.5	1,692.9	1,520.0	1,620.0-1,840.0
	Consolidated net sales (excluding metal)	831.1	860.7	830.0	870.0-900.0
	Consolidated operating profit	72.8	36.8	27.0	86.0-95.0
	Consolidated ordinary income	79.6	50.6	40.0	82.0-100.0
ROA (ordinary income to total assets) (%)		4.1	2.6	2.1	4.5-5.0
ROE (%)		5.1	0.2	-	7.0-8.0
Net D/E ratio (times)		0.6	0.6	0.8	0.7
Assumptions	Exchange rate (yen/\$)	111	111	109	100-120
	Exchange rate (yen/€)	130	128	121	120
	Copper price (¢/lb)	292	288	268	250-270

※1 Announced on February 12, 2020

※2 Estimated value at the time of publishing FY2020 Strategy

II Overview of FY2023 Strategy

- 1) Value Creation Process
- 2) Mission (Corporate Philosophy System)
- 3) Financial Plan
- 4) Business Strategy
- 5) Corporate Division's Strategy
- 6) Governance

Value Creation Process

Corporate Philosophy
For People, Society and the Earth

Vision

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

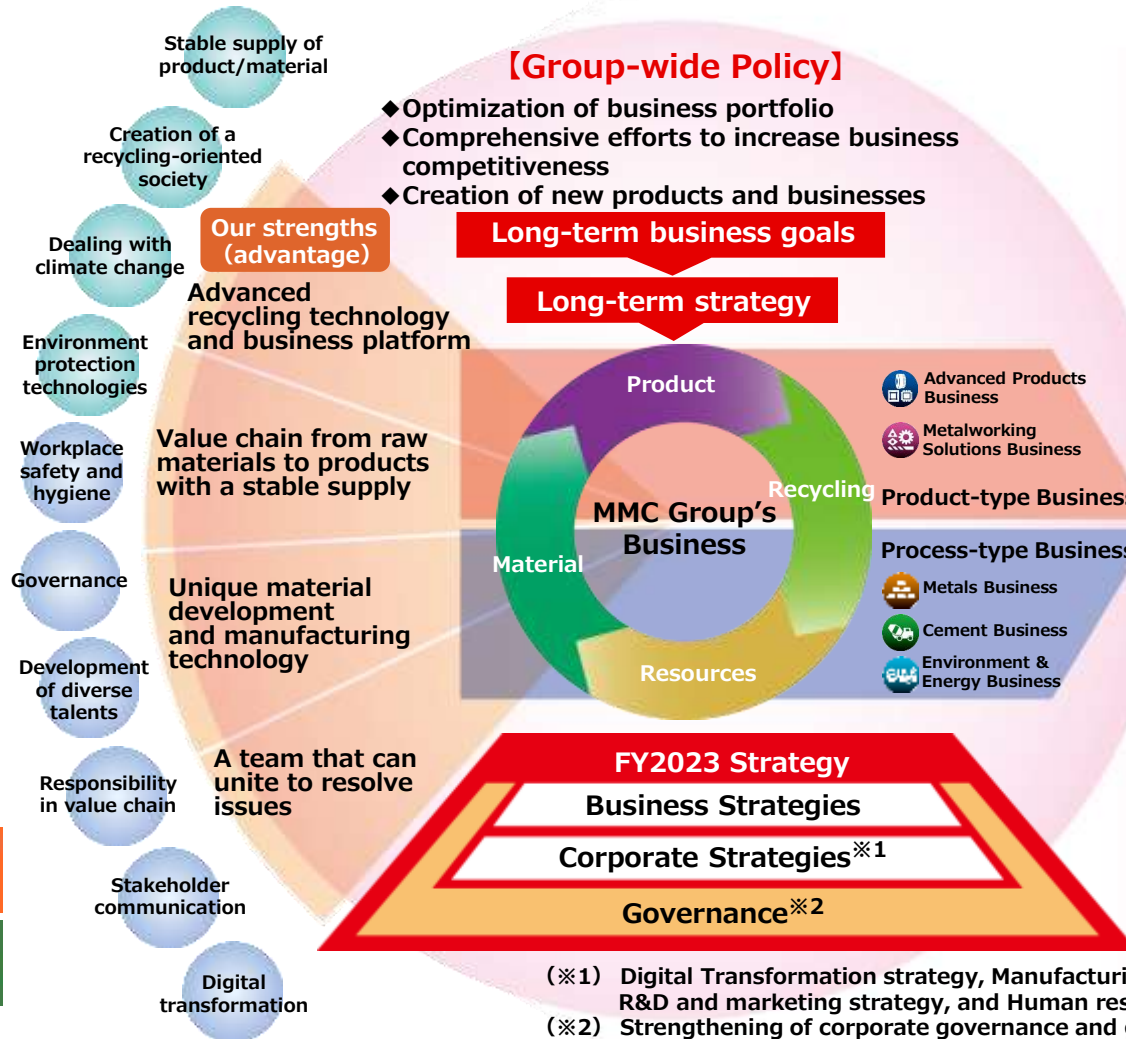
Mission

Create both social and economic values

Social issues to be solved and SDGs

Materiality

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



Products & Services

High-function products for automobiles and electronics

Processed products and services for productivity improvement and environmental protection

Nonferrous metals products made with smelting process with a low environmental load

Base material for construction

Recycling system

Renewable energy

Value Proposition

Convenience & comfort

Safety & security

Conservation of resources

Waste recycling

Greenhouse gas reduction

Contribute to build a prosperous society

Contribute to build a recycling-oriented society

Contribute to build a decarbonized society

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

2030~2050

Social issues and Materiality

MMC Group's Business

Output

Outcome

Mission

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Mission (Corporate Philosophy System)

For People, Society and the Earth

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

Create both social and economic values

Contribute to build a prosperous society by providing nonferrous metal materials, predominantly copper, and high value-added functional materials and products.

Contribute to build a recycling-oriented society by providing recyclable products and advanced technology-based waste recycling.

Contribute to build a decarbonized society by developing and promoting the use of renewable energies such as geothermal energy, and ensuring to consider the reduction of environmental impact in manufacturing.

<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

Corporate
Philosophy

Vision

The image of what
we want to be

Mission

Concrete goals based
on corporate
philosophy and vision

Group-wide Policy

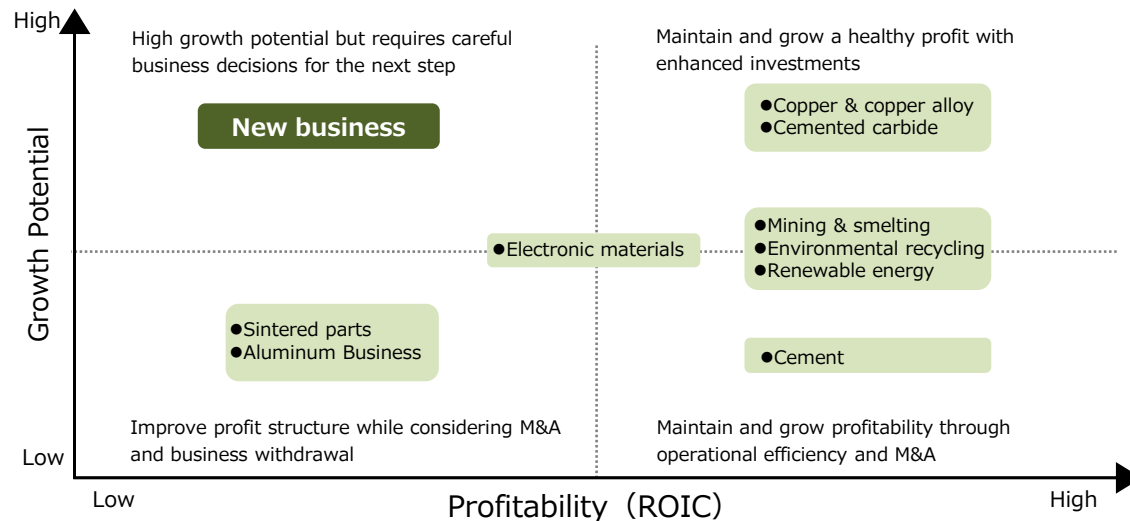
Long-term
business target

Long-term strategy

FY2023 Medium-term
management strategy

Optimization of business portfolio

Portfolio matrix



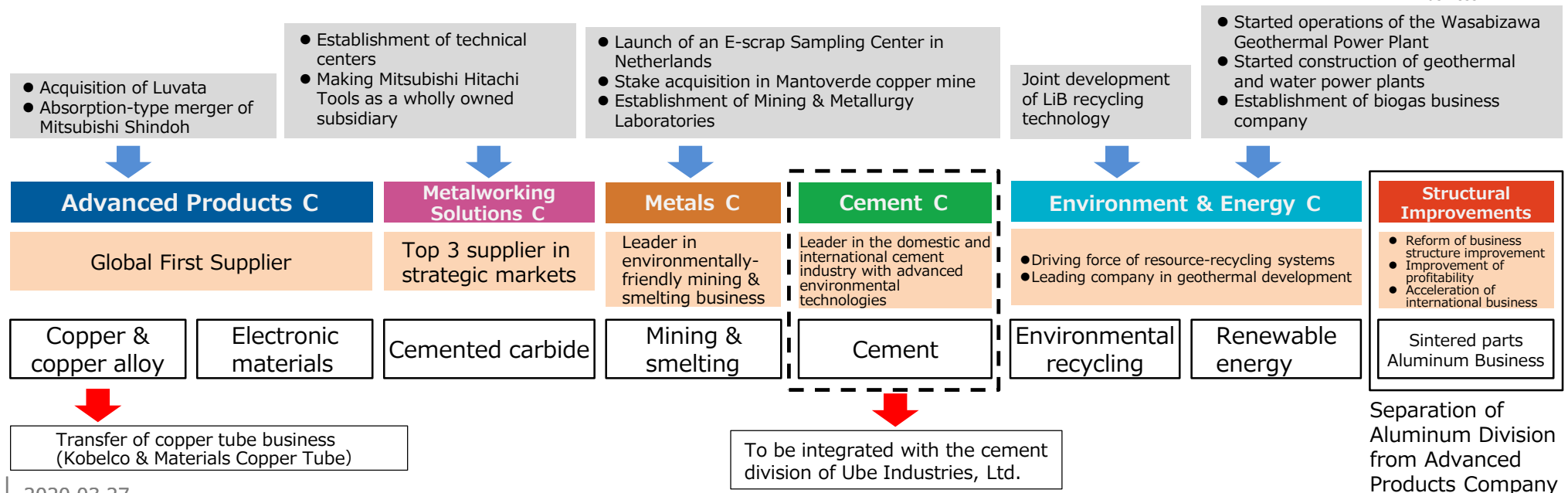
【Characteristics of businesses that the company should take ownership of】

- Businesses that are consistent with the Group's vision and mission
- Businesses that are governable by the Group
- Businesses that are capable of earning a leadership role in a specific region or the world
- Businesses that can deliver stable returns over capital costs on a medium- to long-term basis

【Building business portfolio】

- Profitability and growth potential determine the business direction
- Profitability is measured by ROIC (spread)
- Growth potential is measured by EBITDA growth rate, etc.

Reformation of business structure



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Financial Plan : Financial Goals

(Unit: billion yen)

		FY2020 Forecast (※ 1)	FY2023 Target (※ 2)	Change rate	Remarks
ROIC (%)		-	6.0		
ROA (Ordinary income to total assets) (%)		2.1	4.0	+1.9points	
ROE (%)		-	7.0		
P/L	Consolidated net sales	1,520.0	1,530.0	+1%	【Ordinary income fluctuation factors】 Market conditions 23.5 Performance of investment 17.0 Metal prices 3.5 Exchange rate 1.5 Impact of the change in accounting treatment of cement business becoming a minority share holding -9.0 Others -1.5 Total 35.0
	Consolidated net sales (excluding metal)	830.0	650.0	-22%	
	Consolidated operating profit	27.0	58.0	+115%	
	Consolidated ordinary income	40.0	75.0	+88%	
B/S	Total assets	1,990.0	2,040.0	+3%	
	Net interest-bearing debt	450.0	510.0	+13%	
	Shareholders' equity	560.0	630.0	+13%	
Net D/E ratio (times)		0.8	1.0 times or less		
Assumptions	Exchange rate (yen/\$)	109	110		【Sensitivity】 ◆1 yen increase in USD/JPY exchange rate: +0.8 billion yen ◆10¢/lb increase in copper price (LME) : +1.7 billion yen (Ordinary income)
	Exchange rate (yen/€)	121	125		
	Copper price (¢/lb)	268	290		

※1 Announced on February 12, 2020

※2 Assuming transition to equity method in cement business

Financial Plan : Financial Indicators

- Focus on medium- to long-term profitability and growth potential
- Profitability is measured by ROIC and growth potential by EBITDA, etc., for each business
- Complementary use of ROA in process-type businesses
- ROIC/ROE/ROA are used together as group-wide financial indicators

		FY2017-2019 Average	End of FY2023 Target
The whole MMC group	ROIC	4.2%	6.0%
	ROA	3.4%	4.0%
	ROE	3.4%	7.0%

<Main Businesses>

		FY2017-2019 Average	End of FY2023 Target	By business division KGI	2016-2018 Average	End of FY2023 Target
Advanced Products Business	Copper & copper alloy ^{※1}	6.4%	4.0%	EBITDA	15.7 billion yen	20.0 billion yen
	Electronic materials	5.3%	6.0%	EBITDA	5.7 billion yen	16.0 billion yen
Metalworking Solutions Business	Cemented carbide	7.9%	7.0%	EBITDA	28.5 billion yen	39.0 billion yen
Metals Business		19.4%	10.5%	ROA ^{※2}	7.8%	6.5%
Cement Business		4.8%	6.0%	ROA	5.4%	6.0%
Environment & Energy Business ^{※3}	Environmental recycling	1.1%	4.0%	ROA	3.3%	6.0%
	Renewable energy	2.7%	4.0%	ROA	4.8%	5.5%

ROIC = NOPAT/ invested capital

NOPAT : (Profit before tax + interest on funds) x (1-effective tax rate)

Profit before tax includes share of profit/loss of investments accounted for using equity method and dividend income

Invested capital : Excludes amount equivalent to inventories that are risk-free because of price hedging

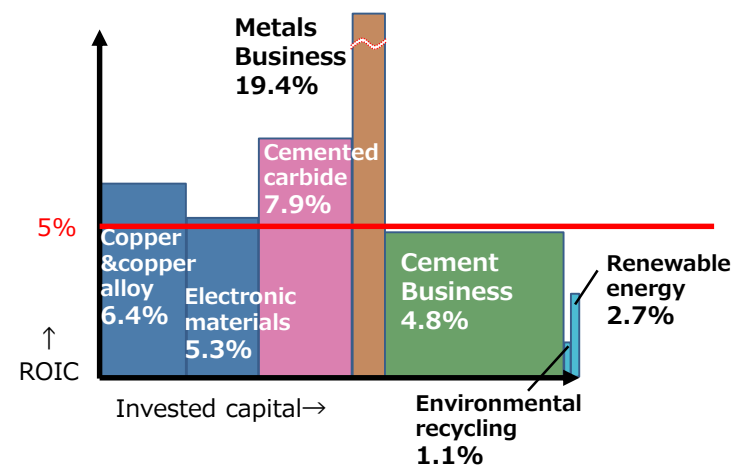
※1 Plans to invest approx. 30 billion yen starting from FY2021. Investment achievements will appear during next medium-term management plan period.

※2 Calculated by excluding the price of bullion

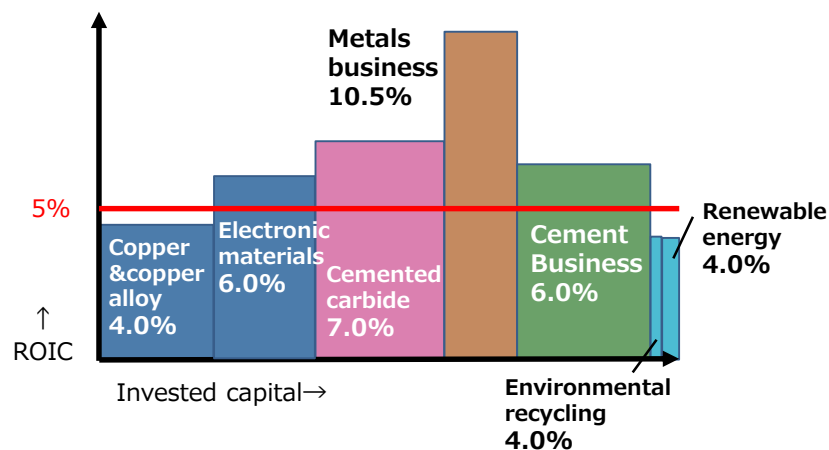
※3 Due to the launch timing of equipment under construction, the ROICs of Environmental Recycling Business and Renewable Energy Business are expected to exceed WACC in FY2024 and FY2027, respectively.

Changes in ROIC of main businesses in FY2023 Strategy

(FY2017-2019 Average)



(End of FY2023 Target)



Financial Plan : Resource Allocation (Investment Policy, Shareholder Return Policy, Strategic Holdings)

Investment Policy

- Make investments using cash flows from operations, and proceeds from business restructuring and asset sales
- If there are other attractive large-scale investment projects for growth, investments will be made proactively as long as a net D/E ratio of 1.0 times or less is maintained

◆ Cumulative cash flows from FY2021 to 2023

(Unit: billion yen)

Cash in	
Operating CF	280
Others※1	60
Total	340

Cash out		
Investing CF	Investment for growth	190
	Investment for maintenance and upgrading	170
	Subtotal	360
Financing CF	Dividends ※2	46
Total		406

- ※1 Business restructuring, sales of strategic holdings, etc.
 ※2 Dividends paid and dividends paid to non-controlling shareholders

◆ Cumulative investment plan from FY2021 to 2023

Total Investment 360					
Maintenance & upgrading 170			Growth Strategy 190		
22% (Copper & copper alloy 15, Electronic materials 7)	30% (Cemented carbide 28, Sintered 2)		21%	8%	4% (Affiliated 2, Aluminum9, Group-wide 4)
Advanced Products	Metalworking Solutions		Metals	Cement	Others
				Environment & energy	

Shareholder return Policy

- MMC intends to pay stable dividends despite fluctuating business results, and pay out an annual dividend of 80 yen per share.
- However, if the consolidated payout ratio becomes less than 25%, MMC will temporarily increase the dividend or conduct share buybacks.

	FY2020 (actual)	FY2021-2023
Dividends	80yen/share	80yen/share
























Strategic holdings

- Unless required for strategic objectives, MMC will not acquire or hold shares other than purely for investment purposes
- Expected reduction in FY2020: 12%

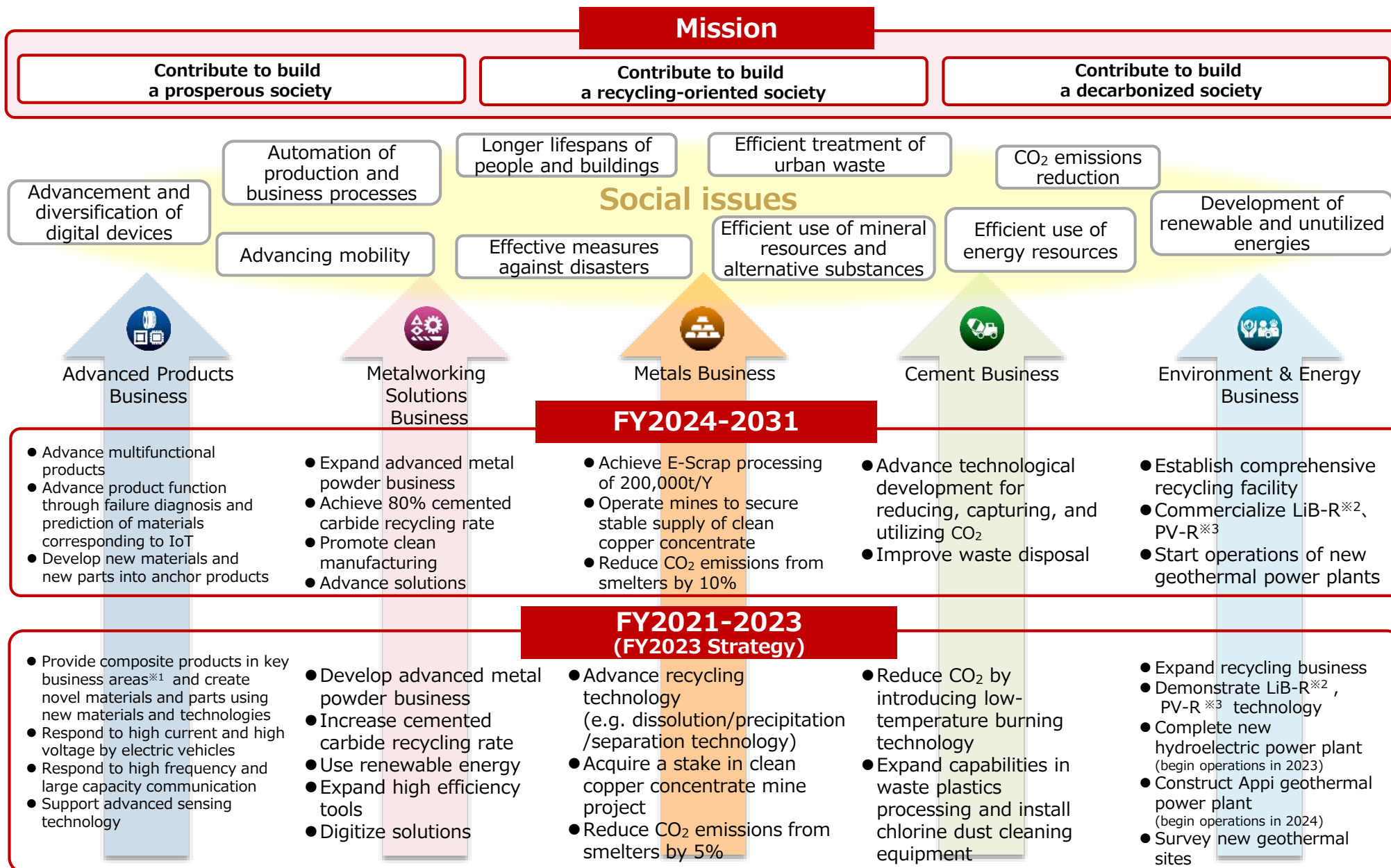
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Business Strategy : Long-term Business Goals/Long-term Strategy and ESG/SDGs

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

Business Strategy : Business Strategy for Solving Social Issues



※1...Next-generation automobile, semiconductor / electronics, industrial machinery / infrastructure
 ※2...Li-ion battery recycling ※3... Solar panel recycling

Business Strategy : Contribution Goals for a Sustainable Society



Sales volume of copper materials for new HV/EV

2.5 times or more

FY2020 forecast
396t

FY2023 target
1,000t



Sales volume of materials for next-generation vehicles and environmentally friendly products

5 times or more

FY2020 forecast
3.4billion yen

FY2023 target
20.3 billion yen



Ratio of recycled tungsten as raw material in cemented carbide tools

Up 25%

FY2020 forecast
28%

FY2023 target
35%



E-Scrap processing capacity

Up 25%

FY2020
160,000t

FY2031 target
200,000t



Waste and by-products processing volume in cement production

Up 13%

FY2020 forecast
4 million tons

FY2031 target
4.5 million tons
(FY2020 production volume basis)



Annual processing volume of home appliance recycling

Up 35%

FY2020 forecast
2.6million units

FY2023 target
3.5 million units



Annual total power generated by renewable energy

Up 30%

FY2020 forecast
421GWh

FY2026 target
550GWh

In March 2020, we endorsed the proposal of the Task Force on Climate-related Financial Disclosures (TCFD).

Going forward, we will disclose important Group-related information concerning climate change based on TCFD recommendations.



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

Projected Achievements at the End of FY2023

In our main business fields※, we will have:

- Earned customers' trust
- Released new products by integrating our technical capabilities
- Generated new applications of our products

※ Next-generation vehicles, semiconductors/electronics, industrial machinery/infrastructure



Key measures

Large-scale investment in core business (copper & copper alloy)
Collaboration among global footprint (incl. manufacturing, selling and developing bases)

Key strategies for copper & copper alloy business

Expand copper alloy sales

- Seamless value chain by integrating Mitsubishi Shindoh
- Agile investment with direct market information

Execute large-scale investments

- Expanding rolling business
- Restructuring of extrusion business (About 30 billion yen capital investments from FY2021 to 2027)

Accelerate global & downstream business

- Strengthening and optimizing value chain
- Enhancing cooperation with the Luvata Group

Enhance marketing & technical development function

- Development of new users
- Advancing new product developments by identifying next-generation market needs

Acting promptly to market needs
(Next-generation vehicles, AI/IoT, environmental load reduction, etc.)



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

Projected Achievement at the End of FY2023

- Establishment of a competitive global business base capable of expanding in strategic markets using digital technologies



Key measures

- Expansion of the utilization of new technologies and services that can solve customer issues
- Enhancement of the global supply system and functions

Expansion in strategic market

Automotive, aerospace, and medical industries

- Reinforce marketing functions focused on target customers
- Expand manufacturing and sales capability through M&A or other measures
- Use digital technologies for technical assessments and simulations
- Expand advanced metal powder business for the battery market

Strategic investment in markets with high growth potential

Build a competitive global business foundation

- Develop a global recycling system of the used cemented carbide tools
- Use digital technologies to achieve high quality and efficient manufacturing processes
- Optimize global logistics and supply chain in response to market fluctuations
- Establish manufacturing BCP to maintain stable supplies
- Encourage global collaboration of technical center functions

Global Technical Support Network





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 impurity removal technology in copper concentrate
- Optimize valuable metal material flow
- Reduce fossil fuels

Projected Achievement at the End of FY2023

- Optimization of valuable metal material flow derived from E-Scrap
- Reduction of smelter CO₂ emissions by 5%



Key measures

Stable procurement of raw materials and optimization of smelting process

Stable supply of materials

Secure clean copper concentrate by investing in new mines

- Acquisition of stake in the Mantoverde copper mine
- Implementation of Zafranal project



Expand opportunities to participate in blue-chip projects

- Invest from the early stages of projects
- Organize consortium

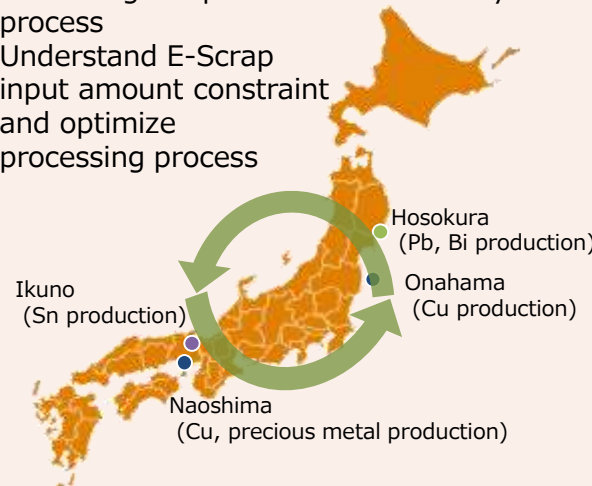
Develop impurity removal technology in copper concentrate

- Establish Mining & Metallurgy Laboratories (expansion of resource technology development), and conduct joint research with a third party
- Develop/train resource engineers

Promotion of recycling

Optimize material flow

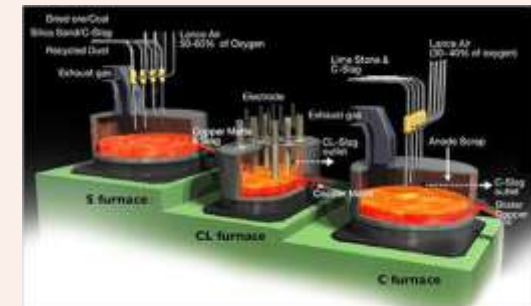
- Material grid
Optimize material flow connecting each smelter and enhance the recovery of valuable metals at each smelter
→Efficient recycling of Cu, precious metals and trace components in E-Scrap
- Improve the yield of Au and Ag by enhancing the precious metal factory process
- Understand E-Scrap input amount constraint and optimize processing process



Response to climate change

Demonstrate the superiority of the Mitsubishi process

Utilize the environment-friendly Mitsubishi Process



Reduce fossil fuels

- Replace fuel with recycled oil, etc.
- Substitute fuel using E-Scrap

Improve energy conversion efficiency

- Improve heat transfer efficiency of boiler
- Improve power generation efficiency

Improve energy use efficiency

- Efficiently use steam
- Improve electrolysis current efficiency

Use renewable energy

Improve the ratio of stable raw-material procurement

Amount of copper contained with copper concentrate under off-take* or long-term contract, and E-Scrap
Amount of total copper production

※Off-take: long-term takeover rights linked to mine investment interests



Leader in the 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

Projected Achievement at the End of FY2023

- Domestic business restructuring
- Optimized production systems and promotion of overall business efficiency

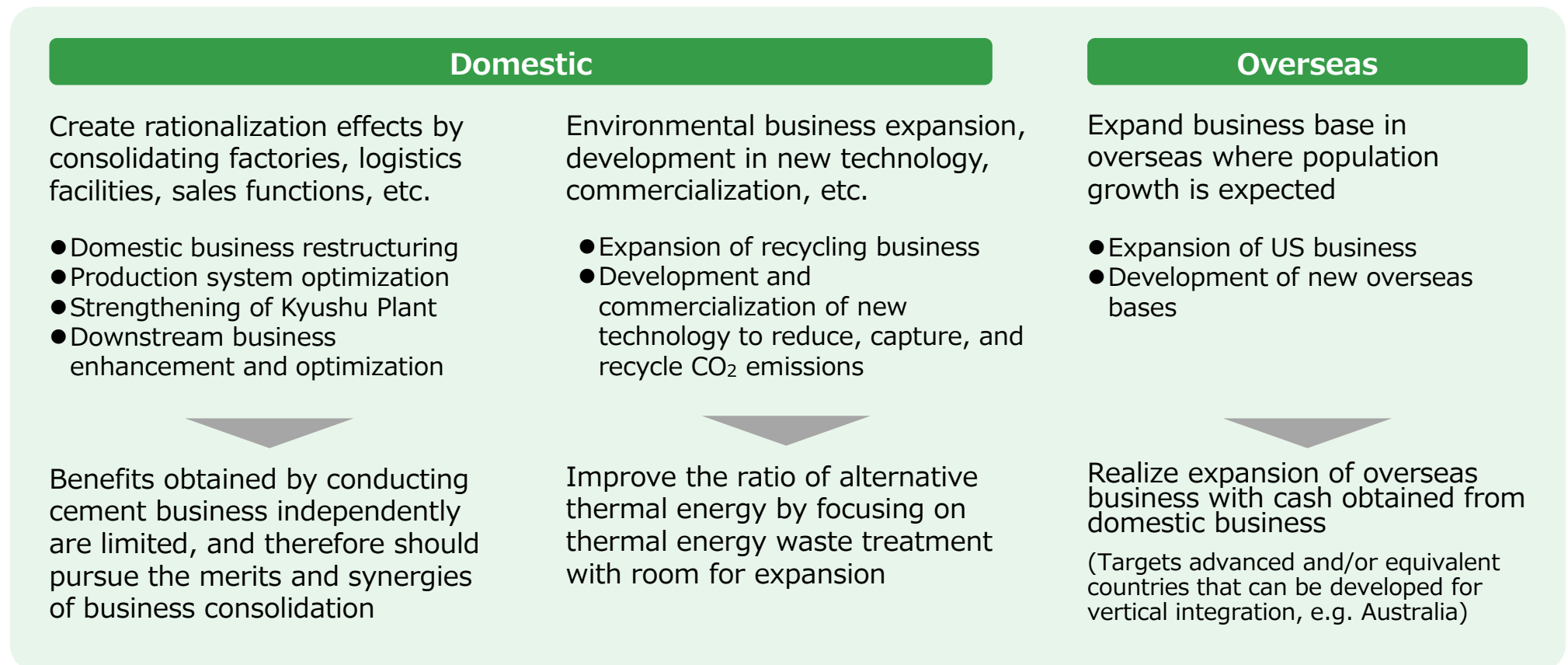


Key measures

Reorganization of domestic business and development of new overseas bases

Reorganize the domestic business, optimize the production system, and establish a stable profit base through economies of scale in order to respond to the demand decrease for cement in Japan

Secure domestic advantage and grow overseas markets through the expansion of US and overseas businesses





(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

Projected Achievement at the End of FY2023

- Establishment of a stable business base for the environmental recycling business
- Expansion and stable operations of renewable energy plants and search for new geothermal sites



Key measures

- Enhanced competitiveness and expansion of environmental recycling businesses
- Completion of Komatagawa new hydroelectric power plant, construction of Appi geothermal power plant, and survey of new geothermal sites

Environmental recycling initiatives

By making the most of the characteristics and functions of the materials company, we will contribute to the construction of a recycling-oriented society by developing and expanding the recycling business that does not rely on final disposal sites and can be trusted by stakeholders.

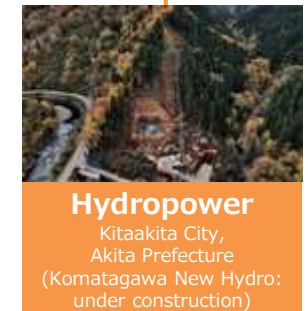
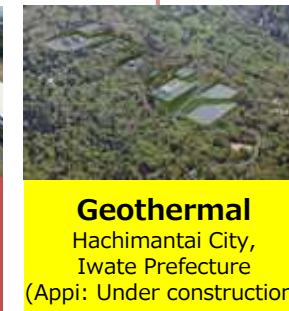
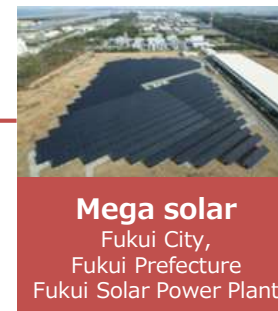


- : Home appliance recycling
- : Car recycling
- : Incineration fly ash recycling
- : Biogas

- ▲ : Geothermal
- (▲) : Under investigation
- ▲ : Hydropower
- ▲ : Mega Solar

Renewable energy initiatives

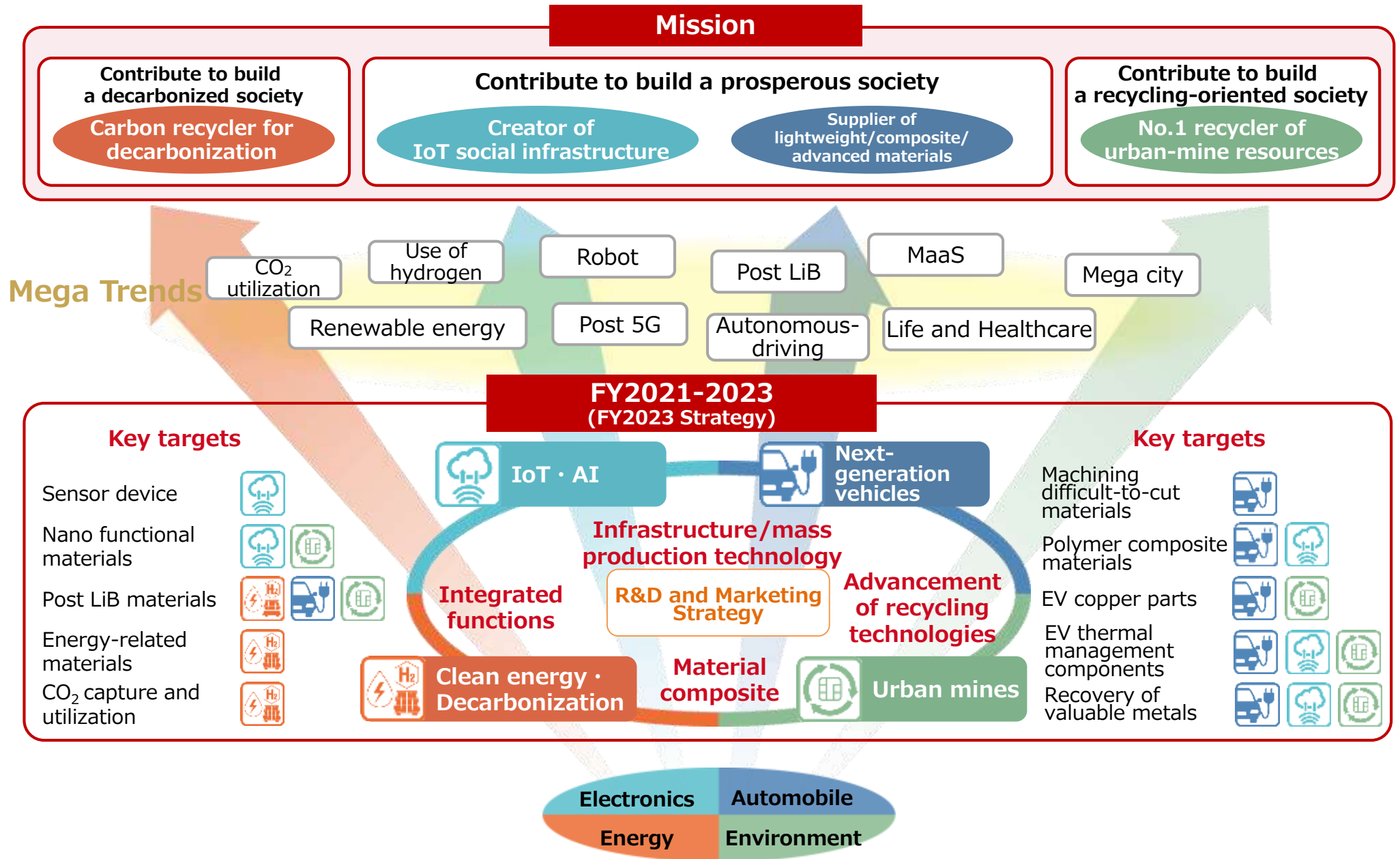
Based on the management resources we have cultivated, we will expand the renewable energy business and contribute to the construction of a decarbonized society by providing a stable energy supply with a low environmental impact.



II Overview of FY2023 Strategy

- 1) Value Creation Process
- 2) Mission (Corporate Philosophy System)
- 3) Financial Plan
- 4) Business Strategy
- 5) Corporate Division's Strategy
- 6) Governance

Corporate Division's Strategy : R&D and Marketing Strategy

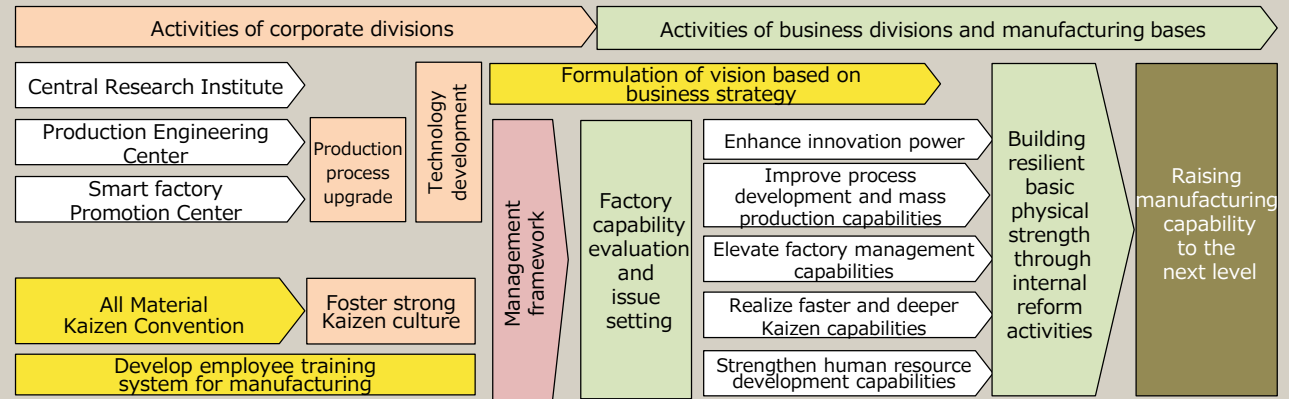


Corporate Division's Strategy : Manufacturing Excellence Strategy/Quality Management Strategy/Digital Transformation Strategy

Manufacturing excellence strategy

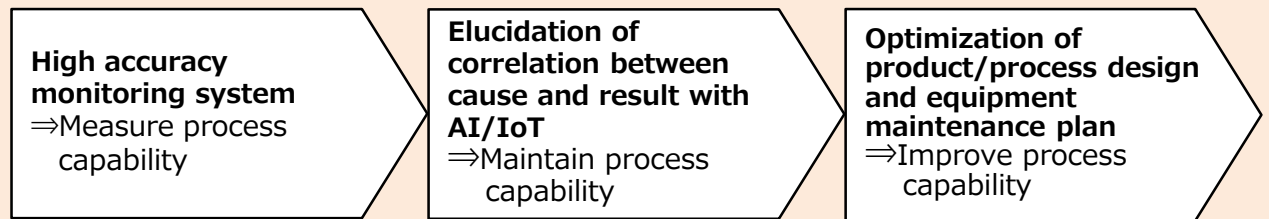
Raise manufacturing capability to the next level

- Formulation and realization of the factory vision based on its business strategy
- Enhancement of production process
- Proactive utilization of external knowledge



Quality management strategy

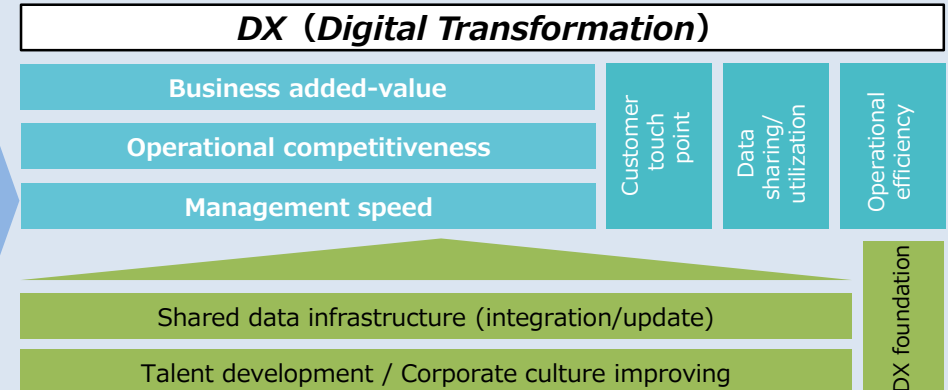
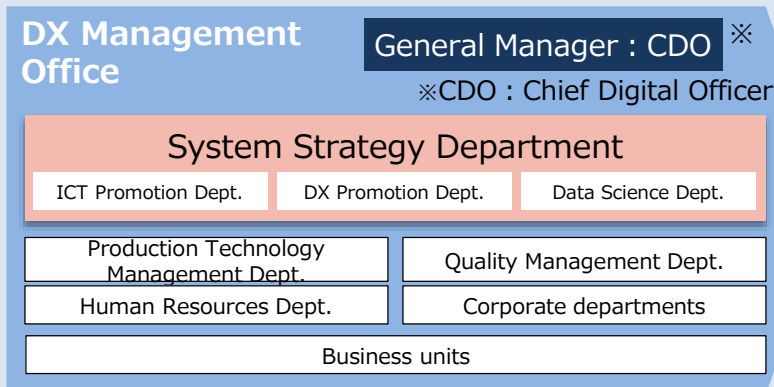
Proactive quality management to ensure that non-conforming products are not produced



Digital Transformation (DX) strategy

- Use Digital Transformation to strengthen three key pillars: (1) Business added-value (2) Business operations competitiveness (3) Management speed

- Approx. 30 billion yen investment over the next five years
- Approx. 100 digital professionals



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Governance : **Strengthening Corporate Governance**

◆ Changed to a company with a Nomination Committee in June 2019

Purpose: Accelerate decision-making by delegating authority, strengthen the Board of Directors' management supervisory functions, and improve the management transparency and fairness

Continuous improvement of the functions of the Board of Directors

- Continuous improvement of the monitoring functions performed by the Board of Directors
- Ensure diversity of director composition

Formulation of basic corporate governance policy (effective April 1, 2020)

- Clarification of policies to respond to each item set forth in CG code

CEO appointment and dismissal, planning and execution of successor development plan

- Adoption of appointment and dismissal process
- Establishment of the selection of a successor candidate, as well as the planning and execution of its development plan with the involvement of the Nomination Committee

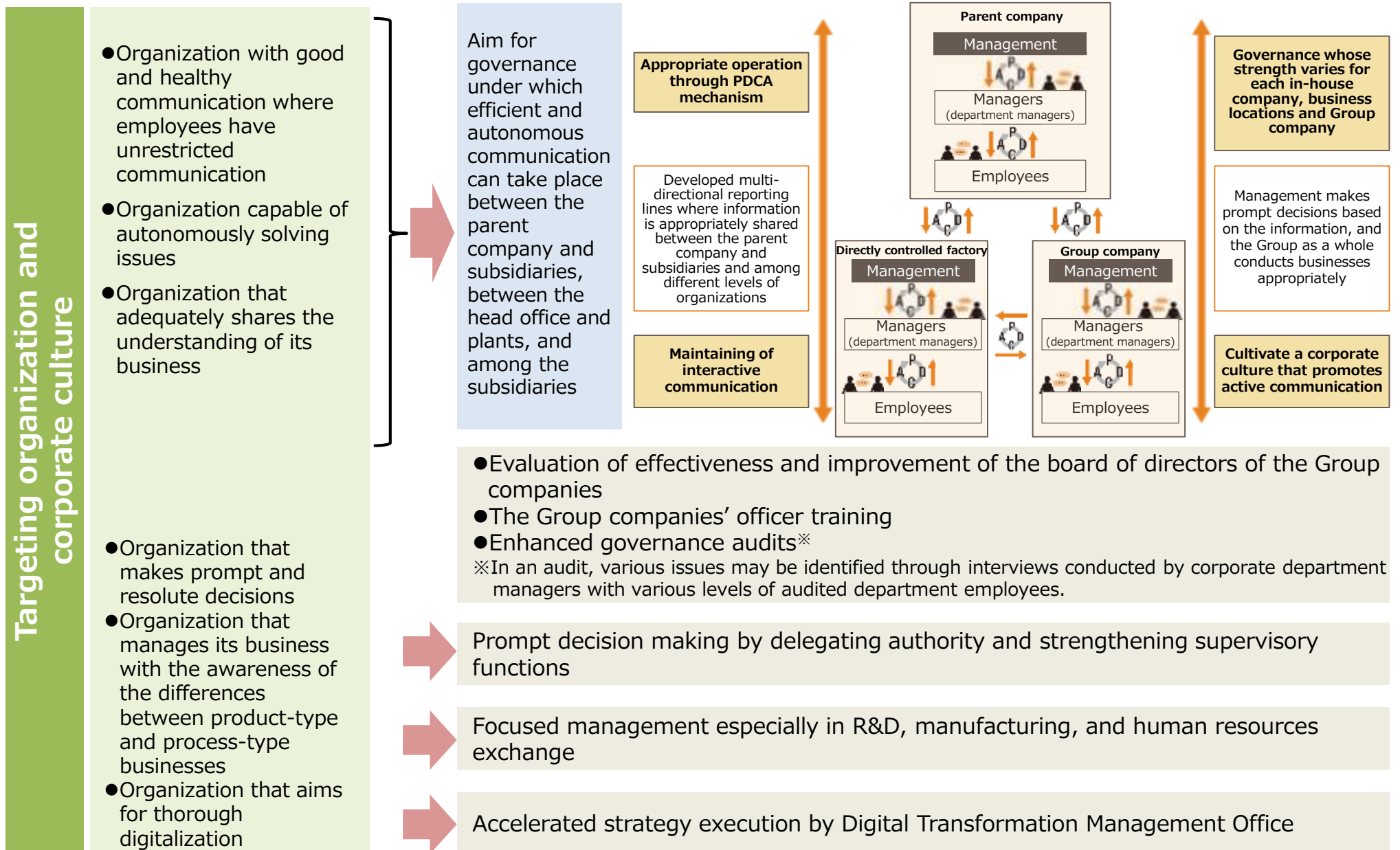
Review of executive remuneration system

- Remuneration Committee establishment of an incentive-based executive remuneration system with a variable remuneration ratio (Start operations from FY2021)

Enhancement of governance of subsidiaries

- Review of systems for director nomination and remuneration
- Proactive management of the Board of Directors

Governance : Strengthening Group Governance



Governance : Human Resources Strategy and Change of Organizations

HR Strategy

Secure and foster talents adaptive to change and forge a healthy organizational culture

◆ Talent

- ① Secure human resources: Reinforce hiring activities and systems, including within the Group companies, etc.
- ② Develop human resources: Visualize capabilities of employees (talent management), etc.

◆ Organizational culture

- ① Enhance motivation: Introduce professional talent system, etc.
- ② Enhance management capabilities of the Group companies: Promote personnel exchange within the Group, etc.

◆ Improvement of social value

- ① Employ diverse talents: Recruitment rate of new female graduates: 25% or more, etc.
- ② Health & productivity management: Health company declaration, White 500 certified

Change of organizations

Business Divisions

- 1. Promotion of Environmental and Energy Business Division to in-house Company:**
Positioned as a core business that can contribute to solving social issues
- 2. Separation of Aluminum Division from Advanced Products Company:**
Fundamental improvement of profitability and acceleration of strategic review, including overseas expansion

Corporate Division

- 1. Establishment of Marketing Department:** Strengthening of corporate marketing functions
- 2. Establishment of Corporate Communications Department:** Centralizing information dissemination to stakeholders

Company-wide organization

- 1. Establishment of Digital Transformation Management Office:** Promotion of digitalization strategy
- 2. Establishment of Sustainable Management Office:** Ensuring business sustainability

Establishment of subcommittees for Communications, Governance, Compliance, Risk Management, Climate Change, Environmental Management, Quality Management, Information Security, and Promotion of Zero Disasters

Forward-Looking Statements

Future plans and other statements are based on information made available to MMC's management as of the date of the release of this material.

Note that there are uncertain/risk factors inherent in plans, and there may be cases in which actual results materially differ from plans and other statements made within this material.

Mitsubishi Materials Corporation