

MCL CULTURE BOOK

Work Hard. Have Fun.

LET'S GET IT STARTED

To the past MCLers, we couldn't have gotten where we are today without you and to the current and future MCLers, we are excited to reach our vision with you. If you're new to MCL, welcome! We're pumped to have you on the team!

What we call ourselves:

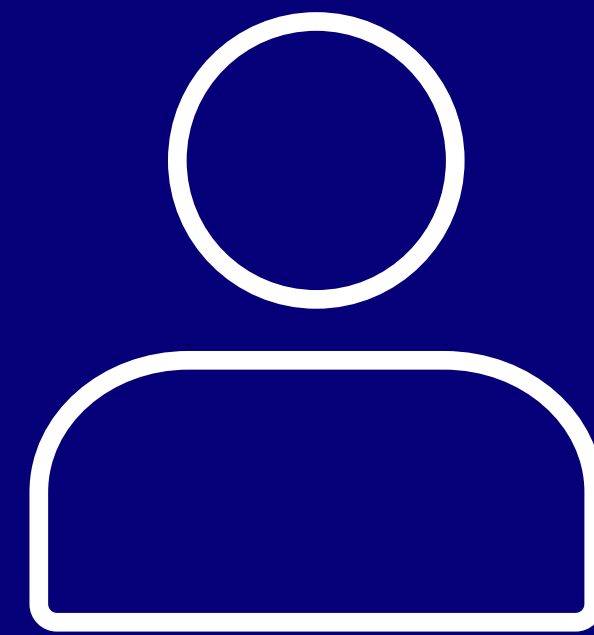
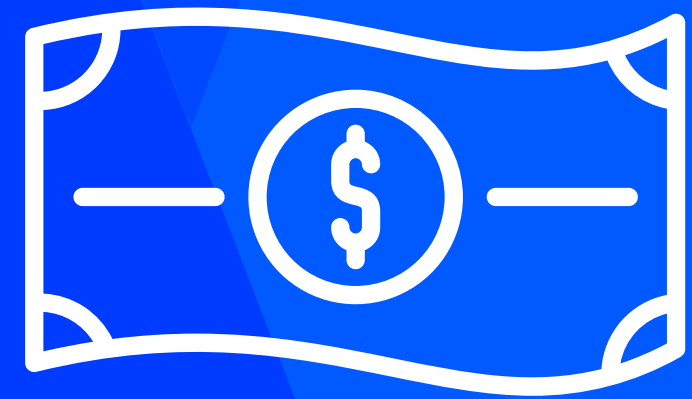
You may see our team affectionately referred to as MCLers throughout this culture book.

WHERE WE ARE TODAY

1,018
CUSTOMERS



\$17.6M
REVENUE



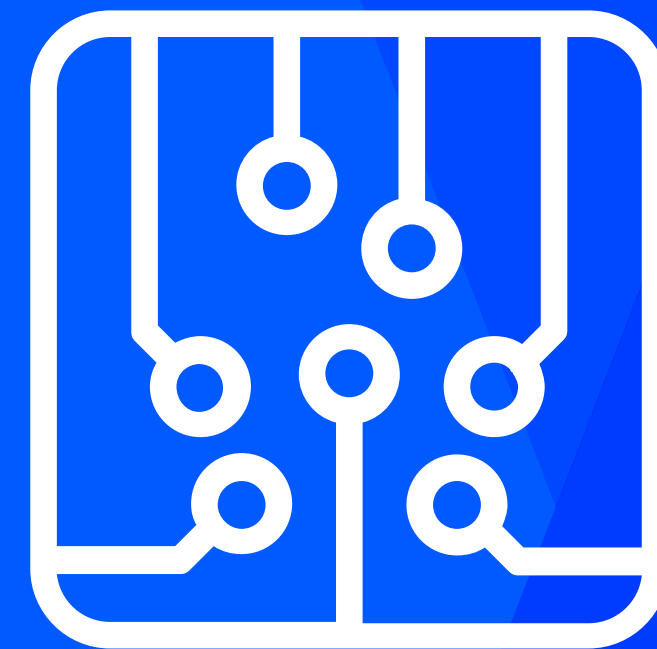
24
TEAM MEMBERS



GALLUP
Q12 SCORE



TOP 50
FASTEST



11.3M
BOARDS
PRODUCED
ANNUALLY

MCL's humble journey began in a basement in 2005, driven by the simple goal of providing reliable, cost-effective, and easily accessible bare PCBs to our customers. Little did we know of the incredible potential that lay ahead!

After initial partnerships in India fell short of competition, we ventured to China and Vietnam based on feedback from early customers. In just a month, we established superior manufacturing partners in China, allowing us to improve logistics and marketing practices to better serve our customers and expand our business.

It's worth noting that many of us, including myself, lacked formal training in the industry. However, we were fortunate to have dedicated team members who have been with us from the beginning. Through various transitions and accomplishments, from garages to warehouses to constructing our own building, MCL has become a force to be reckoned with in the market.

We should take pride in our remarkable achievements within this challenging industry. The loyalty of our early customers is a testament to our mission and operations.

Culture has always been important at MCL, and we have intentionally shaped it over the years. This book represents our culture, who we are, and our aspirations for the future.

Thank you for joining us in our mission to be the largest PCB Distributor in America.

Dan Thau
CEO



WHAT IS CULTURE?

A set of shared beliefs, values, and practices – our secret sauce.

MCL's ALL-IN Culture is like the circuit board that is the foundation for any electronic product. The collective personality of our organization.



WHY A BOOK ABOUT CULTURE???

This culture book is part who we are and who we aspire to be.

Our culture will always be a work in progress; it's not stagnant but always changing.

We will continue to refine who we are as a team each year.

Since culture evolves in time – this book covers what's ALL-IN @ MCL today. We fully expect you will help create our future slides.



WHY DO WE ~~CARE ABOUT~~ CULTURE?

OBSESS
OVER

#ALLIN@MCL

Whether planned or not, all companies have a culture. So why not intentionally create a culture that embodies MCL?

Culture happens so we should intentionally design one we love.

Like many great companies throughout history, MCL wholeheartedly believes that culture is the foundation of a successful, fast-growing company.

It's the steady force that binds us together and keeps us focused and driven. It's what makes people want to come to work every day. It's what makes us stronger than our competitors.

Culture doesn't just help attract amazing people, it amplifies their abilities and helps them do their best work.

A positive culture drives continuous success.

Continuous Success =
continuous growth in revenue,
profits and reputation.



DEFINING ALL-IN CULTURE

MCL's ALL-IN culture is one where all team members are totally committed with no reservations and engaged in working toward fulfilling the company's mission and vision together as one cohesive and inclusive community.

We intentionally shape and support our ALL-IN culture, ensuring everyone is moving in the same direction through our Fundamentals, our Work Hard/Play Hard mentality, by valuing diversity and inclusion, and focusing on our strategic pillars – all while celebrating the little things.



CULTURAL INITIATIVES

Each year MCL will set out to identify cultural targets to achieve throughout the year. These goals will be based on feedback from team members and leaders as we evolve our culture.



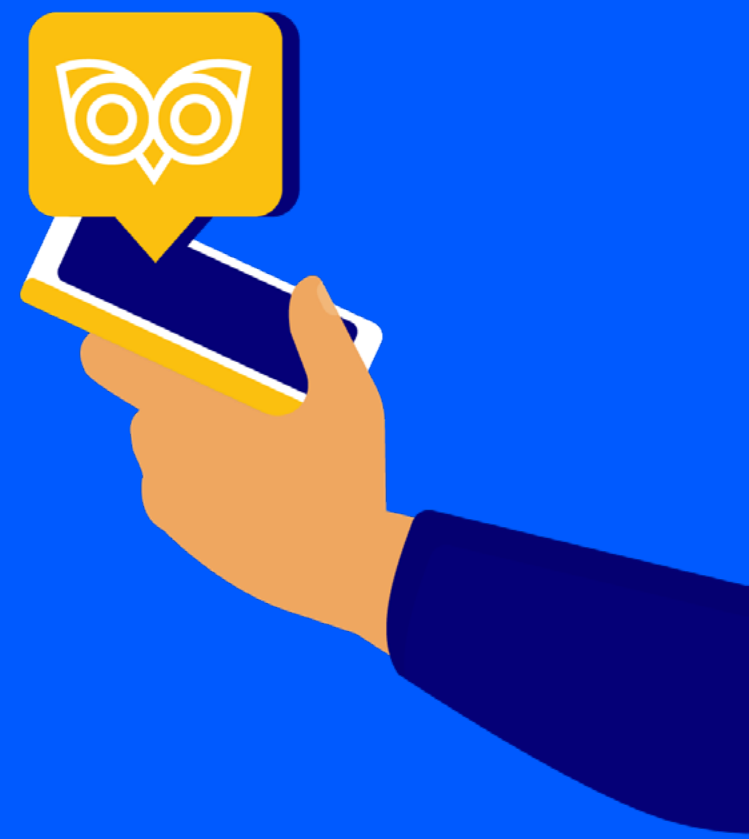
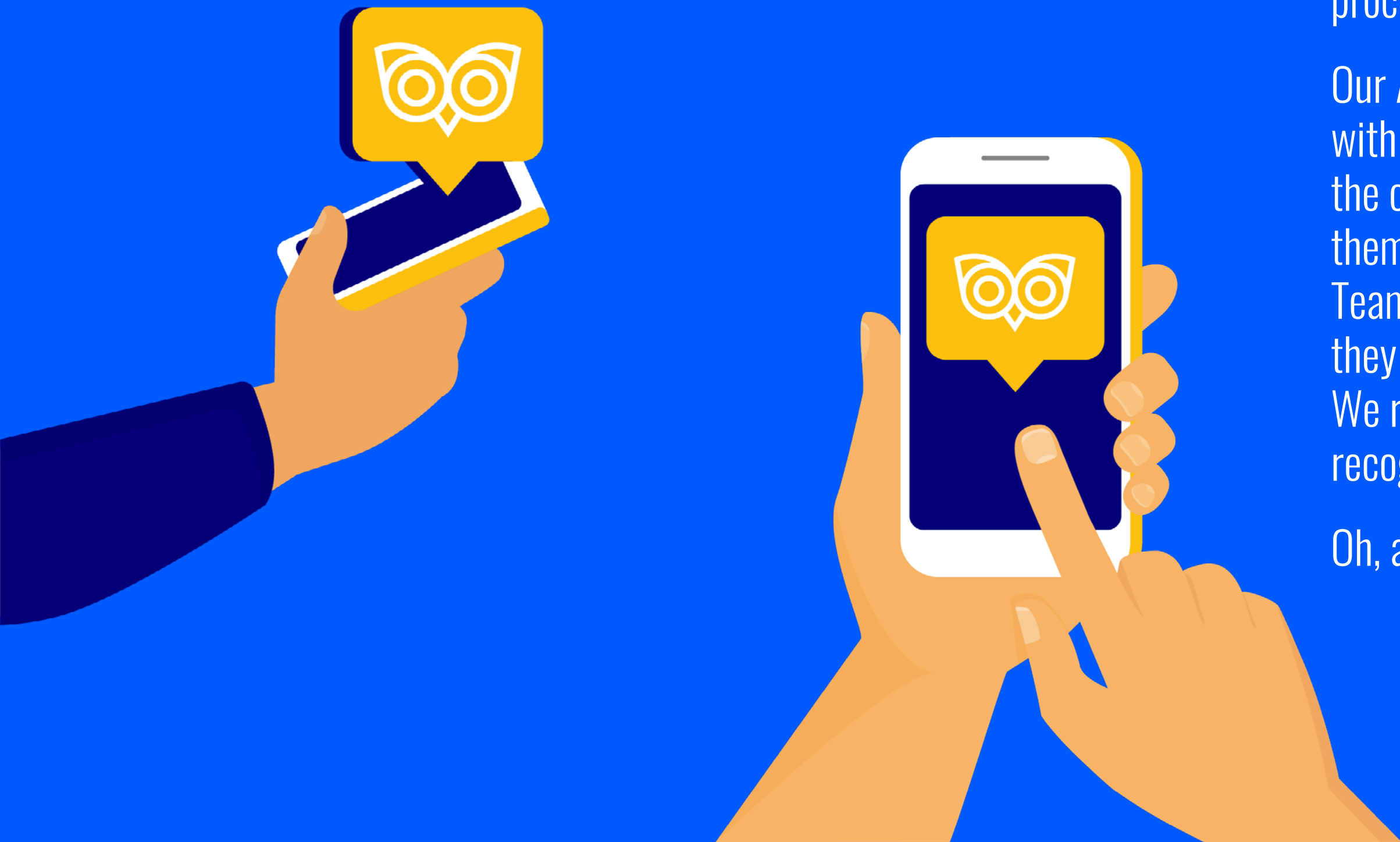
WHERE CAN YOU EXPERIENCE THE ALL-INNESS?

We hold each other accountable to living our Fundamentals through our culture app. Check out our fundamentals on page 13 and 14.

We named it ALL-IN partly because it encompasses everyone and everything we do. You can see the pervasiveness of just how ALL-IN we are in our meetings that always start with the Fundamental of the Week, how we interact with each other in our regular work, and how our processes and technology all revert to our Fundamentals.

Our ALL-INNESS can be witnessed in our interaction and communication with customers and other partners. When you listen to conversations in the office, you can hear our Fundamentals referred to and you can see them displayed proudly on our walls. Our leaders are culture advocates. Team members are involved in more than just their day-to-day work – they collaborate on changes and projects that effect the future of MCL. We root for each other personally and professionally. Team members recognize each other's success and hard work.

Oh, and last but certainly not least, we also take time to have fun!



Our Purpose:



ADVANCING INNOVATION TO POSITIVELY IMPACT SOCIETY

The images on this page represent a few of the notable projects MCL has been a part of that align with our company purpose.

OUR MISSION

MCL is a strategic partner committed to the growth of our customers by offering high-quality products at competitive prices, innovative solutions, and industry-leading support services.

Our commitment to our mission will help us earn the love of many.

Our commitment to our KPI's will help us earn the resources to further our mission.

We are passionate about both.



FUNDAMENTALS

The top right corner of the slide is decorated with a pattern of small, stylized confetti pieces in blue and yellow, scattered diagonally across the dark blue background.

Our fundamentals drive our culture and decision-making.

Most companies have fundamentals. Few companies have cultures that reflect them.

To build a thriving culture, we live these fundamentals and talk about them frequently in our interactions. It is not enough to simply memorize these fundamentals. We proactively discuss them and ground all decision making and feedback in them.

Our fundamentals were created by the first 15 team members at MCL. We will audit them each year to make sure they still accurately reflect the things our team members value.

As an MCLer, you are expected to question actions inconsistent with our fundamentals.

Check out the full collection on the next page.

Do the right
thing always.

Deliver
legendary
service.

Lead by
example.

Make quality
personal.

Find a
way.

Keep things
fun.

Be easy to
work with.

Honor
commitments.

Get clear on
expectations.

Pitch in
whenever
necessary.

Be process
driven.

Listen to
understand.

Share
information.

Embrace
change and
growth.

Be a fanatic
about response
time.

Pay attention
to the details.

Deliver
results.

Show
meaningful
appreciation.

Be a lifelong
learner.

Bring it
every day.

Walk in your
customers'
shoes.

Speak
straight.

Assume
positive
intent.

Use data
to make
decisions.

When in doubt
communicate
personally.

Practice
blameless
problem
solving.

OUR THREE PILLARS OF GROWTH

people

process

technology



Strategic Pillar

PEOPLE

Our People pillar encompasses everyone – from MCLers to customers to manufacturing partners. Without any of them, MCL would not work.



Team Mentality

We want to be as proud of the people we grow as the company we grow.

Customers:

We believe that if we take care of our team, the team will take care of our customers. Our customers are part of the team. For every decision, we should ask ourselves. Selves, what's in it for the customer? Solve for the customer. We don't want to satisfy them. We want to delight them. Our goal is to help them succeed.

Manufacturing Partners:

MCL views itself as an extension of the customer and an honorary team member. We view our manufacturing partners the same way in reverse. They are MCLers and we have the same expectations and mutual respect for them as we do in-house team members.

"Customers will never love a company until the employees love it first."

- Simon Sinek, Author, Start With Why

Strategic Pillar

PROCESS

Our Process pillar encompasses:

1. Change
2. Handling mistakes
3. Finding a better way to do things

Change is a natural part of human life and MCLers prefer to embrace it. Nothing is sacred: from our habits to our rituals to our environment.

1. Change

Being in custom manufacturing for high-tech products, change might as well be our middle name.

This place is constantly changing. And change is something that we humans resist more than anything else.

It's nobody's fault: it's just a biological remnant from our caveman days.

Yet as much as we resist change, it's also how we grow and improve. It's the sign of a healthy company.

2. Handling mistakes:

Mistakes happen. MCLers are only human. We're invested in our people, offer 1:1's and coaching, and work together to all get better. Each mistake carries a lesson, we try to make sure we learn it. Don't be afraid to fail but learn from your failures.

3. Finding a Better Way to do Things:

Who better to suggest improvements or changes than the MCLer doing that job?

Things you should say

XYZ worked really well last time, what if we tried something similar?

Is there a better alternative?

Can we do it even better?

Why are we doing it this way?

Let's take a walk and discuss it.

Things you shouldn't say

Who cares?

Well, we do!

That's the way we've always done it.

Perhaps there's a better way that could help the business more effectively.

That's not my job.

If you ever hear someone say this, start flipping desks like it's your job.





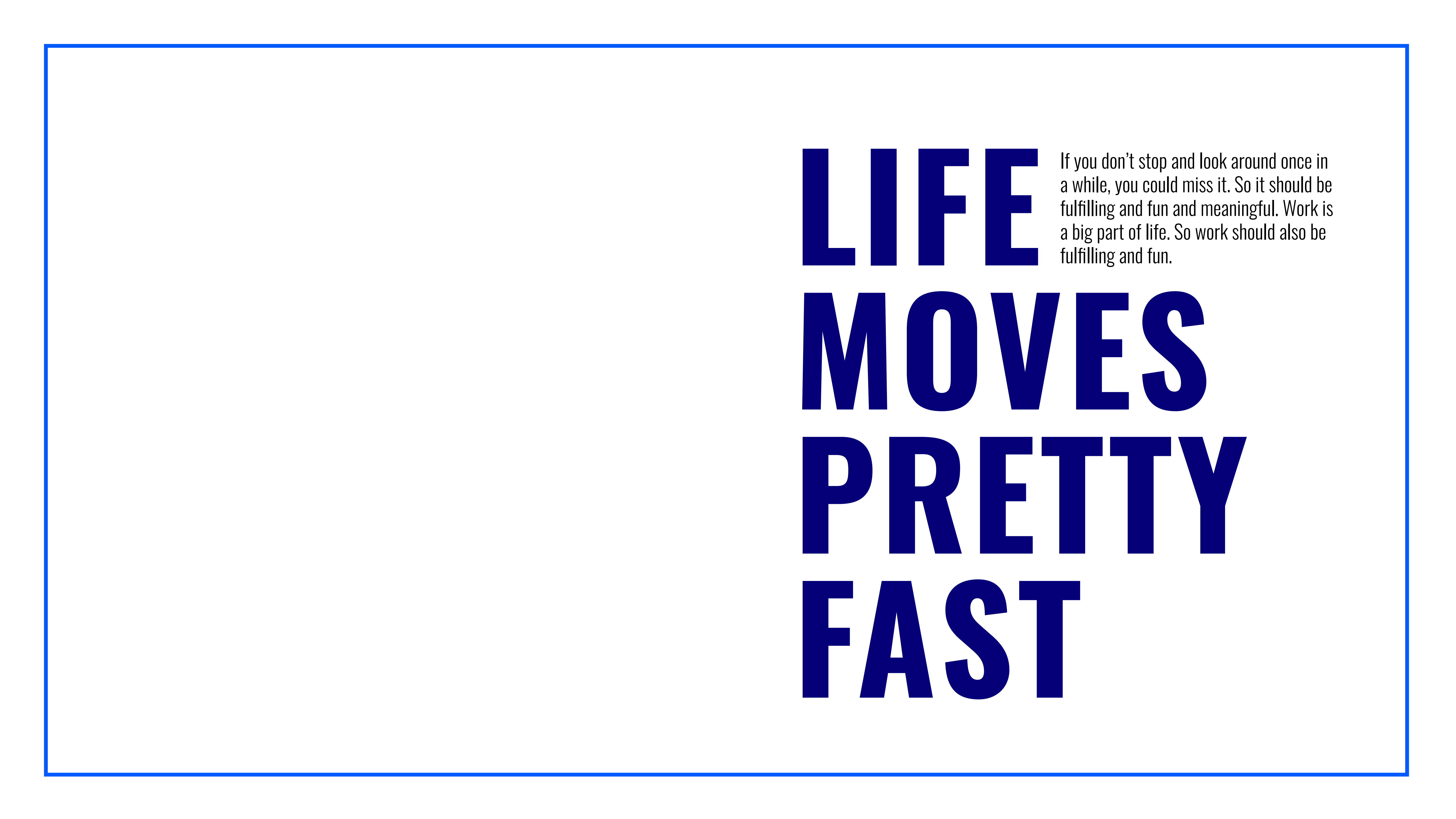
Strategic Pillar

TECHNOLOGY

Our industry and customers are all about technology and new, cutting-edge products. Our customers are constantly pushing the envelope for design and have some of the coolest and most unique products on the market.

It is imperative that MCL is able to offer the most complex manufacturing to our customers to stay ahead of the curve. Technology is our passion and directly impacts MCL's purpose of advancing innovation to positively impact society.

Technology is so important to us, that we're constantly seeking ways to evolve our own internal process. We've even invested in our own customized ERP, Odoo, to streamline our business operations.

A sloth is lying on its back on a sandy beach, wearing a pair of bright red sunglasses. The sloth's head is tilted back, and its eyes are closed. The sunglasses have a reflective lens that shows a reflection of the beach and the ocean. The background is a blurred view of the ocean and a clear blue sky. The entire image is framed by a thin blue border.

LIFE MOVES PRETTY FAST

If you don't stop and look around once in a while, you could miss it. So it should be fulfilling and fun and meaningful. Work is a big part of life. So work should also be fulfilling and fun.

MI CASA ES SU CASA.

We all work hard to make our workspaces comfortable, homey, and happy places to work. If we can make it better – let us know! You are encouraged to make your space reflect your personality!

We encourage candor and small talk. It helps us learn more about each other on a personal level which makes us work better as a team.

Play is important. We've created an environment where work and play often intertwine. We are adults but that doesn't mean we can't have fun too! We strive to do something fun at least 1x each month!

Most importantly, participate. Participate in meetings, trainings, and in the water-cooler talk!

Music tastes vary widely in this crew, so don't be shy about playing anything you're in the mood for.





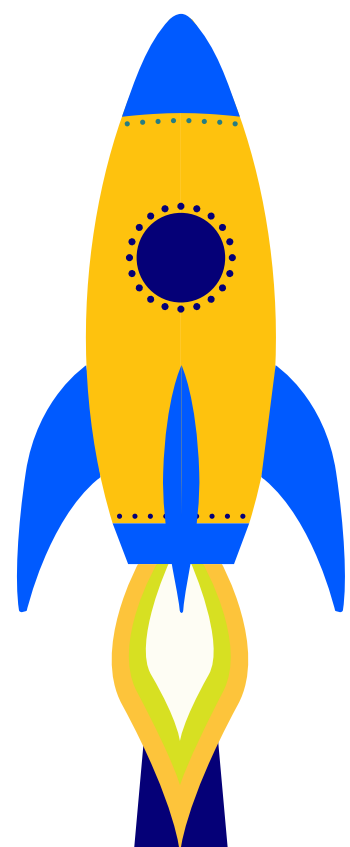
GROWING TOGETHER

From Bonus Bucks lunches to team offsites, trainings, mini meetings, extracurricular activities, team building events, family events and company wide parties, we stay connected as we grow together.

Our culture is shaped around the belief that when you give value to MCL, we deliver that value back to you in a form that's important to you such as compensation, additional responsibility, and personal and professional development while providing an environment each MCLer can thrive in.

At MCL, leaders will give you their best. We just ask that you give MCL the best of you in return.

ACHIEVING KEY RESULTS



We give equal attention to our mission and the small steps that will get us there. We set goals, called yearly and quarterly rocks and track our progress each week. While we strive for 100% success, we build in room for failure and reflection and know that we're typically able to achieve 75% of our rocks.

At the end of each month, we share information about new customers and total orders.

At the end of each quarter, we share our work with the whole company, which aligns with our goal of openness and transparency and holds us accountable to our peers.

The things that matter most: results.

Smart, self-motivated people + clear, compelling vision = sustainable, scalable growth

Good culture shows up in results. Each day, we focus on putting one foot in front of the other, never forgetting that we're shooting for the moon.

DIVERSITY AND INCLUSION

We promote everyone bringing their unique viewpoints, personal history and experiences and band t-shirts, baseball hats, and sneakers to work every day. But it's a two-way street.

Our team members are unique. Some might love Norwegian death metal. Some are foodies. Some are people who never stop talking from the moment they walk in. Some people are huge sports fanatics and others may be aspiring thespians. Humans are unique. Don't hide your uniqueness, be yourself. That's how you'll fit in here!

All team members have voices. Some are just louder than others, but yours is as valuable as anyone else's.

Use it. Singing, laughing, and blurting out inside jokes are encouraged and happen often!

But, in all seriousness, the ALL-IN culture doesn't work unless we all feel heard and respected.

MCLers need to not just accept their team member's differences but do the work to understand and value what everyone else brings to the table.



TO THINK DIFFERENT, WE NEED TO BE DIFFERENT.

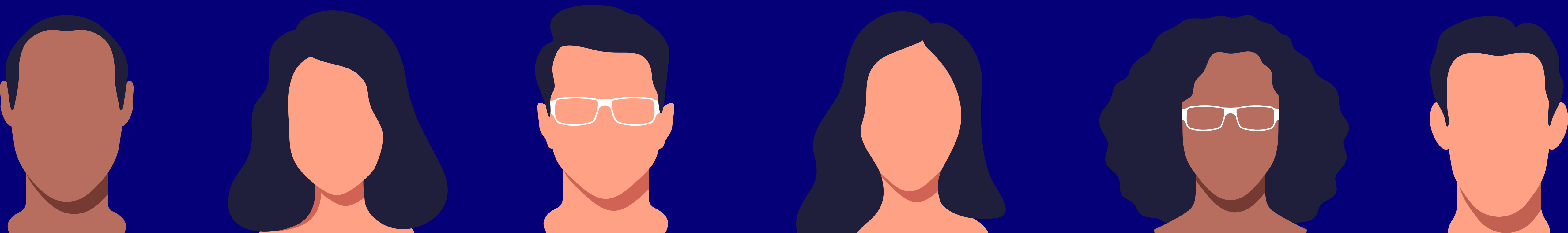
We cannot all be the same. We want a diversity of backgrounds and beliefs. We build an inclusive environment because we believe it's the right thing to do.

We want the ideas at MCL to be challenged by different ideas to ensure we land on the best thing for MCL. That world cannot exist without a diverse team with various perspectives.

Much of the work we do is technical. But there is another skill we all need to have: the interpersonal kind. It isn't optional. We know that sometimes it can be difficult to work with others. Our solution is simple: get to know everyone. We're people with dimensions. Understand one another and it'll be much easier. You are part of a team, and the health and harmony of your team is part of your job.

We want to create an environment that is friendly, warm, and exciting. We encourage diversity in ideas, opinions, and points of view.

Bottom line:
You belong. And everyone
else does too.



OPENNESS & TRANSPARENCY

We make key information available to everyone in the company.

Through monthly team meetings, and 1-2-1's with supervisors, we pride ourselves on offering transparency on individual and company performance.

Everyone has open access to the anyone in the company. It's not an open-door policy, it's a no door policy.

Okay – you got us, we have doors, there are **SOME TIMES** when the door needs to be shut.

Major forms of communication team members can expect on a regular and consistent basis are:

- Cascading messages from weekly leadership meetings.
- Team Mini meetings. A great way to send key issues or concerns to the leadership team.
- 1:1s with managers focused on coaching and development.
- Monthly update meeting.
- Continuous Feedback from managers and team members.
- Monthly employee newsletters.



CULTURE ADD

Our best people don't just fit our culture, they further it.

Simply having MCLers that fit our ALL-IN culture is not enough – adding to and enhancing our ALL-IN culture is critical to our growth and success!

When it comes to recruiting new MCLers, our goal in hiring is to elevate. That means bringing in people who are self-starters and that can teach us something. Amazing people don't like average goals and our goals at MCL are not average. Our goal is to continually seek to raise our MCLer average.

We endeavor to only have outstanding team members.

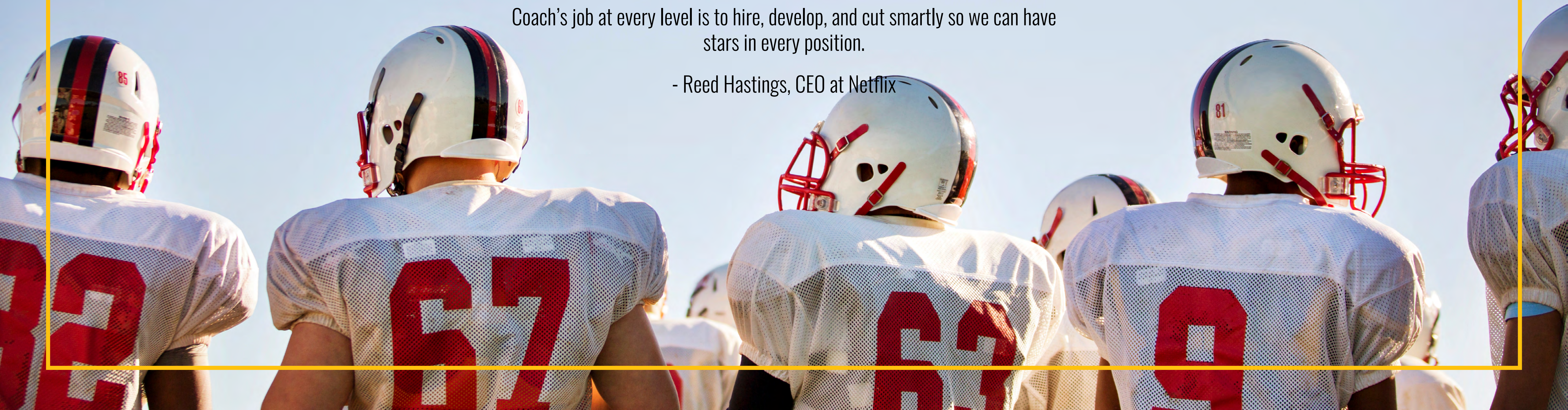


WE'RE A TEAM, NOT A FAMILY.

*We're like a pro sports team, not a
kid's recreational team.*

Coach's job at every level is to hire, develop, and cut smartly so we can have stars in every position.

- Reed Hastings, CEO at Netflix



National pretzel day
But seriously, we like
our soft pretzels.

Ice cream on a
hot day.

We take Halloween
costumes seriously.

Major life
events.

Spring egg
hunts.

Birthdays.

Cinco de Mayo
Don't come between us
and our tacos.

National donut day
Twice each year.

Bonus bucks:
Lunch - its the only
thing we all can
agree on.

Taking time out for
a massage a few
times a year.

Work and personal
anniversaries.

MCL office olympics
and ANYTHING
competitive in nature.

Being good sports and
trying unusual chocolate
flavors on National
Candy Day

Babies.

BBQ & Chicken wings
The hotter the sauce,
the better! Or Not!

Taking ugly
Christmas sweaters
to a new level.

Going all office
space on old
printers.

Too many things to list
over the last 17 years!!
And many more new and
exciting things to come!

WE CELEBRATE THE LITTLE THINGS

OUR VISION FOR THE FUTURE

Our company has been voted "Best Places to Work" in PA and is a place where people want to come to work. Culture is a competitive advantage.

It is December 31, 2026, and the MCL office is buzzing with positive energy about the record year that has just closed. We have worked so hard, and we are having a huge party to celebrate our best year ever!

We are a behavior driven organization. Each MCL team member is motivated by and committed to our ALL-IN culture.

We are dedicated to living to the standards set for customer service and innovation. We set high expectations for all team members while remaining focused on helping them grow and learn.

All team members at MCL continue to excel at an elite level. Our founder and visionary continues to drive the company forward by identifying and targeting our next acquisitions.

Our leadership team includes high performing professionals in sales, finance, marketing, technology, operations, and purchasing.

The entire team understands and is aligned behind our vision. Everyone is accountable and ALL- IN to produce the positive results every quarter.

The implementation of Odoo has automated every process at MCL to reduce human error and streamline our operations. Odoo is now the single source of truth for everything and part of what we call "The MCL Experience".

Through this groundbreaking platform, we have instant access to KPIs and metrics. Our Net Promoter Score rivals industry titans like Zappos and Chick Fil-A. We are proud of our metrics and show them off on screens throughout all our facilities. The team is encouraged by seeing the visible proof of our success daily.

American Industrialist and steel magnate, Andrew Carnegie captured what it means to work towards and actualize a vision with this quote:

“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”



OEMs direct their contract manufacturers to buy PCBs from us. We are the go-to resource for anything PCB related. Customers are amazed by our response times and can-do attitude. We have a reputation as the “Ritz Carlton of service” for all PCB needs.

Our top-notch team of in-house engineers just finished working with Tesla to showcase our design capabilities in real time. In addition to our reputation, our business development process has driven our sales growth. This includes a state-of-the-art business development center and a marketing team that has established the MCL brand as a industry name. Everyone we call has heard of MCL.

Looking back, it is hard to remember in 2005 when MCL was founded in a basement. We now have over 50 team members and touch over 60M boards per year. MCL has a global footprint that includes offices in China, Europe, and India. China is shipping direct to

customers; Europe continues to grow and expand; India handles all engineering questions and quotes.

Domestically, we have completed 3 acquisitions and our process is so streamlined that they are fully integrated within 6 weeks. MCL is an ALL-IN international powerhouse.

Most people don’t see it, but everyone at MCL knows that the world runs on printed circuit boards. Inside every gadget, cell phone, car, device are PCBs that make the world run. We believe so strongly in our purpose that we founded the MCL University, where we work tirelessly to create the next generation of innovators who will further our purpose of advancing innovation to positively impact society. To date, we have graduated over 60 innovators from our program.

OUR VISION



VOTED BEST
PLACES TO
WORK IN PA



EE Growth
FROM 15 (2021) TO
50 (BY 12/31/2024)

300-400
NUMBER OF NEW
ACCOUNTS IN 3 YEARS



Custom ERP
FULLY ROLLED OUT
AS PART OF "THE MCL
EXPERIENCE"

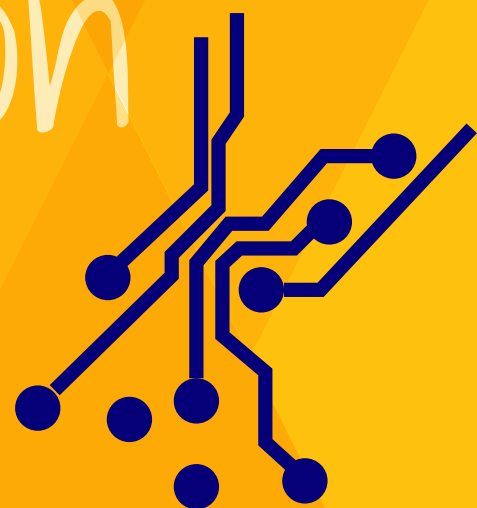


\$50M
IN ORGANIC
REVENUE



Global footprint
IN CHINA, EUROPE
AND INDIA

60 Million
PCBS
PRODUCED
ANNUALLY



3

DOMESTIC ACQUISITIONS
WITH FULL INTEGRATION
IN SIX WEEKS



60 Graduates
FROM MCL UNIVERSITY - HELPING
TO CREATE THE NEXT GENERATION
OF INNOVATORS





FAQs

Who is the office DJ?

We all are.

Should I dress up?

Definitely not. No suits allowed.

What's fair game to eat in the kitchen?

The ice. Condiments.
Anything left on the kitchen table.

Did you know that refrigerating rubber bands makes them last longer?

So check the fridge for some office supplies. – Just kidding.

Is this place a cult?

Kinda.

Is it cool if I put on headphones?

Indeed, we encourage it.

Who brought in the air fryer? Or the omelet maker?

No one knows but go ahead and it use!

Can I adjust the thermostat?

I'm hot/cold. – Go ahead. Someone else is just going to change it in the next 30 minutes.

Who am I?

A proud MCLer.

Someone took my parking spot...

Only in your mind. You can park anywhere.

There's beer and liquor in the bar, can I have it?

Sure, being tipsy in meetings is more fun anyway, right?

*If all else fails –
just work hard and
be nice to people.
The rest will sort
itself out.*

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has.

- Margaret Mead, anthropologist

Many thanks to the other companies that inspired our culture book: Disqus, Facebook, Hubspot, Zappos, Netflix.

Questions about anything included in the culture book should be directed to:

Human Resources
hr@mclpcb.com