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

OUTCOME

Meiden Group Value Creation Process

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.

OUTPUT

FY2024 Targets

310.0 billion yen

15.0 billion yen

60-65 billion yen

Stable level of

30%

Industrial &

Commercial

Field Service

Group strategy P.23-32

Products and Services

Net sales

Operating

as of April 1.

Operating

Consolidated

dividend

payout ratio

Infrastructure

Electrical

Societal Changes Climate Change 2030 Diversification of sense of values Progress of digitalization hrinking domestic marke

Work to build a new society through integrity to the earth, society, and people, and through the

Sustainability partnerships

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

Social Capital

Customers 2.036 companies

Countries of sale

45 countries

Suppliers

Approx. 1,600 companies

Financial Capital

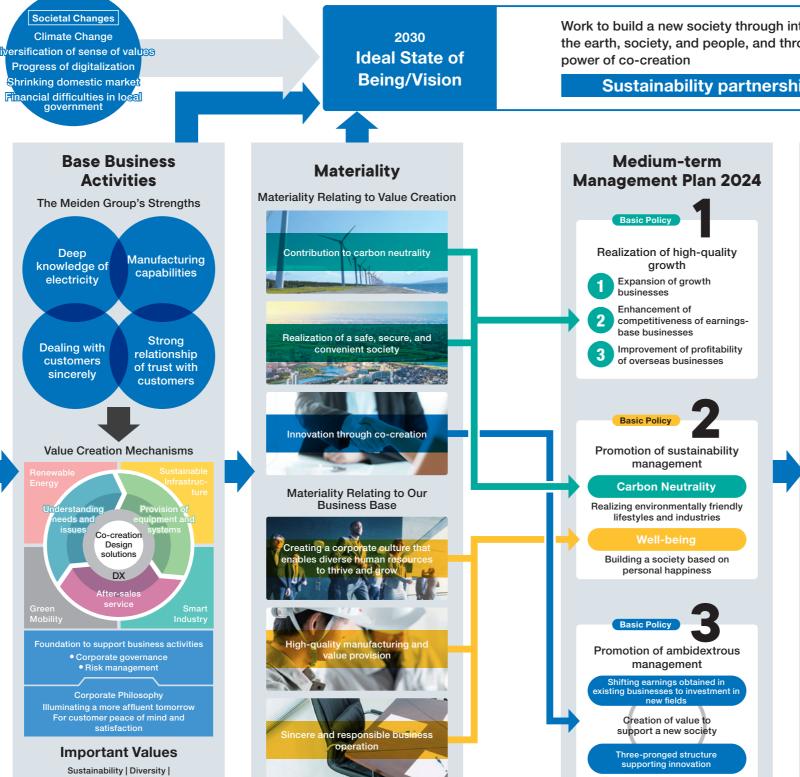
Total assets 334.7 billion yen

Rating

* Japan Credit Rating Agency, Ltd. issue rating

BBB+

Rating and Investment Information. Inc. issue rating



Ideal Society A resilient society where humans live in harmony with

 Decarbonization and energy conservation for society and customers

Safe and secure water usage

Particularly relevant stakeholders

Customers

nature

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

Employees

Enhancement of Capital

 Strong financial structure Relationships of trust with stakeholders

Increased level of personnel

Particularly relevant stakeholders

Shareholders | Suppliers | Employees

Sustainable growth through circular value creation (reinvestment in capital)

Integrity and responsibility | Future orientation

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