



**Mitsui  
High-tec  
Inc.**

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March 11, 2025

# **New Medium-Term Management Plan**

**FY2026/1 - FY2028/1**

*Save energy. Save earth. Save life.*

**Mitsui High-tec, Inc.** (Securities Code: 6966)

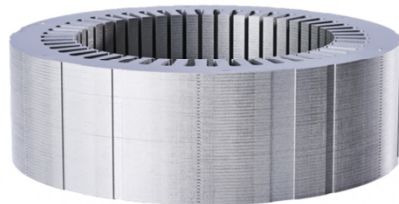
## House Mottoes

- We shall provide products which people in the world need.
- 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.

## Slogan

### Ultra-precision technology to shape tomorrow

We are “a development-focused manufacturing company” dedicated to creating a brighter future.



**1** Review of the previous medium-term management plan (MTMP)

**2** New medium-term management plan (MTMP)

- Group business structure
- Positioning of the new MTMP
- Electrical Parts
- Electronic Parts
- Tooling and Machine Tools
- Financial targets
- Financial targets by business

**3** Impact of upfront investment costs on profitability

**4** Capital policy and financial strategy

**5** Non-financial strategy

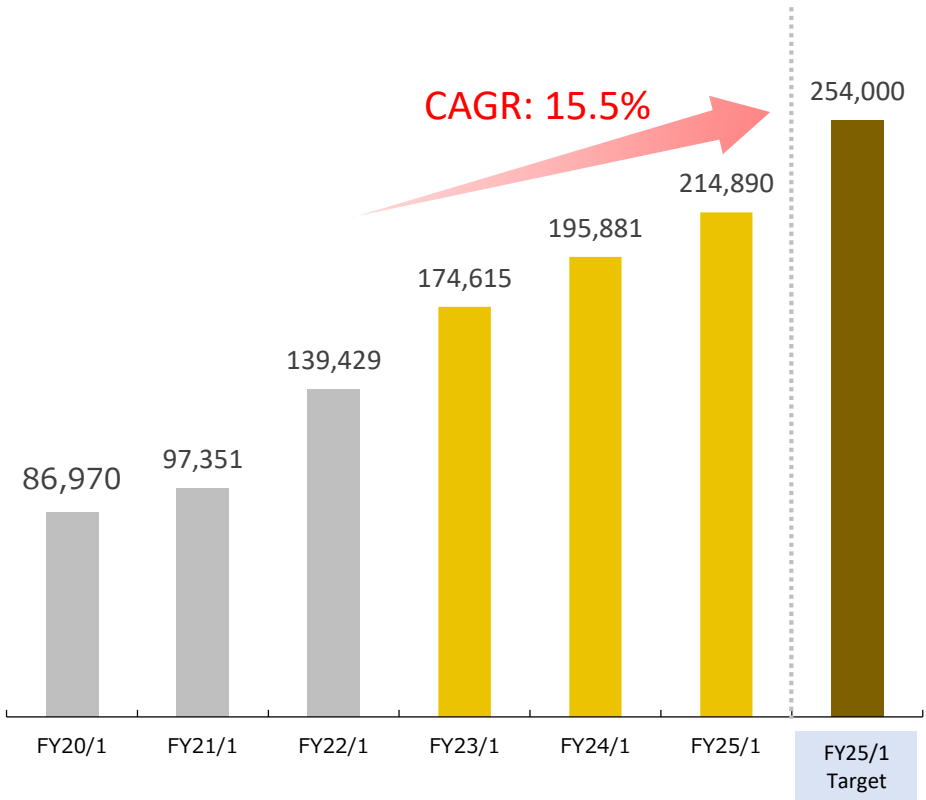
# 1. Review of the previous medium-term management plan (MTMP)

# 1. Review of the previous MTMP Net Sales / Operating Profit

We achieved continuous sales growth and improved profit levels even though we didn't meet the final year targets of the previous MTMP due to market fluctuations and upfront investment costs.

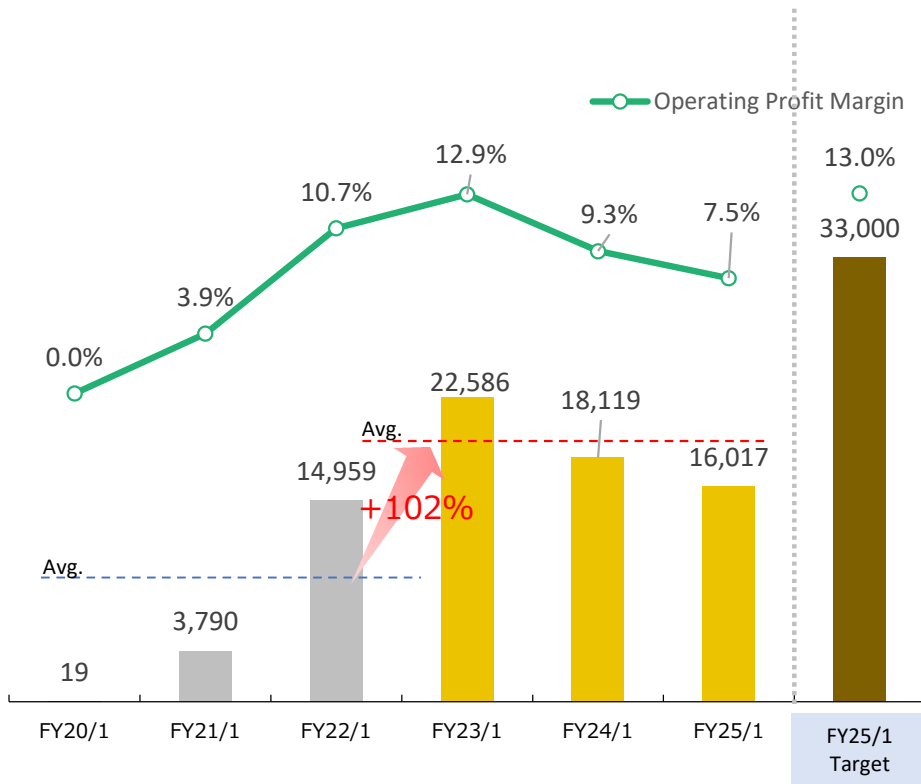
Net Sales

(million yen)



Operating Profit

(million yen)



# 1. Review of the previous MTMP Management indicators

**Our issues in the new MTMP are improving margin and capital efficiency associated with the upfront investment costs for Electrical Parts.**

[million yen]		FY22/1	Previous MTMP			CAGR FY22/1-25/1	FY25/1 Target
			FY23/1	FY24/1	FY25/1		
Net Sales		139,429	174,615	195,881	<b>214,890</b>	15.5%	254,000
Profitability	Operating Profit	14,959	22,586	18,119	<b>16,017</b>	2.3%	33,000
	OP Margin	10.7%	12.9%	9.3%	<b>7.5%</b>	—	13.0%
	EBITDA	23,563	32,118	29,691	<b>30,536</b>	9.0%	—
	EBITDA Margin	16.9%	18.4%	15.2%	<b>14.2%</b>	—	—
	Net Profit*	11,778	17,581	15,545	<b>12,219</b>	1.2%	—
Capital Efficiency	ROIC	9.5%	12.0%	7.9%	<b>6.0%</b>	—	—
	ROE	21.7%	24.9%	17.6%	<b>11.8%</b>	—	—
Capital Investment		19,529	(total 3 years) <b>83,464</b>				100,000 (Total 3 years)
			21,045	37,562	<b>24,856</b>	—	
Forex rate per USD		110.73JPY	132.73JPY	141.91JPY	<b>152.39JPY</b>		130.00JPY

\*Profit Attributable to Owners of Parent

# 1. Review of the previous MTMP Segment information

Despite the impact of market changes and upfront investment costs, the structure has changed to enable continuous sales growth and stable profit generation.

[million yen]		FY22/1	FY23/1	FY24/1	FY25/1	CAGR FY22/1 - FY25/1
<b>Electrical Parts (Motor Core)</b>	Net Sales	75,482	100,184	133,882	155,182	27.2%
	Operating Profit	9,055	9,093	11,466	12,053	10.0%
	OP Margin	12.0%	9.1%	8.6%	7.8%	—
	EBITDA	14,320	14,605	18,617	21,430	14.4%
	EBITDA Margin	19.0%	14.6%	13.9%	13.8%	—
	Capital Investment	15,043	15,324	30,445	17,329	—
<b>Electronic Parts (Leadframe)</b>	Net Sales	59,144	70,041	56,675	55,393	-2.2%
	Operating Profit	7,816	12,222	5,745	3,728	-21.9%
	OP Margin	13.2%	17.5%	10.1%	6.7%	—
	EBITDA	10,270	15,288	9,199	7,690	-9.2%
	EBITDA Margin	17.4%	21.8%	16.2%	13.9%	—
	Capital Investment	3,173	4,816	5,020	4,606	—
<b>Tooling and Machine Tools</b>	Net Sales	10,701	11,808	11,977	10,230	-1.5%
	Operating Profit	764	1,290	1,308	328	-24.6%
	OP Margin	7.1%	10.9%	10.9%	3.2%	—
	EBITDA	1,527	2,045	2,031	1,122	-9.8%
	EBITDA Margin	14.3%	17.3%	17.0%	11.0%	—
	Capital Investment	952	502	957	869	—

# 1. Review of the previous MTMP Electrical Parts Business

## Business policy

## Activity results

### Responding to the growing EV demand

- Have expanded supply by capturing demand for all types of electric vehicles (HEVs, PHEVs, battery electric vehicles (BEVs)). (We maintain the top share\* in the number of motor cores installed in the production of battery electric vehicles (BEVs), plug-in hybrid electric vehicles (PHEVs) and hybrid electric vehicles (HEVs).\*Company research
- Have established mass production technology using the bonding method in addition to the existing interlocking method.

### Business expansion through a four-polar production system (Japan, China, US, Europe)

- Have proactively invested in plants and equipment to expand our global production capacity and prepare for the next stage of growth.
- Have established a high-quality, stable supply system that meets global standards and the start of mass production
- Decided to establish a new base in Mexico, with an eye to the growing demand in the North American market. (scheduled to establish a mass production system in September 2025)

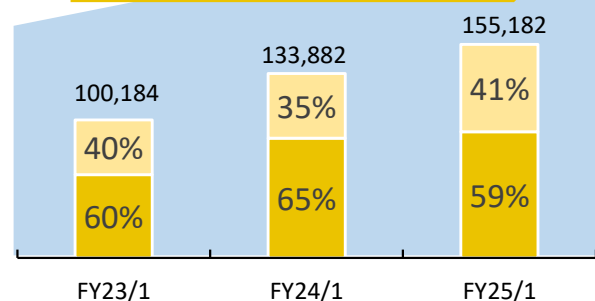
### Revenue expansion

- Have achieved increased sales and profits for the three consecutive years despite the unexpected impact of the semiconductor shortage on production adjustments, Japanese automakers' struggles in the Chinese market, and irregularities in vehicle certification.
- Operating profit increased due to increased supply, but profitability has dropped due to the impact of rising raw material list prices, etc..

### Net Sales

(million yen) Electric vehicle market CAGR (21-24) +31.1%

Net Sales CAGR (FY22/1 - FY25/1) +27.2%

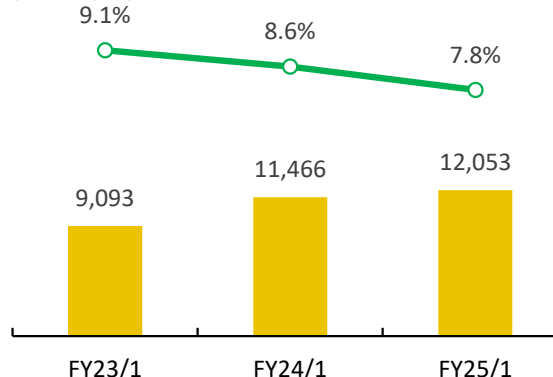


■ Domestic sales  
■ Overseas sales

■ EV market

### Operating Profit / OPM

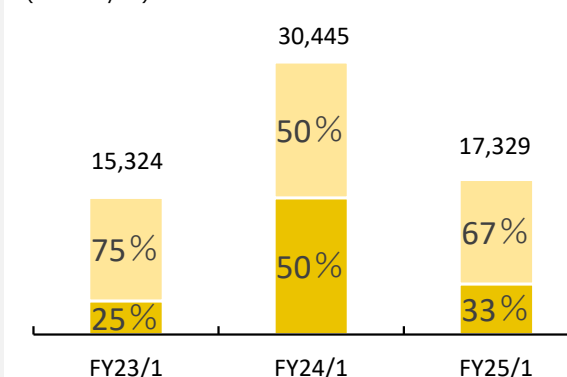
(million yen)



■ Operating Profit  
○— Operating Profit Margin

### Capital Investment

(million yen)



■ Domestic Capital Investment  
■ Overseas Capital Investment

# 1. Review of the previous MTMP Electronic Parts Business

## Business policy

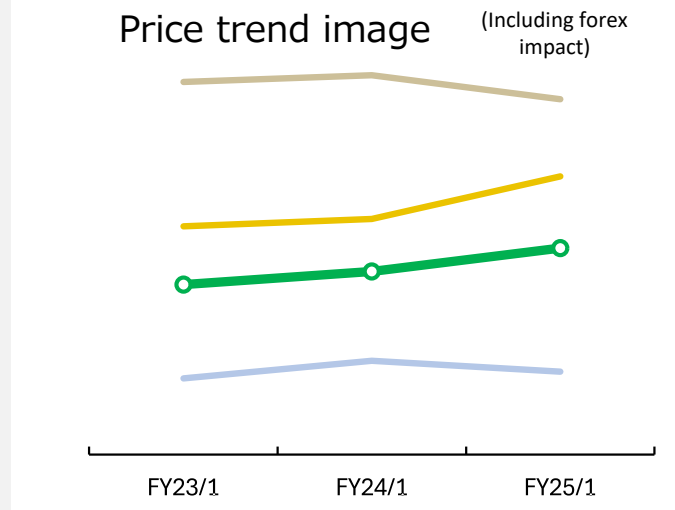
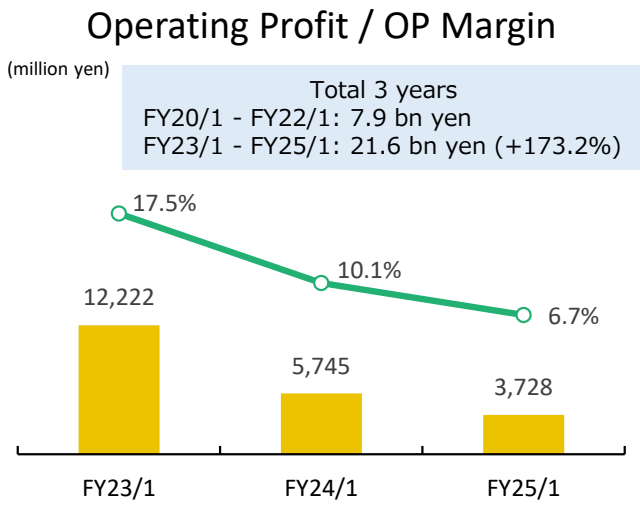
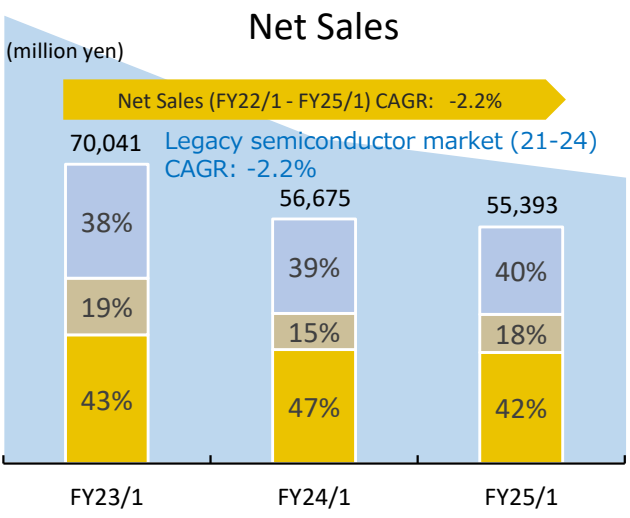
Focus on growth areas

- Have curbed the decline in average prices across the business supported by orders for automotive semiconductors and power semiconductors.
- Have been able to win orders for high-value-added products by promoting development and proposal-based sales.
- Undershot our initial target volume due to the sluggish demand in the semiconductor market excluding advanced semiconductors.

## Activity results

Revenue expansion

- Have transformed our business structure to one that continuously generates cash by optimizing prices and replacing equipment with high-productivity equipment, etc..
- Due to the impact of a volume decline, revenue has been on a downward trend since FY23/1.



■ Automotive  
■ Information terminal  
■ Consumer & others  
■ Legacy semiconductor market

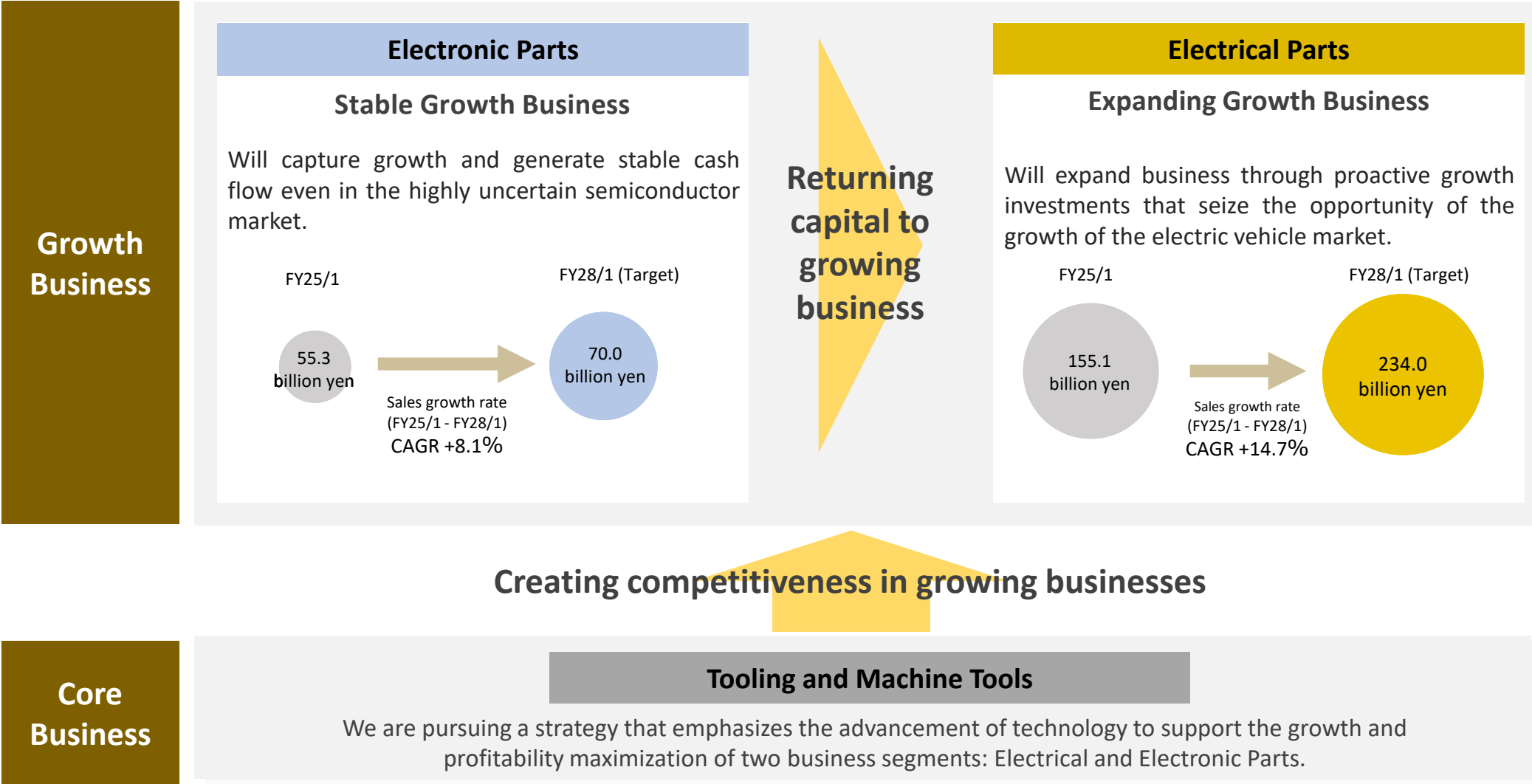
■ Operating Profit  
○ Operating Profit Margin

— Automotive  
— Information Terminal  
— Consumer & Others  
—○ Average price per frame

## 2. New Medium-Term Management Plan (MTMP)

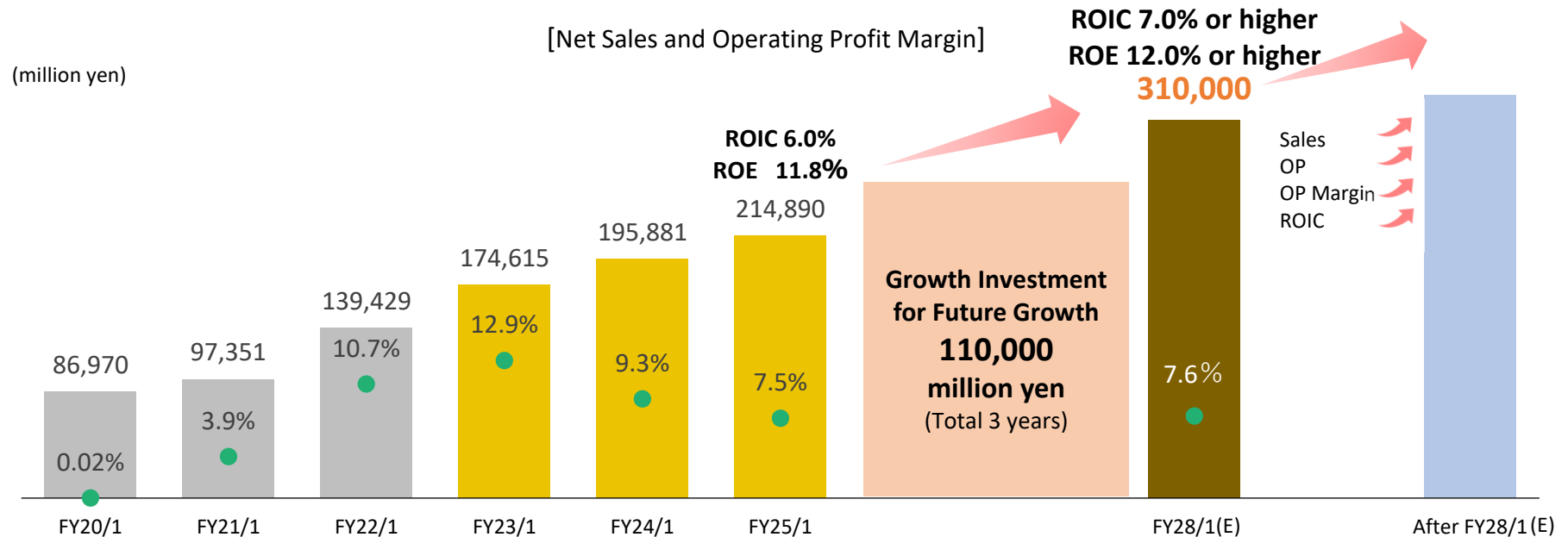
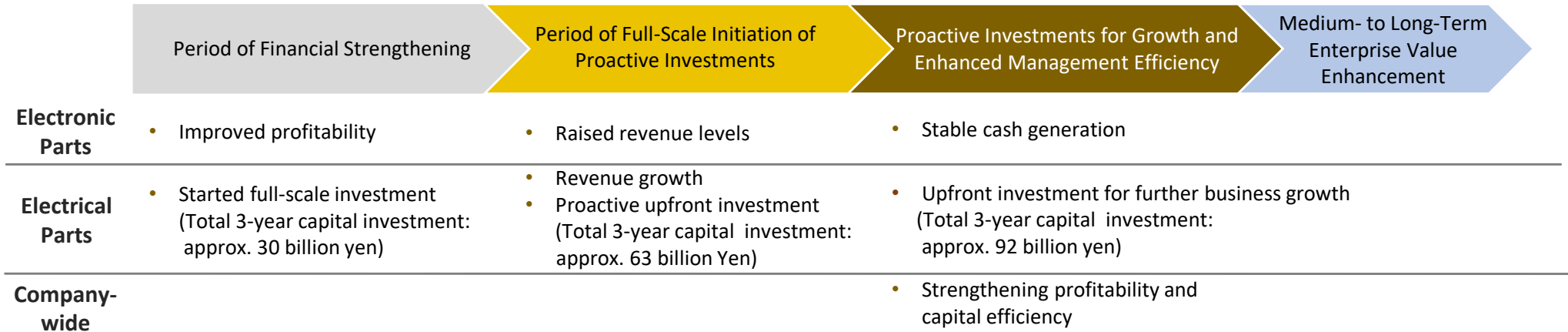
## 2. New MTMP Group business structure

We will generate stable cash flow from Electronic Parts based on our technological foundation in Tooling and Machine Tools. By returning capital to growing Electrical Parts, we aim to drive overall group growth.



## 2. New MTMP Positioning of the new MTMP

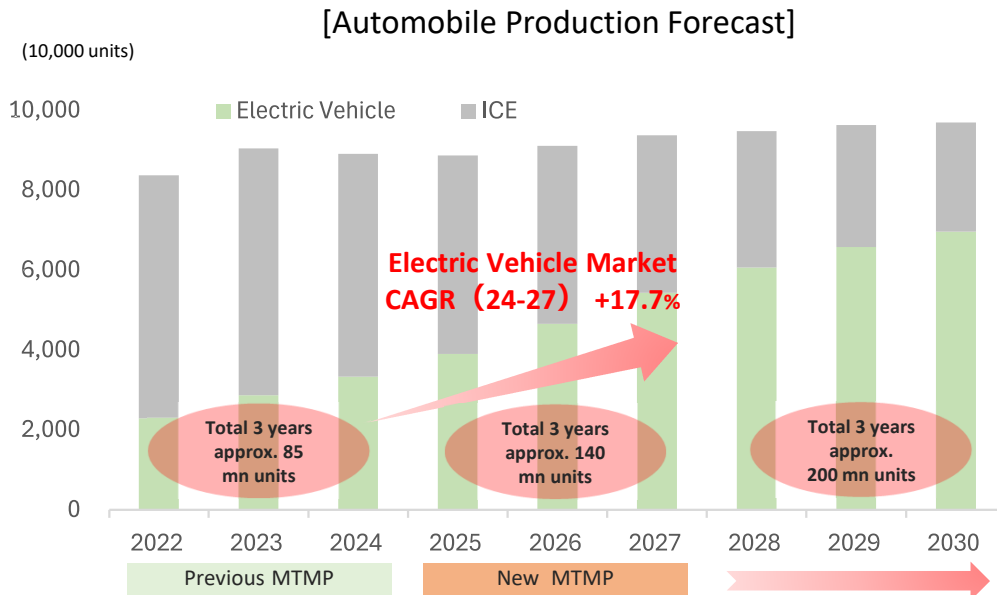
We aim to increase enterprise value over the medium to long term through “Proactive investment to capture global growth opportunities in the electric vehicle market” and “By strengthening profitability and capital efficiency.”



## 2. New MTMP

### Electrical Parts Market environment recognition / Target markets

The global electric vehicle market is expected to grow at a CAGR of +17.7% over the next three years, and opportunities for business growth will continue in the future.



Source: Company based on S&P Global Mobility data

#### Market environment

- The future of powertrain breakdown (HEV, BEV, PHEV, MHEV, FCEV) is unclear, but the overall electric vehicle market is expected to see growing demand globally.
- As the motor core market expands, competitors are also increasing their production capacity; consequently, competition is expected to intensify in the future.

#### Our target markets

Electric vehicle type

**All types**  
HEV, BEV, PHEV, MHEV, FCEV

Customers

Global and domestic vehicle manufacturers  
Tier 1 manufacturers

Product Category

High quality,  
High efficiency,  
Motor core

## 2. New MTMP Electrical parts Business policy / Growth strategy

### Business policy

Maintaining the top market share by ensuring high quality, high efficiency, and a stable supply across all types of EVs.

#### Growth strategy 1: Responding to all types of products and manufacturing methods

Priority  
measures

- Support for motor cores for all-electric vehicles.
- Mass production using the interlocking and bonding methods.

#### Growth strategy 2: Focused Growth Investment in Europe and North America

Priority  
measures

- Proactive investment in European and American facilities to meet the growing demand for high-quality and high-efficiency motor cores.
- Strategic investments not to miss the timing of market growth opportunities, considering the long product life cycle.

#### Growth strategy 3: Enhancing Cost Competitiveness

Priority  
measures

- Cost reduction through diversified material sourcing strategies.
- Equipment sharing in select manufacturing processes.

#### FY28/1

##### Net Sales

234.0 billion yen  
CAGR (FY25/1 -> FY28/1) 14.7%

##### Operating Profit (Margin)

15.5 billion yen  
(6.6%)

##### Overseas Sales Ratio

41% -> 57%  
(FY25/1)

##### 3-year Capital Investment

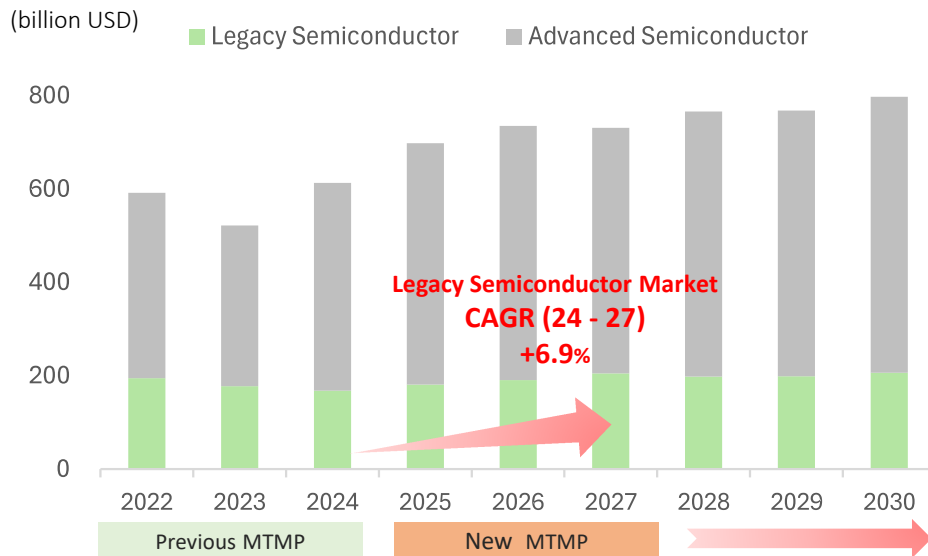
92.0 billion yen

## 2. New MTMP

### Electronic Parts Market environment recognition / Target markets

**The legacy semiconductor market, primarily focused on leadframe packages, is projected to exhibit moderate growth with a three-year CAGR of 6.9%.**

[Semiconductor Market Forecast]



Source: Company estimates based on Gartner and WSTS data.

#### Market environment

- The market for legacy semiconductors\*, including discrete and analog semiconductors primarily using leadframe packages, is projected to account for approximately 25% of the overall semiconductor market.
- After experiencing a downward trend from 2022 to 2024, the market is expected to begin a gradual recovery starting in 2025.

#### \*About semiconductors using leadframes

Leadframe packages are predominantly utilized in discrete and analog semiconductors, as well as other legacy semiconductor products. Their application in advanced semiconductor-related products for generative AI is relatively limited.

#### Our target markets



**All types of vehicles including EVs**  
(power, microcomputer, analog)



**Industrial machinery, PC, LED, etc.**  
(power, microcomputers, analog)



**Mobile terminals and peripheral equipment**  
(analog, high-frequency)

## 2. New MTMP Electronic Parts Business policy / Growth strategy

### Business policy

We ensure stable cash flow in the volatile semiconductor market through our technological development capabilities.

#### Growth strategy 1: Enhancing Order Acquisition through Technological Development

Priority  
measures

- Agile response from development to sample prototyping.
- Development support for each target product segment.

#### Growth strategy 2: Strengthening Sales Activities Focused on Customer Value

Priority  
measures

- Enhancing global customer touchpoints.
- Strengthening technical proposal-based sales.

#### Growth strategy 3: Increasing Production Flexibility to Meet Demand Changes

Priority  
measures

- Enhancing flexibility of production plans on demand changes.
- Making investment decisions based on demand changes.

FY28/1

#### Net Sales

70.0 billion yen  
CAGR (FY25/1 -> FY28/1) 8.1%

#### Operating Profit (Margin)

8.0 billion yen  
(11.4%)

#### 3-year Capital Investment

12.5 billion yen

## 2. New MTMP

### Tooling and Machine Tools Business policy / Growth strategy



#### Business policy

#### Upgrading mold quality and functionality to boost competitiveness in growth businesses

#### Growth strategy 1: Establishing New Technology

Priority measures

- Addressing latent customer needs to enhance competitiveness in Electrical and Electronic Parts.

#### Growth strategy 2: Strengthening Technical Proposal-Based Sales

Priority measures

- Anticipating customer needs and enhancing customer value through optimized contact points and sophisticated technical proposals for Electrical and Electronic Parts.

FY28/1

#### **Net Sales**

14.0 billion yen

#### **Operating Profit (Margin)**

1.5 billion yen  
(10.7%)

#### **3-year Capital Investment**

1.5 billion yen

## 2. New MTMP Financial targets

(million yen)

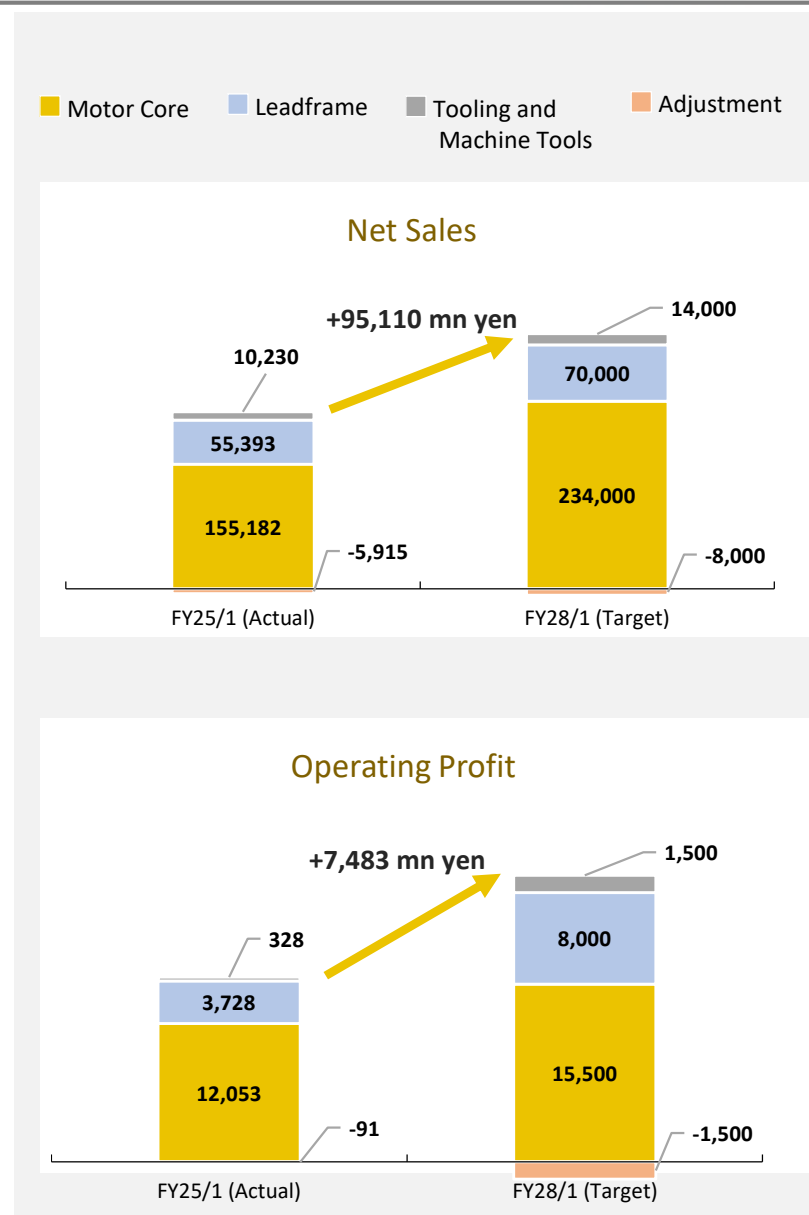
	FY25/1	FY28/1 Target	Compared to FY25/1
Net Sales	214,890	<b>310,000</b>	+44.3%
Operating Profit	16,017	<b>23,500</b>	+46.7%
Operating Profit Margin	7.5%	<b>7.6%</b>	+0.1 ppt
ROE	11.8%	<b>12.0% or higher</b>	+0.2 ppt or higher
ROIC	6.0%	<b>7.0% or higher</b>	+1.0 ppt or higher

\*Effective from FY26/1, the depreciation method will be changed from the declining balance method to the straight-line method.  
The impact of the change on depreciation expenses for FY28/1 will be a decrease of 1,900 million yen.

<u>Reference Index</u>	FY25/1	FY28/1 Target	Compared to FY25/1
Ordinary Profit	16,943	<b>23,000</b>	+35.7%
Net Profit	12,219	<b>16,000</b>	+30.9%
EBITDA	30,536	<b>44,500</b>	+45.7%
EBITDA Margin	14.2%	<b>14.4%</b>	+0.2 ppt
Capital Investment (Total 3 years)	83,464 FY23/1 - FY25/1	<b>110,000</b> FY26/1 - FY28/1	+31.8%

## 2. New MTMP Financial targets by business

(million yen)			FY25/1	FY28/1 Target	Compared to FY25/1
Electrical Parts (Motor Core)	Financial Targets	Net sales	155,182	234,000	+50.8%
		Operating profit	12,053	15,500	+28.6%
		OP Margin	7.8%	6.6%	-1.1 ppt
		Capital Investment (Total 3 years)	63,099	92,000	+45.8%
	Reference Index	EBITDA	21,430	31,000	+44.7%
		EBITDA Margin	13.8%	13.2%	-0.6 ppt
Electronic Parts (Leadframe)	Financial Targets	Net Sales	55,393	70,000	+26.4%
		Operating Profit	3,728	8,000	+114.6%
		OP Margin	6.7%	11.4%	+4.7 ppt
		Capital Investment (Total 3 years)	14,443	12,500	-13.5%
	Reference Index	EBITDA	7,691	12,000	+56.0%
		EBITDA Margin	13.9%	17.1%	+3.3 ppt
Tooling and Machine Tools	Financial Targets	Net Sales	10,230	14,000	+36.8%
		Operating Profit	328	1,500	+357.2%
		OP Margin	3.2%	10.7%	+7.5 ppt
		Capital Investment (Total 3 years)	2,329	1,500	-35.6%
	Reference Index	EBITDA	1,122	2,000	+78.3%
		EBITDA Margin	11.0%	14.3%	+3.3 ppt



\*Impact of depreciation method change on FY28/1 depreciation expenses

Electrical parts: decrease of 1,600 million yen, Electronic parts: decrease of 200 million yen, Tooling and Machine Tools: decrease of 100 million yen

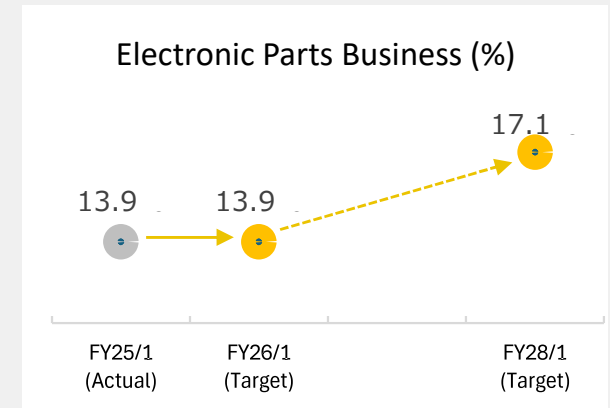
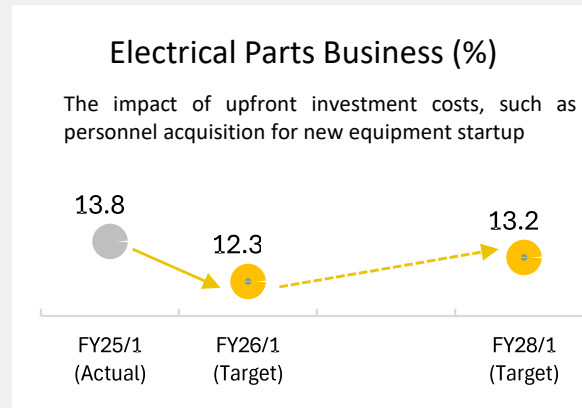
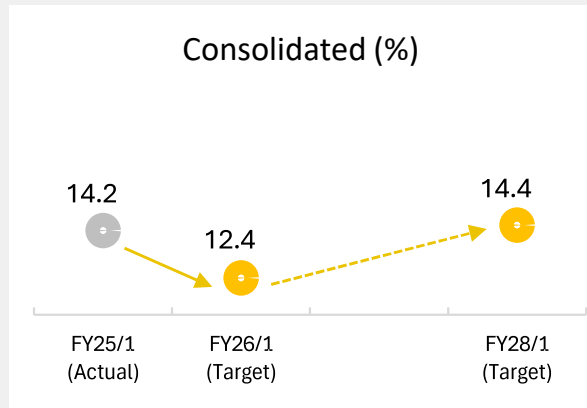
### 3. Impact of upfront investment costs on profitability

# 3. Impact of upfront investment costs on profitability

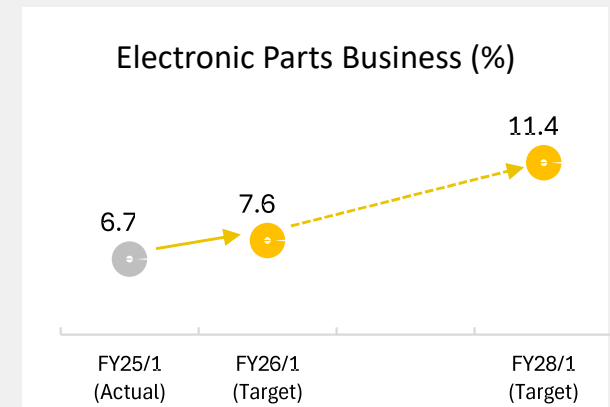
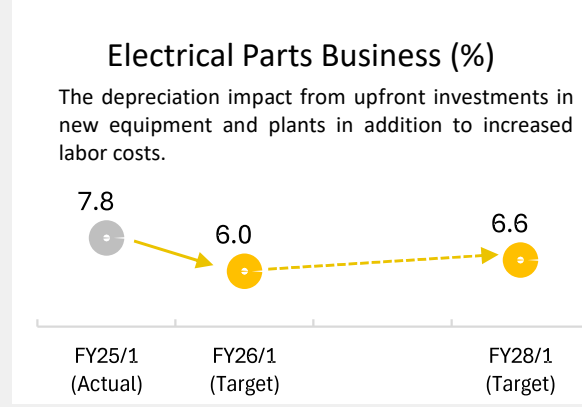
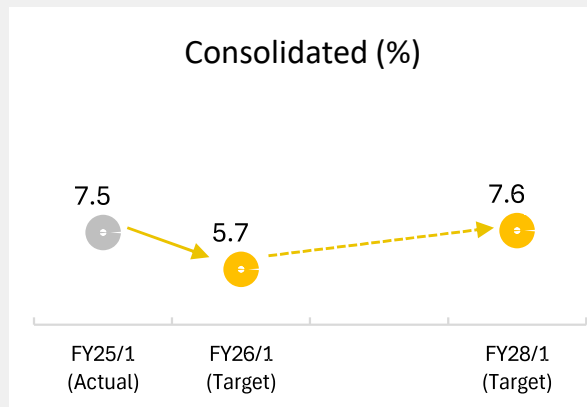
## Profitability Trends

**FY2026/1 profitability is projected to decline temporarily due to overseas Electrical Parts market investments but recovery expected thereafter.**

### EBITDA Margin



### Operating Profit Margin

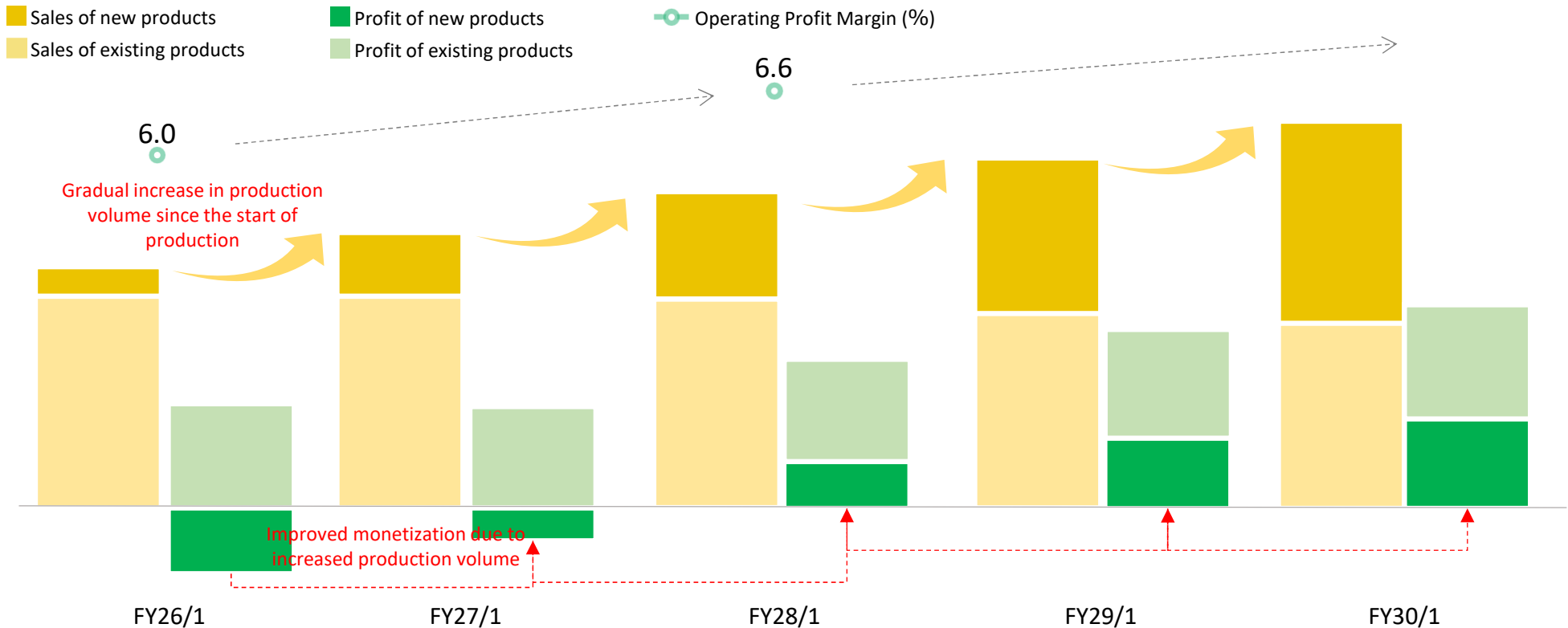


### 3. Impact of upfront investment costs on profitability

#### Profitability structure of Electrical Parts

Although profitability will temporarily decline in FY26/1 due to the timing of new product launches, primarily at overseas plants, it is expected to improve from FY27/1 onward as production volumes gradually increase.

[Electrical Parts Image of new and existing product performance]



**Assuming upfront investment cost of approx. 12 billion yen**

Existing products : Mass production started by FY25/1. Stable profitability.  
 New products : Mass production is to start in the FY26/1 or later. Upfront investment costs will be incurred one to two years prior to the start of operations, and production volume will increase in stages after the start of production.

Calculation Method

Profit of new products : Sales of new products - upfront investment costs (depreciation expenses + labor costs + preparation costs, etc.)  
 Profit of existing products : Sales of existing products - Existing investment cost

## 4. Capital policy and financial strategy

## 4. Capital policy and financial strategy

### Investment policy

Since the previous medium-term business plan, we have strategically invested in overseas locations, with a focus on Electrical Parts. This initiative aims to enhance our supply capabilities in international markets, driving the next phase of growth.

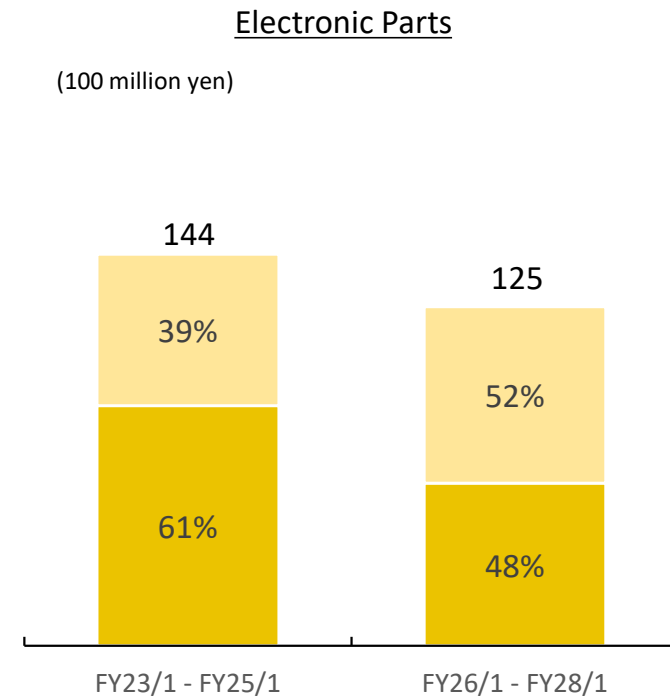
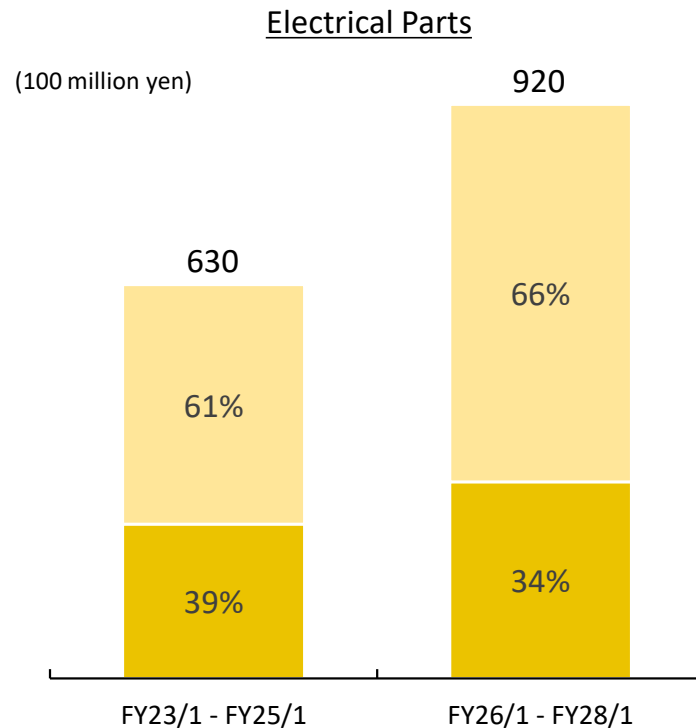
Capital investment over next 3 years

approx. **110.0** billion yen

(Previous MTMP (3 years): 83.4 billion yen)

- Domestic capital investment
- Overseas capital investment

[Domestic / overseas capital investment comparison]



# 4. Capital policy and financial strategy

## Capital efficiency

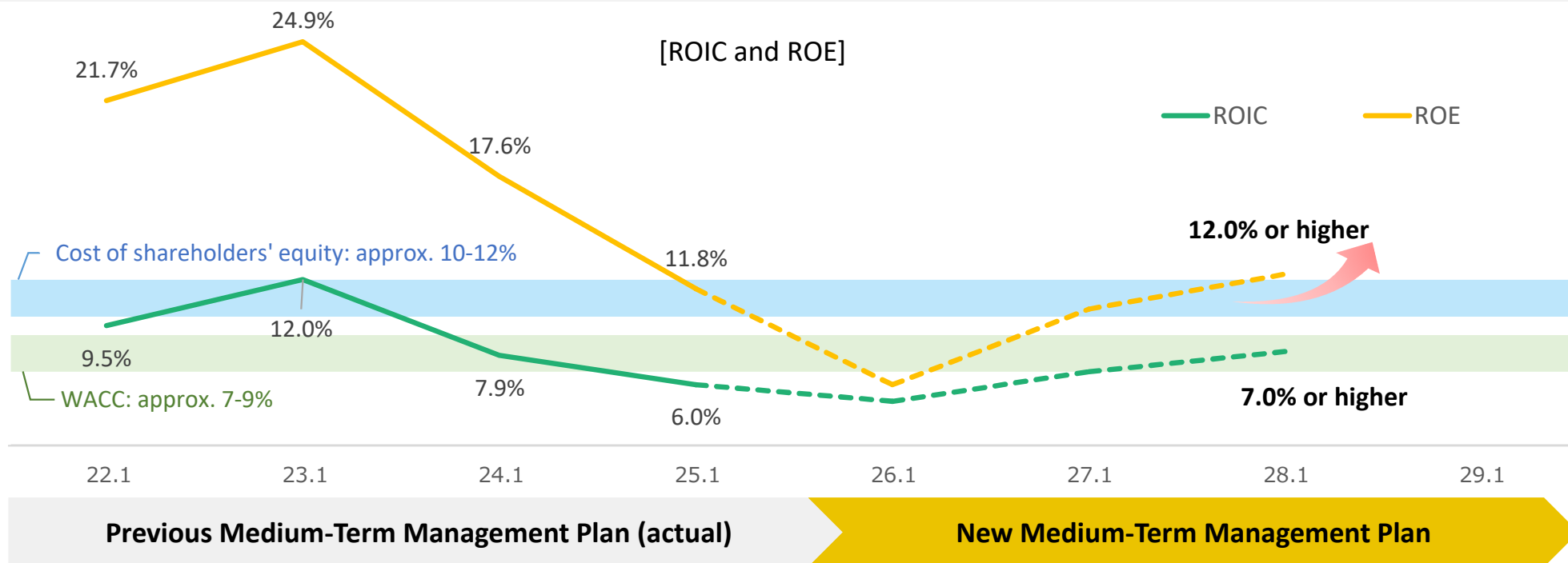
**We aim to enhance enterprise value over the medium to long term by managing our business with ROIC and ROE as key performance indicators.**

**FY28/1  
Targets**

**ROIC 7.0% or higher**  
**ROE 12.0% or higher**

**Initiatives**

- Continuously strengthen investment decision discipline on a deal-by-deal basis through hurdle-rate operations
- Enhance risk control by leveraging experience from past investment projects
- Monitor and manage investments to improve efficiency and profitability
- Enhance information disclosure and promote dialogue with investors
- Implement management initiatives that consider the perspectives of shareholders and investors



\*Assumptions for calculating cost of shareholders' equity: Calculated using the Capital Asset Pricing Model (CAPM)

\*Assumptions for ROIC calculation: Operating profit after tax / (shareholders' equity + interest-bearing debt)

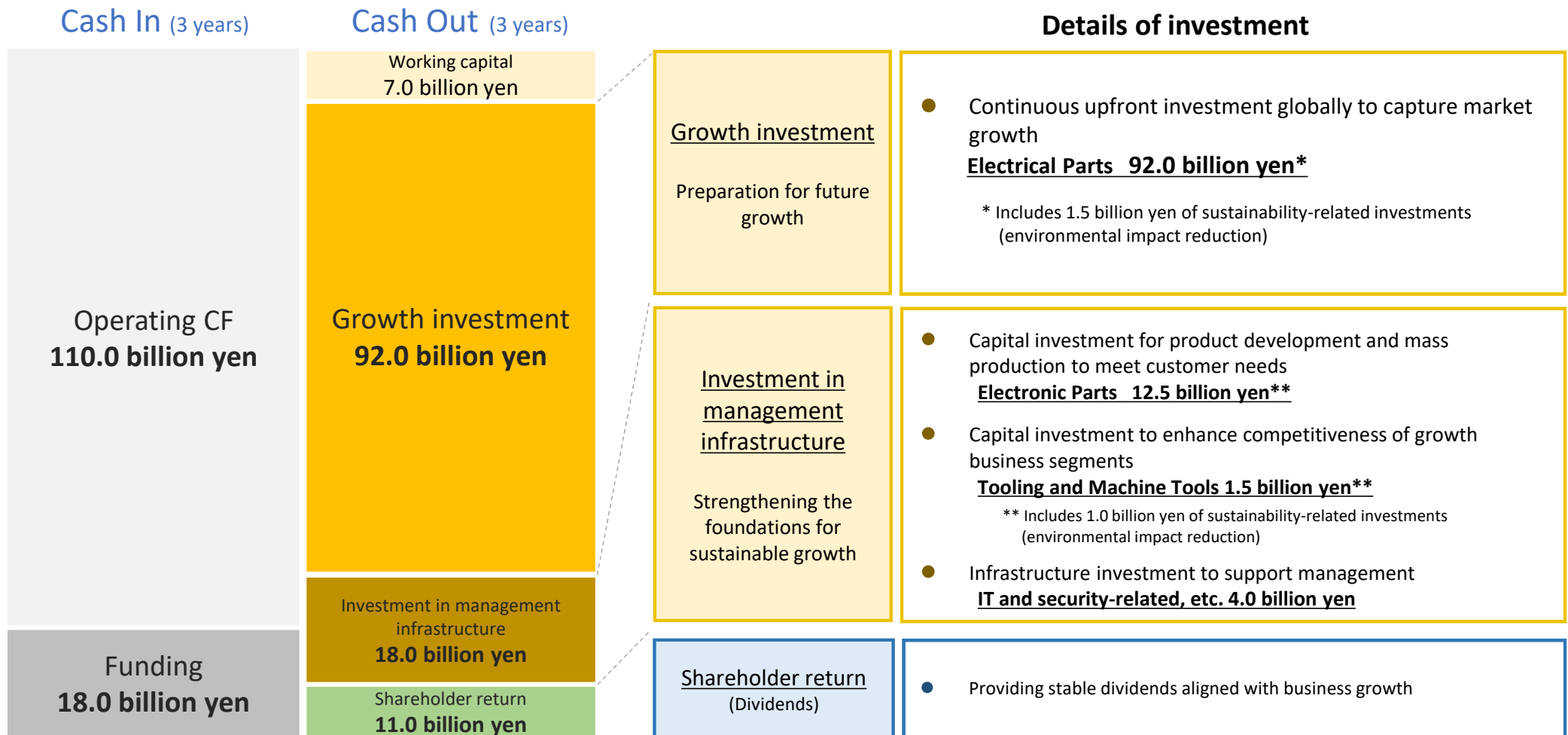
## 4. Capital policy and financial strategy

## Capital allocation



We will focus its capital on upfront investments in Electrical Parts to capitalize on growth opportunities in the EV market.

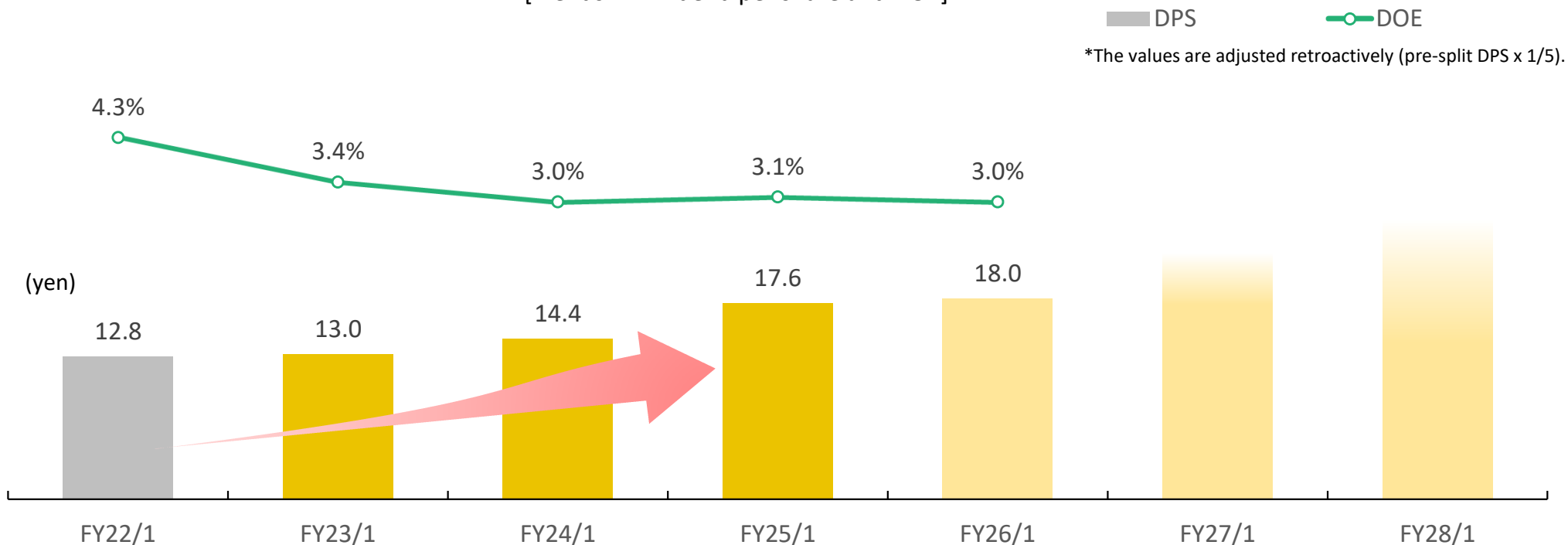
Additionally, we will allocate capital to strengthen its foundation through other growth businesses. This strategy aims to achieve sustainable growth by balancing future expansion and the reinforcement of the company's core foundation.



**We set a target DOE of 3% or higher to expand investments for enhancing competitiveness and capturing growth opportunities while ensuring stable and continuous dividends.**

**The forecasted dividend for FY26/1 is 18 yen per share.**

[Trends in Dividend per share and DOE]



**Previous and New MTMP: DOE 3.0% or higher**

## 5. Non-financial strategy

## 5. Non-financial strategy Sustainability

As a development-oriented manufacturing company, our strength lies in ultra-precision processing technology. By delivering solutions that precisely meet societal needs on a global scale through this technology, the company contributes to resource and energy conservation. Our goal is to realize a 'happy future' where people can live more conveniently, more affluently, and with peace of mind.

[Our priority issues]

### Environment

- Reducing GHG emissions
- Optimizing resource utilization and water conservation
- Promoting waste control and recycling

### Society

- Respecting human rights
- Improving work environment and reforming work styles
- Promoting Diversity and Inclusion
- Enhancing supply chain management

### Governance

- Improving corporate governance
- Ensuring compliance

# 5. Non-financial strategy

## Measures for Sustainability - Environment (E) -

Major issues	Materialities	Measures	
<b>Environmentally Conscious Initiatives</b>	<p><b>Reducing GHG emissions</b></p> <p><b>CO<sub>2</sub> emissions (compared to FY22/1)</b></p> <p>FY25/1 (Actual)      FY31/1 (Target)</p> <p><b>15% reduction</b>      <b>30% reduction</b></p> <p>* Scope1 + 2</p>	<div style="display: flex; justify-content: space-around;"> <div data-bbox="1012 316 1456 539" style="background-color: #d9ead3; padding: 5px;"> <p><b>Energy-saving</b></p> <ul style="list-style-type: none"> <li>Continuing and expanding conventional energy conservation activities in processes</li> </ul> </div> <div data-bbox="1478 383 1568 462" style="font-size: 2em;">+</div> <div data-bbox="1612 316 2078 539" style="background-color: #d9ead3; padding: 5px;"> <p><b>Energy generation</b></p> <ul style="list-style-type: none"> <li>Introducing solar panels</li> <li>Promoting power derived from renewable energy sources</li> </ul> </div> </div> <p style="text-align: center; font-size: 1.2em; color: green;"><b>Carbon neutral in FY2050</b></p>	
	<p><b>Optimizing resource utilization and water conservation</b></p> <p><b>Water dosage (compared to previous year)</b></p> <p>FY25/1 (Actual)      Target for every term</p> <p><b>1.6% reduction</b>      <b>0.5% reduction</b></p> <p>* Leadframe Business Unit (95% of total water intake)</p>	<ul style="list-style-type: none"> <li>Monitoring and measuring water quality</li> </ul> <div style="background-color: #d9ead3; padding: 5px;"> <ul style="list-style-type: none"> <li>✓ Our water quality management standards are stricter than the national standard for general wastewater in terms of pH (hydrogen ion consistency) and hazardous substances.</li> <li>✓ Thorough monthly monitoring and measurement of water quality in accordance with regulations, as well as monitoring of the amount of water taken and discharged by water source</li> </ul> </div>	
	<p><b>Promoting waste control and recycling</b></p>	<p><b>FY24/1 (Actual)</b></p> <p><b>Total waste discharge</b></p> <p><b>5,771 tons</b></p> <p>Continuous reduction starting in 2021</p> <p><b>Recycling rate</b></p> <p><b>99%</b></p>	<p><b>Measures to minimize and reduce waste</b></p> <ul style="list-style-type: none"> <li>Use of returnable boxes for product transportation packaging</li> <li>Solidification of wastewater sludge (reduce)</li> <li>Recovery and reuse of press punching oil (reuse)</li> <li>Recycling of glass waste</li> </ul> <p>In February 2024, Yahata Plant and the Tooling Plant were certified as "outstanding certified industrial waste producers" by Kitakyushu City.</p>

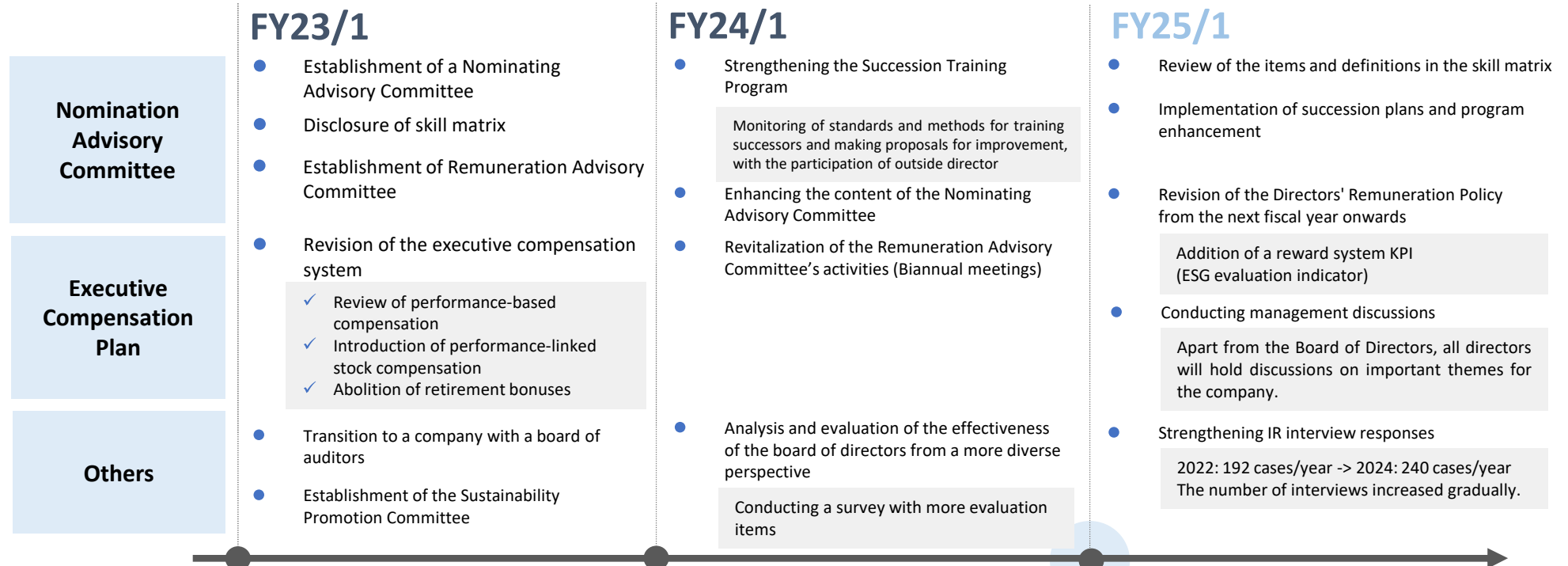
# 5. Non-financial strategy Measures for sustainability - Society (S) -

Major Issues	Materialities	Measures											
<b>Strengthening human capital</b>	<b>Respecting human rights</b>	<ul style="list-style-type: none"> <li>Continuing employee human rights training</li> <li>Implementing comprehension test</li> </ul>											
	<b>Improving work environment and reforming work styles</b>	<ul style="list-style-type: none"> <li>Being certified as an Excellent Corporation for Health Management</li> <li>Creating a human capital strategy roadmap</li> </ul>											
	<b>Promoting diversity and inclusion</b> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p style="text-align: center;"><b>Ratio of female employees (university graduates)</b></p> <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">FY25/1 (Actual)</td> <td style="text-align: center;">Annual target</td> </tr> <tr> <td style="text-align: center; color: #e67e22; font-weight: bold;">20.6%</td> <td style="text-align: center; color: #e67e22; font-weight: bold;">25%</td> </tr> </table> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p style="text-align: center;"><b>Ratio of female managers</b></p> <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">FY25/1 (Actual)</td> <td style="text-align: center;">By FY28/1 (Target)</td> </tr> <tr> <td style="text-align: center; color: #e67e22; font-weight: bold;">2.8%</td> <td style="text-align: center; color: #e67e22; font-weight: bold;">5%</td> </tr> </table> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-top: 10px;"> <p style="text-align: center;"><b>Male employees taking childcare leave</b></p> <table border="0" style="width: 100%;"> <tr> <td style="text-align: center;">FY25/1 (Actual)</td> <td style="text-align: center;">By FY28/1 (Target)</td> </tr> <tr> <td style="text-align: center; color: #e67e22; font-weight: bold;">44.9%</td> <td style="text-align: center; color: #e67e22; font-weight: bold;">50%</td> </tr> </table> </div>	FY25/1 (Actual)	Annual target	20.6%	25%	FY25/1 (Actual)	By FY28/1 (Target)	2.8%	5%	FY25/1 (Actual)	By FY28/1 (Target)	44.9%	50%
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FY25/1 (Actual)	By FY28/1 (Target)												
44.9%	50%												
<b>Responsibility to Society and Stakeholders</b>	<b>Improving supply chain management</b>	<ul style="list-style-type: none"> <li>Establishing the Mitsui High-tec Group CSR Procurement Guidelines</li> <li>Implementing self-check assessments for suppliers</li> <li>Holding a briefing session for business partners</li> </ul>											

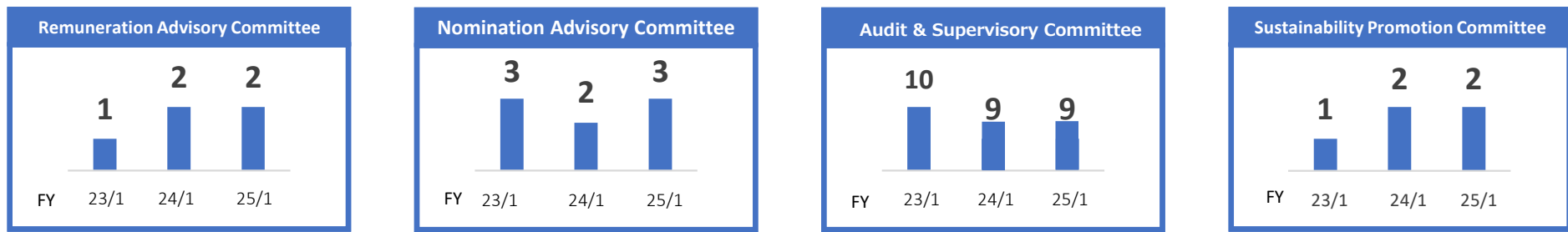
# 5. Non-financial strategy

## Measures for sustainability - Governance (G) -

### Governance Transition in the previous Medium-Term Business Plan



### Number of meetings held by various committees



*Save energy. Save earth. Save life.*



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<Disclaimer>

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