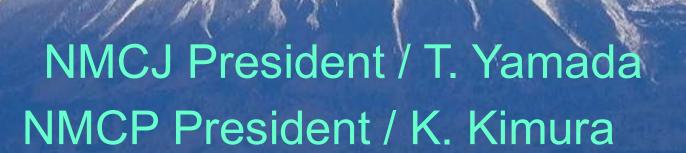
Message from the President Year 2023



Review of 2022 1

- 1) Digitalization (DX) and decarbonization (GX) become global trends
 - ⇒Increased data traffic, Acceleration of EV and energy conservation (Smartphones and PCs→ IoT, AI, 5G, Virtual Space, Autonomous Driving)
- 2) Growing geopolitical risks, US-China decoupling
 - ⇒of Supply Chain Development(Government-led; Europe, America, India)
- 3) Accelerating inflation in Europe and the United States, China Zero Corona Policy
 - ⇒ Deterioration in the semiconductor market from the second half of the year, to the inventory adjustment phase
 - Medium- to long-term growth of the semiconductor market will remain unchanged
 - •From the second half of the year, the business environment has been extremely severe (reversal)

Review of 2022 (2)

NMC Major topic:

1) Production:

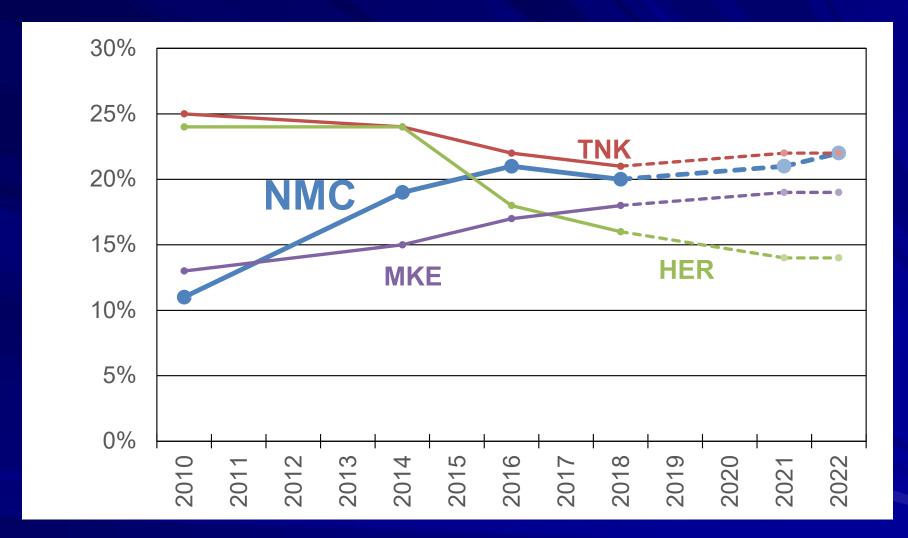
- Capacity expansion centered on productivity improvement
- Automation of downstream processes

2) Sales:

- Release of new products (ahead of schedule)
 - ⇒ highly evaluated by customers (product concept)

Great achievements and thank you for your efforts

Our Share in the Global BW Market



- Rises in EX, 2nd place (close to 1st place)
- ⇒Aiming to be No. 1 in the world $(2022~23)_{4}$

Outlook for 2023

- 1) Progress of DX and GX, creation of new markets (potential demand)
 - ⇒Smartphones and PCs→ IoT, AI, 5G, Virtual space, Autonomous driving
- 2) Restructuring of the supply chain (post-process movements?)
- 3) Negative growth for the first time in four years -4.1% (WSTS)
 - ⇒semiconductor market will recover from the second half of the year (Rapid recovery?)

- 4) Correction of the yen's depreciation(→ yen appreciated), Pd price is volatile
 - ⇒ Challenging Business Environment(Medium- to long-term market growth) (5)

Basic Policy for 2023 Confidential

- (1) Maintaining superiority in quality, delivery, and technical services
- (2) Improving competitiveness by improving productivity and strengthening overseas plants
- (3) Strengthening the business portfolio
 - ⇒New product development, sales expansion, and production system (NMC,NMCP)
- (4) Creation of an open workplace and promotion of skill development
 - ⇒Develop a management foundation to achieve the medium- to long-term plan

Medium- to Long-Term Goals (2023-2025)

- 1) Bonding wire industry, ranked first in the world
 - Sales volume: Over 700kkm/month
 (EX;650kk, BX2 and other new products;30kk, Au;20kk)
 - Development and sales expansion of strategic products (EX4, BX2, etc.)
 - Improvement of productivity, expansion of overseas plants (cost reduction)
 - ⇒Providing customers with the world's best quality at a fair price
 - *Aiming to further improve customer satisfaction
- 2) Expansion of product portfolio
 - Commercialization of power aluminum wire (NL1, LX1)

3) Compliance

- Checks through periodic audits, self-inspections, etc.
- Dialogue, mutual understanding, and dissemination through training, onthe-job training, etc.

4) Skill development

Systematize and strengthen (manufacturing is human resource development)

5) Safety, Environment and Disaster Prevention

- Self-check by safety patrol, etc.
- Continue activities to improve the workplace environment (5S, etc.)
- Thorough compliance with work procedures and other rules
- Promotion of risk assessment of chemical substances, machinery and equipment, etc.
- Achieve zero occupational accidents and zero commuting accidents

Message from the President:

Happy New Year 2023!

In 2022, the COVID-19 pandemic have subsided. We have maintained an increased production system that although in the first half of the year was strong, it decreased sharply on the second half due to decline in global demand. Prices have risen by more than 7%, putting a heavy burden on household budget.

For 2023, it will be a year to challenge new things patiently. We will incorporate the launching of new products developed in Japan (BX, NL, etc.) into NMCP line where automation and systemization are progressing, and challenge the "best quality and best cost performance". Let's proactively implement safety measures while co-existing with COVID-19, and strive for "zero human error and eradication of traffic accidents".

NMCP President / K. Kimura

Let's Go Up ! Climb the Mountain Top and be World's No.1

With ingenuity and self-innovation

Becoming a leading manufacturer in the field of interconnection materials

NMCJ President / T. Yamada NMCP President / K. Kimura

