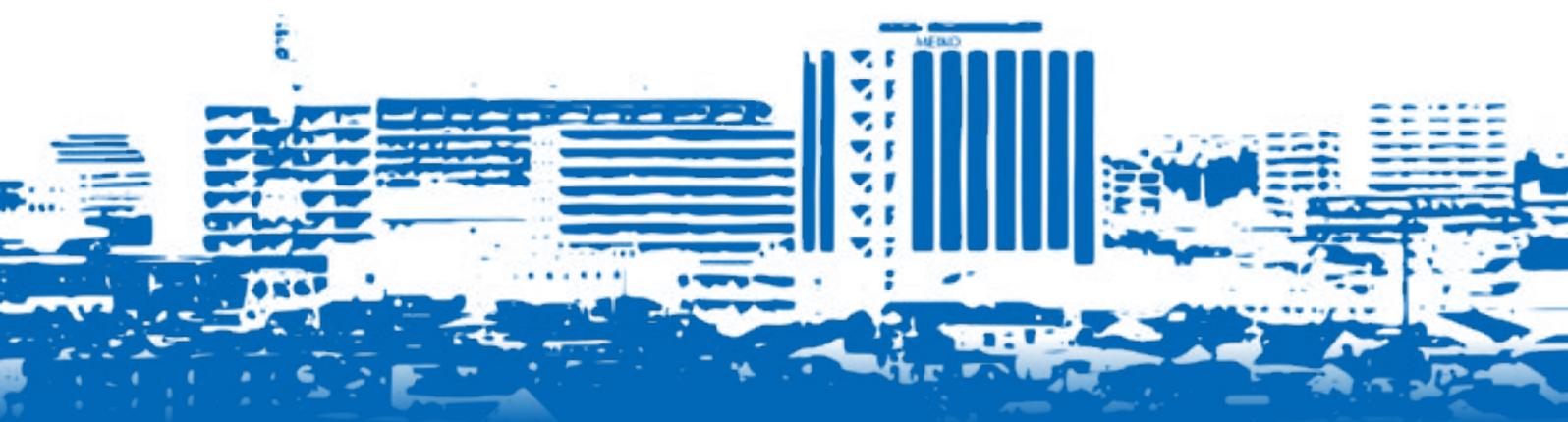


MEIKO

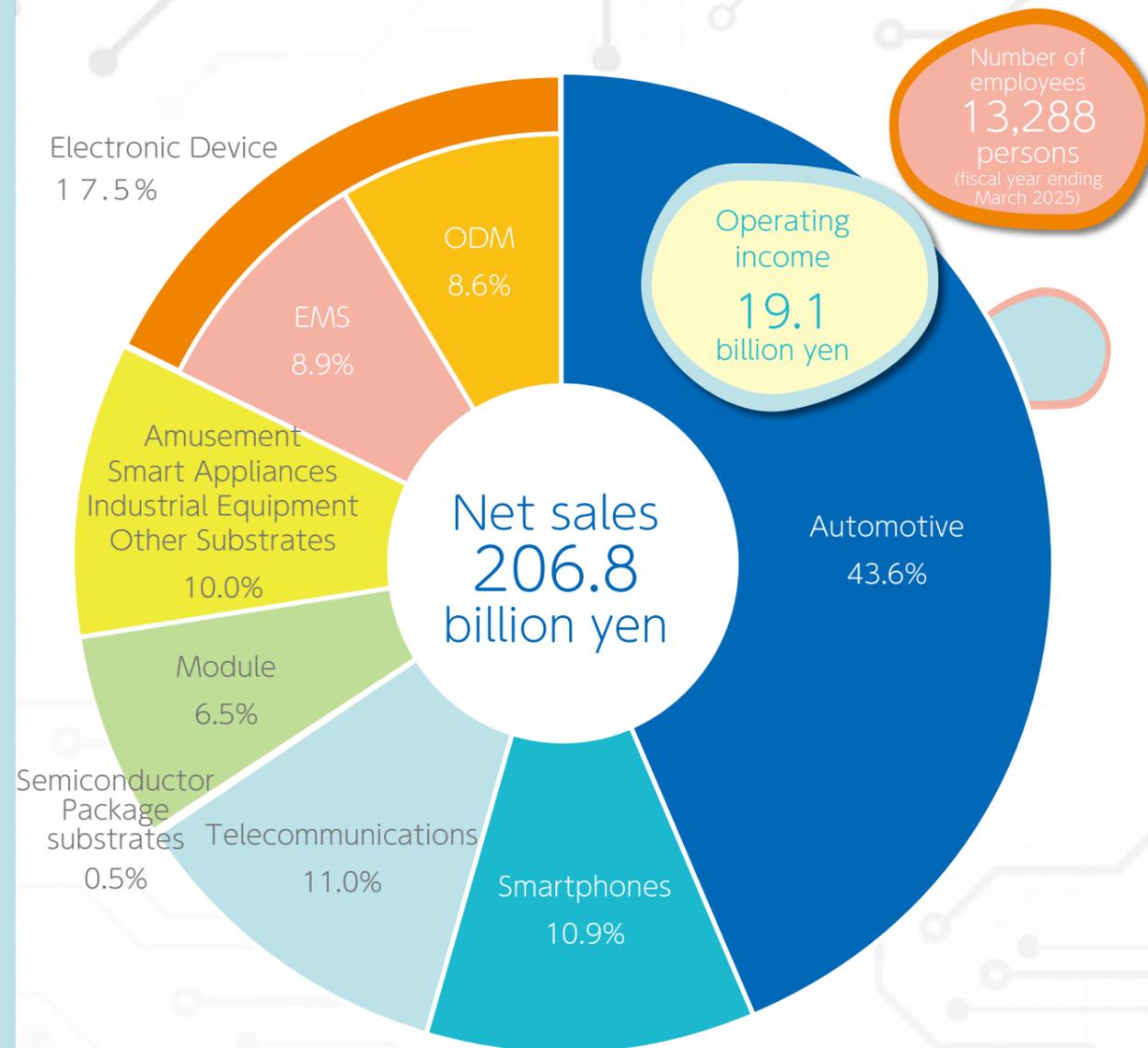
corporate report

2025



We provide the best-ever products and services for our customers through Meiko's manufacturing, thus contributing to the creation of happiness in employees and society.

We produce cutting-edge PCBs for automobiles, smartphones, IoT devices, industrial equipment, etc. and design, develop, mount, and assemble electronic devices on a global basis.



Contents

Introduction

- 01 Business Principles
- 03 History of Value Creation
- 05 Value Creation Process

Value Creation

- 07 Business Portfolio
- 09 Message from the President & CEO
- 13 Message from the Vice President & COO

ESG Management

- 15 Medium-term Business Plan
- 17 Sustainability Policy
- 19 Environmental Initiatives
- 25 Social Initiatives
- 41 Governance (Management Report)

Financial and Corporate Data

- 53 Financial and Non-financial Data
- 65 Meiko's Global Network

To the Readers of This Report

Editorial Policy

This integrated report was issued for the purpose of deepening the understanding of all stakeholders, including shareholders and investors, about our mid/long-term activities. Going forward, we will continue our efforts to meet requests from all stakeholders and have them deeply understand our business activities.

Applicable Period

April 1, 2024 to March 31, 2025

Published

Dec. 2025

Coverage

Meiko Electronics Co., Ltd. and affiliated companies

Caution Regarding Forecasts

This report mentions our future outlook and plans based on currently available information. In particular, the PCB industry is faced with a variety of risks and uncertainties due to changes in raw material prices, diverse customers' market trends, changes in technological trends, exchange rate fluctuations, changes in tax and other systems, natural disaster, international conflicts, infectious diseases, etc. Accordingly, actual performance may be different from our expectations.

Reference Guidelines

- The Ministry of Economy, Trade and Industry; Guidance for Comprehensive Disclosure and Dialogue for Co-creation of Value
- IIRC ; International Integrated Reporting Framework
- Task Force on Climate-related Financial Disclosures (TCFD)

Positioning of This Report

	Financial Information	Non-financial Information
Publications	Corporate Report	
	Securities Report	
	Convocation Notice	
		Company Brochure
WEB	Corporate Website	

The documents shown in the above table can be browsed on our website.
<https://www.meiko-elec.com/english/>

History of Value Creation

Over time, we have stably supplied high-quality PCBs. Going forward, we will continue to take on the challenge of cutting-edge PCBs and grow alongside the evolution of electronics, and contribute to society.

-1984-
Broke past the
10 billion yen-
mark in net sales.

-2000-
Broke past the
20 billion yen-
mark in net sales.

-2005-
Broke past the
50 billion yen-
mark in net sales.

-2017-
Broke past the
100 billion yen-
mark in net sales.

-2024-
Broke past the
200 billion yen-
mark in net sales.

*Trends in net sales

1974~1985

- 1974
Our current president Yuichiro Naya founded a design and manufacturing company for PCBs.
- 1975
We incorporated that company and established Meiko Denshi Kogyo Co., Ltd.
- 1980
Opened a new headquarters office and new factory.
(Current headquarters: Kanagawa Factory)
- 1981
Developed the world's first multi-video processor.
- 1982
Established Yamagata Meiko Denshi Co., Ltd.
(now Yamagata Meiko Electronics).

1986~2005

- 1990
Opened the FB Center (now the Fukushima Factory) in the Hirono-machi, Fukushima.
- 1991
Changed our company name to Meiko Electronics Co., Ltd.
- 2000
Listed our shares on an over-the-counter market (JASDAQ).
- 2001
Completed the construction for our Guangzhou Plant in China.
- 2004
Established Miyagi Meiko Co., Ltd.
(Ishinomaki Factory)

2006~2015

- 2006
Completed the construction of our Wuhan Plant in China.
- 2007
Built a new headquarters building on the site of the Kanagawa Factory.
- 2007
Completed the construction of the Vietnam Plant.
- 2014
Commenced operation of the Thang Long Plant.
- 2015
Opened Meiko Solar Park Fukushima on the site of the Fukushima Factory.

2016~2025

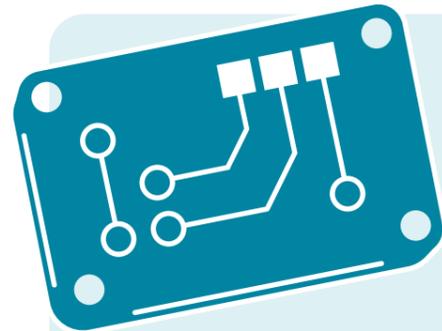
- 2021
Changed our listed market to the First Section of the Tokyo Stock Exchange.
- 2022
Moved to the Prime Market on the Tokyo Stock Exchange.
- 2023
Completed the construction of the Tendo Factory.
- 2024
50th anniversary of our establishment.
- 2025
Completed the construction of our Vietnam Plant No. 4.
Completed the construction of the Hoa Binh Plant.

Value Creation Process



Business Portfolio

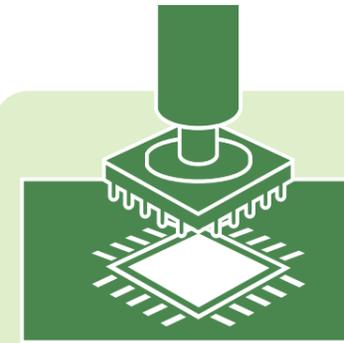
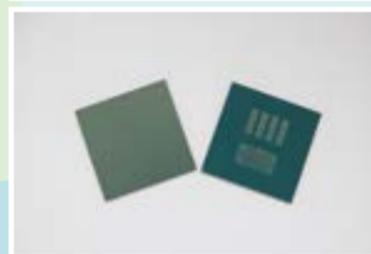
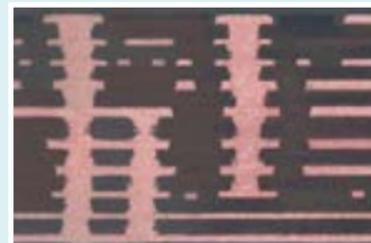
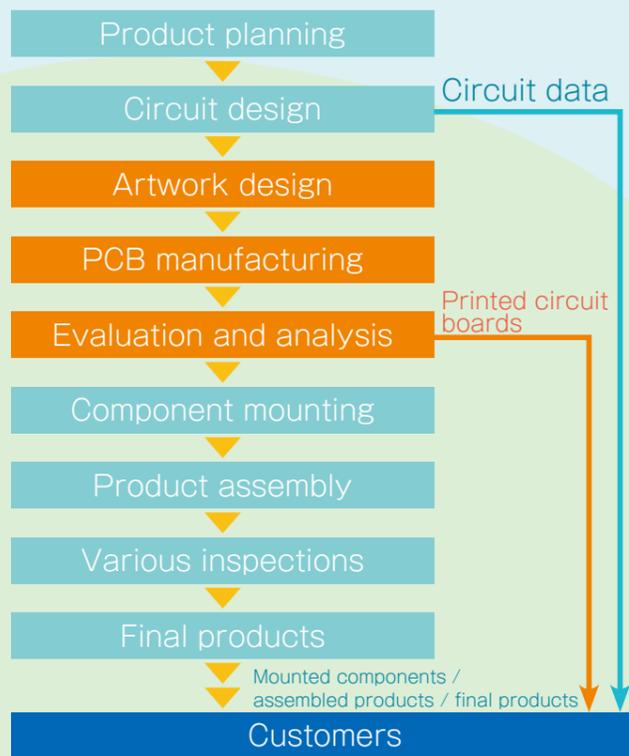
The Meiko Group creates products together with clients as the best partner of each client, and continues our endeavor to become the best manufacturer with comprehensive technologies to meet each client's demand.



PCB Business

We offer a wide range of cutting-edge products, including high-density, high-performance PCBs for smartphones; high-frequency PCBs designed to support the realization of automated driving; and high-heat dissipation, high-current PCBs capable of withstanding harsh environments such as automotive engine compartments.

Portfolio of products that responds to societal evolution and emerging needs



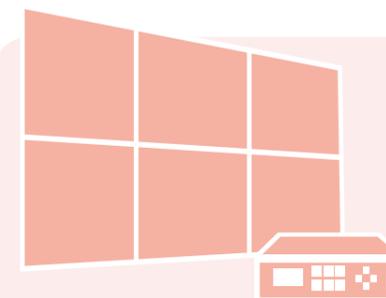
Electronic Device Business

We offer comprehensive solutions for realizing the tasks of outsourcing processes including the design, manufacturing, mounting, assembly, and delivery of PCBs.



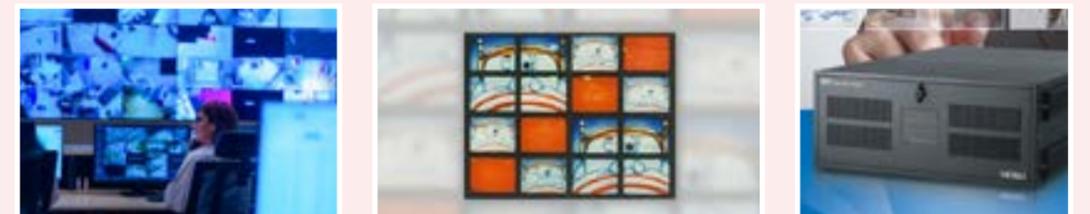
Mechatronics Business

We undertake the development and production of equipment and software for solving onsite problems and troubles with advanced technologies.

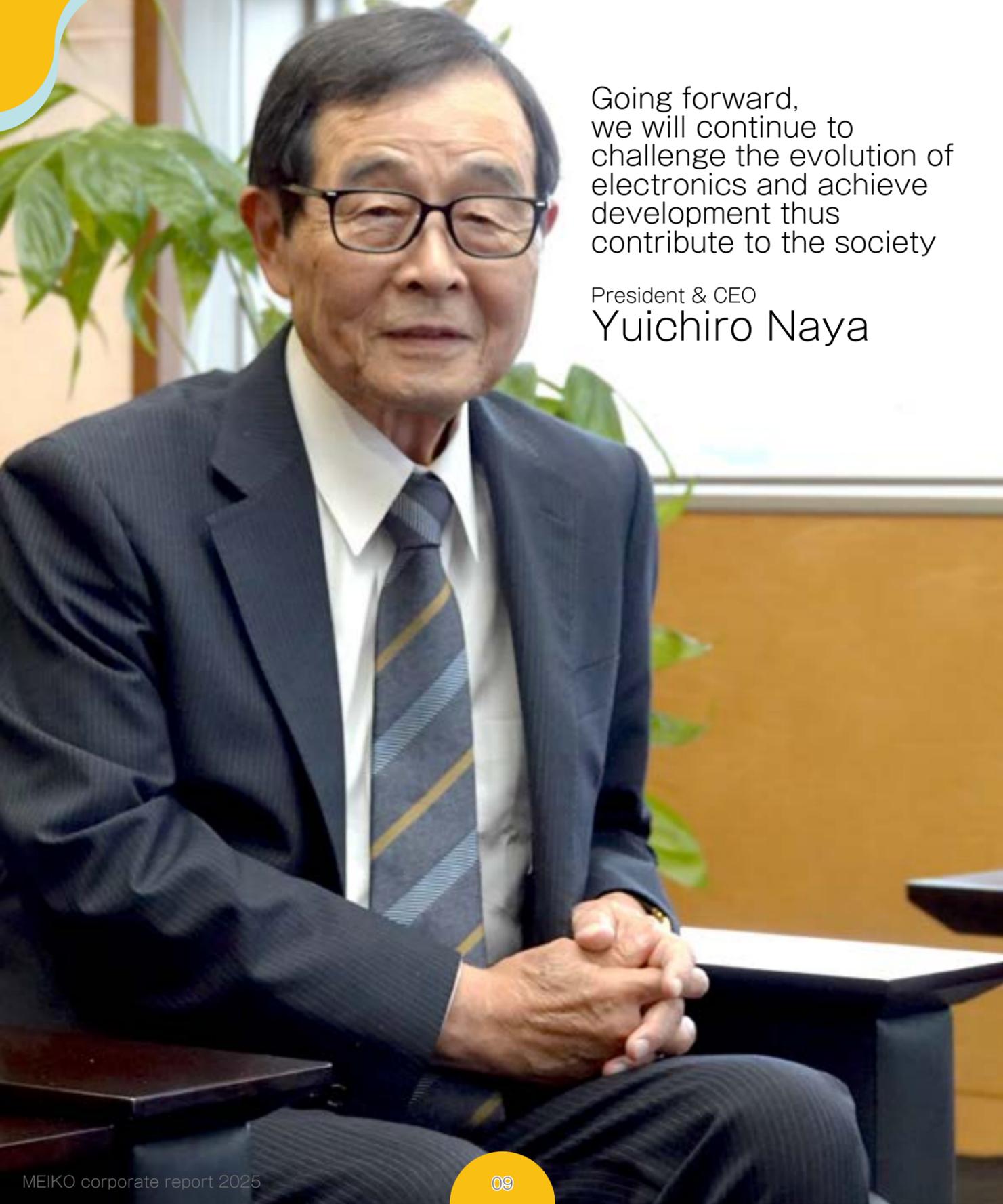


Visual System Business

The multi-vision system developed by Meiko considerably helps grasp a variety of information.



Message from the President & CEO



Going forward,
we will continue to
challenge the evolution of
electronics and achieve
development thus
contribute to the society

President & CEO
Yuichiro Naya

Our social role and significance

At Meiko, we uphold our management philosophy of "providing the best products and services to customers, and happiness for employees and society through manufacturing," and, alongside the expansion of our business base, fulfill our social responsibility by addressing issues related to the SDGs. We live as citizens of an irreplaceable Earth, and our lives have become more sophisticated and comfortable over time. However, we believe that such lifestyles should not be pursued at the expense of global warming, ocean pollution, natural disasters, food insecurity, human rights issues, or the depletion of natural resources around the world. Today, as the world addresses these challenges, initiatives aimed at realizing a sustainable society, including Green Transformation (GX) and Digital Transformation (DX), are progressing rapidly, and corporations are expected to play an increasingly important role.

With "Challenge the evolution of electronics and achieve development thus contribute to the society" as our purpose, we contribute to the promotion of social innovation through the evolution of electronics and we will continue to proactively address social issues through our business activities. These include responding to climate change by achieving carbon neutrality, the efficient use of resources and energy, and initiatives related to human rights, employee work styles, and employment stability.

Changes in our business environment

The business environment surrounding our company increasingly requires the restructuring of supply chains in response to factors such as reciprocal tariffs imposed by the United States and heightened geopolitical risks.

Production of PCBs, which had previously been concentrated in China and Taiwan, is now rapidly shifting toward the broader Asian region, with a particular focus on ASEAN. As Meiko operates multiple manufacturing facilities in Vietnam, we believe we are well positioned to capture significant business opportunities.

At our plants in Vietnam, we have established a production system capable of mass-producing motherboards for HDI PCBs and multilayer through-hole PCBs. We are also capable of producing flexible PCBs, semiconductor package substrates, and module substrates, and orders for these products are currently expanding rapidly.

With demand expected to continue growing, we are moving forward with the expansion of our fourth plant in Vietnam as well as the construction of our Hoa Binh Plant, which will produce state-of-the-art PCBs, in order to drive further growth. In addition, within our electronic device business, collaborative effects with the PCB business are beginning to emerge, and we anticipate further improvements in business performance going forward.



Initiatives aimed at environmental issues

As environmental issues continue to intensify, responding to climate change and transitioning to a decarbonized society have become important management challenges. Accordingly, we have established environmental targets and will promote CO₂ reductions in line with our roadmap.

Our environmental targets are a 50% reduction in domestic CO₂ emissions intensity by fiscal 2030 compared to fiscal 2021, and the achievement of zero emissions by fiscal 2050. A breakdown of our CO₂ emissions shows that 44% arise from production activities (Scopes 1 and 2), while 56% arise from purchased goods and services (Scope 3). As the majority of our CO₂ emissions in Scopes 1 and 2 are attributable to electricity consumption, we are working to reduce emissions through measures such as reducing standby power and replacing production equipment with energy-saving alternatives. With respect to Scope 3 emissions, we are promoting CO₂ reduction initiatives across the entire supply chain in collaboration with our business partners.

With regard to the introduction of renewable energy, we have already installed solar power generation facilities for self-consumption at our Ishinomaki and Fukushima factories, and have also introduced solar power generated under a PPA scheme at our Tendo Factory. In promoting the circular use of resources, we will continue to pursue further recycling of waste materials, keeping the 3Rs in mind.

Initiatives aimed at human capital

We entrust the operation of our overseas plants to local staff. This has been made possible by a cycle established since the launch of our Guangzhou Plant in 2001, under which local staff are dispatched to Japan to learn manufacturing practices and then return to their local operations to take responsibility for plant management. These results are also being leveraged in the construction of new plants in Vietnam. At the Hoa Binh Plant, the active involvement of Japanese and Chinese engineers has enabled a rapid production ramp-up.

Alongside the expansion of our global business operations, people of various nationalities are also working in Japan. Human resources capable of working in any country, including Vietnam, China, and Japan, have steadily increased. We will continue to further expand these initiatives going forward. In terms of recruitment, the ratio of new graduates to mid-career hires is roughly equal, with no discrimination between the two categories, fostering a corporate culture that values freedom and openness at work. Of course, job performance is rigorously assessed, but where ability is demonstrated, nationality and gender are entirely irrelevant. As we must advance our global business

development in a more strategic manner, diversity is an inevitable choice. We strive to ensure that diverse human resources can fully demonstrate their abilities without discrimination based on race, creed, religion, nationality, disability, or other attributes.

We promote the creation of a workplace that is safe, secure, clean, respectful of diversity, and rewarding, where employees can grow. As a result, taking gender as one example, the ability for employees to approach their work without being particularly conscious of their gender has become one of Meiko's strengths. Such an open and transparent working environment can truly be regarded as a source of corporate value. Obviously building such a positive working environment has required a long journey, including sustained internal education efforts. Unless we make steady efforts to bridge differences among individuals, simply advocating diversity on its own will not succeed. It is essential to gradually shift mindsets in the workplace until "diversity as a matter of course" can be realized without conscious attention to differences.

To further enhance the level of our operations, workstyle reform, including remote work, is nec-

essary. We are currently implementing improvements across all areas to enhance the quality of our operations. For example, a 30% improvement in productivity could potentially enable us to double our sales. Through these initiatives, we believe we can compete effectively on a global scale with our current headcount. Looking ahead, with the aim of enhancing motivation toward work, we intend to make it a basic policy to place greater emphasis on support for younger employees, including new hires, by providing generous assistance that includes compensation.

Shareholder returns and communication with investors

We view improving returns to our shareholders as one of our priority management objectives. For the time being, we intend to prioritize investment aimed at expanding our corporate scale, while focusing on the growth of both sales and profit. With a target dividend payout ratio of 15%, we aim to increase the dividend amount in line with the growth of profits.

In corporate management, communication with shareholders and investors is indispensable. We

provide opportunities for our officers to listen to the views of shareholders and investors at venues such as general meetings of shareholders, financial results briefings, and one-on-one meetings, and to incorporate those views into management.

Through our business activities, we have made investments, expanded employment, and consistently delivered high-quality products to our customers, while paying taxes in the countries where our factories and plants are located and contributing to local communities in a variety of ways. Going forward, we will continue to challenge the evolution of electronics and achieve development, thus contribute to the society.



Message from the Vice President & COO

Meiko's Business Strategy Going Forward

Meiko's sales exceeded 200 billion yen for the first time in fiscal 2024. To sustain continued growth, the smooth ramp-up of our Vietnam Plant No. 4 and the Hoa Binh Plant, both of which have begun operations, as well as the expansion of our business into new fields, will be critically important. Meiko will steadily take on these challenges to realize this growth.

Vice President and COO
Atsushi Sakate



Expanding into new business fields and taking on new challenges

Semiconductors are an indispensable component of modern electronic products, and demand is expected to continue increasing. In particular, the expansion of high-speed communications, IoT, and AI is further increasing reliance on semiconductor devices, and in response, Meiko entered the semiconductor field in 2023 by leveraging its proprietary PCB technologies.

PCBs for semiconductor applications require higher precision and reliability than general-purpose PCBs. I believe that the high-quality PCB manufacturing technologies Meiko has cultivated over the years are capable of meeting the advanced requirements of semiconductor substrate production.

Furthermore, in our electronic device business, I believe that applying technologies used in semiconductor substrate manufacturing will enable the design of new products and help establish a supply system capable of responding to a wide range of customer requirements. In addition, the robotics market continues to grow across a wide range of fields, including manufacturing, logistics, and healthcare. PCBs are indispensable for control units and sensors that function as the "brains" of robots, and the market for such applications is expected to continue expanding.

Meiko's involvement in this field dates back to 1978, four years after its founding, when the company developed electrical inspection equipment for PCBs. By advancing and applying these technologies over time, we now produce a wide range of industrial robots, including material-handling systems and AGVs. Furthermore, within our electronic device business, we are able to undertake everything from robot assembly to the manufacture of individual components, enabling an integrated production system spanning from parts supply through to final product manufacturing. By leveraging the knowledge and technologies Meiko has accumulated to date, we aim to provide competitive services that respond swiftly to customer needs in the robotics market.



Initiatives and Strategic Directions for the Future

For Meiko to achieve sustainable growth with a view toward the future, a firm commitment to continued investment in research and development is essential. The development of new products utilizing semiconductor, robotics, and AI technologies, as well as the optimization of manufacturing processes, plays a crucial role in building sustainable competitive advantage. Examples of technological innovation in PCBs include embedded deviced PCBs for AI servers, as well as high-frequency, high-density multilayer PCBs. AI servers require substantial amounts of power, raising concerns about their environmental impact. Through the development of new products addressing these challenges, Meiko will meet customer needs by offering solutions that significantly reduce environmental impact, while also contributing to the protection of the global environment.

As a manufacturing company, reducing environmental impact and pursuing sustainable development are unavoidable challenges. Across all of our businesses, we are working to reduce energy consumption and waste throughout our manufacturing processes. At the same time, we are promoting the adoption of renewable energy and initiatives to reduce environmental impact across the entire product lifecycle. By contrib-

uting to the realization of a sustainable society in this way, we aim to earn the trust of all stakeholders.

In addition to expanding in the domestic market, we must actively pursue growth in overseas markets. In particular, business development in the rapidly growing Asian and North American markets will directly drive revenue growth. To support this global expansion, strong partnerships with local companies and rapid product development tailored to local needs will be essential. Such partnerships will strengthen our competitiveness and enable us to expand our customer base across diverse markets.

To realize these various initiatives and drive corporate growth, our people play a critical role. For Meiko to continue to develop, securing and developing talent with advanced skills and knowledge is essential. By creating a supportive and rewarding work environment and improving talent retention, we will achieve sustainable growth.

Medium-term Business Plan

Business Principles

We provide the best-ever products and services for our customers through Meiko's manufacturing, thus contributing to the creation of happiness in employees and society.

Management Targets

Challenge the evolution of electronics and achieve development thus contribute to the society.

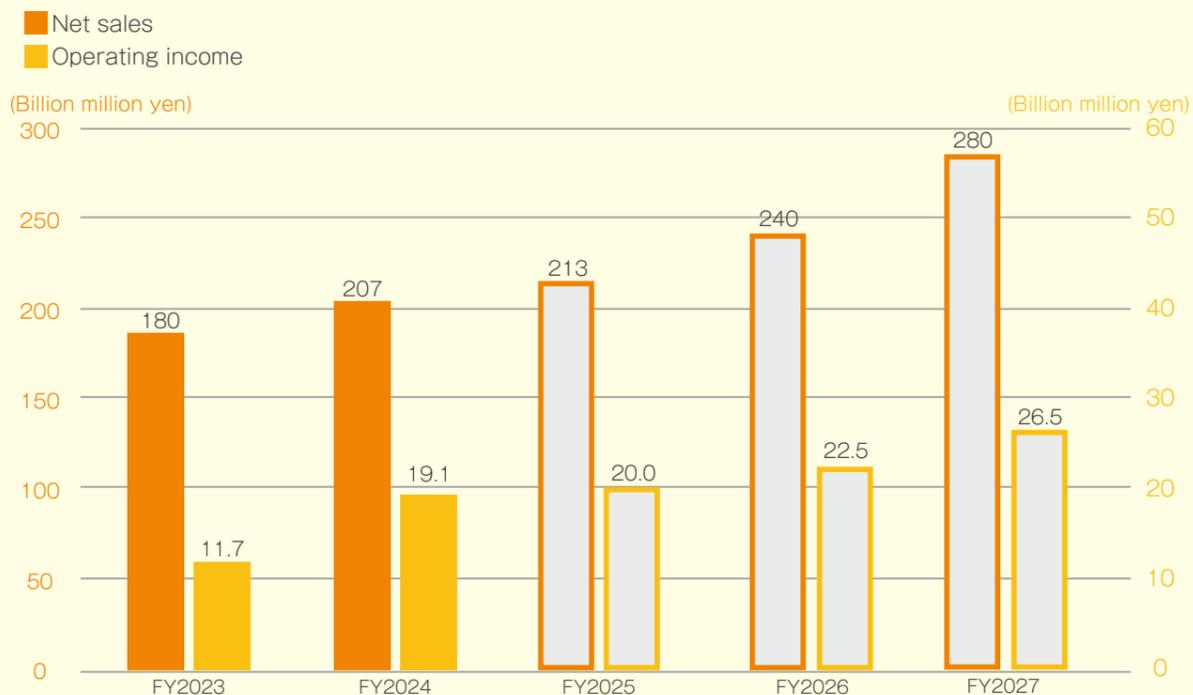
Management Targets (Fiscal 2027)

Net sales 280 billion yen
 Operating income 26.5 billion yen
 Operating income margin: 9.5%
 Exchange rate assumptions: 140 yen

Investment (Total from Fiscal 2025 to Fiscal 2027)

Capital expenditure : 111 billion yen

Overview of Medium-term Business Plan



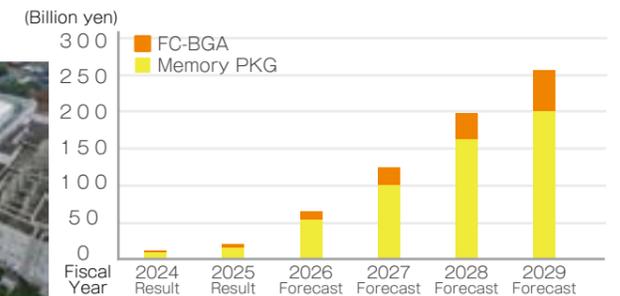
01 Status of New Businesses

Production Sites

Ishinomaki Factory No. 2



Vietnam Plant No. 3



Products

FC-BGA Substrates

Key Features

- Package substrates utilizing the SAP process
- Ultra-fine line widths of L/S = 12/12 μm or less
- Accommodate high multilayers and larger package sizes

Applications
 Logic semiconductors for consumer and automotive applications

Memory Package Substrates

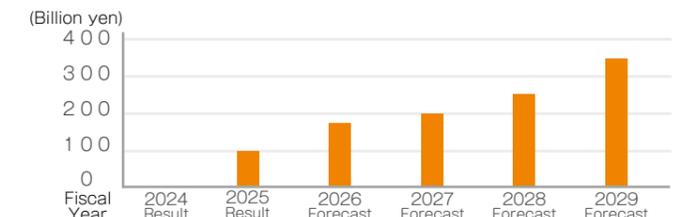
Key Features

- Supports fine-line wiring with L/S = 25/25 μm or less using the MSAP process
- Supports ultra-thin substrates with a thickness of 0.1 mm or less

Applications
 Memory semiconductors

02 Initiatives Aimed at Business Expansion

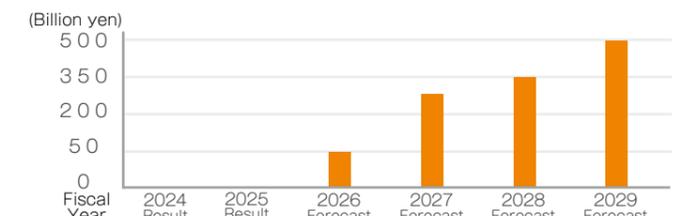
Vietnam Plant No. 4



Total floor area	Approx. 60,000 m ² (15,000 m ² × 4 floors)
Investment scale	Approx. ¥25 billion
Business Overview	Capacity expansion for Plant No. 2 (PCB) High multilayer/High-density HDI PCBs Memory module substrates

FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction	Equipment				
		Customer qualification			
		Partial operation and mass production			

Hoa Binh Plant



Site area	Approx. 93,000 m ²
Total floor area	Approx. 60,000 m ² (Plant No. 1)
Investment scale	Approx. ¥50 billion (Plant No. 1)
Business Overview	Medium- to high-layer-count, high-density HDI PCBs (Plant No. 1)

FY2024	FY2025	FY2026	FY2027	FY2028	FY2029
Construction	Equipment				
		Customer qualification			
		Partial operation and mass production			

Sustainability Policy

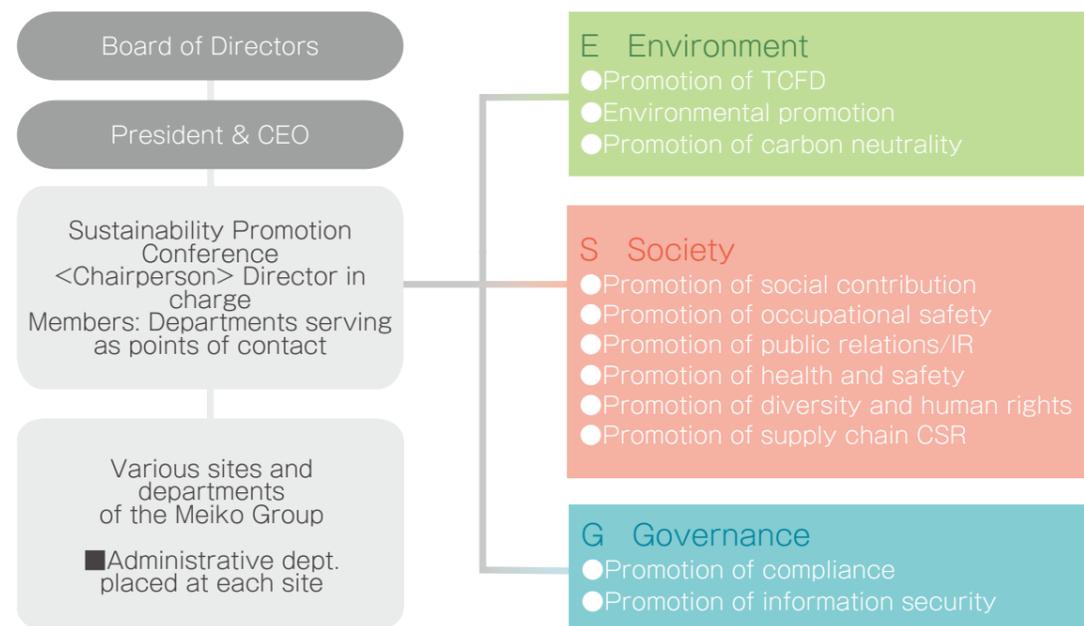
Under the Business Principles, Meiko shores up the trust of stakeholders through sound, highly transparent business administration and business activities harmonized with society and

the environment, and actively conducts activities for sustainability to contribute to the sustainable growth of society and mid/long-term improvement in corporate value.

Sustainability Promotion System

The Sustainability Promotion Conference, under the direct control of the President and chaired by the Director and Executive Officer in charge,

is responsible for determining sustainability-related policies, managing the progress of targets, and deliberating on measures to be taken.



Steps for identifying materiality

Step1 Identify social issues	Ascertain and sort out
Step2 Incorporate SDGs	Subdivide sustainability themes to tackle and map them into six elements pertaining to SDGs
Step3 Assign an order of priority	Evaluate based on the two directions of importance to our business and importance to our stakeholders/society
Step4 Identify materiality	Identify based on discussions by management

Priority Issues and SDGs

Category	Materiality	Risks and Opportunities (●: Risk/★: Opportunity)	Initiatives
Environment	Initiatives for lowering environmental burden	<ul style="list-style-type: none"> ● Rise in production costs due to delays in initiatives aimed at decarbonization and increase in carbon tax burden ● Impact of climate change on procurement of raw materials ● Damage to corporate value due to delays in response to climate change ● Damage to corporate value due to delays in addressing waste reduction and recycling and water resources ★ Cost reductions through energy-saving efforts and adoption of renewable energy ★ Improvement in corporate value through disclosure of initiatives for lowering environmental burden 	<ul style="list-style-type: none"> · Implementation of actions following TCFD Recommendations · Promotion of and transition to energy-saving · Adoption of solar power generation for in-house consumption · Recycling and promotion of zero emissions · Suppression of CO₂ emissions, waste and discharge volumes in production process · Disclosure through CDP
Society	Realization of innovation	<ul style="list-style-type: none"> ● Opportunity loss caused by stalled R&D efforts ● Intensified competition surrounding energy-saving performance ★ Contribution to evolution of electronics 	<ul style="list-style-type: none"> · Realization of environmentally-conscious highly-functional modules/package PCBs · Highly-functional (loss reduction) fine wiring technology · Assistance with transition to high frequency for 5G/6G (Contracted high frequency measurement service) · Contribution to global health (Manufacturing of artificial respirators)
Society	Continuous stable supply through bolstering supply chain	<ul style="list-style-type: none"> ● Procurement shortages due to delays in responding to problems with environment/ human rights/quality in supply chain 	<ul style="list-style-type: none"> · Establishment of Sustainable Procurement Guidelines · Conflict mineral surveys
Governance	Establishment of resilient management foundation	<ul style="list-style-type: none"> ● Exposure of vulnerabilities due to shortcomings in Group controls ● Occurrence of suspension of operation and harm to people or property due to accidents, natural disasters, epidemics, political unrest, etc. 	<ul style="list-style-type: none"> · Strengthening of our BCP · Transformation of Yamagata business operation into second headquarters · Continuous reinforcement of compliance (Compliance Handbook)
Society	Development of diverse human resources and reinforcement of human capital	<ul style="list-style-type: none"> ● Stalling of business plans due to inability to allocate necessary human capital ● Outflow of human capital due to insufficient environment in place ● Rise in costs due to intensified competition over securing of human capital 	<ul style="list-style-type: none"> · Establishment of environment that accommodates diverse ways of working · Career Support Program · Employment of disabled persons · Promotion of diversity & inclusion (D&I)
Society	Resolution of social issues through businesses	<ul style="list-style-type: none"> ★ Contribution to local communities ★ Improvement of corporate value through appropriate disclosure of activities 	<ul style="list-style-type: none"> · Participation in locally organized social welfare activities and environment activity events · Donations to Parent-Child Bonds Development Fund · Contribution to regional revitalization (Promotion of sports)

E Environmental initiatives	
Measures against global warming	<Group-wide Targets> · Achieve carbon neutrality by FY2050 · Promote energy efficiency (energy intensity targets: electricity -2.5% per year; fuel -2.0% per year) · Introduce solar power generation for self-consumption <Domestic Targets> · Reduce domestic CO ₂ emissions intensity by 50% by FY2030(compared withFY 2021)
Waste reduction	Promotion of zero emissions 80% recycle rate by Fiscal 2030 Recycling (Recovery of copper, palladium, and gold)
Utilization of water resources	Promotion of reuse Reduction of water use per rate of consumption per production volume by 10% between Fiscal 2021 and Fiscal 2030
S Social initiatives	
Reinforcement of human capital measures aligned with business strategy	Reinforcement of efforts to recruit and develop human resources · Securing of human capital and reinforcement of training for handling global customers and expanding new businesses · Reinforcement of training for promoting IT adoption
Engagement of employees	Promotion of diversity (Promotion of women's participation and advancement and promotion of overseas human resources) Promotion of development of safe, comfortable working environment (zero occupational accidents) Improvement of employees' health (Certified as an excellent corporation in terms of health-oriented management)
Contribution to and vitalization of each region	Contribution to protection of nature and environment (Recycling activities) Contribution to regional vitalization (Promotion of sports and contribution according to local needs) Contribution to social welfare
G Governance	
Reinforcement of management system	Establishment of management systems for supporting sustainable growth
Reinforcement of crisis management system	Strengthening of our BCP Transformation of Yamagata business operation into second headquarters

Environmental Initiatives

01 Environmental Strategy

Prevention of global warming

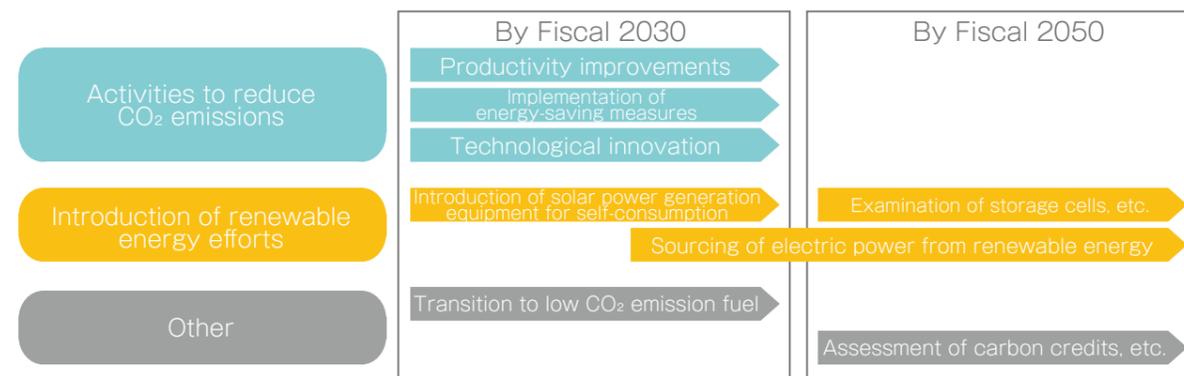
Meiko recognizes the issue of greenhouse gases as an extremely serious threat to our irreplaceable planet. In order to bolster our efforts to promote associated initiatives, as we aim to realize carbon neutrality by 2050, we will promote

improvements to productivity, the updating of equipment to that with higher efficiency and other energy-saving measures and, in doing so, reduce CO₂ emissions originating from energy.

CO₂ Reduction roadmap

With a view to achieving carbon neutrality by Fiscal 2050 and a 50% reduction in CO₂ emissions per rate of consumption per production volume in Japan between Fiscal 2021 and Fiscal 2030 as our target, we will accelerate energy-saving measures as well as promote the introduction of

solar power generation for in-house consumption and other forms of energy creation as we move forward. Additionally, we will tackle Scope 3 emissions as well in order to also push forward with decarbonization in our value chain as a whole.



Response to TCFD

Governance

The Meiko Group is strengthening its sustainability framework in order to enhance corporate value from a sustainability perspective, with President and CEO Yuichiro Naya having ultimate responsibility for management decisions related to sustainability issues. Recognizing that addressing sustainability-related issues is an important component of our management strategy, the Group formulated its Basic Sustainability Policy at a Board of Directors meeting held on October 25, 2021. In conjunction with this, we established the Sustainability Promotion Conference as an organization directly overseen by the President and CEO. Chaired by the executive officer in charge, the Confer-

ence is responsible for determining sustainability-related policies, monitoring progress toward targets, and deliberating on relevant initiatives. Specifically, the Conference works in collaboration with relevant departments to implement measures addressing climate change, reducing waste, and strengthening human capital as part of the Group's efforts to reduce environmental impact. The Conference reports on evaluations of specific achievements to the Board of Directors as appropriate, and also discloses information on its initiatives externally.

Strategy

To correctly recognize risks and opportunities related to climate change, Meiko assesses their impact on its business strategy, performs scenario analysis to proceed to apply them to the formulation of business strategy, recognizes business risks and opportunities with high importance based on shifts in its business environment accompanying climate change and its impact, and pushes forward with action over the medium/long term. More specifically, we see the likes of the incurring of costs alongside carbon

offsetting, cost increases due to shifts from fossil fuels, greater R&D investment that boosts energy-saving performance, and drops in corporate value and declines in orders caused by delays in climate change countermeasures as opportunities, and as such establish new methods and technologies for manufacturing to reduce our environmental burden, increase our EV-compatible products, adapt to the growing market, and establish a global procurement network.

Identification of risks and opportunities

Under the 1.5°C scenario, which assumes a transition toward a decarbonized society, transition risks are the primary concern, whereas under the 4°C scenario, in which global warming advances and temperatures rise, physical risks become more significant. However, global average temperatures in 2024 are expected to exceed 1.5°C above pre-industrial levels for the first time. The World Meteorological Organization (WMO) forecasts that average temperatures during the five-year period from 2024 to 2028 will be between 1.1°C and 1.5°C higher, and has announced an 80% probability that temperatures will exceed 1.5°C within the next five years. This

suggests that even if progress is made toward a decarbonized society under a 1.5°C scenario, physical risks comparable to those under a 4°C scenario may still materialize in the medium term. We use the IEA NZE scenario in our analysis of transition-related risks and opportunities, while the RCP8.5 scenario is applied in analyzing physical risks and opportunities. Within a business environment aimed at achieving a decarbonized society under the 1.5°C scenario, we are also examining measures to prepare for physical risks at the 4°C scenario level.

Risks and opportunities accompanying the "shift" to a low-carbon economy

Category	Risk	Period before Each Risk Emerges	Degree of Impact	Opportunities and Response
Policies and legal regulations	1) Risk of incurring costs for offsetting CO ₂ emissions.	Medium/long term	High	1) To proceed with measures for saving energy and reducing waste. 2) To procure renewable energy as much as possible through in-house power generation business and reduce costs. 3) To compensate for the insufficiency of in-house power generation, we will buy electric power through offsite PPAs and CO ₂ -free power to achieve the target reduction of CO ₂ emissions. *To promote the reduction of CO ₂ emissions in a planned manner. 4) To monitor the legal regulations and measures in each country.
	2) Regulations for waste will be enforced in each country, increasing costs.	Short term	High	
	3) Increase in costs due to the replacement of fossil fuel.	Medium/long term	High	
	4) Rapid increase of legal regulations in socialist countries because overseas ratio is high.	Medium/long term	High	
Technology	1) The necessity of energy-saving measures will increase, and the competition for energy-saving performance will intensify. As a result, costs for R&D will increase and low-carbon technologies will be applied to existing products.	Medium/long term	High	1) More energy-saving measures will be conducted and more energy-saving products will be developed, and the demand for low-carbon technologies will grow. Accordingly, business opportunities will increase (Establishment of new methods and technologies for manufacturing to reduce environmental burden). 2) To reduce loss by improving yield rate.
	2) Intensification of competition for knowledge, technologies, engineers, manufacturing equipment, etc. related to decarbonization, low-emission technologies, products, and so forth.	Short term	Medium	
Market	1) Due to the increase of electric components and progress in the digitalization of automobiles and other products, the supply of PCBs for semiconductors will become insufficient.	Medium/long term	High	1) To promote the reduction of CO ₂ emissions in a planned manner. 2) To develop and offer products with a small environmental burden. 3) To increase products compatible with EVs and adapt to the growing market. 4) To respond to the expansion of business opportunities due to the increase of telecommunications speed following the augmentation of data transmission volume and the growth of demand for semiconductor PKG. 5) To establish a global procurement network. 6) To reduce energy consumption in distribution by improving loading ratios.
	2) Manufacturers in other fields will enter this market, and the orders from existing makers will decrease.	Medium/long term	High	
	3) Due to skyrocketing prices of materials with a significant environmental burden, costs will increase.	Medium term	High	
	4) Due to the lack of the ability to take environmental measures, the number of orders will drop (demand will weaken).	Short term	High	
Reputation	1) Being low-carbon and environmentally friendly will become one of the requirements for investment.	Medium/long term	High	1) To appropriately disclose the progress of the plan for reducing CO ₂ emissions.
	2) If a company falls behind in measures against climate change, its corporate value will decline, orders received will decrease, and the impact on management and recruitment will become serious.	Medium/long term	High	

► "Physical" risks and opportunities due to climate change

Category /Aspect	Risk/Impact on the business	Period before each risk emerges	Degree of impact	Opportunities and response
Acute	1)Disasters will become more serious (storm and flood damage will become greater), increasing the risks of suspension of factory operation, damage to assets, and employees' difficulty in commuting.	Medium/long term	Low	1)To improve our BCP to cope with more serious disasters, to stabilize business continuity (Maintenance of the supply chain, the stable supply of energy, etc.).
	2)The greater storm and flood damage will disrupt the supply chain.	Medium/long term	High	2)To promote energy-saving plans.
Chronic	1)The rise in air temperature will cause costs for energy and the management of materials to increase.	Medium/long term	High	3)To strengthen our efforts to acquire business in the anti-disaster system-related market.

(Notes)
The time horizon until occurrence is categorized into three stages: short term (less than three years), medium term (three to less than six years), and long term (six years or more). "Evaluation" reflects the results of a quantitative assessment of the Company's strategic and financial impacts based on two axes: frequency of occurrence (three levels) and severity (five levels). The results are classified into five categories, and Class 4 and Class 5, the highest categories, are identified as significant risks or opportunities and are indicated as "High."

► Financial impact expected in FY2030

Risk	Upper limit of financial impact	Calculation method	Countermeasures
Introduction of a carbon tax	¥6.5 billion	To evaluate the impact of carbon pricing, calculations were made using prices assumed under the NZE scenario for Japan, China, and Vietnam, based on the IEA World Energy Outlook 2023. CO ₂ emissions (Scope 1 and Scope 2) are based on projected FY2030 business-as-usual estimates. (Converted at US\$1 = ¥145)	We will advance energy-saving initiatives such as productivity improvements and upgrades to high-efficiency equipment to reduce energy consumption, while also accelerating the adoption of renewable energy in order to reduce CO ₂ emissions subject to carbon taxation.
Flood and typhoon damage	¥2.7 billion	An assessment was conducted for nine domestic and overseas production sites based on publicly available hazard information and historical regional data. As a result of the assessment, six sites were identified as having a very low probability of operational disruption. The potential impact on earnings due to production stoppages at these sites has been calculated.	At each site, preventive measures have already been implemented in response to identified risks, including raising floor levels and relocating equipment. In preparation for events that could have a financial impact, we have also established Business Continuity Plans (BCPs) and are promoting the development of alternative production arrangements to minimize potential impacts.

I Risk management

Within the Meiko Group, company-wide risk management is conducted by the Risk Management and Compliance Committee. Sustainability-related risks are examined in greater detail within the Sustainability Promotion Conference, where risk identification and prioritization are discussed and shared. The prioritization of risks to be addressed is determined based on their potential impact on the Group, the impact of the Group's activities on

the environment and society, and the likelihood of occurrence. In response to these risks, we have established mid-term targets as described under "Indicators and Targets." Progress toward these targets is reported to and overseen by the Board of Directors, and is also disclosed on our website.

I Indicators and targets

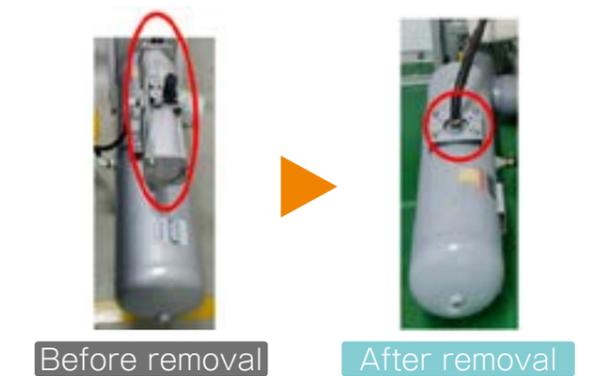
Our targets include a 50% reduction in domestic CO₂ emissions intensity by FY2030 compared to FY2021, annual reductions in electricity intensity of 2.5% and fuel intensity of 2.0%, and the achievement of carbon neutrality by FY2050. In FY2024, CO₂ emissions generated from production and other activities consisted of 4% Scope 1 emissions and 40% Scope 2 emissions. Reducing electricity consumption is particularly important, and we will work to reduce CO₂ emis-

sions through the introduction of energy-efficient equipment and renewable energy. In addition, Scope 3 emissions not directly attributable to production activities account for 56% of total emissions, approximately 80% of which arise from the procurement of raw materials. Accordingly, we will work to collect primary data from suppliers and advance decarbonization across the entire value chain.

02 CO₂ Reductions: Examples of Energy-Saving Initiatives

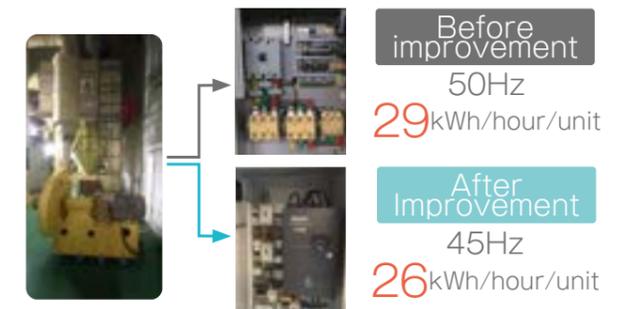
Reduction of power consumption by compressors (Vietnam Plant)

In the drilling process, which uses high-pressure compressed air, air supplied from compressors had previously been further pressurized immediately before use. By installing additional piping from the utility building to the plant building and reducing pressure loss, approximately 200 high-consumption booster units were eliminated. As a result, compressor operating time was reduced, leading to annual reductions of 1,683 MWh in electricity consumption and 1,138 t-CO₂ in emissions.



Reduction in electricity consumption through modification of dust-collector blowers in the drilling process (Guangzhou Plant)

The blower for the NC drilling machine dust collector had been operated at a fixed frequency of 50 Hz (commercial power), making it impossible to adjust operating load in accordance with production demand. By converting the system to inverter control and operating it at 45 Hz in accordance with load conditions, electricity consumption was reduced by 103 MWh per year and CO₂ emissions by 54 t-CO₂ per year.



03 Solar Power Generation Initiatives

Meiko has introduced solar power generation for self-consumption at three domestic factories—Fukushima (540 kW), Ishinomaki (400 kW), and Tendo (170 kW). Combined with electricity generated at Meiko Solar Park Fukushima, which has been in operation since 2015, these initiatives contribute to an annual CO₂ reduction

of approximately 2,180 t-CO₂. In August 2025, solar power generation using the PPA model were introduced at the Tendo Factory, achieving an additional reduction of 380 t-CO₂. We will further promote the use of sustainable energy.



Approximate annual CO₂ reduction: 2,560t-CO₂

04 Cyclical Use of Resources

Waste reduction and recycling

Meiko engages in activities for waste reduction while bearing the 3Rs (Reuse, Reduce and Recycle) in mind. We have continued thus far to tackle the installation of plants that recover copper

from soft etching waste fluid and the recovery of gold and palladium. Going forward, we will keep on proactively engaging in further waste recycling.

In-house treatment of alkali waste liquid

Fukushima Factory

Previously, developer and stripping waste liquid generated during circuit formation and solder resist (SR) processes had been outsourced for external treatment. With the introduction of in-house treatment equipment, all waste liquid is now processed internally, eliminating the need for external outsourcing.



Utilization of water resources

In manufacturing PCBs, Meiko utilizes large amounts of water in its substrate cleaning process. Up to this point, we had tackled the reduction of those amounts through means such as managing water use for each piece of equipment and using RO water.*1 While a large number of our domestic factories have an abundance of groundwater, some of our overseas plants suffer from a serious lack of water. Using global tools such as Aqueduct*2, Meiko assesses water risk

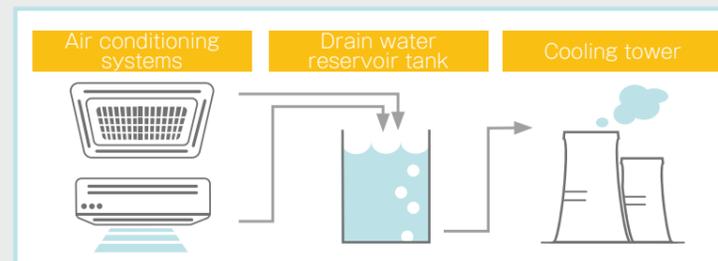
at each of its sites. As a result, we have found that none of our business establishments are located in areas judged to have high water risk. However, we will continue striving to use the minimum necessary quantities of water to the extent that quality is not affected.

*1: RO water: Water from which impurities are removed with the use of Reverse Osmosis (RO).
*2: Aqueduct: A water risk assessment tool developed by the World Resources Institute (WRI).

Reusing of drain water

Vietnam Plant

Drain water for air conditioning systems is low in both temperature and conductivity. We collect that water in reservoir tanks and use it to replenish cooling towers in energy buildings. Through this process, 57,000 m³ of water is reused per annum.



Preservation of biodiversity

[Basic Policy]

Meiko recognizes that biodiversity is an indispensable part of a sustainable society. To that end, we have adopted a "Conduct Policy" shared across the Group from the dual aspects of "business activities" and "social contribution activities," under which we will proceed to promote a myriad of activities to preserve biodiversity.

[Conduct Policy]

1. Clarify the relationship with ecosystems in our business activities and promote activities that are considerate of biodiversity.
2. Contribute to the formation of a society that nurtures biodiversity through cooperation with various stakeholders and educational activities.

05 Initiatives by the Technology Development Department

In the automotive sector, powertrains are shifting from internal combustion engines to electric vehicles, and autonomous driving technologies are steadily being introduced into society. The rapid advancement of AI-related technologies is also closely linked to the evolution of semiconductors, with ongoing innovations such as fur-

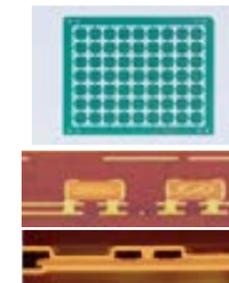
ther miniaturization, new transistor structures, and power-related technologies. In response to these changes, which have a significant impact on society, we are advancing a wide range of technology development initiatives in the electronics field, including PCBs.

Technology Development Department

Effective July 1, 2025, we established a Technology Development HQ through the integration of the former Product Engineering Department and the Power Electronics HQ. The Technology Development Department is primarily engaged in developing embedded device PCBs, heavy copper PCBs designed for high-current applications, and metal base PCBs characterized by high insulation performance and effective heat dissipation. In particular, for embedded device PCBs, demands are increasing not only for excellent electrical performance but also for enhanced insulation characteristics when power semiconductors are embedded. Through the in-

tegration of the two departments, we aim to develop optimal embedded device PCBs that meet these requirements. We are also aiming to train engineers with globally applicable skills to better serve our global customers. As the technological command center, the Technology Development HQ drives technology development across the Meiko Group and is establishing a structure that provides strong support through to mass production ramp-up. From an environmental perspective, we are also focusing on the development of technologies aimed at improving energy efficiency, thereby contributing to the realization of a sustainable society.

Embedded Device PCBs



Key Features and Processes

- Technology for embedding electronic components inside PCBs using vacuum heat pressing
- Technology for forming laser-processed via holes in embedded component electrodes and connecting them through copper plating
- Technology for forming connections designed to support high current and enhanced heat dissipation (large-area cavity connections to component electrodes)
- Technology for forming interlayer vias and wiring using materials with thermal conductivity of 1 W/mK or higher

Effects

- 10% reduction in the use of organic and metal materials through miniaturization
- 10% reduction in power consumption through lower inductance and reduced power loss
- 3% reduction in solder usage through device embedding
- High-current support for EV applications. Contributes to a 2% reduction in CO₂ emissions through EV adoption
- 5% reduction in power consumption through improved heat dissipation efficiency

Applications

- Communication modules
- Camera modules
- Wearable devices

Metal-base Heat Dissipation PCBs



Key Features and Processes

Metal base PCBs manufactured by integrating high-heat-dissipation insulating resin, copper circuitry, and base metal using high-pressure press equipment

Applications

- LED headlights
- LED lighting
- Electric power steering
- DC/DC converters

Effects

50% improvement in mounting reliability and long-term reliability due to reduced warpage compared with ceramic PCBs
Part reduction through integrated structure enables a low-profile, lightweight design, achieving both miniaturization and reduced environmental impact

FR4-FLEX



Key Features and Processes

Process for machining rigid PCBs down to a bendable thickness (counterboring at bend points)

Applications

- Car navigation systems
- IoT- and AI-enabled home appliances
- Electric power steering

Effects

5% reduction in material usage through miniaturization
10% reduction in components through a connector-less design

Social Initiatives

01 Quality Assurance Initiatives

Quality for reliability and safety

While securing the reliable and safe quality of products, we will improve their attractiveness and follow our Business Principles of "providing the best-ever products and services for our customers."

We examine each element of the lifecycle of each product from the viewpoints of reliability and safety, take measures for improving or

upgrading our products, and deliver products to customers.

Additionally, for QCDS (Service), whose individual elements affect and have a trade-off relationships with each other, we strive for optimization through communication with customers to realize attractive quality and endeavor to satisfy requests from customers.

Quality policy

Meiko is committed to contributing to society by supplying customers with products that are backed by world class technology and guaranteeing the highest level of satisfaction, resulting in improved company profits and employee well-being.

Therefore, we always set quality goals to continuously improve the quality of our operations

as well as our products by ensuring the management cycle in every process of work. Needless to say, we will comply all statutory and regulatory requirements.

Moreover, we establish the fulfillment of legal and regulatory requirements as a given.

The slogan encapsulating the "Meiko Electronics Co., Ltd. Quality Policy" is as follows.

Ensuring quality that meets customer expectations and instills confidence

Initiatives to meet customers' request

M-QMS (Meiko Quality Management System)

The products of the Meiko Group are used by a broad range of customers in the field of electronic devices. In particular, the importance of quality of in-vehicle products is growing further. Accordingly, we adopted the Automotive Process Approach (APA), which is an obligatory requirement of the International Automotive Task Force (IATF) 16949, in addition to the quality management system based on ISO 9001: 2015.

Moreover, we conduct analysis emphasizing customer-oriented processes (COPs), examine quality at the design and development stages, carry out global quality assurance activities, and implement external process management to meet requests from customers.

Furthermore, we are promoting initiatives to improve quality by continuously enhancing our quality management system.

ISO9001/ISO14001/IATF16949 acquisition status at manufacturing sites

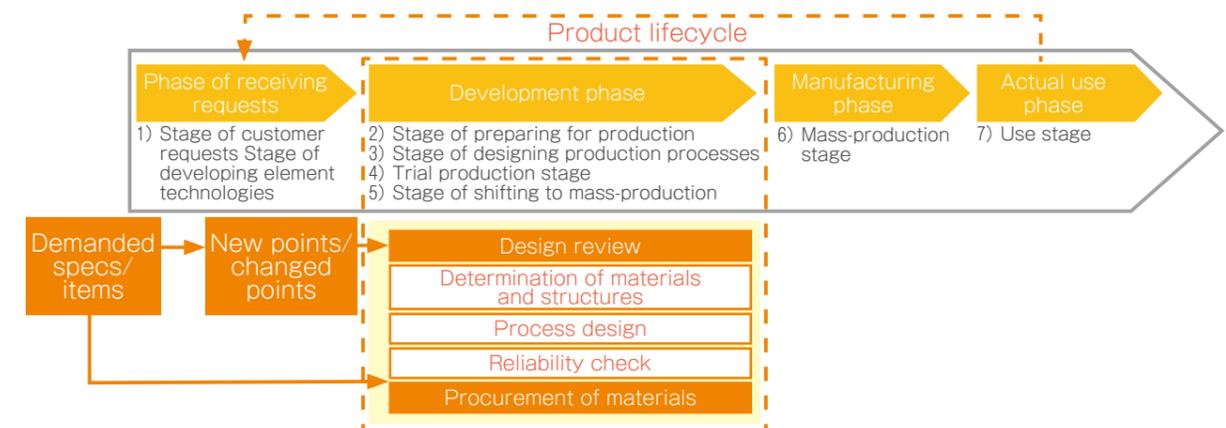
Registered sites		ISO9001_2015	ISO14001_2015	IATF16949_2016
Meiko Electronics Co., Ltd.	Headquarters	○	○	—
	Kanagawa Factory	○	○	—
	Ebina Research and Development Center	○	○	—
	Fukushima Factory	○	○	—
Yamagata Meiko Electronics Co., Ltd.	Kahoku Factory	○	○	—
	Tendo Factory	○	○	—
Miyagi Meiko Electronics Co., Ltd.	Ishinomaki Factory	○	○	○
		○	○	○
Meiko Techno Co., Ltd.		○	○	—
Meiko Electronic Development Co., Ltd.		○	○	○
Meiko Electronic Manufacturing Co., Ltd.		○	○	○
Meiko Electronics (Guangzhou Nansha) Co. Ltd.		○	○	○
Meiko Electronics (Wuhan) Co. Ltd.		○	○	○
MEIKO ELECTRONICS VIETNAM CO., LTD.		○	○	○
MEIKO ELECTRONICS THANG LONG CO., LTD.		○	○	—
MEIKO ELECTRONICS HAI DUONG VIETNAM CO., LTD.		○	○	○

Objective evaluations for securing reliability and safety (design review)

We carry out design reviews (DR) to define design quality at the stages of designing and developing new products before mass-production. In the DR system of the Meiko Group, risks are assessed to rank them, and processes in the development phase are systematized for each rank.

At the execution stage, the production design,

technology, and quality assurance divisions spearhead a review of changed points and past trouble, a discussion of products' tolerance of risks and the feasibility of manufacturing, and efforts to take improvement measures for preventing the recurrence of past trouble, etc. to meet requests from clients.



Quality of procured materials (measures for securing quality in external processes)

The quality, characteristics, and reliability of PCBs are significantly affected by the quality of their raw materials and secondary materials for processing them.

As procurement becomes global, it becomes necessary to procure materials with globally unified quality.

In order to satisfy clients' requests, it is important to propose materials suited for their products and secure the quality of procured materials.

We distribute the "Quality Control Standards for Business Partners" formulated by the Meiko Group to have our business partners understand and follow the quality control and change management items in the quality management system of the Meiko Group.

In addition, to ensure these functions are being properly administered, we regularly audit the business operations of business partners, which helps to maintain and secure quality.

02 Supply Chain

As we develop our business primarily centered on the manufacture of PCBs, we position corporate social responsibility (CSR) as an important

management issue and proactively promote initiatives aimed at realizing a sustainable society.

※CSR : Corporate Social Responsibility

Basic Procurement Policy

We encourage the continuation of procurement activities based on the "Basic Procurement Policy" and "Action Guidelines for Purchasing Deals" below.

As a basic concept, we at Meiko believe that the most important aspect of our procurement activities is to establish win-win relationships and relationships of mutual trust with our business partners for further growth as we live in an era in which an integrated supply chain ranging from procurement of materials from business partners

to production, distribution and sales is required. We ensure cooperation not only between the production and sales bases in Japan but also with overseas bases, and select business partners through a comprehensive assessment of quality, delivery punctuality, price, and management and business continuity in case of an accident and a disaster as well as UN's SDGs (human rights, equality, environment and partnership). In this way, we are strongly emphasizing CSR practices within our supply chain.

Basic Procurement Policy

- 1 We will conduct procurement activities optimized for our global production in accordance with the Action Guidelines for Purchasing Deals.
- 2 We will conduct smooth, fair, appropriate procurement activities based on closer communication and strengthened cooperation with our business partners.
- 3 We will promote the strengthening of environmental measures (chemical substances/green procurement).
- 4 We will conduct procurement activities that are considerate of international standards regarding human rights, safety, health, and labor conditions and of laws, ordinances, and regulations in various countries and regions.

Action Policy for Purchasing Deals

- 1 We will purchase from business partners that constantly maintain a recognition of "Quality first," understand the quality policy of Meiko Electronics Co., Ltd., aggressively engage in quality assurance, and are capable of accurately providing materials, etc. that conform with quality standards.
- 2 We will purchase from business partners that endeavor to procure environmental preservation-conscious materials with priority and are capable of proactively promoting the development of materials, parts, etc. with a limited environmental burden.
- 3 We will purchase from business partners that are able to flexibly respond to changes in market needs, possess outstanding technological and development prowess, consistently cope with technological innovations, and are globally competitive.
- 4 We will purchase from sincere, passionate business partners that make proactive proposals, including those for the mutual elevation of technological prowess, improvement of quality, and reinforcement of product power.
- 5 We will purchase from business partners that are able to accommodate globally-competitive pricing and designated delivery dates.
- 6 We will purchase from business partners that are able to swiftly and fully deal with situations such as when trouble occurs.
- 7 We will purchase from business partners that comply with and enforce related laws and ordinances (including the antitrust laws, commercial laws, subcontracting laws, foreign exchange laws, personal information protection laws, work safety and health laws, and copyright laws of various countries and regions), social norms, information security, etc.
- 8 We will purchase from business partners that fulfill their social responsibility with respect to human rights and labor (by preventing child and forced labor and discrimination).
- 9 We will purchase from business partners that enforce risk management for the sake of ensuring business continuity and have no issues with stable supply to Meiko Electronics Co., Ltd.
- 10 We will purchase from multiple business partners out of consideration of business continuity.
- 11 We will conduct procurement activities optimized for our global production in accordance with the Action Guidelines for Purchasing Deals.

Promotion of corporations' social responsibility in sustainable supply chain

Within the course of our business operations, Meiko positions the establishment of an ethical and sustainable supply chain as a key management priority and has formulated procurement policies based on international CSR standards. At the procurement stage, we comply with the RoHS Directive and the REACH Regulation, promote the elimination of hazardous substances and the use of renewable and recycled materials, and request that suppliers give due consideration to environmental issues in accordance with our own Green Procurement Guidelines. In Fiscal 2024, we strengthened our framework for quantitatively evaluating suppliers' environ-

mental initiatives and jointly promoted the development of products with reduced environmental impact. In addition, we have clearly defined requirements related to working conditions, human rights, and child labor, and are working to raise CSR awareness with reference to the RBA Code of Conduct. Furthermore, we have enhanced transparency and sustainability across our operations by thoroughly implementing investigations and disclosures related to the elimination of conflict minerals and specific chemical substances, as well as by strengthening countermeasures against natural disasters and epidemic risks.

Environmental measures (green procurement)

In accordance with the "Standards for the Environment," we encourage environmentally-friendly purchasing and procurement activities together with our business partners.

We confirm laws and regulations (RoHS Directive, ELV Directive, and REACH Regulations) and the content of environmentally hazardous substances to encourage the procurement of compliant products and maintain and improve the environmental quality of our products.	
①RoHS Directive	EU restriction on the use of certain hazardous substances in electrical and electronic equipment
②ELV Directive	A directive adopted by the EU to reduce the environmental burdens of end-of-life vehicles
③REACH Regulation	EU law for protecting people's health and the environment
④JIG (1-R)	Legally controlled substances specified in the CSCL guidelines concerning the disclosure of information regarding chemical substances contained in electrical and electronic equipment
⑤Customer-standards	Established at each customer company
2	We encourage the signing of the Memorandum on Environmental Protection and Guarantee of Non-Use of Environmentally Hazardous Substances to ensure environmental protection together with our business partners. We are pursuing the signing of this Memorandum and Guarantee with our major business partners, including manufacturers to whom we outsource processing.
3	We strive to reduce the discharge of industrial waste and encourage the use of this waste as a valuable resource by recycling it or using it in other ways together with our business partners.

Requests to our business partners

- 1 Comply with laws and ordinances and respect international organizations.
- 2 Respect workers' human rights in light of international human rights standards.
- 3 Implement initiatives to keep workers' injuries accompanying their duties and physical or mental illnesses to a minimum and put a hygienic work environment in place.
- 4 Aggressively tackle resource depletion, climate change, environmental contamination, and other global environment issues as well as be conscious of regional environmental issues while considering the health and safety of the people of the region involved.
- 5 Conduct business activities based on a high level of ethics in addition to legal compliance.
- 6 Ensure the safety and quality of the products and services offered. Provide accurate information.
- 7 Prevent leaks of confidential and personal information and strengthen information security.
- 8 Conduct preparations that make it possible to resume production activities early on in order to fulfill that business partner's responsibility to supply in cases where the business partner or the suppliers thereof are afflicted by a large-scale natural disaster, etc.
- 9 Conduct activities that are conducive to contributing to the development of international and regional society.
- 10 Establish company-wide policies and systems and action guidelines, education, and other mechanisms for expanding CSR, and administer them appropriately and adequately.

Internal controls and compliance for measures concerning purchasing and procurement

We ensure thorough compliance with domestic and overseas laws and regulations, including Japan's Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors and Act on Prohibition of Private Monopolization and Maintenance of Fair Trade, as well as labor-related laws, and uphold fair trade practices through company-wide compliance training. We have also strengthened our information security measures to ensure the protection of

customer and technical information. In addition, we conclude Environmental Protection Memorandums and obtain Non-Use Guarantees from suppliers confirming that prohibited chemical substances specified under our procurement standards are not used in supplied products. Through regular information exchange and CSR study sessions, we are building a sustainable collaborative framework.

Procurement policy based on ESG management

Under our Business Principles, we put together social issues from our mid/long-term vision with the ESG (environment, society, and governance) framework, and will engage in business activities for the purpose of attaining the SDGs that are considered important for our stakeholders by utilizing our strengths.

- 1 Fair, appropriate operations with business partners shall be undertaken through compliance with laws and ordinances concerning purchasing and procurement activities.
- 2 Business partners' information that we obtain through purchasing and procurement activities shall be kept confidential and the information security system for preventing the leakage of confidential and personal information shall be strengthened.
- 3 Entertainment and gifts from business partners shall be permitted to the extent that would normally be considered reasonable, and shall be prohibited if such acts result in personal profits.
- 4 Efforts shall be geared toward eliminating antisocial forces, procurement of conflict minerals and young labor.

Promotion of CSR and strengthening of business continuity and risk management frameworks

Based on the results of a CSR survey conducted among major partner companies in Fiscal 2024, we are introducing individualized support and training programs to further raise CSR standards across our entire supply chain. We will strengthen our rapid and flexible response system for business partners through online meetings and cloud-based sharing tools, and enhance our Business Continuity Plan (BCP) to prepare for risks such as infectious diseases and natural disasters. In the area of security export control, we have enhanced our due diligence framework, strength-

ened management controls, conducted regular internal audits, and expanded training programs for new employees and managers. We will continue to promote strict compliance with relevant laws and regulations and reinforce compliance awareness throughout the organization. Going forward, we will actively address new challenges, including the realization of a decarbonized society and collaboration with local communities, in order to enhance corporate value.



Business Partner's VOICE

SHENZHEN JINZHOU PRECISION TECHNOLOGY CORP.
General Manager Lloyd Luo

Shenzhen Jinzhou Precision Technology would like to express our sincere gratitude for the exceptional support and patronage we have received from Meiko over many years. We look forward to continuing our responsible initiatives and working together with Meiko to build a sustainable future.

As a company, we are committed to green, low-carbon sustainability and actively promote clean production practices. Our products have been awarded the Carbon Footprint Mark by Shenzhen's Longgang District, and through the construction of green factories, we are thoroughly implementing measures at the source to prevent pollution, reduce energy consumption and emissions, and promote resource circulation.

Going forward, we will continue to work together with Meiko to build a low-carbon, environmentally responsible supply chain and contribute to value creation for customers on a

mutually beneficial basis. Through continuous lean management, we will strive to achieve both cost reduction and stable quality, while earning the trust of the market based on compliance and integrity.

We place great emphasis on employee health and development and have been selected as an Excellent National Healthy Enterprise Development. We are committed to giving back to society and contributing to the sustainable development of local economies through initiatives such as poverty relief and agricultural support.

Guided by our "Customer First" philosophy, we will continue to work closely with Meiko to contribute to the sustainable development of both the environment and society. Through our future business activities, we will dedicate ourselves to creating even greater value for our customers and society. We sincerely appreciate Meiko's continued guidance and support.

03 Disaster Prevention and Risk Management

Occupational safety and disaster prevention activities

Disaster prevention activities are conducted by the Disaster Prevention Headquarters. These activities are carried out under the oversight of the Board of Directors and the Risk Management and Compliance Committee and are reported at monthly Disaster Prevention Headquarters meetings, while maintaining close coordination with the Risk Management and Compliance Committee and manufacturing sites across the Group. The Disaster Prevention Headquarters also takes the lead in conducting disaster prevention audits at Group manufacturing sites twice a year. These audits assess safety, occupational health, disaster prevention, and environmental management based on a unified set of compa-

ny-wide standards. The findings are used to address identified issues and to strengthen preventive measures aimed at mitigating risks before incidents occur.

At each manufacturing site, departments conduct monthly voluntary disaster prevention inspections. These include inspections of fire-fighting equipment, preventive maintenance of facilities, and on-site inspections conducted by the Occupational Health and Safety Committee. 24-hour monitoring using IoT devices has also been introduced. Under the guiding principle of "protecting our factories and plants on our own," these initiatives promote the identification and elimination of potential sources of disaster risk.

Disaster Prevention Audits and Inspections



04 Approach to and Initiatives for Human Capital

To realize our Purpose, we position the strengthening and expansion of human capital as a key management priority. Guided by the belief that "people are a company's greatest asset," we are strengthening the recruitment and development of the talent required to achieve our medium-term business plan. At the same time, we are promoting the creation of a "rewarding

workplace" that is safe, secure, clean, respectful of diversity, and conducive to the growth of all employees. By maximizing the diverse skills, knowledge, and experience of each employee and enhancing the competitiveness of the organization as a whole, we aim to build a sustainable management foundation and deliver new value to society.

Respect for diversity

As a company operating globally, we respect human rights and strive to ensure fair recruitment, evaluations, and treatment so that diverse talent can fully demonstrate their abilities without discrimination based on race, creed, religion, nationality, age, gender, or disability. To support these efforts, we have established a Human Rights Policy, respect international human rights

norms, and work to protect the human rights of all stakeholders. In addition, through employee education and the operation of grievance and consultation channels, we work to prevent all forms of harassment and to create a workplace environment in which diverse talent can thrive.

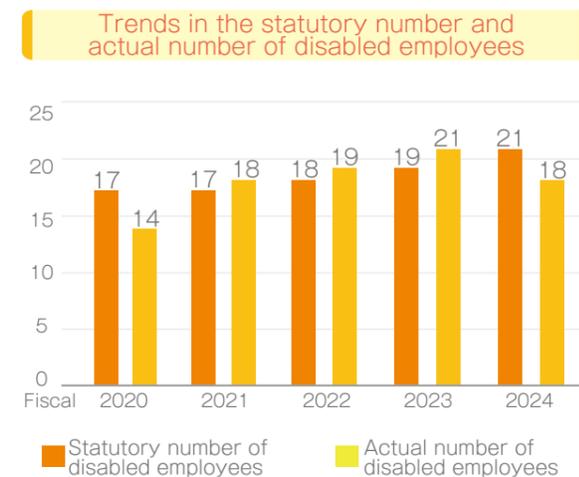
Allocation and exchanges of global human resources

We actively recruit both new graduates and experienced professionals regardless of nationality, hiring the talent that best aligns with our needs. As of March 2025, we employ 35 foreigners in Japan, primarily of Chinese and Vietnamese nationality. We also develop and utilize foreign talent by leveraging the intra-company transfer system and the technical intern training program in Japan. Under the intra-company transfer system, 13 employees from plants in China and Vietnam are currently working in Japan. In addition, five Vietnamese technical intern trainees are training at our Fukushima Factory, while 114 Vietnamese trainees are training at our Kahoku

Factory under the supervisory organization-type technical intern training program. The cumulative number of employees from overseas subsidiaries who have undergone training in Japan through various programs has exceeded 300. Many of these individuals now play key roles in the management of overseas manufacturing sites, including the current General Manager of our Guangzhou Plant. Meanwhile, although the number of Japanese expatriates stationed overseas has decreased year by year due to the localization of management, 49 Japanese employees continue to work at our overseas operations.

Initiatives for employing disabled people

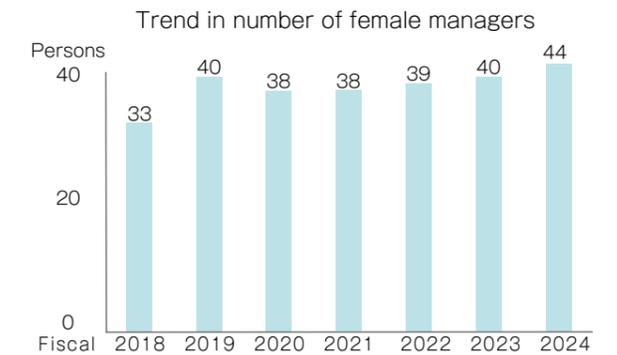
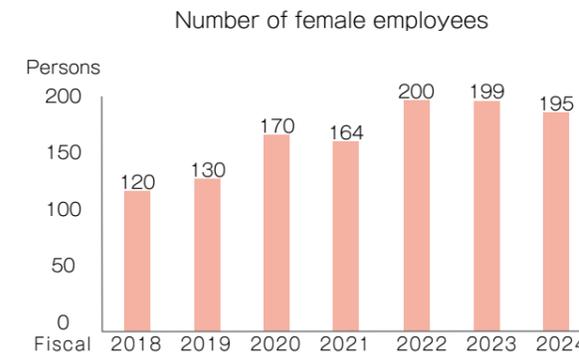
Meiko actively promotes the employment of persons with disabilities, and currently employs 18 individuals with disabilities, based on the statutory employment count. While the statutory employment rate requirement had not yet been met as of March 2025, it has since been achieved through subsequent hiring. When employing persons with disabilities, we consider long-term retention and continued employment after hiring to be of paramount importance. To this end, we place strong emphasis on creating a supportive work environment through regular and ad hoc follow-up interviews with employees, as well as advance training for staff within the relevant departments. Meiko will continue to fulfill its social responsibility by creating opportunities for persons with disabilities to play an active role in the workplace and by serving as a bridge between society and persons with disabilities.



Promotion of women's participation and advancement

As a result of our proactive hiring of female talent, the proportion of female employees within our total workforce exceeded 20% for the first time in Fiscal 2020, rising to over 24% in Fiscal 2023. The number of female employees has increased steadily year by year, reaching 200 in Fiscal 2022. Going forward, we will continue the

proactive recruitment of women and will also place greater emphasis on increasing the number of women in managerial and supervisory positions. In particular, we have set a target to double the proportion of female managers by Fiscal 2030 and are advancing the initiatives outlined below.



POINT1 Enhancement of career development programs

We will reinforce training programs for mastering the skills required for managerial positions and proactively assist with career-building.

POINT2 Promotion of work-life balance

To enable women to continue working over the long term, we promote flexible workstyles and enhance measures to help them balance child-care and nursing care. In doing so, we provide career options tailored to life events and support appointments to managerial positions.

POINT3 Promotion of diversity and inclusion

At Meiko, we do more to promote diversity and inclusion in our workplace environment to put an environment in place where employees with diverse backgrounds can play active roles. In particular, we foster a culture where female employees can communicate their opinions with peace of mind and furnish opportunities for them to demonstrate leadership.

POINT4 Introduction and support of role models for female managers

We proactively introduce successful examples of existing female managers and ready an environment that makes it easy for the next generation of female leaders to outline their career vision. We also increase opportunities for exchange between managers serving as role models and young employees to bolster a support system through networking.

Meiko Daycare Center "Nobikko"

To enhance employee benefits and support women's participation in the workforce, we opened an in-house daycare center at our head office in April 2020. This daycare center allows employees to work with peace of mind knowing their children are close by, providing an environment that supports the balance between work and childcare responsibilities.

Our childcare philosophy is "to carefully nurture each child's ability to grow and thrive in a warm, home-like environment." By responding flexibly to diverse working arrangements, we provide attentive childcare tailored to each individual

child. We will continue to support employees across different life stages while advancing talent development and creating a workplace where employees can work comfortably and with confidence.



Human resource development

We provide job-class-specific training programs aimed at extracting the potential ability of individual employees and cultivating human resources who will achieve our Business Principles in a mid/long-term vision.

In addition to assisting them with the enhancement of their skills and knowledge to match their individual job class, we provide all employees with self-enlightenment support for the purpose of autonomous career-building.

Furthermore, in the job-class-specific training, directors give a lecture titled "Lecture for Meiko's

leaders and managers" to directly convey ideal human resources for our company to employees. In addition, as a support for our employees to engage in voluntary self-development, our company pays incentives for obtaining skill certifications and bears a part of employees' expenses for language study and e-learning.

In order to train employees at overseas plants as part of efforts to develop human resources of the Meiko Group, we utilize the intra-company transfer system and programs for improving skills.

Job grade	Job title	Job-class-specific education and training	Selective development programs	Selective education
6~	Managerial position	Management training (for department and section managers)	<ul style="list-style-type: none"> Executive training English language training 	Self-enlightenment support <ul style="list-style-type: none"> Correspondence courses English education
5	Assistant Manager	Tests prior to appointment to managerial position		
4	Supervisor	Training for newly-appointed managers		
3	General	<ul style="list-style-type: none"> Mid-level employee training Follow-up training New employee training 		
2				
1				
Prospective employees		Prospective employee training	—	—

Career paths

For technical positions at Meiko, we have employees gain experience onsite with greater proximity to manufacturing with the intention of having them master knowledge, skills, and knowhow.

At the stage where employees have properly outfitted themselves with knowledge and experience, a hearing is conducted with them on "what they want to do" to examine their career with the expectation they will tackle their work with autonomy and demonstrate leadership.

Human resources who seek to master a specialization pursue a "specialist" career path. Those who wish to experience various departments and have involvement in a wide range of work within technical areas pursue a "generalist" career

path.

Through evaluation meetings within departments and HR meetings, we also have hearings with employees to gauge whether there has been any change in "what they want to do" as the situation calls for it.

As the final step, specialist human resources grow into "professional" human resources and generalist human resources into "management specialist."

Moreover, based on the inclination and suitability of the employee, they may make a career change in the midst of their career.



Support with achieving balance between work and family

Placing importance on a balance between work and family, we engage in a myriad of initiatives for the purpose of boosting employee happiness and productivity.

Firstly, by offering flexible shifts through a flexible time system and work with shortened hours, we enable employees to do their job according to their own schedule.

In turn, this makes it possible for employees to alleviate their household burden in the form of childcare and nursing care and reduce their stress.

Furthermore, when employees take childcare or nursing care leave, we provide them with the support they need and help them make a smooth return to work.

Additionally, through training and our Career Support Program, we promote skill enhancement and career development.

With the belief that the health and happiness of our employees takes the highest priority, we at Meiko supply an environment where our employees can focus on their work while finding a harmony with their home life.



Voices from Employees on Childcare Leave

"I was able to focus fully on childcare without any worries"

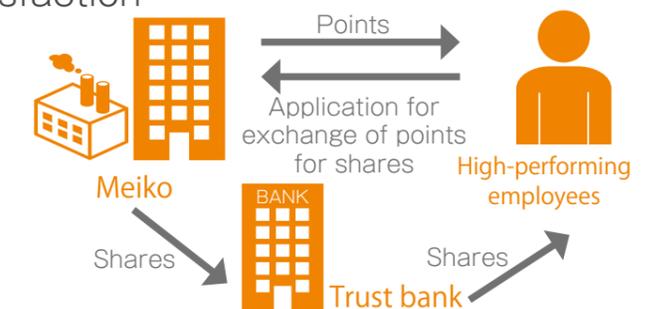
My first son was born in January 2025, and I took four months of childcare leave until May. Meiko provided clear explanations about the childcare leave system in advance, which ensured a smooth start to my leave. When I was considering taking leave, my supervisor kindly suggested and actively encouraged me to take it. There was strong understanding regarding men taking childcare leave, and I

received excellent support during my absence from colleagues within my department. This allowed me to focus fully on childcare without any worries. Although there were challenging moments, such as getting used to changing diapers and bath time, I am deeply grateful for the precious time I was able to spend with my newborn child.



Measures to Enhance Job Satisfaction

In Fiscal 2021, we introduced a stock-based benefit plan. By granting shares to high-performing employees, we aim to strengthen their sense of belonging and reward proactive contributions to enhancing corporate value. We have also introduced a scholarship repayment assistance program to help reduce the financial burden associated with educational loans. Through these initiatives, we seek to enhance employee motivation and job satisfaction.



Human rights Initiatives

The Meiko Group respects the human rights of all people in the course of our corporate activities and recognizes the protection of human rights in accordance with international standards as a corporate responsibility. Based on this recognition, the Meiko Group has established the Meiko Group Human Rights Policy. We are committed to treating all employees, customers, suppliers, and other stakeholders with dignity and to providing a fair and equitable environment. Furthermore, this policy is grounded in the principles of "respect for employee individuality" and "a pleasant working environment" as set forth in

the Meiko Group Code of Conduct. By recognizing and valuing the diversity and dignity of each employee, we strive to create a safe, healthy, and inclusive working environment. Through the complementary operation of this policy and the Code of Conduct, we clearly affirm our commitment to eliminating all forms of discrimination, harassment, forced labor, and child labor, thereby pursuing both sustainable growth and the fulfillment of our social responsibilities.

[Meiko Group Human Rights Policy.pdf](#)

Initiatives for work safety and health

Based on the Occupational Health and Safety Guideline, we aim to develop a working environment in which all employees can work in a physically and mentally safe manner with peace of mind and exert their respective abilities to a sufficient degree.

In addition to the occupational health and safety committee for each base, which is set forth in the Industrial Safety and Health Act, we organized the group occupational health and safety committee, which is superior to occupational health

and safety committee, to manage the entire corporate group, overseas sites included.

The group occupational health and safety committee engages in preventing the occurrence of work accidents across the group largely by sharing details of work accidents and the causes of their occurrence at each site as well as initiatives for preventive activities at each site.

At our Wuhan and Vietnam Plants, we focus on initiatives for occupational health and safety having acquired ISO45001 there.

Occupational Health and Safety Guideline

In line with the concept that "the greatest asset of a company is its human resources," at Meiko Group we focus on the creation of a working environment that is safe and secure for the mental and physical health of all our employees, and allows them to fully demonstrate their individual capabilities.

1. We will comply with the regulations and in-house rules related to industrial health and safety as we endeavor to eliminate dangers in all workplaces.
2. We will conduct risk assessments for our workplaces, set goals for work environment improvements and continually work toward reducing work accident risks.
3. We will ensure that each and every employee is aware of occupational health and safety initiatives as we endeavor to improve awareness of safety and health.
4. We will endeavor to actively support the maintenance and improvement of the mental and physical health of our employees.

Efforts to prevent workplace accidents

To strengthen occupational health and safety risk management, we are working to rebuild our occupational health and safety risk assessment framework. Analysis of occupational accidents that occurred between 2019 and 2024 indicates that approximately 75% of these incidents could potentially have been prevented through more appropriate risk assessments.

As part of our concrete initiatives, workplace leaders attend risk assessment trainer programs and are establishing systems that enable the continuous implementation of more effective risk assessments at their respective sites.

In addition, by reviewing each task performed at manufacturing sites from multiple perspectives, including safety management, we are identifying

risks in greater depth than in the past. By implementing appropriate risk reduction measures for identified risks, we are working to reduce on-site hazards and to create safer workplaces.

Beyond risk assessments, we have also established mechanisms for the ongoing early detection and prompt correction of unsafe conditions through disaster-related internal audits and monthly safety patrols, further enhancing our safety management practices.

To realize a workplace environment in which employees can work with confidence, we will continue to implement risk assessments and other initiatives aimed at improving occupational health and safety management, with the goal of achieving zero occupational accidents.

Initiatives for health management and promotion

We have declared our commitment to "Health and Productivity Management" and are actively promoting employee health throughout the Company. To maintain and enhance employee health, we proactively promote specific health guidance following legally mandated health checkups. In Fiscal 2024, the implementation rate exceeded 85%, significantly surpassing the target of 45% or higher set by the government under its Third Basic Policy on Special Health Examinations.

In addition, as part of our mental health initiatives, we provide hygiene education through e-learning and implement a wide range of programs to enhance employee health awareness. These include walking campaigns, a "Health Challenge" program allowing participants to set their own goals, in-house health measurement

events covering vascular age and internal aging indicators, and on-site exercise programs.

In recognition of these efforts, in March 2025, Meiko received certification as a "2025 Outstanding Organizations of KENKO Investment for Health," from the Ministry of Economy, Trade and Industry.



Health-oriented Management Declaration

We provide the best-ever products and services for our customers through Meiko's manufacturing, thus contributing to the creation of happiness in employees and society.

Meiko declares the Health Initiative in order to realize its Management Philosophy by fostering a corporate culture that enables employees to work smiley and actively with health both in mental and physical.



05 Contributions to Local Communities

To build close relationships with local communities, we actively promote social contribution initiatives at our headquarters and across Group companies. Going forward, we will continue to participate proactively in social welfare activities, environmental initiatives, and various events organized by local governments. Through

community-based engagement as a responsible corporate citizen, we will continue to fulfill our responsibilities as a member of society. In particular, under the theme of fostering local talent who will lead the next generation, we aim to contribute to regional development.

01 Meiko Electronic Development Collecting aluminum cans to donate wheelchairs



As part of our social contribution activities, we continue to engage in collection initiatives such as eco-caps. We also collect aluminum cans and exchange them for wheelchairs. In January 2024, we donated our fifth wheelchair to Yonezawa City. We are currently preparing a sixth donation.



02 Fukushima Factory Participated in the "Hirono-machi Cleanup Campaign"



As a member of the Hirono Town-Based Companies Liaison Council in Fukushima Prefecture, 17 employees participated in a coastal cleanup campaign organized by the town on June 2, collecting litter along the shoreline.



03 Vietnam Plant Montedio Yamagata: Soccer Exchange at the Vietnam Plant



Under-13 academy players from Montedio Yamagata visited our Vietnam plant, where they participated in a plant tour and a soccer exchange program. This overseas visit was organized to foster a mindset of global challenge through cross-cultural exchange.



04 Ishinomaki Factory Providing work experience opportunities to local residents



Since last year, we have been actively providing opportunities for local residents to engage in social learning and corporate experience programs. Within a limited period of time, participants were introduced to PCB manufacturing, took part in hands-on work experiences at multiple manufacturing sites, and engaged in discussions with employees who recently graduated. Through these activities, they gained a deeper understanding of PCBs and manufacturing work in a factory setting.



05 Meiko Electronic Manufacturing Planting activities with a local welfare facility for persons with disabilities



Together with people from of Icho no Ie, a local welfare facility for persons with disabilities, we carried out flowerbed planting activities. Employees also participated in a neighborhood cleanup, collecting litter around company premises.



06 Hai Duong Plant Donation for disaster recovery in Hai Duong Province



In early September last year, Typhoon Yagi (known as Typhoon No. 11 in Japan and Typhoon No. 3 in Vietnam) struck northern Vietnam, causing extensive damage across multiple areas. In response, we donated VND 25 million to Hai Duong Province to support recovery efforts.



07 Vietnam Plant Free food distribution for people in need at Tet markets



In January this year, the Thach That Red Cross, in cooperation with the Thach That People's Committee, held a "0 VND Tet Market," where free food was provided to 500 people in need so they can celebrate Tet (lunar new year). Essential goods were provided as sets, valued at VND 500,000 each, comprising items such as cooking oil, vermicelli, seasonings, glutinous rice, and fish sauce.



08 Wuhan Plant Purchase of oranges from Zigui County to support impoverished communities



Zigui County, Yichang City, Hubei Province, is located in the Three Gorges Dam region, an area characterized by steep mountains and challenging transportation conditions. While the region produces high-quality agricultural products such as oranges and chestnuts, the difficult harvesting and transportation conditions place significant strain on local farmers' livelihoods. To support these communities, the Wuhan Plant purchased oranges grown in Zigui County in the company's name and distributed them free of charge to employees.

09 Tendo Factory Yamagata AI Club Corporate Visit and Workshop



On Wednesday, December 25, 2024, Meiko hosted a factory tour and workshop titled “Yamagata AI Club” at our Tendo Factory, welcoming a group that included six students, their teachers, and the President of the Yamagata College of Industry and Technology.

The visit aimed to give students from AI clubs at three high schools in Yamagata Prefecture a first-hand understanding of manufacturing and to foster greater interest in local companies.

On the day of the visit, participants were welcomed by Tendo Factory Manager Toshima, after which Mr. Yajima, Head of Plant Administration, explained the PCB manufacturing process. They were also given a company overview and toured the factory, before preparing improvement sheets proposing more efficient work practices and presenting their ideas.

During the question-and-answer session, the students gained a stronger appreciation of the importance of PCBs by learning how they are used in familiar household electrical appliances,

deepening their interest and understanding. As this initiative contributes meaningfully to the development of future human resources, we intend to continue providing such opportunities going forward.



What Is Yamagata AI Club?

Yamagata AI Club is a digital human resource development project that promotes AI programming education through collaboration between companies, educational institutions, and local governments throughout Yamagata Prefecture under the “One Yamagata” initiative. The program is currently offered to high school students in Yamagata Prefecture in the form of extracurricular club activities. Over a four-and-a-half-year period, 117 students from 21 schools have participated. In addition to regular activities, students continue to study advanced AI technologies and data science after school.

As part of the program, factory tours and workshops are conducted at manufacturing facilities, a core industry in Yamagata Prefecture.



10 Meiko Cutting-Edge Research for the Next Generation in Collaboration with Local Universities



Meiko conducts cutting-edge research for the next generation in collaboration with local universities, with a particular focus on universities in areas where its manufacturing sites are located. Through industry-academia collaboration, we aim to contribute to regional human resource development while promoting mutual growth and contributing to local communities.



Examples of industry-academia collaboration

CASE 1 Tohoku University

Laboratory

Center for Innovative Integrated Electronic Systems

Professor

Professor Yoshikazu Takahashi

Research Theme

- (1) Development of next-generation power modules (IPMs)
- (2) Development of power supply modules for next-generation AI servers

CASE 2 Yamagata University

Laboratory

Chiba Group,
Organic Electronics Research Center

Professor

Professor Takayuki Chiba

Research Theme

Development of module substrates using perovskite nanocrystals



Governance (Management Report)



1. Yoshihito Kikyo, Director and Managing Executive Officer
2. Shigeru Naya, Director and Managing Executive Officer
3. Atsushi Sakate, Vice President & COO
4. Yuichiro Naya, President & CEO
5. Junya Wada, Director and Senior Managing Executive Officer
6. Shinichi Hashimoto, Outside Audit & Supervisory Board Member
7. Takahiro Matsuda, Senior Corporate Auditor
8. Nao Tsuchiya, Outside Director
9. Yosuke Nishiyama, Outside Director
10. Toshifumi Kobayashi, Outside Director
11. Takashi Harada, Outside Director
12. Kotomi Ejiri, Outside Audit & Supervisory Board Member

Message from an Outside Director

Supporting Meiko's Sustainable Growth through Stronger Governance

Outside Director
Takashi Harada

primary roles: indicating the overall direction of the company, including corporate strategy; establishing an environment that supports appropriate risk-taking in business execution; and providing effective oversight of management from an independent and objective perspective. In carrying out these responsibilities, consideration must be given to the interests of all stakeholders, including employees. I believe that both internal and Outside Directors at Meiko understand these respective roles and engage earnestly in Board deliberations and at General Meetings of Shareholders. In addition, having served as an Outside Audit and Supervisory Board Member of Meiko for four years from 2016, I believe it is important that observations arising in the course of audit activities be effectively fed back to the Board of Directors so that action can be taken before issues related to the defensive aspects of compliance and governance become apparent. In other words, I hope to see real-time coordination between the Board of Directors and the Audit and Supervisory Board.

In recent years, partly due to initiatives by the Tokyo Stock Exchange, Japanese companies have made significant progress in strengthening and visualizing their governance frameworks. This progress has been highly valued by overseas investors, and the Japanese equity market is now attracting unprecedented attention. Meiko, too, must continue to fully demonstrate its entrepreneurial spirit while further strengthening its governance practices. As an Outside Director, I intend to offer candid proposals without hesitation in pursuit of that objective.

Japan's era of global leadership in finished consumer electronics has long passed. However, in fields such as semiconductors and PCBs, which underpin the AI age, I believe Japan's time is arriving. Expectations for Meiko in the field of PCBs are extremely high. Whether we can open the door to such a future will require achieving further growth—including in governance—and I intend to continue making my own efforts toward that end.

In November 2024, I attended Meiko's 50th anniversary commemorative ceremony and had the opportunity to receive candid and valuable feedback from those in attendance. Reflecting on Meiko's history, I felt that many shared a common view: despite numerous twists and turns, Meiko has steadily overcome challenges one by one and delivered results that have met, and in many cases exceeded, expectations. Even more striking to me, however, were the messages I heard from government officials from Yamagata Prefecture and Tendo City at the completion ceremony of the Tendo Factory in October 2023. Their words conveyed genuine respect—not polite flattery—for the courage and foresight Meiko demonstrated by making a bold, state-of-the-art capital investment rarely seen among Japanese manufacturers in recent years.

Today, the world is undergoing significant and turbulent change. While challenges remain for the Japanese economy, orders for PCBs that had previously flowed to Taiwan and China have increasingly shifted toward Japan and Southeast Asia as companies seek to mitigate geopolitical risks. In this environment, Meiko, now in its 51st year, is pressing forward with new challenges, not only through the launch of new domestic production capacity, but also by further expanding the operational base it has already established in Vietnam, including efforts to attract new customers.

During the heyday of Japan's electronics industry, when Japanese products dominated global markets, I was involved early in my career in prioritizing, optimizing, and executing investment projects totaling several tens of billions of yen annually. Today, Meiko finds itself at a similarly critical juncture, facing a succession of important decisions involving large-scale investments. These decisions require thorough deliberation and careful, well-judged approval, and I am committed to doing my utmost to ensure that the best possible investment choices are made and executed.

The Board of Directors is expected to fulfill three

01 Corporate Governance

Basic approach

Our basic management policy is to work towards sustainable growth and the improvement of our medium/long term corporate value to respond to the trust placed in us by all our stakeholders as a global company that provides the very best in value and services. In order to ensure the transparency, soundness, and efficiency of our management with a view to achieving that policy, we position the reinforcement of our corporate governance system as one of our key management issues. As

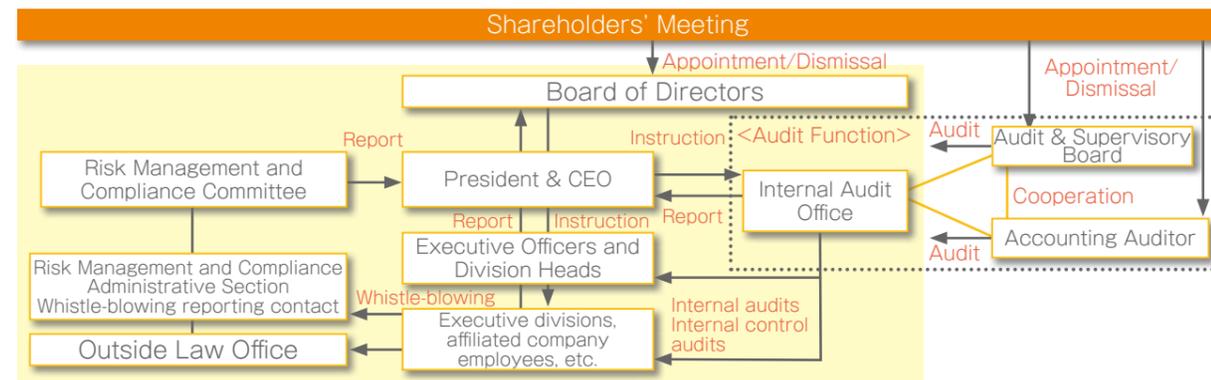
a company with a Audit & Supervisory Board, Meiko reinforces the supervision of business execution by its Board of Directors and the Audit & Supervisory Board. Simultaneously, our Board of Directors endeavors to build an effective corporate governance system through means such as delegating authority to Directors and Executive Officers and conducting the efficient execution of business through swift decision-making related to business operation.

Corporate governance system

As a company with the Audit & Supervisory Board, Meiko has a Board of Directors, Audit & Supervisory Board, and accounting auditors in place. As for Directors and Auditors, we invite Outside Directors and Outside Audit & Supervisory Board Members who are highly independent from and have no special stake in our management, and reinforce our audit and supervision functions for

management. The Board of Directors is comprised of nine Directors, four of whom are Outside Directors. The Audit & Supervisory Board consists of three members, two of whom are Outside Audit & Supervisory Board Members. We disclose the status of compliance with the Corporate Governance Code on our website.

Corporate Governance System at Meiko



Board of Directors

The Board of Directors consists of nine Directors, including four Outside Directors. The Board of Directors is responsible for specific consideration, discussion, and decision-making on Group-wide management strategies and issues, as well as for supervising the execution of business by each Group company. In addition, the introduction of an executive officer system separates management decision-making from business execution and realizes flexible decision-making. Moreover, we have established an internal control system and a risk and compliance management system to create an environment that enables us to conduct aggressive management while recognizing and minimizing risk.

Audit & Supervisory Board

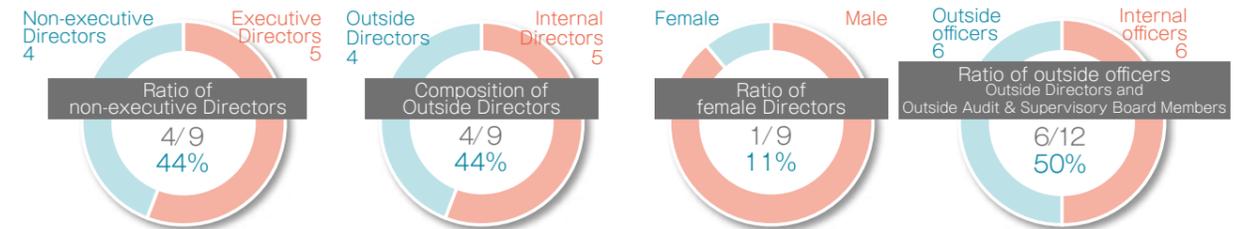
The Audit & Supervisory Board, consisting of three Auditors that include two Outside Audit & Supervisory Board Members, audits the status of business execution and internal control systems. The Senior Corporate Auditor, who is well versed in internal affairs, and the Outside Audit & Supervisory Board Members, who have experience in the electronic parts industry and a high level of expertise and insight in law, engage in indepth discussions from an independent and objective perspective. The Audit & Supervisory Board verifies the appropriateness and legality of accounting and accounting-related internal controls by attending important meetings such as the meetings of Board of Directors and the Management Committee, collaborating with accounting auditors and the Internal Audit Office, and conducting audits of internal departments and affiliated companies.

Status of securing of independent Outside Directors

Meiko has four independent Outside Directors and two independent Outside Audit & Supervisory Board Members. We maintain a ratio of independent Outside Directors in our Board of Directors of 1/3 in principle to ensure that proper contributions are made to governance at Meiko and advice on model corporate conduct is given. In order to ensure fairness and transparency in its management, Meiko has set forth standards

for determining the independence of its Outside Directors and Outside Audit & Supervisory Board Members. As our Outside Directors and Outside Audit & Supervisory Board Members satisfy our standards for determining independence and the independence standards set forth by the Tokyo Stock Exchange, we have notified the Tokyo Stock Exchange that they are independent officers.

Composition of Board of Directors



Status of Board of Directors and Audit & Supervisory Board

Item		FY2022	FY2023	FY2024
Officers	Composition			
	Number of officers	14	12	12
	Number who are female officers (Ratio)	2 (14.3%)	2 (16.7%)	2 (16.7%)
Board of Directors	Composition			
	Number of Directors	11名	9名	9名
	Number who are female Directors (Ratio)	1名 (9.1%)	1名 (11.1%)	1名 (11.1%)
	Number who are independent Outside Directors	4	4	4
Number of meetings held		16	12	13
Audit & Supervisory Board	Composition			
	Number of Audit & Supervisory Board Members	3	3	3
	Number of who are independent Outside Audit & Supervisory Board Members	2	2	2
Number of meetings held		12	12	12

Fiscal 2024 Board of Directors Results

Number of days meetings held	13
Average number of agenda	3.8 agenda/mtg.
Average time of meeting per day	0.9 hr. (Longest mtg. was 2.1 hr.)

In our aim to strengthen corporate governance

The current business environment of the electronics parts industry reflects tumultuous change as characterized by the accommodation of ever-evolving technology and products, shifting customer needs, and various changes in our external environment. We are strengthening corporate governance to accommodate such changes in a timely and appropriate fashion, and are endeavoring to make swift management decisions and bolster audit supervision on an ongoing basis. We will also proactively accommodate the requests for the further sophistication of governance in the Tokyo Stock Exchange Prime Market and continue to pursue further initiatives as we move forward.

FY	Description of initiatives
2018	Election of female Director (Nao Tsuchiya)
2021	Introduction of stock-based remuneration plan
	Introduction of evaluations of effectiveness of Board of Directors Change to upper limit of number of Directors (from 10 to 15)
2022	Election of female Auditor (Kotomi Ejiri)
2023	Raising ratio of independent officers and ratio of female Directors (From 42.9% to 50.0% for independent officers and 9.1% to 11.1% for female Directors)
2024	Report on the criteria for the officer remuneration system at a meeting of the Board of Directors

Evaluations of effectiveness of Board of Directors

Regarding evaluations of effectiveness of Board of Directors

Following on from the previous fiscal year, we conducted an analysis and evaluation of the effectiveness of the Board of Directors. The objective of this evaluation was to assess the extent to which the Board is fulfilling its expected roles, to identify issues based on the results of

the analysis, and to link those issues to improvement initiatives that contribute to the continued enhancement of governance. Outlined below is a summary of the results of the analysis and evaluation conducted in Fiscal 2024.

1. Questionnaire-Based Evaluation and Analysis

(1) Results of the Questionnaire Evaluation

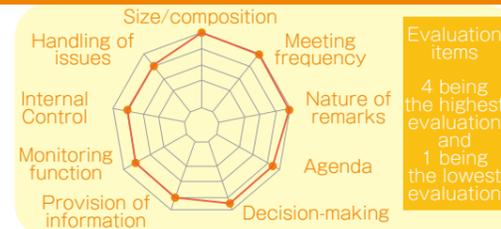
Timing of implementation February-March 2025

Evaluators Directors and Auditors(12 in total)

Implementation procedures

Administration of questionnaire to all evaluators

Evaluation and analysis of questionnaire results and extraction of issues by Board of Directors Administrative Section



(2) Analysis of Responses

- With the exception of supervisory functions, the average score across evaluation items exceeded 3. In the area of supervisory functions, evaluations relating to the appropriateness of the executive compensation structure were lower, indicating a need to strengthen efforts to ensure compensation transparency amid increasing stakeholder expectations regarding governance.
- With respect to information provision, improvements were acknowledged in the quality of materials and explanations provided for matters requiring high-level judgment. At the same time, some respondents called for further improvements, including earlier provision of information to allow for sufficient deliberation by the Board prior to decision-making.
- In the areas of compliance and risk management, there were requests for a more robust management framework and enhanced information sharing. The largest gaps in evaluation between internal and Outside Directors were observed in items 2) and 3).

2. Identification of Areas for Improvement Through Discussions with Outside Directors and Audit and Supervisory Board Members

- Greater attention should be given to preparing materials and explanations that clearly position individual agenda items within the broader context of management strategy and the medium-term business plan, including points of change.
 - For large-scale investment projects, logical explanations of business opportunities and risks, along with comprehensive explanations that also address human and physical resource implications, are required.
 - For the businesses of key customers, measures should be taken to deepen understanding, such as providing briefing opportunities separate from Board meetings.
- Sufficient understanding of Meiko's business conditions is essential to fulfilling the duty of care.
 - Opportunities should be provided for Outside Directors and Audit and Supervisory Board Members to spend time gaining to know Meiko better. Free discussion formats were also effective.
- With respect to risk management and compliance, a persistent approach is required, along with the establishment of mechanisms to prevent recurrence. Depending on circumstances, reporting to the Board of Directors may also be necessary.
 - It may be necessary to review the content and timing of resolutions, including during the planning stages, to avoid breaches of the duty of care.
 - The criteria for officer remuneration have now been clarified, thereby ensuring transparency.

Improvement Measures to Strengthen Board Governance Going Forward

In order to further strengthen Board governance and to draw more meaningful feedback from Outside Directors and Audit and Supervisory Board Members, we plan to implement the following three operational improvements.

1	<p>Standardization of briefings for newly appointed Directors and Audit and Supervisory Board Members</p> <p>The content of briefings provided to newly appointed Outside Directors and Audit and Supervisory Board Members regarding Meiko's rules and current situation will be standardized. Where necessary, explanations will also be provided again to existing Outside Directors and Audit and Supervisory Board Members. (The authority of the Board of Directors; reports on Meiko's current situation (strategy and policies); and rules for visits to overseas plants*, etc.) * For newly built plants, following completion; for existing plants, once every X years, etc.</p>
2	<p>Establishment of theme-based briefing sessions (for Outside Directors and Audit and Supervisory Board Members)</p> <p>In addition to meetings of the Board of Directors, theme-based briefing sessions will be held once every one to two months which focus on a designated theme and provide explanations on important company matters. These sessions will not involve resolutions and are intended to deepen understanding of our circumstances. Briefings will be provided by the responsible executive officers, department heads, or the Office of the President and CEO.</p>
3	<p>Regular scheduling of free discussion sessions</p> <p>Opportunities will be created for free discussion between full-time Directors and Outside Directors, rather than formal reporting sessions. Sessions will be held once or twice per year. Participation will be limited to a small group. The purpose of these sessions is to maximize the exchange of ideas, advice, insights, and perspectives among Directors.</p>

Policy on cross-shareholdings

Meiko holds shares whose holding has been judged by the company to contribute to the improvement of its corporate value over the medium/long term.

The meaning of those holdings is verified by the Board of Directors once a year. Elements such as the business-based relationship with the investment destinations are verified as well.

For shares with a deficient meaning of holding them, we push forward with selling the shares while taking the impact on the market, etc. into consideration, and endeavor to reduce our cross-shareholdings.

The verification of cross-shareholdings for Fiscal 2024 was conducted at the meeting of the Board of Directors held in March 2025.

Trends in status of cross-shareholdings (consolidated)

Fiscal year	2022	2023	2024
Amount booked on Consolidated Balance Sheet (million yen)	228	337	339
Amount of consolidated net assets (million yen)	84,475	105,458	115,605
Amount as a percentage of consolidated net assets (%)	0.3	0.3	0.3

Officer remuneration

Basic policy

The Company's basic policy is to establish a remuneration structure for Directors that is linked to shareholder interests and functions effectively as an incentive for the sustainable enhancement of corporate value. In determining remuneration for individual Directors, appropriate levels are set based on their respective roles and responsibilities. Remuneration for Executive Directors consists of base remuneration and bonuses. Remuneration for Outside Directors, in light of the nature of their duties, is in principle limited to base remuneration.

Performance-linked remuneration is designed to heighten Executive Directors' awareness of business performance improvement and corporate value enhancement. Bonuses are paid annually at a fixed time, with amounts calculated based on achievement against Meiko's targets for four management indicators—net sales, operating income, net income, and return on equity (ROE). In determining bonus amounts, consideration is also given to each Executive Director's annual plan achievement and the performance of the organizations under their supervision. Specifically,

ly, the Board of Directors sets target values for each indicator at the beginning of the fiscal year. Actual performance is evaluated against these targets, and an overall score is calculated based on the assigned weightings (net sales: 20%, operating income: 40%, net income: 20%, and ROE: 20%). The resulting evaluation is reflected in the bonus amount. These four indicators were selected to assess management performance from multiple perspectives: (i) sales growth, (ii) profitability improvement, (iii) securing bottom-line profits, and (iv) enhancement of capital efficiency. This framework is intended to encourage Executive Directors to maintain a sustained focus on improving corporate value.

In addition, the performance-linked portion of base remuneration for Executive Directors is determined through a comprehensive evaluation that takes into account position and responsibilities, as well as monthly individual performance and departmental performance. The clarification of the basis for calculating the above bonus amounts was agreed to at the Board of Directors at its meeting held on March 24, 2025.

Amount of remuneration, etc. of Directors (Fiscal 2024)

Officer category	Total amount of remuneration, etc.	Number of eligible officers
Directors (excluding Outside Directors)	190 million yen	7
Auditors (excluding Outside Audit & Supervisory Board Members)	12 million yen	1
Outside officers	33 million yen	7

Fields of experience and specialization of Directors

Our officers, whether internal or outside, engage in management based their knowledge, experience, and advanced insight in their respective fields.

For Internal Directors, a “○” has been placed in fields where those Directors have knowledge and experience. For outside officers, following

discussion with each officer, a “●” has been placed in fields in which each officer should utilize their expert viewpoints and advanced insight to the fullest extent and, in particular, fields in which they are expected to contribute to Meiko’s management.

Name	Executive	Expertise and Experience						
		Corporate Management	Legal Affairs Risk Management	Finance and Accounting	Manufacturing Technology R&D	Industry Knowledge	Global Experience	Sales
President & CEO Yuichiro Naya	Executive	○	○	○	○	○	○	○
Vice President & COO Atsushi Sakate	Executive		○	○	○	○	○	○
Director and Senior Managing Executive Officer Junya Wada	Executive		○	○	○	○	○	
Director and Managing Executive Officer Yoshihito Kikyo	Executive	○	○	○		○	○	○
Director and Managing Executive Officer Shigeru Naya	Executive		○	○	○	○	○	○
Outside Director Nao Tsuchiya	Outside Independent	Non-executive	●					
Outside Director Yosuke Nishiyama	Outside Independent	Non-executive	●	●	●	●		●
Outside Director Takashi Harada	Outside Independent	Non-executive	●	●		●	●	
Outside Director Toshifumi Kobayashi	Outside Independent	Non-executive	●		●	●		●

Necessary Skills	Reasons Required by the Company
Corporate Management	To satisfy the need for experience as a Chairperson or President or equivalent experience in order to envision the forward development of the Meiko Group and society at large, form a grasp of opportunities and risks in an ever-changing business environment, and demonstrate decision-making for improving corporate value as well as associated supervisory functions
Legal Affairs Risk Management	To conduct risk management, the formation of compliance strategy, and associated supervision in order to continuously fulfill our social responsibility and customer needs
Finance and Accounting	To implement and supervise with optimum balance the adequate procurement of funds and formation of a risk-resilient financial constitution to support ongoing capital expenditure, which is imperative in the company’s management strategy, while maintaining finance and tax compliance
Manufacturing Technology R&D	To conduct management and supervision based on advanced specialized knowledge on production equipment and manufacturing processes in order to survive in a harsh competitive global environment and provide customers with the very best products and service through monozukuri (manufacturing)
Industry Knowledge	To adequately manage and supervise management decisions and monitoring for business policies and other material matters from a bird’s eye view
Global Experience	To understand various cross-cultural, geopolitical, and other risks and conduct the devising of strategy, management decisions, and associated supervision from a global point of view given our global expansion of production and sales bases
Sales	To conduct the formulation, implementation, and supervision of strategy intended to create business opportunities based on technology and marketing in order to accommodate customers’ globalization and their needs in new fields

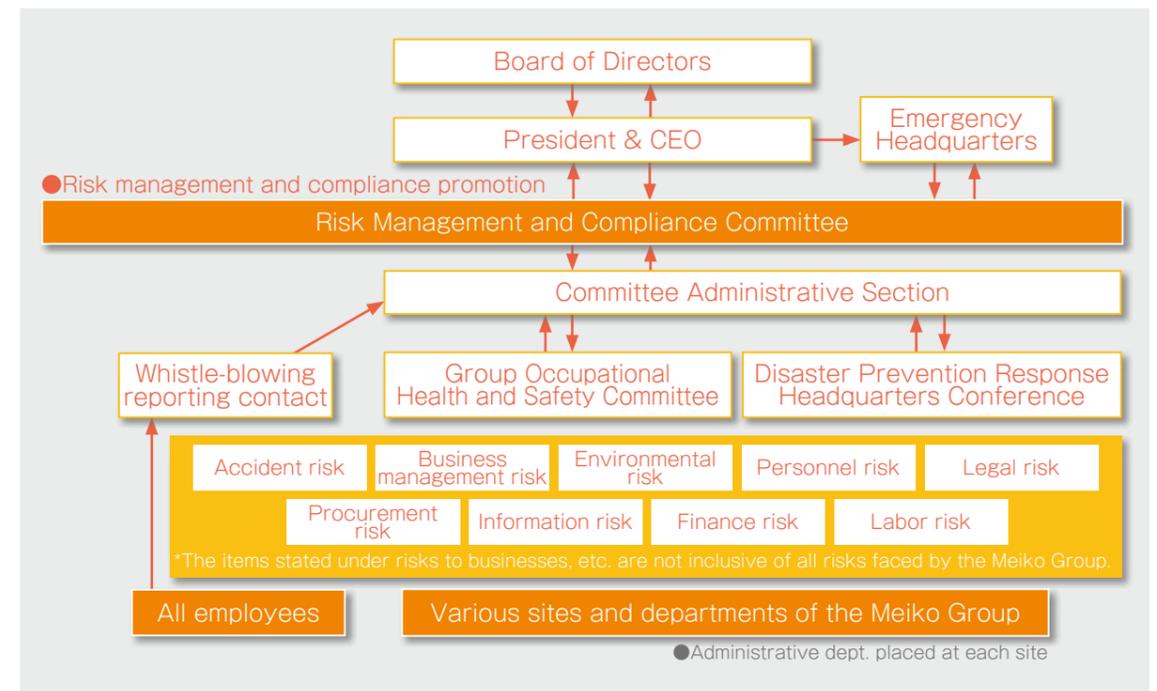
02 Risk Management and Compliance Management System

Basic Policy on Control System for Risk Management and Compliance Management System

- In accordance with our Risk Management and Compliance Management Regulations, we have established a Risk Management and Compliance Committee (the “Committee”), composed of members that include Directors and Audit and Supervisory Board Members. The Committee meets regularly to identify significant risks that Meiko and its subsidiaries (collectively, the “Meiko Group”) may face in maintaining business continuity and achieving stable growth, and to formulate related risk management policies, measures, and annual plans.
- In the event of unforeseen circumstances or upon identifying signs of the materialization of significant risks, we immediately establish an emergency response headquarters headed by the President. The response headquarters conducts centralized crisis management with the aim of preventing the escalation of damage.

- Based on the Risk Management and Compliance Management Regulations, the Committee is responsible for formulating, implementing, and monitoring compliance measures and annual compliance activities across the Meiko Group. It also analyzes and reviews compliance violation incidents, and provides guidance and oversight for the development and implementation of measures to prevent recurrence, based on the findings of these reviews.
- The Committee works in close coordination with the Group Occupational Safety Committee and the Disaster Prevention Headquarters (meeting body) to foster a workplace culture in which employees can work safely, securely, and energetically, and to promote management practices aimed at building an organization that is healthy both physically and mentally.

Risk management and compliance management system at Meiko



BCP

Based on its “Basic BCP Policy,” Meiko identifies large-scale disaster risks that affect its business continuity, such as earthquakes, floods, and other natural disasters as well as fires, infectious diseases, and cyber attacks; sets forth policies to prepare for instances when crisis occurs; and tackles initial response and countermeasures.

When a large-scale disaster strikes, in order to strive to restore the supply of products to customers at an early stage while placing the highest priority on human life, we have established mechanisms to verify the safety of our employees and address risks such as equipment failure.

Compliance promotion activities

Dissemination and penetration of compliance

Meiko positions compliance as a key issue in its management.

Compliance is also an absolutely necessary element in order for us to fulfill our responsibility as a member of society and keep on operating our businesses into the future while meeting the trust and expectations placed on us by customers, shareholders, investors, business partners, local communities, and our employees.

In order to boost recognition of the "Corporate Conduct Charter of the Meiko Group" and the "Code of Conduct of the Meiko Group" as well as elements such as changes in laws, ordinances, social ethics, and values, and ensure their dissemination and penetration, we prepared a "Compliance Handbook" and put an environment in place for all employees to receive the associated education and training that we conduct.

Compliance education

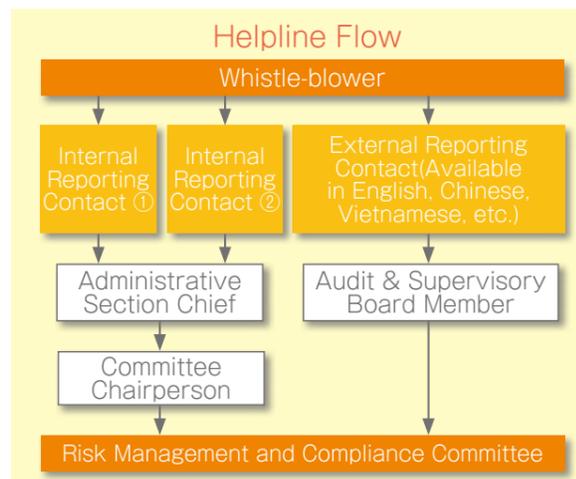
Meiko provides education on misconduct prevention and legal amendments through the deployment of a Compliance Handbook, as well as through e-learning programs. In addition, a

compliance email newsletter incorporating illustrations is distributed regularly, and compliance case studies based on familiar, practical themes are introduced monthly on our internal website.

Introduction of the helpline

We set an internal desk and an external desk (law office) for receiving whistle-blowing. Upon receiving a notification or the like, we will investigate the case and facts, and if we confirm an act that is subject to whistle-blowing, we will immediately implement corrective measures and recurrence prevention measures.

We also formulated whistle-blowing regulations so that no whistle-blowers, individuals cooperating in investigations, or others will suffer detrimental treatment, and if there is anyone who has unfairly treated or harassed whistle-blowers or the like or anyone who is involved with whistle-blowing for work reasons and has obtained information on whistle-blowing discloses it without any reasonable grounds, disciplinary action will be taken in accordance with in-house rules.



Employee awareness surveys

Every other year, we administer an "employee awareness survey" through an external research agency to gauge the effects of our activities to promote that awareness.

Eliminating antisocial forces

It is stated in Meiko's Corporate Charter that we refuse to have anything to do with any antisocial forces, including gangsters. We work in close cooperation with external dedicated institutions such as the police and the National Center for Removal of Criminal Organizations to resolutely eliminate antisocial forces.

03 Information Security

We recognize that the protection of customer information, business information, technological information, intellectual property and other confidential information that we hold and its appropriate application constitutes an extremely important measure in conducting our business activities.

Through the establishment and operation of an Information Security Management System (ISMS) based on the ISO/IEC 27001 international certification standard, we address ever-changing threats by reinforcing adequate risk management and information security measures.

Information Security Management Regulations

To ensure the prevention of information leaks and other forms of information security, we have set forth a framework for measures that we should take as a company in the form of the "Information Security Management Regulations," which we fully disseminate across Meiko.

Personal Information Protection Regulations

To comply with the Act on the Protection of Personal Information and handle personal information appropriately, we have adopted the "Personal Information Protection Regulations." Based on these regulations, we handle information with particular care.

Information security education

To facilitate the improvement of our employees' IT literacy and information security awareness, every year, we implement information security education through e-learning and tests on the degree of understanding.

Drill against targeted e-mail attacks

To help reinforce crisis awareness with respect to information security, we conduct drills that simulate the experience of receiving a targeted attack over email multiple times a year to spread awareness of how to appropriately respond to suspicious emails and call for attention to such threats.

Implementation of vulnerability diagnostics

Since 2021, we have conducted annual vulnerability diagnostic testing by external specialists to identify potential weaknesses in its internal networks, operating systems, middleware, and web applications. Any newly identified vulnerabilities are addressed promptly through measures such as replacing network equipment and updating operating systems and firmware. We have also introduced tools that collect and provide real-time alerts on vulnerability information, enabling ongoing and timely responses.

Information Security Policy

Based on our Business Principles, we implement measures to strengthen our information security system in order to protect our customer information and information assets from threats that include fraudulent access, disasters, criminal acts, and cyber-attacks. We also take steps to raise awareness about information security amongst management and employees.

Considering that the above-mentioned information security risks as a form of the risks we may face, we have set out the following policies on information security and declare that, in line with our Business Principles, all members of management and employees should devote concerted efforts to implementing these policies.

1. We pursue continuous improvement in our information security system.
2. We provide every protection for our information assets and continuously enhance our information management function.
3. We comply with laws, ordinances, and norms and fulfill social responsibilities.
4. We conduct continuous education and training for management and employees.
5. We swiftly respond to a problem as soon as it occurs and conduct risk management practices.

ISMS Activities

At Meiko, we receive important information from customers. We therefore recognize the importance of information security. Since our initial certification in 2006, we have been successively extending the coverage of certification as we endeavor to reinforce our information management system.

■ January 2006
The Information System Division of our Headquarters obtained BS7799-2 certification.

■ October 2009
4 applicable departments at the Wuhan Plant in China obtained certification.

■ December 2010
6 applicable departments at the Guangzhou Plant in China obtained certification.

■ December 2016
Coverage in Japan extended.

■ September 2017
3 applicable departments at the Vietnam Plant obtained certification.

■ November 2018
Coverage in Japan extended.

■ June 2020
Coverage at the Vietnam Plant extended.

■ May 2021
The Thang Long Plant obtained certification.

■ October 2022
Coverage in Japan extended.

■ October 2024
Transition to ISO/IEC 27001:2022 Certification.

04 Intellectual Property (IP) Strategy

As a corporation that continues to challenge the evolution of electronics and achieve development thus contribute to the society, Meiko places importance on IP as assets for its future

management. We aim to leverage IP in promoting our R&D activities and endeavoring to improve our corporate profit.

Positioning of IP strategy

We view our business strategy, R&D strategy, and intellectual property strategy as a single, integrated framework. Based on our business strategy, we formulate and implement R&D strategies and secure intellectual property rights for the results generated through R&D activities.

This cycle contributes to the creation of sustainable competitive advantages and the development of highly profitable products. To support this process, our IP strategy focuses on securing intellectual property rights in growth areas identified within the business strategy.

As our business continues to globalize, we are actively promoting the acquisition of IP rights not only in Japan but also in key overseas markets and production locations.

In addition to the PCB business, intellectual property in the electronic device business is becoming increasingly important as we pursue further

expansion in this area. Under a shared IP strategy, the PCB business and the electronic device business each establish their own IP promotion frameworks, while all IP activities are managed under a unified IP management system.



IP promotion system

In the PCB business, we promote the creation of inventions related to PCBs for future growth fields, including in-vehicle equipment, semiconductor packages and modules, and high-frequency devices. To support this effort, engineers receive regular IP training from external specialists to strengthen their foundational knowledge of intellectual property and enhance their invention capabilities.

To maintain a competitive advantage over other companies, we actively file structural patents while keeping processes and know-how confi-

dential. In the electronic device business, we promote the proactive filing of design and structural patents to support brand creation, through collaboration with the PCB business, and industry-academia partnerships and to enhance the market competitiveness of our internally developed products.

We also conduct benchmarking activities that consider market needs and competitive dynamics, with the goal of patenting advanced technologies aligned with market trends.

IP management system

We have established an Employee Invention Committee to review the validity of inventions both at the time they are proposed and when patents are renewed. At the invention stage, the relevant department conducts prior application searches, while the patent management depart-

ment monitors whether these searches are conducted appropriately.

In Fiscal 2024, the Employee Invention Committee met four times, submitted three new invention applications, and reviewed existing patents for continuation.

Invention incentives

Meiko has an invention incentive system for employee inventors in place.

Monetary incentives are paid to employee inventors when the invention is made and upon the application of a patent. Moreover, when patents

converted to rights are applied at the time of mass-production, a commensurate monetary incentive is disbursed.

Through this system, we endeavor to elevate the motivation of our engineers to invent.

05 Dialogue with Stakeholders

We accept the valuable feedback gained through dialogue with our stakeholders such as customers, employees, shareholders, investors, business partners, and local communities with

sincerity, reflect it in our management and business activities and, in doing so, create new value and do our part to realize a sustainable society.

Stakeholders	Dialogue policy	Means of dialogue
Customers	Meiko endeavors to ascertain customer needs through technology exchange sessions and other forms of communication. Through these activities, we address customer issues and requests and, in doing so, work towards building bonds of trust over the long term.	<ul style="list-style-type: none"> ◆ Routine sales activities ◆ Customer satisfaction surveys ◆ Exhibitions and seminars ◆ Technology exchange sessions
Employees	We seek to be the kind of company where each and individual employee can keep on growing with a sense of satisfaction in the course of their day-to-day work. We promote bidirectional communication with a view to fostering such a climate.	<ul style="list-style-type: none"> ◆ Annual policy briefings ◆ Employee training ◆ Internal portal site/newsletter ◆ Helpline/consultation contact ◆ Labor-management discussions
Shareholders and investors	We endeavor to disclose information to our shareholders and investors in a timely, impartial, and accurate manner. Additionally, in order to facilitate continuous growth and the improvement of our corporate value over the long term, we proactively endeavor to hold constructive dialogue with our shareholders and investors.	<ul style="list-style-type: none"> ◆ Financial results briefings ◆ Meetings with investors ◆ Shareholders' meetings ◆ Website (IR/investor information)
Business partners	We hold briefings on our procurement policy to share our management and business policies with our suppliers, ask them to respond to CSR evaluations and audits conducted using our "Responsible Corporate Conduct Guidelines Checklist," and work together with them to build a supply chain that fulfills CSR.	<ul style="list-style-type: none"> ◆ Business partner policy briefings ◆ Surveys and audits of business partners
Local communities	We endeavor to build bonds of trust with members of local communities through social contribution activities that include factory and plant tours and sports and volunteer activities.	<ul style="list-style-type: none"> ◆ Factory and plant tours ◆ Holding of monozukuri (manufacturing) classes ◆ Participation in and sponsorship of local community events ◆ Cleanup and other volunteer activities

Financial and Non-Financial Data

Financial and Non-Financial Summary

[Finance]

■ Profit/loss situation

	Unit	Fiscal 2018	Fiscal 2019
Net sales	Million yen	118,910	115,479
Operating income	Million yen	8,926	5,189
Operating income margin	%	7.5	4.5
Ordinary income	Million yen	8,610	4,789
Ordinary income margin	%	7.2	4.1
Profit attributable to owners of parent	Million yen	6,743	2,586
Ratio of net income	%	5.6	2.2

■ Financial situation

Total assets	Million yen	120,655	129,237
Net assets	Million yen	33,587	32,482

■ Management indicators

Earnings per share (EPS)	Yen	257.65	98.81
Book-value per share (BPS)	Yen	1,283.24	1,233.61
Return on assets (ROA)	%	5.8	2.1
Return on equity (ROE)	%	20.2	7.9
Return on invested capital (ROIC)	%	8.9	4.6

■ Other

Amount of capital investment	Million yen	15,765	11,836
EBITDA	Million yen	15,207	11,776
Research and development expenses	Million yen	1,041	1,211
Dividends per share	Yen	35	30

[Non-financial]

Number of employees at the end of the term	Persons	11,899	12,232
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	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024
Net sales	119,257	151,275	167,276	179,458	206,806
Operating income	6,657	13,255	9,575	11,660	19,083
Operating income margin	5.6	8.8	5.7	6.5	9.2
Ordinary income	5,697	14,294	11,212	14,267	18,763
Ordinary income margin	4.8	9.5	6.7	8.0	9.1
Profit attributable to owners of parent	4,640	11,451	8,847	11,310	14,924
Ratio of net income	3.9	7.6	5.3	6.3	7.2
Total assets	142,040	168,328	202,394	229,960	256,366
Net assets	40,610	58,686	84,475	105,458	115,605
Earnings per share (EPS)	177.33	444.23	338.94	428.70	569.47
Book-value per share (BPS)	1,551.93	2,281.09	2,736.07	3,549.20	3,939.30
Return on assets (ROA)	3.4	7.4	4.8	4.9	5.8
Return on equity (ROE)	12.8	23.2	13.0	12.9	14.5
Return on invested capital (ROIC)	6.0	10.8	4.5	5.3	7.1
Amount of capital investment	10,715	14,388	17,423	19,940	29,754
EBITDA	14,145	21,289	19,728	22,843	31,625
Research and development expenses	1,427	3,074	4,466	5,338	5,506
Dividends per share	20	45	55	68	88
Number of employees at the end of the term	13,721	13,637	11,889	11,912	12,706

Consolidated Balance Sheet

(Unit: million yen)

	Previous consolidated fiscal year Fiscal 2023	Consolidated fiscal year under review Fiscal 2024
Assets		
Current assets		
Cash and deposits	21,602	23,152
Notes receivable - trade	1,625	2,559
Accounts receivable - trade	36,162	42,511
Electronically recorded claims	3,331	3,673
Merchandise and finished goods	9,997	11,130
Work in process	7,972	8,484
Raw materials and supplies	17,624	18,874
Accounts receivable - other	1,131	695
Other	3,419	3,080
Allowance for doubtful accounts	△26	△50
Total current assets	102,839	114,112
Non-current assets		
Property, plant and equipment		
Buildings and structures	74,943	78,078
Accumulated depreciation	△37,475	△39,852
Buildings and structures, net	37,468	38,225
Machinery, equipment and vehicles	142,654	153,952
Accumulated depreciation	△93,667	△96,481
Machinery, equipment and vehicles, net	48,987	57,471
Land	2,547	2,547
Lease assets	3,009	3,661
Accumulated depreciation	△1,819	△1,398
Lease assets, net	1,189	2,262
Construction in progress	19,223	26,088
Other	11,453	12,328
Accumulated depreciation	△8,803	△9,353
Other, net	2,650	2,974
Total property, plant and equipment	112,065	129,570
Intangible assets	6,418	5,696
Investments and other assets		
Investment securities	2,986	2,145
Long-term loan receivable	1,375	1,263
Deferred tax asset	2,284	1,903
Other	2,020	1,704
Allowance for doubtful accounts	△31	△31
Total investments and other assets	8,636	6,986
Total non-current assets	127,120	142,253
Total assets	229,960	256,366

(Unit: million yen)

	Previous consolidated fiscal year Fiscal 2023	Consolidated fiscal year under review Fiscal 2024
Liabilities		
Current liabilities		
Notes and accounts payable-trade	27,032	29,598
Short term borrowings	32,212	40,366
Current portion of long term borrowings	9,524	11,699
Lease obligations	116	271
Income taxes payable	1,106	940
Provision for bonuses	1,304	1,458
Provision for bonuses for directors	59	89
Other	10,358	15,832
Total current liabilities	81,714	100,257
Non-current liabilities		
Long term borrowings	37,250	34,700
Lease obligations	162	534
Long-term income taxes payable	—	136
Provision for retirement benefits for directors	215	215
Provision for share awards	414	316
Provision for share awards for directors	56	51
Retirement benefit liability	3,598	3,421
Other	1,088	1,127
Total non-current liabilities	42,786	40,502
Total liabilities	124,501	140,760
Net assets		
Shareholders' equity		
Share capital	12,888	12,888
Capital surplus	14,242	13,820
Retained earnings	45,146	57,649
Treasury shares	△2,710	△2,666
Total shareholders' equity	69,566	81,691
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	94	92
Deferred gains or losses on hedges	45	50
Foreign currency translation adjustment	28,467	26,322
Remeasurements of defined benefit plans	10	82
Total accumulated other comprehensive income	28,617	26,547
Non-controlling interests	7,274	7,367
Total net assets	105,458	115,605
Total liabilities and net assets	229,960	256,366

Consolidated Statement of Income

(Unit: million yen)

	Previous consolidated fiscal year Fiscal 2023	Consolidated fiscal year under review Fiscal 2024
Net sales	179,458	206,806
Cost of sales	148,910	167,030
Gross profit	30,548	39,775
Selling, general and administrative expenses	18,887	20,692
Operating income	11,660	19,083
Non-operating income		
Interest income	572	811
Dividend income	14	122
Subsidy income	218	218
Foreign exchange gains	2,955	329
Other	156	358
Total non-operating income	3,917	1,890
Non-operating expenses		
Interest expenses	1,090	1,326
Commission for syndicate loans	19	585
Other	201	299
Total non-operating expenses	1,310	2,210
Ordinary income	14,267	18,763
Extraordinary income		
Gain on sale of non-current assets	81	93
Gain on sale of investment securities	55	79
Gain on termination of retirement benefit plan	5	—
National subsidies	400	—
Total extraordinary income	542	172
Extraordinary losses		
Loss on sale and retirement of non-current assets	344	277
Loss on reduction of non-current assets	394	—
Loss on sales of investment securities	18	64
Loss on valuation of investment securities	179	49
Total extraordinary losses	936	391
Profit before income taxes	13,873	18,544
Income taxes - current	2,664	3,082
Income taxes - deferred	△206	366
Income taxes	2,458	3,448
Net income	11,415	15,096
Profit or loss attributable to non-controlling interests	105	171
Profit attributable to owners of parent	11,310	14,924

Consolidated Statement of Comprehensive Income

(Unit: million yen)

	Previous consolidated fiscal year Fiscal 2023	Consolidated fiscal year under review Fiscal 2024
Net income	11,415	15,096
Other comprehensive income		
Valuation difference on available-for-sale securities	81	△1
Deferred gains or losses on hedges	△9	4
Foreign currency translation adjustment	11,056	△2,145
Remeasurements of defined benefit plans	164	71
Total other comprehensive income	11,292	△2,070
Comprehensive income	22,708	13,025
(Breakdown)		
Comprehensive income attributable to owners of parent	22,588	12,853
Comprehensive income attributable to non-controlling interests	119	171

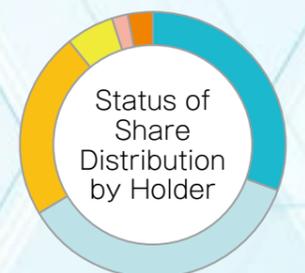
Share and Share Price Information

Share Information

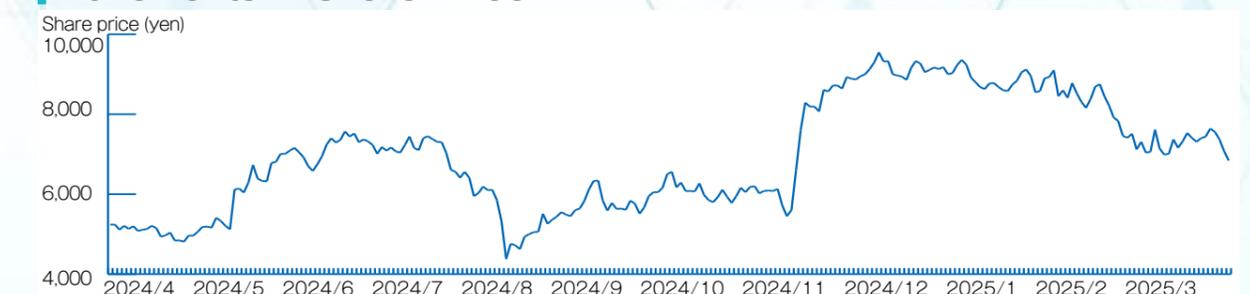
Trade Name	Meiko Electronics Co., Ltd.	Total Number of Trade Name Authorized Shares	70,000,000 shares
Securities Code	6787 (Electronic Devices)	Total Number of Outstanding Shares Excluding Treasury Shares	26,000,673 shareholders
Listed Exchange	Tokyo Stock Exchange	Number of Shareholders	3,472 shares
Listed Market	Prime Market		

Shareholder Information

Major Shareholders		
Name of Shareholder	Shares Held (Thousand shares)	Shareholding Ratio (%)
Yuichiro Naya	4,704	18.09
The Master Trust Bank of Japan, Ltd. (trust account)	3,817	14.68
Custody Bank of Japan, Ltd. (trust account)	3,216	12.37
CLEARSTREAM BANKING S.A.	975	3.75
Meiko Kosan Co., Ltd.	608	2.34
BNP PARIBAS LUXEMBOURG/2S/JASDEC/FIM/ LUXEMBOURG FUNDS/UCITS ASSETS	582	2.24
Yuho, Ltd.	521	2.00
JP MORGAN CHASE BANK 385632	438	1.69
BOFAS INC SEGREGATION ACCOUNT	392	1.51
Sumitomo Mitsui Banking Corporation	377	1.45



Movements in Share Price



Consolidated Statement of Changes in Shareholders' Equity

Previous consolidated fiscal year (From April 1, 2023 to March 31, 2024)

(Unit: million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholder's equity
Balance at beginning of current period	12,888	13,700	35,568	△2,176	59,981
Changes of items during period					
Dividends from surplus			△1,732		△1,732
Profit attributable to owners of parent			11,310		11,310
Acquisition of treasury shares				△930	△930
Disposal of treasury shares		541		397	938
Net changes of items other than shareholders' equity during period					
Total changes during period	—	541	9,578	△533	9,585
Balance at end of period	12,888	14,242	45,146	△2,710	69,566

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of current period	13	54	17,425	△154	17,339	7,154	84,475
Changes of items during period							
Dividends from surplus							△1,732
Profit attributable to owners of parent							11,310
Acquisition of treasury shares							△930
Disposal of treasury shares							938
Net changes of items other than shareholders' equity during period	81	△9	11,041	164	11,278	119	11,397
Total changes during period	81	△9	11,041	164	11,278	119	20,983
Balance at end of period	94	45	28,467	10	28,617	7,274	105,458

Consolidated fiscal year under review (From April 1, 2024 to March 31, 2025)

(Unit: million yen)

	Shareholders' equity				
	Share capital	Capital surplus	Retained earnings	Treasury shares	Total shareholder's equity
Balance at beginning of current period	12,888	14,242	45,146	△2,710	69,566
Changes of items during period					
Dividends from surplus			△2,421		△2,421
Profit attributable to owners of parent			14,924		14,924
Changes in ownership interests due to purchases of shares in consolidated subsidiaries		△421			△421
Change of scope of consolidation			△0		△0
Change of scope of consolidation - foreign currency translation adjustment					—
Acquisition of treasury shares				△1	△1
Disposal of treasury shares				44	44
Net changes of items other than shareholders' equity during period					
Total changes during period	—	△421	12,502	43	12,124
Balance at end of period	12,888	13,820	57,649	△2,666	81,691

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of current period	94	45	28,467	10	28,617	7,274	105,458
Changes of items during period							
Dividends from surplus							△2,421
Profit attributable to owners of parent							14,924
Changes in ownership interests due to purchases of shares in consolidated subsidiaries							△421
Change of scope of consolidation							△0
Change of scope of consolidation - foreign currency translation adjustment			1		1		1
Acquisition of treasury shares							△1
Disposal of treasury shares							44
Net changes of items other than shareholders' equity during period	△1	4	△2,146	71	△2,072	92	△1,979
Total changes during period	△1	4	△2,145	71	△2,070	92	10,147
Balance at end of period	92	80	26,322	82	26,547	7,367	115,605

Consolidated Statement of Cash Flows

(Unit: million yen)

	Previous consolidated fiscal year Fiscal 2023	Consolidated fiscal year under review Fiscal 2024
Cash flows from operating activities		
Profit before income taxes	13,873	18,544
Depreciation	11,215	12,541
Amortization of goodwill	676	676
Increase (decrease) in allowance for doubtful accounts	△171	26
Increase (decrease) in provision for bonuses	91	155
Increase (decrease) in provision for bonuses for directors	4	30
Increase (decrease) in provision for share awards	241	△97
Increase (decrease) in provision for share awards for directors	20	△5
Increase (decrease) in retirement benefit liability	△333	△70
Interest and dividend income	△587	△933
Interest expenses	1,090	1,326
Insurance claim income	△2	△22
Foreign exchange losses (gains)	△2,066	194
Loss (gain) on sale and retirement of property, plant and equipment	263	183
Loss (gain) on sale of investment securities	△37	△14
Loss (gain) on valuation of investment securities	179	49
National subsidies	△400	—
Loss on reduction of non-current assets	394	—
Decrease (increase) in trade receivables	392	△7,770
Decrease (increase) in inventories	△130	△3,336
Increase (decrease) in trade payables	2,261	2,861
Decrease (increase) in other assets	△1,664	816
Increase (decrease) in other liabilities	1,080	△350
Other	43	651
Subtotal	26,436	25,456
Interest and dividends received	546	931
Interest paid	△1,083	△1,311
Proceeds from insurance income	2	22
Income taxes refund (paid)	△2,544	△3,442
Cash flows from operating activities	23,357	21,655

(Unit: million yen)

	Previous consolidated fiscal year Fiscal 2023	Consolidated fiscal year under review Fiscal 2024
Cash flows from investing activities		
Purchase of property, plant and equipment	△21,447	△24,398
Proceeds from sale of property, plant and equipment	98	199
Purchase of intangible assets	△231	△175
Purchase of investment securities	△1,058	△565
Proceeds from sale of investment securities	710	821
Net increase (decrease) in short-term loans receivable	25	△10
Payments of long-term loans receivable	△534	△562
Proceeds from collection of long-term loans receivable	441	523
Subsidies received	325	75
Other	84	△236
Cash flows from investing activities	△21,586	△24,327
Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	1,551	8,314
Proceeds from long-term borrowings	9,100	31,416
Repayments of long-term borrowings	△7,991	△32,374
Repayments of lease obligations	△247	△293
Purchase of treasury shares	△0	△1
Dividends paid	△1,730	△2,420
Payments for purchases of subsidiary shares that did not result in a change in the scope of consolidation	△1,730	△500
Cash flows from financing activities	681	4,141
Effect of exchange rate change on cash and cash equivalents	1,577	△373
Net increase (decrease) in cash and cash equivalents	4,028	1,095
Cash and cash equivalents at beginning of period	17,334	21,363
Net increase (decrease) in cash and cash equivalents resulting from changes in the scope of consolidation	—	453
Cash and cash equivalents at end of period	21,363	22,913

Environment Data

Category		Unit	Fiscal 2018	Fiscal 2019	Fiscal 2020	Fiscal 2021	Fiscal 2022	Fiscal 2023	Fiscal 2024	Applicable scope
Atmospheric discharge	Scope1	Kt	36	35	38	41	39	38	36	Consolidated
	Scope2	Kt	389	426	428	468	418	384	400	
	Scope3	Kt	—	—	—	687	641	474	566	
	1	Purchased goods and services	—	—	—	611	532	383	440	
	2	Capital goods	—	—	—	29	71	53	60	
	3	Fuel- and energy-related activities	—	—	—	24	22	22	47	
	4	Transportation and distribution (upstream)	—	—	—	0	0.02	0.02	0.30	
	5	Waste generated in operations	—	—	—	1.3	1.3	1.1	1.3	
	6	Business travel	—	—	—	1,811	1,582	1,586	1,727	
	7	Employee commuting	—	—	—	6,406	6,188	6,171	6,706	
	8	Transportation and distribution (downstream)	—	—	—	—	—	—	—	
	9	Processing of sold products	—	—	—	15.5	7.2	8.5	9.7	
	10	Processing of sold products	—	—	—	0.0	0.0	0.0	0.0	
	11	Use of products sold	—	—	—	—	—	—	—	
	12	Disposal of sold products	—	—	—	—	—	—	—	
	13	Leased assets (downstream)	—	—	—	—	—	—	—	
	14	Franchises	—	—	—	—	—	—	—	
15	Investments	—	—	—	0.004	0.049	0.005	0.004		
	NOX emissions	t	31.1	25.4	27.8	21.4	20	16.4	16.4	
	Dust emissions	t	2.73	2.94	2.54	1.65	0.90	0.90	0.80	
	PRTR matter emissions	t	4.2	3.1	4.2	5.3	4.3	8.9	5.5	
Energy	Power consumption	GWh	580	628	611	680	626	630	680	
	Fuel oil consumption	Kℓ	4,320	5,015	5,634	6,493	7,219	4,040	942	
	Natural gas consumption	Km ³	10,388	9,139	9,924	10,916	8,379	11,501	8,110	
	Gasoline consumption	Kℓ	93	72	71	170	184	210	265	
	Solar power generation	GWh	3.7	3.8	3.7	3.6	3.6	3.8	3.6	
	Solar power for self-consumption	GWh	—	—	—	—	0.2	0.8	1.0	
Water resources	Water consumption	Km ³	10,589	10,072	10,529	11,065	9,536	9,838	10,747	

Meiko's Global Network



We have established global manufacturing and sales systems for meeting diversified demand.

Cooperation by production bases has made it possible to manufacture and sell high-quality products in a highly efficient way. We have developed a network for swiftly delivering high-quality products to customers.

Manufacturing and Development Bases

- ① Kanagawa Factory
Ebina Research and Development Center
- ② Fukushima Factory
- ③ Tendo Factory
- ④ Kahoku Factory
- ⑤ Ishinomaki Factory
- ⑥ Meiko Electronic Development
- ⑦ Meiko Electronic Manufacturing
- ⑧ Wuhan Plant
- ⑨ Guangzhou Plant
- ⑩ Vietnam Plant
- ⑪ Thang Long Plant
- ⑫ Hai Duong Plant
- ⑬ Hoa Binh Plant

Sales Bases

- ① 1st Sales Office
Development & Sales Group
Module & Packaging Group
- ② Tokyo Sales Office
- ③ Omiya Sales Office
- ④ Mito Sales Office
- ⑤ Nagoya Sales Office
- ⑥ Osaka Sales Office
- ⑦ Tianjin Sales Office

- ⑧ Shanghai Sales Office
- ⑨ Overseas Sales Headquarters
- ⑩ Guangzhou Sales Department
- ⑪ Meiko Elec. Hong Kong. Co., Ltd.
- ⑫ Korea Sales Department
- ⑬ Meiko Electronics (Thailand) Co., Ltd.
- ⑭ Meiko Electronics India Pvt Ltd.
- ⑮ Meiko Electronics Europe GmbH
- ⑯ Meiko Electronics America, Inc.

Other subsidiaries

- ① Meiko Techno Co., Ltd.
- ② Meiko NEXT Co., Ltd. / 株式会社MeiLink
- ③ Meiko Tech Co., Ltd. (Kansai Sales Office)
- ④ Meiko Tech Co., Ltd.
(Chugoku-Shikoku Sales Office)
- ⑤ Meiko Tech Co., Ltd.
(Kyushu Sales Office)
- ⑨ Guangzhou Speed Trading Co., Ltd.
Guangzhou Mingze Technology Co., Ltd.
- ⑩ Meiko Trading And Engineering Co., Ltd.
MEIKO AUTOMATION JOINT STOCK COMPANY



Challenge the evolution of electronics
and achieve development
thus contribute to the society



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