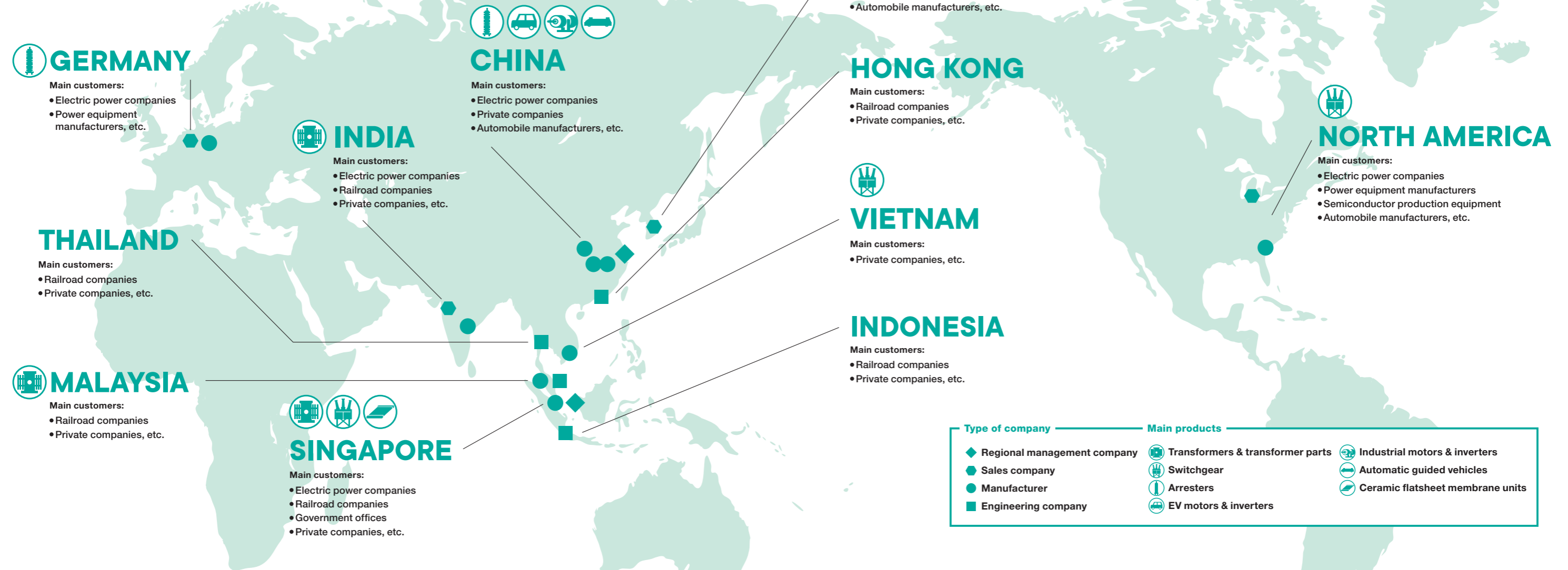


OUR STRATEGY

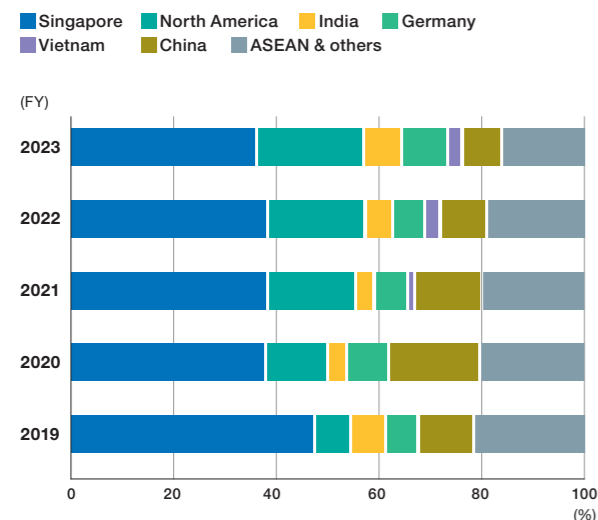
Overseas Business Development

Main business and locations outside Japan



| Type of company | Main products | |
|-------------------------------|-------------------------------------|------------------------------------|
| ◆ Regional management company | ⚙️ Transformers & transformer parts | ⚙️ Industrial motors & inverters |
| ● Sales company | ⚙️ Switchgear | 🚗 Automatic guided vehicles |
| ● Manufacturer | ⚙️ Arresters | 🚗 Ceramic flatsheet membrane units |
| ■ Engineering company | 🚗 EV motors & inverters | |

Percentage of sales by Group companies in each country/region



INDIA MEIDEN T&D (INDIA) LIMITED

Viney Singla
Chief Operating Officer



Economic development in India has been remarkable, and domestic demand for electric power has been growing rapidly in part due to the expansion of the middle class. MEIDEN T&D (INDIA) LIMITED is an important location for capturing vigorous, growing demand in India and raising the international competitiveness of the Group's T&D Business. The high-quality, cost-competitive transformers we produce here are used not only in India, but also in various countries and regions, including for power companies and private-sector projects in Japan.



SINGAPORE MEIDEN SINGAPORE PTE.LTD.

Wong Kok Cho
SWG Division Deputy General Manager



As a financial powerhouse active in IT-related investment, Singapore continues to improve the quality and dependability of its electricity supply. The country needs to reduce its environmental impact even as it pursues more reliable facilities and fully loaded systems for supporting vigorous demand for electric power. As the only manufacturer of substation equipment based in Singapore, MEIDEN SINGAPORE PTE. LTD. supports the advancement of the country by supporting its power infrastructure.



NORTH AMERICA MEIDEN AMERICA SWITCHGEAR, INC.

Bridgette Stokes
Supply Chain Manager



Demand for power equipment has been expanding in North America over the past several years due to the need to update aging facilities and the growing popularity of renewable energy. Specifically, the rise in environmental awareness is driving the proactive adoption of products with superior environmental performance. Our customers look to the Meiden Group to supply environmentally friendly products featuring our outstanding vacuum technology, for example SF₆-free vacuum circuit breakers for lower greenhouse effects, and vacuum interrupters for switches that help improve power grid reliability.

