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Save energy. Save earth. Save life.

Sustainability Report 2025

Mitsui High-tec, Inc.

Spirit of Mitsui High-tec

Ultra-precision technology
to shape tomorrow

Mitsui High-tec is a “development-oriented manufacturing company”

dedicated to creating a brighter future with lifestyles that are convenient, fulfilling and secure.

Over the years, we have adapted to rapid changes spurred by technological innovations.

Precisely what people consider “happiness” changes with the times and how we define it evolves as well.

Mitsui High-tec is determined to:

Remain a development-oriented manufacturing company with expertise

in high-quality high-precision leadframes, motor cores and machine tools

that leverage its ultra-precision machining technology and sophisticated tooling technology.

Provide value globally that matches the needs of society to create a better, safer, and brighter future.

It is our sincere desire to play an integral role that people can rely on in creating that brighter future.

This is our pride and “happiness.”

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Organizational coverage:	Mitsui High-tec and 11 affiliated companies (all consolidated subsidiaries) in Japan and overseas.
Covered timeframe:	Content mainly discusses fiscal 2024 (February 2024 to January 2025), with some references to past events and activities up to the date of publication.
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Company Advances and Innovations

Since starting out manufacturing and selling tooling products with its establishment in 1949, Mitsui High-tec has supported the development of a wide range of fields, including home appliances, electronics, automobiles and industrial machinery. Under our slogan “Ultra-precision technology to shape tomorrow,” the high-quality, high-precision products that we have developed have helped reduce environmental burden through the proliferation of electric vehicles and semiconductors, which have improved our lifestyles, bringing greater convenience, comfort, safety, and security. Mitsui High-tec will continue to contribute to society through its operations. To leave a rich and thriving planet for our future generation, we aim to preserve the global environment and seek harmony with our business activities, based on our core management policy “Save energy. Save earth. Save life.” We aim to enhance long-term corporate value while contributing to the realization of a sustainable society.

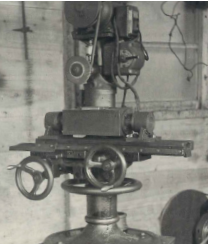
Our development and Innovation



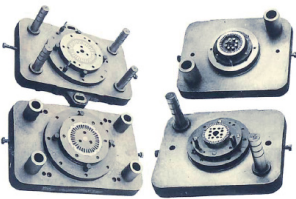
Social Contributions through Product Innovation

● Tooling ● Machine Tools ● Leadframes ● Motor Cores

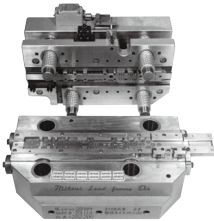
- In 1950, we manufactured our first surface grinder, contributing to tooling fabrication.
- In 1954, we developed the first tooling with full finish grinding after heat treatment, a groundbreaking advance in the tooling industry that enabled high precision while shortening delivery times for tooling production.
- In 1959, we developed and commenced manufacturing and sales of tungsten carbide progressive tooling (notching type) for motor cores. We expanded tooling production capacity by more than 20 times, contributing to the mass production of motor cores.
- In 1961, we set up a mass production system for surface grinders and commenced external sales, contributing to the tooling industry.
- In 1965, we developed tungsten carbide tooling for stamping IC leadframes, a world first. This contributed to the mass production of leadframes.
- In 1970, we started mass production of IC leadframes via stamping, a world first, contributing to the mass production of semiconductors.
- In 1974, we developed the Mitsui Automatic Core (MAC) assembly system for motor cores (laminated-core binding system using tooling), realizing major improvements in work efficiency and contributing to the mass production of motor cores. In the same year, we developed ultrahigh-speed tooling (1450 spm), making a major contribution to mass production.
- In 1977, we developed automatic continuous spot plating machines for IC leadframes.
- In 1979, our products were used in the world’s first portable cassette tape audio player, contributing to the consumer electronics industry.
- In 1982, our products were used in the fan motors of the world’s first inverter air conditioner, contributing to the home appliance industry.
- In 1985, we commenced mass production of IC leadframes with etching process. From 1985 to 1994, we developed the world’s first multi-pin (100-240 pins) quad flat package (QFP) via stamping, and started mass production, contributing to the mass production of microcomputers.
- In 1986, we initiated external sales of numerically controlled surface grinders, contributing to high-precision, high-volume production in the tooling industry.



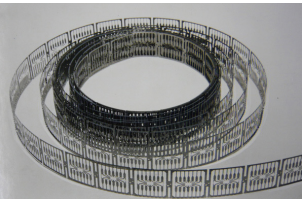
Our first surface grinder



Our first one-stamp type No. 1

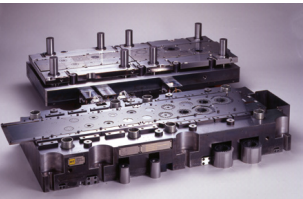


The first mass production tooling for IC leadframes



Initial leadframe

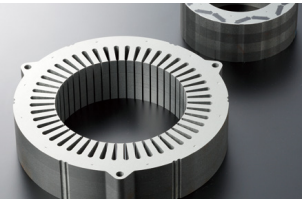
- In 1997, we developed punching tooling technology for manufacturing hybrid vehicle motor cores, enabling their mass production.
- In 1997, we developed interlock leadframes with interlock technology that bind different materials together. We advanced the multi-pin development of interlock products, contributing to the mass production of power semiconductors. We also successfully developed new leadframes quad-flat no-leads (QFN) with electrode pads instead of leads for the connecting terminals, thereby contributing to the miniaturization of semiconductor products.
- In 1997, our products were used in the world’s first mass-produced hybrid vehicle, contributing to the automobile industry.
- In 1998, our products were used in the world’s first direct drive inverter washing machine, contributing to the home appliance industry.
- In 2000, we developed ultra-thin cores (0.15mm thick) with the MAC system, helping to enhance the efficiency of motors.
- In 2001, we shipped around 10,000 MSG-200M surface grinders, contributing to the tooling industry.
- In 2003, we developed three row tooling for compressors, contributing to the mass production of motor cores for compressors.
- In 2006, we developed multiple three-dimensional tooling, enabling motor cores with complex shapes.
- In 2006, we successfully developed a numerically driven control system. We also began external sales of MSG-618PC-NC, contributing to high-precision, high-volume production in the tooling industry.
- In 2013, we started mass production of leadframes for radio frequency (RF) power semiconductors for communications base stations, contributing to the global mobile telecommunications industry.
- In 2013, we registered as a trademark Magnet Mold® (Japan trademark registration No.5588240).
- In 2018, we developed four row tooling for compressors, contributing to the mass production of motor cores for compressors.



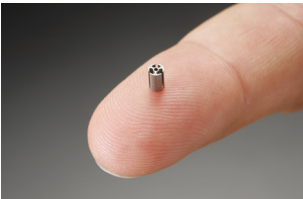
2-row die (with MAC system)



Started mass-production of etching IC leadframes



Motor core for hybrid vehicle



2.7mm core

Corporate History

- Jan-1949 Company founded, began to manufacture and sell tooling products
- Apr-1957 Established Mitsui Manufacturing
- Oct-1960 Built the Komine Plant (the current headquarters and Yahata Plant) in Yahata City (current Komine, Yahatanishi-ku, Kitakyushu City), Fukuoka Prefecture
- Aug-1969 Constructed the Nogata Plant in Nogata City, Fukuoka Prefecture
- Dec-1972 Established Mitsui Manufacturing (Singapore) Pte. Ltd. (current Mitsui High-tec (Singapore) Pte. Ltd.) as a local affiliate in Singapore
- Oct-1977 Constructed the Kibita Plant (specializing in plating) in Nogata City, Fukuoka Prefecture

- May-1984 Changed company name to Mitsui High-tec, Inc.
- Jul-1984 Launched the IC assembly business (liquidated in October 2018)
- Jan-1987 Established Mitsui High-tec (Malaysia) Sdn. Bhd. as a local affiliate in Malaysia
- Jun-1991 Acquired shares of Mitsui Electric Co., Ltd., turning it into a subsidiary (absorption merger in February 2017)
- Jul-1991 Listed on the First Section of the Tokyo Stock Exchange
- Jul-1994 Established Mitsui High-tec (Tianjin) Co., Ltd. as a local affiliate in China
- Feb-1996 Built the Kibita Plant (stamping and plating) in Nogata City, Fukuoka Prefecture
- Mar-1996 Established Mitsui High-tec (Shanghai) Co., Ltd. as a local affiliate in China
- Oct-1998 Established Mitsui High-tec (Taiwan) Co., Ltd. as a local affiliate in Taiwan

- Dec-1999 Established Mitsui High-tec (Thailand) Co., Ltd. as a local affiliate in Thailand
- Feb-2001 Built the Tooling Plant in Kitakyushu City, Fukuoka Prefecture
- Sep-2002 Established Mitsui High-tec (Guang Dong) Co., Ltd. as a local affiliate in China
- Feb-2003 Established domestic subsidiary Mitsui Stamping Co., Ltd. in Kitakyushu City, Fukuoka Prefecture
- Jan-2015 Established Mitsui High-tec (Canada), Inc. as a local affiliate in Canada
- Feb-2017 Absorption merger of Mitsui Electric Co., Ltd., changed its name to Aso Plant
- Sep-2018 Established the Frankfurt Representative Office in Germany
- Oct-2018 Dissolved IC assembly business
- Nov-2018 Constructed the Gifu Plant in Kani City, Gifu Prefecture
- Aug-2023 Established Mitsui High-tec Mexicana, S.A. DE C.V. as a local affiliate in Mexico

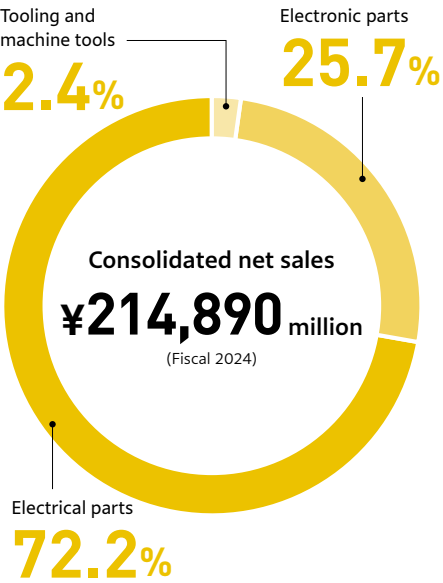
Main Businesses and Products

We are in the midst of intense efforts to realize a carbon neutral society as we strive to advance our information society. At the center of this transformation stand the automotive and semiconductor fields, which are the targets of the Company’s core businesses. The global environmental movement has rapidly gained momentum and is likely to persist over the long term.

Against this backdrop, Mitsui High-tec has worked to improve productivity and expand the supply of products and parts that contribute to resource and energy conservation with its ultra-precision machining technology. Through various in-house processes—from tooling production to product supply—we aim to respond to customer needs in a flexible and swift manner. By leveraging our strength in integrated production, achieved through an extensive value chain, we aim to offer new value and differentiate ourselves from competitors. The Company analyzes the business environment and adapts to changes in the environment, as we work together to create new synergies utilizing the features and functions of each business and location, with the aim of establishing a sound corporate structure.

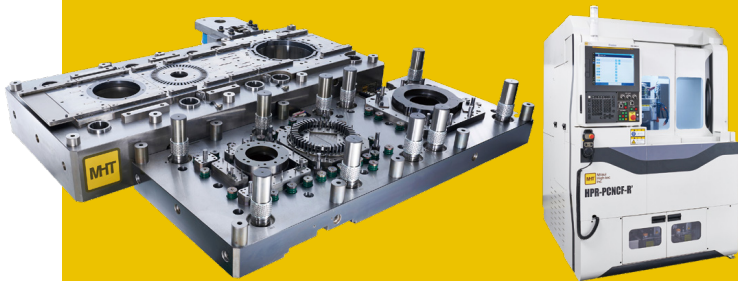
With ultra-precision machining technology as our core competence, we aim to continuously expand earnings through ongoing initiatives to improve productivity and lower the cost of sales while satisfying customer needs with our global supply structure. Our core businesses are described as follows.

* Segment net sales figures include internal sales



Tooling and machine tools

Toolings for presses, surface grinders



Net sales: **¥10,230 million**

Since its founding, Mitsui High-tec has engaged in the manufacture of various tooling, including motor core tooling and IC leadframe tooling. Our tooling is, in turn, used to manufacture electric motor cores, IC leadframes, automobile components, coin currency, resin injection molded products, and others. As such, our tooling and processed products are widely used around the world. Precision tooling for motor cores greatly facilitates the conservation of resources and energy while reducing costs. Our mission is to provide people around the world with useful products. To achieve this, we offer a myriad of high-precision tooling produced by clean, constant temperature, constant humidity tooling plants. Today, our products are used for diverse applications ranging from air conditioner compressors to drive motors for hybrid vehicles and electric vehicles. Leveraging its ultra-precision machining technology, the Company supplies an extensive lineup of high-precision, high-quality precision-machined components, which are essential for the manufacturing of precision products. In this way, we have established a structure to accommodate diverse needs that go beyond tooling parts.

Mitsui High-tec’s machine tools have been researched and developed for the purpose of fabricating high-precision tooling for in-house use, and their operability and durability originates from a development process geared toward their use in all situations. These capabilities have garnered high praise, being recognized as machine tools created by a tooling maker. We are also promoting environmentally friendly initiatives by offering a lineup of hydraulic-less drive models, with presses fully driven by electricity, and by eliminating the use of organic solvents and gas energy in our manufacturing processes. Leveraging the high precision and high reliability of our surface grinders, Mitsui High-tec aims to expand sales of current and newly developed products through proposal-oriented business activities tailored to address the needs of customers.

Main Business Products

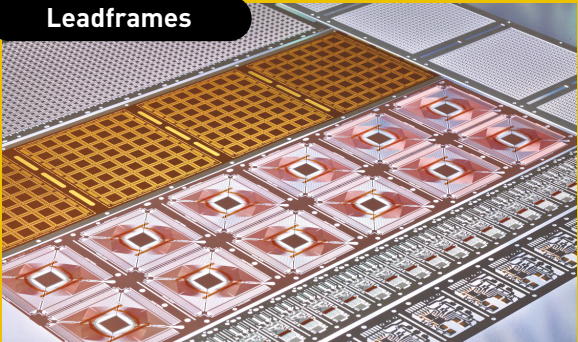
Motor core tooling, leadframe tooling, other precision component tooling, ultra-precision surface grinders

Main Manufacturing Sites

In Japan: Tooling Plant, Yahata Plant

Electronic parts

Leadframes



Net sales: **¥55,393 million**

Leadframes are thin metal strips used as internal wiring in semiconductor packages that serve as a bridge to external wiring. Leadframes are used in most semiconductor packages. In a world first, Mitsui High-tec has enabled the production of these leadframes with a stamping process that uses precision tooling. In addition to stamping, the Company currently produces leadframes through an etching process that uses photographic technology.

Semiconductors are used in an array of electronic products, including PCs, smartphones, home appliances, data centers and increasingly in electric vehicles, with demand steadily growing. We will continue developing products that meet the needs of the semiconductor industry, maintaining a reliable supply system globally that achieves sustainable growth through the continuous improvement of productivity and reduction of costs.

Main Business Products

Non-lead package (QFN) leadframes, leaded package (QFP/TSOP) leadframes, riveting leadframes, power device leadframes

Main Manufacturing Sites

In Japan: Kibita Plant, Nogata Plant, Aso Plant
Overseas: Singapore, Malaysia, Tianjin, Shanghai, Taiwan

Electrical parts

Motor cores



Net sales: **¥155,182 million**

We have designated the electrical parts business as an area for expansion, and are working to ensure it contributes to improving the sustainable growth and profitability of Mitsui High-tec.

Our main product, motor cores for automobiles, is a key component used in motors that drive and generate power in so-called electrified vehicles such as hybrid and electric cars.

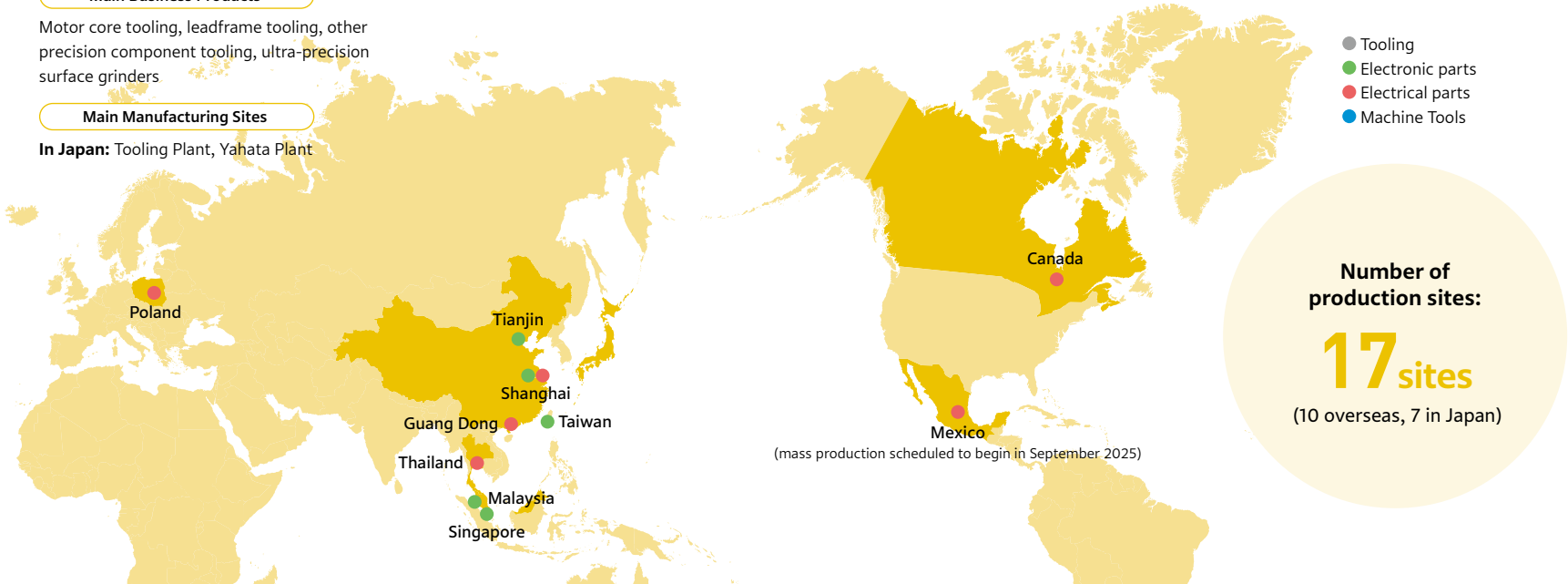
By responding to the growing demand for these electric vehicles, we aim to reduce CO₂ emissions and contribute to preserving the global environment. As this demand is growing worldwide, we have established a production structure centered on the four major regions of Japan, China, North America and Europe. By delivering high-quality, high-performance products reliably, we contribute to our customers’ ability to produce their own products with confidence. As a result, we have been honored with numerous awards from our customers. We will continue to strengthen these activities and aim to remain the No. 1 supplier in the global market.

Main Business Products

Motor cores for electric vehicles (for driving, power generation and other applications), motor cores for home appliances

Main Manufacturing Sites

In Japan: Yahata Plant, Gifu Plant, Mitsui Stamping Co., Ltd.
Overseas: Shanghai, Guang Dong, Thailand, Canada, Mexico, Poland



Message from the President

Yasunari Mitsui

President and
Representative Director
Mitsui High-tec, Inc.

Our Mission

Since its foundation, Mitsui High-tec has embraced its mission: “We shall provide products which people in the world need,” which is included in its House Mottoes. This commitment has enabled making the impossible possible with industry-leading advances in ultra-precision machining technology.

By striving to conserve resources and energy, we have contributed to developing a sustainable society that preserves the rich and healthy environment for the next generation and

protects our irreplaceable planet.

We have also contributed to the creation of a safe, secure and comfortable society by improving the performance and stable supply of semiconductors, which form the bedrock for advances in IT. As a development-oriented manufacturing company that brings “happiness” to everyone’s lives and lifestyles, Mitsui High-tec will continue striving to fulfill its mission by applying its ultra-precision processing technology.

Pursuing Sustainable Growth

To achieve sustainable growth while remaining in harmony with society, we must continue making positive societal impact through our business activities. Sustainable growth is only possible when we provide value and are deemed worthy by society. Accordingly, the Group will continue to produce climate-friendly products in our electrical parts and electronic parts businesses, with our tooling and machine tools business providing support. With these efforts, the Group is committed to providing value to society.

Addressing Climate Change

In addition to contributing to the environment through our products, we make concerted efforts to help the environment through a variety of internal activities. Mitsui High-tec has set targets for reducing CO₂ emissions by 30% by fiscal 2030 (compared with the level recorded in fiscal 2021, the benchmark year) and for becoming carbon neutral by fiscal 2050. To achieve this target, we will work to curb CO₂ emissions, raising our annual reduction rate by 3.4% from the benchmark

year. The Company aims to become carbon neutral by taking measures to conserve energy, use renewable energy and generate energy. In fiscal 2024, we met our target for CO₂ reduction, curbing the volume of CO₂ emissions by 73,927 t-CO₂eq, with the reduction rate totaling 24.5%. We are fully committed to achieving our target for fiscal 2025.

Human Resource Management

I believe one of management’s most important issues for enabling sustainable growth is the creation of workplaces where employees can work with peace of mind. It is essential that the human rights of all employees who work for us are protected. The Mitsui High-tec Group Code of Conduct clearly states that basic human rights must be respected and that all forms of discrimination and harassment will not be tolerated in the workplace. The Company creates workplaces where employees can work with peace of mind, while fostering an environment and awareness of respect for the human rights of all employees.

We invest in the careful recruitment and development of our people, providing them with opportunities for continuous growth. This approach embodies the fundamental idea captured in our House Motto, “We shall build an ideal and humane workplace based on the spirit of equality.” We properly evaluate the performance of our employees based on established criteria, and provide employees with appropriate feedback and compensation, which leads to the creation of rewarding workplaces for employees.

I firmly believe that communication plays a vital role in helping employees experience a sense of purpose and fulfillment in their work. In line with this, I am committed to creating a transparent workplace where executives, management, and regular employees have ample opportunities to engage in meaningful dialogue. Various ideas and viewpoints are exchanged through active communication, which ultimately allows us all to work together as we move in the same direction and solve problems. By enabling employees to feel a sense of

fulfillment through the endeavors described above, we aim to increase employee engagement and build a company that is capable of sustainable growth.

In fiscal 2023, with the goal of creating a company where employees want to work and experience a sense of accomplishment, we formulated a human capital strategy roadmap for fiscal 2027 and are engaging in initiatives in line with this roadmap.

Initiatives in the Supply Chain

Advancing sustainability throughout the entire supply chain has become a societal expectation of businesses, and achieving this goal requires the cooperation of all suppliers. To secure this cooperation, we have established the Mitsui High-tec Group’s CSR Procurement Guidelines, which outline our concepts on CSR initiatives and what we expect of suppliers. By agreeing to these guidelines, suppliers demonstrate their high ethical standards in environmental preservation, compliance with laws and regulations, respect for human rights, health and safety, quality assurance of products and services, and information security. These are the kinds of suppliers with which we aim to create sustainable relationships. Based on the fundamental idea of “We shall support all our associates by promoting each other’s prosperity,” our House Motto, we aim to build lasting relationships of trust with all our suppliers to achieve mutual prosperity.

Compliance

Our founder, the late Yoshiaki Mitsui, always spoke of “Take the High Road,” meaning that one should take a fair and square approach to things. We believe a company can sustain growth only by gaining the trust of its stakeholders by appropriately disclosing the outcomes of sincere corporate management that strives to eliminate all dishonesty. The spirit of “Take the High Road” is clearly stated in the Mitsui High-tec Group Code of Conduct, ensuring that all employees are aware and understand what it means. This allows us to conduct business with genuine and resolute sincerity. I have inherited this spirit and, with the cooperation of everyone, I will continue to advocate for sincere corporate management. Our aim is to remain a company that is accepted both globally and by local communities.

*Save energy.
Save earth.
Save life.*

Mitsui High-tec aims to create a sustainable future through ultra-precision technology.



Sustainability Management

Basic Policy for Sustainability

Mitsui High-tec strives to balance its business activities with the preservation of the global environment, while promoting its House Mottoes and advancing toward its objectives of “Save energy. Save earth. Save life,” as advocated in our management policies. By doing so, the Company aims to improve long-term corporate value while contributing to the realization of a sustainable society.

House
Mottoes

1. We shall provide products which people in the world need.
2. We shall support all our associates by promoting each other’s prosperity.
3. We shall build an ideal and humane workplace based on the spirit of equality.

Our
Objectives

Save energy.
Save earth.
Save life.

Additionally, in line with its slogan “Ultra-precision technology to shape tomorrow,” as a development-oriented manufacturing company leveraging its ultra-precision machining technology, Mitsui High-tec aims to globally supply value that aligns with the needs of the world. By

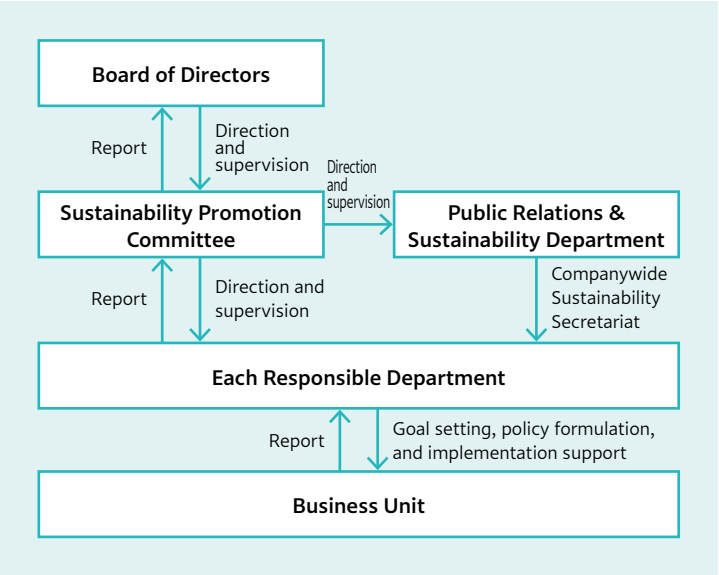
doing so, we are keen to contribute to the conservation of resources and energy, with the objective of creating a “happy future” where people can live comfortably, richly, and with peace of mind.

Sustainability Promotion Structure

Mitsui High-tec has established the Sustainability Promotion Committee, chaired by the President, for the purpose of managing and supervising the Company’s sustainability activities. The relevant departments are responsible for advancing our sustainability activities, providing guidance to the planning departments of each business unit. These planning departments of each business unit are involved from the planning phase of initiatives to ensure that they

are aligned with business strategies. The Sustainability Promotion Committee receives regular reports from all responsible departments, providing advice and offering guidance on their activities. In addition, the Sustainability Promotion Committee reports on all sustainability activities to the Board of Directors and receives direction on these matters. In this way, the Board of Directors manages and supervises the Company’s sustainability activities.

Sustainability Promotion Structure



- Board of Directors**
 - Management and supervision of the Sustainability Promotion Committee
- Sustainability Promotion Committee**
 - Reports to the Board of Directors on achievement of the Company’s plans for sustainability activities
 - Held twice a year
 - Chairperson: President
 - Members: Executive directors
- Public Relations & Sustainability Department**
 - Serves as the secretariat for the Sustainability Promotion Committee
 - Coordinate sustainability activities Companywide
 - Introduce sustainability concepts across the entire Company
- Each Responsible Department**
 - Formulate Companywide goals
 - Policy formulation and implementation support for initiatives across various business units (cross-functional role)
- Business Unit**
 - Set targets to achieve among business activities
 - Report to the Sustainability Promotion Committee

Initiatives for SDGs and Internal Awareness Activities

Modern society is faced with numerous challenges, such as climate change, energy security, human rights and poverty. To address these global challenges, companies are expected to play a greater role in achieving the United Nations’ Sustainable Development Goals (SDGs). Mitsui High-tec recognizes the increasing importance of contributing to the realization of a prosperous, safe, secure and sustainable society. The Company endorses SDGs and strives to achieve these goals through its business activities.

To deepen employees’ understanding of how the Company contributes to SDGs through its operations, we have linked designated materialities and the objectives of the SDGs to our House Mottoes and objectives. This approach ensures that all employees across the Company’s global operations share a common understanding of and actively engage in initiatives that promote the achievement of the SDGs through corporate activities.

Relationship Between SDGs, House Mottoes and Our Objectives.

Category	Materiality	SDGs	House Mottoes, Our Company’s Objectives
Environment	Identification of 12 materialities (Key Sustainability Issues) in four categories	6. Clean water and sanitation, 7. Affordable and clean energy, 12. Responsible consumption and production, 13. Climate action	• We shall provide products which people in the world need • Save energy. • Save earth.
Society		5. Gender equality, 8. Decent work and economic growth	• We shall support all our associates by promoting each other’s prosperity • We shall build an ideal and humane workplace based on the spirit of equality
Governance		16. Peace, justice and strong institutions	
Business activities		11. Sustainable cities and communities	• We shall provide products which people in the world need • Save life.

Recognizing the need to further promote sustainability management, Mitsui High-tec established the Public Relations & Sustainability Department in 2022. This

department serves as a lead organization for the Group’s sustainability management, and works towards achieving the SDGs and contributing to a sustainable society.

Mitsui High-tec’s Materiality

Fundamental Approach

Under the guidance of our corporate philosophy embodied in “House Mottoes” and “Save energy. Save earth. Save life.” as the pillar of our management policy, we strive to fulfill the expectations and trust of stakeholders in management practices focused on sustainability. Mitsui High-tec has identified “Mitsui High-tec’s Materialities” as key issues for the sustainable growth of society and the company. Furthermore, in working towards the 17 goals of

the United Nations’ Sustainable Development Goals (SDGs), Mitsui High-tec links its materialities with the SDGs in the advancement of its business activities. Moving forward, the Company will organize its specific policies, goals, initiatives, and progress for each organizational unit into a *Materiality Action Plan*, which will be systematically managed and publicly disclosed.

Identification of Materiality (Key Sustainability Issues) of Mitsui High-tec

So far, we have contributed to solving social problems that arise in various generations as a pioneer in ultra-precision processing by ensuring the stable supply of leadframes for semiconductors and motor cores for electric vehicles with the world’s first stamping processing. Going forward, under the slogan “Ultra-precision technology to shape

tomorrow,” we aim to use ultra-precision processing to solve critical social issues and enable the sustainable growth of society and companies. To address important social challenges, Mitsui High-tec has identified the following 12 materiality items (key sustainability issues) as priority areas for action.

Relationship between Materiality and the SDGs

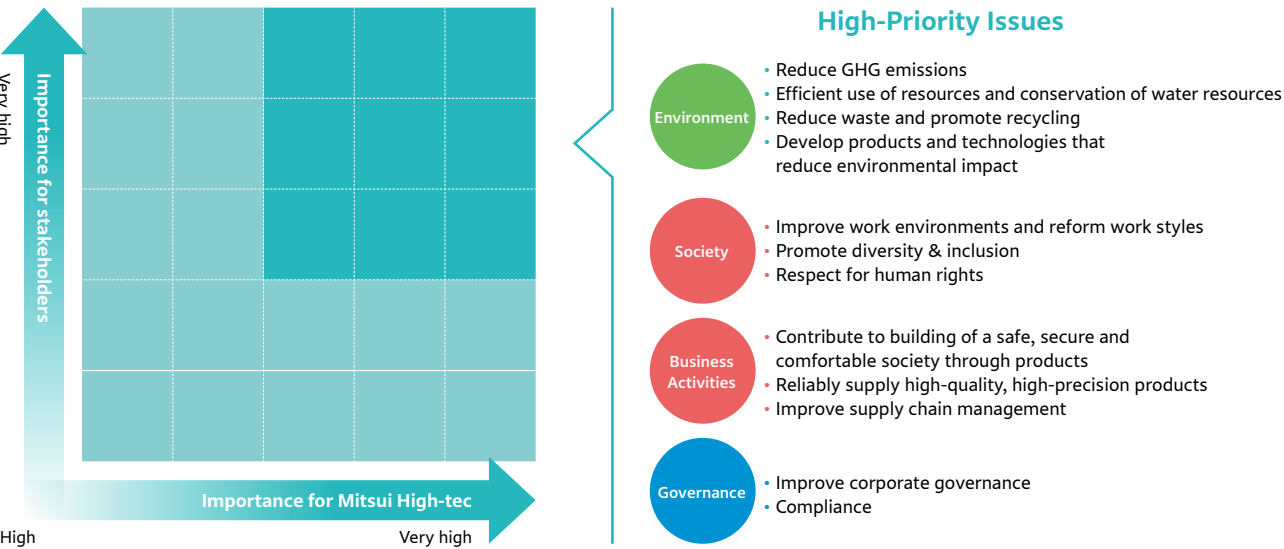
Category	Materiality	Vision	Contribution to SDGs through achievement
Environmental initiatives	- Reduce GHG emissions - Effectively use resources and preserve water resources - Reduce waste and promote recycling - Develop products and technologies that reduce environmental impact	- Contribute to the reduction of CO₂ emissions from automobiles by advancing the electrification of vehicles with automotive motor cores and automotive semiconductor leadframes - Achieve carbon neutrality by advancing energy conservation, renewable energy and energy generation - Effectively use resources by reducing defects within the Company - Contribute to securing water resources by using recycled water and properly treating wastewater - Contribute to global environmental preservation by avoiding the use of environmentally hazardous substances - Contribute to waste reduction by advancing the 3Rs - Help conserve energy by designing processes that can reduce electricity usage	6 CLEAN WATER AND SANITATION 7 AFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
Strengthening human capital	- Improvement of the work environment and work style reform - Promote diversity & inclusion - Respect human rights	- Aim to create workplaces where each and every employee can fully demonstrate their abilities to their utmost and work in healthy and secure environments - By utilizing our wide range of talents, spur innovation, draw out latent abilities and avoid bias - Eliminate all forms of harassment and discrimination in the workplace, and respect human rights while following the Group's Code of Conduct	5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH
Responsibility to society and stakeholders	- Contribute to creation of a safe, secure and comfortable society through products - Reliably supply high-quality, high-precision products - Improve supply chain management	- Contribute to society by supplying products that improve people's lifestyles and protect life around the world - Contribute to resource and energy conservation through automotive motor cores and semiconductor leadframes for vehicles - Help improve convenience through advances in information communications technology with semiconductor leadframes - Help reduce fatal accidents with self-driving cars that use automotive semiconductor leadframes	11 SUSTAINABLE CITIES AND COMMUNITIES
Maintain a fair governance structure	- Improve corporate governance - Compliance	Aim to be a company trusted by the world and a company where employees can work with confidence by thoroughly complying with laws and regulations and maintaining corporate governance	16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Process for Identifying Materialities

Mitsui High-tec has identified its materialities by taking the following steps.



Materiality Map



Environmental Vision

Our Vision

Companies are expected to continue long-term efforts to solve global environmental challenges. In order to leave a bountiful earth for the next generation, Mitsui High-tec aims for a harmonious balance between its business activities and preservation of the global environment. With “Save energy. Save earth. Save life.” as its slogan for management policy, the Company targets sustainable growth while striking a balance between its business

activities and preserving the global environment through initiatives to reduce greenhouse gas emissions in its business activities and the development of products and technologies that help build a carbon-neutral society. With environmental efforts being one of management’s most important issues, Mitsui High-tec is undertaking environmental initiatives aligned with its overall business plan.

Environmental Policy

Mitsui High-tec has defined a fundamental philosophy and fundamental policy for its environmental aims based on ISO 14001, and is advancing environmental activities under Environmental Management Systems created at each business site, including Group companies.

Fundamental Philosophy

Since its founding, Mitsui High-tec has prioritized environmental issues. We spare no effort to leave a bountiful earth for the next generation based on our fundamental philosophy of being “a company gentle on the global environment” that aims for harmony between our business activities and preservation of the global environment. Based on our slogan “Ultra-precision technology to shape tomorrow,” we have designated “Save energy. Save earth. Save life.” as our management policy.

Fundamental Policy

Mitsui High-tec will continue to conduct its business through our core competency of ultra-precision processing technologies. This core competency is essential for the production of leadframes and motor cores, which are supplied as products that help reduce environmental impact to a wide range of manufacturers, including makers of home appliances, semiconductors, automobiles and industrial machinery. Each and every employee contributes to the human race by following our motto of “providing products which people in the world need.”

1.

We constantly make improvements to our environmental management systems that are tailored to our business activities, products and services with the aim of enhancing environmental performance.
2.

We advance the following initiatives to protect the environment.

(1)

Reduce the use of chemical substances and organic solvents

(2)

Conserve resources, save energy, turn waste into resources and reduce emissions

(3)

Pursue green procurement by, for example, preventing the inclusion of harmful substances in materials

(4)

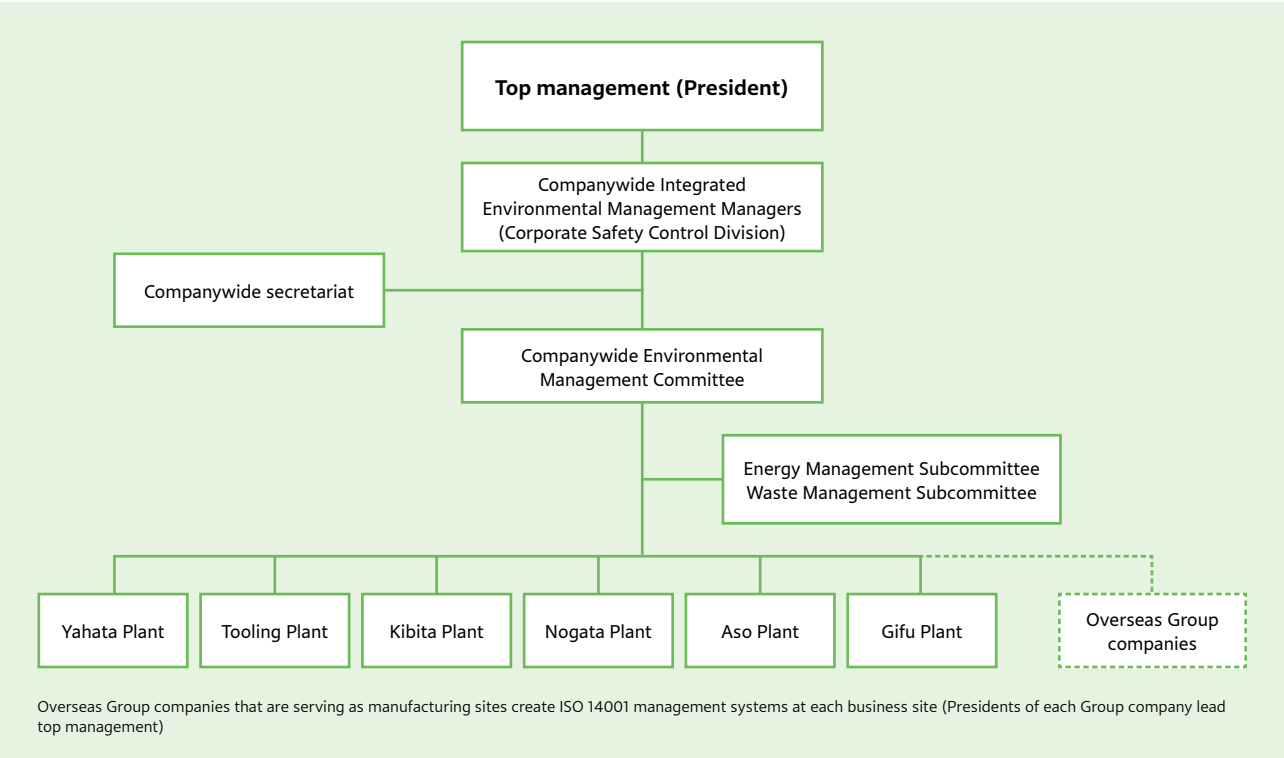
Reduce environmental impact by helping all of society conserve resources and energy through the development and sale of environmentally friendly products
3.

We aim to mitigate climate change by using sustainable resources.
4.

We adhere to laws, regulations and other agreed-to obligations, and aim to prevent environmental pollution by setting logical self-managed standards.
5.

We engage in communication activities by exchanging reliable information with our business partners while co-existing with local communities.

Promotion Structure



Organizational Structure (person in charge)	Role
Top management (President)	Oversee all environmental management activities conducted by the Company
People in charge of Companywide integrated environmental management	Delegate responsibilities and authorities for environmental management activities from top management
Companywide Environmental Management Committee	Follow up on performance evaluations for environmental targets, verify progress and share information, etc.
Energy Management Subcommittee	Promote the reduction of CO ₂ emissions to achieve carbon neutrality
Waste Management Subcommittee	Promote waste reduction while raising the waste recycling rate
Companywide secretariat	Assist people in charge of Companywide integrated environmental management by operating and maintaining Companywide environmental management system

Environmental Training

Mitsui High-tec implements environmental training through a system divided into three categories: general environmental education, specific environmental education, and internal environmental auditor education. In general environmental education, we provide training on the necessary environmental knowledge to all domestic Group employees using common educational materials. In specific environmental education, the curriculum focuses on specialized environmental knowledge tailored to job functions such as sales, manufacturing, and management. Additionally, internal environmental auditor education aims to

strengthen the competencies of those in charge of environmental management systems and improve the abilities of internal auditors. We conduct general environmental education during the first quarter of every fiscal year, creating educational materials on topics such as the mechanism of global warming, the environmental impact of climate change, and measures for preventing and mitigating warming. By conducting education on a department-level basis, we raise awareness among all employees of the necessity of becoming carbon-neutral.

Initiatives for Decarbonization (Carbon Neutrality)

Roadmap for Decarbonization

Fundamental Approach

Mitsui High-tec considered measures that align with reduction targets, based on market forecasts of emissions, while accounting for increases in production as business expands and estimates of electricity emission coefficients.

Accordingly, we promote the reduction of CO₂ emissions as follows:

- (1) By fiscal 2030, we aim to reduce CO₂ emissions by 30% compared to a fiscal 2021 benchmark. This goal

includes CO₂ emissions resulting from anticipated expansion in production capacity.

- (2) By fiscal 2050, we aim to achieve carbon neutrality by making more cuts in emissions.

To achieve these goals, we will expand energy conservation, accelerate the introduction of energy generation and actively utilize renewable energy.

Determination to Become Carbon Neutral by Fiscal 2050

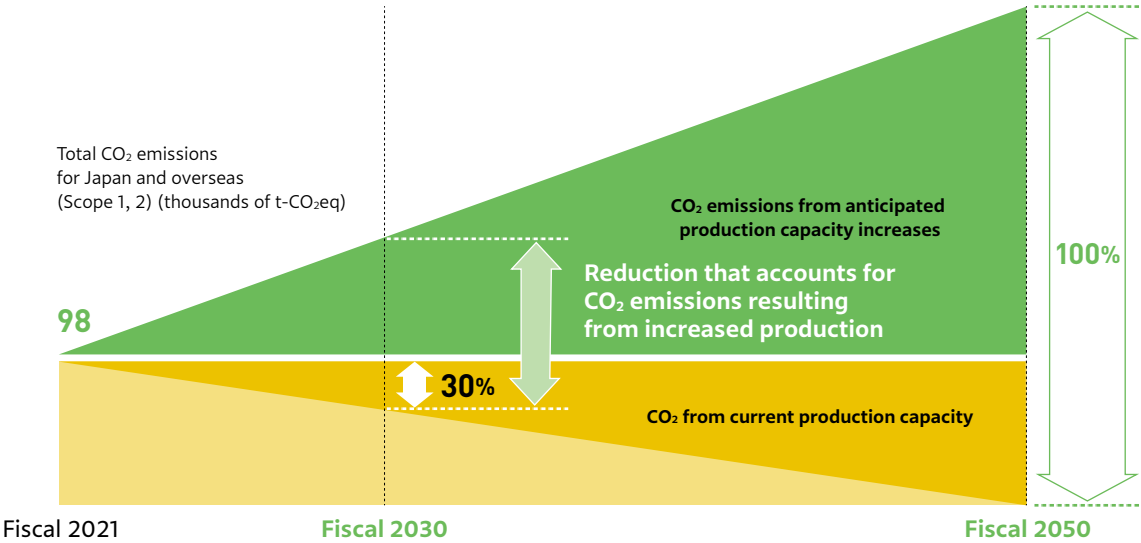
The Paris Agreement has set the goal of keeping the rise in global temperatures below 2°C. To reach this goal, it is necessary to achieve carbon neutrality, a balance between emissions and absorption of CO₂ and other greenhouse gases. Accordingly, measures to achieve carbon neutrality are being implemented globally.

In line with this goal, Mitsui High-tec provides a steady and ample supply of high-quality, environmentally-friendly products such as electric vehicles and energy-saving home appliances. Furthermore, in addition to continuing

and expanding our existing energy-saving activities, we aim to introduce energy-generating solar panels while promoting the proactive utilization of electricity generated from renewable energy sources. These initiatives exemplify our commitment to achieving carbon neutrality.

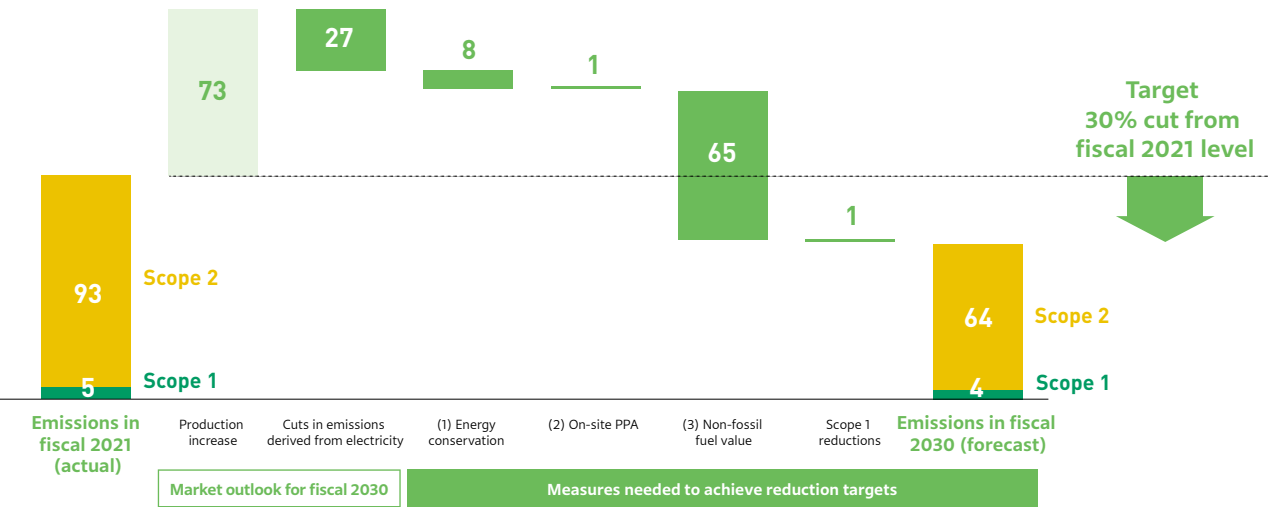
We will strive to leave behind a rich earth for future generations, by harmonizing the preservation of the Earth's environment with our business activities, guided by our slogan "Ultra-precision technology to shape tomorrow."

Roadmap for Decarbonization by Fiscal 2050



Roadmap for Decarbonization for Achieving CO₂ Emission Reduction Targets in Fiscal 2030

(Thousands of t-CO₂eq)



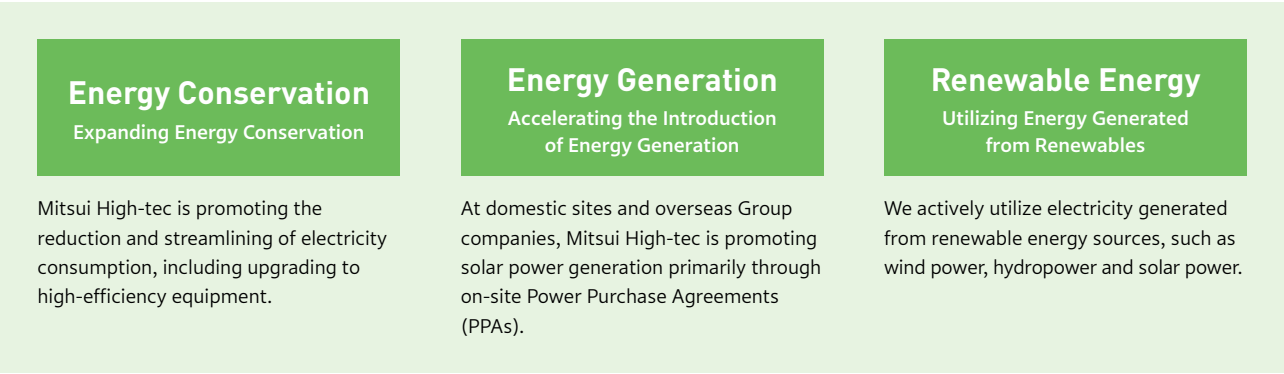
Indicators and Targets

In fiscal 2021, the Mitsui High-tec Group's Scope 1 emissions were 5,000 t-CO₂eq and Scope 2 emissions were 93,000 t-CO₂eq.

With an eye on achieving carbon neutrality by fiscal 2050, we intend to further reduce our CO₂ emissions as follows, with reference to fiscal 2021 levels of CO₂ emissions.



To achieve these goals, we will expand energy conservation, accelerate the introduction of energy generation and actively utilize renewable energy in the following ways.



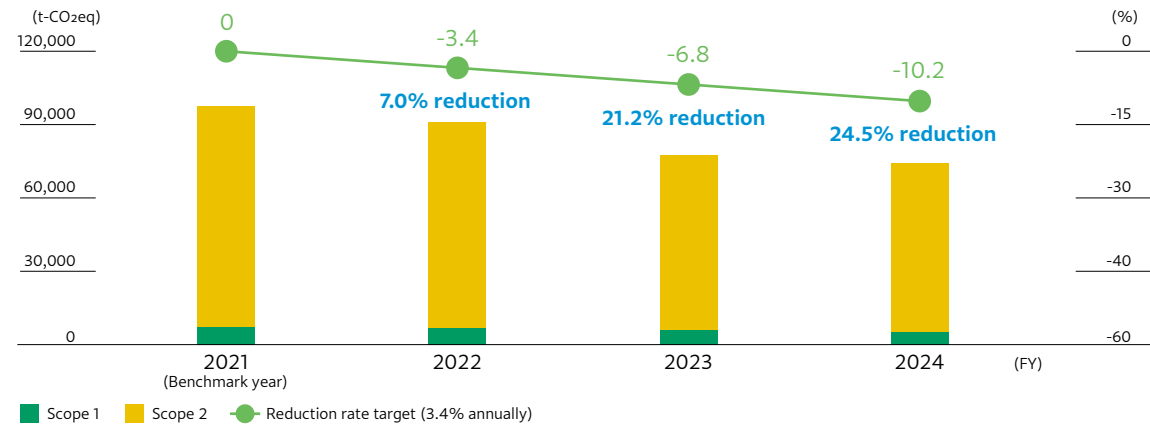
Initiatives for Decarbonization (Carbon Neutrality)

Volume of CO₂ Emissions

CO₂ emissions (Scope 1 + 2) (t-CO₂eq)

	Fiscal 2021 (Benchmark year)	Fiscal 2022	Fiscal 2023	Fiscal 2024
Scope1	5,229	6,649	5,963	5,172
Scope2	92,752	84,450	71,253	68,754
Total of Scope 1 and 2	97,981	91,099	77,216	73,927
Annual reduction rate (actual results)	—	7.0%	21.2%	24.5%
Reduction rate target (increasing 3.4% each year)	—	3.4%	6.8%	10.2%

Annual emissions of Scope 1 and 2



Scope 3 emissions in fiscal 2024

Category	Scope 3 emissions (t-CO ₂ eq)	
	Mitsui High-tec, Inc. (non-consolidated)	Mitsui High-tec Group
1 Purchased goods and services	353,726	619,856
2 Capital goods	45,625	114,152
3 Fuel- and energy-related activities	8,343	15,452
4 Upstream transportation and distribution	8,978	12,511
5 Waste generated in operations	1,593	3,016
6 Business travel	453	765
7 Employee commuting	1,206	2,061
9 Downstream transportation and distribution	84	1,240
11 Use of sold products	5,737	5,737
12 End-of-life treatment of sold products	2	2
Total	425,746	774,790

Main Activities in Fiscal 2024

Scope 1

- We replaced city gas-based air conditioning systems at Yahata Plant with electricity-based systems, thereby reducing CO₂ emissions.
- Some Group companies overseas enhanced measures aimed at preventing the leakage of chlorofluorocarbon gas, which is used as a coolant.

Scope 2

- We have implemented energy-saving measures at administrative departments as well as at manufacturing departments.
- Solar panels were installed and are now in operation at the Gifu Plant, the Nogata Plant and our overseas Group company in Tianjin, China. In addition, we will consider introducing solar panels at other domestic business sites and overseas Group companies.

Scope 3

In fiscal 2024, the Mitsui High-tec Group’s Scope 3 emissions totaled 774,790 t-CO₂eq. Of this amount, emissions in Category 1 (Purchased goods and services) accounted for around 80%, suggesting that the purchase of mineral resources, which are used by the Company as raw materials, entails a significant volume of emissions. In response to these findings, we are now exploring the potential use of recycled materials from the viewpoint of promoting a circular economy.

Information Disclosures Based on TCFD Recommendations

Task Force on Climate-related Financial Disclosures (TCFD)

In December 2022, Mitsui High-tec endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). We disclose identified risks and opportunities based on scenario analysis, as well as climate change-related information in accordance with TCFD recommendations.

Governance

Mitsui High-tec recognizes the importance of addressing environmental issues, including climate change, as a key aspect of fulfilling its social responsibility and achieving sustainable growth. To this end, the Company has established a governance structure centered on oversight by the Board of Directors and the Audit & Supervisory Committee.

In order to manage and supervise the advancement of sustainability activities, the Company established the Sustainability Promotion Committee, which the President chairs, in March 2022. With the Corporate Planning & Strategy Unit’s Public Relations & Sustainability Department as its secretariat, the Sustainability Promotion Committee, which convenes twice a year, reports status updates on the following initiatives to the Business Plan Council and the Board of Directors:

1. Evaluation of the impacts of identified risks and opportunities related to climate change in each business unit, business division and Group company, and examination of the details of countermeasures
2. Monitoring of the creation, execution and review of promotion plans by each working group and companywide, including sustainability-related measures that also address climate change

The Board of Directors receives reports from the Sustainability Committee and oversees its activities. It also makes decisions on fundamental policies and important matters related to sustainability, including efforts to address climate change.

Risk Management

Mitsui High-tec conducts scenario analysis to comprehensively identify transition and physical risks resulting from the impacts of climate change. These risks are then assessed for both the 1.5°C and 4°C scenarios based on when they will materialize and their impact on our businesses, with the results helping us determine significant climate change risks. These identified risks are managed in accordance with our Risk Management Regulations, designating risk management representatives in each department and group and establishing controls for preventing the occurrence of potential risks and for responding to them when they do occur. The Corporate Planning & Strategy Unit manages risks across the entire Group in a comprehensive and integrated manner. In addition, based on our Risk Forecasting and Management Guidelines, the

Internal Controls Dept. identifies various potential risks, sets up control groups for managing these risks, and manages and supervises efforts to address them. Potential risks are reviewed annually to respond to rapid changes in recent social and economic conditions. Furthermore, these potential risks are evaluated based on frequency and impact in the event they should occur, and high-priority risks are identified as “key risks” and managed accordingly. The Internal Controls Dept. monitors these risk management activities and works throughout the Mitsui High-tec Group to prevent risks from occurring and to minimize damage if they do occur. Risk management activities are periodically reported to the Board of Directors from the Internal Controls Dept., with the Board of Directors also tasked with risk monitoring.

Information Disclosures Based on TCFD Recommendations

Strategy (Risks and Opportunities)

Mitsui High-tec recognizes that climate-related risks and opportunities may affect its business activities over the medium to long term. To envision risks and opportunities in a changing external environment and under different conditions, we use the framework for scenario analysis outlined in the TCFD recommendations to identify the

risks and opportunities from climate change that might have an impact on our businesses, based on both the 1.5°C and 4°C scenarios. We also evaluate the timeframe, likelihood, and financial impacts of these risks and opportunities. The scenarios we use are as follows:

1.5°C Scenario

- Scenario where the increase in average global temperatures is held to 2°C above pre-industrial levels
- A world where transition risks emerge amid heightened awareness of the environment among market participants and consumers, while various regulations are strengthened and measures are taken to address climate change with the intention of achieving the 1.5°C goal
- References made to the International Energy Agency's (IEA) World Energy Outlook 2021's (WEO 2021) Net-Zero Emissions by 2050 (NZE) scenario

4°C Scenario

- Scenario where the increase in average global temperatures exceeds 4°C above pre-industrial levels
- A world where physical risks emerge amid more frequent natural disasters and abnormal weather events in various regions, while remaining dependent on fossil fuels with little progress on initiatives to address climate change
- References made to Intergovernmental Panel on Climate Change's (IPCC) scenarios



In a world where the 1.5°C scenario materializes, transition risks will likely increase as the low/zero-carbon movement impacts businesses amid stronger regulations aimed at reducing greenhouse gas emissions. In a world where the 4.0°C scenario materializes, physical risks such as abnormal weather events are likely to increase, while the impact from regulations and other transition risks is minimal.

Results of Scenario Analysis

As a result of our scenario analysis, we found that climate-related risks could have a negative impact on our business. At the same time, we also identified major climate-related opportunities in our core businesses of electrical and electronic parts and tooling, arising from strong increases in demand for electric vehicles and semiconductors, exemplifying our degree of resilience to climate change. Looking ahead, we will further enhance our resilience by stepping up our response to climate-related risks that we

have assessed as high priority, and by flexibly responding to market requirements and changes. Mitsui High-tec aims to seize upon climate-related opportunities and help achieve a sustainable society through its business activities, which is designated as the highest priority in its new medium-term business plan, unveiled in March 2022. Furthermore, we are considering the ongoing implementation of scenario analysis.

	Summary of scenario	Timing	Potential	Impact	Anticipated impact on the Company's businesses		Measures
1.5°C Scenario	Governments introduce and strengthen policies for regulating carbon emissions, such as a carbon tax	Longer term	High	Medium	Risks	The introduction and strengthening of decarbonization policies will be necessary, and the cost of procuring energy and materials required for business activities will increase. In 2021, the Company's Scope 1 and 2 emissions were 98,000 t-CO ₂ eq. Based on the WEO 2021 NZE scenario's prediction of a \$130 carbon price in advanced countries by 2030, we calculate the additional cost burden will be approximately ¥19.8 billion (assuming an exchange rate of \$1 = ¥152.4, the average exchange rate for the Company in fiscal 2024).	Promote decarbonization measures, such as reducing resource usage during production, increasing the use of renewable energy for electricity used, and generating electricity with solar panels
	Advances in technologies related to energy conservation, renewable energy and decarbonization	Longer term	High	Large	Opportunities	If decarbonization measures have an impact, they should lessen procurement costs for energy and materials.	Enhance product competitiveness and tap into growing demand by developing products and technologies that help reduce environmental impact
	Stronger regulations for fuel economy, flue gas and electricity usage; increase in demand for electric vehicles and semiconductors as essential aspects of a carbon-free society amid changing market and consumer needs	Short term	High	Large	Risks	Change in the composition of sales resulting from changes in demand in customer industries, as demand for gasoline vehicles decreases and demand for electric vehicles and semiconductors increases. Additionally, the competitive landscape changes and procurement costs increase for raw materials as demand strengthens for our motor cores, leadframes, and tooling products.	Strengthen competitiveness while improving productivity and expanding the supply of products and parts that help conserve resources and energy. Procure raw materials in a proper manner and focus on sales price strategy
					Opportunities	Growth in sales and profits on stronger demand for motor cores, leadframes, and tooling products in tandem with growth in demand for electric vehicles and semiconductors. In the WEO 2021 NZE scenario, for example, the ratio of electric vehicles in global new car sales is projected to increase from about 9% in 2021 to more than 60% by 2030.	
	Advances in decarbonization of the entire supply chain	Medium term	High	Large	Risks	Decrease in sales due to a slow response to customer requirements for carbon-free products while customers shun products with high environmental burdens.	Advance initiatives to decarbonize products by reducing emissions during production
					Opportunities	Increase in sales if we are able to satisfy customer requirements for decarbonizing supply chains by advancing efforts to decarbonize products.	
	Greater obligations to disclose information related to climate changes amid stronger interest among investors and stakeholders	Medium term	High	Large	Risks	Deterioration in corporate value and brand image if we are slow to respond to climate change and disclose related information.	Improve disclosure of non-financial information and implement decarbonization measures
					Opportunities	Improvement in corporate value if enhanced disclosures of non-financial information and measures to decarbonize lead to greater appreciation and trust from investors and stakeholders.	

	Summary of scenario	Timing	Potential	Impact	Anticipated impact on the Company's businesses		Measures
4°C Scenario	Increase in natural disasters from larger and more frequent abnormal weather events	Long term	Medium	Large	Acute risk	Halt in operations due to destruction of plant facilities and disruption to supply chains.	Strengthen resilience of entire business, including supply chains, by creating and strengthening business continuity plans (BCPs) based on identified risks at business sites; mitigate risk of damage from disasters
	Increase in average temperatures	Long term	Medium	Large	Chronic risk	Increase in difficulty of maintaining consistent product quality. Productivity of employees worsens due to deterioration in work environments.	Identify risks at business sites and reinforce resilience by creating and improving BCPs
	Water shortages	Long term	Medium	Large	Chronic risk	Increase in instability of operations due to industrial water supply shortages resulting from an increase in heat waves and droughts, especially in Europe, the U.S. and China.	Identify risks at business sites and reinforce resilience by creating and improving BCPs
	Rise in sea levels	Long term	Medium	Medium	Chronic risk	Increase in flood risk at business sites located in areas not that far above sea level.	Identify risks at business sites and reinforce resilience by creating and improving BCPs

Waste Management

Trends in Waste Generation and Proper Disposal

Industrial Waste

Mitsui High-tec is committed to realizing its management principles of “Save energy. Save earth. Save life.” by promoting the 3Rs of “reduce” (curtail the emission of waste by maximizing the effective use of resources), “reuse” (reusing resources), and “recycle” (converting and repurposing waste resources) to contribute to the formation of a recycling society.

In fiscal 2024, our total emissions of waste from domestic operations fell to 4,991 tons. Our recycling rate* remained above 99% and we intend to continuously improve it based on the ISO 14001 management system.

Additionally, we are constantly exploring ways to further promote the 3Rs of waste management at the Waste Management Subcommittee, our specialized committee for dealing with waste.

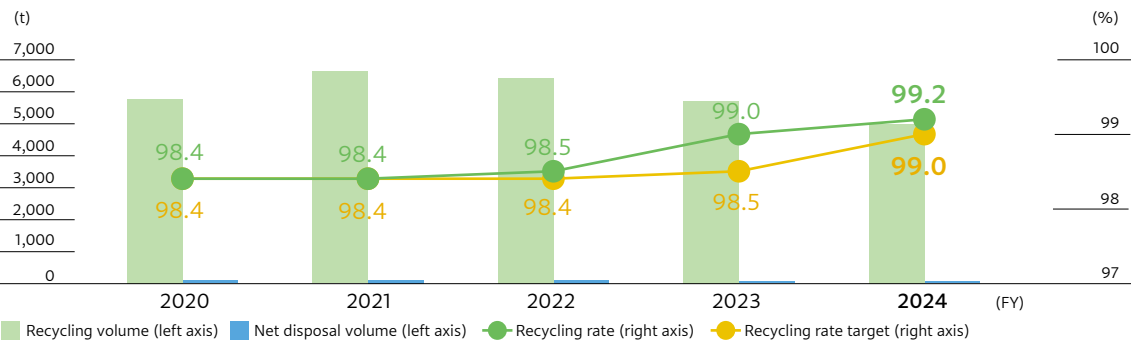
* Recycling rate = volume of resources recycled / total emissions
Of the total amount of waste generated, the ratio of waste that can be reused as resources.

Proper Handling of Waste

In accordance with the Waste Disposal and Public Cleansing Act, the Company outsources waste collection, transportation, and disposal to specialized companies that are licensed by local governments and able to appropriately carry out the process. When subcontracting the collection, transportation and disposal of waste, the Company always issues a digital manifest and follows up until its final disposal. We also regularly visit the waste collection, transportation and disposal contractors and conduct audits to ensure appropriate disposal is being carried out.

In fiscal 2024, we conducted periodic audits of contractors who are commissioned by the Company to collect, transport and dispose of waste. As a result, it was confirmed that all 10 contractors have properly processed waste, and no issues were found with regard to their compliance with the terms and conditions of their contracts.

Waste Generation and Recycling Rate (non-consolidated)



Activities to Reduce Waste

Mitsui High-tec implements a variety of initiatives to curb the generation of waste and facilitate its recycling. We use returnable transit packaging for semiconductor leadframes and motor cores for electric vehicles, ensuring no waste is generated on the customers’ end.

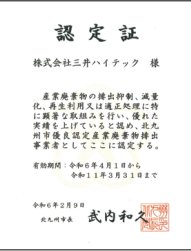
Internally, we also strive to minimize and reduce waste by solidifying wastewater sludge (reduce), collecting and reusing press punching oil (reuse), and recycling glass scraps (recycle).

Recycling Glass Scraps

Glass pattern waste generated by the manufacturing processes of our etched leadframes factory is now being recycled, enabling us to successfully stop disposing of this waste via landfill in fiscal 2025. This also helps us obtain approximately six tons of recycled resources per year and raise the recycling rate.

Operating in Harmony with Local Community

In February 2024, our Yahata Plant and Tooling Plant were certified by Kitakyushu City as an exemplary business in industrial waste management for our significant achievements regarding our initiatives aimed at waste reduction, recycling and proper disposal. Similarly, we are actively engaged in the 3Rs (Reducing, Reusing and Recycling) of industrial waste at all other business locations, with the aim of comprehensively curbing the Company’s environmental footprint.



Preservation of Water Resources

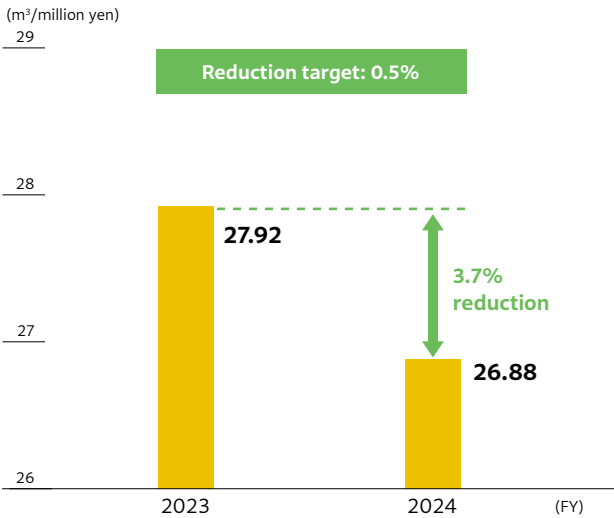
Mitsui High-tec recognizes issues related to water resource use as a significant environmental concern. In particular, we need to ensure the sustainable use of limited water resources while minimizing the impact of our corporate activities on them even as we curb water usage.

The Company constructs plants in accordance with environmental assessment laws and regulations in each country, and its plants do not draw on water resources to an extent that materially impacts the water resource. Furthermore, in accordance with laws and regulations in each country, we treat wastewater and discharge treated water, so that water resources are not impacted by wastewater. In addition, we manage water intake and discharge volumes. For water quality management, we have also established stricter in-house management standards than the general water discharge standards of each country in terms of pH (hydrogen ion concentration) and harmful substances. We thoroughly monitor and measure water quality in accordance with laws and regulations, including monthly monitoring of water intake and discharge volumes by water source.

In our manufacturing processes, we also strive to recycle and reuse wastewater in an effort to reduce water usage. In fiscal 2024, our domestic business sites began operating

a PDCA cycle based on ISO 14001 systems and thus achieved a year-on-year reduction of 3.7% in water intake. This was also thanks to our day-to-day water-saving efforts and the effect of process improvement projects. In fiscal 2025, we will continue to improve the processes in place at our leadframes business unit, responsible for around 95% of our domestic water intake volume, with the goal of achieving a year-on-year reduction of 0.5%.

Reduction in water intake volume



ISO 14001 Certification Status

Mitsui High-tec has obtained ISO 14001: 2015 certification, an international standard for environmental management systems, across its headquarters, domestic business sites and overseas subsidiaries.

This enables the Company to consistently operate its environment management systems on a global basis and secure their reliability.

Please visit our website for further information about certification status.

[WEB https://www.mitsui-high-tec.com/sustainability/external/](https://www.mitsui-high-tec.com/sustainability/external/)

Employee Fulfillment and Initiatives for Health and Safety

Policy on Human Resources

Mitsui High-tec is a development-oriented manufacturing company that takes full advantage of its ultra-precision machining technology and high-precision tooling technology. In line with the House Motto, “We shall build an ideal and humane workplace based on the spirit of equality,” we train human resources and foster an organizational culture with the aim of training personnel who are able to learn and grow on their own while allowing them to fully utilize their abilities without regard to gender, nationality or career.

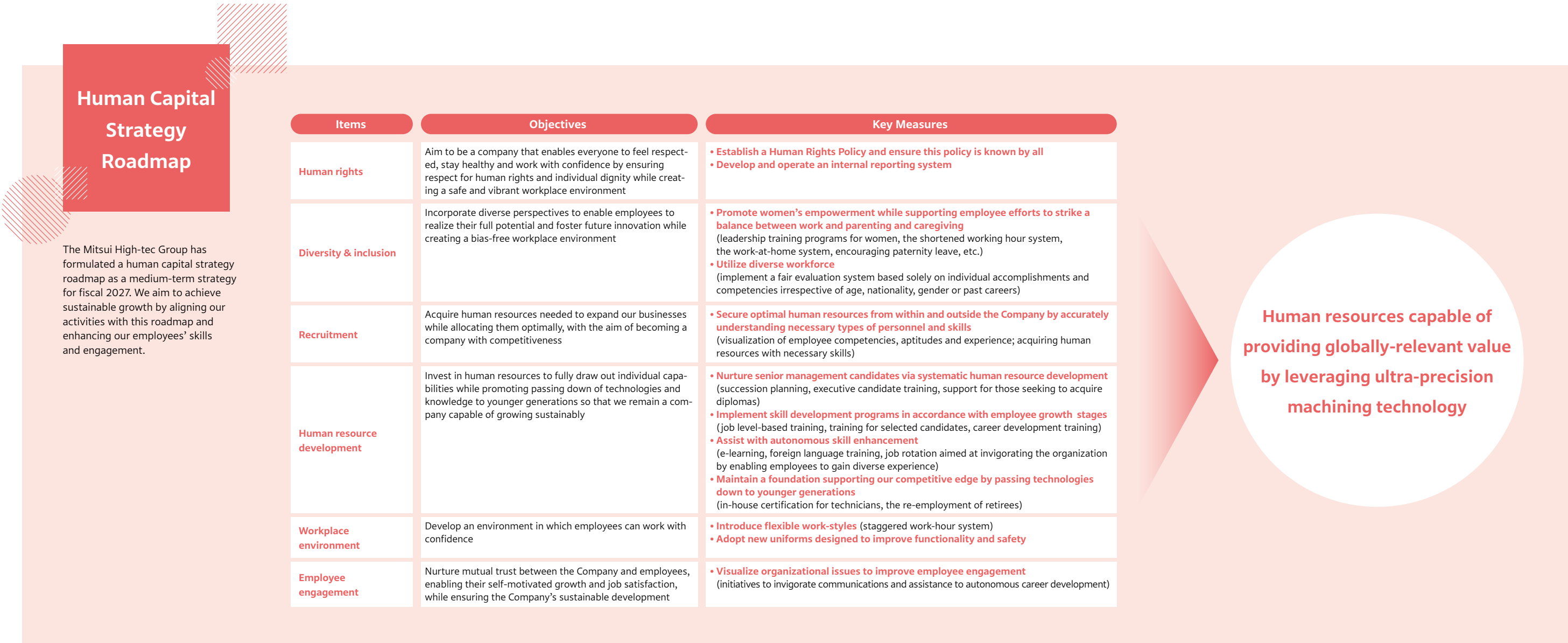
By creating a work environment where employees can

leverage their abilities with peace of mind and by providing them with opportunities to grow on their own, we intend to realize our vision “Ultra-precision technology to shape tomorrow.” To this end, based on the Mitsui High-tec Group Code of Conduct, we are keen to grow with a diverse set of new values applied to the technologies we have accumulated as an organization. We are confident that this approach will lead to improvement in corporate value, sustained business growth and the further development of society. We aim to create workplaces where all employees are motivated to work with peace of mind.

Human Rights Policy

Mitsui High-tec values its employees, and clearly states in its Code of Conduct that respect for human rights is a fundamental management principle. All board members and employees that belong to Mitsui High-tec adhere to the Code of Conduct and share a common recognition that respect for human rights and individual personalities is essential for creating a safe and optimistic work environment. Mitsui High-tec does not discriminate based on nationality, gender, age, disability, gender identify, sexual orientation or social status. The Company does not tolerate any form of discrimination or harassment at the workplace, nor any forms of child labor or forced labor.

In order to instill this understanding and our aims in all board members and employees, we work closely with relevant departments to implement training and other awareness-raising activities. In the event of a violation of our Code of Conduct, we have established an internal reporting system for early detection. Violations of our human rights policy and similar incidents are handled as compliance violations in an expedient and precise manner through the use of our internal reporting system, and corrective actions are rapidly taken to deal with the incident. For details about our internal reporting system, see “Compliance” on page 39.



Employee Fulfillment and Initiatives for Health and Safety

Diversity & Inclusion

The Mitsui High-tec Group aims to leverage a diverse workforce to unlock the full potential of each individual. To achieve this goal, we have updated internal systems, such as training to raise awareness about promoting diversity and creating a workplace where women can continuously participate, in addition to training that encourages women to aim for management positions. Furthermore, we have created a training system to increase knowledge among younger employees in the early stages of their career, providing follow-up training through their third year with the Company.

We actively recruit mid-career personnel, striving to address the shortage of professionals in specialized areas. We will continue to improve our efforts to create a workplace in which all employees (including women, young people, foreigners, mid-career personnel, elderly people, and individuals with disabilities or who are part of the LGBTQ+ community) can thrive. By promoting inclusion with the goal of ensuring a comfortable working environment for all employees and utilizing diverse talent, we aim to achieve a work environment that spurs innovation, draws out potential and avoids bias.

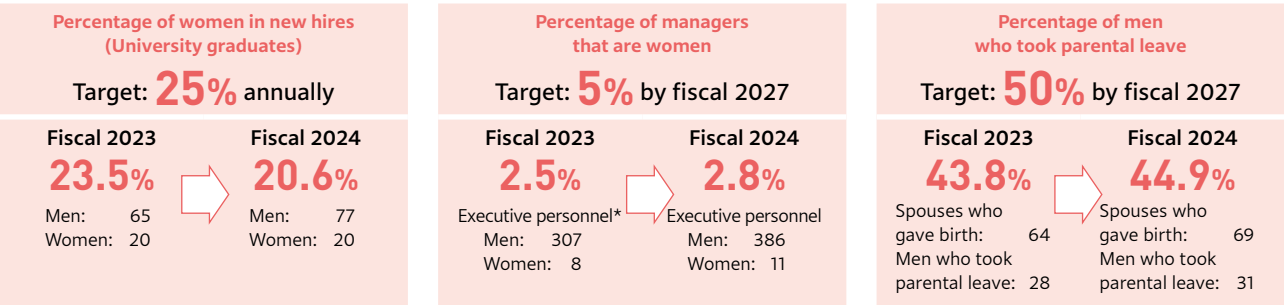
Key Initiatives for Diversity

Item	Target	Initiatives
Promote the participation of women	1. 25% ratio of women hires	- At Company recruitment briefings sessions for job-seeking students, mid-career female employees, provide explanations and hold discussions to help job-seekers understand our workplace environment and work style. - Improving break rooms and changing rooms with consideration for women's perspectives to create a more comfortable workplace environment and enhance employee motivation. - Enable employees, who are caring for children up to the sixth grade, to shorten their working hours as raising such children typically calls for generous support, with the aim of establishing an environment in which everyone can strike a balance between child rearing and work regardless of gender
	2. 5% of managers that are women by fiscal 2027	- Change awareness of management (diversity training for management, career design training) - Implement training for candidates selected from among female employees in supervisor positions, with an eye to promoting them to managers (nurture next-generation female managers by, for example, focusing on assigning more challenging tasks to them, providing career development assistance, and offering robust training opportunities) - Raise career awareness among female employees through round-table talks with successful female managers - Women advancement training (training that transforms awareness) - Women leadership training (training in skills necessary to be leaders) - Career consultations between manager/supervisors and their subordinates with the purpose of helping employees crystallize their future career goals - Create a return-to-work system to assist female employees in their ongoing career development efforts
Encourage male employees to take paternity leave	Achieve a paternity leave usage rate of 50% by fiscal 2027	- Ensure that the entire workforce is aware of our childcare leave system, including its updates in response to the law revisions - Implement training for managers to discuss childcare leave and work-life balance assistance systems as well as the outline of revisions of relevant laws - Posted additional articles regarding actual instances of childcare leave taken by male employees on our portal site
Encourage the participation of younger employees	Improve motivation of young employees	- Initiatives to invigorate communications with the purpose of creating a workplace that ensures a high degree of psychological safety - Enhance the lineup of e-learning programs designed to assist with self-directed learning and accommodate differing needs among recipients in varying job levels while providing career design training and career interviews - Provide younger employees with second-year and third-year training as well as follow-up interviews to improve retention - Provide business unit heads with necessary training to enable them to offer career development assistance to their staff - Review the re-employment system in order to secure technical human resources and nurture younger employees

Initiatives for Diverse Human Resources

Work-style reforms	- Promote use of annual paid vacation (9 days in fiscal 2025, 10 days in fiscal 2026 and 11 days in fiscal 2027) - Introduce a work-from-home system that can be utilized by employees who engage in parenting and caregiving or have other special reasons - Introduce a staggered working hour system - Update the shortened working hour system to allow employees to modify the starting time in units of 15 minutes and shorten their working hours in units of 30 minutes
Eliminate all forms of harassment (Create harassment-free workplaces)	- Set up consultation services - Implement training on preventing harassment
Thorough respect for human rights (Deepen employee understanding of human rights)	Ongoing training in human rights for employees and comprehension assessments

Data



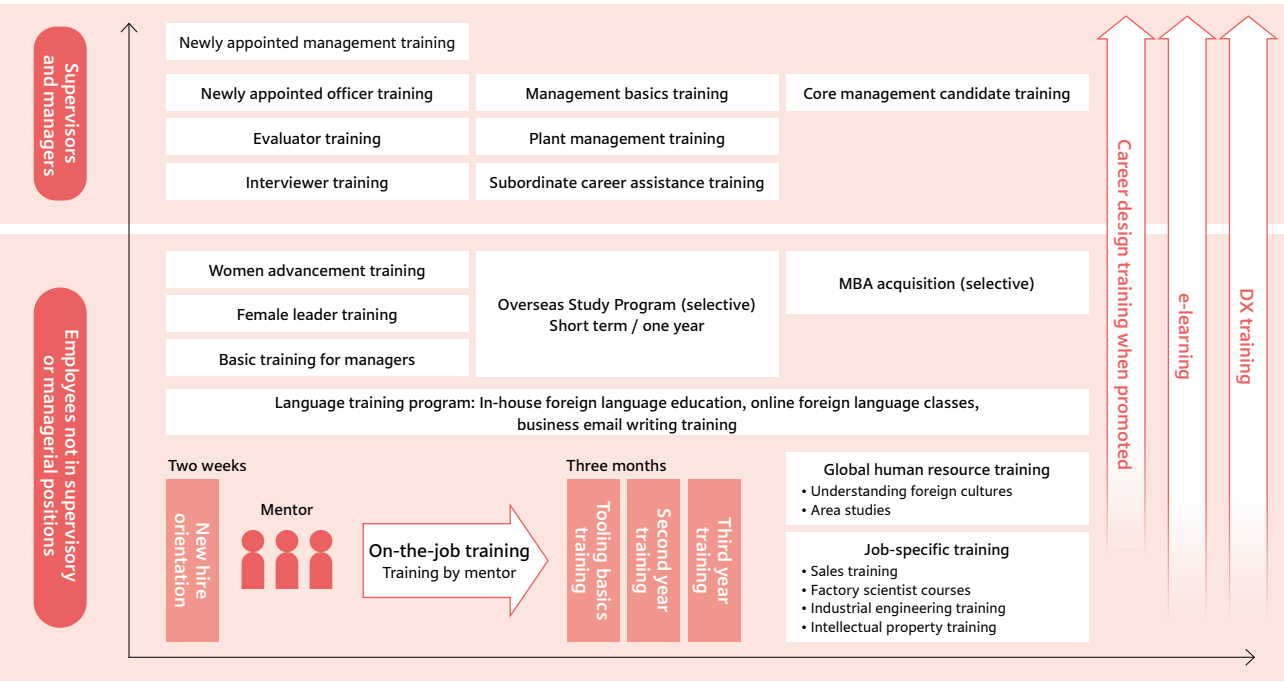
* Fiscal 2023 results reflect changes made to our personnel system in fiscal 2024

Human Resource Training

Mitsui High-tec has developed its Companywide training system to better draw out the abilities and motivations of employees with the objective of training human resources from a longer-term perspective in response to changes in the environment as well as organizational shifts in step with business expansion. In addition to group training, we updated the system to focus on utilizing e-learning and implementing DX training while providing additional training when employees are promoted, with the intention of advancing awareness of roles and developing the abilities of employees in accordance with their stage of growth. From newly hired employees to managers, we provide all employees with an abundance of group training based on their career stage. Our selective training program supports not only training in technical matters, but also supports the acquisition of advanced college degrees, such as doctorates

and MBAs, in addition to a system for studying abroad. Mitsui High-tec offers tuition reimbursement assistance in studies for personal development, such as for correspondence education and foreign language classes, supporting employees who are keen to grow. Our fundamental goal is to offer a training system that helps employees meet the expectations of their rank and role, as defined in our personnel system, and provide opportunities for employees to learn on their own in pursuit of higher-level positions at work. Furthermore, we develop a diverse range of assistance programs that go beyond enabling employees to acquire skills. These programs include those aimed at helping them draw up career plans and providing them with career interviews so that they can spontaneously design their future careers.

Flowchart for Human Resource Training



Employee Fulfillment and Initiatives for Health and Safety

Create Workplaces that Motivate Employees

Initiatives to Improve Employee Engagement

The Mitsui High-tec Group has been actively working to create a workplace environment where diverse personnel with different values and personalities can work and thrive. The Company strives to provide ample growth opportunities to its employees who are keen to grow and enhance their motivation to work, thus accelerating not only individual growth but also the growth of the Company as a whole.

As we have judged that enhancing employee engagement is essential to realizing a more rewarding workplace, we conducted the first round of engagement surveys in fiscal 2024. Taking heed of input from employees who responded to the surveys, we began implementing the following measures: securing employee recognition of the Company’s policies and strategies; providing career development assistance; and ensuring that the rationale for

wages and evaluations is fully understood by employees. In addition to implementing Company-wide measures like those described above, each division has established working groups to plan and promote measures tailored to surrounding circumstances. Moreover, we also encourage each division to share its activities with its peers so that workplace improvement measures are promoted both on a Company-wide basis as well as a divisional basis. We also strive to update our workplaces via labor-management collaboration. To ensure consistent dialogue and collaboration between management and labor, we held management-labor committee meetings at least monthly. These meetings were held a total of 16 times in fiscal 2024. Mitsui High-tec will continue its efforts to improve the workplace environment and further enhance employee satisfaction in their work.

Occupational Health and Safety / Health Management

By reliably supplying products, Mitsui High-tec is able to sustain its own growth and that of society. In order to do this, the Company believes that the health and safety of its employees are one of management’s highest priorities. Moreover, we have established a health and safety policy

to prevent work-related accidents through activities that promote health and safety. By advancing health management, the Company provides work environments that facilitate work while helping employees maintain and improve their health.

Health and Safety Policy

Fundamental Philosophy

As a foundation for corporate activities, management recognizes the importance of maintaining a safe and healthy work environment for all employees as key to ensuring the future of “meaningful manufacturing” and “happiness” in society. We create safe, secure and healthy work environments with the objective of eliminating workplace accidents and diseases.

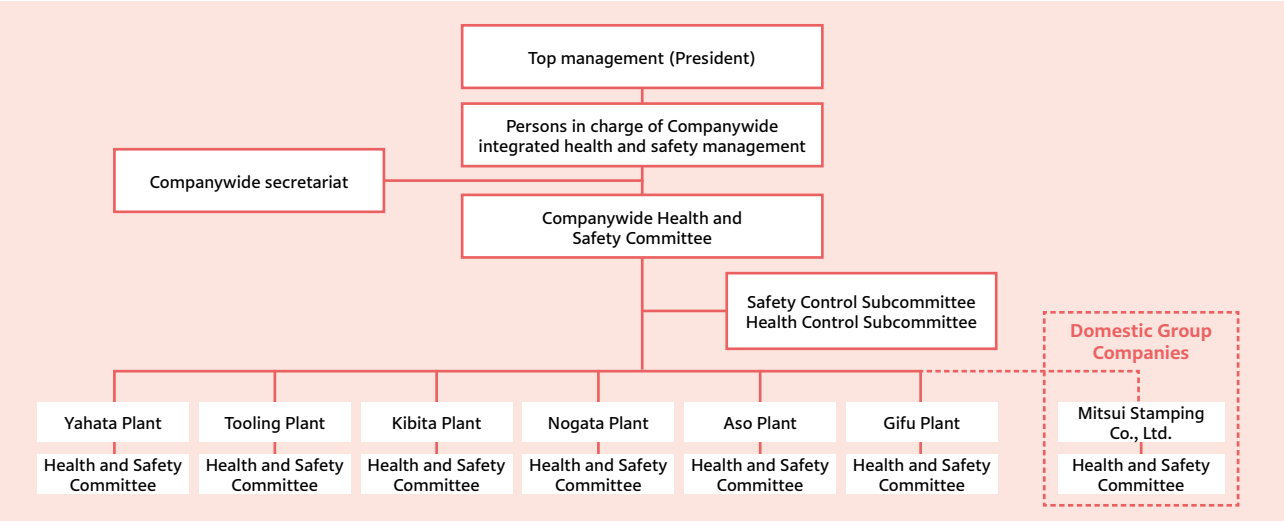
- 1. We promote health and safety activities with the aim of improving the mental health of all employees by eliminating all dangers and harmful risks to achieve zero occupational injuries and zero health-related injuries in the workplace.
- 2. We promote health management to proactively assist all board members, employees and associates at Group companies and our partners with maintaining and improving their health on their own.
- 3. We support the activities of leadership to create, operate and improve Mitsui High-tec’s health and safety management system (based on ISO 45001).
- 4. We advance health and safety activities in accordance with laws and regulations with an emphasis on continuous improvement.

We externally disclose our health and safety policy to all board members, employees and associates at Group companies and partners to raise awareness.

Fundamental Policy

To create safe and healthy work environments, Mitsui High-tec takes steps to prevent work accidents and diseases, setting targets and priority measures for ensuring occupational health and safety. With the cooperation of all employees, we aim to foster a culture where everyone constantly considers health and safety first through the daily reduction of risks and ongoing improvements.

Occupational Health and Safety Management System



Key Measures

- 1. Shift toward self-initiated safety activities: Improve understanding of objectives by defining activity levels and promote behavioral shifts among employees
- 2. Prevent serious injuries: Increase safety of machines, maintain safe and secure facilities
- 3. Strengthen measures for natural disasters and enhance business continuity plans (BCPs): Prepare for possible incidents, bolster response strategies and improve skills through training
- 4. Enhance the management of chemical substances: Strive to increase responsible internal management of chemical substances and promote activities that prevent health-related risks
- 5. Voluntarily promote management systems: Promote health and safety activities aligned with actual operations and changes in circumstances while improving the quality of internal audits, in addition to otherwise taking actions to achieve intended outcomes under the ISO 45001 management system
- 6. Encourage health management: Efforts aimed at shifting attitudes and behaviors of organizations and employees, along with ongoing initiatives to improve workplace environments

Certified as an Excellent Corporation for Health Management

Mitsui High-tec was certified as an Excellent Corporation for Health Management 2025 (large corporation category). We are committed to advancing health management by creating a safe and secure working environment and enhancing the mental and physical well-being of our employees, enabling each individual to work with enthusiasm and purpose.



Industrial Accidents

In fiscal 2024, we maintained our record of zero fatalities and reduced the frequency of injuries that did occur. Mitsui High-tec continues striving to maintain its record of zero fatalities as well as striving to reduce the frequency and severity rate of accidents that do occur. To this end, we constantly seek to eliminate the inherent danger of machinery operations and thereby prevent incidents in which an operator is pinned down or caught in machinery as these can often result in serious accidents. We also ensure that exemplary activities undertaken at each business site are shared at Safety Control Subcommittee and other meetings. By doing so, we help our staff acquire a greater number of takeaways, with the aim of invigorating spontaneous safety activities undertaken by business sites.

	Fiscal 2022	Fiscal 2023	Fiscal 2024
Fatal accidents	0	0	0
Frequency rate ¹			
Manufacturing industry	1.25	1.29	1.30
Mitsui High-tec	0.46	0.89	0.77
Severity rate ²			
Manufacturing industry	0.08	0.08	0.06
Mitsui High-tec	0.02	0.01	0.03

1 Frequency rate: Measures the frequency of accidents, reflected by the number of work-related injuries or fatalities per one million working hours.
2 Severity rate: Measures the severity of accidents, reflected by the total number of lost workdays per one thousand working hours.

Employee Health Checkup Status

The Company conducts health checkups for employees that cover medical items beyond what is required in the compulsory health checkup. This includes analyzing results of the mandated checkups, providing health-related guidance, arranging consultations with occupational health physicians and recommending hospitals to employees. In addition to the previously mentioned consultations, based on stress checks with occupational health physicians, we also offer counseling services with public health nurses so that employees don’t have to face problems alone.

	Fiscal 2022	Fiscal 2023	Fiscal 2024
Regularly scheduled health checkup participation rate	100%	100%	100%
Stress check participation rate	95.7%	87.2%	96.5%

* This data is for Mitsui High-tec on a non-consolidated basis.

Initiatives for Customer Satisfaction

Quality Management / Product Safety / Quality Assurance

Our Approach to Quality

Mitsui High-tec’s mission is to accurately satisfy each and every one of its customers’ requirements with its ultra-precision machining technology, thereby helping customers improve their productivity and quality.

We are recognized as a trustworthy partner by our customers, who use our products with a sense of safety and peace of mind. In other words, we contribute to the sustainable growth of society and the Group itself by putting into practice our corporate principle, “We shall provide

products which people in the world need” as one of our House Mottoes.

Through our organically connected business structure, the Company offers seamless services on a global scale—from tooling design to fabrication, product testing and mass production—to deliver greater speed and greater flexibility that meets customer expectations for high-quality products.

Quality Management System

Mitsui High-tec has established a quality assurance system based on ISO 9001 and IATF 16949 (international standards) at each business site and Group company, operating a shared Quality Management System (QMS) at its domestic business sites and overseas Group companies.

By consistently operating our QMS, we continuously implement a cycle of improvement from development to mass production, focusing on the prevention of defective products as well as the reduction of variability and waste in the supply chain, striving for sustainable enhancement.

Quality Assurance

The Company supplies products that meet customer expectations, with quality built into its products from the development and design stages. We continuously strive to improve product quality, safety, and reliability through quality improvement activities in all processes of manufacturing, packaging, and shipping.

The Company continuously improves the level of quality with the objective of having “zero claims,” by visualizing defects related to production progress and process abnormalities, and implementing corrective measures for defect occurrences and preventive actions to avoid them.

We also utilize this feedback in the development, design, and manufacturing processes.

A *Quality Assurance Manual* is distributed to suppliers who provide the Company with materials essential for our business operations, and we request that all the materials they supply meet these quality standards. Through quality audits aimed at verifying management structures of our suppliers and regularly held meetings regarding the quality of delivered goods, we aim to maintain quality and promote continuous improvement activities throughout the supply chain.

Training

For all business processes at every business site, including overseas Group companies, we have established training programs for all employees based on position. These

programs help employees improve the quality of our product manufacturing, diverse services, and management; fostering a culture highly attuned to quality.

ISO 9001 / IATF 16949 Certification Status

Our website has the latest information on our certifications.

WEB <https://www.mitsui-high-tec.com/sustainability/external/>

Objectives

- Provide products and services that meet customer expectations
- Build a quality assurance system focused on preventive measures / improve management precision

Policy on Quality

- Motor Core Business Unit: Offer products that satisfy customers 100% in terms of quality and services
- Leadframe Business Unit: Create products that satisfy customers
- Tooling Business Unit: Satisfy customers with the quality of our products and services
- Machine Tools Div.: Create products that satisfy customers

1. Comply with laws, regulations and customer requirements

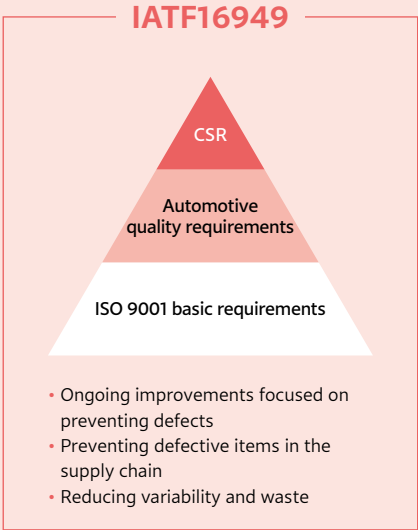
- We adhere to regulations and ISO 9001 / IATF 16949 requirements.
- We strictly follow Customer Specific Requirements (CSR).

2. Reduce Quality Defects and Further Improve Quality

- We strive to provide high-quality products and services by reducing quality defects through the rigorous improvement of preventive measures.

3. Ongoing Improvement to Preventive Measures

- We undertake quality improvement initiatives Companywide to achieve our quality objectives. We also engage in activities aimed at addressing both the maintenance and improvement of quality by conducting regular reviews of management indicators.
- We conduct voluntary internal audits, regularly verify the effectiveness of our quality management and establish ongoing improvements to preventive measures.
- We convey our quality aims to all employees to further their understanding of our objectives.



Initiatives to Build Good Relationships with Suppliers

Procurement Policy / CSR Procurement Guidelines

Basic Policy on Procurement

The Mitsui High-tec Group’s business activities are supported by its suppliers who provide various equipment, parts, materials and services. The Company coordinates with suppliers throughout its supply chain to advance activities to protect the global environment, comply with laws and regulations, respect human rights, improve occupational health and safety, ensure the safety and quality of products and services, enhance information security, as well as conduct fair transactions and ethical procurement activities.

“We shall support all our associates by promoting each other’s prosperity” is stated in the management principles of our “House Mottoes.” From this basis, we aim to prosper and exist together as a good partner by forming long-term relationships of trust with our suppliers.

Procurement of the equipment, parts, materials, software and services needed for our business activities is based on our Basic Procurement Policy, which is distributed to all suppliers.

Basic Procurement Policy

The Mitsui High-tec Group procures the materials, equipment and services needed for its corporate activities based on the following procurement policy.

(1) Fair and impartial transactions

The Company provides opportunities for fair transactions to all suppliers.

(2) Build partnerships

The Company builds sustainable relationships to grow along with suppliers.

(3) Compliance

The Company complies with laws, regulations and social norms in Japan and abroad, including responsible mineral procurement.

(4) Green procurement

Based on its environmental management system, the Company thoroughly manages harmful substances and engages in green procurement that is easy on the global environment.

(5) Protect confidential information

The Company strictly manages confidential information it has gained knowledge of through purchasing transactions, and does not disclose confidential information to third parties without the consent of its suppliers. The Company does not fraudulently obtain or use the intellectual property of third parties, such as their patents, utility models, designs and trademarks, and the Company does not infringe on their rights.

(6) Maintain healthy relationships with partners based on corporate ethics

The Company prohibits any involvement with anti-social forces, and engages in fair, impartial and highly transparent transactions with an emphasis on corporate ethics. The Company does not grant favors, such as giving/receiving invitations or valuables, with the exception of those clearly allowed under laws, regulations, social norms and business customs.

Promote Sustainability in Supply Chain Management

As shown in quality management, product safety and quality assurance (p. 29), Mitsui High-tec provides integrated services globally, from tooling design to fabrication, trial production and stamping, for the provision of high-quality products. To ensure we can continue providing these products and services, the Company recognizes the necessity of stable procurement of materials, equipment, services and other essentials to support its corporate activities, in other words, the necessity of supply chain management.

Awareness of the environment, human rights and compliance has risen around the world in recent years. In addition to ourselves, we strive to understand our suppliers’ efforts to deal with the environment, their labor conditions and compliance with laws and regulations, and take corrective actions if necessary. We believe this is essential for sustaining growth as a corporation. To promote our CSR initiatives and ensure that our suppliers understand our approach and the expectations we have for them, we have established the Mitsui High-tec Group’s CSR Procurement Guidelines. In addition, we implement self-check assessments for our suppliers and hold briefing sessions for our business partners in order to ensure their understanding of and agreement with our Basic Policy on Procurement and the aforementioned CSR Procurement Guidelines.

We have established the Mitsui High-tec Group Code of Conduct, under which we promote compliance by rallying the strength of the entire Group. As part of these efforts, we maintain a compliance-related consultation and reporting hotline (nicknamed the “supplier hotline”), with the purpose of preventing compliance violations from occurring among suppliers and ensuring rapid remedy to any such violation. This hotline also accommodates reports and requests for consultation with regard to human rights-related issues, such as harassment.

As we give due consideration to the privacy of the whistleblower, reporting from suppliers can be accepted on an anonymous basis. Privacy information provided in the course of whistleblowing is used solely by the Group for the purpose of investigating and responding to the case being reported as well as providing notice on the results of these actions. For details, please visit our corporate website.

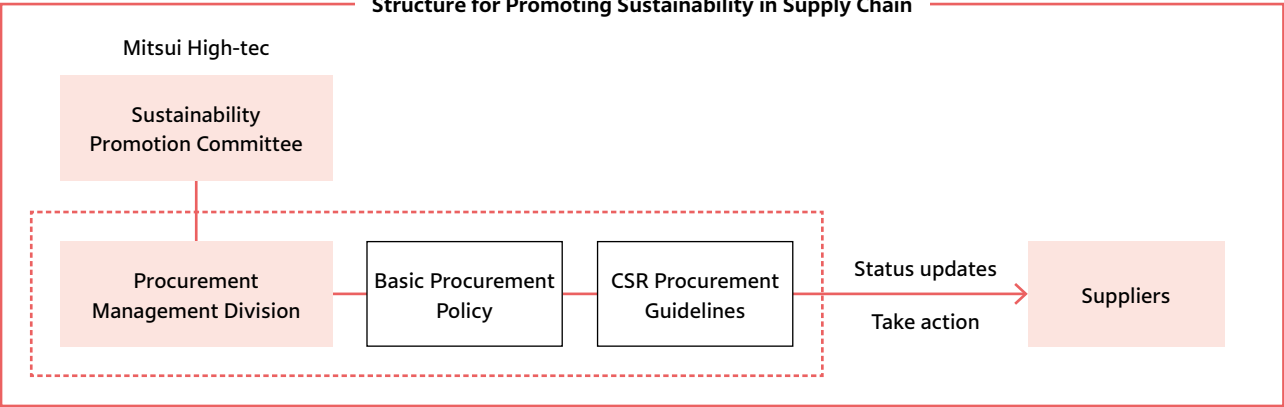
WEB CSR Procurement Guidelines (0.4MB)

Through these activities, the Company aims to build a sustainable supply chain and reliably supply products to its customers.

Key Initiatives

- **Environment**
 - Verify state of initiatives to measure and reduce GHG emissions
- **Human Rights**
 - Respect human rights (prevent forced child labor, discrimination, harassment, etc.)
 - Ensure safety and health of employees, practice healthy lifestyles, etc.
- **Compliance**
 - Comply with laws and regulations of countries where our suppliers operate, internal rules of suppliers, and other social norms
 - Behave with good social intentions
 - Concentrate on work
 - Prohibit conflicts of interest
 - Do not mix business with personal affairs
- **Supplier Compliance with Mitsui High-tec’s Procurement Guidelines**
 - Conduct self-check assessments

Structure for Promoting Sustainability in Supply Chain



Contributions to Society

Policy on Social Contributions / Co-Existence with Local Communities

Mitsui High-tec upholds its management philosophy of “Save energy. Save earth. Save life.” We strive for a harmonious balance between preserving the global environment and conducting our business activities, participating in social activities as a member of various communities, including the areas where our business sites are located.

We contribute to the development of a sustainable society through coexistence with the local community.

Specific Initiatives

At the Mitsui High-tec headquarters, the four seasons are on full display for the local community, with cherry blossoms in spring, fireflies above the nearby river in summer, the sweet fragrance of Osmanthus in autumn, and a decorated Christmas tree at year-end.

We also interact with the community by participating in local cleaning activities, co-sponsoring community events and sending employee volunteers to assist with organizing such events. In these ways, we continue to raise awareness among our employees that we are a member of society.

Environmental Policy

Since its establishment, the Company has followed its own path in responding to environmental issues, starting with the discharge of emissions and wastewater from plants, based on the principle of not causing any damage to the surrounding environment.

We also co-sponsor community events while proactively participating in local cleaning activities, with the aim of building favorable relationships with neighboring residents as we beautify surrounding communities.

maintaining and managing these green areas so that everyone can enjoy the Japanese-style gardens on the premises of our headquarters.



Activity name	Co-sponsorship	Volunteering	Pictures of events
Kitakyushu Marathon	○	○ We handled such tasks as setting up courses, erecting distance markers and ushering late runners to exits at checkpoints.	 
Wasshoi Hyakuman Natsu Matsuri (summer festival)	○	○ We picked up trash around the venue.	 
Kokura Castle Takeakari Festival	○	○ We made lanterns with bamboo paper and illuminated them with candles.	 
Nogata Summer Festival	○	—	—
Kanmon Strait Firework Festival	○	—	—
GIRAVANZ Kitakyushu*	○	—	—

*A J. League soccer club whose hometown is Kitakyushu

Stakeholder Engagement

Our Fundamental Approach

Mitsui High-tec considers individuals or groups that are relevant to its ongoing operations as stakeholders. The Company believes it is important to reflect the opinions of society in its business activities. To reflect more opinions,

the Company creates various opportunities for dialogue with stakeholders to better understand the views of society. Through these efforts, Mitsui High-tec creates unique value and contributes to the realization of a sustainable society.

Stakeholder	Approach to stakeholder	Primary means of engagement
Customers	• We consider delivering products that meet customer needs, in the required quantity within the required delivery time and at a satisfactory price, as our basic mission. Leveraging our global network, we meet customer needs by supplying high-quality products and services with a focus on “local production for local consumption.”	• Communications with customers through sales activities • Disseminate information via our website • Participate in events and exhibitions • Complete customer surveys
Shareholders and investors	• We rapidly respond to changes in the environment while building on our ultra-precision machining technologies with the aim of continuously enhancing corporate value. We disclose accurate business and management information in a timely and appropriate manner. • We consider shareholder returns an important management issue. Accordingly, we have adopted dividend on equity (DOE) as an indicator for measuring the volume of shareholder returns as DOE effectively assesses the consistency and stability of dividends relative to capital. While giving due consideration to consolidated operating results, capital efficiency and the total volume of dividends paid, our basic policy is to deliver a stable and consistent stream of dividends even as we aim for a DOE of around 3% or more.	• Hold a general meeting for shareholders once a year and results briefings twice a year • Disseminate information via our website • Hold IR meetings (246 times in fiscal 2024)
Employees	• We respect the human rights of each and every employee. We provide opportunities to employees to improve their skills, and train personnel who are satisfied with their jobs, take pride in their work and give back to society.	• Disseminate information via our intranet and monthly internal newsletter • Hold training sessions • Engage with management-labor committee • Set up a whistleblowing hotline • Implement measures to enhance employee engagement
Suppliers	• We engage in transactions with suppliers based on our Basic Procurement Policy that outlines fair and equitable transactions and ways to build partnerships. • In all transactions, we comply with relevant laws and regulations, and endeavor to build and maintain good relationships based on mutual trust.	• Fair and impartial transactions • Build partnerships • Comply with laws, regulations and social norms in Japan and foreign countries • Set up an inquiry hotline
Local communities	• We are dedicated to advancing environmentally conscious manufacturing in all stages of product development and production, leveraging our ultra-precision machining technology to help preserve a sustainable and prosperous planet for future generations.	• Contributions in core businesses • Participate in regional activities • Partnership with local sports teams • Co-sponsor community events

Corporate Governance

Fundamental Approach

In line with its action guideline “Take the High Road,” Mitsui High-tec aims to sustain growth and enhance corporate value by increasing management transparency and responding quickly to changes in the management environment. To achieve this, we will build good relationships based on trust

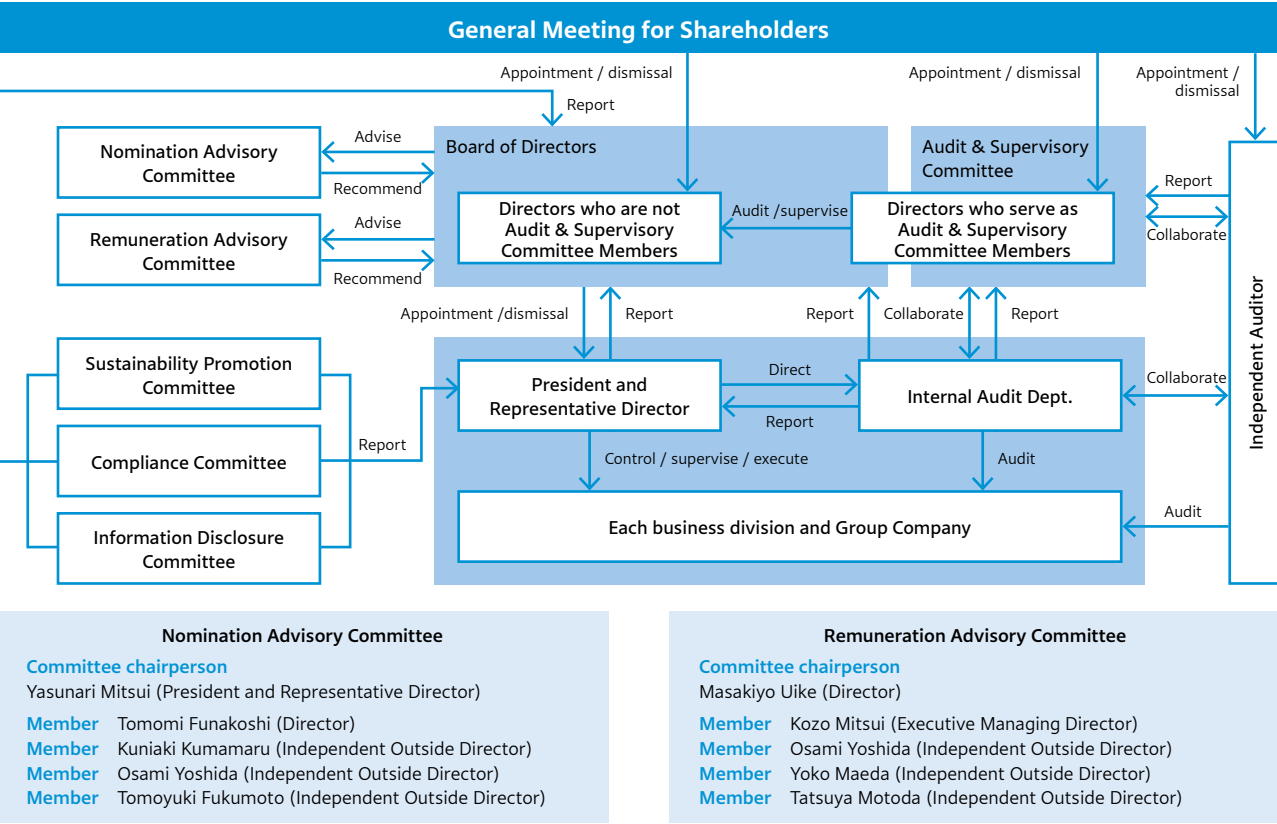
with all stakeholders, including shareholders and investors, customers, business partners, local communities and employees. We also endeavor to strengthen corporate governance, believing in the importance of contributing to society by providing high-quality and high-precision products.

Structure

Mitsui High-tec undertakes measures to improve the effectiveness of corporate governance as one of the most important issues in management. By always keeping social demands and responsibilities in mind, we carry out our business activities and contribute to the advancement of a sustainable society.

In April 2022, Mitsui High-tec transitioned to a company with an Audit & Supervisory Committee. The aim of this transition has been to reinforce corporate governance by increasing the effectiveness of the supervisory and oversight functions of the Board of Directors, by having Audit & Supervisory Committee Members with voting rights on the Board of Directors be in charge of conducting appropriate audits of business execution that conform with applicable laws. We intend to improve the functionality of business execution through faster and more efficient decision-making by delegating some business execution decision-making authority of the Board of Directors to

executive directors. Meanwhile, we aim to enhance the functions and vitality of the Board of Directors by enriching their deliberations through the inclusion of important matters in the agenda, with the goal of allowing the Board of Directors to focus more time on debate and supervision of the Company’s management policies and business strategies. Mitsui High-tec has established the Nomination Advisory Committee and the Remuneration Advisory Committee as advisory bodies to the Board of Directors in order to enhance the functional independence, objectivity and accountability of the Board of Directors with the objective of strengthening the fairness, transparency and objectivity of procedures for nominating directors (including succession plans) and deciding their remuneration. Outside Directors form majorities on these advisory bodies and drive the process behind nominations and remuneration decisions in order to ensure the soundness of management.



Board of Directors

Mitsui High-tec’s Board of Directors comprises 15 members with eight Executive Directors and seven Directors who are Audit & Supervisory Committee Members (including five Independent Outside Directors). The Board of Directors is chaired by President and Representative Director Yasunari Mitsui. The Board of Directors convenes each month to address major operational and compliance matters, and also oversees business execution. In addition to quarterly results, the Board of Directors receives regular reports on progress on business execution, activities related to internal controls, and the activities of various committees.

In determining the independence of outside directors, the Company takes into consideration the requirements for outside directors set forth in the Companies Act and the independence criteria established by the Tokyo Stock Exchange. Based on the Company’s own standards for determining independence, candidates for independent outside director positions are reviewed by the Nomination Advisory Committee and then submitted to the Board of Directors for approval. The Board of Directors then selects from among the candidates based on the report.

In order to enhance the effectiveness of the Board of Directors and improve corporate value, the Company conducts an annual evaluation of the effectiveness of the Board of Directors, and any identified issues are reflected in the next year’s action plan.

The Board of Directors, while bearing in mind its role as a trustee for shareholders and the Company’s strategic aims, engages in constructive dialogues and makes important decisions related to business execution in the course of fulfilling its duties and responsibilities to sustain growth and increase corporate value for Mitsui High-tec over the medium to long term. The Company strives to ensure diversity on the Board of Directors, including in terms of gender and nationality, with a composition and disclosed skills matrix that is appropriate for the business environment.

In fiscal 2024, the Company’s Board of Directors met 13 times, with the attendance record presented below.

Audit & Supervisory Committee

The Audit & Supervisory Committee comprises seven members (five of whom are Outside Directors), with Director and Full-time Audit & Supervisory Committee Member Chiaki Kubota the appointed chairperson. The Committee convenes once every three months in principle. The Audit & Supervisory Committee acts in accordance with the audit policies, plans, division of responsibilities, and other details it has designated internally to audit and supervise the Board of Directors’ decision making and the Directors’ execution of their duties. The Audit & Supervisory Committee has rights granted by law and the Articles of Incorporation, including the right to express opinions regarding the appointment, dismissal and remuneration

of Directors who are not Audit & Supervisory Committee Members at the General Meeting for Shareholders, as well as submitting proposals to the General Meeting for Shareholders for the selection and dismissal of the Independent Auditor, and making decisions on proposals about whether to reappoint the Independent Auditor.

In fiscal 2024, the Company’s Audit & Supervisory Committee met nine times, with the attendance record presented below.

Nomination Advisory Committee

This committee has been established to upgrade nomination procedures for director candidates (including succession plans) in terms of fairness, transparency and objectivity. Acting as an advisory body to the Board of Directors, the committee strives to help the Board enhance its functions so that it remains independent and objective and is held accountable. Specifically, the committee is involved in the selection of director candidates and successor training plans while providing advice on these matters in response to requests from the Board of Directors.

In fiscal 2024, the Nomination Advisory Committee met three times, with the attendance record presented below.

Remuneration Advisory Committee

This committee has been established as yet another advisory body to the Board of Directors in order to upgrade procedures for the determination of remuneration in terms of fairness, transparency and objectivity. The committee now strives to help the Board of Directors enhance its functions so that it remains independent and objective, and is held accountable. Specifically, the committee deliberates and drafts proposals on the remuneration level for directors and various systems related to evaluations and wages.

In fiscal 2024, the Remuneration Advisory Committee met two times, with the attendance record presented below.

Director Remuneration

(1) Fundamental Policy for Remuneration of Directors

The following fundamental policy is observed when determining the remuneration of the Company’s officers.

- Transparency and objectivity regarding remuneration should be ensured, and remuneration levels should be appropriate to the roles and responsibilities of each officer.
- Remuneration should help adequately demonstrate management supervisory functions.
- To realize improvements to corporate value through the growth of global business, remuneration should promote the performance of duties in a manner consistent with the Company’s management philosophy and management strategies, and provide the motivation to achieve management objectives.

Corporate Governance

- iv. Remuneration should facilitate the securing of the human resources needed to achieve sustainable growth and enhance corporate value in the medium to long term.
- v. Remuneration levels should be set with consideration to payment levels at other companies in addition to the management environment and market trends.
- vi. Consideration of the content and amount of remuneration should make use of external expert organizations as needed.

(2) Remuneration Framework

Officer Remuneration Regulations and Officer Stock Benefit Regulations, which include methods for calculating the remuneration of individual Company officers by the Board of Directors, have been established by resolution of the General Meeting for Shareholders.

- i. The remuneration of Executive Directors comprises fixed compensation as well as performance-linked bonuses and performance-linked stock compensation, both of which are linked to business performance. The remuneration of nonexecutive directors such as Outside Directors comprises only fixed compensation.
- ii. Fixed compensation is paid on a monthly basis, and is determined for each position based on the officer’s roles and responsibilities and also considering payment levels at other companies.
- iii. Payment amounts for performance-linked bonuses are determined by multiplying a standard amount determined for each position by the degree of goal attainment.
- iv. Performance-linked stock compensation involves provisionally granting a set number of points based on an officer’s position and the degree of business performance attainment in accordance with the Officer Stock Benefit Regulations. Points that have been provisionally granted to Executive Directors are adjusted over a period of three fiscal years from the start date of the fiscal year in question to the end of the last fiscal year ending within three years, in light of factors including the degree to which business performance goals have been attained during each of those fiscal years. The points granted to Executive Directors correspond to Company shares at a 1:1 ratio, and shares equivalent to the cumulative number of points granted are issued.

(3) Remuneration Levels

In considering levels of remuneration for Directors, objective remuneration research data from specialist external organizations is utilized, and the officer remuneration levels of other corporations of the same size (selected according to net sales, market capitalization and number of employees) are referenced as benchmarks. For determining the amount of remuneration, specific details for the remuneration amounts of each officer are determined by the Board of Directors following a review by the Remuneration Advisory Committee, a majority of whose

members are Outside Directors.

(4) Business Performance Indicators Related to Performance-Linked Compensation

For business performance indicators related to performance-linked compensation, key management indicators for evaluating business performance are set in order for the Company’s top management to take ultimate responsibility as incentives for achieving the Company’s management goals.

Performance-linked bonuses

- Business performance indicators: Net income (Payment amount determined for each position)
- Payment timing: Amounts for the current fiscal year are paid within one month of the date of the General Meeting for Shareholders in the following year.
- Grounds for return of remuneration: In the event that an Executive Director is dismissed, or in the event that in the time up to when an Executive Director steps down from their post they engage in conduct that causes material damage to the Company or other illegal conduct similar to said conduct, by resolution of the Board of Directors, all or part of the bonuses they are to be paid may be reduced. In addition, from the fiscal year ending January 2026, operating profit will be added to net income as a performance indicator for determining performance-based bonuses, thereby reinforcing the connection between business performance and corporate value creation.

Performance-linked stock compensation

- Business performance indicators: Net sales, operating profit
- Payment timing: Upon stepping down, points are converted to shares at a ratio of 1:1, and the relevant shares are issued.
- Grounds for return of remuneration: In the event that an officer due to receive remuneration is dismissed, or in the event that in the time up to when they step down from their post they engage in conduct that causes material damage to the Company or a Group company, or other illegal conduct similar to said conduct, by resolution of the Board of Directors of the Company or relevant Group company, all or part of the shares or monetary compensation the officer was to receive may be reduced.

In addition, business performance indicators are applied to performance-linked stock compensation. For grants in fiscal 2025 and beyond, these indicators will include net sales, operating profit and ROIC, along with ESG evaluation indicators (such as CO₂ emissions), as the Company aims to push ahead further with management conscious of capital efficiency and initiatives to address sustainability-related issues.

(5) Percentages of Remuneration by Type

Regarding the percentages of remuneration according to each type for Executive Directors, levels at other companies are given consideration so that the percentages are appropriate

as incentives that help enhance the corporate value of the Company. After a review by the Remuneration Advisory Committee, an advisory committee to the Board of Directors with a majority of members being Outside Directors, the Board of Directors determines the percentages, taking into consideration the review performed by the committee. The percentages of remuneration by type for each position are as follows. The greater the results and responsibilities demanded of a position, the higher the percentage of incentive-oriented remuneration.

- **President and Representative Director**
Fixed compensation: 45.0%, performance-linked bonus: 27.5%, performance-linked stock compensation: 27.5%
- **Executive Managing Director**
Fixed compensation 54.0%, performance-linked bonus: 29.9%, performance-linked stock compensation: 16.1%
- **Director**
Fixed compensation: 56.0%, performance-linked bonus: 30.8%, performance-linked stock compensation: 13.2%

(6) Framework for Performance-Linked Bonuses

Net income targets are set for each fiscal period, with performance-linked bonuses calculated by multiplying a standard amount for each position by a coefficient based on evaluation indicators.

(7) Framework for Performance-Linked Stock Compensation

Performance-linked stock compensation uses a Board Benefit Trust with the aim of enhancing willingness to contribute to the sustained enhancement of corporate value. Regarding stock benefits, for the standard number of points calculated based on the reference amount for each position, items such

as net sales and operating profit are set as business performance targets for each medium-term management plan, with the number of points multiplied by the business performance attainment rate granted. At the end of the evaluation period (three years), shares in the Company are issued based on the number of granted points. Also note that in the event an eligible officer steps down from their post during the evaluation period, reasonable adjustments are made as needed.

Attendance of Officers

Title	Name	Board of Director	Audit & Supervisory Committee	Nomination Advisory Committee	Remuneration Advisory Committee
Representative Director and President	Yasunari Mitsui	○ (13/13)		○ (3/3)	
Executive Managing Director	Kozo Mitsui	○ (12/13)			○ (2/2)
Director	Toshiaki Kusano	○ (13/13)			
Director	Tomomi Funakoshi	○ (13/13)		○ (3/3)	
Director	Masahide Kyo	○ (13/13)			
Director	Koji Shimizu	○ (10/10)			
Director	Masahiro Izumi	○ (10/10)			
Director	Masakiyo Uike	○ (10/10)			○ (2/2)
Director	Chiaki Kubota	○ (13/13)	○ (9/9)		
Director	Hiroyuki Shirakawa	○ (13/13)	○ (9/9)		
Outside Director	Kuniaki Kumamaru	○ (13/13)	○ (9/9)	○ (3/3)	
Outside Director	Osami Yoshida	○ (13/13)	○ (9/9)	○ (3/3)	○ (2/2)
Outside Director	Yoko Maeda	○ (13/13)	○ (9/9)		○ (2/2)
Outside Director	Tomoyuki Fukumoto	○ (13/13)	○ (9/9)	○ (3/3)	
Outside Director	Tatsuya Motoda	○ (13/13)	○ (9/9)		○ (2/2)

Risk Management

Updates to Risk Management Structure

Mitsui High-tec intends to reinforce the risk management systems of the entire Group in order to address uncertainties amid rapid changes in the business environment.

In accordance with our Risk Management Regulations, which govern our risk management, we have designated risk management representatives in each department and group, and we have established controls for preventing the occurrence of potential risks and for responding to them when they do occur. The Corporate Planning & Strategy Unit manages risks comprehensively and holistically throughout the Mitsui High-tec Group.

In addition, based on our Risk Forecasting and Management Guidelines, the Internal Controls Dept. identifies various

potential risks, sets up control groups for managing these risks, and manages and supervises efforts to address them. Potential risks are reviewed annually to respond to rapid changes in recent social and economic conditions.

Furthermore, these potential risks are evaluated based on frequency and impact in the event they should occur, and high-priority risks are identified as “key risks” and managed accordingly.

The Internal Controls Dept. monitors these risk management activities and works throughout the Mitsui High-tec Group to prevent risks from occurring and to minimize damage if they do occur.

Risk Management

Key Risks for the Mitsui High-tec Group

Key Risks	Anticipated Risks
Safety and occupational health risks	Occupational injuries or adverse impacts on employees’ physical and mental health arising from poor workplace environments, etc.
Financial management risks	Impact of transfer price taxation, etc.
Purchasing and procurement risks	Impact on production from higher raw material prices and difficulties or delays in obtaining raw materials, etc. or the abuse of dominant bargaining positions
Infectious disease risks	Employees might become infected and unable to work during a pandemic, etc.
Natural disaster risks	Operational suspension due to a natural disaster
Accident risks	Impact on production from fires, explosions and disruptions in infrastructure supply, etc.

Risk management activities are periodically reported to the Board of Directors from the Internal Controls Dept., with the Board of Directors also tasked with risk monitoring.

Response When Risks Emerge

Should a risk event arise, Mitsui High-tec ensures prompt reporting to senior management based on the Risk Occurrence Reporting Procedures. The responsible department investigates the cause and implements countermeasures, while lessons learned are disseminated throughout the Group to strengthen prevention of similar risks.

Compliance

Initiatives for Strict Compliance

Since its founding, Mitsui High-tec has been committed to complying with laws, regulations and social norms while contributing to society through its business activities. In 2002, the Company established the Compliance Charter to set out specific guidelines for employee behavior. In October 2022, the Mitsui High-tec Group Code of Conduct was created as an evolution of its Compliance Charter in light of business expansion, globalization and the increasing awareness of compliance in society. The Code of Conduct is distributed to all Group employees. We have also designated May and November as Compliance Reinforcement Month for conducting activities that include e-learning on compliance, workplace readings of the Code of Conduct and discussing compliance-related topics.

Mitsui High-tec has established the Compliance Committee, chaired by the President with Executive Directors and Full-time Audit & Supervisory Committee Members as members, to act as a body for promoting Companywide adherence to and the implementation of the Code of Conduct as well as advancing compliance management. The Committee is responsible for monitoring and supervising the state of compliance activities, setting up a whistleblowing hotline

as well as formulating and revising the Code of Conduct.

The whistleblowing hotline is set up both within and outside the Company and made known to all employees, with the objective of facilitating the early detection and correction of any compliance violations. Additionally, we have established internal rules to thoroughly protect the confidentiality of the whistleblowers and to prohibit any disadvantageous treatment of whistleblowers and people who cooperate with investigations.

Reports and consultations received through the internal whistleblowing hotline are thoroughly investigated and steps are taken to prevent a reoccurrence. The outcomes of the reports and consultations are reported to the Compliance Committee with due consideration given to protecting the identity of the whistleblower. If a compliance violation is confirmed as a result of the investigation, corrective and preventative measures are promptly taken, and strict action is taken against violators in accordance with laws, regulations and employment rules. To prevent a reoccurrence, some whistleblowing incidents are disclosed to employees with people’s names and certain information being redacted to protect the identities of individuals involved.

Information Security/Intellectual Property/R&D Initiatives

Response to Information Security

Mitsui High-tec has created its Information Security Policy in order to ensure the confidentiality, integrity and availability of all information assets, with a particular focus on protecting corporate and personal information as it works to strengthen information security across the entire Group.

In the event of a significant incident such as information leakage, we have set up a reporting line to promptly inform the management team and Board of Directors, rapidly

conduct an analysis of the cause of the incident, and implement countermeasures. We have also established procedures to prevent a reoccurrence and thoroughly implement them throughout the Group.

Furthermore, in order to thoroughly apply our Information Security Policy, we continue to implement internal training on information security with the aim of spreading and establishing awareness of information security.

Information Security Policy

1. We are focusing on information management as a major theme of corporate social responsibility, aiming to prevent behaviors which will result in the leakage or unauthorized use of information or a loss of trust.
2. We shall handle information obtained through our business activities in compliance with laws and regulations, standards and other norms related to information security, and we shall work to share and use information in compliance and conformity therewith.
3. We consider information assets to be part of social wealth and shall endeavor to manage them appropriately and protect them from threats.
4. We shall endeavor to prevent information security incidents and, in the event of a security incident, shall not only take action to address the incident but shall also implement strict measures to prevent a recurrence.
5. Under this Information Security Policy, “information assets” are defined as all information obtained, created, or maintained by Mitsui High-tec in the course of conducting its business activities.
6. We shall revise our Information Security Policy whenever there is a change in the social environment or a change in laws and regulations.

Intellectual Property

Mitsui High-tec regards intellectual property as an important management resource for the future.

For more than 70 years since its founding, Mitsui High-tec has supported development in a wide range of fields, including home appliances, electronics, automobiles and industrial machinery. Under the slogan “Ultra-precision technology to shape tomorrow,” the high-quality and high-precision products developed by the Company have contributed to reducing environmental load through the spread of electric vehicles and creating convenience and comfort with semiconductors that leads to safe and secure lifestyles. Looking ahead, we will continue to

contribute to society through our businesses. While aiming to achieve a sustainable society, Mitsui High-tec aims to improve its long-term corporate value by developing new products and creating value that contributes to society and by utilizing intellectual property created through these endeavors.

Mitsui High-tec respects intellectual property rights and has established systems for properly protecting its own trade secrets, as well as those of its suppliers and customers. While actively protecting intellectual property, we will not tolerate any unjust infringement of the intellectual property rights of others.

R&D Initiatives

Mitsui High-tec is strengthening efforts to address environmental issues through R&D activities aimed at achieving a sustainable future. In line with this, in fiscal 2024, we invested approximately 52% of all R&D expenditure into

initiatives aimed at addressing environmental issues. Through this investment, we aim to develop more environmentally friendly products and improve our manufacturing process.

Information Disclosure

Fundamental Approach

Guided by the principle of “Take the High Road,” Mitsui High-tec is committed to enhancing transparency in management and quickly responding to changes in the business environment, aiming to achieve sustainable growth and continuous improvement in corporate value. To this end, we constantly strive to improve corporate governance. We believe information disclosure is an important aspect of corporate governance, and aim to disclose information in a timely and appropriate manner as a matter of policy.

When disclosing information, the Company complies with

laws and regulations related to securities transactions and the rules of securities exchanges. Our aim is to help shareholders, investors, and all other stakeholders, including the local community, to better understand Mitsui High-tec.

The Company has established the Information Disclosure Committee, which acts as a supervising body for information disclosure. This Committee is composed of Executive Directors and Full-time Audit & Supervisory Committee Members, among others. It works to improve the quality and transparency of information disclosures.

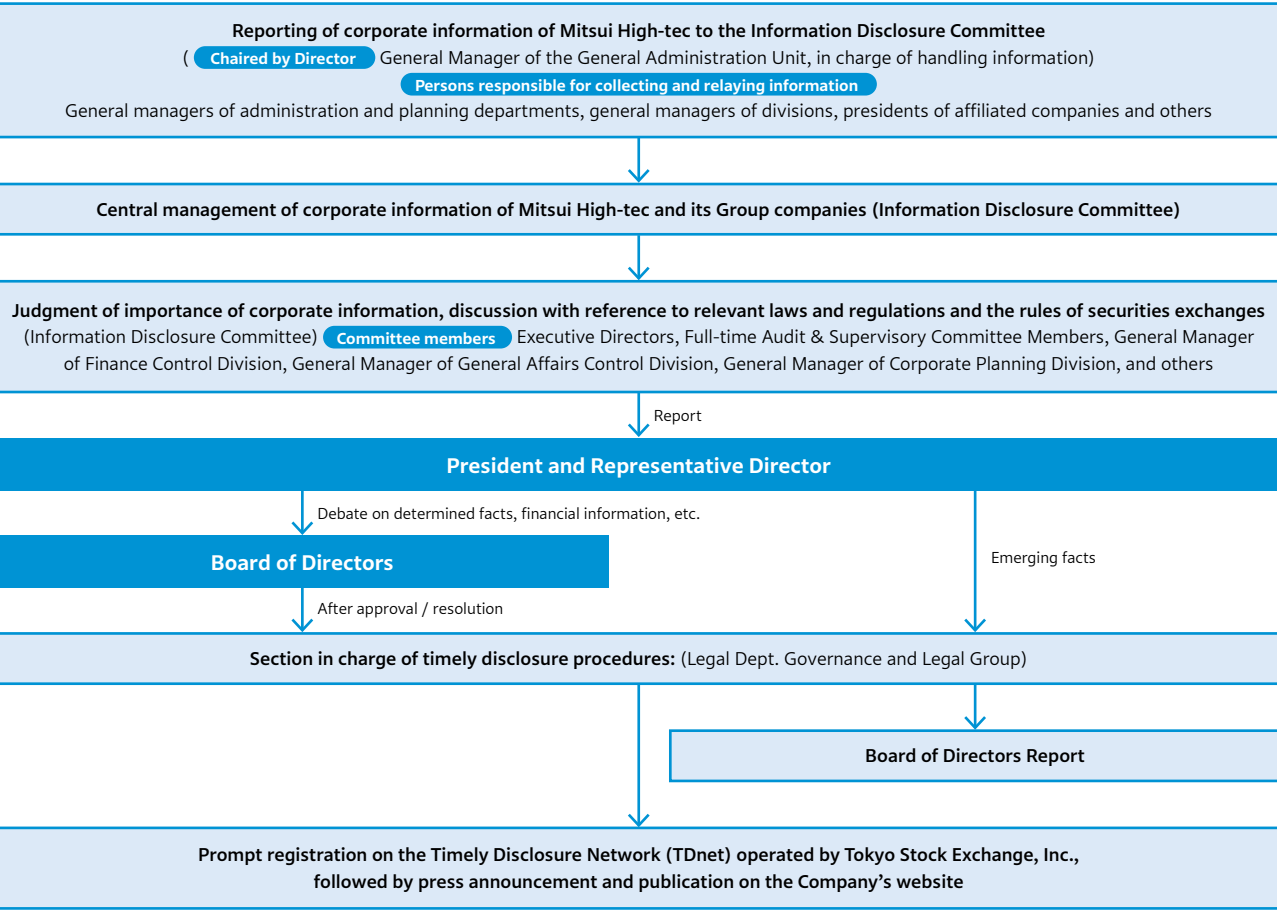
Information Disclosure Methods

Mitsui High-tec discloses information on decisions made, incidents and financial results on the Timely Disclosure Network (TDnet), which is operated by the Tokyo Stock Exchange, in accordance with its rules for listed securities, and then announces the information without delay to news reporting organizations while complying with other disclosure procedures required by relevant laws, regulations and rules.

In addition, any other important information that should be disclosed will be posted on the Company’s website in a timely manner as “Other Material Information.”

The management and operation of information disclosure procedures at Mitsui High-tec is based on relevant laws and regulations, as well as internal rules established the Company, with the final responsibility held by the President and Representative Director.

Internal Framework for Timely Disclosure



Taxation

Mitsui High-tec Group Tax Policy

Purpose	The Mitsui High-tec Group recognizes that tax is important infrastructure to support society, and sets forth this Mitsui High-tec Group Tax Policy as guidance to ensure responsible actions regarding tax under the guiding principle of “Take the High Road.”
Compliance	The Mitsui High-tec Group complies with the tax laws and regulations of each country and regional jurisdiction, international rules, such as tax treaties and the OECD Guidelines, and fulfills its tax return filing and payment obligations.
Tax Governance	The Mitsui High-tec Group will thoroughly establish a Group tax governance structure that is a base from which to conduct appropriate tax operations led by the management. In addition, the Mitsui High-tec Group strives to maintain and raise awareness and recognition of tax operations by providing training to directors and employees.
Relationship with Tax Authorities	The Mitsui High-tec Group strives to build a transparent and good relationship with the tax authorities by providing appropriate tax information, corresponding honestly with the tax authorities during tax audits, and by utilizing the advance ruling request process.
Prohibition of Tax Avoidance Activities	The Mitsui High-tec Group does not conduct tax planning activities lacking business rationality whose main purpose is mitigating tax obligations, or excessive tax planning that deviates from the intent and purpose of the tax system.
Use of Tax Havens	The Mitsui High-tec Group does not use tax havens for the purpose of tax avoidance.
Minimizing Risk	The Mitsui High-tec Group appropriately manages tax risks and endeavors to minimize them through the use of external specialists and, where appropriate, by seeking prior consultation with tax authorities.
Transfer Pricing	The Mitsui High-tec Group strives to allocate income appropriately in intra-group transactions based on arm’s length price in accordance with the OECD Transfer Pricing Guidelines. If maintaining and submitting transfer pricing documents is required in relevant countries and regional jurisdictions, the Mitsui High-tec Group conducts appropriate documentation.
Tax Planning	To enhance shareholder value, the Mitsui High-tec Group makes efforts to undertake tax planning so as to eliminate double taxation and obtain preferential tax treatment, considering the purpose and intent of the tax system, and in compliance with tax laws and regulations.
Ensuring Transparency	The Mitsui High-tec Group ensures transparency by disclosing information on tax operations pursuant to laws and regulations and accounting standards in relevant countries and regional jurisdictions.

Skills Matrix

The skills matrix below depicts the specialization and experience of each member of the Board of Directors.

Name	Position at the Company		Corporate management	Management strategy Business strategy	Overseas experience International perspective	Sales Marketing	Manufacturing Production technology R&D	Finance Accounting	DX/IT	Human resource development	Governance Compliance
Yasunari Mitsui	President and Representative Director		●	●	●	●	●	●		●	●
Kozo Mitsui	Executive Managing Director		●	●	●	●		●		●	●
Toshiaki Kusano	Director		●	●	●	●					
Tomomi Funakoshi	Director		●	●	●		●			●	
Masahide Kyo	Director		●	●	●		●				
Koji Shimizu	Director			●			●		●		
Masahiro Izumi	Director			●			●				
Masakiyo Uike	Director			●					●		
Chiaki Kubota	Director and Full-time Audit & Supervisory Committee Member				●			●			●
Hiroyuki Shirakawa	Director and Full-time Audit & Supervisory Committee Member			●	●	●					●
Kuniaki Kumamaru	Outside Director and Audit & Supervisory Committee Member	Independent	●	●	●		●		●	●	
Osami Yoshida	Outside Director and Audit & Supervisory Committee Member	Independent			●			●		●	●
Yoko Maeda	Outside Director and Audit & Supervisory Committee Member	Independent			●						●
Tomoyuki Fukumoto	Outside Director and Audit & Supervisory Committee Member	Independent			●			●			
Tatsuya Motoda	Outside Director and Audit & Supervisory Committee Member	Independent			●			●			

List of Board Members/ Company Information

Members of the Board of Directors are listed below.

Name	Corporate Title	Birthdate	Career Summary		
Yasunari Mitsui	President and Representative Director	November 17, 1968	April 1993	Joined the Company	
			April 2000	Director	
			April 2002	Retired as Director, appointed as Senior Executive Officer	
			February 2003	Managing Executive Officer	
			April 2005	Director, Executive Managing Director	
			April 2006	Senior Executive Vice President and Representative Director	
Kozo Mitsui	Executive Managing Director, Senior General Manager of Motor Core Business Unit	December 3, 1971	June 2007	President and Representative Director of Mitsui Create Co., Ltd. (current position)	
			April 2010	President and Representative Director of the Company (current position)	
			April 1996	Joined Mitsui & Co., Ltd.	
			April 2008	Seconded to Mitsui & Co. Steel Ltd.	
			July 2011	General Manager of Flat Steel Products Div., Unit II	
				Seconded to MITSUI & CO. (THAILAND) LTD.	
			October 2012	Deputy Manager of Iron & Steel Div.	
				Seconded to Bangkok Eastern Coil Center Co., Ltd.	
				Vice President and Director	
			November 2013	Director of Mitsui Create Co., Ltd. (current position)	
Toshiaki Kusano	Director, Senior General Manager of Corporate Quality Assurance Unit	October 17, 1956	April 2018	Seconded to Mitsui & Co. Steel Ltd.	
				General Manager of Domestic Business Control Div. of Planning & Coordination Unit	
			March 2019	Retired from Mitsui & Co., Ltd.	
			April 2019	Joined the Company as Director Senior General Manager of General Administration Unit (current position)	
				Executive Managing Director (current position)	
			April 2020	General Manager of Corporate Planning & Strategy Unit	
			April 2022	Senior General Manager of Motor Core Business Unit (current position)	
			February 2024		
Tomomi Funakoshi	Director, Senior General Manager of General Administration Unit	January 7, 1966	April 1981	Joined the Company	
			February 2002	Senior Manager of IC Business Div., Electronics Business Unit	
			April 2002	Executive Officer	
			February 2004	Senior Manager of ST (current Stamped Leadframe) Div., LF (current Leadframe) Business Unit	
			May 2006	President of Mitsui High-tec (Singapore) Pte. Ltd.	
			February 2011	Senior Manager of EG (current Etched Leadframe) Div., LF (current Leadframe) Business Unit of the Company	
			February 2016	Deputy Senior General Manager of Leadframe Business Unit	
			February 2016	Deputy Senior General Manager of Leadframe Business Unit	
Masahide Kyo	Director, Senior General Manager of Engineering Unit	January 23, 1960	September 2017	Senior General Manager of Leadframe Business Unit	
			February 2019	Senior General Manager of Corporate Quality Assurance Unit (current position)	
			April 2019	Director (current position)	
			February 2024	Senior General Manager of General Administration Unit (current position)	
			April 1985	Joined the Company	
			February 2006	Senior Manager of Control Dept. of Electric Machine Div. of Tooling Business Unit	
			November 2009	Senior Manager of Production Dept. of Electric Machine Div. of Tooling Business Unit	
			February 2011	Senior Manager of Production Dept. of Electric Machine Div. of Motor Core Business Unit	

List of Board Members/ Company Information

Name	Corporate Title	Birthdate	Career Summary			
Koji Shimizu	Director, Senior General Manager of Leadframe Business Unit	April 9, 1965	April 1984	1984	Joined the Company	
			February 2003	2003	Senior Manager of Design & Prototyping Dept., Kongo Div., IC Business Unit	
			September 2011	2011	Senior Manager of Manufacturing Engineering Dept., IC Business Div.	
			February 2018	2018	Senior Manager of Product Engineering Dept., Engineering Div., Leadframe Business Unit	
			December 2020	2020	Senior Manager of Business Promotion Dept., Leadframe Business Planning Dept., Leadframe Business Unit	
Masahiro Izumi	Director, Senior General Manager of Tooling Business Unit	February 28, 1969	April 2021	2021	Senior Manager of Leadframe Business Planning Dept., Leadframe Business Unit	
			April 2022	2022	Senior Manager of Business Planning Div., Leadframe Business Unit	
			February 2024	2024	Senior General Manager of Leadframe Business Unit (current position)	
			April 2024	2024	Director (current position)	
Masakiyo Uike	Director, Senior General Manager of Corporate Planning & Strategy Unit	May 15, 1969	April 1993	1993	Joined Kitakyushu Coca-Cola Bottling Co., Ltd. (current Coca-Cola Bottlers Japan Holdings Inc.)	
			January 2013	2013	General Manager of Finance Dept., Planning and Finance Management Div., Coca-Cola Bottlers Japan Holdings Inc.	
			May 2015	2015	Outside Director of Q'SAI Co., Ltd.	
			January 2018	2018	General Manager of Controller's Senior Group, Finance Div., Coca-Cola Bottlers Japan Holdings Inc.	
			November 2019	2019	General Manager of Governance Dept., Finance Div., Coca-Cola Bottlers Japan Inc.	
			December 2019	2019	Retired from Coca-Cola Bottlers Japan Inc.	
			January 2020	2020	Joined the Company as Assistant Senior Manager of Finance Control Div., General Administration Unit	
			April 2021	2021	General Manager of Finance Control Div., General Administration Unit	
			April 2022	2022	Senior Manager of Finance Control Div., General Administration Unit	
			February 2024	2024	Senior General Manager of Corporate Planning & Strategy Unit (current position)	
Chiaki Kubota	Director (Full-time Audit & Supervisory Committee Member)	September 24, 1959	April 2024	2024	Director (current position)	
			April 1983	1983	Joined the Company	
			March 2001	2001	Senior Manager of Strategic Corporate Planning Div., General Administration Unit	
			February 2005	2005	Senior Manager of Planning Dept., Strategic Corporate Planning Div.	
			August 2011	2011	Acting Senior Manager of Strategic Corporate Planning Div., General Administration Unit	
			April 2012	2012	Acting Senior Manager of Finance Control Div., General Administration Unit	
			November 2012	2012	Senior Manager of Finance Control Div., General Administration Unit	
			June 2018	2018	Executive Officer	
			April 2021	2021	Full-time Audit & Supervisory Board Member	
			April 2022	2022	Director (Full-time Audit & Supervisory Committee Member) (current position)	
Hiroyuki Shirakawa	Director (Full-time Audit & Supervisory Committee Member)	August 9, 1958	April 1981	1981	Joined the Company	
			December 1996	1996	Senior Manager of Owner's Office, General Administration Unit	
			June 2000	2000	Senior Manager of Material Dept.	
			April 2002	2002	Executive Officer	
			February 2005	2005	Senior Manager of Strategic Corporate Planning Div.	
			August 2011	2011	Deputy Senior General Manager of General Administration Unit	
			April 2012	2012	Director, Senior General Manager of General Administration Unit	
			April 2019	2019	Full-time Audit & Supervisory Board Member	
			April 2022	2022	Director (Full-time Audit & Supervisory Committee Member) (current position)	
Kuniaki Kumamaru	Outside Director (Audit & Supervisory Committee Member)	July 14, 1952	April 1976	1976	Joined Toshiba	
			October 2000	2000	General Manager of Kitakyushu Plant of Semiconductor Company of Toshiba Corporation	
			April 2002	2002	General Manager of Oita Operations of Semiconductor Company of Toshiba Corporation	
			April 2005	2005	President of Toshiba Electronics Malaysia Sdn. Bhd.	
			May 2007	2007	General Manager of Production of Semiconductor Company of Toshiba Corporation	
			April 2008	2008	General Manager of Corporate New Lighting System Business Control Div., Toshiba Corporation	
			July 2012	2012	Retired from Toshiba Corporation at mandatory age	
			August 2012	2012	Assistant to General Manager of Business Div., Semiconductor Company, Toshiba Corporation (part-time)	
			March 2015	2015	Retired from Semiconductor Company, Toshiba Corporation	
			April 2016	2016	Outside Director of the Company	
			April 2022	2022	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)	

Name	Corporate Title	Birthdate	Career Summary			
Osami Yoshida	Outside Director (Audit & Supervisory Committee Member)	November 4, 1950	March 1977	1977	Joined Tohatsu Awoki & Co. (current Deloitte Touche Tohmatsu LLC)	
			September 1982	1982	Registered as Certified Public Accountant	
			September 1997	1997	Representative Partner of Tohatsu & Co. (current Deloitte Touche Tohmatsu LLC)	
			June 2007	2007	Member of Management Meeting and Chief Operating Officer of Human Resources Division of Deloitte Touche Tohmatsu LLC	
			August 2010	2010	President and Representative Director of Tohatsu e-Learning Solutions Co., Ltd.	
			October 2010	2010	Head of CSR Promotion Office, Deloitte Touche Tohmatsu LLC	
			November 2013	2013	Retired from Deloitte Touche Tohmatsu LLC	
			December 2013	2013	Established Yoshida Certified Public Accountant Office, President (current position)	
			March 2014	2014	Outside Audit & Supervisory Board Member of Canon Inc.	
			September 2017	2017	Specially-appointed Professor of Graduate School of Professional Accountancy of Aoyama Gakuin University	
Yoko Maeda	Outside Director (Audit & Supervisory Committee Member)	October 17, 1978	June 2018	2018	Outside Corporate Auditor of CONEXIO Corporation (current position)	
			April 2020	2020	Outside Director of the Company	
			April 2022	2022	Outside Director (Audit & Supervisory Committee Member) (current position)	
			October 2003	2003	Admitted to practice law in Japan	
			October 2003	2003	Joined Nishimura & Asahi	
			July 2010	2010	Joined Debevoise & Plimpton, LLP, New York, USA	
			March 2011	2011	Admitted to practice law in New York, USA	
			January 2012	2012	Joined Singapore International Arbitration Centre, Singapore	
			July 2015	2015	Joined City-Yuwa Partners (current position)	
			July 2018	2018	Court Member (Alternate), ICC International Court of Arbitration, Japan	
Tomoyuki Fukumoto	Outside Director (Audit & Supervisory Committee Member)	November 23, 1966	April 2021	2021	Outside Director of the Company	
			April 2022	2022	Outside Director (Audit & Supervisory Committee Member) (current position)	
			April 1989	1989	Joined the Bank of Japan	
			October 2000	2000	First secretary of the Japanese Embassy in China (on permanent reassignment from the Bank of Japan)	
			August 2008	2008	International Department of the Bank of Japan (Research fellow at Harvard Kennedy School)	
			July 2010	2010	Head of Planning and Administration Division of International Department of the Bank of Japan	
			October 2012	2012	Chief representative of Beijing Office of the Bank of Japan	
			September 2015	2015	Branch Manager of Kitakyushu Branch of the Bank of Japan	
			June 2017	2017	Deputy Director-General of International Department of the Bank of Japan (General Manager in charge of Asia)	
			January 2020	2020	Director-General of International Department of the Bank of Japan	
Tatsuya Motoda	Outside Director (Audit & Supervisory Committee Member)	September 9, 1969	April 2021	2021	Professor of Faculty of Economics of Osaka University of Economics (current position)	
			May 2021	2021	Senior fellow of Industrial Growth Platform, Inc. (current position)	
			October 2021	2021	Research fellow of the Tokyo Foundation for Policy Research (current position)	
			April 2022	2022	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)	
			May 1993	1993	Joined Andersen Consulting (current Accenture Japan Ltd)	
			September 1999	1999	Joined Tsuji CPA Accounting Office (current Hongo Tsuji Tax & Consulting)	
			September 2005	2005	General Manager of Operations Management Department of Tsuji CPA Accounting Office	
			April 2007	2007	General Manager of International Tax Affairs Department of Tsuji CPA Accounting Office	
			October 2008	2008	Registration as Tax Accountant	
			April 2014	2014	Representative Tax Accountant of Motoda Tax & Accounting Office (current position)	
			June 2014	2014	Outside Auditor of TS TECH Co., Ltd.	
			July 2018	2018	Outside Auditor of Global Information, Inc.	
			June 2021	2021	Outside Director, Audit and Supervisory Committee Member of TS TECH Co., Ltd. (current position)	
			March 2022	2022	Outside Director, Audit and Supervisory Committee Member of Global Information, Inc. (current position)	
			April 2022	2022	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)	

Company Information

Company name	Mitsui High-tec, Inc.
Address	2-10-1 Komine, Yahatanishi-ku, Kitakyushu-shi, Fukuoka 807-8588, Japan
Capital	¥16,403,880,000
Representative	President and Representative Director Yasunari Mitsui
Businesses	Production and sales of tooling, electronic components, electrical parts and machine tools
No. of employees	5,091 (consolidated basis as of January 31, 2025) Note: Including the average number of temporary employees