

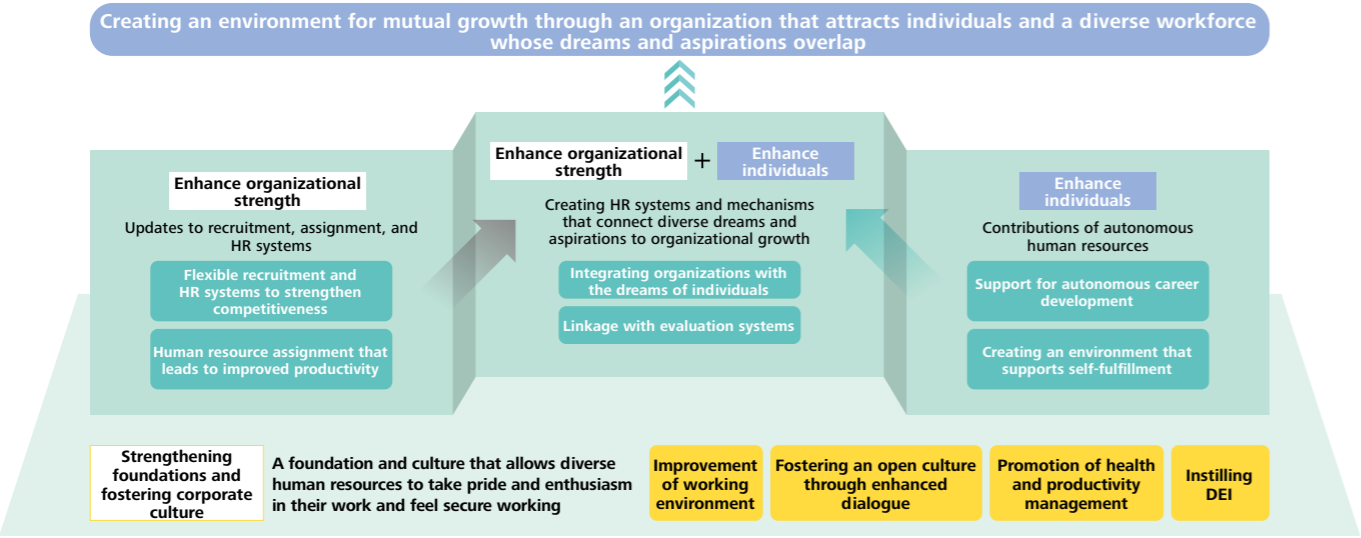
# Strengthening of Human Capital

## Strengthening the Human Capital that is the Source of Our Value Creation

The Meiden Group acknowledges that human resources are the source of our value creation and works to improve them. Medium-term Management Plan 2027 proposes a system to continue creating new value via human resources and technology, presenting “Creating an environment for mutual growth through an organization that attracts individuals and a diverse workforce whose dreams and aspirations overlap” as the basic policy for our human resource strategy while establishing a system for mutual

growth via the avenues of “Enhance organizational strength” for the management strategy, “Enhance individuals” founded on trends in human resources, and the interweaving of individuals’ dreams and aspirations with the organization. Also, as the foundation that supports these ideas, we will focus on fostering corporate culture that allows diverse human resources to take pride in their work, feel enthusiastic about it, and work securely.

### Resolving human resource issues in business strategy and shifting to a more contemporary approach to human resource utilization



### KPIs for strengthening of human capital

Primary KPIs	KPI advancement	Target value	Details of primary initiatives								
Number of female officer class (inside officers)	<table><tr><th>Fiscal Year</th><th>Number of female officers</th></tr><tr><td>FY2022</td><td>0</td></tr><tr><td>FY2023</td><td>1</td></tr><tr><td>FY2024</td><td>1</td></tr></table>	Fiscal Year	Number of female officers	FY2022	0	FY2023	1	FY2024	1	FY2030 At least 3	<ul style="list-style-type: none"><li>• Provide opportunities to gain experience through transfers or assignments to other divisions</li><li>• Conduct a new female leader training program to systematically train female managers and create a network of female peers</li></ul>
Fiscal Year	Number of female officers										
FY2022	0										
FY2023	1										
FY2024	1										
Number of non-Japanese presidents of local subsidiaries	<table><tr><th>Fiscal Year</th><th>Number of non-Japanese presidents</th></tr><tr><td>FY2022</td><td>1</td></tr><tr><td>FY2023</td><td>1</td></tr><tr><td>FY2024</td><td>2</td></tr></table>	Fiscal Year	Number of non-Japanese presidents	FY2022	1	FY2023	1	FY2024	2	FY2030 At least 5	<ul style="list-style-type: none"><li>• Conduct coaching programs to enhance the management skills of candidates for management of overseas subsidiaries</li><li>• Conduct group training on organization development in collaboration with multiple overseas subsidiaries and the business planning department in Japan</li></ul>
Fiscal Year	Number of non-Japanese presidents										
FY2022	1										
FY2023	1										
FY2024	2										
eNPS (employee engagement)	<table><tr><th>Fiscal Year</th><th>eNPS (%)</th></tr><tr><td>FY2022</td><td>-68.3%</td></tr><tr><td>FY2023</td><td>-69.8%</td></tr><tr><td>FY2024</td><td>-69.0%</td></tr></table>	Fiscal Year	eNPS (%)	FY2022	-68.3%	FY2023	-69.8%	FY2024	-69.0%	FY2027 -65.0%	<ul style="list-style-type: none"><li>• Use E-PROJECT to create a workplace where employees can work securely with pride and enthusiasm</li><li>• Promote one-on-one meetings to align My Vision/My Challenge with daily work duties and create a system that links employee ambition with evaluations</li></ul>
Fiscal Year	eNPS (%)										
FY2022	-68.3%										
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## Enhancing Organizational Strength

To steadily execute our management strategy and continuously increase corporate value, it is essential that we enhance our organizational strength by increasing productivity throughout the organization and respond to global changes. Particularly as we tackle the structural issue of worker shortages resulting from a decline in the working population and extreme changes in the external environment, we must reshape conventional talent

allocation and organizational management frameworks, and seek increasingly flexible and strategic organizational plans. To respond to this issue, we are advancing initiatives toward achieving optimal human resource placement in accordance with strategies and human resource visualization. Additionally, we are reviewing our personnel treatment system to support employee growth and the drive to challenge themselves, and increase performance.

## Enhancing Individuals

As we diversify working styles and perspectives, the relationship between the Company and employees will also change drastically. The conventional organizational approach which displays a one-sided directionality for the employees to follow will falter as self-directed work where individuals themselves proactively learn, think, and choose to create their career gains importance. Under this environment, it is critical that we as an organization support extracting employees’ latent motivation and desire for growth. As specific support measures, we are working to utilize the strengths of each individual, provide training opportunities that align with values, organize conversations to foster career self-reliance, establish systems that support learning, and

more. It is also crucial that we transition our management style from an administrative style to a supportive style. Enhancing individuals means more than creating working styles that satisfy individuals, it also leads to growth for the entire organization. We are advancing this initiative strategically and view it as an essential step for the continued long-term growth of our business in these ever-changing times.

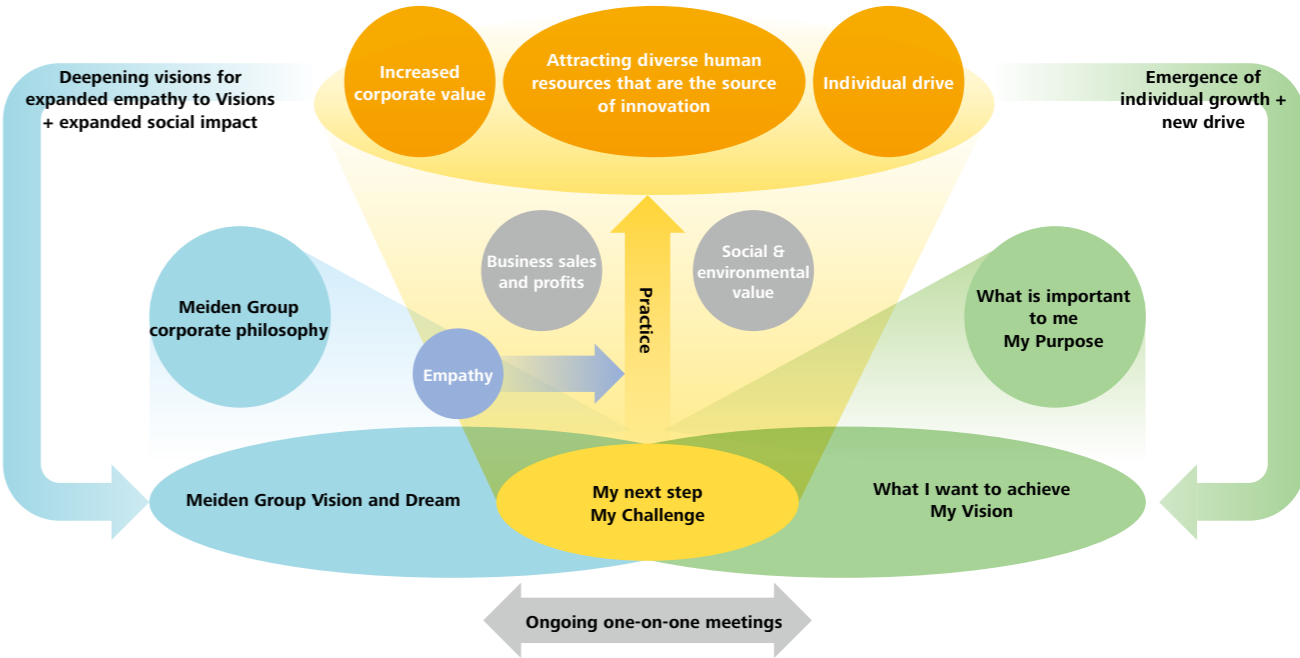


An employee consults with a career consultant

## Creating Systems and Mechanisms that Connect Diverse Dreams and Aspirations to Organizational Growth

In order for organizations and individuals to grow together, it is critical to build HR systems and mechanisms that connect the dreams and aspirations of both and align their capabilities in the same direction. Layering the organization’s desired directionality with the thoughts and perspectives of each and every employee heightens understanding and the will to contribute to the organization, which leads to

increased engagement. Moving forward, we will continue to advance the My Vision/My Challenge initiatives to extract individual ideas and desires for growth, as well as initiatives to create structures that link each challenge to evaluations. By using these and other such policies to advance continued on-site dialogues, we aim to increase the eNPS (employee engagement) we put forward as a KPI.



HR System that Supports Growth

For the strengthening of human capital, we introduced a new personnel treatment system in FY2025. The new system’s basic policies are “transition to a system that better responds to results and roles” and “create a fair, just, and competitive HR system rooted in diverse working styles and perspectives.” In order to achieve HR management that can continue the mutual growth of individuals and the organization, we periodically evaluate and continuously review whether our HR system can respond to changes in management environments and the labor market, the diversification of individual perspectives and working styles, the impacts of rising prices on employee lives, and more.

Transition to a HR system that better responds to results and roles

We reviewed our promotion system in order to strengthen the link between treatments and results and roles at work,

Creating Environments that can Utilize Diverse Human Resources

The Meiden Group promotes DEI in an effort to create environments where a diverse range of employees can both utilize their unique abilities and personalities and work with enthusiasm.

Conducting female leader training program to advance gender diversity

In FY2024, we launched a program aimed at strategically nurturing female leaders and creating internal and external networks of female peers. In this program, candidates with the potential to become future leaders are selected from each site and then provided with opportunities to clarify their career image and leader ideal through panel discussions and workshops with female employees from other companies and sessions with support directors. At the end of the program, participants create detailed action plans for organizational

E-PROJECT for Strengthening of Human Capital

In FY2025, we created E-PROJECT to transform into “an organization that allows diverse human resources to take pride and enthusiasm in their work and feel secure working.” This project connects management, staff business units, and worksites so that they can share their target state, information, and a sense of issues to address while implementing countermeasures as a cohesive unit. It aims to facilitate work and motivate employees while simultaneously implementing relevant responses from a safe and secure foundation alongside motivation. With an emphasis on on-site dialogue, issues and causes are identified through conversations between directors and employees, analysis of employee opinion surveys, and more, then sites and the relevant department work together to address issues. The objective is to improve employee engagement by having all employees feel pride for their work while providing safe working environments.

which will lead to employee drive and desire for growth. In the revision, we eliminated age-related restrictions and promotions exams, and introduced a system that can promote exceptional human resources with superb abilities and skills in the early stages of their career. Through this we expect to achieve appropriate evaluations of employees who deliver exceptional results and increase employee motivation.

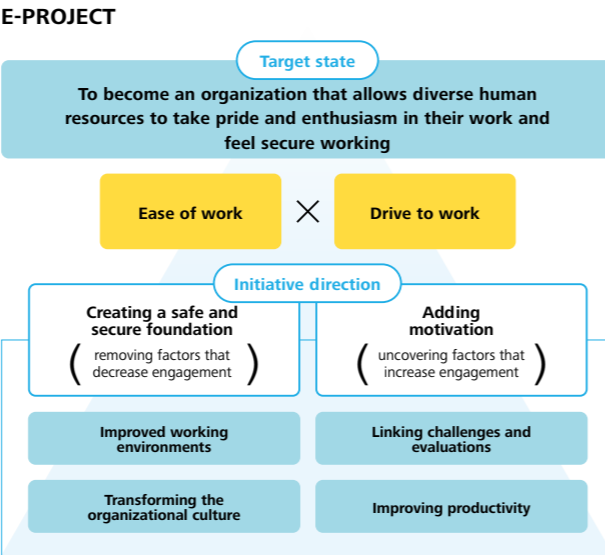
Create a fair, just, and competitive HR system rooted in diverse working styles and perspectives

To create a mechanism that can build careers rooted in diverse working styles and perspectives, we introduced HR system that can select a transferable range in accordance with each individual’s conditions. Moving forward, we aim to create HR systems and environments that can utilize a diverse range of human resources to respond to the needs of every working style.

management and then link them with practicing organizational management. Participants in this program return as role models in future fiscal years, expanding the network of female peers and giving rise to ongoing growth and a cycle of positive support.

Working style that leverages Individual Strengths -Promoting employment of people with disabilities-

In FY2024, our special subsidiary company, MEIDEN UNIVERSAL SERVICE LTD., began a new business for factory sites and created a worksite that utilizes people with disabilities to act as a case study. In the future, we will use this worksite as an example to strengthen symbiotic systems while simultaneously creating more active environments that unravel new career opportunities.



TOPICS

Initiatives aimed at localizing management at overseas subsidiaries

The Meiden Group cultivates local staff at overseas subsidiaries as candidates for executive positions and steadily increases the number of local nationals employed in management positions. One human resource development measure is our coaching program. This system was introduced at our Thai subsidiary in FY2021 and is contributing to both developing leadership in the next generation of management and within the organization itself. Participants in the program changed their mindset to one of proactively engaging in the business and in FY2024 one participant was promoted to director. The same program began in Indonesia in FY2024 and is accelerating localization of management.

Local company CEO

Germany

TRIDELTA MEIDENSHA GmbH  
Stephan Hilmer  
CEO



I can relate to the Japanese concepts of *kaizen* and *monozukuri* spirit and feel proud to be a member of the Meiden Group that is building the future of TRIDELTA MEIDENSHA GmbH. Having learned of the rich culture both Japan and Germany possess, I will demonstrate my leadership with passion, determination, and a deep sense of respect while admiring the ways both countries pursue innovation. Along with the Meiden Group, I share the vision of making our lightning arrester the world’s leading brand and will continue to work with ambition, desire, and the pursuit of excellence.



Click below for a video introducing TRIDELTA MEIDENSHA GmbH  
[youtube.com/watch?v=Tts-6WVfZho&feature=youtu.be](https://www.youtube.com/watch?v=Tts-6WVfZho&feature=youtu.be)

Local company CEO

Thailand

THAI MEIDENSHA CO., LTD.  
Pornthewa Wanakhachornkrai  
Director



The coaching program gave me leadership skills and helped me grow tremendously as an individual. In particular, learning about the importance of setting goals and methods for effective communication allowed me to make more precise judgements in my day-to-day duties. This growth has had a ripple effect at THAI MEIDENSHA CO., LTD. and has increased productivity and cooperation among the entire team. We will work to increase our corporate culture and performance in the future and contribute to creating an even more solid corporate foundation.

