

Investor Conference Material Mitsubishi Materials Corporation

November 11, 2016

Akira Takeuchi, President

Contents

1. Performance Summary (P3-8)
2. Progress on the Medium-Term Management Plan (P9-12)
3. Dividend Policy (P13-14)
4. Initiatives by Segment (P15-37)
5. Recap (P38-39)

1. Performance Summary

FY2017 1st Half Result

FY2017 1st Half Result (YoY Comparison)

YoY com- parison

Net sales:	Net sales were down, particularly in the Metals business, due to factors such as the yen appreciation and the falling copper prices.
Operating profit:	Operating profit decreased, mainly in the Metals business and the Advanced Materials & Tools business, which were affected by the yen appreciation, despite higher profit from the Aluminum business due to an increase in sales of bottle cans and a decrease in raw material costs.
Ordinary income:	Ordinary income declined due to decreases in dividends from copper mine and equity in earnings of affiliates.
Net income:	Net income fell, primarily due to the absence of a gain on sales of investment securities that was recorded in the previous fiscal year.

(Billions of yen, except where otherwise indicated)	FY2016 1st Half Result (a)	FY2017 1st Half Result (b)	Difference (b)-(a)
Net sales	709.5	603.1	-106.4
Operating profit	36.1	27.3	-8.8
Ordinary income	38.9	26.0	-12.9
Net income	45.7	29.5	-16.2
Net income per share (yen) *	349.32	225.62	-123.70
Dividend per share (yen) *	5	2	-3
Exchange rate (JPY/USD)	122	105	-17
Copper price (LME)	256¢/lb	216¢/lb	-40¢/lb

* The Company consolidated its shares at a 10:1 ratio of its common stock, with an effective date of October 1, 2016. Accordingly, net income per share is calculated on the assumption that the consolidation of its shares was conducted at the beginning of the previous consolidated fiscal year. For the amount of dividends at the end of the second quarter, the amount prior to the consolidation of shares is stated because the dividends were paid based on the number of shares before the consolidation of shares.

FY2017 1st Half Result (Comparison with the previous forecast)

Comparison with the previous forecast

Net sales:	Net sales were 26.8 billion yen less than the previous forecast, chiefly due to the more than expected yen appreciation and the lower copper prices.
Operating profit:	Operating profit exceeded the forecast by 0.3 billion yen, reflecting an upturn in the Aluminum business owing mainly to a decrease in raw material costs.
Ordinary income:	Ordinary income was 3.0 billion yen above the forecast, mainly due to the rise in operating profit and the posting in the first half of part of the dividends from copper mine expected in the second half.
Net income:	Net income exceeded the forecast by 5.5 billion yen, reflecting the rise in ordinary income and less-than-expected tax expense
Dividend:	Dividends remained unchanged from the previous forecast.

(Billions of yen, except where otherwise indicated)	FY2017 1st Half forecast (a) (Announced on August 8, 2016)	FY2017 1st Half result (b)	Difference (b)-(a)
Net sales	630.0	603.1	-26.8
Operating profit	27.0	27.3	+0.3
Ordinary income	23.0	26.0	+3.0
Net income	24.0	29.5	+5.5
Net income per share (yen) *	183.20	225.62	+42.42
Dividend per share (yen) *	2	2	-

* The Company consolidated its shares at a 10:1 ratio of its common stock, with an effective date of October 1, 2016. Accordingly, net income per share is calculated on the assumption that the consolidation of its shares was conducted at the beginning of this fiscal year. For the amount of dividends at the end of the second quarter, the amount prior to the consolidation of shares is stated because the dividends were paid based on the number of shares before the consolidation of shares.

Exchange rate (JPY/USD)	107	105	-2
Copper price (LME)	225¢/lb	216¢/lb	-9¢/lb

FY2017 Full Year Forecast

FY2017 Full Year Forecast (Comparison with the previous forecast)

Comparison with the previous forecast

Net sales:	Net sales, primarily in the Metals business, were revised downward due to changes in assumptions about exchange rates and copper prices and a revision to the sales plan.
Operating profit:	Factoring in lower domestic sales of cement and cemented carbide products and electronic materials & components, operating profit was revised downward.
Ordinary income:	Ordinary income was revised downward because of the decline in operating profit, in spite of expecting the improvement of net interest and dividends income.
Net income:	Net income was revised downward because of the decline in ordinary income.
Dividend:	The previous forecast remains unchanged.

(Billions of yen, except where otherwise indicated)	FY2017 Full Year forecast (a) (Announced on August 8, 2016)	FY2017 Full Year forecast (b) (at this time)	Difference (b)-(a)	FY2016 Full Year result
Net sales	1,330.0	1,280.0	-50.0	1,417.8
Operating profit	65.0	61.0	-4.0	70.4
Ordinary income	64.0	61.0	-3.0	72.4
Net income	25.0	22.0	-3.0	61.3
Net income per share (yen) *	190.84	169.97	-22.87	468.03
Dividend per share (yen) *	2/2Q, 40/4Q	2/2Q, 40/4Q	-	10
Dividend ratio (%)	31.4	35.7	+4.3	21.4

* The Company consolidated its shares at a 10:1 ratio of its common stock, with an effective date of October 1, 2016. Accordingly, net income per share is calculated on the assumption that the consolidation of its shares was conducted at the beginning of the previous consolidated fiscal year.
For the year-end dividend per share in the fiscal year ending March 31, 2017 (forecast), the amount after the consolidation of shares is stated (ten times as much as the amounts before the consolidation of share).

Exchange rate (JPY/USD)	106	105	-1	120
Copper price (LME)	230¢/lb	220¢/lb	-10¢/lb	237¢/lb

2. Progress on the Medium-Term Management Plan (Group-wide growth strategies)

Growth strategy “Fortifying the Foundation for Growth”

Accelerate Business Selection and Focus

Key Strategic Investments in Period of Current Medium-Term Management Plan

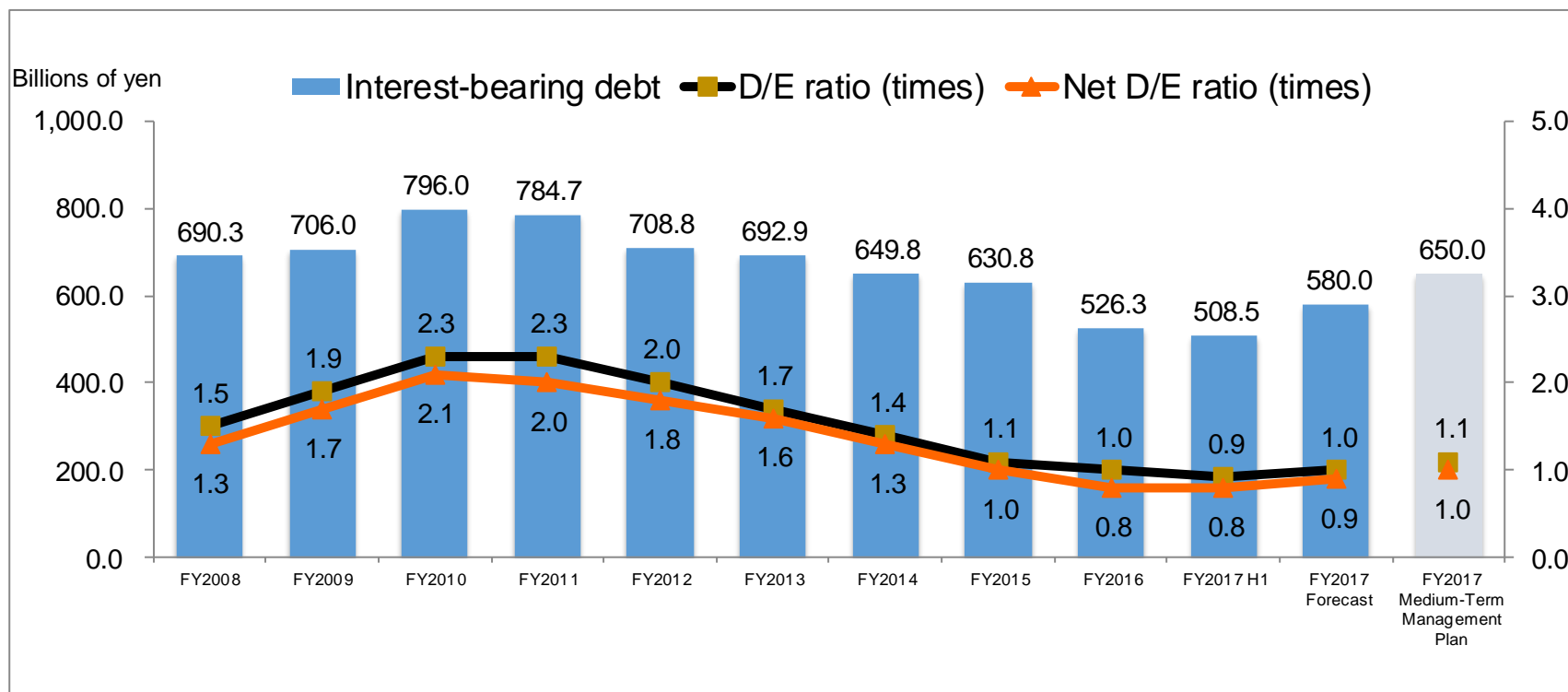
Cement	Expanded limestone crushed sand production capabilities in the Kyushu plant [August 2015]
Cement	Expanded recycling capacity for waste gypsum board powder at the Kyushu plant [December 2015]
Metals	Expanded E-Scrap receiving and processing capabilities in the Naoshima Smelter and Refinery [April 2016]
New! Metals	Plan to establish an E-Scrap sampling facility in the Netherlands [Slated for completion in the summer of 2017]
New! Metals	Conclusion of share sale and purchase agreement on acquisition of Luvata Special Products division [September 2016]
Advanced Materials & Tools	Acquired 51% of shares in Hitachi Tool Engineering Ltd, converted company to consolidated subsidiary [April 2015]
Advanced Materials & Tools	Expanded cemented carbide end mill production capacity and began to produce cemented carbide drills in Indonesia [December 2016]

Key Business Restructuring, Sales of Shares and Other Activities in Period of Current Medium-Term Management Plan

Cement	Spun off Mitsubishi Materials Kenzai Corp. and transferred business [October 2015]
Cement	Conducted share exchange of all shares in Tokyo Hosokawa Kogyo Co., Ltd. and transferred business [April 2016]
Metals	Expanded scope of joint venture in cable business of Mitsubishi Cable Industries, Ltd [April 2016]
Advanced Materials & Tools	Sold partial shares of MMC Superalloy Corp. [June 2014]
New! Advanced Materials & Tools	Transferred all shares in Ryoei Metals Corp. [October 2016]
Electronic Materials & Components	Sold partial shares of common stock in SUMCO Corp. [April 2015]

Progress on Improving Our Financial Position

(Billions of yen, except where otherwise indicated)	FY2015 Result	FY2016 Result	FY2017 1st Half Result	FY2017 Forecast	FY2017 Plan
Interest-bearing debt	630.8	526.3	508.5	580.0	650.0
Net D/E ratio (times)	1.0	0.8	0.8	0.9	1.0 or less
Shareholders' Equity ratio (%)	29.0	31.0	31.9	-	-



Growth Strategy “Strengthening Global Competitiveness”

Overseas Business Expansion in Markets Expected to Grow

Key Initiatives Related to Overseas Business Expansion in Period of Current Medium-Term Management Plan

Cement	Commenced operations of new aggregate mine (Hubbs quarry) in South California [November 2014]
Cement	Acquired factory site for new ready-mixed concrete plant in Northwestern of Los Angeles [December 2015]
Metals	Established E-Scrap recycling business division in the United States [July 2014]
Advanced Materials & Tools	Expanded cemented carbide sales bases (one in Turkey, five in China, one in Vietnam, and one in India)
Advanced Materials & Tools	Expanding cemented carbide production bases (planned increases in production capacity at bases in the United States and Spain)
Advanced Materials & Tools	Commenced manufacture of sintering parts in Indonesia [April 2014]
Electronic Materials & Components	Began production of thermistor sensors in Laos [June 2015]
Aluminum	Started production of extruded aluminum heat exchanger materials (multi-port tubes) in India [March 2016]
Companywide	Converted a supervisory office to a local subsidiary managing operations in South and Southeast Asia, and expanded its functions and networks [April 2015]

3. Dividend Policy

Dividend Policy

	FY2015 Result	FY2016 Result	FY2017 Forecast
Annual dividend	8	10	2/2Q, 40/4Q*
(For reference) Before a consolidation of shares	8	10	6
Dividend ratio (%)	18.7	21.4	35.7

* The Company consolidated its shares at a 10:1 ratio of its common stock, with an effective date of October 1, 2016. Accordingly, for the year-end dividend per share in the fiscal year ending March 31, 2017 (forecast), the amount after the consolidation of shares is stated (ten times as much as the amounts before the consolidation of share).

Basic policy

- ◆ The basic policy is determined in consideration of all aspects of management, including periodic income, retained earnings, and financial position.

Under the basic policy above, a dividend target in the period of the current medium-term management plan is set.

- ◆ The Company aims to improve its results constantly and increase dividends accordingly. Considering financial discipline, the Company aims for a dividend ratio of appropriately 20% as a target.
In regards of the dividend forecast of FY2017, the dividend ratio will be temporarily increased to 35.7% from the viewpoint of consecutive dividend and strive to reduce the reduction range.

As a dividend policy for the next medium-term management plan,

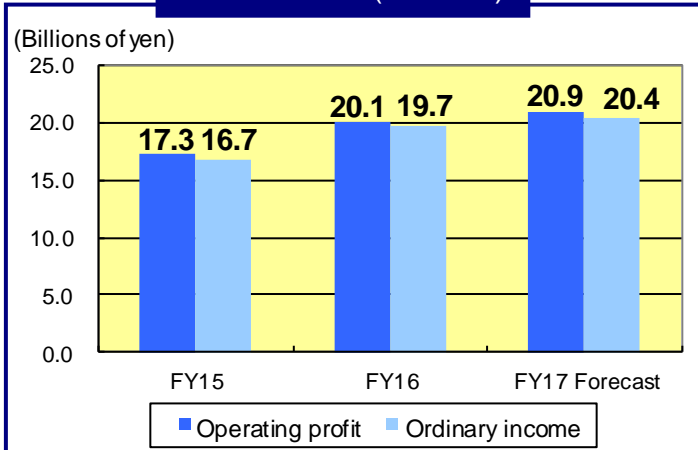
- ◆ The Company is considering employing clearer quantitative measures, emphasizing the avoidance of significant declines in dividends.

4. Initiatives by Segment

Cement Business

Domestic Business

Performance (Cement)



Japan

◆ Outlook for demand in Japan

The Company's assumption for FY2017 was revised to 41.70 million tons, -2.3% decline from the previous year's result, reflecting sluggish demand in the first half.

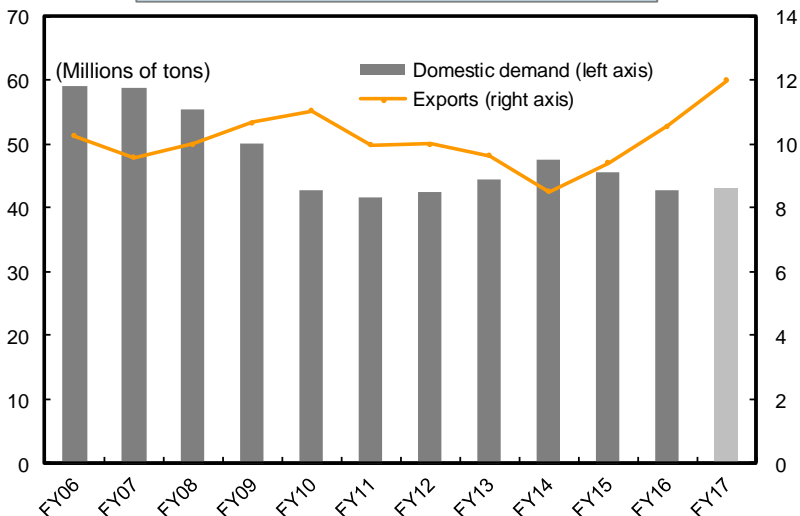
◆ Export environment

Exports are affected by falling prices in Asia. In the medium to long term, the sales volume is planned to be increased, notably in Oceania.

◆ Waste disposal processing

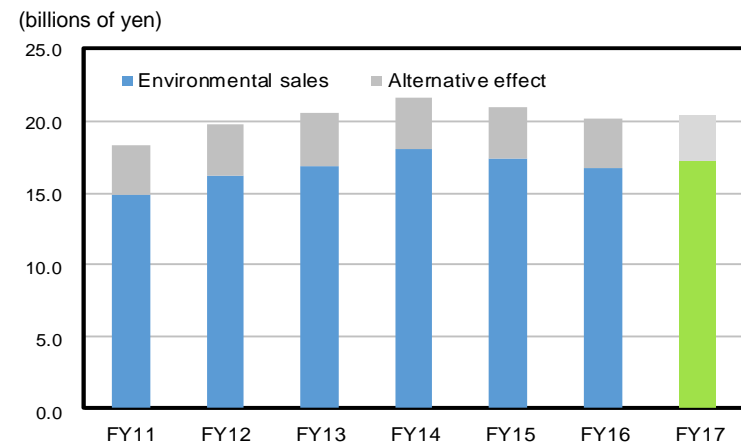
Increased processing prices and greater acceptance of items that are difficult to dispose of.

Demand trends (domestic / export)



(Source: Japan Cement Association, the forecast announced at the beginning of FY2017)

Waste Processing Effect and Forecast



Initiatives to Expand Waste Disposal Processing

◆ Coal ash

- Share information closely with thermal power plants, which emit coal ash, about operations, and focus on stable acceptance and securing a certain processing quantity.
- Work to accept increasing quantities from new power plants where high processing prices are expected.

◆ Soil from Construction

- Seek to achieve stable sourcing and increases in sales by tapping into high-price processing projects.

◆ Sewage sludge

- Expand operating areas, seeking to source sewage sludge from new local governments.

◆ Waste plastic

- Enhance the waste plastic facilities and chlorine bypass at the Kyushu Plant to increase the processing quantity (construction work to be completed in FY2018).

◆ Waste related with the Kumamoto earthquakes

- Accept as much waste as possible and contribute to reconstruction in the affected areas. (According to Kumamoto prefecture's processing plan, 1.95 million tons will finish to process in two years.)

Overseas Business

North America

◆ Expansion of cement supply system

Preparing to expand import terminal

(Considering restarting the Long Beach Terminal at the existing capacity first, expanding the capacity in accordance with future demand, and operating a new terminal)



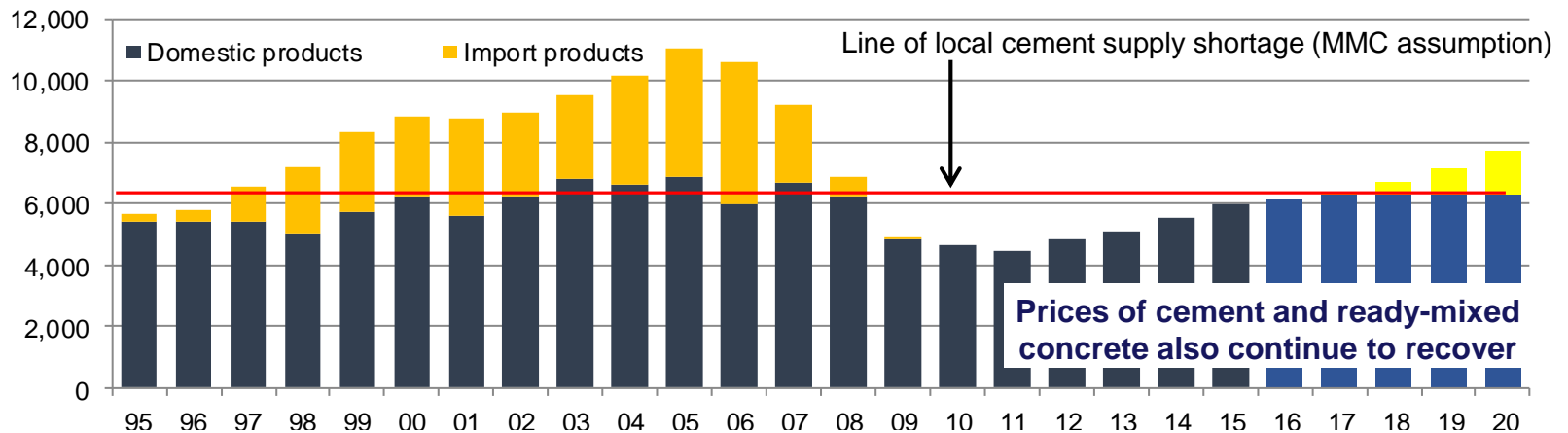
◆ Further increase in ready-mixed concrete operations

- Expanding operation areas through the construction and acquisition of ready-mixed concrete plants
- Maintaining a high self-procurement rate of aggregate resources



Demand trend for cement in Southern California

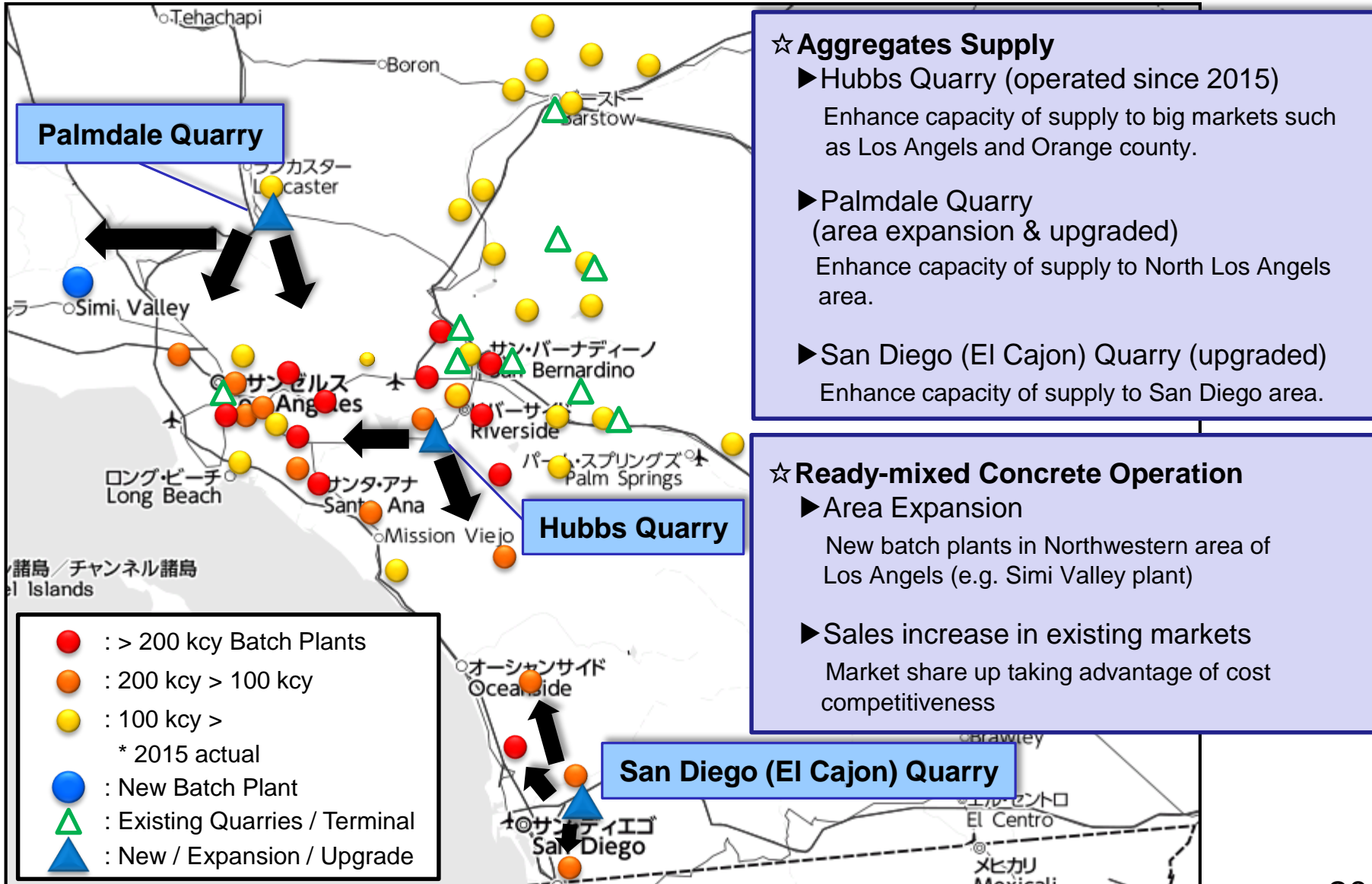
(Thousands of metric tons)



Prices of cement and ready-mixed concrete also continue to recover

(Source: PCA)

RRM - Quarry Development / Ready Mixed Concrete Business Expansion



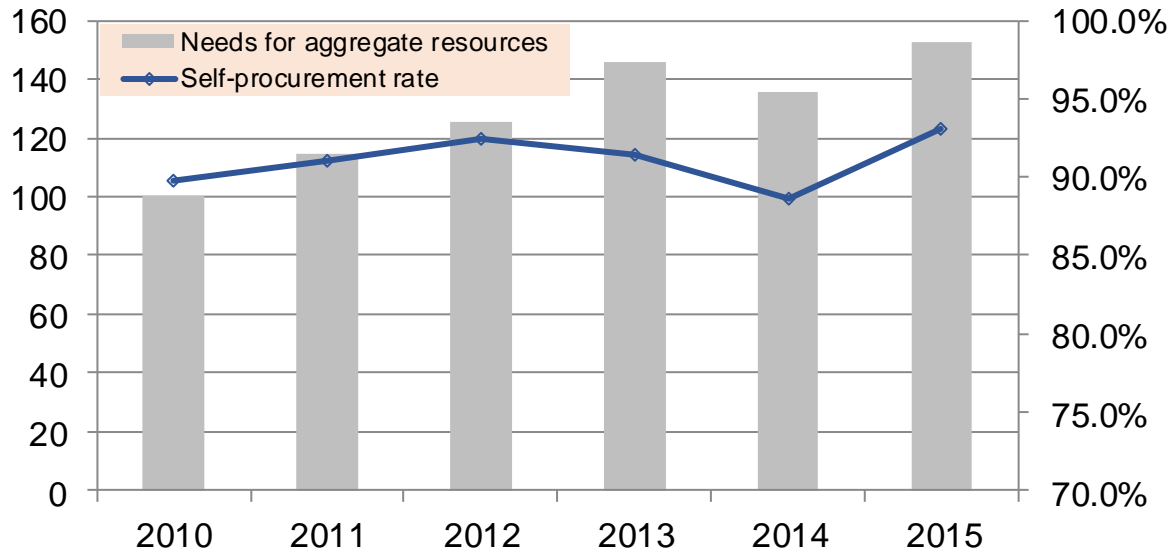
Trend of Self-Procurement Rate of Aggregate Resources in the United States

Sourcing aggregate resources (stone, gravel, etc.), which are indispensable for producing ready-mixed concrete, is the key to expanding business.

The self-procurement rate remains high owing to the full-scale operation of Hubbs quarry and other initiatives.

The Company will maintain a high self-procurement rate by considering and implementing the expansion of existing quarries, and will increase cost competitiveness.

Needs for aggregate resources in 2010 = 100



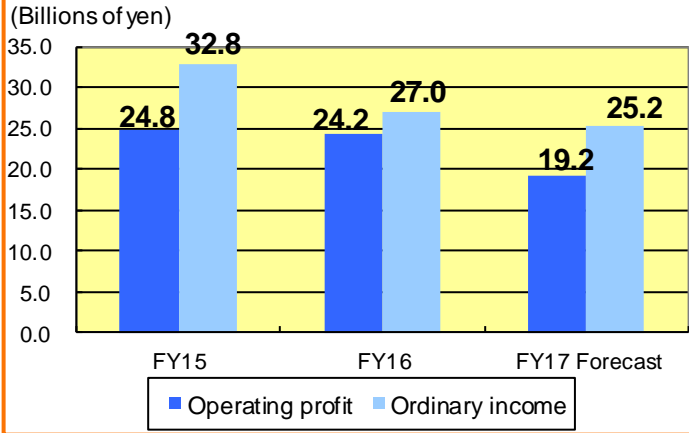
Hubbs Quarry



Metals Business

Mining

Performance (Metals)



Mining

◆ Investigation for copper mines

- Ongoing promotion of Zafranel project in Peru (preparing start of F/S)
- The Company will actively consider inquiries of good projects after conducting a sufficient analysis of the risks involved

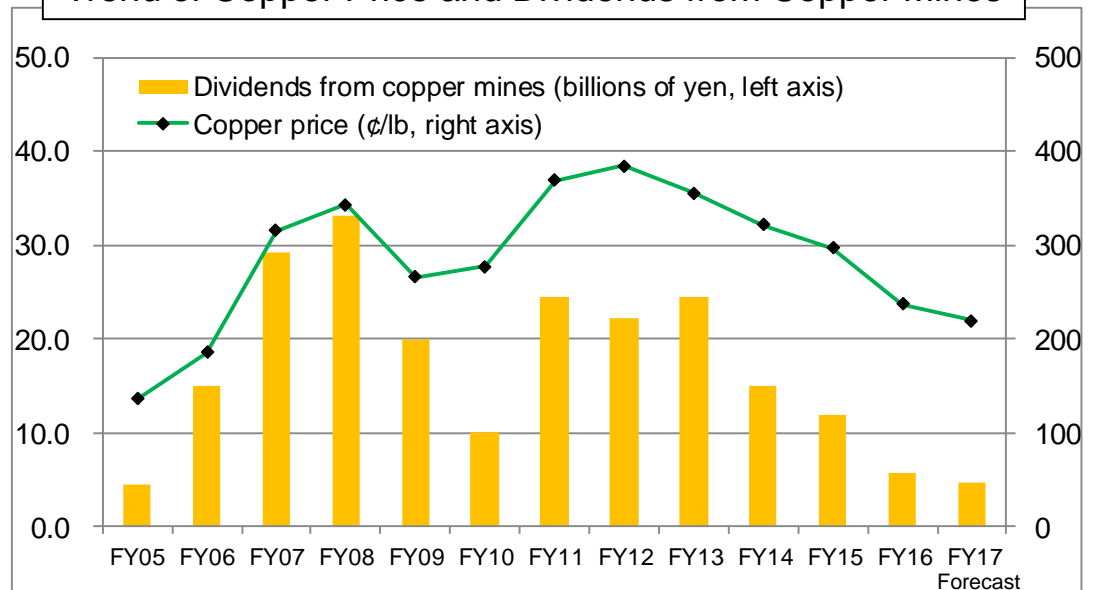


Los Pelambres mine (Chile)



Zafranal area (Peru)

Trend of Copper Price and Dividends from Copper Mines



Smelting

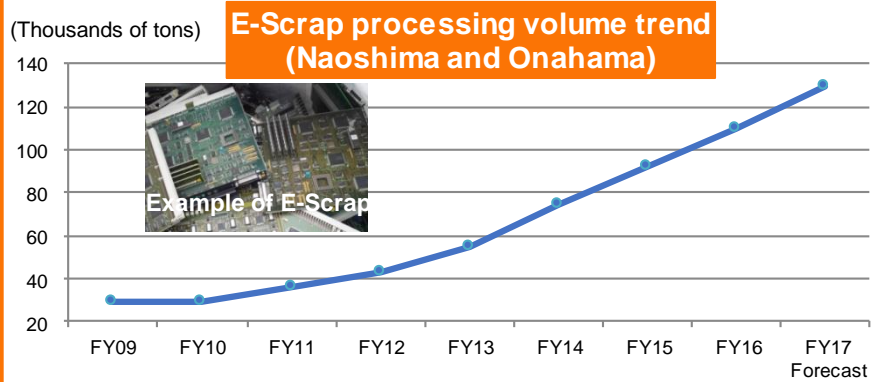
Smelting

◆ Expansion of the recycling business

Becoming a world's top-ranked E-Scrap receiving and processing capacity

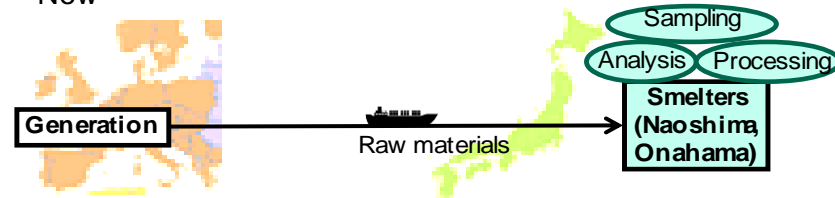
Completed expansion of annual receiving and processing capacity at the Naoshima Smelter and Refinery from 80,000 tons to 110,000 tons (total capacity of 140,000 tons, including Onahama Smelting and Refining Co.,Ltd)

Plan to establish an E-Scrap sampling facility for receiving, inspecting, and sampling in the Netherlands
(Slated to completion in the summer of 2017)

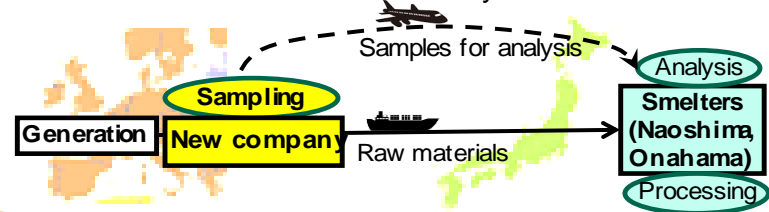


Logistics Flow of E-Scrap from the Netherlands

Now



After the establishment of the facility



The assessment and the settlement period can be shortened significantly, and customer service can be improved in Europe.

⇒ Increase the quantity of E-Scrap to be collected



E-Scrap sampling facility in the Netherlands
(Completed Image)

Copper Processing

Copper Processing

- ◆ Accelerate the strengthening of the overseas business following the acquisition of Luvata

Topics: Acquisition of Luvata Special Products division

Overview of Luvata SP

Overview and Schedule of the Transaction

President	Jussi Helavirta	Acquired Business	Outstanding interests of Luvata SP owned by the Sellers
Location	Pori, Finland	Seller	Luvata Group (Parent company of Luvata SP)
Establishment	May 2006	Execution Date of SPA	September 28, 2016
Business Fields	Copper processing and distribution	Effective Date of the Transaction	During the 4th quarter of the fiscal year ending March 2017 to 1st quarter of the fiscal year ending March 2018 * Subject to the satisfaction of customary closing conditions set forth under SPA, including anti-trust approvals in the United States, Germany and the Russian Federation
Total Sales	Approx. € 585 million (2015, Actual)		
Total EBITDA	Approx. € 43 million (2015, Actual)		
Number of Employees	1,209 (At the end of Dec. 2015)		
Main Business Entities	Finland, United States, United Kingdom, China, Malaysia, Russia, and Brazil		

Major Products of Luvata SP

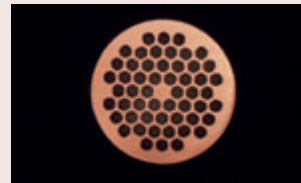
Holds the top-ranked share in the world in the markets of superconducting wires & cables for MRI and welding electrodes for the automotive industry; strong in high value-added products



Welding electrodes



Superconducting wire & cables



NMR / MRI wire



Copper ball anodes for plating



Busbars



Photovoltaic ribbon



Battery wire



Hollow conductors



Cooling elements

Related Market

Strong in markets that are expected to grow sustainably

- Automotive
- Healthcare
- Electronics
- Metals & Mining
- Power Generation
- Energy, etc.

The LUVATA logo, featuring the company name in a bold, blue, sans-serif font.

Comparison of MMC & Luvata SP

Strengthening Global Operation for Copper Processing Business

Enhance production and sales bases globally and location achieve the vertical and horizontal expansion of the product lineup

	MMC	Luvata SP
Production / Sales Site	<p>Total 12 sites (including 4 in overseas locations)</p> <ul style="list-style-type: none"> - Mainly Japan & Southeast Asia 	<p>Total 14 sites</p> <ul style="list-style-type: none"> - Global supply chain including Europe, United States, South America, China and Malaysia
Key Features	<ul style="list-style-type: none"> - Strength: Copper-based alloys and materials engineering, and wrought copper products for automobiles such as terminal connector materials - Weakness: Product portfolio may not be well balanced 	<ul style="list-style-type: none"> - Cover wide range of value chain, processing, manufacturing and distribution - Offers wide range of products in various end-market including medical, energy and automotive
Total Sales (FY2016)	<p>Approximately JPY 688.7 billion (* Total sales of Metals business)</p>	<p>Approximately JPY 78.0 billion (€ 585 million / Exchange rate: € 1 = JPY133*) * Yearly Average TTM for 2015</p>

Pursue and generate synergies steadily in the short, medium and long term, and aim to expand the copper processing business

◆ More Product Line-ups

- Incorporate wide range of products in various end-market.
e.g.
 - (i) Medical: Superconducting wire and cable for MRI
 - (ii) Energy: Photovoltaic wire
 - (iii) Automotive: Welding electrodes, Battery wire and Cooling elements for metal smelters

◆ Establishment of Global Production & Sales Structure

- Complementary business area of two companies will accelerate MMC's global operations
Luvata SP has the manufacturing and distribution facilities as well as client marketing capabilities not only in Japan and Asia, where are primary areas of Mitsubishi Materials, but also in Europe and the United States.

◆ Expanding the Value Chain

- By adding Luvata SP's business, ranging from processing, manufacturing and distribution, the combined company will have a broader portfolio and an expanded value chain to better cater to the customers with various applications and needs.

Business Expansion Through Acquisition of Luvata (Globalization, Downstream Processing)

MMC Group

Luvata

Potential expansion

Globalization

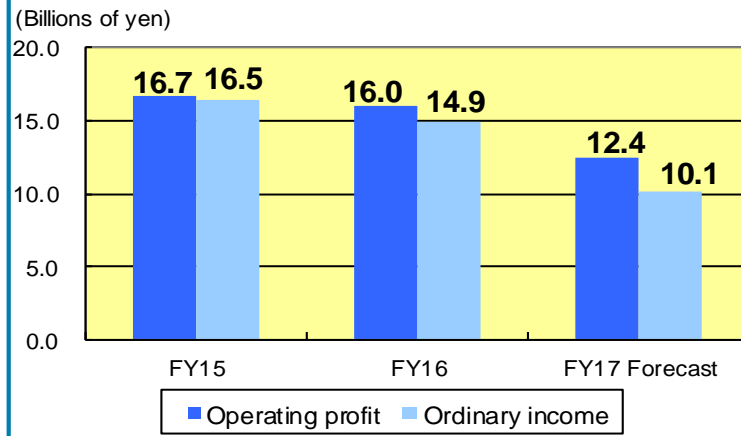
Downstream processing

	Japan	Asia	North America	Europe
Roll processing	<p>Manufacture and sale of terminal materials for automobiles and electronic materials</p>	<p>Exporting copper intermediates product (Thailand), slitting</p>	<p>Licensing to manufacturers in the same business</p>	<p>Licensing to manufacturers in the same business</p> <p>Alloy casting at Pori plant of Luvata (Finland) and sale of the products</p>
Extrusion	<ul style="list-style-type: none"> - Manufacture and sale of copper bars, busbars, ECO BRASS® bars, UR series wires - Manufacture and sale of alloy for welding electrodes, high-grade oxygen-free copper for superconducting wire and cables 	<p>(China) ECO BRASS® bars</p> <p>(Malaysia) Manufacture and sale of busbars</p>	<p>Licensing to manufacturers in the same business</p>	<p>Licensing to manufacturers in the same business</p>
Processed products	<p>Manufacture and sale of copper ball anodes, processed products for steel, etc.</p>	<p>Exporting copper ball anodes to China and Southeast Asia</p>	<p>Manufacture and sale of extrusion products of MMC (busbars, ECO BRASS® bars, UR series wires, etc.) using Luvata's overseas bases and manufacturing techniques</p>	
		<p>Supplying copper cathodes, alloy for welding electrodes, and high-grade oxygen-free copper for superconducting wire and cables to overseas bases of Luvata</p>		
	<p>Horizontal expansion into Japan</p>	<p>Welding electrodes, superconducting wires and cables, copper ball anodes, photovoltaic ribbon, etc.</p>	<p>Welding electrodes, superconducting wire and cables, photovoltaic ribbon, etc.</p>	<p>Superconducting wire and cables, photovoltaic ribbon, copper ball anodes, processed products for steel, hollow conductors, etc.</p>

Advanced Materials & Tools Business

Cemented Carbide Products

Performance (Advanced Materials & Tools)



Cutting tools (Cemented Carbide Products)



The Chubu Machining Technology Center (Completed Image)

Cemented Carbide Products

◆ Expand global production and sales bases

- Expanding production bases in North America, Spain, and Indonesia in stages
- Established eight overseas sales bases from FY2015

◆ Enhance expansion technical bases

- “A Cutting Academy” provides cutting work technology, techniques, and expertise to customers
- Provide “3D CAD data for Industry 4.0” to customers
- “The Chubu Machining Technology Center (Gifu Prefecture)” is scheduled to open in the Chubu area, where facilities in the automotive industry and aerospace industry are concentrated

◆ Strengthen sales capabilities with industry-specific teams

- Select three focus sectors: automobiles, aerospace and medical equipment

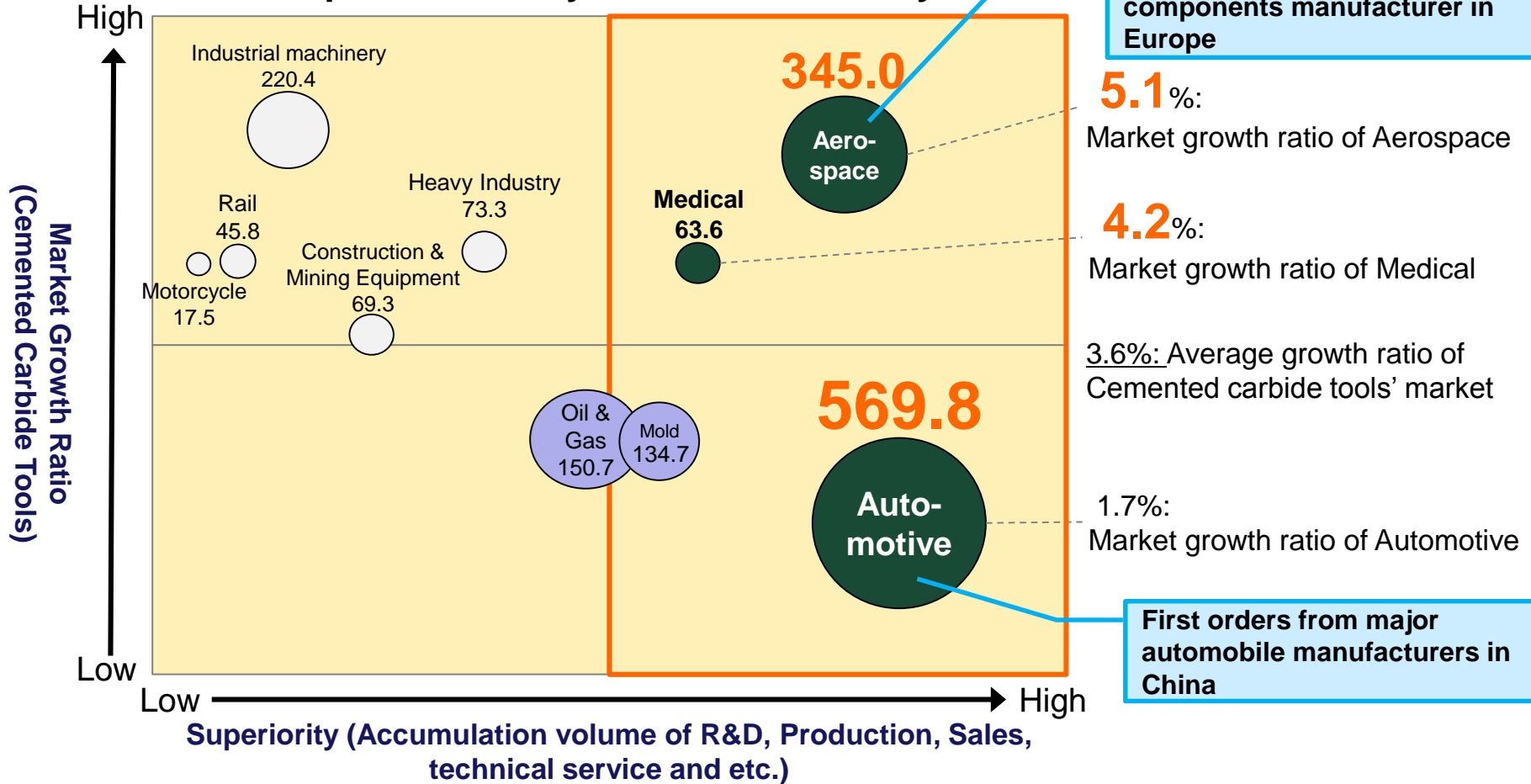
◆ Aggressive sales promotion

- Will exhibit in the 28th Japan International Machine Tool Fair (JIMTOF 2016) (Thursday, November 17 through Tuesday, November 22, at Tokyo Big Sight)

Key Industry: Focus on expanding into Automotive, Aerospace and Medical market.

(Billion of yen / year)

Importance analysis of each industry



Gradual increase in contracts with a major aerospace components manufacturer in Europe

5.1%:
Market growth ratio of Aerospace

4.2%:
Market growth ratio of Medical

3.6%: Average growth ratio of Cemented carbide tools' market

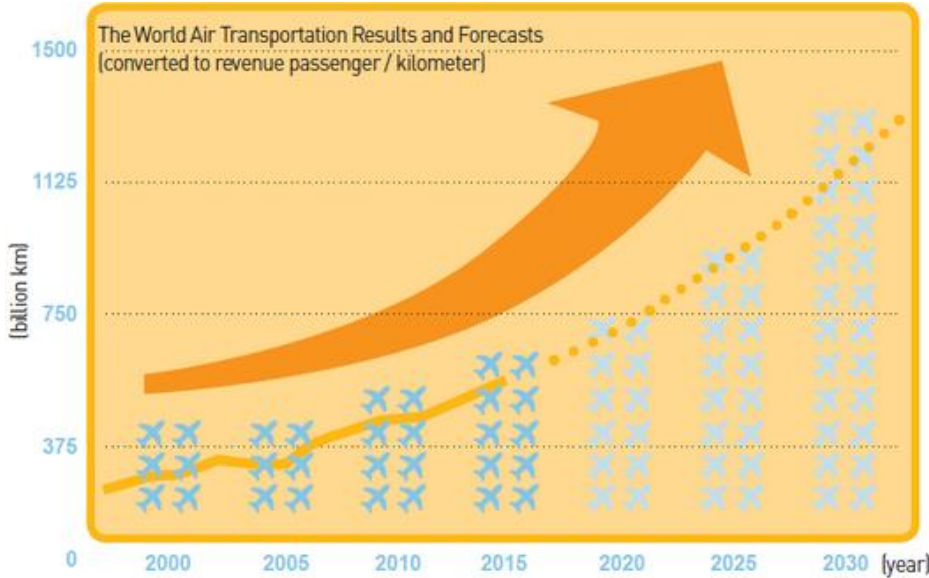
1.7%:
Market growth ratio of Automotive

First orders from major automobile manufacturers in China

* Size of plot shows market size (charge) of cutting tools in FY 2026.
Market growth ratio is defined as market average growth ratio of cutting tools from 2013 to 2025.
Market size and growth ratio are MMC's assumption.

Dealing with KAs* in the Aerospace Industry, Which is Expected to Grow, Making Steady Progress

* KA: key accounts



Challenge Expand sales in the aerospace industry, which is attractive in terms of market size and growth rate

KSF in aerospace industry

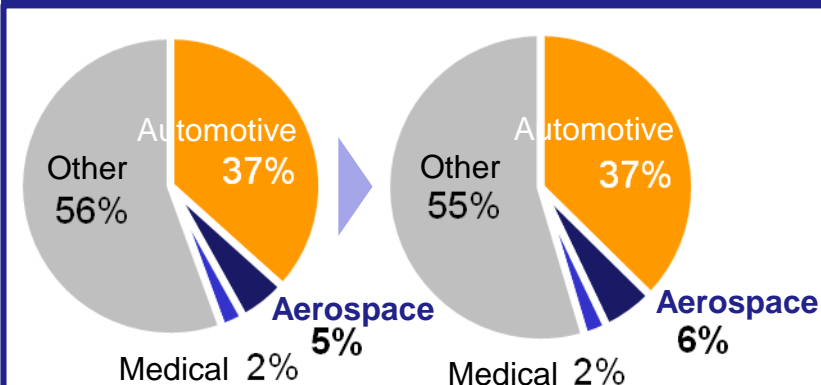
- High degree of expertise on leading-edge materials
- Close relationships with customers
- Promptness in presenting and evaluating prototypes

Establishment of Aerospace Dept.

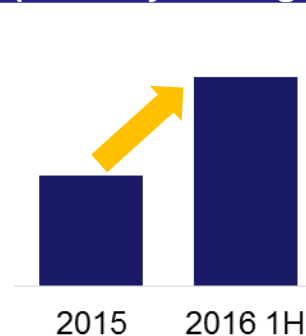
A department to focus on accumulating expertise, promoting collaboration with customers, and strengthening the ability to deal with matters in the aerospace industry was established. (Oct. 1, 2016)

Source: The Japan Aircraft Development Corporation
~2014-2033 Commercial Airplane Market Forecast

Sales by industry (FY2015 ⇒ FY2016)



Trend of sales to Rolls-Royce (Europe) (monthly average)



Dealing with Boeing (US)

- 2015: Received immense praise in Boeing Challenge (competition on improving processing) ⇒ Won orders
- 2016 1H: Orders from the Portland plant and the St. Louis R&D center increased.

Synergy Associated with the Acquisition of Mitsubishi Hitachi Tool Engineering , Ltd.

Considering synergies with Mitsubishi Hitachi Tool Engineering

- ◆ Step 1: From April 2015, exchange meetings were held in each division
- ◆ Step 2: Determine items where synergy will be considered and quantify synergy

Items where synergy will be generated and expected effects

◆ Major items where synergy will be generated

- Development: Developing new products making the most of each other's strengths (MMC's materials technology, Mitsubishi Hitachi Tool Engineering's coating and forming technology)
- Manufacturing: Improving production efficiency by using each other's facilities (Elimination of bottlenecks, etc)
- Sales: Expanding sales globally mainly through mutual sales channels (United States, Southeast Asia)
- Other: Integrated purchasing of materials, integrating and sharing IT systems & logistics

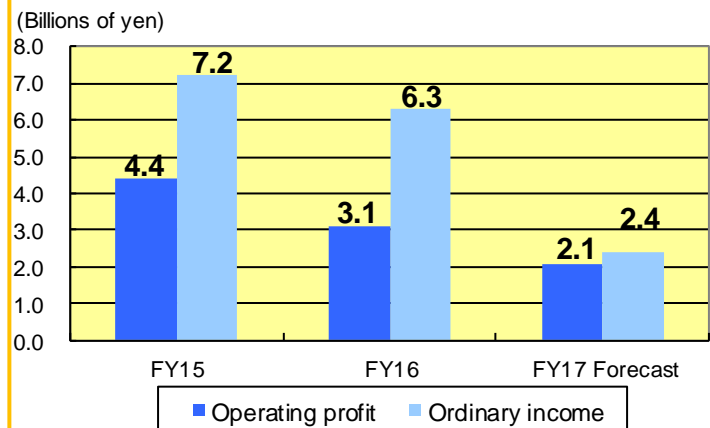
◆ Expected effects of synergies (from FY2018 to FY2021)

⇒ Effects of 0.5 to 1.0 billion yen annually are planned.

**Electronic Materials &
Components Business
Aluminum Business**

Electronic Materials & Components Business

Performance (Electronic Materials & Components)



Manufacturing and technical center in Sanda Plant



Cylindrical sputtering target



Large planner sputtering target

Electronic Materials & Components

◆ Advanced Materials

Sputtering Target *

Establish a new “Manufacturing and technical center”

Market: Make progress in upsizing substrates for flat-panel displays and solar cells

Needs: Expand demand for cylindrical targets that can be used efficiently for large substrates

Measures: Enhance development and manufacturing systems for cylindrical and large planner sputtering targets at the manufacturing and technical center

* The sputtering target is an electronic material that attaches alloys and metal oxides substance to substrates at the atomic level and forms a thin film.

◆ Electronic Components

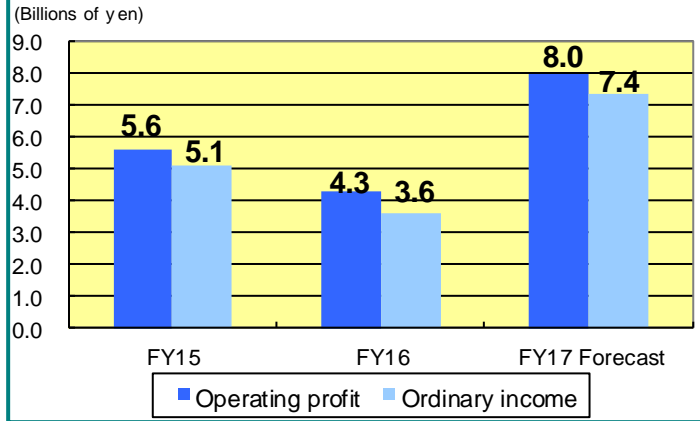
Centering on thermistor sensors, promote configuration of optimal production and sales system, and expand sales to air conditioner, refrigerator and other markets

◆ Silicon

Achieve world-leading quality in polycrystalline silicon and boost customer satisfaction to augment sales

Aluminum Business

Performance (Aluminum)



Aluminum

◆ Rolled and extruded products

(Mitsubishi Aluminum Co.,Ltd.)

Enhance expansion of overseas production bases for heat exchanger materials

⇒ Expanded into the United States, Thailand, China, and India

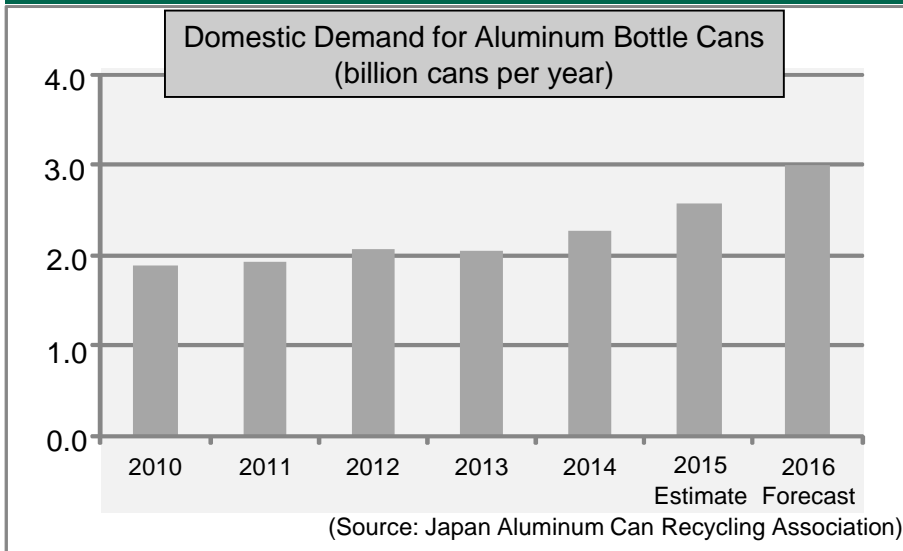
◆ Can production

(Universal Can Corporation)

Increasing sales of bottle cans, for which demand expanding

⇒ Boost production capacity and increase sales through measures such as accelerating existing production lines

Can production: Increasing Demand for Bottle Cans



Rolled and extruded products: extruded heat exchanger materials for automobiles



5. Recap

◆ Execution of Medium-term Management Plan's Growth Strategies

Continue financial constitutional improvement along with steady strategic investment for sustained growth, and strengthen the basis for growth

Materials Premium 2016

Challenge to Become the World's
Leading Business Group

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