INPUT

FY2023 results/

as of March 31, 2024

Intellectual capital

Research and development

expenditure 10.0 billion yen

Patents, etc., held

(in Japan and overseas)

2.503

(patents, utility models, and designs)

Manufacturing Capital

Manufacturing sites

Japan 8 sites

Overseas 11 sites

Capital Investment

9.9 billion yen

Natural Capital

Energy usage

Japan 19.035 kL

Overseas 4,769 kL

Use of water resources

Japan 1.693 thousand m³

Human Capital

Employees

9.810

Number of participants in major/key

training programs

Total of 37,490

Promotion of ambidextrous

management

Creation of value to

support a new society

Three-pronged structure supporting innovation

OUR VALUE

Meiden Group Value Creation Process

• Corporate governance • Risk management

Corporate Philosophy

For customer peace of mind and satisfaction

Important Values

Sustainability | Diversity |

Integrity and responsibility | Future orientation

nating a more affluent tomorrow

The Meiden Group will reform its value creation processes to realize its ideal society and 2030 ideal state of being/vision, with the aim of achieving a sustainable society and sustainable growth of the Meiden Group.

Societal Changes Work to build a new society through integrity to Climate Change 2030 the earth, society, and people, and through the Diversification of sense of values **Ideal State of** power of co-creation Progress of digitalization Being/Vision hrinking domestic marke Sustainability partnerships ancial difficulties in lo<mark>cal</mark> **Base Business** Medium-term **OUTPUT** Materiality **Activities Management Plan 2024** Materiality Relating to Value Creation FY2024 Targets The Meiden Group's Strengths Net sales 310.0 billion yen Realization of high-quality Deep Contribution to carbon neutrality Manufacturing growth capabilities electricity Expansion of growth Operating 15.0 billion yen as of April 1. Enhancement of competitiveness of earningsbase businesses Realization of a safe, secure, and Strong Dealing with convenient society Improvement of profitability relationship 60-65 billion yen Operating customers of overseas businesses of trust with sincerely customers Stable level of Consolidated dividend 30% nnovation through co-creation payout ratio Value Creation Mechanisms Promotion of sustainability management **Carbon Neutrality** Materiality Relating to Our **Products and Services Business Base** Realizing environmentally friendly lifestyles and industries Design Creating a corporate cul enables diverse human r Building a society based on Industrial & to thrive and personal happiness DX Infrastructure Commercial

Customers

Social Capital

2.036 companies

Countries of sale

45 countries

Suppliers Approx. 1,600 companies

Financial Capital

Total assets

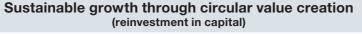
334.7 billion yen

Rating

* Japan Credit Rating Agency, Ltd. issue rating

BBB+

Rating and Investment Information. Inc. issue rating







A resilient society where humans live in harmony with nature

- Decarbonization and energy conservation for society and customers
- Safe and secure water usage

Particularly relevant stakeholders

Customers

A society that feels safe, prosperous, and exciting

- Safe and secure infrastructure
- Development of local economies Convenient and comfortable
- Creation of a new society

Particularly relevant stakeholders

Society Customers

A society where different communities and people can coexist

 Realization of diverse lifestyles Realization of a sense of achievement and individuality

Particularly relevant stakeholders

Society

Field Service

Group strategy P.23-32

Electrical

Employees

Enhancement of Capital

- Strong financial structure Relationships of trust with
- stakeholders

Increased level of personnel

Particularly relevant stakeholders

Shareholders | Suppliers | Employees

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