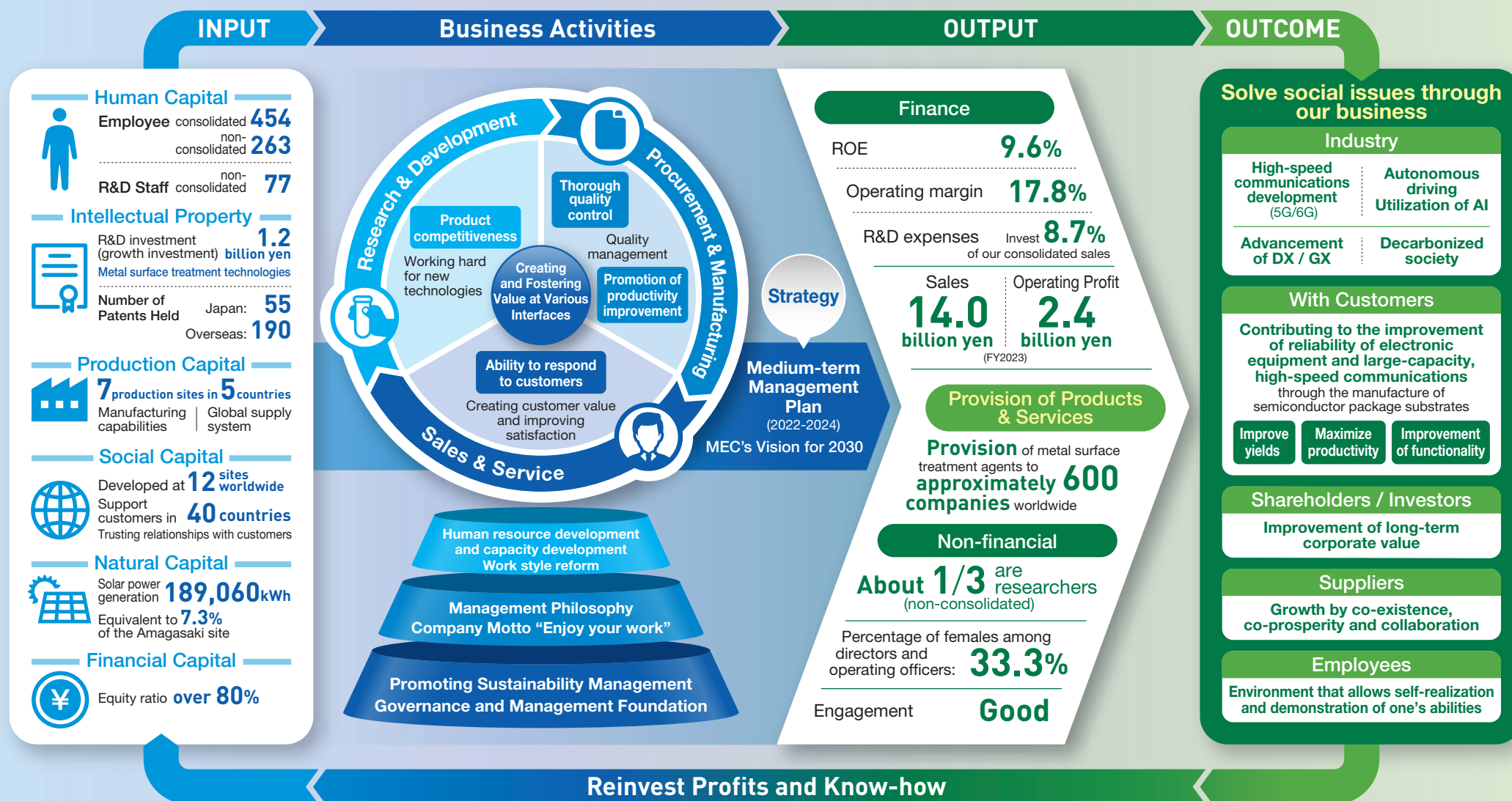


# MEC's Value Creation Model

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 society.



# MEC's Management Capital

Our management capital is invested in our businesses, thereby solving our customers' issues with "unique technology" and creating shared value for customers and the Company. The value created in this way then flows back to capital, leading to further value creation.

	Importance of Each Type of Capital		Status of FY2023	Strengthening Measures	Published Page
Internal Capital	Human resources/ Human capital	These are the most important capital that supports the sustainable development of the MEC Group, and the driving force of value creation. We support human resource development and active participation through human resource strategies that enhance the ability of individuals to be "self-reliant and self-driven" and embody solidarity.	<ul style="list-style-type: none"> <li>Number of employees (consolidated) 454</li> <li>Number of employees (non-consolidated) 263</li> <li>Male to female ratio of employees 71 : 29</li> <li>Male to female ratio managerial staff 70 : 30</li> <li>Male to female ratio of newly hired employees 68 : 32</li> </ul>	<ul style="list-style-type: none"> <li>Autonomous self-propulsion and solidarity</li> <li>Human resource strategy</li> <li>Promoting the active participation of women</li> <li>Implement systems that do not discriminate between men and women and promote take-up</li> <li>Engagement</li> </ul>	➡ P.02, 07, 11, 20-24
	Intellectual property/ Business expertise	Through our business activities, the Company has accumulated various forms of business expertise. We make timely and appropriate investments in research and development, which is essential for our growth with a high level of competitiveness. We solve issues in accordance with the needs of our customers and seeds of ideas.	<ul style="list-style-type: none"> <li>Number of Patents Held Japan 55 Overseas 190</li> <li>R&amp;D investment 1.2 billion yen</li> <li>Metal surface treatment technologies</li> </ul>	<ul style="list-style-type: none"> <li>Strengthen existing business areas and develop new businesses</li> <li>Development of products that reduce environmental impact and launch</li> <li>Trust from stakeholders</li> </ul>	➡ P.02, 07, 10
	Production capital	Strengthen our manufacturing capabilities and establish a global production system to deliver quality products to customers around the world.	<ul style="list-style-type: none"> <li>7 production sites in 5 countries</li> <li>Quality control technology and systems</li> <li>Total production volume (in Japan) 15,810t</li> </ul>	<ul style="list-style-type: none"> <li>Improve production and supply capabilities at each site</li> <li>New BCP, including the new plant, is being created</li> </ul>	➡ P.07, 10, 17
	Financial capital/ Base	Maintain a stable financial base and support business activities by appropriately allocating capital and strengthening profitability.	<ul style="list-style-type: none"> <li>Total assets 28.6 billion yen</li> <li>Shareholders' equity 24.7 billion yen</li> <li>ROE 9.6%</li> <li>Operating cash flow 1.9 billion yen</li> <li>Equity ratio 86.4%</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate risk management</li> <li>Timely disclosure</li> <li>Credibility cultivated through dialogue with stakeholders and capital markets</li> </ul>	P.02, 04, 07, 10, 11, 26, 29
External Capital	Social capital/ Network	We have built relationships of trust with many customers and business partners around the world. By collaborating with customers and business partners, we build win-win relationships, solve issues, and create value.	<ul style="list-style-type: none"> <li>Numerous customers and business partners around the world</li> <li>Relationships of trust with suppliers</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening our network</li> <li>Build relationships of trust with good partners</li> <li>Build a sustainable supply chain</li> </ul>	➡ P.07, 10, 26, 27
	Natural capital	Consideration for the environment and nature is also essential for business continuity. We strive to reduce our impact on the environment by effectively utilizing energy and resources without wasting them.	<p>Conducting activities related to forests in Amagasaki City, Hyogo Prefecture and Nagaoka City, Niigata Prefecture</p> <ul style="list-style-type: none"> <li>Electricity consumption 3,681,421kWh</li> <li>Water usage 33,804m³</li> <li>Solar power generation 189,060kWh</li> </ul>	<ul style="list-style-type: none"> <li>Initiatives to respond to climate change</li> <li>Consideration of transition to renewable energy</li> </ul>	➡ P.07, 10, 12-18, 27