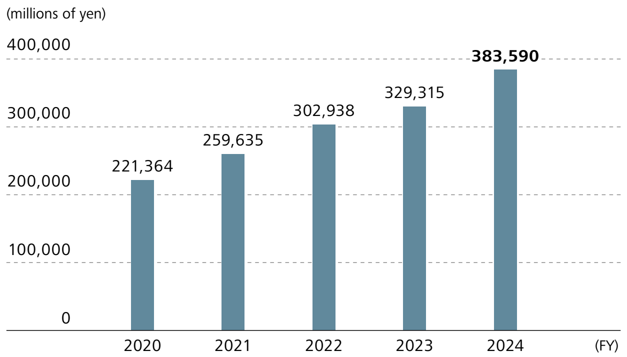
Performance Highlights

*The number of female employees and the percentage of female managers are for Meidensha (non-consolidated). Indicators other than the above are presented on a consolidated basis.

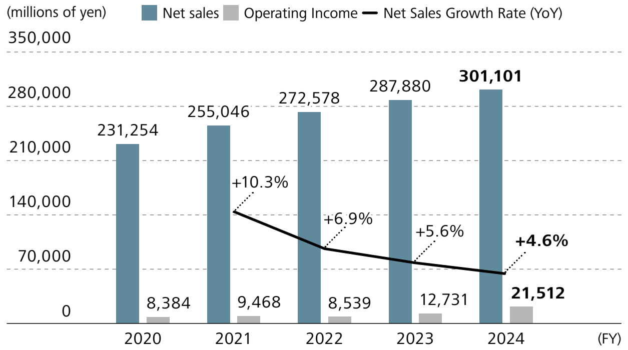
Financial Indicators

Orders



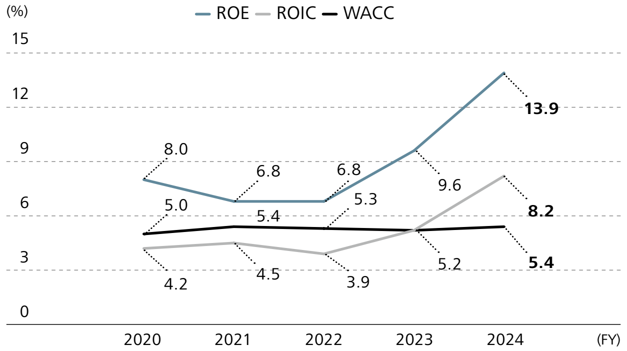
Orders were up 16.4% from the previous fiscal year, reaching a record high. The Power Infrastructure segment and Public, Industrial & Commercial Sector segment in particular grew significantly due to receipt of a large order for electrical equipment for India's high-speed rail system.

Net Sales / Operating Income / Net Sales Growth Rate



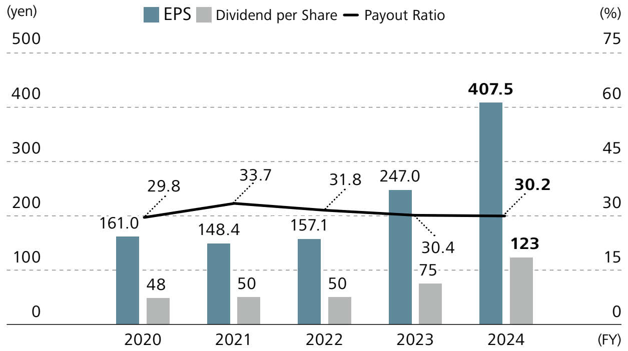
Net sales were up 4.6% from the previous fiscal year, reaching a record high. Operating income was driven by the Public, Industrial & Commercial Sector and Field Service Engineering segments, reaching record-high operating income for the second consecutive year following on from FY2023.

ROE / ROIC / WACC



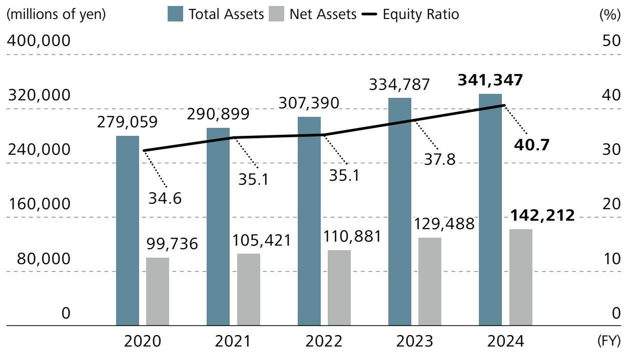
From FY2020 to FY2024, ROE improved significantly from 8.0% to 13.9%, and ROIC increased from 4.2% to 8.2%. In addition, since FY2023, profitability has improved to a level where ROIC exceeds WACC, with capital efficiency steadily improving.

EPS / Dividend per Share / Payout Ratio



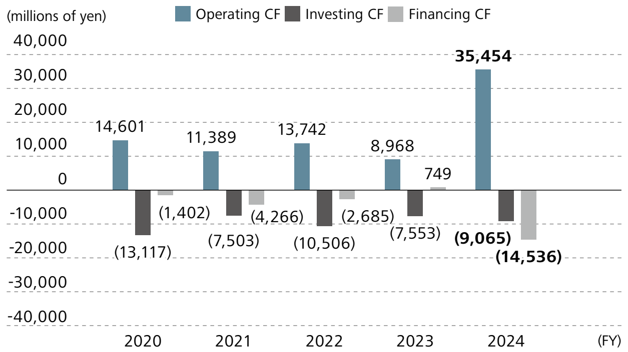
In FY2024, earnings per share (EPS) grew significantly due in part to gains from the sale of policy shares. During the period of the Medium-term Management Plan 2024, the Company adopted a policy of paying stable dividends with a target consolidated payout ratio of 30%, and paid an annual dividend of 123 yen for FY2024.

Total Assets / Net Assets / Equity Ratio



Total assets increased 2.0% from the previous fiscal year, mainly due to an increase in inventories resulting from business expansion in Japan and overseas. Our equity ratio was 40.7%, up 2.9 percentage points from the previous fiscal year.

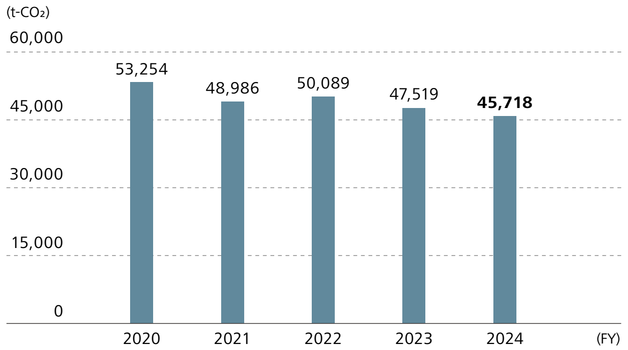
Cash Flows (Operating, Investing, Financing)



Operating cash flow improved significantly, mainly due to improved profitability and improved collection of receivables. In investing cash flow, expenditures increased due to a decrease in proceeds from sales of assets. For financing cash flow, despite a significant increase in expenditures due to repayment of short-term borrowings in commercial paper, we reduced the burden of repayment of long-term borrowings.

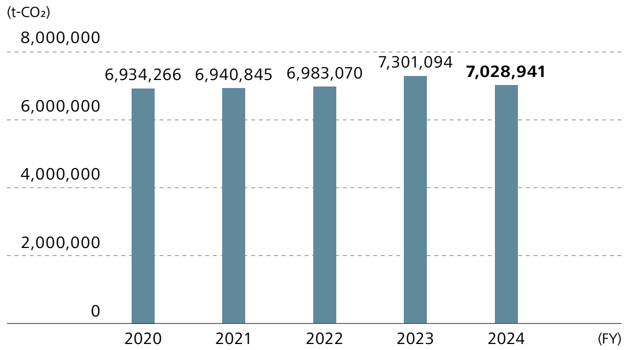
Non-financial Indicators

Scope 1 & 2 Emissions



Scope 1 & 2 emissions were down 3.8% from the previous fiscal year. Although SF_6 gas emissions (Scope 1) rose due to increased production of electric power products, Scope 2 emissions decreased due to expanded application of renewable energy, resulting in an overall decrease compared to the previous year.

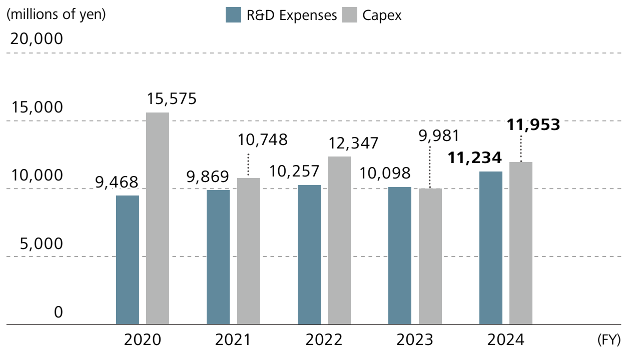
Scope 3 (All Categories) Emissions



In formulating the Third Meiden Environmental Vision, we have revised the calculation method of these emissions beginning from FY2024 results. Categories 9, 10, and 15 were newly added as eligible for calculation, and the calculation method was partially changed for other categories.

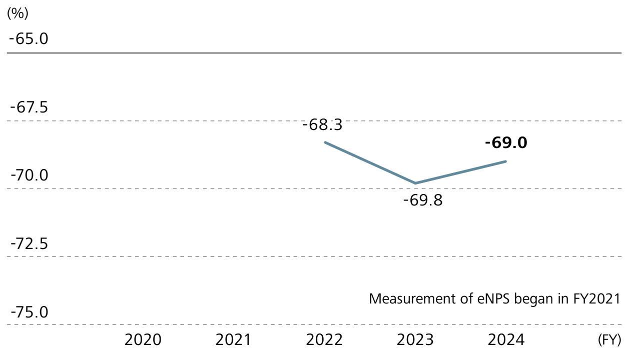
*Direct comparison with figures before FY2023 is not possible due to the revision of the calculation method.

R&D Expenses / Capex



R&D expenses increased 11.2% from the previous fiscal year. In existing businesses, expenses were incurred in areas such as transformers using vegetable oils and SF_6 gas-free vacuum circuit breakers, while in new technologies, expenses were incurred in areas such as PFAS decomposition. Capex increased 19.8% from the previous fiscal year.

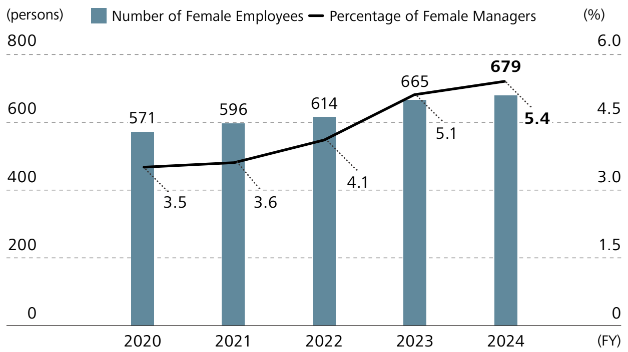
eNPS (Employee Net Promoter Score)



The Meiden Group has set eNPS* as a KPI, considering the improvement of employee engagement as a key indicator. This KPI shows an improvement trend from FY2023 to FY2024, and efforts are underway to achieve the target of -65.0% in FY2027.

*eNPS is expressed as a percentage and is measured for Meidensha and its domestic subsidiaries (excluding EAML Engineering CO., LTD. and MEIDEN UNIVERSAL SERVICE LTD.).

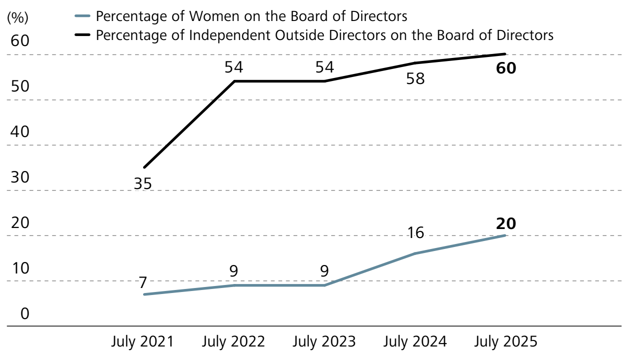
Number of Female Employees / Percentage of Female Managers



Recognizing that the continuous recruitment of female employees and the development of female managers are important issues for the Company, we are implementing various measures to promote DEI. We have set a goal to increase the percentage of female employees in management positions to 12% by FY2030.

[The percentage of female managers is calculated by dividing the number of female managers by the total number of managers.]

Percentage of Women on the Board of Directors / Percentage of Independent Outside Directors on the Board of Directors



We are working to strengthen governance by increasing the diversity of our Board of Directors. The ratio of women to men has increased significantly compared to July 2021. The ratio of independent outside directors has also increased, facilitating multifaceted decision-making and improved management transparency.