

Long-term Vision

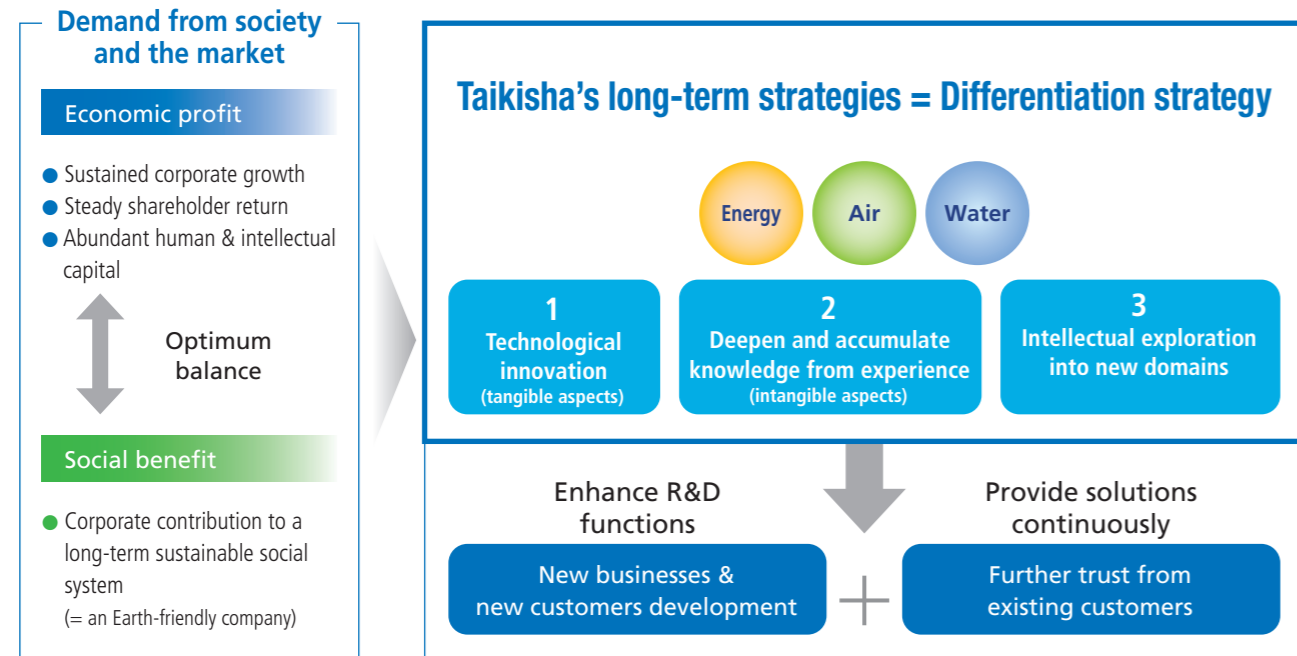
Amidst a drastically changing business environment, we have been discussing on the future vision of the Taikisha Group and its ideal way of value creation, from a broad perspective based on a backcasting approach, with an eye to changes in the industrial structure and social environment over the next 10 to 20 years. The long-term vision established in conjunction with our Mid-Term Business Plan formulated in 2022 reflects these discussions as well.

By strategically incorporating changes in society and the environment as medium- to long-term growth opportunities, we intend to transform and grow the Taikisha Group as a whole in a dynamic manner to realize the ideal visions of society and the Company.

Innovative Engineering Long-term Vision 1

Contribute to a Sustainable Society through Innovative Engineering of Energy, Air and Water

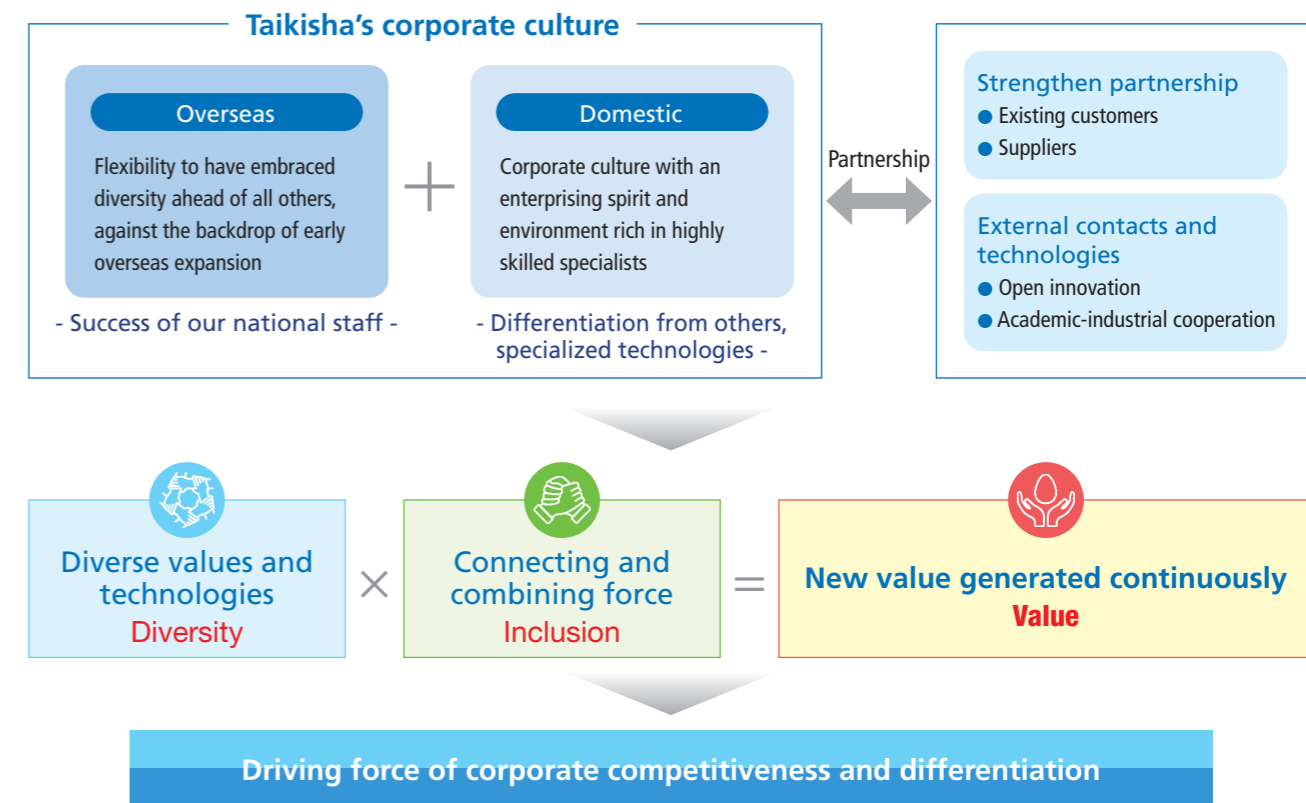
1) By proactively taking on the challenge of "solving social issues," 2) continue to proceed with the "enhancement of comprehensive engineering capabilities" to provide "solutions for highly specialized customer needs" appropriately and speedily, 3) thereby leading to an increase in cash flows over the long term



Diversity & Inclusion Long-term Vision 2

Become an Inclusive Global Company by Leveraging Diverse Human Resources and Knowledge

As a true global company, integrate diverse values, internal and external technologies and a network of contacts to continuously create new value for a changing society



Our challenge to achieve carbon neutrality

To achieve the world's goal of carbon neutrality in 2050, we will strive to reduce our CO₂ emissions to net zero by 2050, as well as contribute to the reduction of CO₂ emissions by our stakeholders.

Strategies of the Mid-Term Business Plan to Achieve the Long-term Vision

Review the existing business portfolio from the perspectives of "capital efficiency," "consistency with long-term strategies," and "affiliated company governance," to transform into a leaner business structure that can create added value in the long term

Business Strategies	<ul style="list-style-type: none"> Shift the focus from an emphasis on business expansion to improving the quality of engineering and enhancing profitability and productivity Proactively take on challenges in unexplored business domains Rebalance global area strategies
Management Base	<ul style="list-style-type: none"> Further strengthen investments in human capital, intellectual property, R&D, and DX, as "capital = source of competitiveness" Leverage the diversity of Taikisha Group's human resources by further fostering a free and open corporate culture
Financial Strategies	<ul style="list-style-type: none"> Further enhance total return ratio through commitment to ensuring stable dividends and purchasing treasury shares Disclose target values and timing of achievement of reducing cross-shareholdings

Three basic policies of the Mid-Term Business Plan

- Further strengthen core businesses
- Challenge to create new value
- Strengthen management base that supports transformation and growth

Capital utilization plan

For details of the Mid-Term Business Plan, please refer to pages 35 and 36.