

OUR APPROACH

# Intellectual Property Strategy

## Intellectual Property Policy

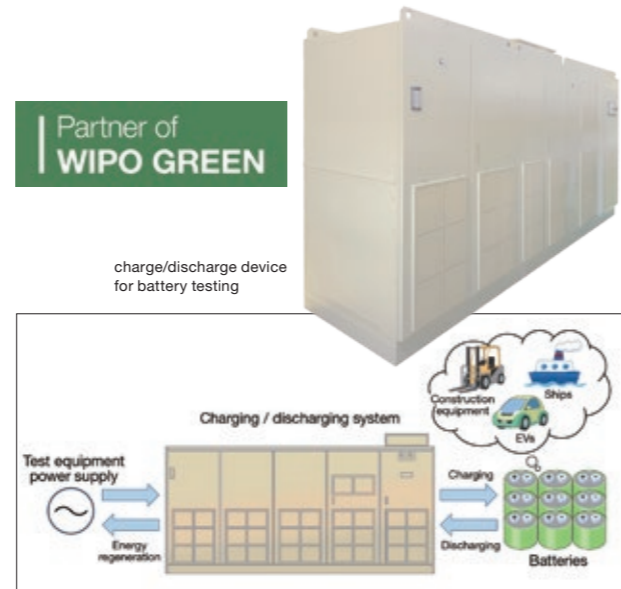
Achieving the society that the Meiden Group aims for will require research and development that deepens our development capabilities and thus supports the ambidextrous management of building up the competitiveness of existing businesses and creating new products and businesses. The foundation for this is to continuously evolve the fundamental technologies that support our products and technologies and take strategic intellectual property initiatives to support business and research and development. As such, it is critical to see intellectual property as a management resource and use it strategically.

The Meiden Group's basic policy for intellectual property strategy is to create, acquire, and use intellectual property that helps enhance corporate value. In line with this, we are forming collaborations between research and development and business divisions to identify and acquire rights to technologies that we need to have. Because they are a management resource for the future, we will protect and strengthen our intellectual property rights. Also, we will use those rights to solve social issues and undertake intellectual property initiatives that contribute to sustainability management.

## Contributing to Sustainability through IP Initiatives

As part of our intellectual property initiatives to contribute to sustainable management, we are increasing the number of our environmental technologies registered to WIPO GREEN. This environmental technology platform is hosted by the World Intellectual Property Organization (WIPO), a United Nations specialized agency with jurisdiction over intellectual property systems. This effort promotes co-creation with global companies and organizations and spreads our environmental technologies. In FY2023, we newly registered our charging and discharging device for battery testing technology with WIPO GREEN. This technology helps to increase the reliability of evaluation testing of batteries used for electric mobility and other applications.

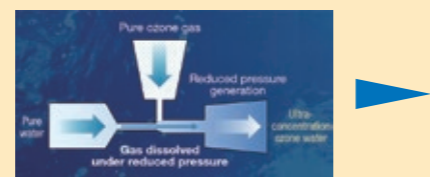
In addition, we actively disseminate information about environmental technologies to parties outside of the Meiden Group, for example by introducing these efforts at exhibitions.



TOPICS

### Acquiring IP Rights for Seed Technologies

For new businesses to succeed, it is important to turn seed technologies into intellectual property. To maximize the potential of seed technologies, therefore, we are establishing the scope of rights and building a portfolio with a focus on practical applications. These efforts protect our proprietary technologies and stimulate innovation, helping to ensure our competitive advantage.



Ultra-concentration/high-purity ozone water generator

- Reduced pressure generation method (patent pending)** Technology that uses an ejector method to dissolve pure (nearly 100%) ozone gas that is supplied under reduced pressure from an ozone gas generator into water
- Accelerated oxidation method (patent pending)** Technology that generates a large amount of radicals in pure ozone water

# Innovation Strategy

## Promoting Innovation (MAST Project)

By promoting ambidextrous management, as called for in Medium-term Management Plan 2024, our business activities aim to accelerate the creation of a new society through innovation. The MAST Project, begun in FY2022 and led by the officer in charge of innovation, seeks to create new businesses. To achieve this, the mission of the project is to take ideas conceived by individuals who are up to the challenge of creating a new society and pursue these ideas as research themes, create businesses, and firmly establish these activities.

The MAST Project name is an acronym of "Meidensha," "ashita" (tomorrow), "sozo" (creation), and "thinking," while also carrying the meaning of a ship's mast. The MAST project emphasizes dialogue that brings people together so they can share their wisdom. When people working on a theme are exposed to other people's ideas and information, it helps them to grow and fosters the development of themes from individual ideas to actual businesses. In concrete terms, participants approach each theme from both a technical development and business development perspective. As they do so, they polish up their business ideas and collaborate with business divisions and internal and external experts. To promote exchanges among people, we also regularly convene the Mirai Theme Community, making it easier for colleagues to come together.

## New Businesses by Promoting Ambidextrous Management

Among the themes promoted by the MAST Project in FY2023, we established several "focus themes," including an ultra-concentration/high-purity ozone water generator, realizing a service sales service by making Catenary Eye cloud-ready, and motor analysis and remote monitoring via IoT in a collaboration with start-up Elmodis Sp. z o.o. As we worked on these, we concentrated on developing our business structure and cultivating new customers. Our efforts resulted in getting inquiries and first orders from new clients.

To discover and foster innovators, we hold such events as the MEIAN Challenge Idea Contest and Innovation Salon, which brings people together to share their wisdom. By so doing, we are strengthening our efforts to create an environment that encourages diverse human resources to engage in innovation.

Moreover, to create new businesses, we are actively searching for start-ups with the potential to bring business synergies with us and pursuing co-creation initiatives with partner companies. We use venture capital funds and other resources to lead these efforts. We will continue such innovation initiatives that lead to the creation of new businesses while emphasizing the need to connect proactively with parties outside the company and facing the latest world trends and social issues.



Mirai Theme Community



MEIAN Challenge Idea Contest

TOPICS

### Won First Order for Motor Analysis and Remote Monitoring Via IoT, a Collaboration with start-up Elmodis:

#### Start of Analysis and Remote Monitoring Service by Subscription

In July 2023, Meidensha received its first order for a motor analysis and remote monitoring system using IoT for a cooling water circulation pump. The sale, to Mitsui Sumitomo Insurance Company, Limited, took the form of a subscription service. The system is the result of a collaboration with Elmodis Sp. z o.o., a Polish start-up in which we have a minority stake. It uses the analysis and remote monitoring technology that Elmodis offers for pump facilities in Europe and North America. By adding our own motor business expertise to this technology, Meidensha has developed a new service customized for Japan.

Then, in January 2024, Meidensha launched a new service in which any abnormalities detected by this system will be monitored by its customer center, providing customers with the support they need around the clock, every day of the year. This is an example of how we are expanding the value we offer.



Example of a remote monitoring system installation