

OUR STRATEGY

Field Service Engineering Business Group



Reflecting on FY2023

- ▶ Record-high orders, sales, and operating income on the strength of firm demand for maintenance services
- ▶ Steady expansion of maintenance stock for the future thanks in part to firm demand in the Public, Industrial & Commercial Sector
- ▶ Steady pace of growth in semiconductor production equipment-related business

“ Meeting demand for maintenance that underpins sustainable infrastructure and supporting the Group’s revenue base ”

Senior Managing Executive Officer
Strategic Group Leader, Field Service Engineering Business Group
Tatsuki Mochizuki

Business Environment

Opportunities

- Increased demand for maintenance services provided by manufacturers amid a declining working-age population and other factors
- Rising awareness of preventive maintenance due to stronger BCP measures by companies, local governments, and others
- Expanding needs for smart security associated with DX promotion
- Increase in business opportunities for related maintenance services due to semiconductor market growth

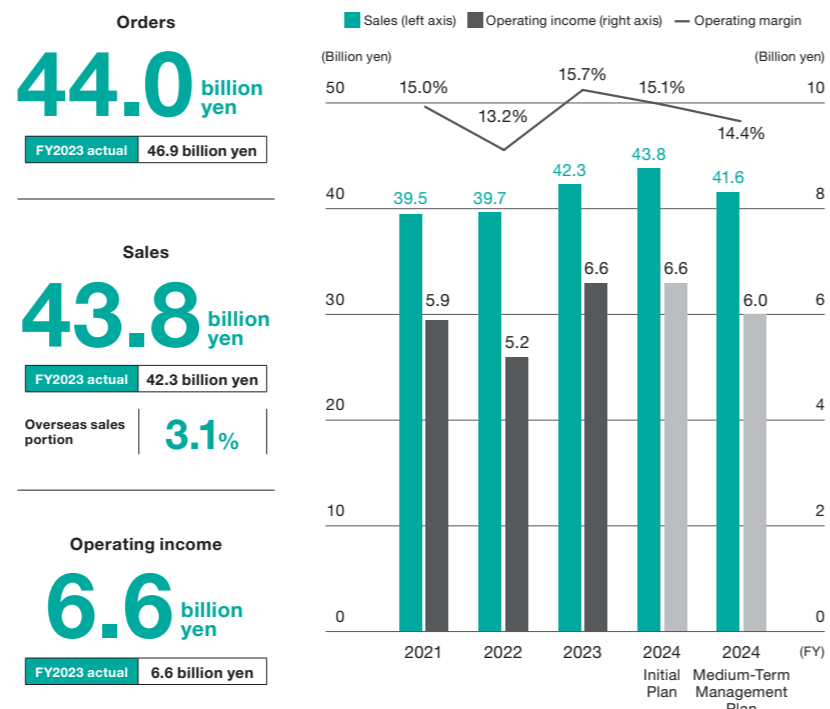
Risks

- Rise in material costs, labor costs of subcontractors, etc.
- Securing technical service personnel
- Obsolescence of some materials needed to repair products expected to last longer

Strengths

- Life cycle engineering from product delivery to maintenance services
- Extensive maintenance stock and maintenance service data
- Solutions, technology, and a fully loaded maintenance services system that contribute to solving customers’ environmental issues etc.

FY2024 Management Targets (as of April 1, 2024)



Development in FY2024 and Beyond

Promoting human resource development and strengthening problem-solving capabilities to support sustainable infrastructure



Solutions-based communication to solve customers' problems

- ▶ Stable demand growth assumed due to increased BCP awareness among customers, maintenance personnel shortages, increasingly frequent natural disasters, and the need to extend the service lives of facilities
- ▶ Further our ability to propose solutions for reducing environmental impact and labor-saving measures in business activities and other problems in addition to stable facility operation
- ▶ Focus on expediting development and skill improvement of technical personnel through advanced, efficient training programs utilizing VR and other technologies

TOPICS

1st KOSEN Summit awards ceremony

Meidensha’s next-generation engineer training allows trainees to learn virtually to face real-world challenges



IMPACT Quantitative social impact

Number of locations where the Meiden Group is engaged in maintenance

Roughly **8,000** locations

Acquiring and retaining human resources is a serious issue for many companies today, and our Field Service Engineering Business Group— where human resources play a particularly important role —focuses on strengthening our recruitment and training.

In March 2024, with the aim of supporting the pioneering spirit of young engineers who are tasked with creating a sustainable society, we sponsored the 1st KOSEN Summit, an event where technical college students with entrepreneurial ideas gather to present their business plans. This year’s Meiden Engineering Award went to the National Institute of Technology, Kagawa College, one of 50 entrants. Their business plan was titled “Medical DX: Respiratory Measurement System for Detecting Sudden Changes in Patients Several Hours in Advance.” By interacting with these promising young engineers, we hope to further their understanding of the Company and its business, which will also help us acquire human resources.

Our Manabi-ya technical education center, which opened in 2020 at our Numazu Works, is a hands-on training facility with augmented reality (AR) and virtual

reality (VR) systems to expedite the development and technical skill improvement of our human resources. Each year, about 20 engineers (cumulative total of nearly 100) learn efficiently from the latest training programs and acquire expertise from experienced employees before striking out in search of opportunities to apply what they have learned in the real world.

We will continue to contribute to the realization of a better society by providing high-quality maintenance services to society on the strength of the excellent human resources we acquire and develop.

Yukinobu Uchida

Human Resources (HR) Training & Administration Section
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