Business Activities OUTCOME INPUT OUTPUT **Human Capital Finance** Solve social issues through consolidated 480 **Employee** our business non-consolidated 277 8.9% ROF Industry R&D Staff consolidated **Thorough** High-speed quality 25.0% Operating margin communications control drivina development Intellectual Property Quality (5G/6G) 1.3 R&D investment management Creating R&D expenses Invest **7.3**% (growth investment) billion yen for new **Promotion of** Metal surface treatment technologies and Fostering Advancement of our consolidated sales technologies productivity Value at Various of DX / GX society Japan: **57** mprovement Number of Sales Operating Profit Interfaces Patents Held Overseas: 169 18.2 4.5 With Customers Ability to respond Strategy billion ven billion ven to customers **Production Capital** Contributing to the improvement Creating customer value of reliability of electronic 7 production sites in 5 countries Medium-term and improving **Provision of Products Management Plan** Manufacturing | Global supply Sales & Service satisfaction & Services capabilities system MEC's Vision for 2030 through the manufacture of **Provision** of metal surface semiconductor package substrates Social Capital treatment agents to Maximize Developed at 12 sites worldwide approximately 600 productivity Human resource development Support companies worldwide



support customers in 40 countries

Trusting relationships with customers

Natural Capital



Solar power generation 178,340 kWh

Equivalent to **6.8%** of the Amagasaki site



Financial Capital

Equity ratio over 80%

and capacity development Work style reform

Management Philosophy Company Motto "Enjoy your work"

Promoting Sustainability Management Governance and Management Foundation

Non-financial

About 1/3 are researchers (non-consolidated)

Percentage of females among directors and operating officers 30.8%

Engagement

Good

Autonomous Utilization of Al

Decarbonized

equipment and large-capacity, high-speed communications

> Improvement of functionality

Shareholders / Investors

Improvement of long-term corporate value

Suppliers

Growth by co-existence, co-prosperity and collaboration

Employees

Environment that allows self-realization and demonstration of one's abilities

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		rtance of Each Type of Capital	Status of FY2024	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.	 Number of employees (consolidated) Number of employees (non-consolidated) Male to female ratio of employees Male to female ratio managerial staff Male to female ratio of newly hired employees 480 9277 Male to female ratio of employees 74:26 Male to female ratio of newly hired employees 480 470 471 472 473 474 474	 Autonomous self-propulsion and solidarity Human resource strategy Promoting the active participation of women Implement systems that do not discriminate between men and women and promote take-up Engagement 	P.02, 06, 08, 12, 22-26
	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.	 Number of Patents Held Papan 57 Overseas 169 R&D investment Metal surface treatment technologies 	 Strengthen existing business areas and develop new businesses Development of products that reduce environmental impact and launch Trust from stakeholders 	→ P.02, 06, 08, 11
	Production capital	Strengthen our manufacturing capabilities and establish a global production system to deliver quality products to customers around the world.	 7 production sites in 5 countries Quality control technology and systems Total production volume (in Japan) 17,372t 	 Improve production and supply capabilities at each site New BCP, including the new plant, is being created 	9 P.06, 08, 11, 17
	Financial capital/ Base	Maintain a stable financial base and support business activities by appropriately allocating capital and strengthening profitability.	 Total assets Shareholders' equity ROE Operating cash flow Equity ratio 33.0 billion yen 26.8 billion yen 8.9% 4.2 billion yen 81.4% 	 Appropriate risk management Timely disclosure Credibility cultivated through dialogue with stakeholders and capital markets 	P.02, 06, 08, 11, 12, 19, 20, 28
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.	 Numerous customers and business partners around the world Relationships of trust with suppliers 	 Strengthening our network Build relationships of trust with good partners Build a sustainable supply chain 	→ P.08, 11, 19, 20
	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.	Conducting activities related to forests in Amagasaki City, Hyogo Prefecture and Nagaoka City, Niigata Prefecture • Electricity consumption 3,809,442 kWh • Water usage 35,620 m³ • Solar power generation 178,340 kWh	 Initiatives to respond to climate change Consideration of transition to renewable energy 	P.02, 06, 08, 11, 13-17, 21