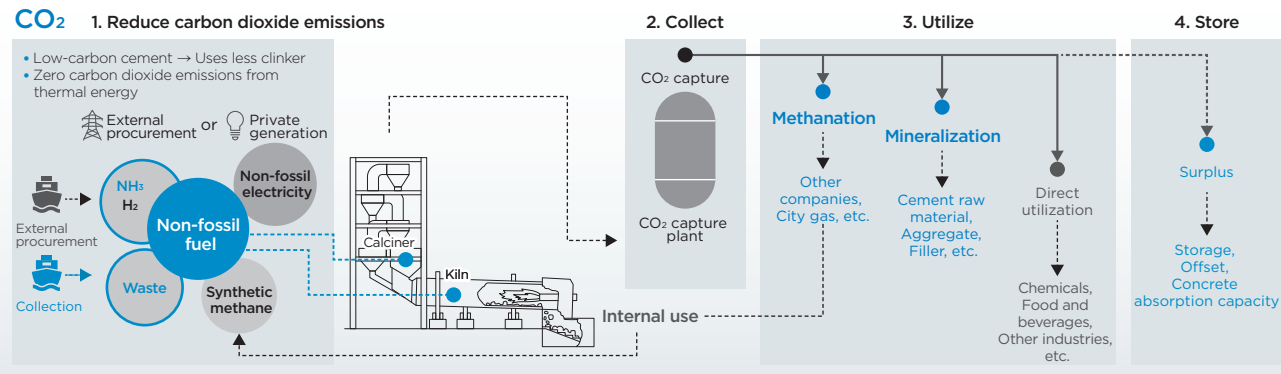


Growth Strategy of Mitsubishi UBE Cement Corporation



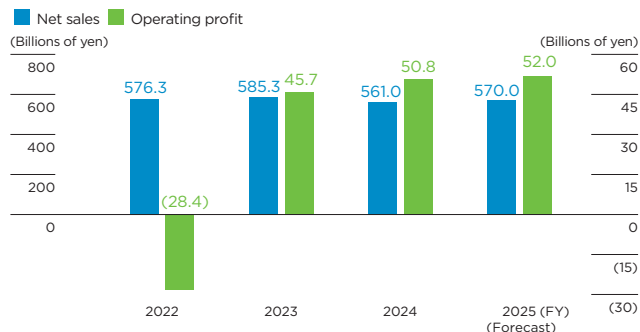
Promotion of climate change countermeasures in Japan: We aim to realize a decarbonization scheme with business viability unique to cement manufacturers



Company overview

Mitsubishi UBE Cement Corporation was established through the integration of the cement-related businesses of UBE and Mitsubishi Materials Corporation, and commenced operations on April 1, 2022. Guided by its corporate philosophy, “Continue to support the future of the planet by providing the highest quality with the best technology and services,” the company is committed to ensuring the safe and stable supply of basic materials for social infrastructure development and contributing to the advancement of a circular society. Through these efforts, its mission is to safeguard a sustainable future for the Earth and its people across generations.

Results



Progress of the medium-term management strategy (2023-2025)

Infinity with Will 2025
 “MUCC Sustainable Plan 1st STEP”
 Three years for “groundwork toward corporate vision” and “preparation for new business creation and growth strategy”

Priority action	Top priority
	1. Strengthening and Cost Reduction of Domestic Cement Business
	2. Business Growth in the U.S. and Exploration of New Business Sites
	3. Promotion of Global Warming Countermeasures
	4. Strengthening and Expansion of Domestic Value Chain
	5. Enhancement of R&D and Business Management

As the second year of the Medium-Term Management Strategy, fiscal 2024 faced a severe business environment, including sluggish demand for cement and ready-mix concrete in both Japan and the United States and increases in various costs. In such circumstances, in Japan, price pass-through was implemented alongside cost reduction measures, such as the expanded use of low-cost thermal energy. In the U.S., early realization of price pass-through and strengthening of the supply system were carried out. As a result, the initial profit plan of 39.0 billion yen for the medium-term period was achieved for the second consecutive year. In May 2025, it was announced that preparations had begun for a listing on the Tokyo Stock Exchange.

Initiatives toward carbon neutrality

To realize a decarbonized society, we are promoting diverse initiatives under the four pillars of “Reduce,” “Collect,” “Utilize,” and “Store” CO₂. We aim to reduce CO₂ emissions 40% from fiscal 2013 levels by 2030, and to achieve carbon neutrality in 2050.

[Main initiatives]

- Developed “GX-e Beads,” a carbon-negative fine aggregate that can fix CO₂ (announced in January 2025)
- Formed a business alliance with MCI Carbon Pty Ltd (Australia) and Itochu Corporation for commercialization of CO₂ utilization technology (announced in January 2025)
- Started the world’s first commercial-scale ammonia co-firing demonstration test at the Yamaguchi Plant Ube District (announced in February 2025)
- Agreed with Kobe Steel, Ltd. to jointly explore commercialization of the manufacture and sale of black pellets (announced in May 2025)
- The local carbon recycling model project centered on a cement plant in Kitakyushu was adopted by the Ministry of Economy, Trade and Industry as part of the “Project for Strengthening Resilience of Autonomous Resource Recycling System Through Industry-Government-Academia Collaboration” (announced in June 2025)