

**Mitsui High-tec, Inc.**

2-10-1, Komine, Yahatanishi-ku, Kitakyushu-shi, Fukuoka, 807-8588 Japan  
TEL +81-93-614-1111 <https://www.mitsui-high-tec.com/en/>



# *Save energy. Save earth. Save life.*

**Sustainability Report 2024**

Mitsui High-tec, Inc.

# Ultra-precision technology to shape tomorrow

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

that aims to create 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 ultra-precision 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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Covered organizations	Mitsui High-tec and 17 affiliated companies (all consolidated subsidiaries) in Japan and overseas
Covered timeframe	Content mainly discusses fiscal 2023 (February 2023 to January 2024), with references to some past events and activities up to the date of publication
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Inquiries	Mitsui High-tec, Inc., Corporate Planning & Strategy Unit, Corporate Sustainability Dept. 093-614-1174



Company Advances and Innovations

# Our Development and Innovation

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. In order to leave an abundant planet for our grandchildren, 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.” Our long-term aim is to realize a sustainable society while improving our corporate value at the same time.



Social Contributions through Product Innovation

● Tooling ● Machine Tools ● Leadframes ● Motor Cores

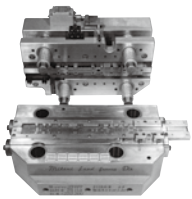
- In 1950, we manufactured our first surface grinder, contributing to tooling fabrication.
- In 1954, we developed the first tooling with full grinding finish after heat treatment, a groundbreaking advance in the tooling industry that enabled high precision while shortening delivery times for tooling production.
- In 1959, we developed and commenced manufacturing and sales of tungsten carbide progressive toolings (notching type) for motor cores. We expanded tooling production capacity over twentyfold, 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 toolings 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 toolings), realizing major improvements in work efficiency and contributing to the mass production of motor cores. In the same year, we developed ultrahigh-speed toolings (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. 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

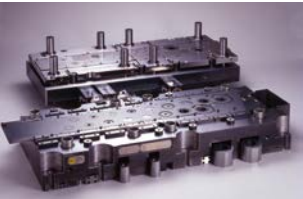


The first mass production tooling for IC leadframes



Initial leadframe

- In 1997, our products were used in the world’s first mass-produced hybrid vehicle, contributing to the automobile industry.
- In 1997, we developed riveting leadframes with riveting technologies that bind different materials together. Multi-pin riveted products advanced, 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.



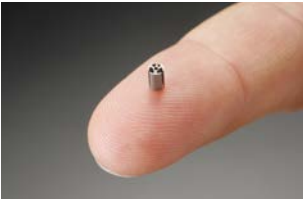
Motor core MAC tooling



Started mass-production of etching IC leadframes



Hybrid car motor core



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 Yahata Plant in Kitakyushu City, Fukuoka Prefecture
- Aug-1969 Constructed the Nogata Plant in Nogata City, Fukuoka Prefecture
- Dec-1972 Established Mitsui High-tec (Singapore) Pte. Ltd. as local affiliate in Singapore
- Oct-1977 Constructed the Kibita Plant (specializing in plating) in Kibita 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 Tianjin, China
- Feb-1996 Built the Kibita Plant (stamping and plating) in Kibita City, Fukuoka Prefecture
- Mar-1996 Established Mitsui High-tec (Shanghai) Co., Ltd. as local affiliate in Shanghai, China
- Oct-1998 Established Mitsui High-tec (Taiwan) Co., Ltd. as local affiliate in Taiwan
- Dec-1999 Established Mitsui High-tec (Thailand) Co., Ltd. as local affiliate in Thailand

- Feb-2001 Built a tool and tooling plant in Kitakyushu City, Fukuoka Prefecture
- Sep-2002 Established Mitsui High-tec (Guang Dong) Co., Ltd. as local affiliate in Guangdong, 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 Mitsui High-tec (Europe) sp.z o.o. as a local affiliate in Poland
- Oct-2018 Dissolved IC assembly business
- Nov-2018 Constructed 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



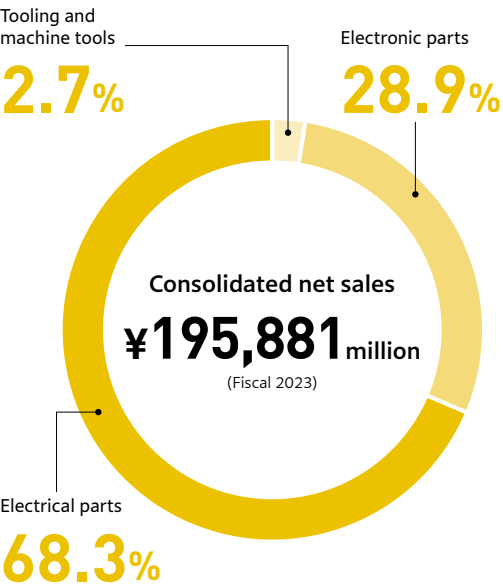
Perspective view of Mitsui High-tec Mexicana

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.

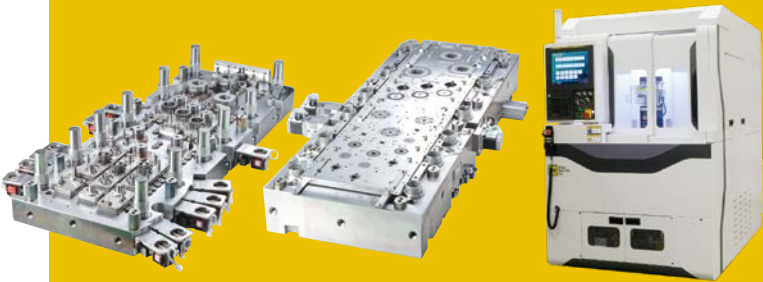
With ultra-precision machining technology as our core competence, we aim to continuously expand earnings through ongoing initiatives to improve productivity and lower the cost of sales while satisfying customer needs with our global supply structure. Our core businesses are described as follows.

\* Segment net sales figures include internal sales



Tooling and machine tools

Toolings for presses, surface grinders



Net sales: ¥11,977 million

Since its founding, Mitsui High-tec has developed various toolings, including motor core toolings and IC leadframe toolings. Our toolings and processed products are used widely around the world in such applications as electric motor cores (rotators and stators), structural components of automobiles, coin currency, IC leadframes and resin injection molded products. Precision tooling for motor cores greatly facilitates the conservation of resources and energy while reducing costs. Our purpose is to provide people around the world with useful products by offering high-precision toolings produced by clean, constant temperature, constant humidity tooling plants. The motors we produce for applications ranging from air conditioner compressors to drive motors for hybrid vehicles are widely used. The Company supplies high-precision, high-quality precision-machined components, which are essential for the manufacturing of precision products, while also offering a variety of components to complement these tooling parts.

Mitsui High-tec’s machine tools have been researched and developed for the purpose of fabricating high-precision toolings, 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.

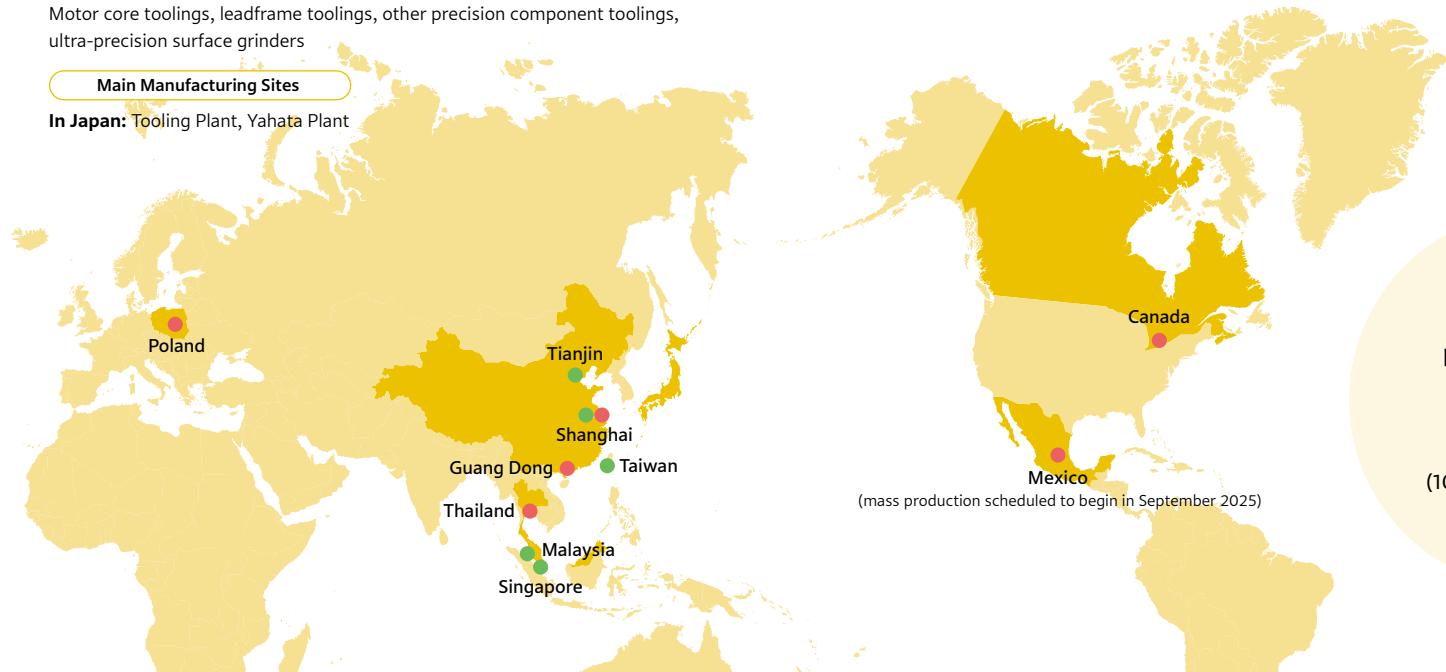
We are also promoting environmentally friendly initiatives by expanding our selection of fully electric hydraulic press drive models as well as reducing the use of organic solvents and gas energy in our manufacturing processes. Leveraging the high precision and high reliability of our surface grinders, 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 toolings, leadframe toolings, other precision component toolings, ultra-precision surface grinders

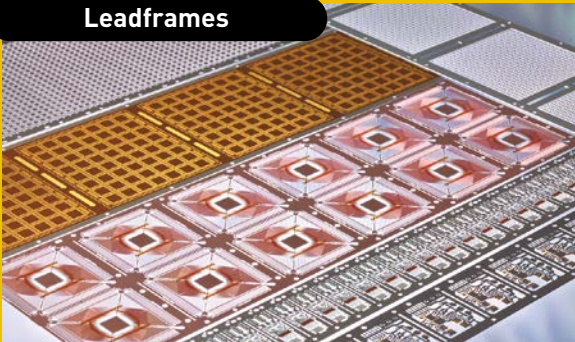
Main Manufacturing Sites

In Japan: Tooling Plant, Yahata Plant



Electronic parts

Leadframes



Net sales: ¥56,675 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 toolings. 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

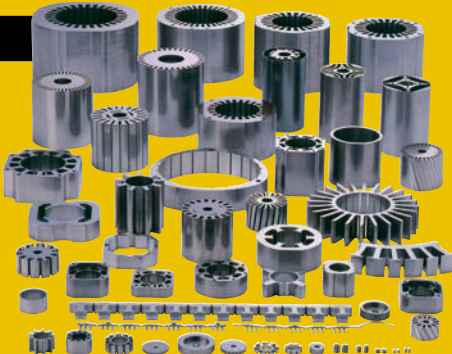
Non-lead package (QFN) leadframes, leaded package (QFP/TSOP) leadframes, riveting leadframes, power device leadframes

Main Manufacturing Sites

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

Electrical parts

Motor cores



Net sales: ¥133,882 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.

Motor cores for automobiles, our flagship product, are used as key components in motors that drive and generate power for electric vehicles, such as hybrid cars and electric cars. By responding to the growing demand for these electric vehicles, we aim to reduce CO<sub>2</sub> 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 many awards from our customers.

Last year, with the goal of further strengthening our global supply chain, we decided to open a new factory in Mexico, and aim to begin mass production in 2025. Through these initiatives, we aim to remain a top 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

Number of production sites:  
**17 sites**  
(10 overseas, 7 in Japan)

Plants in Japan

- Yahara Plant (Kitakyushu City, Fukuoka Prefecture)
- Tooling Plant (Kitakyushu City, Fukuoka Prefecture)
- Nogata Plant (Nogata City, Fukuoka Prefecture)
- Kibita Plant (Nogata City, Fukuoka Prefecture)
- Aso Plant (Aso District, Kumamoto Prefecture)
- Gifu Plant (Kani City, Gifu Prefecture)

Domestic subsidiaries

- Mitsui Stamping Co., Ltd. (Kitakyushu City, Fukuoka Prefecture)



## 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 abundant environment for the next generation and protects our irreplaceable planet.

We have also contributed to the creation of a safe, secure and convenient 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.

### In Pursuit of Sustainable Growth

To achieve sustainable growth 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 CO<sub>2</sub> emissions by 30% by fiscal 2030 (compared with the fiscal 2021 level) and for becoming carbon neutral by fiscal 2050. The Company aims to become carbon neutral by taking measures to conserve energy, use renewable energy and generate energy. In fiscal 2023, we surpassed our target for CO<sub>2</sub> reduction, achieving 118% of our goal, and are fully committed to achieving our target for fiscal 2024.

#### 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 proper hiring and training of human resources and provide them opportunities for 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 workplaces with motivated employees.

In fiscal 2023, with the goal of creating a company where employees want to work and feel accomplished in the work they do, we formulated a human capital strategy roadmap for fiscal 2027 and are engaging in initiatives in line with this roadmap. In addition, we intend to conduct a survey on employee engagement in fiscal 2024, aiming to establish and promote policies to further foster engagement.



I am convinced that communication is key in order to create a workplace where employees feel a sense of 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 this sense of fulfillment, we aim to increase employee engagement and build a company that is a capable of sustainable growth.

#### 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 and ensure our suppliers understand our CSR initiatives and what we expect of them, we have established the Mitsui High-tec Group’s CSR Procurement Guidelines. 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 inscribed 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 with high-precision tooling.

# 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 corporate 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

Our  
Objectives

Save energy.  
Save earth.  
Save life.

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

2. We shall support all our associates by promoting each other’s prosperity

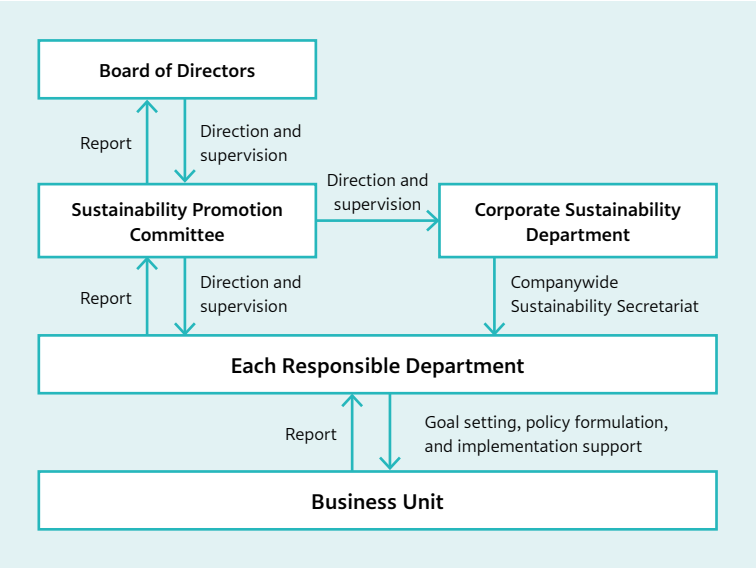
3. We shall build an ideal and humane workplace based on the spirit of equality

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. 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 Sustainability Promotion Committee
- Sustainability Promotion Committee**
  - Report to Board of Directors on achievement of the Company’s plans for sustainability activities
  - Held twice a year
  - Chair: President
  - Members: Executive directors
- Corporate Sustainability Department**
  - Secretariat for Sustainability Promotion Committee
  - Coordinate sustainability activities Companywide
  - Introduce approach to sustainability across the Company
- Each Responsible Department**
  - Formulate Companywide goals
  - Policy formulation and implementation support for initiatives across various business units (cross-departmental functions)
- Business Units**
  - 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 various problems, such as climate change, energy security, human rights and poverty. To solve these problems, 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 improve 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 corporate mottoes and objectives. Through this approach, all of the Company’s employees in all the countries and regions where we maintain a business presence will gain a common understanding of our efforts to achieve SDGs through business activities.

Relationship Between SDGs,House Mottoes and Our Objectives.

Category	Materiality	SDGs	House Mottoes, Our Objectives
Environment	Identification of 12 materialities (priority issues) in four categories	<div>6 CLEAN WATER AND SANITATION</div> <div>7 AFFORDABLE AND CLEAN ENERGY</div> <div>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div>13 CLIMATE ACTION</div>	<ul style="list-style-type: none"><li>• We shall provide products which people in the world need</li><li>• Save energy</li><li>• Save earth</li></ul>
Society		<div>5 GENDER EQUALITY</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div>	<ul style="list-style-type: none"><li>• We shall support all our associates by promoting each other’s prosperity</li><li>• We shall build an ideal and humane workplace based on the spirit of equality</li></ul>
Governance		<div>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</div>	
Business activities		<div>11 AFFORDABLE AND CLEAN ENERGY</div>	<ul style="list-style-type: none"><li>• We shall provide products which people in the world need</li><li>• Save life</li></ul>

Recognizing the need to further promote sustainability management, Mitsui High-tec established the Sustainability Management Division in 2022. The Sustainability Management Division serves as a flagship organization for the Group’s sustainability management, and works towards achieving the SDGs and contributing to a sustainable society.

Materialities of Mitsui High-tec

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.

In the future, we plan to manage and disclose our progress on a materiality action plan that incorporates our materialities and the policies, targets, initiatives and current status specific to each organization.

Materiality (Priority 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.

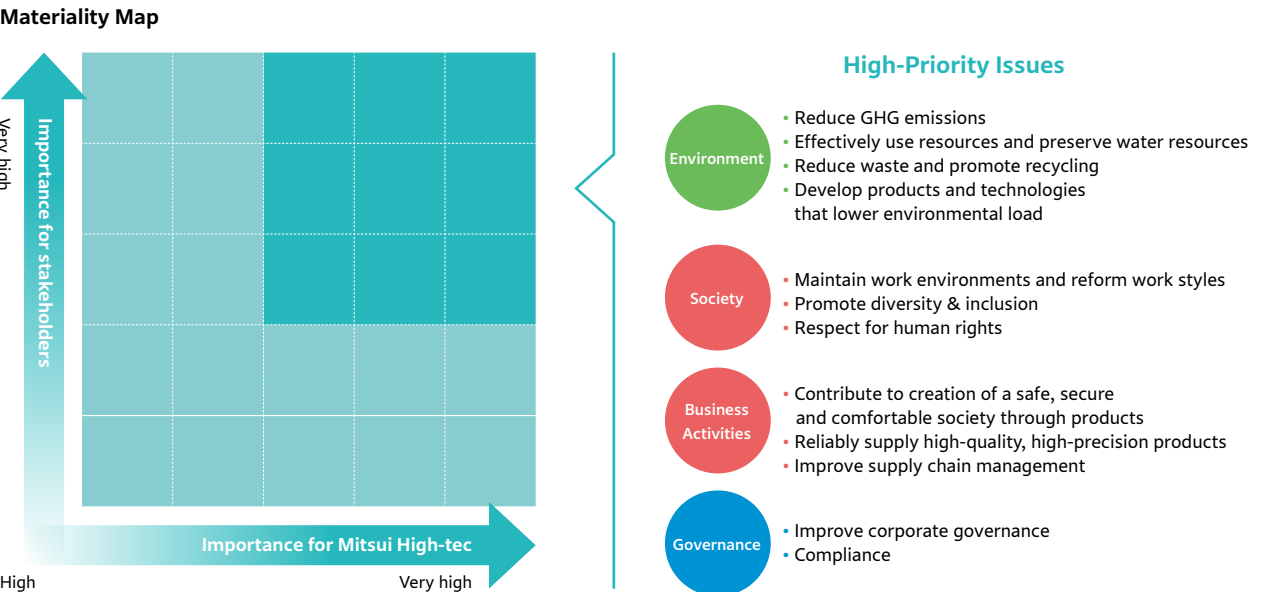
In order to help solve critical social issues, we have identified the following 12 items as our materialities to guide the priorities of our initiatives.

Relationship of Materiality with SDGs

Category	Materiality	Vision	Contribution to SDGs through achievement
Environmental initiatives	<ul style="list-style-type: none"><li>Reduce GHG emissions</li><li>Effectively use resources and preserve water resources</li><li>Reduce waste and promote recycling</li><li>Develop products and technologies that reduce environmental load</li></ul>	<ul style="list-style-type: none"><li>Contribute to the reduction of CO<sub>2</sub> emissions from automobiles by advancing the electrification of vehicles with automotive motor cores and automotive semiconductor leadframes</li><li>Achieve carbon neutrality by advancing energy conservation, renewable energy and energy generation</li><li>Effectively use resources by reducing defects within the Company</li><li>Help secure water resources by using recycled water and properly treating wastewater</li><li>Contribute to preservation of the global environment by avoiding the use of substances that burden the environment</li><li>Contribute to waste reduction by advancing the 3Rs</li><li>Help conserve energy by designing processes that can reduce electricity usage</li></ul>	<div><div>6</div>CLEAN WATER AND SANITATION</div> <div><div>7</div>AFORDABLE AND CLEAN ENERGY</div> <div><div>12</div>RESPONSIBLE CONSUMPTION AND PRODUCTION</div> <div><div>13</div>CLIMATE ACTION</div>
Strengthen human capital	<ul style="list-style-type: none"><li>Maintain work environment and reform work styles</li><li>Promote diversity &amp; inclusion</li><li>Respect human rights</li></ul>	<ul style="list-style-type: none"><li>Aim to create workplaces where each and every employee can use their abilities to their utmost and work in healthy and secure environments</li><li>By utilizing our diverse and abundant human resources, spur innovation, draw out latent abilities and avoid bias</li><li>Eliminate all forms of harassment and discrimination in the workplace, and respect human rights while following the Group’s Code of Conduct</li></ul>	<div><div>5</div>GENEITY EQUALITY</div> <div><div>8</div>DECENT WORK AND ECONOMIC GROWTH</div>
Responsibility to society and stakeholders	<ul style="list-style-type: none"><li>Contribute to creation of a safe, secure and comfortable society through products</li><li>Uphold reliable supply of high-quality and high-precision products</li><li>Improve supply chain management</li></ul>	<ul style="list-style-type: none"><li>Contribute to society by improving people’s lifestyles around the world and supplying products that protect life</li><li>Help conserve resources and energy in automotive motor cores and automotive semiconductor leadframes</li><li>Help improve convenience through advances in information communications technology with semiconductor leadframes</li><li>Help reduce fatal accidents with self-driving cars that use automotive semiconductor leadframes</li></ul>	<div><div>11</div>SUSTAINABLE CITIES AND COMMUNITIES</div>
Maintain a fair governance structure	<ul style="list-style-type: none"><li>Improve corporate governance</li><li>Thorough compliance</li></ul>	<ul style="list-style-type: none"><li>Aim to be a company trusted by the world and a company where employees can work with peace of mind by thoroughly complying with laws and regulations and maintaining corporate governance</li></ul>	<div><div>16</div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div>

Process for Identifying Materialities

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





Environmental Vision

Vision

Companies are being asked to continue long-term efforts to solve global environmental problems. 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 driving 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 load to a diverse 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)

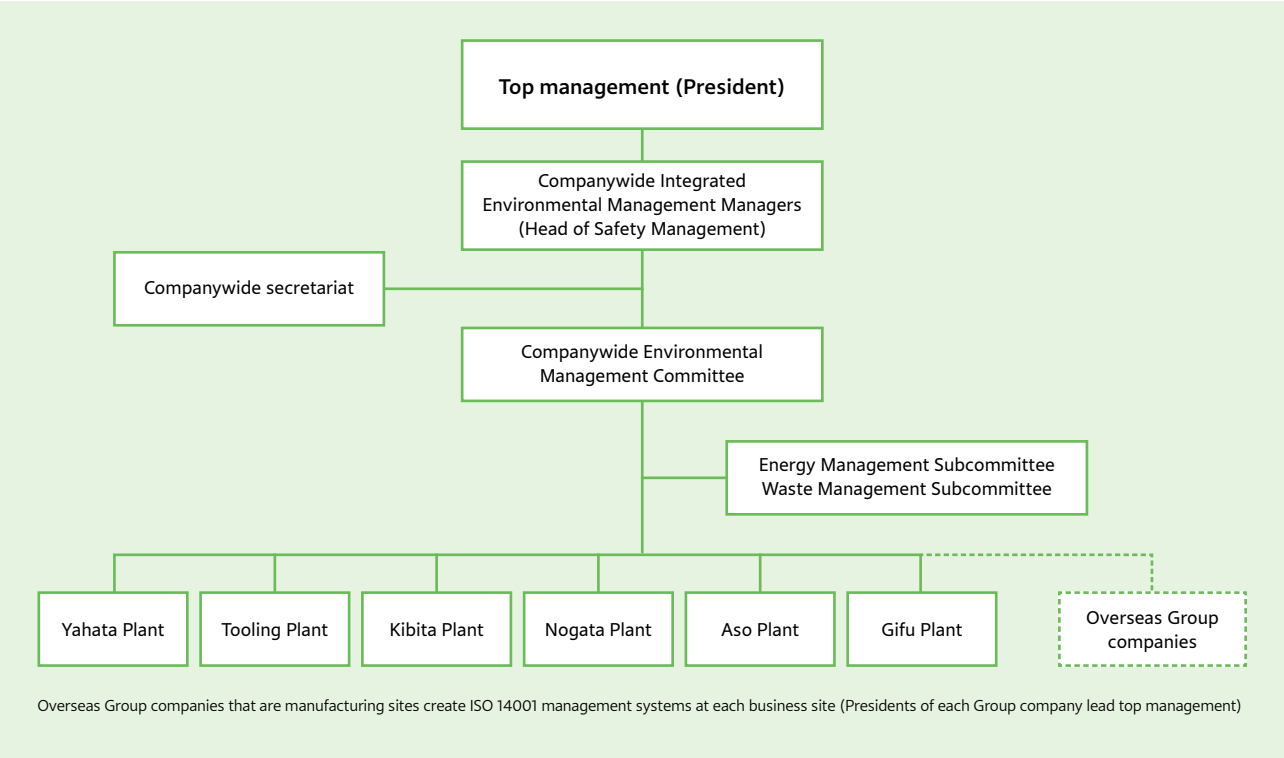
Reduce environmental load by helping all of society conserve resources and energy through the development and sale of environmentally friendly products
3.

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



Organization (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 Company’s energy management
Waste Management Subcommittee	Promote the Company’s waste management
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 foster an understanding 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

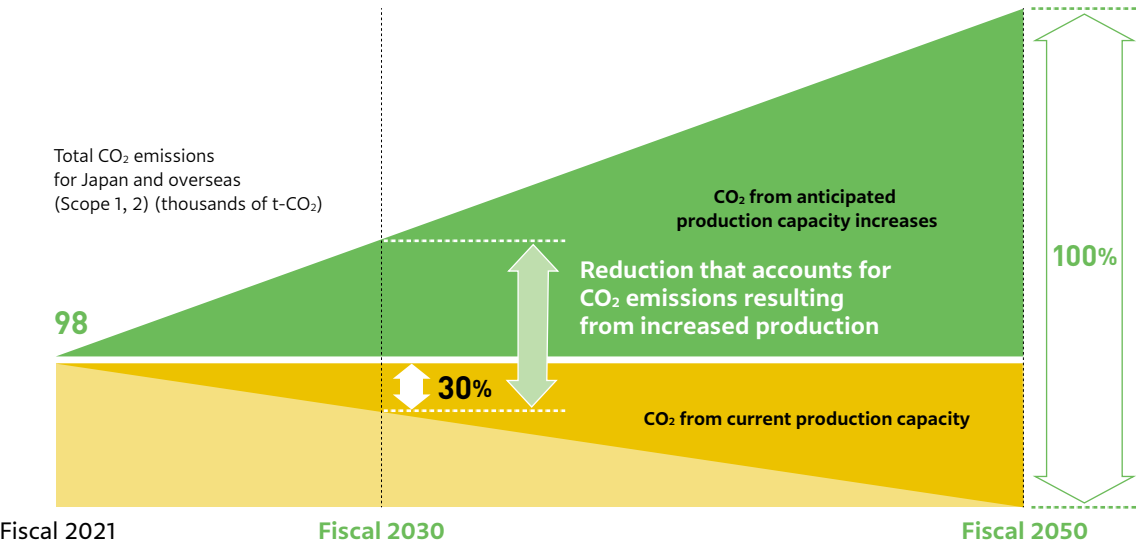
Mitsui High-tec considered measures that align with reduction targets, based on market forecasts of emissions, while taking into account increases in production as business expands and estimates of electricity emission coefficients.

With this in mind, we promote the reduction of CO<sub>2</sub> emissions as follows:

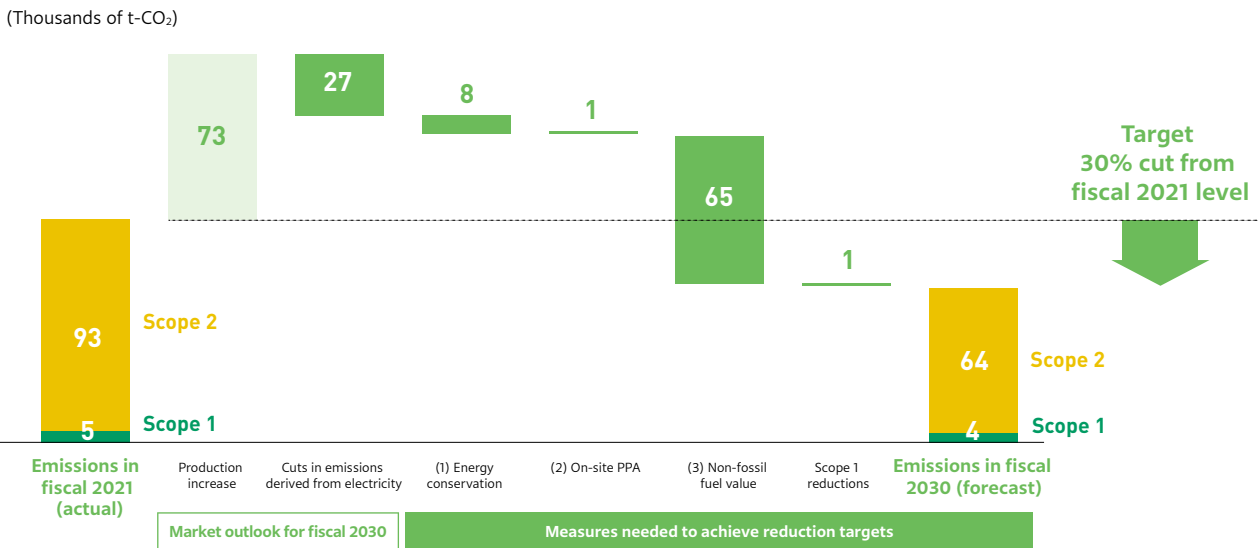
- (1) By fiscal 2030, we aim to achieve a 30% reduction in CO<sub>2</sub> emissions relative to a fiscal 2021 baseline.  
This goal includes CO<sub>2</sub> emissions resulting from anticipated expansion in production capacity.
- (2) By fiscal 2050, we aim to achieve carbon neutrality by making more cuts in emissions.

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

### Roadmap for Decarbonization by Fiscal 2050



### Roadmap for Decarbonization for Achieving CO<sub>2</sub> Emission Reduction Targets in Fiscal 2030



## Determination to Become Carbon Neutral by Fiscal 2050

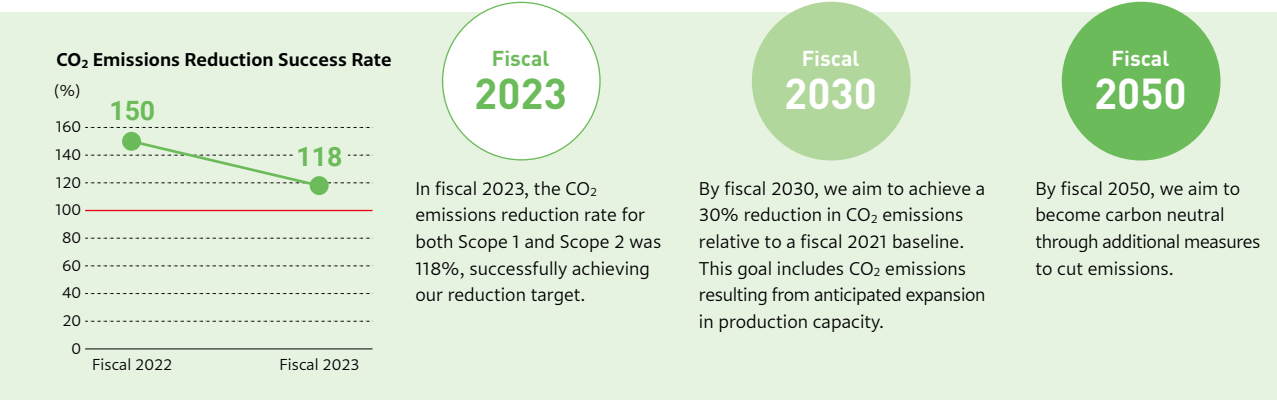
The Paris Agreement has set the goal of keeping the rise in global temperatures below 2°C. To reach this goal, it is necessary to achieve carbon neutrality, a balance between emissions and absorption of CO<sub>2</sub> and other greenhouse gases. Accordingly, measures to achieve carbon neutrality are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

## Indicators and Targets

In fiscal 2021, the Mitsui High-tec Group's Scope 1 emissions were 5,000 t-CO<sub>2</sub> and Scope 2 emissions were 93,000 t-CO<sub>2</sub>. With an eye on achieving carbon neutrality by fiscal 2050, we intend to further reduce our CO<sub>2</sub> emissions as follows, with reference to fiscal 2021 levels of CO<sub>2</sub> 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.

### Energy Conservation

Expanding Energy Conservation

Mitsui High-tec is working to reduce and streamline electricity consumption, including upgrading to high-efficiency equipment.

Note: In fiscal 2021, total energy consumption (unit basis) was reduced by 3.5% compared with the previous fiscal year for all domestic business sites, and Mitsui High-tec was certified by the Japanese government as a company with excellent energy conservation practices.

### Energy Generation

Accelerating the Introduction of Energy Generation

Mitsui High-tec is working toward the January 2025 introduction of an onsite Power Purchase Agreement (PPA) in cooperation with a solar energy provider at our Nogata Plant.

### Renewable Energy

Actively Utilizing Renewable Energy

We actively utilize electricity generated from renewable energy sources, such as wind power, hydropower and solar power.

Note: Since April 2022, the Company has used renewable energy for 3% of its purchased electricity at all domestic business sites. We plan to increase the ratio of renewable energy in stages in the future.

# 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 Sustainability Promotion 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.

### 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	4°C Scenario
<ul style="list-style-type: none"><li>• Scenario where the increase in average global temperatures is held to 2°C above pre-industrial levels</li><li>• 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</li><li>• References made to the International Energy Agency’s (IEA) World Energy Outlook 2021’s (WEO 2021) Net-Zero Emissions by 2050 (NZE) scenario</li></ul>	<ul style="list-style-type: none"><li>• Scenario where the increase in average global temperatures exceeds 4°C above pre-industrial levels</li><li>• 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</li><li>• References made to Intergovernmental Panel on Climate Change’s (IPCC) scenarios</li></ul>



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.



Information Disclosures Based on TCFD Recommendations

	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 <sub>2</sub> . 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 ¥1.84 billion (assuming an exchange rate of \$1 = ¥141.9, the average exchange rate for the Company in fiscal 2023).	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 load
	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	Longer 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	Longer 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	Longer 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	Longer 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

Waste Emission Trends and Proper Handling

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 2023, our total emissions of waste from domestic operations fell to 5,771 tons. Our recycling rate\* remained above 99% and we intend to continuously improve it based on the ISO 14001 management system.

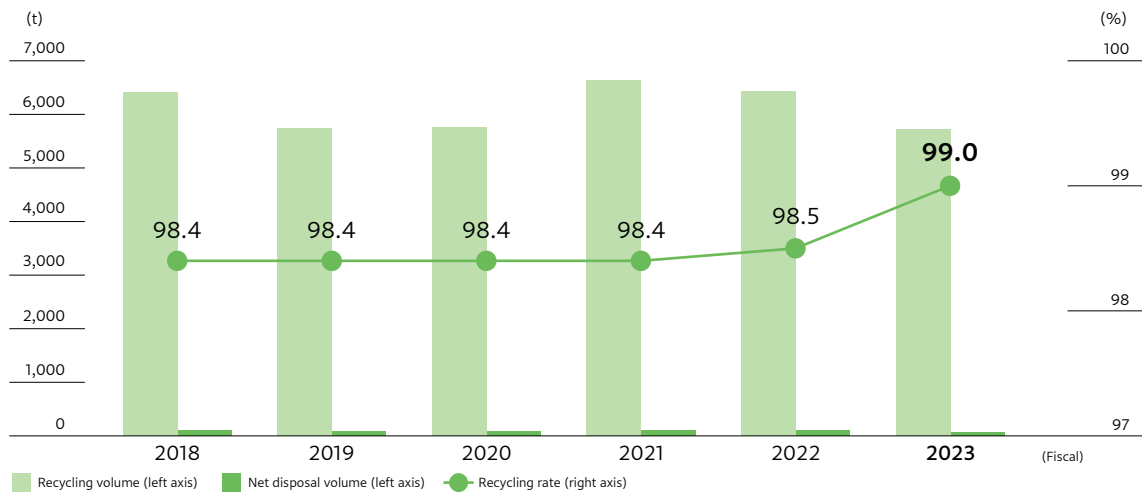
Additionally, we are constantly exploring ways to further promote the 3Rs of waste management at the Waste Management Subcommittee, our specialized committee for dealing with waste.

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

Proper Handling of Waste

Waste emitted from the Company is processed by waste processing contractors who properly dispose of the waste based on the Waste Management and Public Cleansing Act. When subcontracting the disposal of waste, the Company always issues a digital manifest and follows up until its final disposal. We also regularly visit the waste disposal contractors and conduct audits to ensure appropriate disposal is being carried out.

Waste Emissions and Recycling Rate (Parent)



Activities to Reduce Waste

At Mitsui High-tec, 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).

Environmental Initiatives

In February 2024, we 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. Although this certification was awarded to our Yahata Plant and Tooling Plant in Kitakyushu City, we are actively engaged in the 3Rs of industrial waste management at all business locations.



Preservation of Water Resources

In preserving water resources, Mitsui High-tec recognizes the potential impact of its corporate activities on water resources. 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 emitted from production processes in an effort to reduce water usage. Starting in fiscal 2024, our domestic business sites will incorporate ISO 14001 systems, aiming for a year-on-year reduction of 0.5% in water intake for our leadframes business unit, responsible for 95% of our water usage, utilizing a PDCA cycle to achieve this goal.

ISO 14001 Certification Status

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

Please visit our website for more information about certification status.

WEB <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 slogan “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 set up a whistleblower system in order to quickly discover the violation. 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 whistleblower system, and corrective actions are rapidly taken to deal with the incident. For details about our internal whistleblower system, see “Compliance” on page 37.

Human Capital Strategy Roadmap

The Mitsui High-tec Group has formulated a human capital strategy roadmap as a medium-term strategy for fiscal 2027. We aim to achieve sustainable growth by aligning our activities with this roadmap and enhancing our employees’ skills and satisfaction.

Items	Objectives	Key Measures
Leadership / Training / Skills & Experience	<ul style="list-style-type: none"><li>Invest in human capital and create a system that enables individuals to demonstrate their full potential</li><li>Pass advanced skills and knowledge on to the next generation</li></ul>	<ul style="list-style-type: none"><li>Revise our personnel system, continue our training system and establish internal skill certifications</li><li>Train leaders and continue passing on the specialized skills in each department</li></ul>
Diversity / Non-discrimination / Childcare leave	<ul style="list-style-type: none"><li>Stimulate Company and organizational growth through managers and employees who excel at decision-making and take on new initiatives based on their diverse perspectives</li></ul>	<ul style="list-style-type: none"><li>Promote the participation of women</li><li>Actively hire new graduates and mid-career professionals with the goal of incorporating diverse perspectives</li><li>Encourage employees to take paternity leave</li><li>Revise our system for the reemployment of retirees</li><li>Implement training to help employees better understand the LGBTQ+ community</li></ul>
Hiring / Retention	<ul style="list-style-type: none"><li>Secure the talent necessary for effective business operations</li></ul>	
Labor standards / Child labor / Forced labor / Wage equality	<ul style="list-style-type: none"><li>Create a fair and equitable working environment</li></ul>	<ul style="list-style-type: none"><li>Formulate a Labor Standards Policy and communicate it to all employees</li><li>Expand overseas Group companies</li></ul>
Employee benefits	<ul style="list-style-type: none"><li>Improve engagement scores and continue efforts aimed at creating environments where employees can work with peace of mind</li></ul>	<ul style="list-style-type: none"><li>Establish KPIs based on results from the fiscal 2024 engagement survey</li></ul>
Employee engagement	<ul style="list-style-type: none"><li>Evaluate challenges the Company is facing and work to secure and retain the necessary talent</li></ul>	
Relations with labor unions	<ul style="list-style-type: none"><li>Continue dialogue between employers and employee representatives, aiming to improve productivity through collaboration</li></ul>	<ul style="list-style-type: none"><li>Continue regular communication (management-labor committee and top management meetings)</li></ul>

Human resources capable of providing globally-relevant value by leveraging ultra-precision machining technology



Employee Fulfillment and Initiatives for Health and Safety

Diversity & Inclusion

The Mitsui High-tec Group aims to utilize diverse human resources with the intention of bringing out the full potential of individuals. 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 ensure that 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 actively participate in the workplace.

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	<ul style="list-style-type: none"><li>Put interviews and discussions with female employees on our new college graduate hiring webpage</li><li>Have core female employees give talks and interviews at company briefings</li><li>Create workplaces with women in mind (remodel breakrooms and changing rooms)</li></ul>
	2. 5% of managers that are women by fiscal 2026	<ul style="list-style-type: none"><li>Change awareness of management (diversity training for management, career design training)</li><li>Round-table talks with female managers</li><li>Women advancement training (training that transforms awareness)</li><li>Women leadership training (training in skills necessary to be leaders)</li><li>Career consultations between bosses and their subordinates</li><li>Create a return-to-work system</li></ul>
Encourage male employees to take childcare leave	Achieve a paternity leave usage rate of 50% by fiscal 2027	<ul style="list-style-type: none"><li>Create special vacation for when a spouse gives birth</li><li>Labor administration training (change awareness of management)</li><li>Employee training (deepen understanding of all employees)</li></ul>
Encourage the participation of younger employees	Improve motivation of young employees	<ul style="list-style-type: none"><li>e-learning</li><li>Second- and third-year training</li><li>Conduct follow-up surveys</li><li>Logical thinking training</li><li>Career design training</li><li>Career support training for subordinates</li></ul>

Initiatives for Diverse Human Resources

**Work-style reforms**

Promote use of annual paid vacation beyond legal requirements

- Increasing to 123 days of time off starting in fiscal 2024
- Revising the number of annual paid vacation days allotted

**Eliminate all forms of harassment**

(Create harassment-free workplaces)

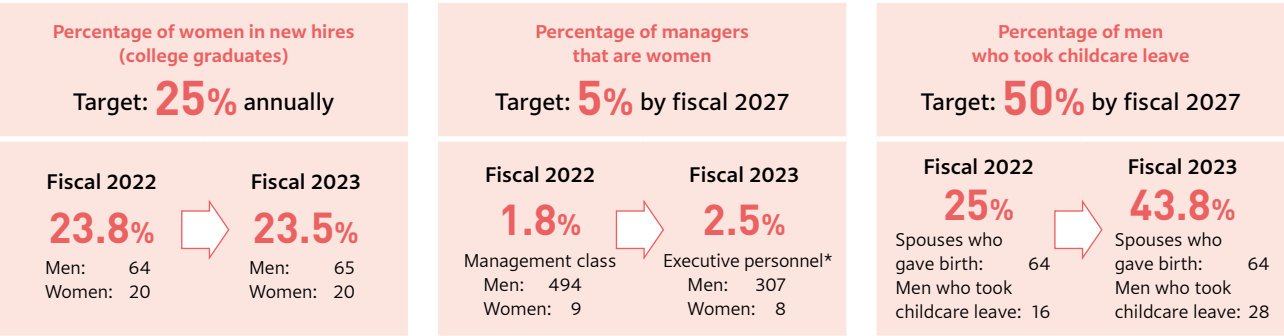
Set up consultation services and training programs

**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 reflects changes in line with revisions to our personnel system

Human Resource Training

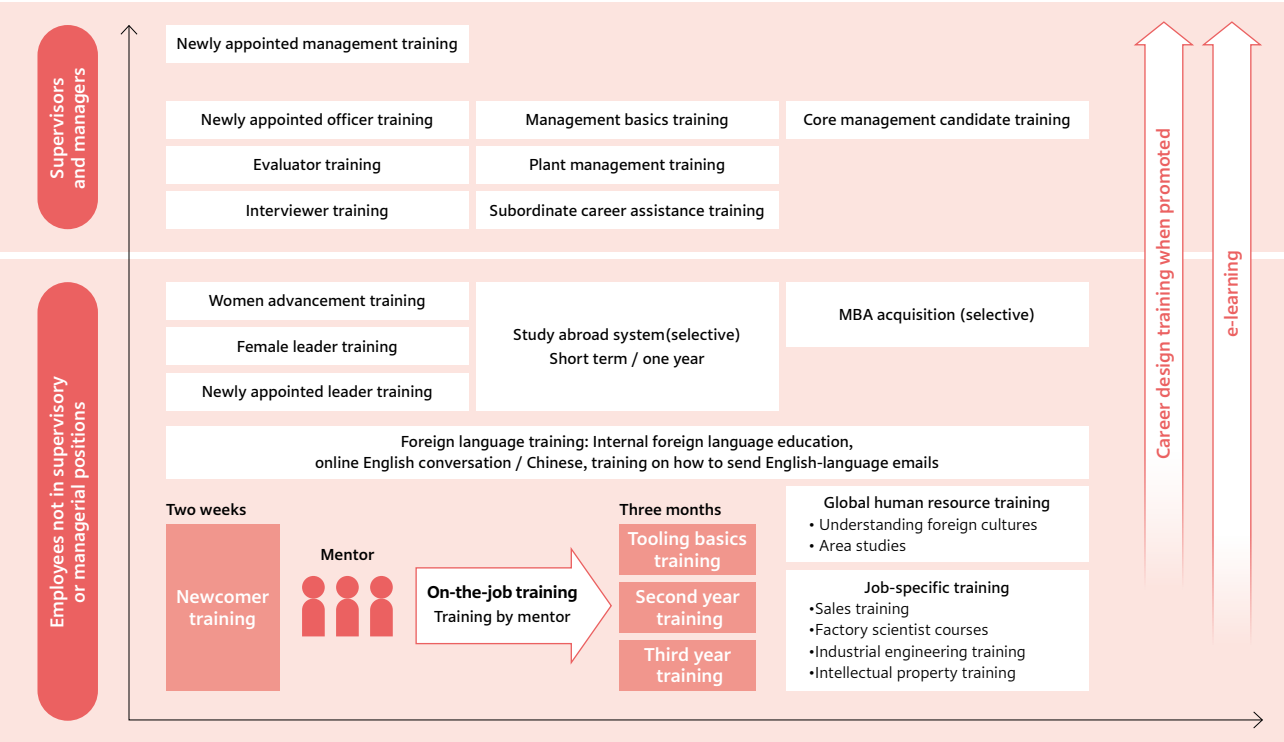
In 2021, Mitsui High-tec revised its Companywide training system to better draw out the abilities and motivations of employees with the objective of training human resources from a longer-term perspective. In addition to our group training to date, we updated the system to focus more on e-learning and career design training when employees are promoted in accordance with their stage of growth, with the intention of advancing awareness of roles and developing the abilities of employees.

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 communications 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.

Flowchart for Human Resource Training



# Employee Fulfillment and Initiatives for Health and Safety

## Create Workplaces that Motivate Employees

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. We will continue to promote the improvement of our employees’ work-life balance in the future.

More specifically, we are in the process of introducing a flexible hourly paid leave system to allow our employees to take time off more easily. Additionally, we have implemented a shortened work hour system that is available to all employees who are caring for children up to the sixth grade or elderly relatives until caregiving duties are no longer necessary, regardless of their employment status. By utilizing these systems, we aim to create a work environment for our employees to remain engaged over the long term. In support of the next generation, in 2022, we introduced a leave system for employees whose spouses gave birth, and encouraged men to participate in childrearing with training for managers and employees to raise awareness of this issue. From the perspective of promoting women’s participation, we are working to increase the number of female employees in the future, and thus, have created a women-only breakroom and remodeled changing rooms. In fiscal 2023, we also made improvements to our facilities as an initiative aimed at enhancing the workplace environment. We will continue striving to create workplaces that are comfortable for employees.

To ensure consistent dialogue and collaboration between management and labor, we held management-labor committee meetings 20 times in fiscal 2023.

## 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 “meaningful manufacturing” and “happiness” in society in the future. 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).

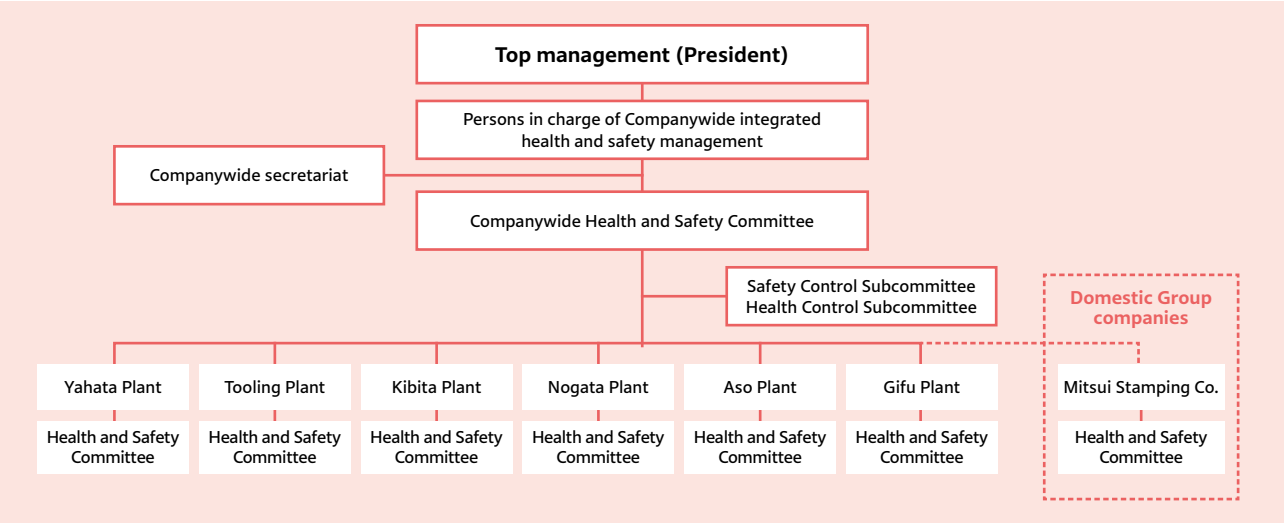
4. We advance health and safety activities in accordance with laws and regulations with an emphasis on continuous improvement.

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 worry-free 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. Encourage health management: Efforts to invest in health-related measures and initiatives aimed at shifting attitudes and behaviors of organizations and employees

### Certified as an Excellent Corporation for Health Management

Mitsui High-tec was certified as an Excellent Corporation for Health Management 2024 (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 be able to work with enthusiasm and purpose.



### Industrial Accidents

In fiscal 2023, we maintained our record of zero fatalities and reduced the severity of injuries that did occur. Mitsui High-tec will continue promoting safety activities that contribute to maintaining our record of zero fatalities as well as reducing the frequency and severity rate of accidents that do occur.

		Fiscal 2022	Fiscal 2023
Fatal accidents		0	0
Frequency rate <sup>1</sup>	Manufacturing industry	1.25	1.29
	Mitsui High-tec	0.46	0.89
Severity rate <sup>2</sup>	Manufacturing industry	0.08	0.08
	Mitsui High-tec	0.02	0.01

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 Checkups

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
Regularly scheduled health checkup participation rate	100%	100%
Stress check participation rate	95.7%	87.2%

\* 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 goods delivered, 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.: Satisfy customers with the quality of our products and services

### 1. Comply with laws, regulations and customer requirements

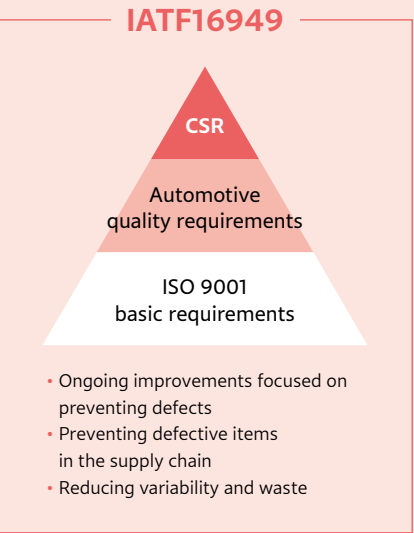
- We adhere to regulations and ISO 9001/IATF 16949 requirements.
- We strictly follow Customer Specific Requirements (CSR).

### 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 Mottos.” 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

In quality management, product safety and quality assurance, Mitsui High-tec provides integrated services globally, from tooling design to fabrication, trial production and stamping, for the provision of high-quality products. In order to continue providing these products and services, the Company understands the importance of supply chain management, that being the reliable procurement of the materials, equipment and services that support its corporate activities.

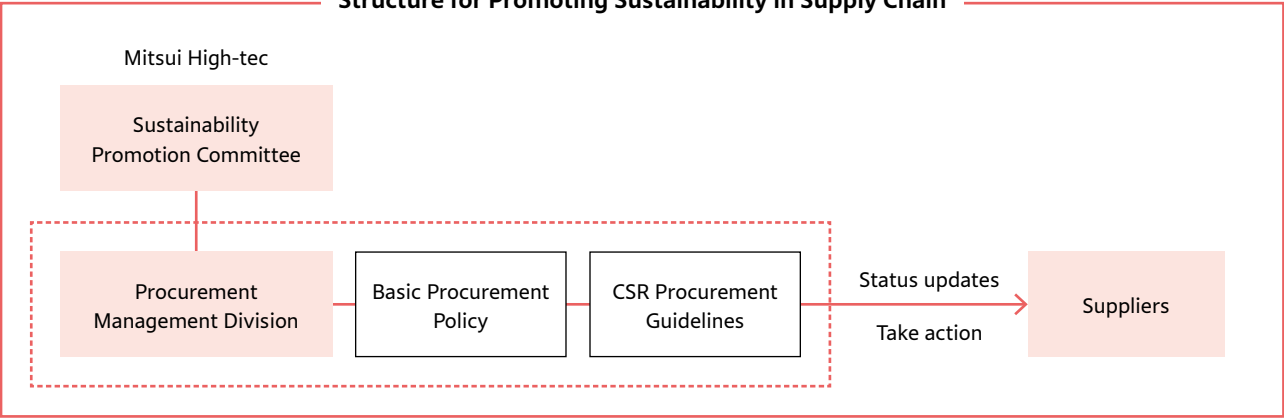
Awareness of the environment, human rights and compliance has risen around the world in recent years. In addition to ourselves, we strive to understand our suppliers’ efforts to deal with the environment, their labor conditions and compliance with laws and regulations, and take corrective actions if 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-checks for our suppliers and hold briefing sessions for our business partners. These provide us with opportunities to communicate our Basic Policy on Procurement and the aforementioned CSR Procurement Guidelines in order to ensure their understanding and agreement.

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 the spring, fireflies above the nearby river in the summer, the sweet fragrance of Osmanthus in the autumn, and a decorated Christmas tree at year end.

Through participation in local cleaning activities and summer festivals, we interact with the community and continue to raise awareness among our employees that we are a member of society.

Environmental Response



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.

Greenification Activities



In principle, we create green areas around our plants. We also engage in greenification activities while properly maintaining and managing these green areas so that everyone can enjoy the Japanese-style gardens on the premises of our headquarters.

Summer Festival



Since 2020, due to the COVID-19 pandemic, Mitsui High-tec has not held its usual full-scale summer festivals that are open to the general public. Still, keen to interact with local communities, we have instead invited local residents only to scaled-back summer festivals held outdoors on the premises of our headquarters.

Local Contributions



Mitsui High-tec is committed to building good relationships with local residents and beautifying the community by actively participating in local cleaning activities, and sponsoring regional events.

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	<ul style="list-style-type: none"><li>We consider delivering products that meet customer needs, in the required quantity and at the required time, 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.”</li></ul>	<ul style="list-style-type: none"><li>Communications with customers through sales activities</li><li>Disseminate information via our website</li><li>Participate in events and exhibitions</li><li>Complete customer surveys</li></ul>
Shareholders and investors	<ul style="list-style-type: none"><li>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.</li><li>We recognize the importance of shareholder returns and our basic policy to pay dividends based on our business performance.</li></ul>	<ul style="list-style-type: none"><li>Hold a general meeting for shareholders once a year and results briefings twice a year</li><li>Disseminate information via our website</li><li>Hold IR meetings (231 times in fiscal 2023)</li></ul>
Employees	<ul style="list-style-type: none"><li>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.</li></ul>	<ul style="list-style-type: none"><li>Disseminate information via our intranet and monthly internal newsletter</li><li>Hold training sessions</li><li>Engage with management-labor committee</li><li>Set up a whistleblowing hotline</li></ul>
Suppliers	<ul style="list-style-type: none"><li>We engage in transactions with suppliers based on our Basic Procurement Policy that outlines fair and equitable transactions and ways to build partnerships.</li><li>In all transactions, we comply with relevant laws and regulations, and endeavor to build and maintain good relationships based on mutual trust.</li></ul>	<ul style="list-style-type: none"><li>Fair and impartial transactions</li><li>Build partnerships</li><li>Comply with laws, regulations and social norms in Japan and foreign countries</li><li>Set up an inquiry hotline</li></ul>
Local communities	<ul style="list-style-type: none"><li>Using our ultra-precision machining technology, we develop and produce products with a proactive approach to manufacturing with the global environment in mind. We will do our utmost to leave an abundant planet to future generations.</li></ul>	<ul style="list-style-type: none"><li>Contributions in core businesses</li><li>Participate in regional activities</li></ul>

Corporate Governance

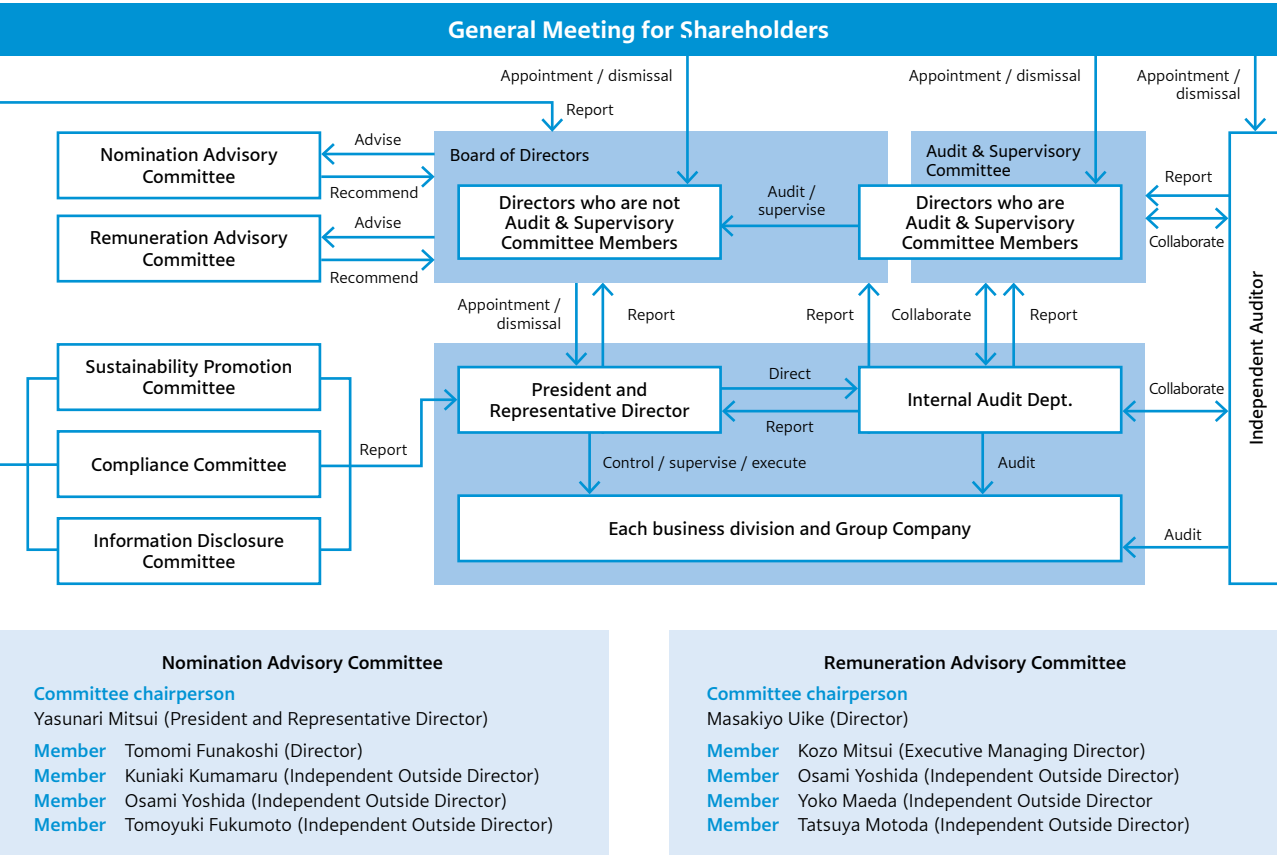
Fundamental Approach

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

Structure of the 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. It convenes every month in principle, and makes decisions on important business execution and other statutory 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.

With regard to the determination of independence of independent 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.

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 submitting 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.

Activities of the Audit & Supervisory Committee

The attendance record of the Audit & Supervisory Committee Members is shown below for fiscal 2023.

Audit & Supervisory Committee Member	Attendance	Attendance rate
Chiaki Kubota (chairperson)	9/9 times	100%
Hiroyuki Shirakawa	9/9 times	100%
Kuniaki Kumamaru	9/9 times	100%
Osami Yoshida	9/9 times	100%
Yoko Maeda	9/9 times	100%
Tomoyuki Fukumoto	9/9 times	100%
Tatsuya Motoda	9/9 times	100%

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



Corporate Governance

(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 non-executive directors such as Outside Directors comprises only fixed compensation.
- ii. Fixed compensation is monthly, 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 Note: 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.

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.

(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.

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.

Key Risks for the Mitsui High-tec Group

Key Risks	Anticipated Risks
Safety and occupational health risks	Work-related accidents and deterioration in the work environment that lead to a worsening in the physical and mental health of employees, 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.
Infectious disease risks	Employees might become infected and unable to work during a pandemic, etc.
Accident risks	Impact on production from fires, explosions and disruptions in infrastructure supply, etc.
Product quality risks	Product liability and recalls due to product defects, etc.
Legal risks	Slow response to new and revised laws, etc.
Environment-related risks	Slow response to regulations related to climate change and sustainability, etc
Information security risks	Cyber-attacks, information leaks, 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

In the event that a risk materializes, we have established a system for promptly reporting to management based on our Risk Occurrence Reporting Guidelines.

Along with investigations into the causes of the risk in the department where it occurred and the implementation of measures to prevent a reoccurrence, we disseminate the findings of our risk analysis report throughout the Mitsui High-tec Group with the aim of preventing the risk from materializing again.



# 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 workplace readings 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. In order 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, and is working 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. The term “information assets” used in our Information Security Policy refers to all information obtained by us in the course of our corporate activities or held by us for business purposes.
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 utilizing intellectual property created through continuous innovation and by developing new products and value that contribute to society.

Mitsui High-tec has established systems for properly protecting its own intellectual property and trade secrets, as well as those of its suppliers and customers. While actively protecting intellectual property, we also adhere to relevant laws and regulations to prevent 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 2023, we invested approximately 23% 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.

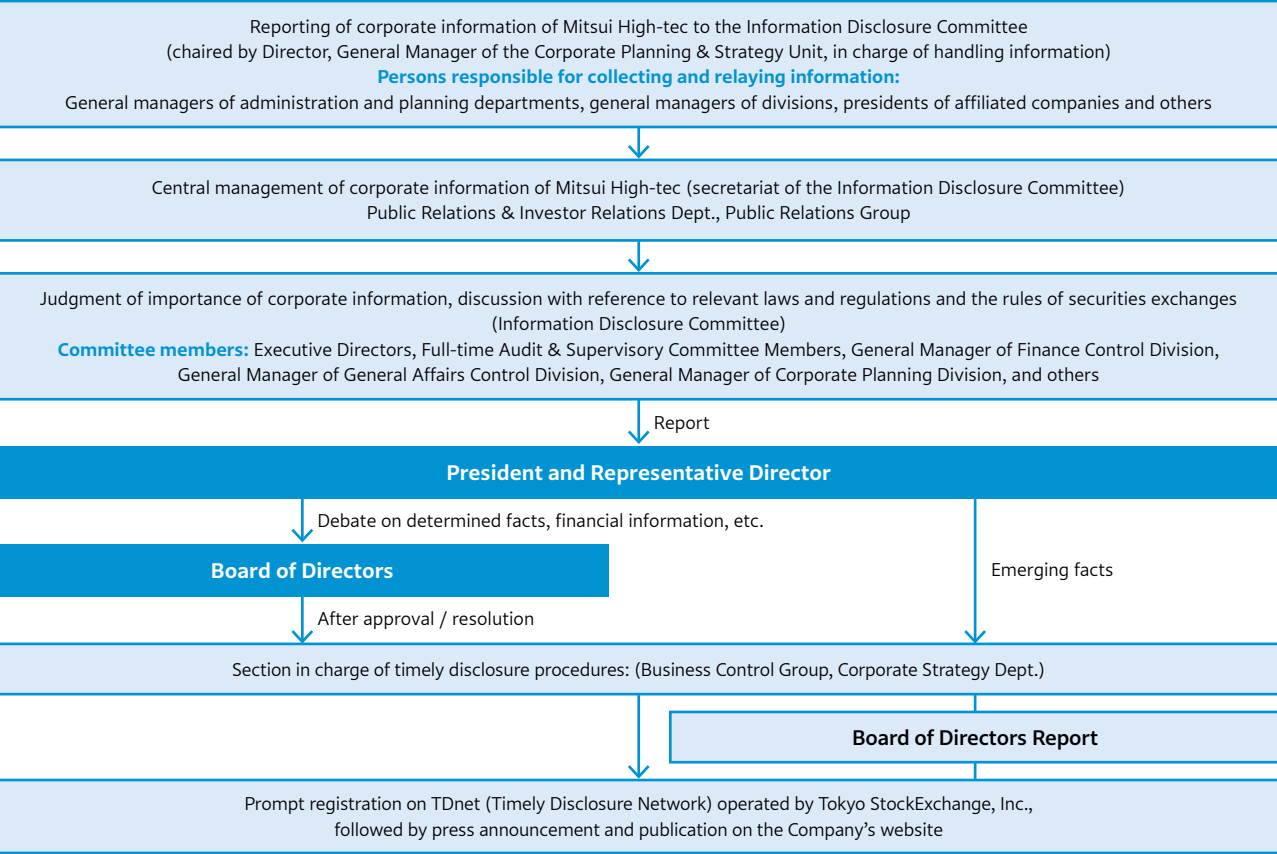
Information Disclosure Methods

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 Systems 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 strives to minimize tax risk by appropriate management of tax risk and by the use of third-party professionals and advance ruling requests to the tax authorities as necessary.
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 keeping and submission of 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	Sales and marketing	Finance and accounting	Legal, internal controls, governance	Overseas experience, international perspective	Company's business management	Technologies, R&D
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	Title	Birthdate	Career				Fiscal 2023 Board of Directors' Attendance / Attendance Rate
Yasunari Mitsui	President and Representative Director	November 17, 1968	April 1993	Joined the Company.			13/13 times 100%
			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			
			June 2007	President and Representative Director of Mitsui Create Co., Ltd.(current position)			
			April 2010	President and Representative Director of the Company (current position)			
Kozo Mitsui	Executive Managing Director, Senior General Manager of Motor Core Business Unit	December 3, 1971	April 1996	Joined Mitsui & Co., Ltd.			13/13 times 100%
			April 2008	Seconded to Mitsui & Co. Steel Ltd. General Manager of Flat Steel Products Div., Unit II			
			July 2011	Seconded to MITSUI & CO. (THAILAND) LTD. Deputy Manager of Iron & Steel Div.			
			October 2012	Seconded to Bangkok Eastern Coil Center Co., Ltd. Vice President and Director			
			November 2013	Director of Mitsui Create Co., Ltd. (current position)			
			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 Director Senior General Manager of General Administration Unit (current position)			
			April 2020	Executive Managing Director (current position)			
			April 2022	General Manager of Corporate Planning & Strategy Unit			
			February 2024	Senior General Manager of Motor Core Business Unit (current position)			
Toshiaki Kusano	Director, General Manager of Corporate Quality Assurance Unit	October 17, 1956	April 1981	Joined the Company.			13/13 times 100%
			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			
			April 2016	Director (current position)			
			September 2017	Senior General Manager of Leadframe Business Unit			
			February 2019	Senior General Manager of Corporate Quality Assurance Unit (current position)			
Tomomi Funakoshi	Director, Senior General Manager of General Administration Unit	January 7, 1966	April 1990	Joined the Company.			13/13 times 100%
			February 2005	President of Mitsui High-tec (Taiwan) Co., Ltd.			
			July 2011	Senior Manager of Corporate Quality Assurance Dept., Corporate Quality Assurance Div. of the Company			
			September 2017	Executive Officer Senior Manager of Corporate Quality Assurance Div.			
			June 2018	Senior Manager of Stamped Leadframe Div., Leadframe Business Unit			
			February 2019	Senior General Manager of Leadframe Business Unit (current position)			
			April 2019	Director (current position)			
			February 2024	Senior General Manager of General Administration Unit (current position)			
Masahide Kyo	Director, Senior General Manager of Engineering Unit	January 23, 1960	April 1985	Joined the Company.			13/13 times 100%
			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			
			October 2014	Senior Manager of Engineering Dept. of Electric Machine Div. of Motor Core Business Unit			
			March 2015	President of Mitsui High-tec (Shanghai) Co., Ltd.			
			November 2020	Executive Officer of the Company, Deputy Senior General Manager of Motor Core Business Unit			
			April 2021	Director (current position), Senior General Manager of Motor Core Business Unit			
			February 2024	Senior General Manager of Engineering Unit			



List of Board Members/ Company Information

Name	Title	Birthdate	Career				Fiscal 2023 Board of Directors' Attendance / Attendance Rate
Koji Shimizu	Director, Senior General Manager of Leadframe Business Unit	April 9, 1965	April 1984	Joined the Company	Newly appointed		
			February 2003	Senior Manager of Design & Prototyping Dept., Kongo Div., IC Business Unit			
			September 2011	Senior Manager of Manufacturing Engineering Dept., IC Business Div.			
			February 2018	Senior Manager of Product Engineering Dept., Engineering Div., Leadframe Business Unit			
			December 2020	Senior Manager of Business Promotion Dept., Leadframe Business Planning Dept., Leadframe Business Unit			
			November 2021	Senior Manager of Leadframe Business Planning Dept., Leadframe Business Unit			
Masahiro Izumi	Director, Senior Manager of Tooling Business Unit	February 28, 1969	April 1989	Joined the Company	Newly appointed		
			February 2015	Senior Manager of Tooling Production Engineering Dept., Tooling Div., Tooling Business Unit			
			February 2018	Senior Manager of Tooling Div., Tooling Business Unit			
			February 2024	Senior General Manager of Tooling Business Unit (current position)			
			April 2024	Director (current position)			
Masakiyo Uike	Director, Senior General Manager of Corporate Planning & Strategy Unit	May 15, 1969	April 1993	Joined Kitakyushu Coca-Cola Bottling Co., Ltd. (current Coca-Cola Bottlers Japan Holdings Inc.	Newly appointed		
			January 2013	General Manager of Finance Dept., Planning and Finance Management Div., Coca-Cola Bottlers Japan Holdings Inc.			
			May 2015	Outside Director of Q'SAI Co., Ltd.			
			January 2018	General Manager of Controller's Senior Group, Finance Div., Coca-Cola Bottlers Japan Holdings Inc.			
			November 2019	General Manager of Governance Dept., Finance Div., Coca-Cola Bottlers Japan Inc.			
			December 2019	Retired from Coca-Cola Bottlers Japan Inc.			
			January 2020	Joined the Company as Assistant Senior Manager of Finance Control Div., General Administration Unit			
			April 2021	General Manager of Finance Control Div., General Administration Unit			
			April 2022	Senior Manager of Finance Control Div., General Administration Unit			
			February 2024	Senior General Manager of Corporate Planning & Strategy Unit (current position)			
Chiaki Kubota	Director (Full-time Audit & Supervisory Committee Member)	September 24, 1959	April 1983	Joined the Company	13/13 times 100%		
			March 2001	Senior Manager of Strategic Corporate Planning Div., General Administration Unit			
			February 2005	Senior Manager of Planning Dept., Strategic Corporate Planning Div.			
			August 2011	Acting Senior Manager of Strategic Corporate Planning Div., General Administration Unit			
			April 2012	Acting Senior Manager of Finance Control Div., General Administration Unit			
			November 2012	Senior Manager of Finance Control Div., General Administration Unit			
			June 2018	Executive Officer			
			April 2021	Full-time Audit & Supervisory Board Member			
			April 2022	Director (Full-time Audit & Supervisory Committee Member) (current position)			
Hiroyuki Shirakawa	Director (Full-Time Audit & Supervisory Committee Member)	August 9, 1958	April 1981	Joined the Company	13/13 times 100%		
			December 1996	Senior Manager of Owner's Office, General Administration Unit			
			June 2000	Senior Manager of Material Dept.			
			April 2002	Executive Officer			
			February 2005	Senior Manager of Strategic Corporate Planning Div.			
			August 2011	Deputy Senior General Manager of General Administration Unit			
			April 2012	Director, Senior General Manager of General Administration Unit			
			April 2019	Full-time Audit & Supervisory Board Member			
			April 2022	Director (Full-time Audit & Supervisory Committee Member) (current position)			
Kuniaki Kumamaru	Outside Director (Audit & Supervisory Committee Member)	July 14, 1952	April 1976	Joined Toshiba	13/13 times 100%		
			October 2000	General Manager of Kitakyushu Plant of Semiconductor Company of Toshiba Corporation			
			April 2002	General Manager of Oita Operations of Semiconductor Company of Toshiba Corporation			
			April 2005	President of Toshiba Electronics Malaysia Sdn. Bhd.			
			May 2007	General Manager of Production of Semiconductor Company of Toshiba Corporation			
			April 2008	General Manager of Corporate New Lighting System Business Control Div., Toshiba Corporation			
			July 2012	Retired from Toshiba Corporation at mandatory age			
			August 2012	Assistant to General Manager of Business Div., Semiconductor Company, Toshiba Corporation (part-time)			
			March 2015	Retired from Semiconductor Company, Toshiba Corporation			
			April 2016	Outside Director of the Company			
			April 2022	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)			

Name	Title	Birthdate	Career				Fiscal 2023 Board of Directors' Attendance / Attendance Rate
Osami Yoshida	Outside Director (Audit & Supervisory Committee Member)	November 4, 1950	March 1977	Joined Tohatsu Awoki & Co. (current Deloitte Touche Tohmatsu LLC)	13/13 times 100%		
			September 1982	Registered as Certified Public Accountant			
			September 1997	Representative Partner of Tohatsu & Co.(current Deloitte Touche Tohmatsu LLC)			
			June 2007	Member of Management Meeting and Chief Operating Officer of Human Resources Division of Deloitte Touche Tohmatsu LLC			
			August 2010	President and Representative Director of Tohatsu e-Learning Solutions Co., Ltd.			
			October 2010	Head of CSR Promotion Office, Deloitte Touche Tohmatsu LLC			
Yoko Maeda	Outside Director (Audit & Supervisory Committee Member)	October 17, 1978	November 2013	Retired from Deloitte Touche Tohmatsu LLC	13/13 times 100%		
			December 2013	Established Yoshida Certified Public Accountant Office, President (current position)			
			March 2014	Outside Audit & Supervisory Board Member of Canon Inc.			
			September 2017	Specially-appointed Professor of Graduate School of Professional Accountancy of Aoyama Gakuin University			
			June 2018	Outside Corporate Auditor of CONEXIO Corporation (current position)			
			April 2020	Outside Director of the Company			
Tomoyuki Fukumoto	Outside Director (Audit & Supervisory Committee Member)	November 23, 1966	April 2022	Outside Director (Audit & Supervisory Committee Member) (current position)	13/13 times 100%		
			October 2003	Admitted to practice law in Japan			
			October 2003	Joined Nishimura & Asahi			
			July 2010	Joined Debevoise & Plimpton, LLP, New York, USA			
			March 2011	Admitted to practice law in New York, USA			
			January 2012	Joined Singapore International Arbitration Centre, Singapore			
Tatsuya Motoda	Outside Director (Audit & Supervisory Committee Member)	September 9, 1969	July 2015	Joined City-Yuwa Partners (current position)	13/13 times 100%		
			July 2015	Joined City-Yuwa Partners (current position)			
			July 2018	Court Member (Alternate), ICC International Court of Arbitration, Japan (current position)			
			April 2021	Outside Director of the Company			
			April 2022	Outside Director (Audit & Supervisory Committee Member) (current position)			
			April 1989	Joined the Bank of Japan			
			October 2000	First secretary of the Japanese Embassy in China (on permanent reassignment from the Bank of Japan)			
			August 2008	International Department of the Bank of Japan (Research fellow at Harvard Kennedy School)			
			July 2010	Head of Planning and Administration Division of International Department of the Bank of Japan			
			October 2012	Chief representative of Beijing Office of the Bank of Japan			
Kuniaki Kumamaru	Outside Director (Audit & Supervisory Committee Member)	September 9, 1969	September 2015	Branch Manager of Kitakyushu Branch of the Bank of Japan	13/13 times 100%		
			June 2017	Deputy Director-General of International Department of the Bank of Japan (General Manager in charge of Asia)			
			January 2020	Director-General of International Department of the Bank of Japan			
			April 2021	Professor of Faculty of Economics of Osaka University of Economics (current position)			
			May 2021	Senior fellow of Industrial Growth Platform, Inc. (current position)			
			October 2021	Research fellow of the Tokyo Foundation for Policy Research (current position)			
			April 2022	Outside Director (Audit & Supervisory Committee Member) of the Company (current position)			
			May 1993	Joined Andersen Consulting (current Accenture Japan Ltd)			
			September 1999	Joined Tsuji CPA Accounting Office (current Hongo Tsuji Tax & Consulting)			
			September 2005	General Manager of Operations Management Department of Tsuji CPA Accounting Office			
Tatsuya Motoda	Outside Director (Audit & Supervisory Committee Member)	September 9, 1969	April 2007	General Manager of International Tax Affairs Department of Tsuji CPA Accounting Office	13/13 times 100%		
			October 2008	Registration as Tax Accountant			
			April 2014	Representative Tax Accountant of Motoda Tax & Accounting Office (current position)			
			June 2014	Outside Auditor of TS TECH Co., Ltd.			
			July 2018	Outside Auditor of Global Information, Inc.			
			June 2021	Outside Director, Audit and Supervisory Committee Member of TS TECH Co., Ltd. (current position)			
			March 2022	Outside Director, Audit and Supervisory Committee Member of Global Information, Inc. (current position)			
			April 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	4,864 (consolidated basis as of January 31, 2024)