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Product Responsibility

Policy

Quality Policy

Basic Policy

“Illuminating a more affluent tomorrow”

“For customer peace of mind and satisfaction”

Aspiring to continue meeting the expectations of our customers and society, and to provide high-quality products and services by valuing the spirit of craftsmanship (Monozukuri), we will help our customers solve issues by strengthening quality control and stepping up activities to eliminate defects.

Plan and Targets

Under Medium-term Management Plan 2027, we will promote initiatives to improve quality with the quantitative target of reducing the number of defects and the cost of rectifying defects by 30% versus 2024 results over three years, and contribute to increased profits by increasing customer satisfaction and reducing unnecessary costs.

Organization

Quality Assurance System

Under the direction of the President—our chief executive officer—and the Executive Committee, the head of the Quality Control Management Unit (Managing Executive Officer, Masami Ogawa) oversees quality management for the whole Meiden Group. The quality assurance (QA) promotion system comprises the General Manager of the Quality Control Management Division, and members including the quality assurance managers of each business unit. We engage in activities such as sharing quality information and roll-out of policies to other business units at Company-Wide QA Promotion Meeting and each business unit's QA Promotion Meeting, etc.

Quality Assurance System



Quality Assurance Activities and Quality Risk Management

The Meiden Group conducts initiatives in each business unit for quality assurance and quality improvement according to the President's Quality Management Policy. We comply with relevant laws, we have created quality management systems based on ISO9001 not only for production divisions, but for each business unit including sales divisions, technical divisions and for each Group company, with a focus on manufacturing companies, and we are implementing quality assurance measures.

In order to maintain and improve said systems, we conduct ISO9001 internal auditor education for all Group companies in order to improve the skills of internal auditors.

Furthermore, if there is a quality issue that is likely to have a severe effect on society, such as a blackout, a stoppage of water supply, or a recall, we handle the matter in accordance with stringent rules to ensure swift and appropriate action through reporting to management and sharing information with specialist divisions, relevant divisions, and relevant business units, etc.

Response Flow for Quality Issues



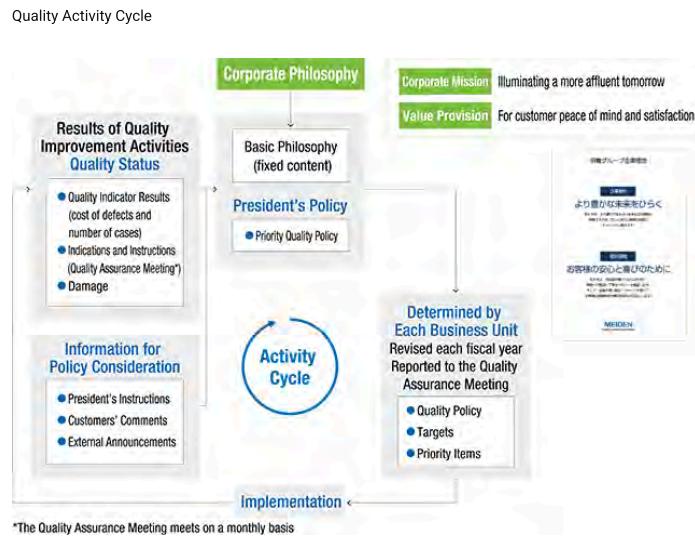
ISO 9001 Acquisition Record (as of March 31, 2025)

	Eligible sites	Certified sites	Rate of acquisition
Meiden Group (Japan)	22	22	100%
Meiden Group (International)	13	13	100%
Whole Meiden Group	35	35	100%

Quality Activity Cycle

Each fiscal year, each business unit drafts a priority quality policy for their own business unit, promotes activities such as CS activities and defect elimination activities based on the President's Quality

Management Policy and the directions of the top management, etc., with the aim of increasing customer satisfaction.



Initiatives

Strengthening Quality Control

Inspecting our own operations to ensure that we do not make defective goods nor allow them to come in or go out to achieve reliable quality control.

To improve quality, the Meiden Group determines what points to control and carries out its activities under our policy of not making defective goods nor allowing them to come in or go out.

(1) Reducing defects in outsourced and purchased products

- Analyze any defects that surface in order to reconsider inspection standards and systems, thereby preventing defects from getting in.
- Support efforts to enhance management by auditing and providing instruction to subcontractors based on the analysis results, thereby improving the quality of outsourced and purchased products.

(2) Reducing defects from insufficient consideration and inattention

Reduce defects caused by insufficient consideration: Use FMEA and DR to better identify and counteract risks, thereby preventing defects caused by insufficient consideration.

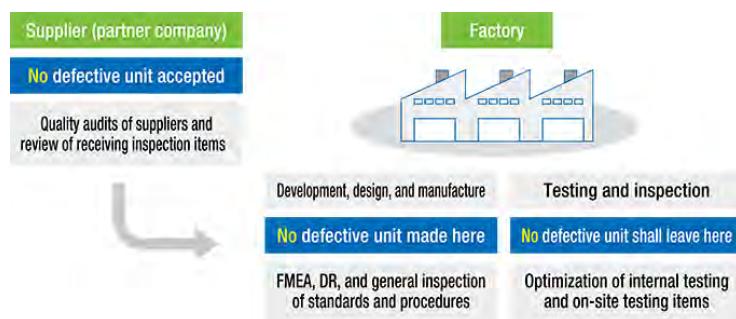
Reduce defects caused by inattention: Reconsider QR maps, procedures, and standards and ensure that workers understand them, thereby preventing human error.

(3) Reducing internal defects

Analyze any defects that occur in our processes (internal defects) and ensure that corrective measures are taken, thereby preventing defects from getting out to subsequent processes.

(4) Preventing outflow of defects

Clearly specify which tests and process should be conducted internally and which should be conducted on-site, and make sure they are conducted accordingly.



In particular, under Medium-term Management Plan 2027, we analyzed the results of Medium-term Management Plan 2024, and identified Meidensha's weaknesses. We are overcoming our weaknesses and promoting improvement of quality management by conducting the following activities at all companies.

Improvement at the Supplier Management Level

The quality of outsourced and purchased products varies widely according to the technological level of suppliers. We believe it is important to understand the technological level of suppliers and to provide instruction for improvement. To that end, we conduct quality audits and instruction of suppliers, which leads to a reduction in defects of outsourced and purchased products.

Reform of Receiving Inspection Items

In addition to improvement at the supplier management level, we conduct inspections of outsourced and purchased products in the course of receiving inspections, and prevent flow of defective products into internal processes. We promote optimization of inspections by comparing receiving inspection items of each business unit for each type of product and conducting an overall evaluation.

Identification of 3H* Risks and Response Measures

Using design FMEA, we conduct DR that clarify new points, changes, usage conditions, etc. For mass produced products, we prevent process faults by focusing on changes in the process FMEA, which leads to a reduction in defects. A risk map is used to assess the level of risk and create a mechanism for efficiently identifying risks by clearly stipulating the level of DR.

* 3H: Hajimete "first time," Henkou "change," Hisashiburi "first case in a long time"

Improved Quality of DR (design review)

We clearly state the levels of DR to be conducted by determining the level of risk using the risk map. For DRs that are deemed to be especially important, we operate a "key person system" wherein experts in each product field are nominated and asked to participate in the DR. Through DR by experts, we create an environment where extensive content is considered and risks can be identified, which results in high-

quality DR. In order to facilitate nominating and requesting the participation of experts in DR throughout the organization, a list of registered key persons is made available throughout the company.

Furthermore, we have created and we implement and strictly manage a system of notifying managers and administrators of remaining items so that processes do not proceed without resolving matters that have been identified and matters that require consideration, etc., through DR by the deadline that has been set, in order to reduce the risk of defects arising from unresolved matters.

Utilizing the past defect cases

We have created and operate a system to convert information about defects that have arisen into easily applicable knowledge and to facilitate the accumulation and application of this knowledge. We then apply this knowledge to subsequent development and design to ensure that similar defects do not arise in the future.

Establishing and Complying with Standards and Procedures

We manage management items and methods in each process through a Quality Control Process Chart (QC Process Chart) that we call the QR Map. By applying this QR map, we are able to ensure that all tasks are completed and that everyone completes tasks at the same level, which enables us to reduce the risk of defects arising due to the variations among personnel. This QR map is linked to standards and procedures to promote tasks in each process. We limit recurrence of past defects and occurrence of similar defects by conducting an overall examination and revision of these standards and procedures to ensure that their content relates to prevention of recurrence of defects or occurrence of similar defects. Furthermore, we encourage filling in the Quality Control Process Chart (QC Process Chart) so that the implementation status can be confirmed by third parties.

Preventing Outflow of Defects

We must not allow any defects to leave the Company. In order to achieve this, it is important to conduct thorough testing. There are many products for which it is not possible to conduct all tests in-house. Therefore, we clearly differentiate tests that should be conducted in-house and tests that should be conducted on-site, and make sure we conduct them accordingly.

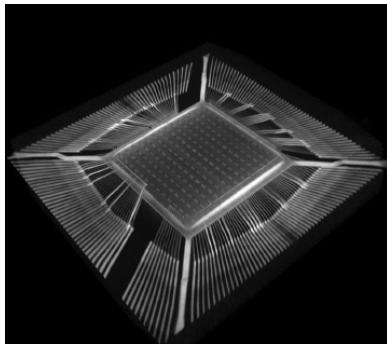
Analysis Technology to Prevent Defects for Parts and Materials

At the Materials & Semiconductor Device Analysis Center, we promote activities to improve product quality and prevent defects through analysis and reliability evaluation of semiconductor devices and materials that are used in our products, adopting "improving product quality," "creating new products," and "consideration for the environment" as our basic policies.

If new parts and components such as semiconductor devices are used, they do not only undergo evaluation of variation in electrical characteristics and failure analysis, but (1) they undergo non-destructive inspection, (2) they are removed from packaging and further examined, and (3) the internal

structure is examined by taking cross-sections etc., to evaluate whether they comply with internal standards. We also actively work to achieve long-term reliability and have a system of checking the potential effects of a range of stresses such as heat and humidity.

Also, we acquired laboratory accreditation (ISO/IEC 17025) for RoHS restricted substances in response to the tendency to revise RoHS directives for environmental regulations, in order to provide products for customers to use.



X-ray transmission observation of electronic components



Evaluation of electrical characteristics of semiconductor devices (power device analyzer)

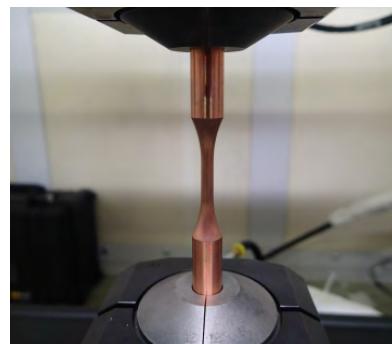
Coexistence of Limit State Design and Product Quality

At the Analysis Center, we conduct research and development relating to fracture mechanics and improving precision in structural analysis in order to achieve both product competitiveness and product quality through limit state design. If product components are made as small and light as possible, strength can be an issue where it was not in the past. We are therefore improving the precision of structural analysis by conducting finite element analysis and assessment tests on each individual component and the product as a whole. We have also introduced high-speed fatigue testing equipment to obtain more complete strength data for materials such as copper, which is used in heavy electrical products.

For example, with seismic tolerant designs for the switchboards in electrical equipment, we achieve reliable products by introducing vibration analysis in the initial design stage and conducting detailed evaluations of models equivalent to actual machines once design is complete. Furthermore, we plan product life by evaluating the structural analysis results of rotators with material strength data.



Structure analysis of switchboard



Ultra-high cycle fatigue testing of copper

Activities to Prevent Defects in Mass-produced Products

·For mass-produced EV products, we are working to thoroughly manage quality in the following ways.

- (1) Manufacturing automation: Improve automation and eliminate human error
- (2) Image analysis: Detect missing goods, detect position of screw holes and cables, manage fastening positions, etc.
- (3) Temperature management: Manage shrink-fitting conditions and manage adhesive setting conditions, etc.
- (4) Centralized process data management: Link with a traceability database

Expansion of Remote Product Inspection Before Shipping

Due to the impact of the COVID-19 pandemic, it has become difficult to conduct pre-shipping product inspections by customers visiting our factories, as before, so we started remote pre-shipping inspections. At these remote pre-shipping inspections, by connecting the inspection factory via PC screen, customers at a remote location can check the status of the inspection by viewing three screens: an image of the entire inspection site, an image of the inspector's hands taken up, and an image of the inspection certificate. Customers can talk to on-site inspectors through an internet meeting system using a microphone and a camera.

In addition, we established the Meiden Standard System to conduct remote pre-shipment inspections and rolled out ideas and initiatives to meet the new needs of customers, such as by automatically inputting inspection results in the inspection certificate in real time, by transmitting measurement data from measurement devices such as products' external dimensions and coating thickness, etc. Going forward, we will continue to promote expansion of products and factories, while achieving overall improvement by managing and rectifying issues and carrying out remote pre-shipment inspections.



Development and Introduction of Image Inspection Equipment for Surface Coating

We have developed and introduced surface coating image inspection equipment to quantitatively investigate the quality of coated surfaces. We are able to prevent variation in quality checks by replacing external visual inspection of metal sheets used for switchboards, etc., with image analysis that quantifies color irregularities and roughness. For the inspection, the inspector takes a photograph of the coated surface of the metal sheet using a microscope that incorporates a CCD camera and an LED light. We are

able to check the accuracy of the data by loading the photograph data into a PC, quantitatively measuring the exterior of the coated surface, and acquiring the image data in real time. In the past, half of the items that were deemed to be defective by pre-shipping inspection using switchboards and control panels only had a defective surface coating, and were able to be shipped after recoating or polishing. By introducing this equipment, we are able to reduce the cost of recoating and polishing because of defective surface coating by reducing the number of defects due to quality of coating to zero. Going forward, we aim to review conditions such as the amount of coating and time spent polishing and washing, optimize coating processes, reduce cost, and shorten time, using coating accumulated evaluation data.



Surface coating image inspection equipment

Quality Kaizen (Incremental Improvement) Activities at Overseas Subsidiaries

For overseas subsidiaries, we have introduced a mother factory system in which the domestic production plant is in charge of starting up production and providing training guidance for overseas subsidiaries. We provide support and guidance for overseas subsidiaries through the mother factory, which excels in technology, development capabilities, quality control, etc., and is fully equipped with comprehensive management capabilities for plant operations. We work to increase the competitiveness of overseas subsidiaries and promote further globalization by actively providing support such as dispatching engineers and managers from Meidensha and providing the required technology.

Initiatives

Connecting with Customers, Monitoring Facilities, and Supporting Peace of Mind

Meiden Customer Center

The Meiden Customer Center is the point of contact for inquiries and troubleshooting involving all Meiden Group products. It responds promptly to customer requests and works closely with sales and engineering departments, factories, and nationwide service centers. A minimum of two Meiden Customer Center operators are on duty 24 hours a day through the year to monitor customer facilities and support their stable and optimal operation.

We also analyze the customer comments that come into the Meiden Customer Center and apply the feedback to our craftsmanship and the services we offer to increase customer satisfaction.



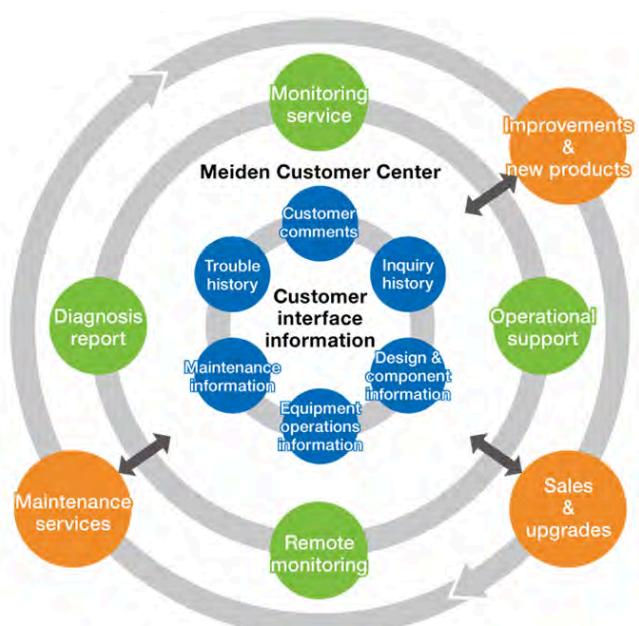
Meiden Customer Center offers 24-hour support all year.



ISMS (Information Security Management System) Certification

Our remote monitoring service connects the Meiden Customer Center with Meiden Group products installed in infrastructure facilities and renewable energy power stations. The service monitors the operating status of customers' facilities and, if an abnormality occurs, asks maintenance service personnel to address the situation or even makes the first response to the failure itself. In addition, equipment operating data is collected and monitored at fixed points and centrally managed in the Meiden Customer Center. This allows us to analyze trends in equipment abnormalities and issue periodic diagnostic reports.

The customer center analyzes and uses data such as equipment operating information, past trouble history, plant design information, and on-site maintenance information to develop suggestions for customers to help them do appropriate maintenance, lower life-cycle costs, and reduce greenhouse gas emissions.



Developing Human Resources to Support the Supply of High-quality Products

Education Relating to Quality Management Technology

In order to increase all employees' awareness of quality and impart basic knowledge of quality management, we conduct education relating to quality management technology for all employees that are involved with manufacturing, even if they are not directly connected to the Production Business Unit. We conduct training that includes drills relating to the role of quality control, how to promote improvement (Kaizen), the seven tools for quality control, analysis based on the five whys, and supplier engagement education, etc., for each level of employee such as new employees and technicians. We are in the process of rolling out the curriculum for Japanese and overseas subsidiaries.



Training scene

Facility Maintenance Skill Training for Safe and worry-free Operation

At the technology center adjacent to Numazu Works, we conduct training programs for workmanship and technical skills maintenance engineers. We raise engineers who contribute to the stable, safe, and efficient operation of customers' equipment through practical training using real equipment.

Instructors are veteran engineers with extensive real-world experience and the curriculum is formulated to allow participants to touch and experience actual equipment, such as extra high-voltage and high-voltage receiving substation equipment, generators, rotating machinery, power converter equipment, computers, and more. We provide annual maintenance training for customers to whom Meidensha's products have been supplied. Participants deepen their understanding of the machinery's internal composition through cross-sectional models of products, and gain experience by actually operating disconnecting switches and circuit breakers, testing protective relays, using generators and inverters, etc.

Additionally, at Manabi-ya, the technical training center established adjacent to our technology, we have constructed an educational system utilizing VR (virtual reality) and AR(augmented reality), and are using the latest ICT technologies, such as the experience of maintenance at virtual full-scale facilities, the visualization of invisible power distribution ranges, and the reference of veteran workers' working know-how to smoothly pass on technologies in the maintenance and service fields, where actual on-site experience is required, as well as to quickly develop young workers and improve technical capabilities.



Technical training



Technical training for customers



Cutting model

Transmission of Skills Using Eye Tracking

We introduced the line-of-sight analysis tools called “Eye Tracking” and began an initiative to visualize the hand and eye movements of skilled worker who has “good intuition” and “knacks” for the purpose of transferring the skills and knowhow of skilled worker to the next generation./p>

The line-of-sight analysis tools, “Eye Tracking” is glasses with built-in small cameras. When worker wears this glasses, the central camera records the field of view and captures the movement of the hand. By having skilled worker wear these glasses, it is possible to visualize fine hand and eye movements that were previously in tacit knowledge domain. Furthermore, having a skilled worker explain what is happening on the recorded video makes it possible to elicit their criteria and other aspects of the work and include them in manuals.



The line-of-sight analysis by Eye Tracking

Results Data

Number of Legal Violations Relating to Quality (as of FY2024)

	FY2022	FY2023	FY2024
Meiden Group (consolidated)	0	0	0

Quality Management Education and Training Results (FY2024 Results)

	Times conducted	Participants	Outline
Technician training	2	45	Training to learn the quality control and workplace improvement techniques required of technical group leaders

	Times conducted	Participants	Outline
ISO 9001 Internal Auditor Development Course	6	165	Training to learn the knowledge needed by internal auditors to continuously improve the ISO 9001 quality management system
Product Quality Falsification Prevention Training (e-learning)	2	First half of FY2024: 4,672 (Target: Meidensha employee (including temporary employees)) Second half of 2024: 7,867 (Target: Meidensha Group employees (including temporary employees))	Training to develop and establish employee mindsets that prevent product fraud. Citing and clarifying issues with instances of fraud within the company helps employees identify issues and reaffirm how product falsification and inappropriate actions can occur.

Supply Chain Management

Policy

The Meiden Group promotes sustainable procurement in conjunction with business partners, in order to contribute to the realization of a sustainable society.

Whilst the Corporate Code of Conduct is based on our Corporate Philosophy, we ask all of our business partners (suppliers) to conduct activities in accordance with our Basic Procurement Policy for CSR items that cover all of our business endeavors.

The Meiden Group Basic Procurement Policy

All of our procurement activities are based on the Meiden Group Corporate Code of Conduct.

Actively Promoting Responsible Corporate Conduct

- (1) Embody our procurement principles along with our suppliers, and build a sustainable supply chain
- (2) Promote environmentally considerate procurement activities, and contribute to global environmental conservation along with our suppliers
- (3) Eliminate use of conflict minerals, which are a source of funds for armed groups that repeatedly engage in inhumane acts such as slavery, forced labor, child labor, and abuse.

Plan and Targets

The Meiden Group promotes enhanced supply chain management based on the basic policy of "Medium-term Management Plan 2027."

We are working to conduct fair and impartial transactions, and to improve sustainability further while strengthening partnerships to help business partners understand the importance of promoting sustainability in the supply chain. Furthermore, we hope to promote legal compliance, environmental conservation, and community contribution activities, etc., with our business partners, with the aim of achieving mutual sustainable development.

We are strengthening our sustainability initiatives by building partnerships through actions like supporting the acquisition of environmental management system (EMS) certification for our business partners, providing follow-up education after EMS certification has been acquired, improving information security measures, supporting health and safety measures, and optimizing for mold management.

Promotion of Sustainability that Involves the Entire Supply Chain

Sharing and Explaining Our Procurement Principles to Suppliers

To ensure understanding of the Meiden Group's approach to supply chain management in the context of material procurement, we give a copy of the Meiden Group Sustainable Procurement Guidelines to all suppliers and ask them to inform their employees and ensure compliance thereof.

When signing new contracts with suppliers, we ask them to comply with the Meiden Group Sustainable Procurement Guidelines. These cover human rights, labor, health and safety, the environment, fair trade and ethics (including prohibition of corruption and bribery), and other matters. We also directly ask them to comply with both the Meiden Group Basic Procurement Policy and the Meiden Group Sustainable Procurement Guidelines at the production plan explanatory meetings held each year at each of our production sites.

As of now, we have given copies of the Meiden Group Sustainable Procurement Guidelines to approximately 1,600 of our domestic suppliers.

The Meiden Group Sustainable Procurement Guidelines were drafted with reference to the Japan Electronics and Information Technology Industries Association (JEITA)'s Responsible Business Conduct Guidelines (March 2020 edition), and are now available in three languages (Japanese, English, and Chinese).



Meiden Group Sustainable Procurement Guidelines (Japanese) [PDF](#)

Meiden Group Sustainable Procurement Guidelines (English) [PDF](#)

Meiden Group Sustainable Procurement Guidelines (Chinese) [PDF](#)

Response to the Conflict Minerals Issue

We have established a conflict minerals response policy, and the Meiden Group Sustainable Procurement Guidelines clearly express our intention to address the conflict minerals issue.

Policy on Conflict Minerals Issue

In order to fulfill its corporate social responsibility through procurement activities, the Meiden Group promotes initiatives to prevent the use of conflict minerals (tantalum, tin, gold, and tungsten) mined in the Democratic Republic of the Congo and surrounding nations, which are used to fund armed group activities that repeatedly engage in human trafficking, forced labor, child labor, abuse, etc., or inhumane acts, etc.

We conduct surveys of high-risk minerals as a due diligence measure, using the Conflict Minerals Reporting Template (CMRT) developed by the Responsible Minerals Initiative (RMI).

In FY2024, we surveyed approximately 420 major business partners, focusing on companies that did not respond to the previous fiscal year's survey. We asked about the parts they purchased in the past year, and reached a response rate of 93%. If the surveys reveal that minerals have been used to support conflicts, we ask our business partners to take corrective action to avoid using the relevant minerals, such as by changing suppliers. Furthermore, if customers identify risky refineries, we ask business partners that use these refineries to re-examine the status of their business dealings. Additionally, in FY2023 we began a cobalt and mica survey using the Extended Minerals Reporting Template (EMRT).

At present, we have not confirmed any relationships between our business partners and armed groups, and we are conducting measures aimed at identifying refinery operators and ensuring supply chain transparency.

Request to business partners

The Meiden Group considers ensuring a transparent supply chain and conducting responsible procurement of materials and parts to be important matters. We request that all of our business partners accept our Policy on Conflict Minerals Issue and cooperate with our initiatives to source conflict-free minerals.

Promotion of Green Procurement

Based on our corporate philosophy of "contribute to people, society, and the global environment to make a world a better place to live," we are proceeding with environmental activities in accordance with the Meiden Group's Environmental Action Policies. In material procurement, throughout the entire life-cycle to disposal, we try to make environmentally conscious products and reduce disposal, and engage activities in protecting the global environment by energy-saving, resource-saving, and minimizing the use of toxic chemicals, etc.

We view procurement of materials as part of our supply chain sustainability activities. We drafted the Green Procurement Guidelines to clarify our policies and request even greater understanding and cooperation from our business partners.

We provide the Green Procurement Guidelines to domestic business partners and we request all new business partners to disseminate and apply at the time of the first transaction.

Furthermore, by issuing sustainability surveys (environmental activities surveys), we are able to understand our business partners' CSR promotion activities and environmental activities, conduct risk assessment, and receive assistance with our sustainable procurement activities, including green procurement.

In FY2022, we revised our Green Procurement Guidelines in light of the needs of the times. We engage with a broad range of environmental issues that businesses need to consider, such as reducing GHG emissions, using water effectively, and caring for biodiversity. We work with business partners to promote climate change countermeasures.

We ask our business partners to understand the importance of global environmental conservation activities and to cooperate in our activities. Please refer to the Green Procurement Guidelines (revised July 2022) for details.

[the Green Procurement Guidelines \(only Japanese\)](#)  >

Risk Evaluation

[Evaluation of Suppliers](#)

We convey the importance of sustainability and our philosophy to our business partners, including legal compliance, environmental protection, and community contribution, as listed in the Corporate Code of Conduct. In addition to evaluating business partners for quality, delivery, price, capacity for technological development, and environmental certifications, we look at whether they are fulfilling their social responsibility in terms of risks to the environment and social issues like human rights and labor, fair trade principles, social contribution, environmental conservation, and management of chemical substances.

Through this evaluation, we work to gain an understanding of business conditions relating to social issues such as climate change, biodiversity, environmental management, human rights, and working environments, and then to identify suppliers which have a high-risk. Also, when we start working with new suppliers, we conduct environmental audits on suppliers where there are high environmental risks. This way, we can assess and correct any risks.

We conduct appropriate, fair, and impartial procedures for all business partners through surveys relating to sustainability promotion and environmental conservation activities at the time of the first transaction. (FY2024 survey record: 1,615 companies)

Furthermore, we evaluate suppliers through "our business partners' evaluation system" and issue a score card each year based on the results. (453 companies evaluated in FY2023. Not conducted in FY2024 due to revisions to the guidelines and SAQ)

This is a screenshot of a survey document. The top section is in Japanese, with the title 'サステナビリティ活動と環境保全活動に関する調査' (Survey on Sustainability Activities and Environmental Conservation Activities). Below the title, there are several questions and answer options. The bottom section contains a table with columns for '質問項目' (Question Item), '目的' (Objective), '評価項目' (Evaluation Item), '得点' (Score), and '配点' (Maximum Score). The table includes questions about environmental management systems, energy efficiency, and waste reduction.

Survey relating to sustainability activities and environmental conservation activities

資料調達スコアカード				
評価項目	目的	評価項目	得点	配点
企業評価	企業の持続可能性評価	財務、一般的なESG、CSR	23.0	/30点
企業実績評価	企業の実行力を評価	品質、コスト、納期、サービス	23.0	/30点
技術力評価	企業の技術技術力(改善)	品質、コスト、納期、技術開発、 と蓄積技術力(品質)・品質・評価	10.3	/20点
協力度評価	当社に対する協力度を評価	信頼性、協力・連携、情報提供	14.4	/20点
合計				70.7 /100点

Materials procurement score card (example)

Human Rights Due Diligence with our Business Partners

In FY2024, we conducted a human rights due diligence survey for our primary business partners. (FY2024 results: 265 companies)

The purpose of the survey was to understand the state of human rights and labor initiatives at our business partners, relative to the Sustainability Procurement Guidelines and the Human Rights Policy used by Meiden Group. The aim is to then use this survey to contribute to the creation of a sustainable society.

Moving forward, the Meiden Group will continue to promote initiatives with our business partners that emphasize human rights.

Initiatives

Building a Sustainable Supply Chain

Environmental Management Initiatives

When promoting environmentally conscious design, which forms part of our environmental management activities, we operate an environmental BOM* management system that is compliant with the regulations governing chemical substances in products.

In the Green Procurement Guidelines, the Meiden Group has stipulated two risk levels (prohibition and reduction) for hazardous substances regulated by laws and regulations relating to chemical substances such as the RoHS directive and REACH regulations. Based on this, we conduct surveys of chemical substances contained in procured materials and expand environmentally conscious products by promoting the elimination of hazardous substances.

* BOM: Bill of Materials

Reducing Environmental Impact by Building Environmental Management Systems for Business Partners

We provide assistance not only for the Meiden Group but also for business partners, to build environmental management systems (EMS) and promote the reduction of environmental impact. We ask our partners to participate in these activities too, and promote the reduction of environmental impact throughout the entire supply chain.

We ask our business partners to create environmental management systems. In particular, we strongly recommend acquiring external EMS certification such as ISO14001 and EcoAction 21.

[Environmental Audits](#)

We conduct environmental audits on suppliers. While checking circumstances on the ground, we confirm and provide guidance on compliance with laws and regulations regarding chemical substances, waste, and the like. Suppliers who did not pass the audit were asked to take corrective measures and given a follow-up audit (9 companies).

If suppliers do not yet have an environmental management system (EMS), we have them take part in an EcoAction 21 study session (Green Program).

[Promoting and Supporting EcoAction 21 Certification and Registration for SMEs](#)

The Meiden Group is providing support for the environmental management system, EcoAction 21 certification, promoted by the Ministry of the Environment, and registration activities of our business partners, and aim to spread environmental management systems and environmental improvements throughout the entire value chain. We promote green procurement, giving priority to the purchase of products and parts from environmentally conscious suppliers. We also promote efforts to reduce GHG emissions and pursue carbon neutrality. As of FY2024, the tenth year of the program, a total of 145 suppliers (8 more than FY2023) have earned EcoAction 21 certification.

Also, in FY2024, we held explanatory sessions in Shizuoka, the Kanto area, and online, with nine new companies joining EcoAction 21 study sessions (Greening program, municipal initiatives program). Additionally, since FY2023, we have been working with the Organization for Small & Medium Enterprises and Regional Innovation, Japan to visualize our suppliers' CO₂ emissions.

We will continue providing support for our business partners in relation to EcoAction 21 certification and registration activities, and aim to promote environmental management systems, environmental improvements, and CO₂ emissions reductions throughout the entire value chain.



EcoAction 21 explanatory session
(Kanto region)



EcoAction 21 study sessions
(Numazu area)



Organization for Small & Medium Enterprises and
Regional Innovation, Japan seminar Carbon neutrality site
analysis

Supporting BCP Business certification for SMEs

With the support of the Organization for Small & Medium Enterprises and Regional Innovation, Japan, Meidensha is supporting the acquisition of Business Continuity Planning (Jigyohei) certification for small- and medium-sized businesses. METI offers this certification program to provide SMEs with swift and effective responses to disasters and emergency situations so that they can strengthen their business continuity. Participating in this program and obtaining Business Continuity Planning (Jigyohei) certification contributes to the speedy resumption of business when a business partner experiences disaster.

In FY2024, we held two Business seminars with the Organization for Small & Medium Enterprises and Regional Innovation, Japan (59 employees from 49 companies participated).

Meidensha will continue to conduct activities that support ongoing Jigyohei certification. These actions will support and promote fortifying our business partners' BCP with the goal of being a society that can stably manage operations during disasters.



A seminar Supporting a total of two teams working together towards acquiring Jigyohei certification (center: 3 neighboring companies in the same industry connect, right: Group companies work together)

Sharing Excellent Examples with Suppliers

We report good examples of EcoAction 21 initiatives to suppliers at regional production plan briefings.

At the case study presentations, we explain the efforts of the example companies to visualize their issues and establish systems to address issues with small groups through EcoAction 21 activities, and the outcomes of their efforts, namely reducing energy and chemical usage. These presentations are motivating for the example companies because they are opportunities for participating companies to learn about their successful efforts.

Optimizing mold management

We lend the necessary molds for manufacturing products to our suppliers and develop consensus on the handling of molds (returns, disposal, compensated storage) through discussions with all relevant suppliers (311 companies) so that unfair or unoptimized management costs to store those molds do not put undue pressure on their operations. As we continue to establish consensus with our suppliers each year on borrowing molds, we conduct retroactive payments for the storage cost associated with borrowing molds.

We will continue to optimize mold management.

Communication with Business Partners

The Meiden Group is conducting the following activities to build relationships with business partners.

We are directly confirming the challenges and requirements of our partners and pursuing support activities.

1. Gathering Real Feedback

Business Partners are regularly visited by officers of Meidensha, the head of the Procurement Group, and production engineering staff, who gather information such as issues and requirements, which leads to improved functionality, quality, and productivity.

2. Seeking Procured Items on the Website

The Meidensha website has introduced “instructions for initial transactions” and “transaction application form” on material procurement, and we collect information on a broad range of business partners.

3. Using the Supplier Portal (web)

We regularly post information about subsidies (grants, etc.) for SMEs on our supplier portal (web), and supply information so that opportunities to update equipment, etc., are not missed.

We also contribute to the business efficiency of our business partners by creating efficiency in operations from submission of quotations to ordering, ATP, and delivery, using paperless electronic information, conducting conflict minerals surveys using a questionnaire, and confirmation of BCP implementation and damage caused by earthquakes and typhoons, etc.

4. Establishment of the Public Whistleblower Hotline

Meidensha has established the Public Whistleblower Hotline : contact person is an outside lawyer (Law Office Hironaka), for the officers and employees of our business partners, in order to promote appropriate dealings. We request our business partners to report or consult with this contact point when they discover any violation of laws and regulations, inappropriate behavior, or potential violation of laws and regulations by our employees in relation to business transactions.

Details on the management of information, protection of reporter confidentiality, response to reports, etc., can be found on the Procurement Group webpage. (Only in Japanese).

Increasing Business Partners Engagement

We aim to build sustainable relationships with our business partners, and work to increase engagement with business partners with the basic philosophy of collaboration and co-creation. We believe that it is important to appropriately understand and respond to demands and expectations of the Meiden Group.

Hosting of Meidensha Partners Meeting

We host Meidensha Partners Meetings to enhance two-way communication with business partners and strengthen relationships. The President gives messages to business partners concerning future Meidensha policies, and awards to praise the assistance and contribution towards business activities and production activities. He appreciates them face-to-face, and rewards exceptional activities and results. Additionally, the President visited the award-winning business partners to express his gratitude to all their employees.



Partners Meeting ceremony



Commendation of superior and excellent examples at
Partners Meeting



Visit to business partner

Holding Production Plan Explanatory Meetings for Suppliers

Each year, we invite our major business partners to each production site in order to directly share information, inform, exchange opinions, and communicate with our business partners.

- Explanation of the Meiden Group's procurement policy (purchase record and plan)
- The record and plan of the business status of Meidensha and each business unit
- Providing information about our various support activities to help suppliers adhere to the Meiden Group Sustainable Procurement Guidelines
(Compliance, human rights and labor, health and safety, environment, quality and safety, information security, business continuity planning, etc.)
- Announcement of examples of notable improvement and sharing information to increase technical ability from business partners
- Explanation of the Meiden Group's environmental policy and green procurement policy, and request for cooperation from business partners



Production plan briefing (Numazu area)



Dialogue with suppliers



At a social gathering

Holding Various Seminars, etc.

We hold seminars on process improvement and information security measures at our suppliers' manufacturing sites as needed to improve their capabilities. We hold product exchange meetings with workplaces, where we communicate and exchange opinions with workers. In collaboration with the Corporate DX Promotion Group, we conducted on-site checks of whether appropriate information security measures were being taken to prevent information leaks and provided advice. Also, in terms of health and safety, we have commenced workplace checks of our business partners using the Health and Safety Support Project. In order to raise the awareness and efforts of our business partners regarding social responsibility, we actively provide training and support for environmental, health and safety, information security, and BCP measures, as well as sharing best practices.



Product exchange meeting



Information security instruction



Project to Support Safety & Health

Record of Seminars Held (FY2024)

Theme	Number of seminars held	Number of participating companies	Number of participants
Production plan explanatory meetings (Ota, Numazu, Nagoya)	6 seminars	324 companies	471 participants
EcoAction 21 implementation seminar	2 seminars	35 companies	45 participants
EcoAction 21 study sessions (group)	2 group sessions 3 individual sessions* ²	3 companies	30 participants* ¹
EcoAction 21 study seminars (individual)	5 individual sessions* ²	5 companies	50 participants* ¹
Organization for Small & Medium Enterprises and Regional Innovation, Japan seminar on carbon neutrality	2 seminars	54 companies	60 participants
Organization for Small & Medium Enterprises and Regional Innovation, Japan visits to individual companies to provide support for carbon neutrality	36 visits, 3 visits per company 3 companies held improvement report meetings	15 companies	100 participants
BCP (Business Continuity Planning (Jigyokei)) seminar	3 seminar	79 companies	108 participants

Theme	Number of seminars held	Number of participating companies	Number of participants
Security Action 2-Star Declaration support seminar	1 seminar	54 companies	60 participants
Hands-on safety experience truck education	25 seminars	22 companies	76 participants
Safety support diagnostics and education	13 seminars	8 companies	Approx. 50 participants

*1 The total number of people when two people join a study session (Slightly less than the actual number of participants)

*2 Individual seminars were held at the participating companies

Record of Monitoring Suppliers (FY2024)

Theme	Content	Times conducted (number of companies)	Outline
Environment	Environmental audits	10 companies	1 of the 10 audits was conducted by our Supplier Support Promotion Department
Health and safety	Checking suppliers' sites using the health and safety support business	5 companies	Numazu area: 3 companies Ota area: 1 company Nagoya & Kofu areas: 3 companies
Information security	Submission of self-diagnoses using the information security self-diagnosis card	2,154 companies	Work-site checkup based on checkup results: 6 companies
BCP implementation	Investigation of impacts of natural disasters, major accidents, and misconduct, etc.	1 time (the number of companies investigate depends on the scope of the investigation)	Earthquake, concentrated heavy rain

Enhancing Group Procurement Systems (education of procurement managers)

Thoroughness of Absolute Compliance and Prohibited Matters of the Procurement Group

In order for the member of Procurement Group to behave in a proper manner, we have devised "absolute compliance matters" and "absolute prohibitions" as a code of conduct for the Procurement Group so that all employees reflect on their own actions and do not commit any inappropriate conduct.

We read the following items at every morning meeting and ensure that all employees know them as a daily education; legal compliance, prevention of corruption, respect for human rights, labor practices, consideration for the environment, quality, safety, and information security, etc.

Enhancing Group Procurement Systems

The whole Meiden Group is working to enhance procurement systems. Monthly meetings are held with the procurement divisions of major group companies to promote initiatives for improving the procurement base and to share information.

Initiatives to Improve Our Procurement Base

- Be thorough with legal compliance
- Be thorough with sustainable procurement
- Enhance risk management (BCP and internal control)
- Enhance professional development

Education and Professional Development for Procurement Managers (as of FY2024)

Certified Procurement Professional qualification system	Attainment: 58%
Eco Test	Attainment: 81%
Education for new staff and reassigned personnel, etc. (FY2024)	100% attendance

Participation in Initiatives

UN Global Compact Network Japan

Supply Chain Subcommittee

The Procurement Group has participated in the Supply Chain Subcommittee since FY2024. In collaboration with other participating companies, we are working to improve sustainable procurement in our supply chain.

Declaration of Partnership Building

A Declaration of Partnership Building is a declaration by company representatives to seek coexistence and co-prosperity throughout supply chains, build new partnerships, and adhere to desirable business practices, all with the aim of creating sustainable relationships in which large and small companies can grow together.

In our declaration, we expressly identified the following individual items:

- Promote support activities such as manufacturing reform activities for individual companies, including process improvement with support from industry promotion foundations
- Promote operational efficiency through information sharing and visualization of entire supply chains



Human Rights

Policy

Thoughts on human rights

Since it was founded, the Meiden Group has created and supplied a variety of technologies, products, and services, with a focus on electrical equipment that supports social infrastructure, and contributed to the sustainable development of society.

Respect for human rights is the foundation of our business activities to realize our corporate philosophies of “illuminating a more affluent tomorrow” and “for customer peace of mind and satisfaction.” Through its business activities, the Meiden Group will create a joyful and sustainable society for everyone, and comply with international human rights norms as indicated by the Meiden Group Corporate Code of Conduct.

In 2022, Meidensha signed a statement of support for the United Nations Global Compact and was registered as a participating company.

We also support the National Action Plan on Business and Human Rights (2020-2025) formulated by the Japanese government in 2020, and through its implementation, we strive to promote responsible corporate behavior with regard to respect for human rights.

Specifically, we identify, prevent, and mitigate potential human rights risks and impacts in our activities, including those in our supply chain, and disclose how we address them on an ongoing basis.

The Meiden Group Human Rights Policy

As a policy for the concrete implementation of the above ideas, we have made the Meiden Group Human Rights Policy available in three languages (Japanese, English, and Chinese). In addition, we are working to ensure that it becomes ingrained in all employees through our human rights training.

Further, for the sake of both internal and external stakeholders, we regularly revise the Group's Sustainable Procurement Guidelines, which include human rights considerations, to reduce human rights risks in our supply chain, and these guidelines are distributed to our business partners.

[The Meiden Group Human Rights Policy \(164KB\)](#)  >

[Meiden Group Sustainable Procurement Guidelines \(532KB\)](#)  >

Promotion Framework

Twice a year, human rights progress reports are presented to the Board of Directors as part of Meidensha's framework for promoting sustainability management. Due diligence for human rights is conducted by the Human Rights Promotion Department, which comprises primarily of the Sustainability Management Promotion Division, Human Resources Management Group, Corporate Governance Management Group, and the Procurement Group. Reports on specified and evaluated risks arising from human rights due diligence are provided to the Sustainability Management Promotion Committee and the Sustainability Management Strategy Committee, as well as to the Executive Officers' Meetings and the Board of Directors via the Risk Management Committee. Incidents of harassment are reported and supervised at regular meetings of the Compliance Committee, and the nature of such incidents is also reported to management.



Human Rights Due Diligence

The Meiden Group practices human rights due diligence based upon international regulations such as the UN's Guiding Principles on Business and Human Rights in order to identify, manage, prevent, and mitigate human rights risks in our business activities for all stakeholders. To date, we have developed a 4-step initiative on human rights due diligence, specifically in the order of Step 1: Process Construction, Step 2: Self-Assessment, Step 3: Risk Assessment, and Step 4: Impact Assessment.

STEP	Details	up to FY2022	FY2023	FY2024	FY2025 and beyond
1 Process Construction	<ul style="list-style-type: none"> ■ Join the UN Global Compact ■ Determine human rights policies, revise the corporate Code of Conduct ■ Revise procurement guidelines ■ Work towards dissemination and education (workshops, onsite discussions) ■ Create a human rights due diligence system ■ Set detailed schedules 				→
2 Self-assessment	<ul style="list-style-type: none"> ■ Consider the scope of surveys ■ Inventory risks ■ Evaluate impacts and countermeasures 		Meidensha only	Domestic subsidiaries	
3 Risk Assessment	<ul style="list-style-type: none"> ■ Verify countermeasures ■ Create a list of issues ■ Hold hearings with departments ■ Specify issues 		Meidensha only	Domestic subsidiaries	Overseas subsidiaries
4 Impact Assessment	<ul style="list-style-type: none"> ■ Summarize primary points ■ Review employee assessment sheets, then aggregate and analyze results ■ Review supplier assessment sheets, then aggregate and analyze results 		Meidensha only	Domestic subsidiaries Tier 1 suppliers	Overseas subsidiaries Overseas suppliers

* 3TG : Tin, Tantalum, Tungsten, Gold

Risk Assessment and Impact Assessments

In FY2023, we conducted human rights risk impact assessments of all company employees in order to survey human rights risks (4,825 people surveyed with 3,291 respondents, a 68.2% response rate).

In FY2024 we expanded the survey range and conducted impact assessments for all employees of our domestic subsidiaries (4,460 people surveyed at 17 domestic subsidiaries, with 3,220 respondents, a 72.2% response rate).

In FY2024, we also conducted impact assessments on human rights and occupational safety and health for our primary suppliers. (377 companies surveyed, with 265 companies responding, for a 70.3% response rate.)

Assessment Results

Based on the results of these risk assessments and impact assessments, we extracted issues regarding human rights, evaluated and mapped the level of impact, and then identified seven areas from the table below as high risk categories that signified prominent human rights issues.

Extracted human rights issues	Risk assessment result	Related stakeholder
Discrimination in employment conditions and benefits	Low	■ Procurement suppliers, Business partners
Discrimination in opportunities and evaluations	Low	■ Procurement suppliers, Business partners
Equal pay for equal work	Low	■ Procurement suppliers, Business partners, Employees
Harassment	High	■ Employees , Local residents
Adequate compensation and payment of a living wage	Low	■ Procurement suppliers, Business partners
Excessive work and long working hours	High	■ Procurement suppliers, Business partners, Packaging and loading business partners / Transport business partners, Employees
The right to enjoy safe and healthy working conditions	High	■ Procurement suppliers, Business partners, Packaging and loading business partners / Transport business partners, Employees
Forced labor practices	High	■ Procurement suppliers (palm-oil related) ■ Procurement suppliers (conflict minerals related), Business partners (conflict minerals related)
Child labor practices	High	■ Procurement suppliers (palm-oil related) ■ Procurement suppliers (conflict minerals related), Business partners (conflict minerals related)
The right to education	High	■ Procurement suppliers (palm-oil related) ■ Procurement suppliers (conflict minerals related), Business partners (conflict minerals related)
The right to privacy	Low	■ Employees, Local residents
The right to enjoy an adequate living standard and a healthy body	Low	■ Employees
Impacts on local residents' lives	Low	■ Procurement suppliers, Business partners, Procurement suppliers (palm-oil related), Local residents
Consumer health and safety	High	■ Customers

Moving forward, we will recognize these prominent human rights issues as critical and urgent issues to address and conduct more detailed surveys, then strengthen our responses to prevent or reduce the negative impact of impediments upon human rights. We will also continue to conduct periodic impact assessments of our stakeholders and review human rights risks. By doing so, we will continually revise and prevent human rights issues and ensure the human rights of all stakeholders.

Actions to Date and Future Countermeasures

Prominent human rights issue	Related stakeholder	Current state of primary action	Main countermeasure to strengthen future conditions
Harassment	Employees	<ul style="list-style-type: none"> Established a Harassment Consultation Hotline (internal and external reports) Harassment Prevention Committee collects information and responds Disclose the number of reports (website) Operate a Compliance Committee and appointed a compliance manager Conduct harassment training 	<ul style="list-style-type: none"> Conduct anger management training (all employees) Conduct unconscious bias training (all employees) Hold hearings with affiliated companies on harassment countermeasures
Excessive work and working hours	Employees	<ul style="list-style-type: none"> Introduced a notification system to prevent working over 40 overtime hours Periodic checks on overtime hours Established a pathway to report excessive work hours to management, and instructed and trained relevant departments 	<ul style="list-style-type: none"> Improve employee work management literacy Introduce a notification system to prevent overtime hours (to the relevant employee and department heads) Encourage workers to take annual paid leave Provide training on improving appropriate work management
	Transport business partners	<ul style="list-style-type: none"> Conduct surveys Secure drivers and workers so that, in principle, workers don't work excessively 	<ul style="list-style-type: none"> Fortify management systems

Prominent human rights issue	Related stakeholder	Current state of primary action	Main countermeasure to strengthen future conditions
		long shifts	
The right to enjoy safe and healthy working conditions	Employees	<ul style="list-style-type: none"> Conduct workplace health and safety patrols, measure working environments, hold periodic checkups Health and safety training (new assignment training, foreman training, special training as required by laws) Safety awareness training (improving danger sensitivity) Safety Promotion Center to prevent employees from forgetting past incidents Incident occurrence reports, cause exploration, and recurrence prevention measures Prevent similar incidents through lateral dispersion of disaster information Understand risks from near-miss incidents via related risk assessments 	<ul style="list-style-type: none"> Integrate AI into security cameras to eradicate unsafe behavior Improve and enrich the safety information management system Create a system to quantitatively evaluate improvements to employee danger sensitivity
	Business partners / Packaging, loading, and transport business partners	<ul style="list-style-type: none"> Conduct surveys Conduct safety education and consult on JISHA health and safety results Trace evaluation and wait times by verifying and inspecting operational management (transport) Hold safety events and conduct shared patrols 	<ul style="list-style-type: none"> Use SAQs to verify supplier and business partner information, and review evaluations of severity and chance of occurrence. If results indicate that guidance is necessary, review and implement countermeasures based on our Sustainable Procurement Guidelines
Forced labor practices	Procurement suppliers (conflict minerals related) / Business partners (conflict minerals related)	<ul style="list-style-type: none"> Investigate conflict minerals Issue, collect, and disclose CMR sheets 	<ul style="list-style-type: none"> Company investigations: Strengthen treatment of non-responsive companies, improve response rate (update information for companies that have already responded) Product investigations: Create an investigation system and provide support for investigations in each department
Child labor practices			
The right to education			
Consumer health and safety	Customers	<ul style="list-style-type: none"> Prepared standards and processes linked to a QR map Laterally disclose cases of defects and share information on actions to improve quality Verify and propose technologies required to address the cause of defects Conduct defect reclamation tracing Supplier guidance (production management conditions, items and methods for testing) Unified management of information disclosure through PR, IR, and communications PR activities that account for diversified views 	<ul style="list-style-type: none"> Establish a system to catch signs of defects (statistical product quality management) Strengthen supplier assessments Promote rotation of technical and expert employees between factories and development business units Adequately and promptly announce information by continually improving danger management broadcast capabilities as a crisis management initiative

Relief and Remedy

Relief Measures

The Meiden Group has established separate consultation hotlines available to internal and external stakeholders, and accepts reports concerning a wide range of human rights issues, from those that may arise on a daily basis to serious human rights violations. The internal Compliance Hotline and the Harassment Consultation Hotline are available for reports within the Group. We have established the Compliance Whistleblowing Hotline (for compliance issues) and the Workplace Harassment Hotline (for harassment issues) as external whistleblowing services, and all stakeholders (including individuals and local residents) can use these systems to share their concerns through a contact form on our company website.

In accordance with national guidelines, the above whistleblowing services are designed to ensure information management and whistleblower protection, including the name of the whistleblower, and to allow for anonymous reporting. We take care to ensure that whistleblowers are not disadvantaged and strive to improve the credibility of our whistleblowing systems. Information received through our internal and external whistleblowing services is investigated by the Compliance Committee, Harassment Prevention Committee, and other bodies after confirming its content, and is handled in consultation with outside organizations as necessary. Additionally, in the event of a confirmed impact on human rights, we are committed to taking corrective actions and providing redress to the affected parties in accordance with the Group's Code of Conduct and other relevant standards.

Hotline list

Hotline	Matters for consultation	Office / Applicable department	Applicable scope
Internal hotline (compliance hotline)	Violations of the Antimonopoly Act, etc., violations of regulations on bribery or general corruption, violations of other internal or external rules, labor issues, etc.	Compliance Committee office	All Group employees
External hotline	Violations of the Antimonopoly Act, etc., violations of regulations on bribery or general corruption, violations of other internal or external rules, labor issues, etc.	External attorneys	Group employees (including retirees), temporary workers, employees of contractors, suppliers
Supplier whistleblowing hotline	Violations of the Antimonopoly Act, etc., violations of regulations on bribery or general corruption, violations of other internal or external rules, labor issues, incidents of harassment, etc.	External attorneys	Suppliers we do business with
Harassment Consultation Hotline (internal)	Incidents of harassment, etc.	Harassment Prevention Committee	All Group employees
Harassment Consultation Hotline (external)	Incidents of harassment, etc.	External organizations	All Group employees
Contact form on our company website	A wide range of inquiries and consultation received from all stakeholders	The relevant internal department	All stakeholders, including individuals and local residents

Compliance Whistleblower System >

Promoting Respect for Human Rights through Our Business Activities

To ensure respect for human rights as stated in the Corporate Code of Conduct, the Meiden Group understands international norms (such as the Universal Declaration of Human Rights and International Bill of Human Rights) and actively engages in human rights due diligence and human rights awareness activities based on the United Nations Guiding Principles on Business and Human Rights. We also comply with all relevant laws concerning the prohibition of forced labor and abolition of child labor.

Prevention of Forced Labor

We present working conditions to employees when they are hired and we take action to prevent forced and involuntary labor.

Compliance Data >

Prevention of Child Labor

The Meiden Group only hires senior high school graduates and up.

Interaction with employee representatives

We value conversations between employee representatives and management to ensure that employees can engage in meaningful work. We have established a regular central labor-management conference and regional labor-management conferences, and we are working to improve the workplace environment according to the circumstances of each site.

Support for a living wage

The Meiden Group not only complies with minimum wage requirements in each prefecture in accordance with the Minimum Wages Act, but also is careful to pay at least a living wage.

We also provide a family allowance to support the lifestyles of employees who meet certain conditions such as having spouses and children to provide for. The Meiden Group Mutual Aid Association also provides various types of condolence, sympathy, and celebratory funds, as well as loans for financial assistance required for the mutual support and welfare of members. In addition, we have a home loan program to receive funding from financial institutions when those who have saved property accumulation residence funds eventually make a purchase.

Initiatives on Labor Problems

In order to properly manage working hours and curb long working hours, our labor management system centrally monitors and manages PC log-ons and log-offs and employee ID card data stamps when

employees arrive at and leave the office. If an employee works more than a certain number of hours, that employee and their supervisor are asked about the employee's working conditions, and guidance is given to prevent long working hours and legal violations. Additionally, we hold briefings regularly on working hours and distribute manuals internally on working hours and attendance management to improve employee literacy on labor management. Furthermore, to encourage employees to take their annual paid leave, we established "My Plan Annual Leave" and "Recommended Days for Taking Annual Leave" to promote employee work-life balance.

HR Data >

Harassment

Regarding harassment, we have established both an internal and external consultation system to respond promptly while adhering to the principles of protecting the privacy and confidentiality of the user. The system is available to Meiden Group employees as well as dispatch workers and contractors. Information obtained through the system is used to conduct surveys of the user and relevant parties, provide feedback after having understood the situation, and prevent recurrence. The system provides an opportunity to implement recurrence prevention measures and conduct individual education.

We have also included items concerning harassment in our employee awareness survey, which allows us to observe trends each year.

Harassment prevention system >

Human Rights Education for Officers and Employees

Meiden Group conducts various training programs to promote respect for basic human rights. We offer periodic group training and videos (in Japanese, English, and Chinese) on compliance and harassment to raise all Group employees' awareness of these issues. We also increase understanding and awareness by providing opportunities for individuals to reconsider their workplace and ways of thinking. We have also expanded anger management training for managers to include all employees. Through the training, we raise awareness to respect the personalities and ideas of others.

Content of Human Rights Training (FY2024)

Training type	Targets	Human rights themes dealt with	No. of persons taking training
Workplace discussions relating to human rights	All Meidensha employees	Link between business and human rights	2,289
Harassment education	All Group employees	Prevention of various types of harassment	7,393
Compliance training	All Group employees	Training on regulatory compliance, including human rights issues	7,393
Anger management training	All Group employees	Understanding and controlling anger, which can lead to harassment	1,943

Occupational Safety and Health

Policy

Initiatives Based on Top Management's Safety and Health Management Policy

The Meiden Group develops the "President's Safety and Health Policy" and the "President's Health & Productivity Management Policy" every year, and rolls out occupational safety and health and health management activities based on them. The President's policies form a comprehensive code of conduct. They cover all employees (including part-time and temporary employees) of Meidensha and Meiden Group subsidiaries in Japan and abroad as well as employees of our partner companies.

We have explicitly stated that ensuring the health and safety of each employee is at the core of corporate management, and we work to eliminate industrial accidents and maintain and improve health.

◇ The Meiden Group Occupational Safety and Health Action Guidelines

"Safety comes first before anything else" and "Nothing is more valuable than good health"

1. Basic Occupational Health and Safety Policy

At the Meiden Group, employee health and safety are core management values. We work to "ensure a safe environment that is conducive to work, as well as achieve comfort and affluence for employees," as it says in the Meiden Group Corporate Code of Conduct and aim to be a leading health and safety company with zero industrial accidents.

2. Health and Safety Action Guidelines

- (1) Create a safety culture built on good communication where everyone looks out for one another, anticipates the risks of industrial accidents, and avoids unsafe actions.
- (2) Comply with relevant laws including the Industrial Safety and Health Act, as well as business unit and workplace rules.
- (3) Conduct ongoing health and safety initiatives based on the Occupational Safety and Health Management System.

- (4) Identify health and safety risks in all workplaces, including near-miss incidents, and practice thorough risk assessments (including chemical risk assessments) to eliminate or reduce risks.
- (5) Develop a sensitivity to danger and help each employee develop the ability to avoid danger by providing health and safety training and training in which employees experience safety issues with their senses.
- (6) Conduct hazard prediction activities for all work from preparation to cleanup and perform work only after safety is ensured. After work is complete, use follow-up KY to review risks (worker instruction effectiveness, KYK effectiveness, unexpected incidents, etc.) and incorporate improvements into the next day's work.
- (7) Thoroughly train inexperienced and other new employees on work procedures and safety rules and check that they understand them well. Review past industrial accidents and educate employees to prevent recurrence, thereby enhancing employee safety awareness.

3. Basic Health Management Policy

Everyone in the Meiden Group shares the opinion that "Nothing is more valuable than good health" and supports the three pillars of physical health, mental health, and occupational health. With the company and the employees operating as one unit, we enact strategic health promotion campaigns that aim for continuous corporate growth and help employees to maintain healthy bodies and minds.

4. Guidelines for Health Management Action

As the agents of Meidensha Group's continuous growth, our employees recognize their role in maintaining their own mental and physical health and so they have enacted the following operating guidelines. The company actively supports employees building healthy minds and bodies.

(1) Understand your health and improve health literacy

Employees understand their current mental and physical state from the results of check-ups and mental stress checks. They work to improve health literacy, including the promotion of mental health, have interest in health-related information, and take the necessary steps to ensure that they are healthy. If they encounter an issue they cannot resolve, they promptly reach out to our consultation desk or visit a medical care facility.

* Health literacy: The ability to use health information effectively to maintain and improve health

(2) Promote work-life balance and general health

Employees build healthy bodies by eating balanced meals, getting quality sleep, establishing exercise routines, abstaining from smoking, and more, while also improving mental health through stress care and breaks. We also launched initiatives towards taking time off and increasing work efficiency to create well-balanced working styles that harmonize work and life.

(3) Participate in health promotion activities and education

Employees actively take part in health promotion activities and education programs that we hold in collaboration with health insurance associations, so that employees can take control of their health.

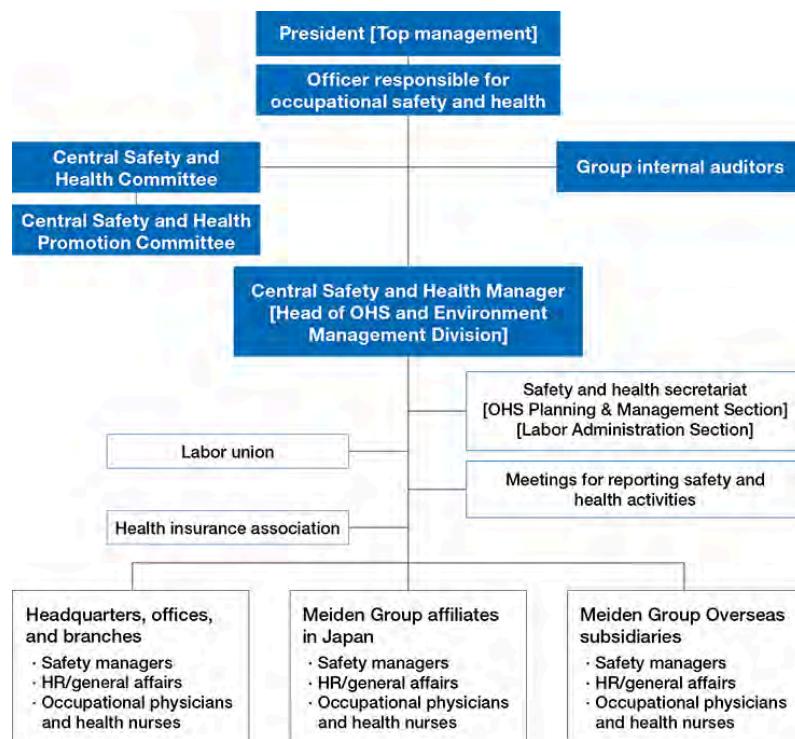
(4) Building emotionally safe worksites

Employees recognize diverse perspectives, engage in respectful communication, and work to understand each other. This allows every employee to safely display their talents and creates a positive workplace that drives motivation.

Health & Productivity Management >

Organization

The Meiden Group Organization System for Occupational Safety and Health and Health & Productivity Management



Supervision of Safety and Health Led by Top Management

In Japan, we comply with laws and regulations, hold monthly meetings of the Safety and Health Committee at each site, where we encourage participation by unions and employees, and conduct consultation and information sharing relating to matters such as causes of and responses to industrial accidents, the status of employees that have taken leave due to illness, and other matters that require attention. Also, the Central Safety and Health Committee, chaired by the officer responsible for occupational safety and health as appointed by the President, discusses and makes decisions on matters relating to Group-wide policies and targets.

FY2024 Results

• Results of Occupational Safety and Health Initiatives

Certification status of the occupational safety and health management system

1) Acquired ISO 45001

Area	Scope
Headquarters area	<p>Meidensha (research and development business units, staff business units, and business units) and area subsidiaries*</p> <p>* Area subsidiaries: MEIDEN KOHSAN CO., LTD., Headquarters, ThinkPark Tower, North Kanto Branch / MEIDEN SYSTEM SOLUTIONS CORPORATION, Tokyo Branch / MEIDEN UNIVERSAL SERVICE LTD., Tokyo Branch / MEIDEN AQUA BUSINESS COMPANY, Headquarters / M WINDS CO., LTD., Headquarters, Akita, Noto / MEIDEN MASTER PARTNERS CORPORATION, Headquarters / MEIDEN NANOPROCESS INNOVATIONS, INC., Headquarters, Chiba</p>
Numazu area	<p>Meidensha (factories, research and development business units, staff business units), on-site affiliates*</p> <p>* On-site affiliates: MEIDEN SYSTEM MANUFACTURING CORPORATION, Headquarters / MEIDEN KOHSAN CO., LTD., Numazu Branch / MEIDEN SYSTEM SOLUTIONS CORPORATION, Headquarters / MEIDEN UNIVERSAL SERVICE LTD., Numazu Branch / MEIDEN TECHNO SYSTEMS CO., LTD., Headquarters / MEIDEN PLANT SYSTEMS CORPORATION, Equipment Factory / MEIDEN FACILITY SERVICE CORPORATION, Numazu Management Center</p>
Ota area	<p>Meidensha (factories, research and development business units, staff business units, Gunma Branch), on-site affiliates*</p> <p>* On-site affiliates: MEIDEN KIDEN KOGYO CO., LTD., Headquarters / MEIDEN KOHSAN CO., LTD., Ota Branch / MEIDEN FACILITY SERVICE CORPORATION, Ota Management Center / MEIDEN SYSTEM SOLUTIONS CORPORATION, Ota Branch / MEIDEN UNIVERSAL SERVICE LTD., Headquarters</p>
Nagoya area	<p>Meidensha (factories, research and development business units, staff business units), on-site affiliates*</p> <p>* On-site affiliates: MEIDEN SYSTEM SOLUTIONS CORPORATION, Nagoya Branch / MEIDEN UNIVERSAL SERVICE LTD., Nagoya Branch / MEIDEN FACILITY SERVICE CORPORATION, Nagoya Management Center</p>
Kofu area	MEIDENSHA CORPORATION (EV Business Planning Headquarters, EV Sales & Engineering Headquarters, Motor Drive Solutions Business Sales & Engineering Headquarters, KOFU MEIDENSHA ELECTRIC MFG. CO., LTD.)
Branches (including sales offices in jurisdiction)	Hokkaido Branch / Tohoku Branch / Yokohama Branch / Kitakanto Branch / Higashikanto Branch / Shizuoka Branch / Niigata Branch / Hokuriku Branch / Chubu Branch Office / Kansai Branch Office / Shikoku Branch / Chugoku Branch / Kyushu Branch (36 locations in total)
Plant Construction & Engineering Business Group	Construction Work Policy Planning & Administration Division 1, Construction Work Policy Planning & Administration Division 2, PCEB Planning & Sourcing Management Department
Domestic subsidiaries	MEIDEN PLANT SYSTEMS CORPORATION, Headquarters and Western Japan Branch
Overseas subsidiaries	MEIDEN SINGAPORE PTE.LTD.、VIETSTAR MEIDEN CORPORATION、TRIDELTA MEIDENSHA GmbH、MEIDEN MALAYSIA SDN.BHD.、MEIDEN METAL ENGINEERING SDN.BHD.、PT. MEIDEN ENGINEERING INDONESIA、MEIDEN ZHENGZHOU ELECTRIC CO.,LTD.

Not applicable: MEIDEN ENGINEERING CORPORATION, MEIDEN FACILITY SERVICE CORPORATION (and other than Numazu, Ota and Nagoya Management Center), MEIDEN CHEMICAL CO., LTD., EAML Engineering CO., LTD.

Occupational Safety and Health Management System

In FY2015, the Meiden Group obtained OHSAS 18001 certification for each of the four main Japanese production sites, Numazu Works, Ota Works, Nagoya Works, and Kofu Meidensha Electric Mfg. Co., Ltd., including on-site affiliates. Furthermore, MEIDEN SINGAPORE PTE. LTD. obtained certification in FY2013,

and the four remaining main overseas sites, MEIDEN ZHENGZHOU ELECTRIC CO., LTD., SHANGHAI MEIDENSHA CHANGCHENG SWITCHGEAR CO., LTD., P.T. MEIDEN ENGINEERING INDONESIA, and MEIDEN T&D (INDIA) LIMITED, obtained certification in FY2017.

Since FY2018, we have promoted penetration of the Occupational Safety and Health Management System to the entire Group, as well as transition to and expanded application of ISO 45001 certification due to the need for international standards.

In FY2019, we acquired joint certification for the four main Japanese production sites (Ota Works, Numazu Works, Nagoya Works, and Kofu Meidensha Electric Mfg. Co., Ltd. *including on-site affiliates) under ISO 45001. In FY2020, we expanded ISO 45001 certification to Japanese workplaces other than production sites (Tokyo office, branches) and construction business units (Plant Construction Headquarters).

In FY2021, we plan to acquire certification for four Japanese affiliates. (MEIDEN PLANT SYSTEMS CORPORATION, MEIDEN AQUA BUSINESS COMPANY, M WINDS CO., LTD., and MEIDEN NANOPROCESS INNOVATIONS, INC.)

Going forward, we will continue to maintain and improve our occupational safety and health management system at all Meiden Group locations.

Rate of ISO 45001 Acquisition (as of March 31, 2024)

Japan

	Total number of sites	Number of sites that have acquired certification	Proportion (%)
OHS Management ISO45001 acquisition	101 sites	96 sites	95%

Overseas

	Total number of sites	Number of sites that have acquired certification	Proportion (%)
OHS Management ISO45001 acquisition	21 sites	7 sites	33%

Health and Safety Risk Assessments

Conducting Health and Safety Risk Assessments

The Meiden Group conducts risk assessments to ensure a work environment where employees can work in health and safety.

We have established and are using rules and systems to manage not only workplaces that require measurement of the work environment and workplaces where chemicals must be managed, but also

workplaces engaged in light tasks and office work. We use common risk assessment standards within the Group and are systematically taking steps to eliminate and reduce risks.

We also strive to identify sources of danger from past cases of industrial accidents and day-to-day near-miss initiatives, where our goal is to get participation by all employees. Once the dangers are identified, we visualize the health and safety risks in every workplace and tie them in with risk assessments. Then we take preliminary measures and work to improve the workplace environment.

Preliminary Risk Assessment System

The Meiden Group established the preliminary risk assessment system to provide information that benefits management decision-making. When screening business investments, a preliminary risk assessment meeting carefully examines investments that may have a significant impact on the Meiden Group. The system follows our Basic Policy regarding Establishment of a System to Ensure the Appropriateness of Business Activities.

During the assessment, we evaluate financial risks, responsibilities (such as product guarantees), and feasibility (such as systems). The Corporate Policy Planning Group and the Internal Control Promotion Division serve as the secretariat for preliminary risk assessment meetings, and their supervising officers determine whether a meeting needs to be held. Other units involved include the General and Legal Affairs Division, the Accounting and Financing Group, and the Sales Planning & Administration Group.

During M&A, a third-party unit performs the due diligence. Besides doing a financial investigation of the target company, we also evaluate it from an ESG perspective to strengthen risk management. This includes the target's corporate culture, legal compliance systems including human rights concerns, compliance with environmental regulations, labor conditions, occupational safety and health, and other factors.

Business Activity Risk Management >

Safety and Health Indicators

Occupational Safety and Health Indicators (Meiden Group)

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Meidensha only	Accident frequency rate ^{*1}	0.26	0.88	0.26	0.13	0.00	0.64	0.50	0.74
	Accident severity rate ^{*2}	0.01	1.35	0.01	0.00	0.00	0.01	0.02	0.05
	Number of accidents per 1,000 persons each year ^{*3}	0.28	1.09	0.53	0.00	0.00	0.97	0.71	1.40
	Total accident frequency rate ^{*4}	0.90	1.13	0.66	0.76	0.50	1.27	0.75	1.23
	Casualties ^{*5} (persons)	7	9	5	6	4	10	6	10

		FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
	Of which, number resulting in four or more days of absence	1	4	2	0	0	4	3	6
	Of which, number resulting in one-three days of absence	1	3	0	1	0	1	1	0
	Of which, number resulting in no absence	5	2	3	5	4	5	2	4
Meiden Group consolidated (Japan & overseas)*6	Accident frequency rate*1	0.26	0.50	0.47	0.43	0.21	0.43	0.81	0.48
	Accident severity rate*2	0.01	0.54	0.01	0.00	0.01	0.06	0.06	0.04
	Number of accidents per 1,000 persons each year*3	0.34	0.77	0.74	0.61	0.40	0.71	1.31	0.90
	Total accident frequency rate*4	0.73	0.75	0.74	0.86	0.78	0.80	1.30	0.69
	Casualties*5(persons)	14	15	14	16	15	15	24	13
	Of which, number resulting in four or more days of absence	3	7	7	6	4	7	13	9
	Of which, number resulting in one-three days of absence	2	3	2	2	0	1	2	0
	Of which, number resulting in no absence	9	5	5	8	11	7	9	4
Number of traffic accidents on the job, Meidensha and affiliates in Japan		-	44	38	32	45	53	37	43

*1 "Accident frequency rate" is the number of casualties with at least one day of absence per million actual working hours caused by industrial accidents; it is an indicator of the frequency of accidents.

*2 "Accident severity rate" is the number of workdays lost for every 1,000 work hours; it is an indicator of the seriousness of accidents.

*3 "Number of accidents per 1,000 persons each year" is the ratio of the number of casualties resulting in four or more days of absence occurring per 1,000 workers in a year.

*4 "Total accident frequency rate" is the total number of casualties caused by industrial accidents, including both those resulting in no absence and those resulting in a day or more of absence, for every 1,000,000 work hours.

*5 Includes temporary workers and contractors.

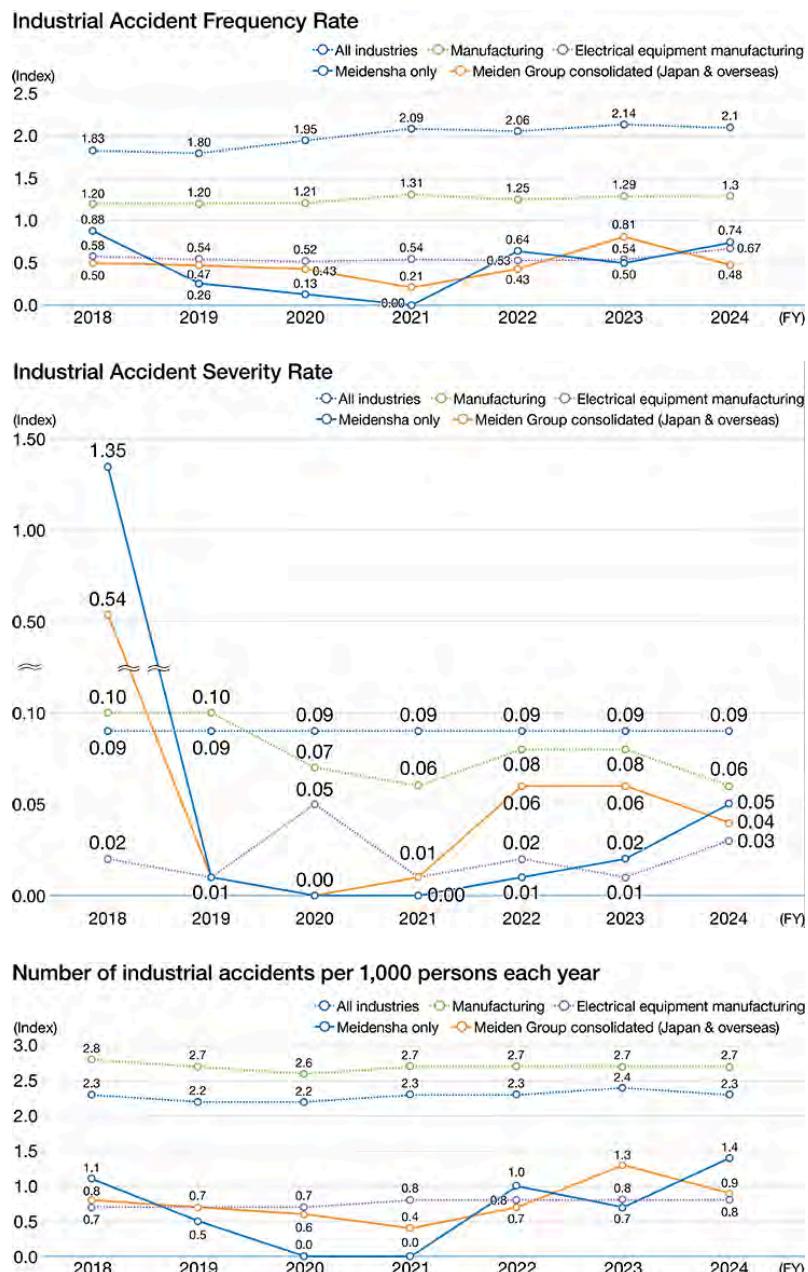
*6 Overseas working population and hours do not include on-site workers, which differs slightly from the calculation method used for Japan.

Occupational Health and Safety Indicators (Entire Meiden Group in Japan)

Meiden Group	People with absences due to illness of at least one month (rate of absence)*1	
	Total	Mental
FY2024 (target values)	1.58%	1.26%
FY2024 (established values)	1.20%	0.91%
FY2025 (target values)	1.56%	1.12%

*1 Percentage of employees with absences or sick leave of at least one month

Safety Record (only Meidensha)



Number of official participants in the Combined Labor and Management Safety and Health Committee as labor delegates

Item	FY2022	FY2023	FY2024
Proportion of total workers (those whose operation or workplace is under organizational control) that send delegates to the Combined Labor and Management Safety and Health Committee	0.59% (26 delegates/4,039 people)	0.58% (24 delegates/4,123 people)	0.60% (24 delegates/4,153 people)

Safety and Health Initiatives

Initiatives

The Meiden Group has experienced industrial accidents throughout its long history and takes various measures to eliminate them. Measures include safety training, KYK (hazard prediction), risk assessment,

safety patrols, a health and safety management system, and hands-on safety training.

Safety Patrols to Identify Risks

The Meiden Group continues to actively conduct safety patrols, which is a long-standing practice. For these, we depend on not only our own eyes, but also bring in health and safety consultants to provide an outside perspective and offer their knowledge.



Since FY2024, we have been using “Health and Safety Information Exchange Sessions” aimed at improving health and safety standards in the Meiden Group. This initiative invites employee to join tours of other companies inside the Meiden Group as a way of sharing successful examples of good health and safety activities with each base and related company in order to catalyze improvements within the Group. In the information exchange sessions, attendees confer and share opinions from each base and related company as a means of triggering increased motivation.



Enhancing sensitivity to danger through hands-on safety training

In November 2019, we built hands-on safety experience truck No. 2 for employees' hands-on safety training, which we give at production sites (Numazu, Ota, Nagoya, and Kofu).



In 2023, we established the VR Safety Experience Training Evaluation System because we had been receiving many inquiries on the educational benefits of introducing VR safety experience training. The system features a storyline in VR that describes how accidents can be avoided by safe behavior. It also includes education to enhance understanding by providing feedback on behavior. Another characteristic of the system is that it visualizes the effectiveness of training by comparing against the results of previous training sessions.



VR Safety Experience Training Evaluation System



Using feedback to enhance understanding

Safety Information Management System

The Meiden Group started operating the Safety Information Management System in 2020. This tool effectively gathers and analyzes safety and health management information as it accumulates in the Group and uses it to improve health and safety management (with the PDCA cycle). The system can manage industrial accident reports, traffic accident reports, near-misses, safety patrols, risk assessments, number of days with zero accidents, safety training, safety indicators (accident frequency and severity rates, number of accidents per thousand persons each year), and more.

Using the system allows Group employees to easily access safety information and encourages their safety awareness and activities.



Safety Promotion Center Preserves Lessons from Industrial Accidents

Immediately following an industrial accident, the entire company comes together and vows never to repeat the same mistake. This resolve, however, fades as time passes. In particular, when there is a

change of managers in workplaces where an industrial accident has occurred, the lessons learned from the accident fade even more quickly.

In February 2020, we established the Safety Promotion Center as a place to encourage story-telling and thinking about industrial accidents that have occurred.

We believe it is our mission to never turn our eyes away from the sad facts and to keep telling our stories so that our employees and their families will never have to suffer tragedy again.

The Meiden Group strives to raise safety awareness and eliminate industrial accidents by training the body (with our hands-on safety experience trucks) and the mind (through the Safety Promotion Center).

In 2022, we developed the Metaverse Safety Promotion Center, a virtual reality experience that uses a head-mounted display. Then, in May 2025, we developed a laptop accessible Metaverse Safety Promotion Center that any Meiden Group employee can experience, aimed at reminding people of past incidents, improving employee safety awareness, and fostering a safety mentality. We believe that this will enable all employees to participate from their local factory, including overseas employees.



Safety Promotion Center
Promotion Center



Metaverse Safety
Promotion Center

Safety AI Camera System

Finding unsafe behavior by on-site patrol is an important way to prevent industrial accidents, but in terms of resources, it is difficult to constantly check worker movements and images sent by cameras. To address this issue, in FY2023, we began using our Safety AI Camera System to check for all unsafe behaviors.

AI detects speed violations or driving in the opposite direction when operating a vehicle on premises, walking outside the green belt, not wearing a helmet in the factory, dangerous forklift operation, working at heights, presence of persons at night, and so on. It then provides guidance to those who are acting in an unsafe manner.



Health & Productivity Management

Policy

The Meiden Group Health & Productivity Management Policy Statement

In order to realize the Meiden Group's corporate philosophy of "Illuminating a more affluent tomorrow," it is essential for employees to maintain their physical and mental health, and work with vigor and purpose.

We strategically promote initiatives that unify the company and employees together and promote mental and physical wellness under a shared belief that "nothing is more valuable than good health."

We place health and productivity management as the foundation of human capital management and aim to help in the wellbeing of our employees and their families while achieving continued corporate growth.

We advocate the following three pillars of health and productivity management.

- (1) Healthy Bodies
We strive to improve fitness by improving lifestyle habits and reducing health risks.
- (2) Healthy Minds
We promote the prevention and cessation of recurrence of mental health impediments.
- (3) Healthy Workplaces
We create healthy work environments where individuals can utilize their talents safely and with peace of mind.

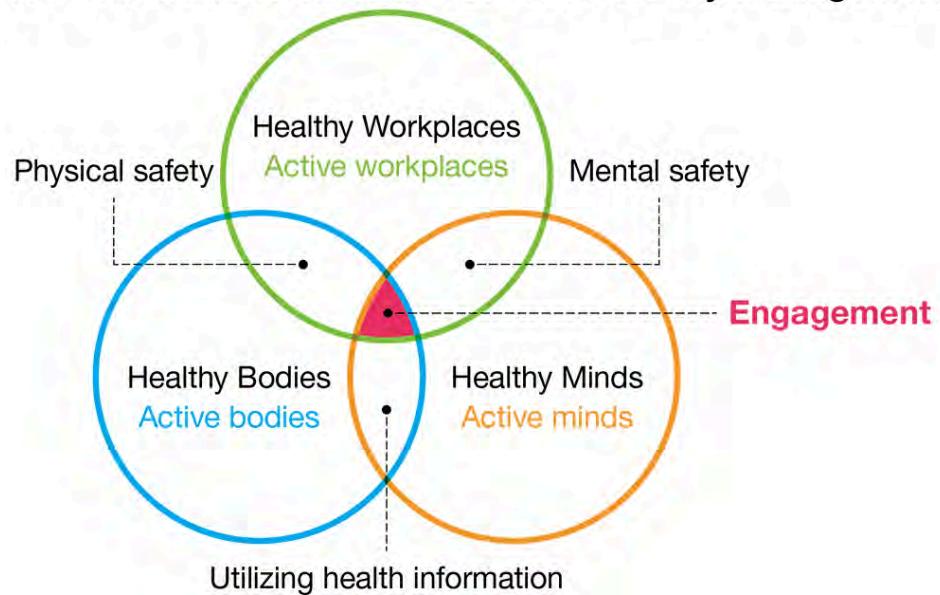
With the above three pillars of health & productivity management, we pledge to work towards becoming a company that provides a healthy and vibrant social life.

Representative
Director
President and
Executive Officer

井上晃夫

Meiden Group's Three Pillars of Health and Productivity Management

The Three Pillars of Health and Productivity Management



The three pillars of health and productivity management emulate the definition of health (well-being) listed in the preamble of the WHO Constitution^{*1}. It states that "health is a state of complete physical, mental and social well-being..." and so we defined the pillars to practice in health and productivity management as "healthy bodies," "healthy minds," and "healthy workplaces."

Engagement, which connects to human capital, sits at the center of the pillars, with overlapping areas of each pillar listing a shared component.

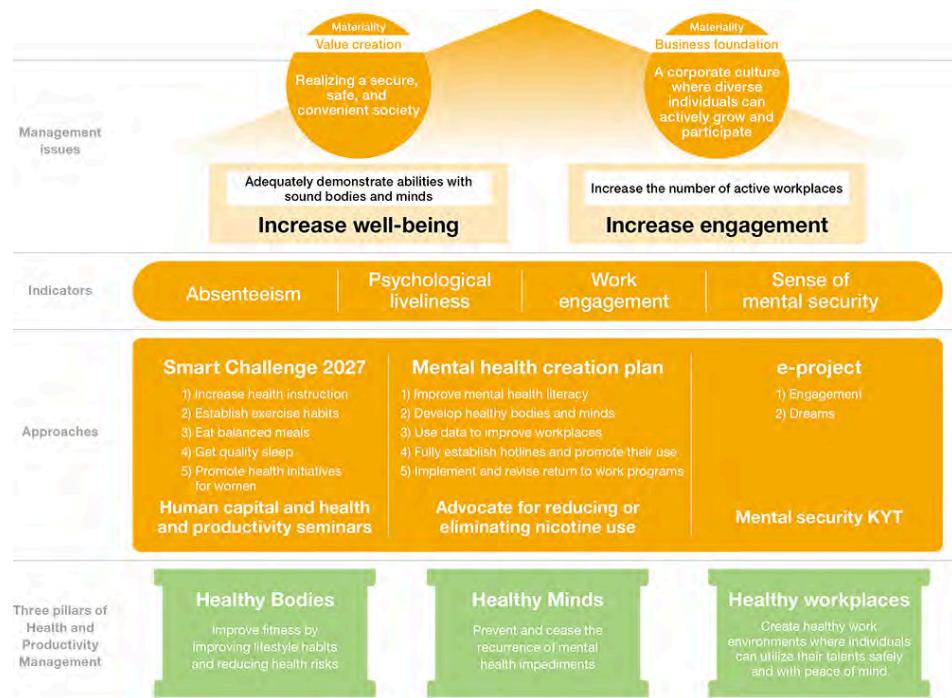
- Healthy workplaces and healthy bodies both require physical safety (disaster prevention, establishing working environments)
- Healthy workplaces and healthy minds both require mental safety (preventing abuses of power and mental anguish)
- Healthy bodies and healthy minds both require utilizing health information (improving health literacy^{*2})

*1 Taken from: World Health Organization

World Health Organization [↗](#)

*2 Health literacy: The ability to gain access to, understand, and use information in ways which promote and maintain good health

Meiden Group Health & Productivity Management Strategy Map



*1 Indicator of a sense of community, agreement with Meidensha's philosophy and vision, and willingness to contribute, etc. (employee engagement [eNPS])

*2 Proportion of employees on sick leave or long-term absence for one month or more due to illness, including mental health reasons

*3 The degree of performance evaluated in "employee evaluations of their own work in the previous four weeks, with performance when not sick or injured acting as a baseline of 100%" in absolute presenteeism (single-item presenteeism question method)

*4 Indicator showing a positive mental attitude towards work

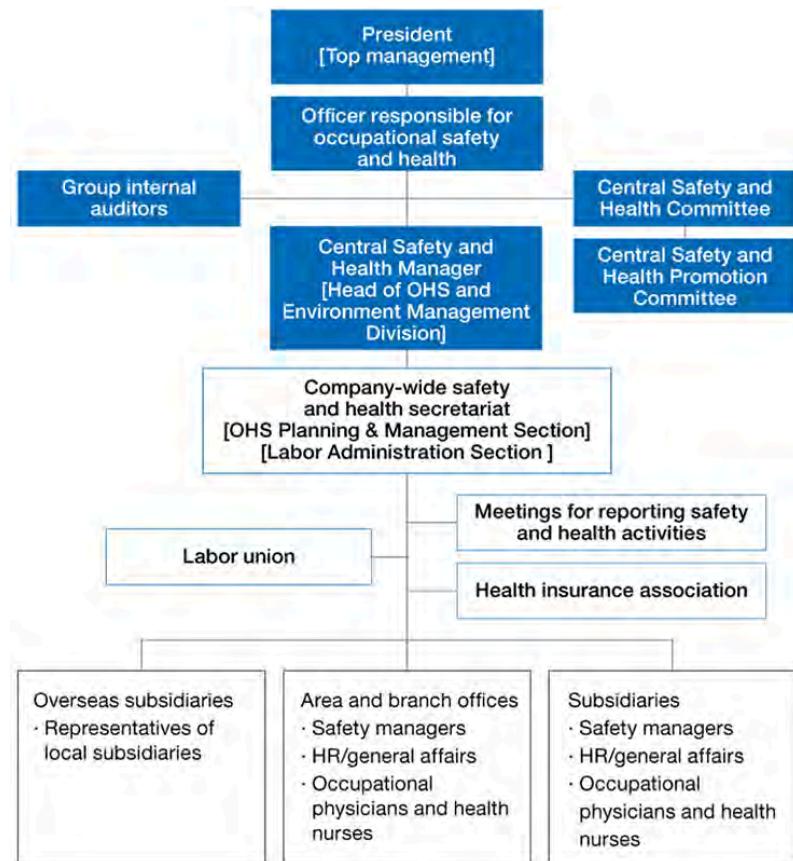
*5 Evaluation of support from superiors and coworkers (whether they listen and are dependable), whether challenges can be undertaken, and individual respect

*6 See below for information on e-project

[Meidensha Report 2025](#)

[Identification of Materiality](#)

The Meiden Group Organization System for Occupational Safety and Health and health & productivity management



Supervision of Safety and Health Led by Top Management

In Japan, we comply with laws and regulations, hold and encourage unions and employees to participate in monthly meetings of the Safety and Health Committee at each site, and conduct consultation and information sharing relating to matters such as causes of and responses to industrial accidents, the status of employees that have taken sick leave, and other matters that require attention. Also, the Central Safety and Health Committee, chaired by the officer responsible for occupational safety and health as appointed by the President who is the head executive, discusses and makes decisions on matters relating to Group-wide policies and targets.

Results of Occupational Safety and Health Initiatives (FY2024)

(1) Received 2024 Health and Productivity

Management Outstanding Organization (White 500) Certification

We entered the select Health and Productivity Management Outstanding Organization Recognition Program that is jointly recognized by the Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi, and received 2025 Health and Productivity Management Outstanding Organization (White 500) Certification in the Large Enterprise Category. This marks the fifth consecutive year that we received Health and Productivity Management Outstanding Organization (White 500) Certification in the Large Enterprise Category.



(2) Smart Challenge Meiden Five



Meidensha has determined five health activities that we should engage in. Labelling them the Smart Challenge Meiden Five, we are continuing initiatives accordingly.

① Challenge 1: Taking action for passive smoking and promoting the quitting smoking program

We continuously offer a program for quitting smoking that can be taken online on an ongoing basis. Meetings were held with the staff in charge of quitting smoking promotion at each business site to share information on the status of non-smoking and the program, as well as information from the health insurance and the union, and to promote awareness and educational activities. After much consideration and many discussions about prohibiting smoking on all Company property, we decided to ban smoking during working hours at all sites, completely remove all indoor smoking rooms, and reduce the size of outdoor smoking stations.

② Challenge 2: Measures to combat lifestyle diseases – under 39

To date, we have provided pre-obese under-40s with individual health guidance programs. In addition to this, in order to reduce the number who may suffer from lifestyle diseases in the future, we held health seminars for all staff in their 30s to encourage them to take an interest in their own health and be cognizant of health as part of their daily lives. So that people in their 30s would take an interest in their own health while still young and change their behavior, the seminars incorporated the results of an advance survey and covered a broad range of information.

We continued to offer individual health guidance, and provided such guidance to all employees 33 years of age.

③ Challenge 3: Measures to combat lifestyle diseases – over 40

For people aged 40 and over, we conduct health guidance programs using ICT with the slogan “health guidance for the joy of achievement.” We have also introduced a new program aiming to help employees regulate their body clocks. We provided participants with exercise guidance and diet and lifestyle improvement programs according to their preferences.

④ Challenge 4: Measures to combat cancer

To encourage women to undergo cancer screenings, we provide full subsidies for out-of-pocket expenses for gynecological cancer screenings (cervical cancer screenings and breast cancer screenings). We have enhanced our gynecological cancer screening system so that employees can be screened in the health examinations conducted by the Company. The Company, health insurers, and unions are actively promoting awareness activities, such as issuing reminders and information concerning early detection of cancer.

In addition, we conducted an intensive educational campaign on colorectal cancer, for which the thorough examination uptake rate was low.

⑤ Challenge 5: Promoting mental maintenance

We conduct interviews at workplaces with high health risks, encourage consultation with doctors for stressed individuals, etc., according to mental health plans.

Additionally, to improve mental health literacy, we created and utilized training materials for self-care and manager-based care. We held discussions on mental safety in the workplace and created opportunities to improve communication.

Smart Challenge Meiden Five

	Indicator title	Target (through FY2024)	FY2020	FY2021	FY2022	FY2023	FY2024
Taking action for passive smoking and promoting the quitting smoking program	Rate of smoking	20% or less	21.8%	20.0%	20.7%	19.9%	21.4%
Measures to combat lifestyle diseases – under 39	Obesity rate of people in their 30s	30% or less	32.0%	30.7%	31.3%	30.8%	31.7%
Measures to combat lifestyle diseases – over 40	Rate of people 40 and over who received specific health guidance	24% or less	26.7%	23.8%	23.4%	22.5%	22.8%
Measures to combat cancer	Regular checkups for cervical cancer and breast cancer	60% or above	Cervical cancer 19.0% Breast cancer 32.0%	Cervical cancer 24.0% Breast cancer 40.0%	Cervical cancer 27.0% Breast cancer 47.0%	Cervical cancer 26.0% Breast cancer 42.0%	Cervical cancer 29.9% Breast cancer 49.4%
	Colorectal cancer thorough examination rate	100%	23.5%	42.9%	37.0%	57.9%	48.3%
Promoting mental health maintenance	Stress check rate	95% or above	96.6%	97.8%	97.5%	97.6%	97.8%

Health & Productivity Management Indicators (only Meidensha)

Item		FY2022	FY2023	FY2024
Participants in the program for smokers to quit smoking		14	12	12
Participants in Meiden Smart Walking		1,019	1,179	1,207
Number of Health Web Kencom members		1,798	1,872	1,898
Rate of regular health examinations (%)		100	100	100
Rate of thorough examination, second examination, or treatment (%) ¹		76	72	66
Rate of stress checks (%)		97.5	97.6	97.8
Rate of high stress (%)		13.8	15.0	13.7
Rate of consultations with highly-stressed workers (%) ²		7	8	4
Work engagement ³		2.43	2.40	2.42
Rate of smoking (%)		20.7	19.9	19.4
Regular health examination results (rate of conditions discovered (%))	Obesity (BMI of 25 or over)	Male	33.7	35.9
		Female	19.0	18.6
		Total	31.3	33.0
	Rate of blood pressure risks ⁴	1.2	0.6	0.6
	Rate of blood pressure management (%) ⁵	58.4	47.4	49.9
	Proportion of workers at risk of diabetes ⁶	0.4	0.3	0.3
Medical expenses per person (yen)		162,972	170,672	180,894
Insurance expenses per person (yen)		17,041	18,521	17,555
Ability to utilize health information (health literacy) ⁷		-	3.1	3.2
Absenteeism (proportion of workers taking mental health leave or other leave (%)) ⁸		1.58	1.71	1.88
Mental and physical well-being (%) ⁹		71	70	68
above response rate (Percentage of total employees) (%)		61.1	79.3	82.1

*1 Percentage of people who required thorough examinations or second examinations that actually received them

*2 Proportion of highly-stressed workers for whom a voluntary interview with a physician was conducted

*3 Indicator of a positive state of mind in relation to work. Work engagement is quantified by halving the sum of the values assigned to responses to two of the 80 items on the new job stress survey ("I feel energized at work" and "I feel proud of my work") on a scale of 1 to 4 points, with 1 point for "Not at all" and 4 points for "Very much." The response rate to the Work engagement survey is the same as the "Rate of stress checks" shown in the table above.

*4 Proportion of workers with systolic blood pressure of 180 mmHg or more or diastolic blood pressure of 110 mmHg or more

*5 Proportion of workers who manage their blood pressure as part of treatment for high blood pressure

*6 Proportion of workers with fasting blood sugar of 200 mg/dl or more

*7 Evaluations of "When I need to, I can determine plans and actions to improve my health based on information on illnesses and health"

*8 Proportion of employees who took sick leave or were absent for a month or more for mental health reasons. Totaled for all employees.

*9 Level of evaluated performance from "employee evaluations of their own work in the previous four weeks, with performance when not sick or injured acting as a baseline of 100%" in absolute presenteeism (single-item presenteeism question method)

Health Training Attendees (Whole Group)

Health Education Results (FY2024)

Training outline	Number of times conducted	Number of attendees
Online health seminar	3	1,467 (Including recorded online streaming)
New employees training	2	178

Holding Health Seminars

We held joint health seminars with a health insurance association to increase the health literacy of our employees.

In the first half of FY2024, the seminar adopted the topic of “Positive Mental Health to Increase Engagement,” an important keyword in health and productivity management, while sessions in the second half of the year covered “Healthy Drinking Habits: Accurate Information on Alcohol” and “Stretching and Posture Analysis.”

The seminar on stretching and posture analysis was originally intended for female employees, but was ultimately opened to all employees in the Meiden Group, including overseas employees. This session was also held as a hybrid “on-site” and “online” event broadcast simultaneously from Numazu Works, Ota Works, and Nagoya Works to develop a sense of unity. Following the seminar, digital signage displayed stretching videos to create an environment where people could continue the stretching exercise at their place when and where they preferred. In post-participation surveys, participants expressed sentiments like “My body feels loose and refreshed,” “I feel like I can do simple stretches every day now,” “They can be done while sitting, so I can do them at work,” “I reaffirmed how important stretching is,” and “Broadcasting from the three sites created a sense of unity.”

Results of post-seminar questionnaire



Initiatives Aimed at Health and Productivity Management Going Forward

In FY2024, we were recognized as a 2024 Certified Health & Productivity Management Outstanding Organization (White 500), but we intend to further improve health and productivity while continuing to strive for ongoing certification in the future. We will advance initiatives to both support the well-being of employees and their families and achieve continued corporate growth, based on the Meiden Group Health & Productivity Management Policy Statement, the three pillars of health and productivity, and the Health & Productivity Management Strategy Map revised to align with Medium-term Management Plan 2027.

We place health and productivity management as the foundation of human capital management and will develop policies based on the central premise of increasing engagement. In particular, we will emphasize comprehensive approaches aimed at generating synergistic effects that mutually connect the three pillars of Healthy Bodies, Healthy Minds, and Healthy Workplaces.

For the Healthy Bodies aspect of the three pillars of health and productivity management, we will use past results from Smart Challenge Meiden Five as the foundation to establish issues based on changes in health matters and develop a new Smart Challenge 2027.

For Healthy Minds and Healthy Workplaces, we will continue to set implementation items and targets for those activities.

Healthy Bodies (Smart Challenge 2027) Action Items and Targets

Theme	Summary of Action Items	FY2027 Achievement Targets	Defined Indicator
1) Improved health guidance	Prevent serious lifestyle-related diseases and motivate those who neglect treatment	65% or more people at their ideal weight 50% participation in the Best Shape Program	People with a BMI between 18.5 and 25 The rate of participation in company health guidance activities that provide total support for healthy bodies
2) Establish exercise routines	Measure physical fitness at sites and hold sports events	40% or more people with good exercise routines	The percentage of people who meet 2 of the following 3 conditions with regard to their exercise habits: Answer yes to the statement "For at least one year, I have been doing at least 30 minutes of light exercise two or more times per week" Answer yes to the statement "My daily routine includes at least one hour of walking or similar physical activity" Answer yes to the statement "I walk faster than most people my age and gender"
3) Eat balanced meals	Improve understanding of the importance of meals and provide opportunities for healthy meals	50% or more people with balanced meals 50% of people with good eating habits	The percentage of people who most days eat 2 or more meals a day that combine a staple, main dish, and side dish The percentage of people who meet 3 of the following 4 conditions with regard to their eating habits: Answer normal or slower to the statement "I eat faster than other

Theme	Summary of Action Items	FY2027 Achievement Targets	Defined Indicator
			people" Answer no to the statement "I eat dinner in the 2 hours before going to bed 3 or more times a week" Answer mostly no to the statement "I eat snacks or drink sugary drinks between meals" Answer no to the statement "I skip breakfast 3 or more times a week"
4) Get adequate sleep	Conduct self-assessments of sleep time and quality and provide opportunities to improve them	80% or more people get good, rejuvenating sleep	The percentage of people who say that they sleep enough to feel refreshed
5) Promote measures toward female health	Hold events that promote checkups for female cancers Understand issues and requests around women's health Hold seminars on women's health issues	60% or more women get cancer screenings 70% or better health literacy (level of understanding about women's health issues)	Percentage of women screened for breast and cervical cancer Evaluations from surveys following each training session

Healthy Minds and Healthy Workplaces Action Items and Targets

Theme	Summary of Action Items	FY2027 Achievement Targets	Defined Indicator
Improve the ability to utilize health information (health literacy)	Hold seminars for human capital and health and productivity management and conduct training via e-learning	70% or better health literacy (level of understanding training)	Evaluations from surveys following each training session
Prevent and cease the recurrence of mental health impediments	Conduct mental health planning and implementation	73% or more people with healthy minds	The absolute presenteeism (single-item presenteeism question method) of employee evaluations of their own work in the previous four weeks, with performance when not sick or injured acting as a baseline of 100%
Create healthy work environments where individuals can utilize their talents safely and with peace of mind	Hold site hearings with experts on worksites with high health risks Develop mental security KYT (Kiken Yochi Training, or hazard prediction training)	0% of worksites with high health risks	The percentage of worksites with health risks of 130 or higher using the Stress Check Program

Developing Health and Productivity Management for the Entire Meiden Group, Including Overseas Production Sites

We ensure that overseas production sites educate their employees on the same health and productivity management policies as used in Japan, allow overseas workers to remotely join training on our policies to prevent infection when traveling and other health seminars, and conduct stress checks on international transferees.

- Our policies to prevent infection when traveling

We provide international transferees with pre-departure explanations from industrial physicians on overseas lifestyle, medical treatment, safety, etc., education concerning infectious diseases that are

global health issues, including malaria, tuberculosis, and HIV/AIDS, recommendations on vaccinations for their destination countries, and other initiatives to maintain health.

- [Remote participation in health seminars](#)

15 employees at overseas sites remotely joined our Stretching and Posture Analysis health seminar, including the Chinese manufacturing site at MEIDEN ZHENGZHOU ELECTRIC CO., LTD.

Moving forward, we plan to deploy health and productivity management to the entire Meiden Group (including overseas production sites) and strengthen our capacity to respond to global health issues. We will enact regionally appropriate policies based on unified health and productivity management policies, while staying cognizant of the culture and legal system of each region.

Community

Policy

Policy on Local Employment and Procurement

The Meiden Group gains awareness of issues and forms positive relationships with communities through lively two-way communication in countries and regions in which we conduct business.

Furthermore, the Meiden Group is aware of the importance of local hiring and local procurement to contribute to sustainable development in these countries and regions.

The Meiden Group is working to contribute to the economic development of countries and regions in which we conduct business through a range of initiatives.

Social Contribution Policies

Meiden Group Social Contribution Policies

The Meiden Group aspires to work to build a new society through integrity to the earth, society, and people, and through the power of co-creation. We wish to be an attractive company that seeks to resolve social issues by providing new value created through our business activities. As such, we established the following policy for our social contribution activities.

1. We shall contribute to the sustainable development of society through our main business of manufacturer and supplier of electromechanical products.
2. We appreciate the local communities that support our business activities and we shall execute social contribution that helps the progress of community development.
3. The Group's executive officers and employees shall voluntarily support our social contribution initiatives.

Relationship between Priority Areas of Social Contribution Activities and Our Business

The Meiden Group pursues social contribution activities that are uniquely suited to the Meiden Group, leveraging the technology and products developed through our business and the skills and knowledge of our employees. Furthermore, we believe that solving social issues through social contribution activities is directly linked to business growth. For that reason, we pursue social contribution activities in the following priority areas.

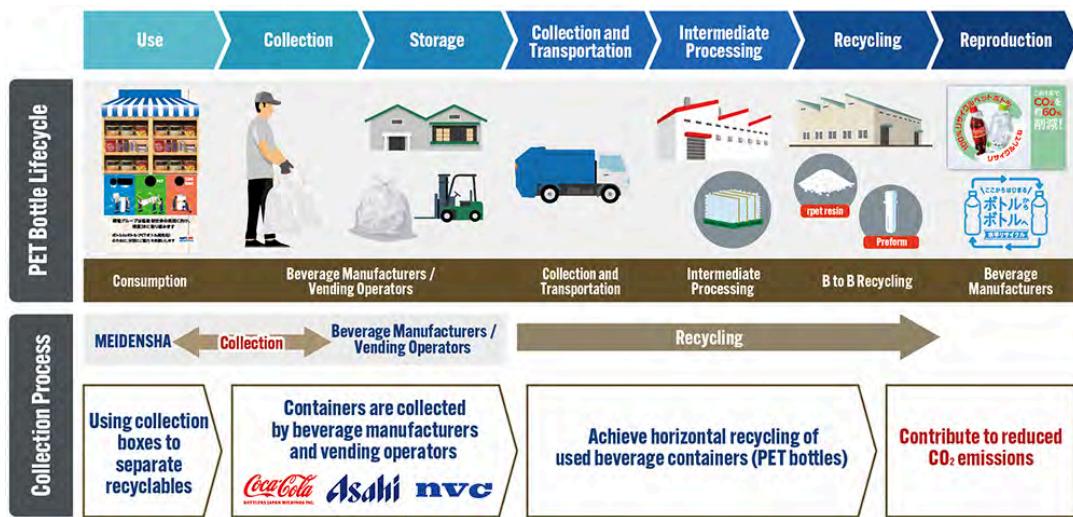
Priority areas of social contribution activities	Relationship to our business	Examples	Relevant SDGs
Environmental protection	To realize our goal of “a resilient society where human society and nature are in harmony,” we recognize the importance of environmental conservation for the continuation of our business.	<ul style="list-style-type: none"> • Bottle-to-bottle recycling of PET bottles • Recycling work clothing • River and beach cleaning • Preventing marine plastic waste • Tree planting in Indonesia 	   
Developing the next generation	To realize our goal of “a safe, prosperous, and exciting society,” we recognize the importance of supporting the development of the next generation, particularly in each of our business regions, for the continuation of our business.	<ul style="list-style-type: none"> • Meidensha Monodukuri Kyoshitsu (Meidensha Workshop on Manufacturing) • Visiting Science Lectures • ICT support for GIGA School Program • “Working With Nature Activities” at elementary schools 	 
Community contributions	To realize our goal of “a society where diverse communities and people can coexist in harmony,” we recognize the importance of maintaining good communication and building strong trusting relationships with stakeholders in each of our business regions for the continuation of our business.	<ul style="list-style-type: none"> • Volunteering in public-private clean-ups • Initiative to donate picture books for children • Initiatives to beautify the environment in various parts of Japan 	 

Initiatives

Environmental Protection

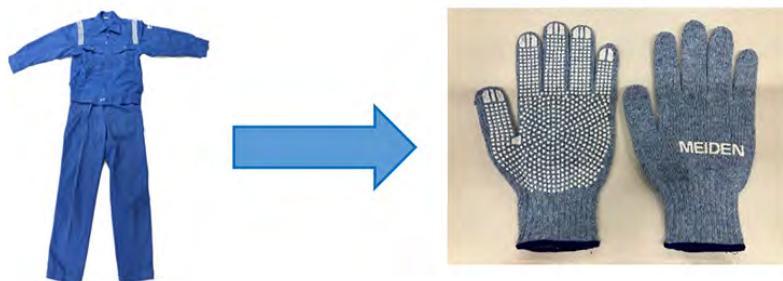
Launch “Bottle-to-Bottle” initiative—a horizontal recycling of PET bottles—in 4-company collaboration

Meidensha and partners Coca-Cola Bottlers Japan Inc., Asahi Soft Drinks Co., Ltd. and National Vending Co., Ltd. launched a “bottle to bottle” initiative in October 2023. The effort recycles PET bottles discarded from Meidensha’s headquarters and R&D Center into new PET bottles. “Bottle to bottle” helps recycle resources by repeatedly collecting and recycling used PET bottles into new ones. The new scheme recycles 100% of the discarded bottles into new beverage containers. The scheme could enable recycling of more than three tons of discarded PET bottles annually, reducing CO₂ emissions by about 60% compared to PET bottles made from virgin fossil-derived materials. The Meiden Group will promote collaborative and co-creation projects with companies, including those in different industrial sectors, to further contribute to society as a sustainability partner.



Making Gloves from Recycled Work Clothing

In FY2022, the Meidensha Plant Construction & Engineering Business (PCEB) Group began collecting work clothes that were discarded because they no longer fit or are too old. The division has been recycling them into gloves under the guidance of Nakano Co., Ltd. A major feature of the gloves is that they can be used not just once but washed and used repeatedly, because their durability far exceeds JIS standards. Because they are made with reused materials, the gloves are eco-friendly. They require fewer resources to make than comparable gloves of pure cotton and help reduce clothing waste.



Developing the Next Generation

Meidensha Monodukuri Kyoshitsu (Meidensha Workshop on Manufacturing): Teaching Children about the Joy of Manufacturing

Since FY2007, the 110th anniversary of Meidensha founding, we have held Meidensha Manufacturing Classes at elementary schools located nearby each of our sites, including Hosui Elementary School. Children get to assemble and operate a motorized toy for themselves and experience the joy of making things. More than 13,000 children have participated so far. Since FY2018, we have also held the event at Iwakuni Elementary School, which was attended by our founder, Shigemune Hosui.



In FY2024, we held these classes at Iwakuni Municipal Elementary School, Shinagawa Municipal Hosui Elementary School, Shinagawa Municipal Nakanobu Elementary School, Numazu Municipal Daigo Elementary School, Numazu Municipal Ohira Elementary School, Ota Municipal Hosen Higashi Elementary School, Ota Municipal Yabuzuka Honmachi Elementary School, and Kiyosu Municipal Nishibiwajima Elementary School, with a total of 151 Meiden Group employees and 721 children participating in them.

Visiting Science Lectures for Junior High Schools Near Meidensha Sites

Since FY2017 we have held visiting lectures entitled “How does electricity reach us?” for junior high school students in the areas around our sites, through which students can learn about the importance of electricity through experience.

In FY2024, we conducted visiting lectures for 405 junior high school students at Shinagawa Municipal Shinagawa Gakuen, Shinagawa Municipal Osaki Junior High School, Ota Municipal Ota Junior High School, and Gunma Kokusai Academy. A total of 64 Meiden Group employees served as instructors and assistants.



Hands-on Events to Play and Learn

Edutainment with interactive “Creation” and “Cooperation” activities

We held “Inquiry-based Monozukuri” and “Team e-sports Contests” that combine fun and learning for local children and kids of employees living in company housing within Numazu City. The kids created while learning about electricity and worked with fellow students to reach a goal in an e-sports event. These opportunities to foster cognitive power and teamwork while having fun presented an opportunity to learn a variety of things and support their development.



ICT Support for GIGA School Program at Elementary Schools in Numazu City

Initiatives based on the GIGA (Global and Innovation Gateway for All) School Program are being developed in elementary and junior high schools in Numazu City. Information and communication technologies (ICT) are finding greater use, with each student having one terminal to use in class. Since FY2021, Meidensha employees at the Numazu Works have played a central role in providing instructional and operational assistance using laptop computers and supporting environmental education presentations at three elementary schools in Numazu City.



In addition, employees lead programming classes using drones and classes on disaster prevention and other topics in partnership with local communities.

For more information, click below. (only Japanese) [↗](#)

Community Contributions

Public-Private Volunteer River Cleanups and River Friendship Agreement

In 2022, we launched a volunteer project to clean up the Shin-Nakagawa River, which flows on the east side of the Numazu Works. Meidensha's Procurement Group and Sales Planning & Administration Group, together with MEIDEN PLANT SYSTEMS CORPORATION, oversee the project. Since November of that year, the Meiden Group and its suppliers, along with Shizuoka Prefecture and Numazu City, have been collaborating in a public-private volunteer cleanup program. Five cleanups occurred in FY2023 (312 total participants) and three in FY2024 (213 total participants).

In addition, Shizuoka Prefecture, Numazu City, and Meidensha entered a "River Friendship" agreement in June 2023. Local citizens and users are invited to become "river friends" and join in river beautification efforts. The agreement aims to raise awareness of environmental protection throughout the region. We will continue to run these cleanup events as a local public-private initiative, always putting safety first.



Volunteers at a cleanup



Before



After

Support for Redeeming Pull-Tabs, Donating Picture Books

The Meidensha Numazu Works supports an initiative of the Numazu Chamber of Commerce and Industry's women's association to redeem pull-tabs provided by companies in the city and send picture books to nursery schools and kindergartens there, and Works employees help to collect the pull-tabs. They donated 15.5 kg of pull-tabs in FY2023, which were used to donate 17 picture books to Nishiura Nursery School in Numazu City. Numazu Works looks forward to continuing this activity and donating as many picture books as possible for children to use.



Environmental Beautification Activities at Sites around Japan

The Meiden Group engages in daily environmental beautification activities such as picking up litter and maintaining grassy areas to stay true to our mission of existing harmoniously with local communities.

Residents appreciate these long-standing beautification activities that improve awareness of employees contributing to society and help foster a sense of unity with the community.



Tokyo area: "Ohana Ippai" Osaki cleanup event



Chubu Branch: Cleanup event

Results Data

Social Contribution expenditure

	Unit	FY2021	FY2022	FY2023	FY2024
Social Contribution Expenditure	yen	27,000,000	28,000,000	58,000,000	62,000,000

* Social Contribution expenditure includes donations and sponsorship costs.

Social Contribution Activities Results

	Unit: persons	FY2021	FY2022	FY2023	FY2024
① Manufacturing Classes / Visiting Science Lectures	Participants (children/students)	393	326	1,333	1,104
	Employees involved	75	77	210	204
② ICT support for GIGA School Program	Participants (children/students)	930	990	1,158	775
	Employees involved	45	140	168	90

	Unit: persons	FY2021	FY2022	FY2023	FY2024
③ Programming classes (using drones)	Participants (students)	—	—	516	389
	Employees involved	—	—	50	24
④ Classes in partnership with local communities (classes on disaster prevention, factory tours, etc.)	Participants (students)	—	—	339	301
	Employees involved	—	—	38	38

* Participant numbers in ② for FY2021 and FY2022 are estimates.

* Activities in ③ and ④ started in FY2023.

Promoting Social Contribution Activities Internally

Meidensha encourages employees to actively participate in social contribution activities that we sponsor, such as the Manufacturing Classes and Visiting Science Lectures that we offer in partnership with non-profits. We recruit employee instructors internally and encourage participation from every department. We also cover these activities in our in-house newsletters and other media to raise interest within the company.