

ESG Data Book

Environment Data

*For some items, the figures for each fiscal year may have changed from previously disclosed information due to revisions to definitions, etc.

*Figures are for the period from April 1, 2024 to April 31, 2025, or as of the end of March 2025.

*Items marked with a ★ have undergone third-party verification by Japan Audit and Certification Organization.

[>Environment](#) > [Third-Party Verification](#)

Environmental Accounting

We quantify costs, etc., relating to environmental activities, with reference to the Ministry of the Environment's "Environmental Accounting Guidelines 2005."

Environmental Protection Costs

		unit	Data range	FY2022	FY2023	FY2024
Business area costs	Implementation of new energy-saving devices, etc.	million yen	Meidensha	2,328	1,072	3,658
R&D costs	R&D costs for environmentally conscious products, etc.	million yen		9,516	9,667	10,364

* The calculation conditions for R&D costs have changed from FY2022, and there is no continuity with the reported values.

Environmental Liabilities

		unit	Data range	FY2022	FY2023	FY2024
PCB waste processing costs	Costs associated with processing PCB waste held by Meidensha	million yen	Meidensha	—	250	8

* We have established a reserve fund for anticipated future environmental liabilities in an amount that can be reasonably estimated as of March 31, 2024

Environmental Management

Environmental Management ISO 14001 Certification Status (as of March 31, 2025)

	Number of subject sites	Certified manufacturing sites	Certification rate (%)
Meiden Group (Japan)	13	13	100
Meiden Group (overseas)	9	9	100
Meiden Group	22	22	100

Environmental law violations and fines

	unit	Data range	FY2022	FY2023	FY2024
Breaches of Environmental Laws	-	Meidensha-Domestic affiliates	0	1	0
Environmental Fines	yen		0	0	0

Environmental Education Results

	unit	Data range	FY2022	FY2023	FY2024
Environmental education (e-learning)	Times conducted	Meidensha-Domestic affiliates	1	1	1
	Number of participants		7,213	7,160	6,855
Specialist education	Times conducted		8	11	23
	Number of participants		—	—	—
Education concerning environmental laws	Times conducted		4 & shared by video	4 & shared by video	shared by video
	Number of participants		4,336	4,949	7,393

Overview of Environmental Impacts by Our Business Activities

INPUT

		unit	Data range	FY2022	FY2023	FY2024
Energy input	Electricity	Japan	kL	11,938	9,493	7,912
		overseas	kL	4,083	3,848	4,188
	Electricity from renewable energy	Japan	kL	2,940	3,981	4,796
		overseas	kL	1	32	14
	City gas	Japan	kL	4,369	4,431	3,908
		overseas	kL	0	0	0
	LPG	Japan	kL	37	33	31
		overseas	kL	608	523	397
	Heavy oil A	Japan	kL	47	65	95
	LNG	overseas	kL	17	21	212
	Gasoline	Japan	kL	16	16	17
		overseas	kL	10	1	1
	Light oil	Japan	kL	90	87	86
		overseas	kL	145	149	75
	Kerosene	Japan	kL	421	85	52
		overseas	kL	5	3	1
Chemicals input amount	Cold and hot water	Japan	kL	117	118	117
		Japan	kL	688	726	731
	Vehicle fuel	overseas	kL	195	192	199
		Japan	kL	20,663	19,035	17,745
	Total energy input	overseas	kL	5,064	4,769	5,086
	VOC	Japan	t	361.7	337.7	357.7
		overseas	t	38.4	36.0	40.1
	Amount of PRTR substances * handled	Japan	t	432.7	425.3	467.8
		overseas	t	46.7	56.8	61.2
	SF ₆	Japan	t	8.6	16.5	12.2
		overseas	t	9.1	9.1	13.5
	Total chemicals input amount	Japan	t	803.1	779.5	837.7
		overseas	t	94.2	101.8	114.8
	Industrial water	Japan	1,000 m ³	22	27	26
		overseas	1,000 m ³	29	23	31
Water input amount	Groundwater	Japan	1,000 m ³	1,552	1,595	1,608
		overseas	1,000 m ³	19	16	20
	Tap water	Japan	1,000 m ³	70	71	65
		overseas	1,000 m ³	105	55	62
	Total water input amount	Japan	1,000 m ³	1,643	1,693	1,698
		overseas	1,000 m ³	153	95	112
Raw materials input amount (Japan)	Iron	Japan	t	4,820	4,103	4,516
	Copper	Japan	t	2,120	2,019	1,868
	Plastic	Japan	t	864	805	746
	Aluminum	Japan	t	266	217	311
	Total raw materials input amount (Japan)	Japan	t	8,070	7,144	7,441

OUTPUT

		unit	Data range	FY2022	FY2023	FY2024
Scope1+2	CO ₂ attributable to energy use	Japan	t-CO ₂	32,730	28,023	25,089
		overseas	t-CO ₂	10,206	11,086	12,007
	SF ₆ gas	Japan	t-CO ₂	5,632	6,106	5,922
		overseas	t-CO ₂	1,384	2,201	2,606
	CFCs	Japan	t-CO ₂	138	103	93
	Scope1+2 Total emissions	Japan	t-CO ₂	38,499	34,232	31,104
Chemical substances amount released or transferred		overseas	t-CO ₂	11,590	13,287	14,613
	VOC	Japan	t	68.0	66.0	71.2
		overseas	t	38.4	36.0	40.1
	SOx(Emissions to air)	Japan	t	0.05	0.06	0.05
	NOx(Emissions to air)	Japan	t	10.0	10.2	6.8
	BOD (Emissions to water)	Japan	t	4.4	5.3	5.24
	Amount of PRTR substances* released or transferred	Japan	t	96.6	100	116.2
		overseas	t	29.1	35.4	38.9
	Total chemical substances amount released or transferred	Japan	t	178.7	181.7	199.6
		overseas	t	67.5	71.4	79.0
Effluent amount	Discharged to public waters	Japan	1,000 m ³	1,421	1,527	1,781
	Discharged to sewer	Japan	1,000 m ³	20	32	29
	Total effluent amount	Japan	1,000 m ³	1,441	1,559	1,810
Waste emissions amount	Recycling amount	Japan	t	12,775	10,567	9,990
		overseas	t	1,992	2,495	2,447
	Final disposal amount	Japan	t	240	220	224
		overseas	t	320	206	238
	Volume reduction amount	Japan	t	796	782	787
		overseas	t	45	46	60
	Total waste emissions amount	Japan	t	13,810	11,569	11,002
		overseas	t	2,357	2,747	2,745

Climate Change

Scope1+2 emissions

		unit	Data range	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Scope1 Direct emissions from in-house use of fuel, etc.	Japan ★	t-CO ₂	Meiden Group	16,491	16161	14,267	17,262	16,719	15,629
	overseas	t-CO ₂		5,215	3848	2,636	3,067	3,780	4,205
Scope2 Indirect emissions from power or heat purchased from an outside source	Location basis	Japan ★		24,980	24479	25,160	25,737	26,381	25,536
		overseas		7,043	9755	10,605	8,523	9,507	10,409
	Market basis	Japan ★		24,724	23490	21,478	21,237	17,513	15,475
		overseas		—	—	—	—	—	10,408
Total(consolidated)		t-CO ₂		53,473	53,254	48,986	50,089	47,519	45,718

Scope3 emissions

category	Calculation Method		unit	Data range	FY2022	FY2023	FY2024*	remarks
	Amount of Activity	Basic Unit						
1. Purchased goods and services ★	Purchase amount (materials, consumables, services, etc.)	Ministry of the Environment Basic Unit - DB	t-CO ₂	Meiden Group	1,161,608	1,326,731	1,276,559	★ Third-party verification has been obtained only for data in Japan
2. Capital goods	Amount invested in fixed assets	Ministry of the Environment Basic Unit - DB	t-CO ₂		24,862	27,951	34,039	Since FY2022, the emissions intensity has been revised according to the industry of the sector in which the capital to be calculated has been formed.
3. Fuel and energy related activities not included in Scopes 1 or 2	Amount of energy consumption (electricity, etc.)	Ministry of the Environment Basic Unit - DB	t-CO ₂		3,472	3,187	5,128	Since FY2022, figures have been recalculated to include steam use.
4. Upstream transportation and distribution	Transportation cost	Ministry of the Environment Basic Unit - DB	t-CO ₂		21,694	23,526	21,719	
5. Waste generated in operations	Emissions of each type of waste	Ministry of the Environment Basic Unit - DB	t-CO ₂		1,925	1,692	1,575	Figures since FY2022 have been revised according to the description of emissions from disposal and processing by parties other than the reporting company of wastes generated from the reporting company's business activities (excluding wastes sold for compensation), as found in Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain, Ministry of the Environment and Ministry of Economy, Trade and Industry.
6. Business travel	Transportation expenses provided (travel allowance, etc.)	Ministry of the Environment Basic Unit - DB	t-CO ₂		4,770	6,734	7,736	
7. Employee commuting	Transportation expenses provided (travel allowance, etc.)	Ministry of the Environment Basic Unit - DB	t-CO ₂		1,401	1,211	4,986	
8. Upstream leased assets	Rent (Leased items, etc.)	Ministry of the Environment Basic Unit - DB	t-CO ₂		2,756	2,727	2,276	
9. Downstream transportation and distribution*3	Not applicable because this is not a major source of emissions and is sufficiently lower than "transportation and delivery (upstream)"	Ministry of the Environment Basic Unit - DB	t-CO ₂		—	—	2,195	
10. Processing of sold products	Not applicable as Meidensha's products include many formed items	—	t-CO ₂		—	—	4,470	
11. Use of sold products ★	Calculated based on the specifications of the Company's products and operating conditions	Ministry of the Environment Basic Unit - DB	t-CO ₂		5,745,708	5,891,693	5,662,768	★ Third-party verification has been obtained only for data in Japan
12. End-of-life treatment of sold products	Assumed disposal cost of sold products	Ministry of the Environment Basic Unit - DB	t-CO ₂		7,025	7,420	804	
13. Downstream leased assets	Energy usage at leased real estate	Ministry of the Environment Basic Unit - DB	t-CO ₂		7,849	8,223	4,676	
14. Franchises	Not applicable as outside of the scope of the Company's business	—	t-CO ₂		—	—	—	
15. Investments	Not applicable as shares held by the Company are not for the purpose of investment	—	t-CO ₂		—	—	11	
Other	Excluded from the scope of calculation as this item is optional	—	t-CO ₂		—	—	—	
合計			t-CO ₂		6,983,070	7,301,094	7,028,941	

* For some categories, calculation methods were revised (FY2024 results)

CO₂ and other greenhouse gas emissions

		unit	Data range	FY2022	FY2023	FY2024	remarks
Amount of CO ₂ Emissions from Energy Sources	Japan	t-CO ₂	Meiden Group	32,730	28,023	25,055	<ul style="list-style-type: none"> Japanese emissions: The amounts of fuel oil and fuel gas are calculated referring to the "List of Calculation Methods and Emission Factors in the Calculation, Reporting and Publication System" for the relevant fiscal year published by the Ministry of the Environment. The amount of electric power is calculated referring to the "Emission Factor List by Electricity Power Company" published by the Ministry of the Environment.
	overseas	t-CO ₂		10,206	11,086	12,007	<ul style="list-style-type: none"> Overseas emissions: The amounts of fuel oil and fuel gas are calculated referring to the emission factors by country published by the GHG protocol. The amount of electric power is calculated referring to the average emission factors by country in 2010-2012 published by the International Energy Agency (IEA). Since FY2022, we have used the 2018 average emission factors by country.
CO ₂ emissions per sales unit	Japan	t-CO ₂ /million yen		0.15	0.13	0.11	Energy consumptions per unit are emissions (t-CO ₂) divided by net sales (million yen).
	overseas	t-CO ₂ /million yen		0.18	0.17	0.16	
Energy Consumption (crude oil equivalent)	Japan	kL		20,663	19,035	17,745	
	overseas	kL		5,064	4,769	5,086	
Energy consumption per unit of sales	Japan	kL/million yen		0.096	0.086	0.079	Energy consumptions per unit are emissions (t-CO ₂) divided by net sales (million yen).
	overseas	kL/million yen		0.091	0.074	0.068	
CO ₂ Emissions from Product Transport	Japan	t-CO ₂	Meidensha Domestic affiliates	1,885	1,661	1,250	
Emissions of Greenhouse Gasses Other than CO ₂	Japan	t-CO ₂		5,769	6,209	6,015	
	overseas	t-CO ₂		1,384	2,201	2,606	Overseas data includes only SF ₆ gas emissions and does not include fluorocarbons.

Expand businesses that contribute to the environment

GHG Reduction Contribution Volume (Former Environmental Contribution Volume)*1

	Approach to calculating GHG reduction contribution	unit	Data range	FY2022	FY2023	FY2024
Wind power sales business*2	Emissions curbed if grid power replaced by renewable energy generation	10,000t-CO ₂	Meiden Group	3.9	3.5	2.8
Photovoltaic generation systems		10,000t-CO ₂		0.0	13.5	0.0
Power conditioners for photovoltaic generation		10,000t-CO ₂		1.9	—	4.2
Power conditioners for storage batteries		10,000t-CO ₂		0.0	—	2.2
Hydro turbine generators (Meidensha)*3		10,000t-CO ₂		1016.7	570.3	103.1
Hydro turbine generators (EAML Engineering)		10,000t-CO ₂		—	3.8	2.8
inverters	Emissions curbed by replacing conventional Meidensha goods (lowering energy losses)	10,000t-CO ₂		—	—	—
Railway regenerative inverters		10,000t-CO ₂		0.3	—	2.3
Engine/turbine generator		10,000t-CO ₂		—	—	—
Transformer		10,000t-CO ₂		—	—	—
UPS(Uninterruptible Power Supply)		10,000t-CO ₂		—	—	—
Electric vehicle drive unit	Emissions curbed if replacing gasoline vehicle of same grade	10,000t-CO ₂		108.6	141.0	140.0
Control equipment and motors for electric forklifts		10,000t-CO ₂		219.4	201.8	170.3
Cubicle-type dry air insulated switchgear (Eco C-GIS)	Emissions curbed by not using SF ₆ gas	10,000t-CO ₂		0.0	0.1	0.1
Ecotank type vacuum circuit breakers		10,000t-CO ₂		3.4	3.0	13.6
合計		10,000t-CO ₂		1354.2	937.0	441.4

*1 We replaced the “environmental contribution” with “GHG reduction contribution” starting with FY2022.

*2 Calculated by multiplying the difference in volume of GHG emissions at the point of use, by the expected life and annual sales volume.

However, wind power generation is calculated based on annual power generation performance.

*3 Until FY2023, calculations are based on the total of Meidensha + EAML Engineering.

*4 For fiscal year 2024, production in the United States is included.

Wind power generation power generation amount

	unit	Data range	FY2022	FY2023	FY2024
Power generation amount	MWh	Meiden Group	95,259	84,697	71,196

* The Meiden Group operates wind power sales business at three locations in Japan operated by group company M-Winds and its affiliated companies.

* Hachiryu Wind Farm (Akita Prefecture) 18 wind turbines, power generation capacity 28,000kW

Wajima Community Wind Farm (Ishikawa Prefecture) 10 wind turbines, power generation capacity 20,000kW

Choshi Shiosai Wind Farm (Chiba Prefecture) 2 wind turbines, power generation capacity 3,000kW

Total: 30 wind turbines, power generation capacity 51,000kW

Prevention of Pollution and Effective Utilization of Resources

Raw Material Input

Raw Material	unit	Data range	FY2022	FY2023	FY2024
Iron	t	Meidensha-Domestic affiliates	4,820	4,103	4,516
Copper	t		2,120	2,019	1,868
Plastic	t		864	805	746
Aluminum	t		266	217	311
Total	t		8,070	7,144	7,441

Volume of VOCs Released and Reduction Rate

	unit	Data range	FY2022	FY2023	FY2024
Volume released	t	Meidensha-Domestic affiliates	68.0	66.0	71.0
Reduction rate	%		30	32	26

*Reduction rate since FY2000

Volume Treated of Harmful Waste (Waste Containing PCBs)

	unit	Data range	FY2022	FY2023	FY2024
Volume Treated of waste containing low concentrations of PCBs	t	Meiden Group	336.0	79.0	15.0
Volume Treated of waste containing high concentrations of PCBs	t		0.1	8.8	0

Generation of Waste, etc., and Recycling Rate

	unit	Data range	FY2022	FY2023	FY2024
Amount generated	kt	Meidensha-Domestic affiliates	13.8	11.6	11.0
Recy	%		92.5	91.3	90.8

*Construction sludge, etc., is excluded from the amount of waste, etc., generated.

Breakdown of Waste Generated

	unit	Data range	FY2022	FY2023	FY2024
Scrap metal	kt	Meidensha-Domestic affiliates	5.1	4.7	4.5
Debris	kt		3.5	1.8	1.9
Scrap wood	kt		1.0	1.0	1.0
Waste paper	kt		1.0	0.9	1.1
Waste plastic	kt		0.8	0.7	0.7
Waste glass and concrete	kt		0.3	1.1	0.2
Waste oil	kt		0.3	0.3	0.4
Sludge	kt		0.9	0.6	0.7
Other	kt		0.8	0.4	0.4
Total waste	kt		13.8	11.6	11.0

Water Resources

Percentage of Production Sites and Volume of Water Withdrawn and Effluent Volume by Level of Water Risk (FY2023)

	Risk score	Data range	Number of sites	Percentage of sites	Volume withdrawn	Percentage of volume withdrawn	Effluent Volume	Percentage of effluent Volume
				%	1,000 m ³	%	1,000 m ³	%
Very high risk	5.0~4.21	Meiden Group	2	13%	48	3%	4	0.2%
High risk	4.2~3.41		2	13%	18	1%	11	0.6%
Ordinary risk	3.4~2.61		7	47%	1,706	95%	1,791	98.6%
Low risk	2.6~1.81		4	27%	20	1%	10	0.5%
Very low risk	1.8~1.0		0	0%	0	0%	0	0.0%
Total			15	100%	1,791	100%	1,817	100%

Water Withdrawals, by Source

	unit	Data range	FY2022	FY2023	FY2024
Japan	Groundwater	1,000 m ³	1,552	1,595	1,608
	Industrial water	1,000 m ³	22	27	26
	Tap water	1,000 m ³	69	70	65
Total ★	1,000 m ³		1,643	1,692	1,698

Water Withdrawals, by Production Site

	unit	Data range	FY2022	FY2023	FY2024
Numazu Works	1,000 m ³	Meidensha-Domestic affiliates	1567	1610	1616
Ota Works	1,000 m ³		36	40	40
Nagoya Works	1,000 m ³		13	15	17
Others	1,000 m ³		27	27	25

Effluent Volume, by Discharge Location

Discharge location	unit	Data range	FY2022	FY2023	FY2024
Fresh surface water Direct discharge to rivers, lakes, and marshes	1,000 m ³	Meidensha-Domestic affiliates	1,421	1,527	1,781
Brackish surface water/seawater Direct discharge to low-salinity water (brackish water) resulting from mix of seawater and freshwater, and to seawater	1,000 m ³		0	0	0
Groundwater Direct discharge underground	1,000 m ³		0	0	0
Third-party discharge locations Discharged by sewage and industrial waste disposal companies	1,000 m ³		20	32	29
Total ★	1,000 m ³		1,441	1,559	1,810

Volume Discharged, by Production Site

	unit	Data range	FY2022	FY2023	FY2024
Numazu Works	1,000 m ³	Meidensha-Domestic affiliates	1380	1493	1761
Ota Works	1,000 m ³		38	29	17
Nagoya Works	1,000 m ³		8	10	6
Others	1,000 m ³		15	27	25

Trend in Water Quality Data(BOD Discharge)

	unit	Data range	FY2022	FY2023	FY2024
BOD	kg	Meidensha-Domestic affiliates	4,474	5,344	5,241

Amount invested in Water Resource Conservation R&D

	unit	Data range	FY2022	FY2023	FY2024
Amount invested in water infrastructure and ceramic flatsheet membrane business R&D	Million yen	Meiden Group	1,075	1,035	1,153

Social Data

*For some items, the figures for each fiscal year may have changed from previously disclosed information due to revisions to definitions, etc.

*Figures are for the period from April 1, 2024 to April 31, 2025, or as of the end of March 2025.

Product Responsibility

Quality Management ISO 9001 Certification Status (as of March 31, 2025)

	Number of subject sites	Certified manufacturing sites	Certification rate (%)
Meiden Group (Japan)	22	22	100
Meiden Group (overseas)	13	13	100
Whole Meiden	35	35	100

Number of Legal Violations Relating to Quality

	FY2022	FY2023	FY2024
Meiden Group (consolidated)	0	0	0

Quality Management Education and Training Results (FY2024 Results)

		Data range	Times conducted	Participants
technical worker training	Training to learn the quality control and workplace improvement techniques required of technical group leaders	Meidensha-Domestic affiliates	2	45
ISO 9001 Internal Auditor Development Course	Training to learn the knowledge needed by internal auditors to continuously improve the ISO 9001 quality management system		6	165
Quality Fraud Prevention Education (e-Learning)	Education aimed at raising awareness and establishing a culture of fraud prevention among employees. Education designed to promote employees' re-recognition of the process by which quality fraud and inappropriate conduct occur, and to help them identify issues, by clarifying problems through examples of fraud issues that occur within the organization.	Meiden Group (Including temporary employees)	2	12,539

Occupational Safety and Health

Occupational Safety and Health Management System Certification Status (as of March 31, 2025)

	Number of subject sites	Certified manufacturing sites	Certification rate (%)
Meiden Group (Japan)	101	96	95
Meiden Group (overseas)	21	7	33
Whole Meiden	122	103	84

Occupational Safety and Health Data

Data range		FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Meidensha	Accident frequency rate ^{*1}	0.88	0.26	0.13	0.00	0.64	0.50	0.74
	Accident severity rate ^{*2}	1.35	0.01	0.00	0.00	0.01	0.02	0.05
	Number of accidents per 1,000 persons each year ^{*3}	1.09	0.53	0.00	0.00	0.97	0.71	1.40
	Total accident frequency rate ^{*4}	1.13	0.66	0.76	0.50	1.27	0.75	1.23
	Casualties ^{*5}	9	5	6	4	10	6	10
	Of which, number resulting in four or more days of absence	4	2	0	0	4	3	6
	Of which, number resulting in one-three days of absence	3	0	1	0	1	1	0
	Of which, number resulting in no absence	2	3	5	4	5	2	4
Meiden Group	Accident frequency rate ^{*1}	0.50	0.47	0.43	0.21	0.43	0.81	0.48
	Accident severity rate ^{*2}	0.54	0.01	0.00	0.01	0.06	0.06	0.04
	Number of accidents per 1,000 persons each year ^{*3}	0.77	0.74	0.61	0.40	0.71	1.31	0.90
	Total accident frequency rate ^{*4}	0.75	0.74	0.86	0.78	0.80	1.30	0.69
	Casualties ^{*5}	15	14	16	15	15	24	13
	Of which, number resulting in four or more days of absence	7	7	6	4	7	13	9
	Of which, number resulting in one-three days of absence	3	2	2	0	1	2	0
	Of which, number resulting in no absence	5	5	8	11	7	9	4
Meidensha Domestic affiliates	Number of traffic accidents on the job	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 Safety and Health Data

	unit	Data range	FY2024 (target values)	FY2024 (established values)	FY2025 (target values)
Percentage of sick absenteeism/leave of absence (more than one month) ^{*1}	Total	%	Meidensha	1.56	1.20
	Mental	%	Domestic affiliates	1.12	0.91

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

Number of official participants in the Combined Labor

and Management Safety and Health Committee as labor delegates

	unit	Data range	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	Number of representatives	-	Meidensha	24	25
	Number of workers	-		4,039	4,123
	ratio	%		0.59	0.58

Health & Productivity Management

Smart Challenge Meiden Five Performance Trends

unit			Data range	FY2024 (5-year target)	FY2020	FY2021	FY2022	FY2023	FY2024
Taking action for passive smoking and promoting the quitting smoking program	Rate of smoking	%	Meidensha	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	Cervical cancer	%		60% or more	19.0	24.0	27.0	26.0	29.9
	Breast cancer	%		60% or more	32.0	40.0	47.0	42.0	49.4
	Colorectal cancer thorough examination rate	%		100.0	23.5	42.9	37.0	57.9	48.3
Promoting mental health maintenance	Stress check rate	%		95% or more	96.6	97.8	97.5	97.6	97.8

Health & Productivity Management Indicators

Item				unit	Data range	FY2021	FY2022	FY2024
Participants in the program for smokers to quit smoking				—	Meidensha	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	%	36.7		35.9	33.7	
		Female	%	18.6		18.6	19.0	
		Total	%	33.9		33.0	31.3	
	Rate of blood pressure risks ^{*4}			1.2		0.9	0.6	
	Rate of blood pressure control ^{*5}						49.9	
	Proportion of workers at risk of diabetes ^{*6}		%	0.4		0.4	0.3	
Medical expenses per person				yen		162,972	170,672	180,894
Insurance expenses per person				yen		17,041	18,521	17,555
Health Information Utilization Skills(Health Literacy) ^{*7}				point		3.1	3.2	3.2
Absenteeism (proportion of workers taking mental health leave or other leave) ^{*8}				%		1.58	1.71	1.88
Mind-Body Vitality Level ^{*9}				%		70	68	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} The proportion of people with hypertension whose blood pressure is controlled during treatment

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

^{*7} Evaluate "I can make plans and take actions for health improvement based on information related to illness and health when necessary"

^{*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} Performance level evaluated by "absolute presenteeism (University of Tokyo single-question format)" which assesses "one's work performance over the past 4 weeks, with 100% being the work performance achievable when free from illness or injury"

Health Education Results (FY2024)

		Data range	Number of times conducted	Number of attendees
Online health seminar	Session 1: Positive Mental Health for Enhancing Engagement How to Take Proper Rest Session 2: Sake Makers Share "Your Personal Sake Lifestyle" Session 3: Let's Resolve Physical Discomfort with Posture Assessment & Stretching	Meidensha Domestic affiliates	3	1,467 (Including recorded online streaming)
New employees training	Stress Management and Health Management		2	178

Supply Chain Management

			Data range	FY2022	FY2023	FY2024
Conflict Minerals Issue	Number of companies surveys of high-risk minerals		Meidensha	—	420	420
	Of which, Number of responding companies			—	390	390
	Response rate(%)			—	93	93
	Number of companies requesting corrections			—	0	0
Evaluation of Suppliers	Number of companies conducting supplier evaluation (Survey relating to sustainability activities and environmental conservation activities)			1,681	1,653	1,615
	Of which, Number of responding companies			1126	1044	1,100
	Response rate(%)			66.98	63.15	68.11
	Number of companies requesting corrections			0	0	0
Monitoring Suppliers	Environment	Environmental Audits		10	10	10
		Of which, Number of companies requested to make corrections		7	8	10
	Safety and health	Checking suppliers' sites using the health and safety support business		9	7	5
	Information security	self-diagnoses using the information security self-diagnosis card		2,154	2,154	2,154
	BCP implementation	Investigation of impacts of natural disasters, major accidents, and misconduct, etc.		3	1	1
	Seminars	Production plan explanatory meetings (Ota, Numazu, Nagoya)		Number of seminars held	6	6
Number of participating companies				176	298	324
Number of participants				212	450	471
EcoAction 21 implementation seminar		Number of seminars held		—	2	2
		Number of participating companies		—	8	35
		Number of participants		—	16	45
EcoAction 21 Study Session (collection method)		Number of seminars held		—	—	5
		Number of participating companies		—	—	3
		Number of participants		—	—	30
EcoAction 21 Study Session (collection method)		Number of seminars held		—	—	5
		Number of participating companies		—	—	5
		Number of participants		—	—	50
Organization for Small & Medium Enterprises and Regional Innovation, Japan seminar on carbon neutrality		Number of seminars held		—	2	2
		Number of participating companies		—	83	54
		Number of participants		—	100	60
Organization for Small & Medium Enterprises and Regional Innovation, Japan visits to individual companies to provide support for carbon neutrality		Number of seminars held ¹		—	36	36
		Number of participating companies		—	12	15
		Number of participants		—	70	100
BCP (Business Continuity Planning (Jigyokei)) seminar		Number of seminars held		—	1	3
		Number of participating companies		—	71	79
		Number of participants		—	83	108
Security Action 2-Star Declaration support seminar	Number of seminars held	—		1	1	
	Number of participating companies	—	54	54		
	Number of participants	—	60	60		
Hands-on safety experience truck education	Number of seminars held	12	10	25		
	Number of participating companies	18	18	22		
	Number of participants	75	68	76		
Safety support diagnostics and education	Number of seminars held	11	26	13		
	Number of participating companies	11	14	8		
	Number of participants	70	70	50		
Education of procurement managers	Certified Procurement Professional qualification system	Acquisition rate(%)	61	61	58	
	Eco Test	Acquisition rate(%)	87	87	81	
	Education for new staff and reassigned personnel, etc.	Attendance rate(%)	100	100	100	

*1 Conducted 3 times per company

Human Rights

Human Rights Training

	Data range	FY2022	FY2023	FY2024
Workplace discussions relating to human rights	Meidensha	5,987	5,867	2289* ¹
Harassment education	Meiden Group	4,336	6,575	7,393* ²
Compliance manager training		178	124	7,393* ³
Anger management training		2,350	1,921	1,943* ²

*1 Prior to fiscal year 2023, implemented targeting Meidensha and domestic affiliated companies

*2 Prior to fiscal year 2023, implemented targeting Meidensha and domestic affiliated companies

*3 Prior to fiscal year 2023, implemented targeting Meidensha and Meiden Engineering

Community

Data related to social contribution activities

			Data range	FY2022	FY2023	FY2024
Social Contribution Expenditure*1 (yen)				28,000,000	58,000,000	62,000,000
Social Contribution Activities Results	Manufacturing Classes / Visiting Science Lectures	Participants (children/students)	Meidensha	326	1,333	1,104
		Employees involved		77	210	204
	ICT support for GIGA School Program	Participants (children/students)		990	1,158	775
		Employees involved		140	168	90
	Programming classes*2 (using drones)	Participants (students)		—	516	389
		Employees involved		—	50	24
	Classes in partnership with local communities*2 (disaster prevention, etc.)	Participants (students)		—	339	301
		Employees involved		—	38	38

*1 Social Contribution expenditure includes donations and sponsorship costs.

*2 ctivities in FY2023.

HR Data

*For some items, the figures for each fiscal year may have changed from previously disclosed information due to revisions to definitions, etc.

*Figures are for the period from April 1, 2024 to April 31, 2025, or as of the end of March 2025.

Employees Data

		unit	Data range	FY2022	FY2023	FY2024
Number of employees (non-consolidated)	Male	People	Meidensha	3,425	3,458	3,474
	Female	People		614	665	679
	Total	People		4,039	4,123	4,153
Domestic subsidiaries	Male	People	Domestic affiliates	3,287	3,210	3,263
	Female	People		494	480	522
	Total	People		3,781	3,690	3,785
Overseas subsidiaries	Male	People	Overseas affiliates	1,595	1,609	1,578
	Female	People		401	388	370
	Total	People		1,996	1,997	1,948
Number of consolidated employees ^{*1}	Male	People	Meiden Group	8,307	8,277	8,315
	Female	People		1,509	1,533	1,571
	Total	People		9,816	9,810	9,886
Number of foreign employees (non-consolidated)	Male	People	Meidensha	25	21	28
	Female	People		10	12	10
	Total	People		35	33	38
Domestic subsidiaries Number of foreign employees	Male	People	Domestic affiliates	16	17	7
	Female	People		3	3	3
	Total	People		19	20	10
Overseas subsidiaries Number of foreign employees	Male	People	Overseas affiliates	1,460	1,486	1,486
	Female	People		399	386	368
	Total	People		1,859	1,872	1,854
Number of foreign consolidated employees ^{*1}	Male	People	Meiden Group	1,501	1,524	1,521
	Female	People		412	401	381
	Total	People		1,913	1,925	1,902
Proportion of all employees accounted for by contractors and temporary workers		%	Meidensha	13.5	12.9	13.9
Average age ^{*2}	Male	Age	Meidensha	43.3	43.6	43.7
	Female	Age		42.8	42.4	42.7
	Total	Age		43.3	43.4	43.6
Years of employment ^{*2}	Male	Years	Meidensha	19.0	19.1	19.1
	Female	Years		19.1	18.3	18.7
	Total	Years		19.0	18.9	19.0
Number of managers ^{*2}	Male	People	Meidensha	968	967	988
	Female	People		51	49	52
	Foreigners	People		5	4	4
Managers of level of general manager or above ^{*2}	Male	People	Meidensha	201	204	204
	Female	People		4	4	10
	Foreigners	People		0	0	0
For reference: Number of management personnel	Male	People	Meidensha	680	693	548
	Female	People		29	37	31
	Total	People		709	730	579
Officers ^{*2}	Male	People	Meidensha	36	37	33
	Female	People		1	1	3
	Foreigners	People		0	0	0
Executive officers ^{*2}	Male	People	Meidensha	30	31	27
	Female	People		0	0	1
	Foreigners	People		0	0	0
Proportion of women ^{*2}	Managers ^{*3}	%	Meidensha	5.0	4.8	5.0
	Management positions	%		4.1	5.1	5.4
	Managers of level of general manager or above	%		2.0	1.9	4.7
	Officers	%		2.7	2.6	8.3
	Executive officers	%		0	0	3.6
Number of overseas local CEOs ^{*1}		People	Overseas affiliates	1	2	2
Number of people with disabilities employed (legal count) ^{*4, *5}		People	Meidensha	115	112	120
Number of employees with disabilities (actual) ^{*4}		People	special subsidiaries	82	117	89
Rate of employment of people with disabilities ^{*4, *5}		%	Meiden Master Partners	2.42	2.57	2.66
Legally mandated percentage of employees with disabilities		%		2.3	2.3	2.5
Number of employees leaving the company (voluntary)	Male	People	Meidensha	69	107	93
	Female	People		20	21	15
	Total	People		89	128	108
Rate of employees leaving the company (voluntary) ^{*6}	Male	%	Meidensha	2.0	3.1	2.7
	Female	%		3.2	3.2	2.2
	Total	%		2.2	3.1	2.6
Rate of union membership		%	Meidensha	65.3	64.4	69.9
Annual average salary		Yen	Meidensha	7,428,633	7,351,896	7,605,882

*1 Applicable organizations: The Meiden Group

*2 As of March each year

*3 Number of female managers are divided by number of total managers.

*4 Applicable organizations: Meidensha and special subsidiaries up to FY2022. From FY2023 onwards, Meidensha, special subsidiaries, and Meiden Master Partners

*5 The number was calculated in consideration of those with severe disabilities, etc.

*6 Ratio of employees leaving the company is calculated as follows: Number of people that have voluntarily left their position in the last fiscal year as of the end of each fiscal year/number of employees as of April 1 each fiscal year

Number of Employees by Age (as of March 31, 2025)

	Data range	Male	Female	Total
Under 30	Meidensha	612	170	782
30-39		718	83	801
40-49		630	127	757
50-59		1,136	256	1,392
60 or over		378	43	421

Graduate Recruits

	Data range	University graduate			Technical college graduates	Junior college/vocational school graduates	High school graduates/other	Total
		Male	Female	Total				
Joined April 2022	Meidensha	56	19	75	5	5	38	123
Joined April 2023		53	23	76	5	9	27	117
Joined April 2024		41	11	52	9	6	33	100

* Graduates includes those who have completed a degree at a graduate school or an advanced course at a technical college.

Mid-Career Hires

	Data range	University graduate			Other		Total
		Male	Female	Total	Male	Female	
2022.4 - 2023.3	Meidensha	39	7	46	6	3	55
2023.4 - 2024.3		22	7	29	12	8	49
2024.4 - 2025.3		56	1	57	11	7	75

* Graduates includes those who have completed a degree at a graduate school or an advanced course at a technical college.

Data Concerning Professional Development

	unit	Data range	FY2022	FY2023	FY2024
Total expenses of education and training ^{*1}	1,000yen	Meidensha·Meiden Engineering	151,648	168,152	172,938
Total expenses of education and training ^{*2}	hours		78,686	75,587	57,891

*1 Company-wide total, including expenses for training conducted by each department.

Excludes personnel expenses for trainers and management and administrative expenses for training facilities, etc.

*2 Training days x designated work hours x number of participants

(training conducted by the HR Department. Excludes OJT and remote training).

Number of Participants in Each Type of Training

	Data range	FY2022	FY2023	FY2024
Hierarchical program	Meidensha·Meiden Engineering	2,672	2,598	2,856
Selective program		136	136	136
Optional program		2,357	1,817	1,929
Technical training		1,255	1,247	1,422
Education conducted by departments		25,125	31,692	23,890
Total		31,545	37,490	30,233

*Total participants

Proportion of Employees that Underwent a Periodic Review of Results and Career Development

		unit	Data range	FY2022	FY2023	FY2024
Proportion of employees that receive feedback interviews	Male	%	Meidensha	94.8	92.8	88.8
	Female	%		96.0	95.5	92.6
	Total	%		94.0	93.2	89.4
	Managers	%		93.6	89.9	86.6
	Regular employees	%		93.9	94.2	90.3
	Total	%		94.0	93.2	89.4

Work Style-Related

		unit	Data range	FY2022	FY2023	FY2024
Employee engagement (eNPS rate)	Actual score ^{*1}	%		-65.0	-66.2	-65.7
	Success rate(vs FY2021)	%		-1.4	-2.6	-2.1
People taking maternity leave ^{*2}		People		17	12	16
Male employees whose spouses gave birth during the current fiscal year	Male	People		101	85	74
Female employees who gave birth during the current fiscal year	Female	People		18	10	15
	Total	People		119	95	89
People who took parental leave	Male ^{*3}	People	Meidensha ^{*10}	14	25	28
	(within 1 week) ^{*4}	People		57	50	51
	Female ^{*5}	People		18	12	13
	Total	People		89	87	92
Rate of People who took parental leave	Male	%		70	88	107
	Female	%		100	120	87
	Total	%		75	92	103
	Male ^{*6}	%		100	100	93
Rate of return after leave of absence for child care purposes	Female	%		100	83	100
	Total	%		100	96	97
	Male ^{*7}	%		3	1	1
People taking family care leave ^{*8}		People		23	23	23
Average days of paid leave allocated		Days		18	17	18
Average days of paid leave taken		Days		78	74	77
Rate of taking paid leave		%		1,957	1,954	1,948
Average total hours worked per year ^{*9}		hours/year/person				

*1 eNPS applies to Meidensha and Meiden Engineering.

Target values listed in the 2024 Mid-Term Management Plan are:eNPS (employee NPS*)10% improvement in FY2024 vs FY2021

*2 Number of female employees who began accruing maternity leave during the fiscal year

*3 Number of male employees who began paternal leave during the fiscal year (except short-term leave)

*4 Number of male employees accruing special leave (partner giving birth) or short-term leave

(accumulated leave) during the fiscal year

*5 Number of employees who began paternal leave during the fiscal year

*6 Except those accruing leave to raise children

*7 Number of employees who began family care leave during the fiscal year

*8 Average number of days of paid leave in Meidensha (hourly managers only)

*9 Cumulative number of hours worked in Meidensha alone (hourly managers only)

The total number of hours worked during the year is the total number of hours worked as calculated by adding together

scheduled working hours and overtime and then subtracting hours of paid leave during said year.

*10 Excluding seconded employees/Including Accepting seconded employees

Governance Data

*For some items, the figures for each fiscal year may have changed from previously disclosed information due to revisions to definitions, etc.

*Figures are for the period from April 1, 2024 to April 31, 2025, or as of the end of March 2025, or as of end of each annual ordinary general meeting of shareholders.

Corporate Governance

Composition of directors*

	Data range	FY2022	FY2023	FY2024	FY2025
Number of Directors	Meidensha	7	7	8	6
Of which, outside directors		3	3	4	3
Of which, internal directors		4	4	4	3
Of which, Female		0	0	1	1
Of which, Foreigners		0	0	0	0
Number of directors (Member of Audit & Supervisory Committee)		4	4	4	4
Of which, outside directors		3	3	3	3
Of which, internal directors		1	1	1	1
Of which, Female		1	1	1	1
Of which, Foreigners		0	0	0	0
Number of Independent Officers		6	6	7	6
Of which, outside directors		3	3	4	3
Of which, outside directors (Audit & Supervisory Committee members)		3	3	3	3
Of which, Female		1	1	2	2
Of which, Foreigners		0	0	0	0

* As of July each year

Composition of the Board of Directors, Nomination & Compensation Committee, and Audit & Supervisory Committee and Attendance in FY2024 (period: April 1, 2024–March 31, 2025) *1

Name	Position (as of March 31, 2023)	Data range	Board of Directors	Nomination & Compensation Committee	Audit & Supervisory Committee
Takeshi Miida	Representative Director & Chairperson & Senior Officer Member of Nomination & Compensation Committee	Meidensha	13/13	12/12	—
Akio Inoue	Representative Director & President & Executive Officer Member of Nomination & Compensation Committee		13/13	12/12	—
Masahiko Suzuki	Representative Director & Executive Vice President & Executive Officer		10/10	—	—
Masayuki Iwao	Director & Senior Managing Executive Officer		13/13	—	—
Hiroyuki Takenaka	Director (Outside Director) Head of the Nomination & Compensation Committee		13/13	12/12	—
Hiroji Adachi	Director (Outside Director)		13/13	—	—
Manabu Kinoshita	Director (Outside Director) Member of Nomination & Compensation Committee		13/13	12/12	—
Kumiko Shirai	Director (Outside Director)		10/10	—	—
Seiji Kato	Director and Audit & Supervisory Committee Member (Standing Audit & Supervisory Committee Member) Head of the Audit & Supervisory Committee		10/10	—	13/13
Keiko Hayashi	Outside Director (Audit & Supervisory Committee Member) Member of Nomination & Compensation Committee		13/13	—	16/16
Takashi Kuroda	Director and Audit & Supervisory Committee Member (Outside Director)		13/13	—	16/16
Toshiya Nishino	Director and Audit & Supervisory Committee Member (Outside Director)		10/10	—	13/13

*1 Attendance at meetings of each body is shown as "Attended/held"

*2 The board meeting attendance status of Mr. Masahiko Suzuki, Ms. Kumiko Shirai, Mr. Seiji Kato, and Mr. Toshiya Nishino covers board meetings held after their appointment date (June 25, 2024).

*3 The attendance status of both Mr. Seiji Kato and Mr. Toshiya Nishino at the Audit and Supervisory Committee meetings covers the Audit and Supervisory Committee meetings held after their appointment date (June 25, 2024).

Directors' Compensation

		unit	Data range	FY2022	FY2023	FY2024
Directors(excluding Audit & Supervisory Committee members and Outside Directors)	Total Amount of Compensation, etc.	millions of yen	Meidensha	246	233	245
	Total Amount of Each Type of Compensation, etc.					
	Basic compensation	millions of yen		175	154	154
	Incentive compensation	millions of yen		70	79	90
Outside directors (excluding Audit & Supervisory Committee members)	Number of People	—		6	5	5
	Total Amount of Compensation, etc.	millions of yen		26	32	43
	Total Amount of Each Type of Compensation, etc.					
	Basic compensation	millions of yen		26	32	43
Directors who are Audit and Supervisory Committee members (excluding Outside Directors)	Incentive compensation	millions of yen		—	—	—
	Number of People	—		4	4	2
	Total Amount of Compensation, etc.	millions of yen		34	28	28
	Total Amount of Each Type of Compensation, etc.					
Outside directors who are Audit & Supervisory Committee members	Basic compensation	millions of yen		34	28	28
	Incentive compensation	millions of yen		—	—	—
	Number of People	—		2	1	2
	Total Amount of Compensation, etc.	millions of yen		26	29	31
	Total Amount of Each Type of Compensation, etc.					
	Basic compensation	millions of yen		26	29	31
	Incentive compensation	millions of yen		—	—	—
	Number of People	—		5	3	4
Number of People		—		17	13	15
Total Amount of Compensation, etc.		millions of yen		333	323	349
(Of which, total Basic compensation)		millions of yen		262	244	258
(Of which, total Incentive compensation)		millions of yen		70	79	90

Notes

1. Amounts are rounded down to the nearest 1 million yen.
2. The above includes the remuneration amounts for directors and directors who are audit and supervisory committee members who retired upon the conclusion of the ordinary general meeting of shareholders for each fiscal year.
3. The amount of compensation, etc. for directors (excluding Audit & Supervisory Committee members and outside directors) does not include employee salaries for directors who concurrently serve as employees.

Compliance

Breaches of the Law, etc., in Japan and Overseas

	unit	Data range	FY2022	FY2023	FY2024
Criminal cases or administrative penalties resulting from violation of competition laws in Japan and abroad	Cases	Meiden Group	0	0	0
Criminal cases or administrative penalties resulting from bribery or other corrupt practices	Cases		0	0	0
Criminal cases or administrative penalties resulting from other major legal or regulatory violations	Cases		0	0	0

Number of Consultations and Reports Received Through the Compliance Hotline

	unit	Data range	FY2022	FY2023	FY2024
Number of consultations and reports	Cases	Meidensha	59	79	82
Of which, those that concerned harassment	Cases		31	27	34

*Includes incidents at subsidiaries referred through the Meidensha Hotline.

Times compliance-Related Training Conducted and Number of Participants

		unit	Data range	FY2022	FY2023	FY2024
Compliance Training		Times	Meiden Group	4 + video viewing	4 + video viewing	video viewing
		Participants		4,336	6,575	7,393
Education by level (compliance presentations)	New staff education	Participants		262*	195	178
	Leader training	Participants		123	110	134
	New manager training level 1	Participants		94	99	80

* Includes subsidiaries and employees hired in mid-career

Dialogues with Shareholders and Investors

Main IR & SR Activities

	Data range	FY2022	FY2023	FY2024
Domestic Institutional	Meidensha	77	102	157
Overseas Institutional Investors		32	25	94
Analys		41	42	41
Total		150	169	292