MFC's Value Creation Model

At the heart of MEC's value creation lies three tenets: "creative technology", "quality of trust", and "total service". We are creating a strong driving force for the business as a whole by firmly combining our original technological capabilities as an R&D-oriented company, our procurement and production capabilities to provide a stable supply of high-quality products, and our ability to respond to customers who have built up trust in our sales and services. Our strength is to develop, manufacture and sell chemicals used in the manufacture of electronic substrates. We have contributed to the development of a digital society by creating and fostering value at various interfaces between metals and resins. We will continue to work diligently to resolve various social issues, focusing on human resources, technology, and responsiveness, and to reinforce our management foundations. At the same time, we will use governance to promote sustainable growth and contribute to the realization of a prosperous and fulfilling environmental society.

INPUT Business activities OUTPUT OUTCOME Human capital consolidated 438 Product Finance Industry Thorough **Employee** competitiveness quality control consolidated Working hard for 13.8% **High-speed Autonomous** Quality management ROF new technologies **Promotion of** communications driving R&D staff consolidated productivity **Utilization of Al** development Operating margin improvement. (5G/6G)Intellectual property R&D investment R&D 8.1% of our Advancement **Decarbonized** Research & **Procurement &** (growth investment) billion yen expenses of DX society Development Manufacturing Metal surface treatment technologies Creating and Sales Operating Profit Fosterina Japan: 54 With customers Number of Value at Patents Held Overseas: 191 Strategy Various Contributing to the improvement Interfaces billion ven billion ven of reliability and reduction of Production capital (EY2022) weight and thickness of electronic 7 production sites Medium-term Ability to equipment through the manufacture of Sales & respond to **Management** in **5** countries semiconductor package substrates customers Service Plan Provision of products & services Improvement Global supply Manufacturing | Creating customer 2022-2024 Maximize Improve capabilities system value and of Provision of metal surface MEC's Vision for yields productivity improving functionality satisfaction 2030 treatment agents to Social capital Human resource development approximately 600 and capacity development Developed at 11 sites worldwide Shareholders / Investors Work style reform companies worldwide Support customers in 40 countries Improvement of long-term Non-financial corporate value Trusting relationships with customers **Management Philosophy** Company Motto "Enjoy your work" About 1/3 are researchers Suppliers Natural capital (non-consolidated) Solar power 193,117 kWh Growth by co-existence, **Promoting Sustainability Management** co-prosperity and collaboration Percentage of females Governance and Management Foundation Equivalent to 7.7% among directors and of the Amagasaki site operating officers: **Employees Environment that allows** Financial capital Engagement: 3.8 points self-realization and demonstration Equity ratio over 80% of one's abilities Good