

10-Year Plan 2035 (FY2025–FY2034)



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We will explain our long-term visions and “10-Year Plan 2035” (the “10-Year Plan”) starting in FY2025.

Before the 10-Year Plan, we will first explain our long-term visions once again.

Our long-term visions are: “Innovative Engineering – Contribute to a Sustainable Society through Innovative Engineering of Energy, Air and Water,” and “Diversity, Equity & Inclusion – Become a Global Company by Combining Diverse Talents and Knowledge, Fostering Mutual Respect.”

These long-term visions aim to drive the long-term and sustainable growth of the Group’s economic and social value.

The company was originally founded under the name “Kenzaisha.” In 1973, amid air pollution caused by industrial pollution becoming a significant social issue in Japan, it was renamed “Taikisha” to reflect the aspiration to restore the clean air of the past. Since that time, we have fostered a corporate culture that aims to realize a sustainable society through our engineering capabilities.

Social issues are now expanding on a global scale, transcending the borders of a single country. To firmly realize our long-term visions by leveraging the engineering capabilities and global organizational capabilities that we have cultivated over the years, we have set a 10-year milestone and formulated the 10-Year Plan 2035.

From this point onward, we will explain the 10-Year Plan, which begins in FY2025.

Contents



| | | |
|----------|---|-----------|
| 1 | Our Goals for Taikisha in 2035 | 3 |
| 2 | Targets and Milestones | 9 |
| 3 | Growth Strategy Focal Points | 14 |
| 4 | Strategies and Tactics | 21 |
| 5 | Strategic Investment for Growth (DX & Human Capital) | 37 |

Our 10-Year Goals for Taikisha in 2035

1.

10-Year Plan 2035 (FY2025–FY2034)

Our Goals for 2035

Taikisha in 2035

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To begin with, we will explain “Our Goals for 2035.”

Our unique strengths

Services for Manufacturers, Global Capabilities

Strength ① Services for Manufacturers

A leader in system engineering for factories and research facilities for manufacturers and a wide range of other industries

Extensive record of success

Advanced technology/expertise

Excellent customer base

Talented engineers



Strength ② Global Capabilities

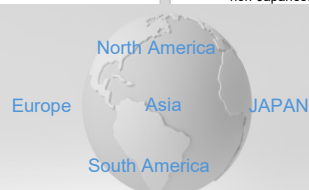
Global network with deep local roots created through overseas expansion since the 1980s

Global network with close local ties

Global talent

Overseas R&D facilities and laboratories

Proven track record with Japanese and non-Japanese companies



Taikisha's unique strengths are key to the realization of our Goals for 2035 and 10-Year Plan.

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Our business has grown by focusing primarily on industrial businesses amid Japan's postwar economic development.

We have expanded globally alongside our customers as they started operations overseas, while enhancing our engineering capabilities. Through this process, we have built a regionally rooted global network.

These are Taikisha's unique strengths, with which we continue to maintain our stable performance today.

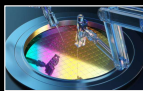
Amid the sustainability trend in society, greening for decarbonization and smart (factory) transformation driven by DX will accelerate.

As explained at the beginning, we have reaffirmed that the business we have been doing pursues a sustainable society, and we have set our "Goals for 2035" to achieve disruptive growth.

Be Engineering

for a Sustainable Society

Taikisha is a global engineering company
dedicated to social sustainability.



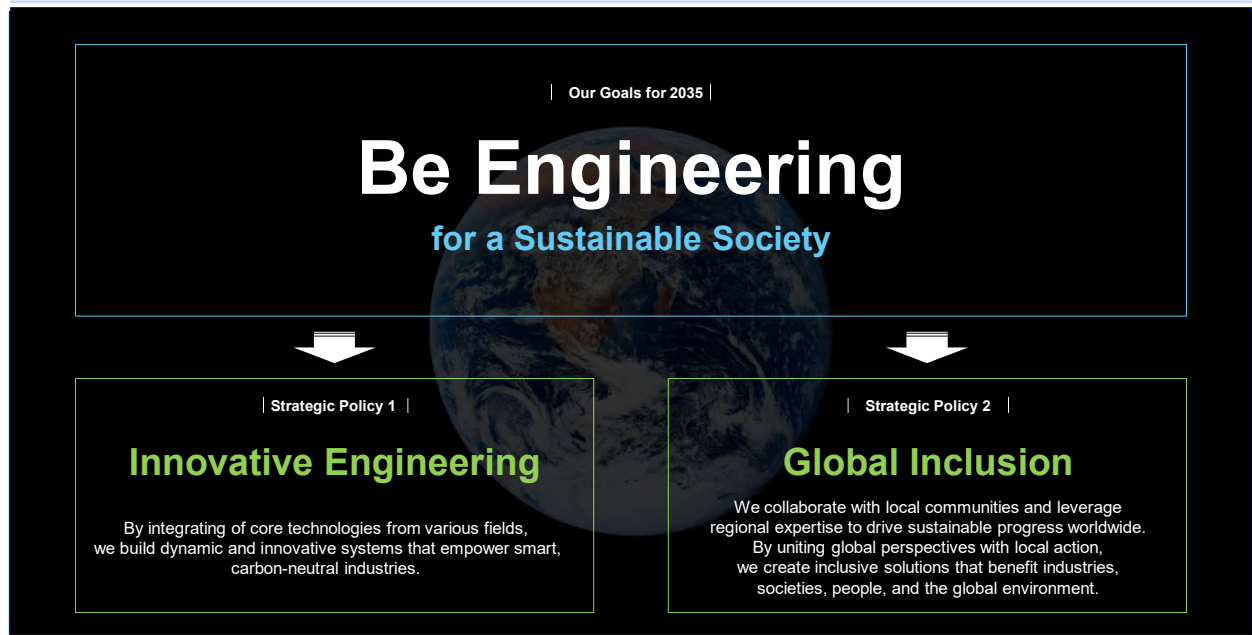
Our definition of “engineering”

The integration of core technologies from various fields to create
systems capable of providing essential functions, and the use of those
functions to solve problems

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We have defined our Goals for 2035 as “Be Engineering for a Sustainable Society.”

Details will be explained in the following slides.



To realize our Goals for 2035, we have established two strategic policies: “Innovative Engineering” and “Global Inclusion.”

Be Engineering for a Sustainable Society

Strategic Policy 1

Innovative Engineering

By integrating of core technologies from various fields, we build dynamic and innovative systems that empower smart, carbon-neutral industries.

Focus on Industry
Taikisha has long provided engineering services for cutting-edge industries ranging from electronics and automotive manufacturing to pharmaceuticals and data centers. This experience is the source of our ability to provide unique solutions.

Design, Build & Care
By providing integrated services from design proposals through to construction and after-care, we create innovative engineering solutions with enhanced added value.

GX and DX Optimization
We provide solutions by leveraging advanced technology to help our corporate clients accelerate their transformation toward smarter, low-carbon production environments.

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The first strategic policy in becoming a company that contributes to building a sustainable society is “Innovative Engineering.”

In the industrial areas we have focused on for a long time, carbon neutrality and factory smartification (digital twins) will accelerate. To become a company that provides optimal solutions to those challenges, we will pursue “Design, Build & Care.”


We are shifting from a traditional business model centered on contract construction to a business model that creates new value by offering end-to-end services, from new technology development to design proposals, construction, and aftercare.

Be Engineering for a Sustainable Society

Strategic Policy 2

Global Inclusion

We collaborate with local communities and leverage regional expertise to drive sustainable progress worldwide. By uniting global perspectives with local action, we create inclusive solutions that benefit industries, societies, people, and the global environment.



Global Network

The result of evolution spanning over 50 years, Taikisha's global network today consists of 30 affiliates in 20 countries. Built on a foundation of trusting relationships with industries in Japan and overseas, this network gives Taikisha unique strengths backed by open-mindedness, a challenging spirit, and a commitment to quick responses.

Global R&D

By taking up the challenge of technological innovation, our five global R&D centers continually enhance our ability to provide engineering solutions to meet the needs of industries around the world.

Global & Local Commitment

Taikisha has built a strong presence in domestic and overseas markets and contributes to the solution of global environmental and social issues through business operations led by skilled engineers with a deep understanding of market needs.

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The second axis is “Global Inclusion.” We will deepen our global network, which is our strength, making sure it takes root in local communities.

This will include global expansion of our R&D facilities, the source of our technological capabilities, to promote co-creation and visualization of technologies.

To achieve our management goals, we will reaffirm our motto “Open-mindedness, a challenging spirit, and a commitment to quick responses,” which has cultivated a culture of embracing challenges with open-mindedness, and aim to instill it across the Group.

10-Year Growth Path to 2035

2. 10-Year Plan 2035 (FY2025–FY2034) Targets and Milestones

Targets for 2035

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Next, we will explain the “Targets and Milestones” of the “10-Year Plan.”

Targets Under 10-Year Plan 2035 (FY2025–FY2034)



Sharing our high aspirations for Taikisha with all stakeholders

Challenge 500

Net-sales of completed
construction contracts
¥500 billion

Target 12% ROE

ROE
12%

Dividend Commitment

DOE
5.0%

Increase Corporate Value

Double economic value and enhance social value

Increase market capitalization and other corporate
value indicators.

Help to achieve social goals, including harmony with the
natural environment.

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The final-year targets of the 10-Year Plan are to expand business scale with net sales of completed construction contracts of 500 billion yen, pursue capital efficiency with an ROE of 12%, and maintain stable dividends with a DOE of 5%.

By achieving these targets based on our mission of helping to solve social issues, we aim to double our economic value and enhance our corporate value.

Financial/Non-financial Targets and Milestones for 10-Year Plan 2035 (FY2025–FY2034)

| 10-Year Plan 2035 (FY2025–FY2034) | | | | | | | | | | | | | | | |
|--|--|--|--|---|--|--|--|---|--|--|--|----------------|---------------------------------------|--|--|
| Medium-Term Business Plan (FY2025–FY2027) | | | | Medium-Term Business Plan (FY2028–FY2030) | | | | Medium-Term Business Plan (FY2031–FY2034) | | | | | | | |
| 3-year phase of restructuring for transformation | | | | 3-year phase of full-scale investment toward growth | | | | 4-year phase of rapid expansion driven by growth strategy realization and continuing investment | | | | | | | |
| Building foundations for growth strategies through growth investment funded by cash flows from domestic business | | | | Expansion of markets, business domains, and geographical scope through substantial investment in overseas M&A | | | | Optimization of expanded markets, business domains, and geographical scope, leading to sustainable growth | | | | | | | |
| Financial indicators | ■ Target for net sales of completed construction contracts (end of FY2027) | | | ■ Target for net sales of completed construction contracts (end of FY2030) | | | ■ Target for net sales of completed construction contracts (end of FY2034) | | | Over ¥500 billion | | | | | |
| | ¥336 billion | | | ¥400 billion | | | | | | | | | | | |
| | Core businesses: ¥246 billion Growth businesses: ¥88 billion | | | Core businesses: ¥250 billion Growth businesses: ¥125 billion | | | Core businesses: ¥270 billion Growth businesses: ¥180 billion | | | | | | | | |
| | FY2024 results: ¥57 billion for non-Japanese customers New businesses: ¥2 billion (Including ¥113 billion for non-Japanese customers) | | | New businesses: ¥25 billion (Including ¥128 billion for non-Japanese customers) | | | New businesses ¥50 billion (Including ¥169 billion for non-Japanese customers) | | | | | | | | |
| | ■ ROE (end of FY2027) | | | ■ ROE (end of FY2030) | | | ■ ROE (end of FY2034) | | | 12% or higher | | | | | |
| | 10% | | | 11% | | | | | | | | | | | |
| | ■ Shareholders' equity ratio: 40% or higher | | | | | | | | | | | | | | |
| | 2025 | | | 2026 | | | 2027 | | | 2028 | | | | | |
| | 2029 | | | 2030 | | | 2031 | | | 2032 | | | | | |
| | 2033 | | | 2034 | | | | | | | | | | | |
| ■ Dividend Policy (DOE) | | | | ■ Dividend Policy (DOE) | | | | ■ Dividend Policy (DOE) | | | | | | | |
| 4.0% | | | | 4.5% | | | | 5.0% | | | | 5.0% or higher | | | |
| ■ Share buybacks | | | | | | | | | | | | | | | |
| ¥5 billion | | | | ¥5 billion | | | | ¥5 billion | | | | | | | |
| ■ Cross-shareholdings | | | | 15% or less of net assets | | | | | | | | | | | |
| Non-financial indicators | ■ CO ₂ emissions (end of FY2027) | | | ■ CO ₂ emissions (end of FY2030) | | | ■ CO ₂ emissions (end of FY2034) | | | ■ CO ₂ emissions (end of FY2034) | | | ■ Number of employees (end of FY2034) | | |
| | Scope 1, 2: 26% lower Scope 3: 15% lower (vs. FY2022) | | | Scope 1, 2: 42% lower Scope 3: 25% lower (vs. FY2022) | | | Scope 1, 2: 53% lower Scope 3: 35% lower (vs. FY2022) | | | Scope 1, 2: 53% lower Scope 3: 35% lower (vs. FY2022) | | | 7,200 | | |
| | | | | | | | | | | | | | | | |

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In addition to the financial targets for the next 10 years mentioned earlier, this slide also presents milestone targets under the new Medium-Term Business Plan starting this fiscal year and the next Medium-Term Business Plan beginning in FY2028.

Regarding shareholder returns, we will raise the DOE level in stages from the first year of each Medium-Term Business Plan period, as described.

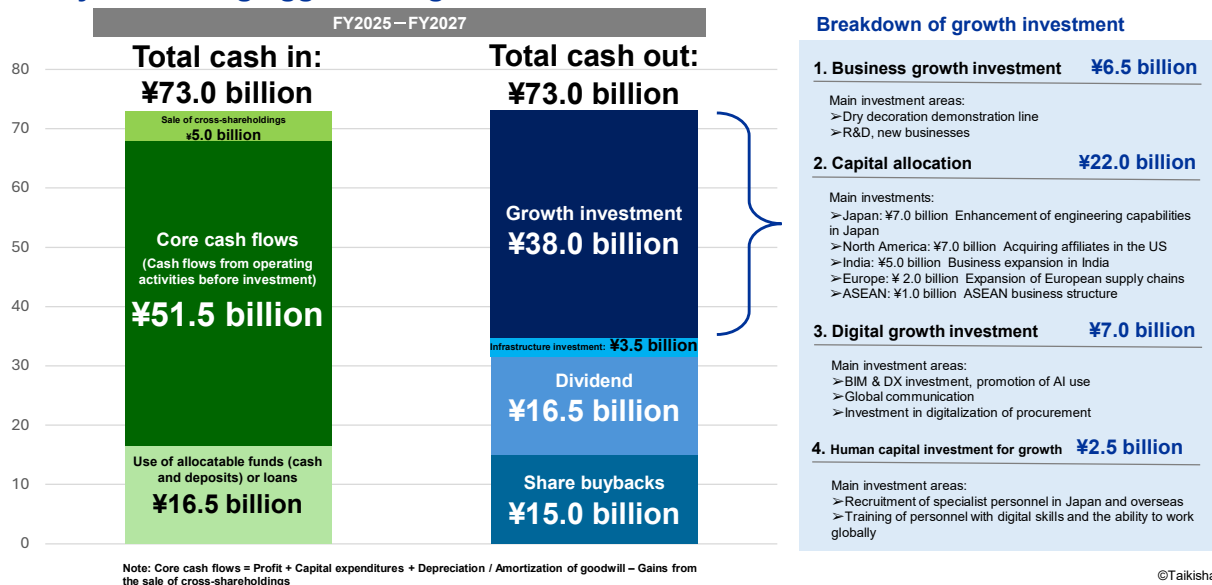
As for share buybacks, we aim at 5 billion yen annually and 15 billion yen in total over the three-year period under the new Medium-Term Business Plan.

For cross-shareholdings, we will continue reducing them, aiming to bring their ratio to net assets to below 15% by FY2027, the final year of the new Medium-Term Business Plan.

Regarding non-financial targets, we will continue efforts from the previous Medium-Term Business Plan. In addition to CO₂ reduction goals, we intend to increase the number of employees of the Group from 5,267 as of March 31, 2025, to 7,200 over the next 10 years.

Cash Allocations Under Medium-Term Business Plan (FY2025–FY2027)

In the first three years of the plan, we will build foundations for rapid growth by combining aggressive growth investment with solid shareholder returns.



This slide explains cash allocation under the new Medium-Term Business Plan, which marks the start of the 10-Year Plan.

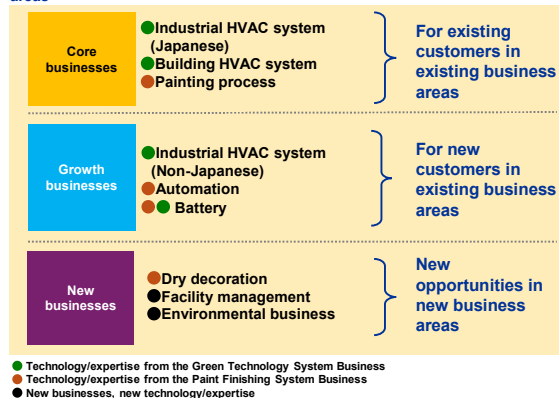
We will utilize the described cash inflows in growth investments aimed at having disruptive business growth, enhancing the level of DOE, and actively buying back shares to enrich shareholder returns.

Growth investments will be increased to 38 billion yen from the previous Medium-Term Business Plan's target of 20 billion yen. We will execute our growth strategies through appropriate capital allocation, including the allocation of 22 billion yen to initiatives such as M&A and business and capital alliances.

Our Philosophy on Business Growth

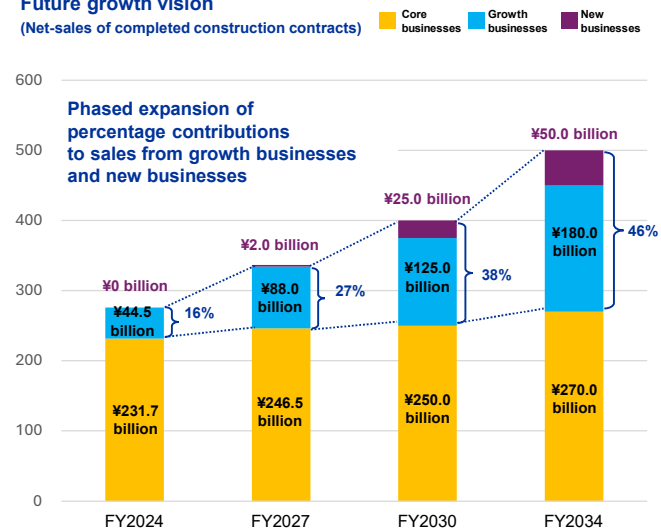
While maintaining steady growth in **core businesses**, we will pursue rapid and disruptive growth in **growth** and **new businesses**.

Strategic reclassification of business domains into core, growth, and new areas



Future growth vision

(Net-sales of completed construction contracts)



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This slide explains our philosophy on business growth.

Achieving 500 billion yen in net sales of completed construction contracts is a goal that cannot be reached only through growth in existing businesses with existing customers. It can only be achieved by capturing discontinuous growth opportunities.

This goal requires us to nearly double our current net sales of completed construction contracts, and we are committed to boldly taking on the challenge.

We have put our operations into three categories: “core businesses,” which refer to the existing businesses within the Green Technology System and the Paint Finishing System Businesses; “growth businesses,” which expand these existing businesses to reach new customers and domains; and “new businesses,” which aim to develop the “third business pillar” following the Green Technology System and the Paint Finishing System Businesses.

Overcoming Challenges on the Path to Success for Our Growth Strategies

Strategic Focus

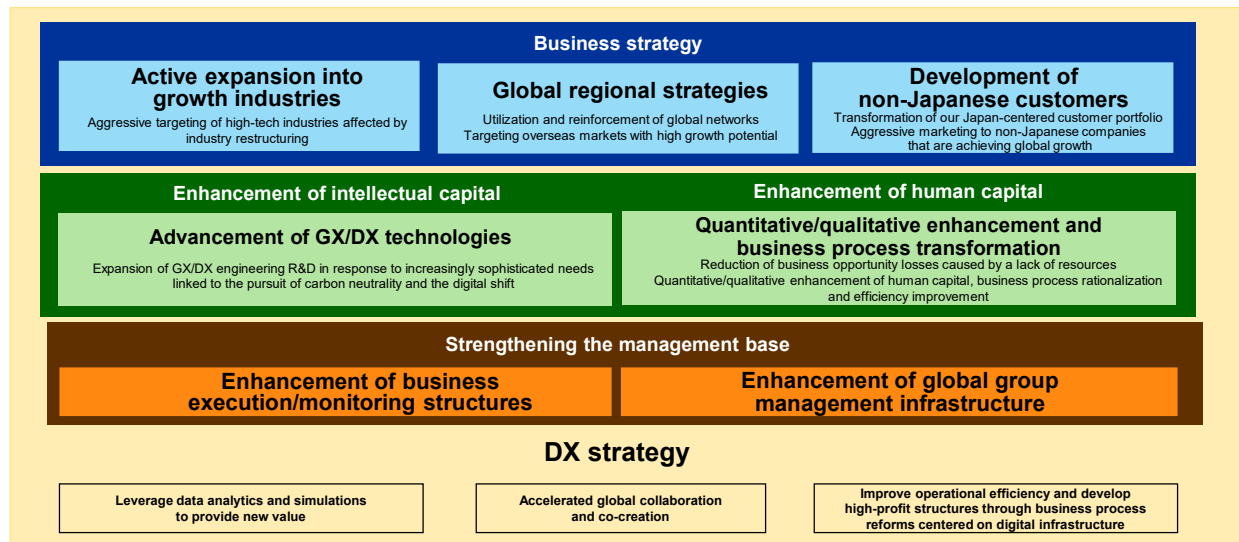
3. 10-Year Plan 2035 (FY2025–FY2034) Growth Strategy Focal Points

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From here, we will explain the focal points of our growth strategies aimed at achieving the 10-Year Plan.

Evolution as a global engineering company capable of supporting sustainable social development

Eight strategic focal points for Taikisha



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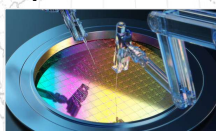
This slide presents the eight strategic focal points defined by the Company.

We will explain each of them in order on the following slides.

Engineering services to support **global industrial innovation**

Active engagement with growth industries

Our priority markets are semiconductors, electronic components, mobility, batteries, biopharmaceuticals, and data centers



Global regional strategies

The technologies that people need, where they need them

We will leverage our management resources, including seed technologies and overseas business operations, to strengthen our business presence in new industries in North America, India, Europe, and other markets.

Development of non-Japanese customers

Leveraging our advanced technologies to bring value to non-Japanese customers

We will visualize and disseminate Taikisha's technical capabilities and turn our unique technologies and expertise into global standards through global deployment.

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Our business strategy consists of three focal points.

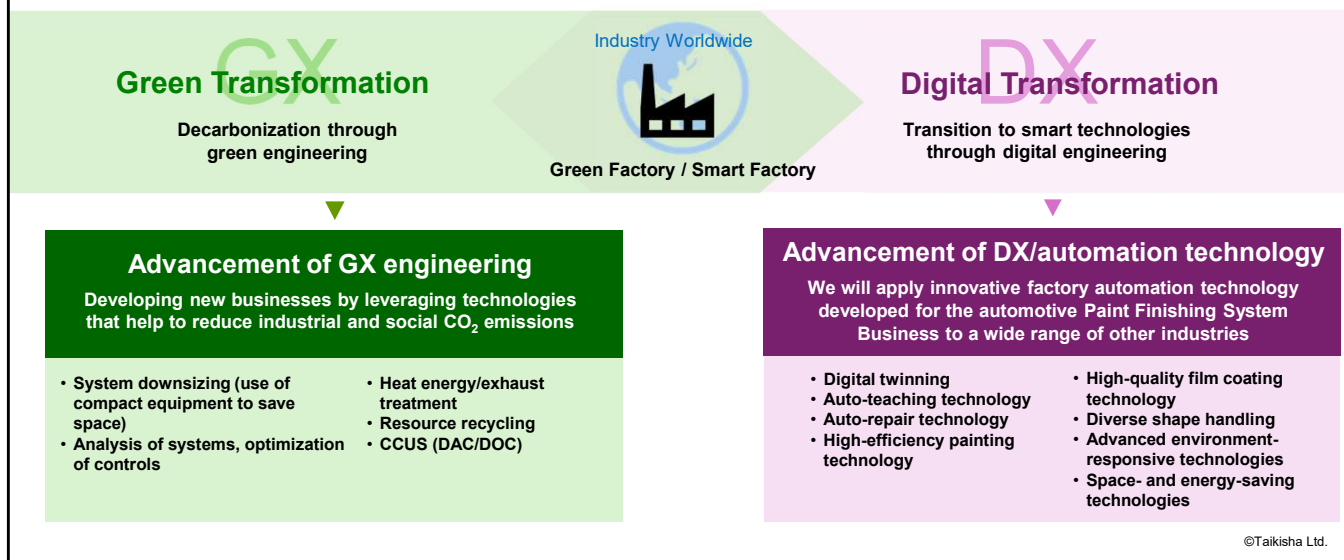
The first is active engagement with growth industries. Taking into account both market growth potential and our market competitiveness, we have set five priority markets: “semiconductors,” “electronic components,” “mobility,” “batteries,” “biopharmaceuticals,” and “data centers.”

The second is global regional strategies. While achieving steady results in the stable domestic market, we aim for disruptive growth in high-potential overseas markets.

The third is development of non-Japanese customers. To convince them of our technological and problem-solving capabilities, we will establish not only technological capabilities that meet customer demands but also a “concurrent development framework,” where customers can see, test, and experience our capabilities.

As a measure to achieve this, we will globally expand our R&D facilities to promote co-creation and the visualization of technologies.

Leveraging green and smart technologies to support industrial innovation



The next strategic focal point is enhancing “intellectual capital” as part of our technology strategy.

By combining our CO₂ reduction technologies developed in both businesses with the factory automation technologies cultivated in the Paint Finishing System Business, we will contribute to the “greening” and “smartification” of a wide range of industrial areas.

Enhancing our responsiveness to rapidly expanding business opportunities
**Human capital enhancement (quantitative, qualitative) and
 business process rationalization/efficiency improvement**

**Enhancement of human capital and resources
 (quantitative/qualitative expansion)**

Expansion of our pool of:

- **Executive and management personnel**
- **People capable of working globally**
- **Senior expert engineers**
- **End-to-end solutions experts (design/build & after-care)**

Creation of working environments that generate innovation and excitement

⇒ Shift from passive to active mindsets



**Business process rationalization/
 efficiency improvement**

- DX-based business process engineering
 Application of DX to engineering through the **introduction of BIM (Building Information Modeling)**
- Establishment of business processes as **ancillary engineering for production facilities**
- Expansion of scope of **construction equipment unitization/modularization**
- Extension of **design/construction platform** to include overseas affiliates



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The next strategic focal point is enhancing “human capital.”

Aiming to expand revenue globally, we regard human capital capable of working on a global stage as the source of competitiveness, and will strive to enhance our members’ engineering capabilities and adaptability to globalization.

At the same time, we aim to improve productivity through BIM (Building Information Modeling)/DX and streamline business processes through the unitization and modularization of construction facilities.

Building structures capable of realizing sustainable growth and enhancing corporate value
Development of systems/structures to support growth strategies

Strengthening the management base 1

**Enhancement of business
execution/monitoring structures**

- Establishment of the **Growth Strategy Council**
- Establishment of the **Digital Innovation Committee (governance side)** and further strengthening of the functions of the **Digital Strategy Committee (executive side)**
- Introduction of the **Group Corporate Officer System**
- Introduction of a **new management accounting system** to facilitate growth investment
- Functional enhancement of the **Sustainability Promotion Committee** and the **Business Investment Committee**
- Group-wide extension of **ROIC management**



Strengthening the management base 2

**Enhancement of global group
management infrastructure**

- Introduction of **common global IT systems infrastructure**
- Enhancement of **IT governance structures**
- Establishment of the **ASEAN Regional Management Dept.**
- Improvement of effectiveness of **boards of directors of affiliated companies**
- Future establishment of **intermediate holding companies and regional HQs**



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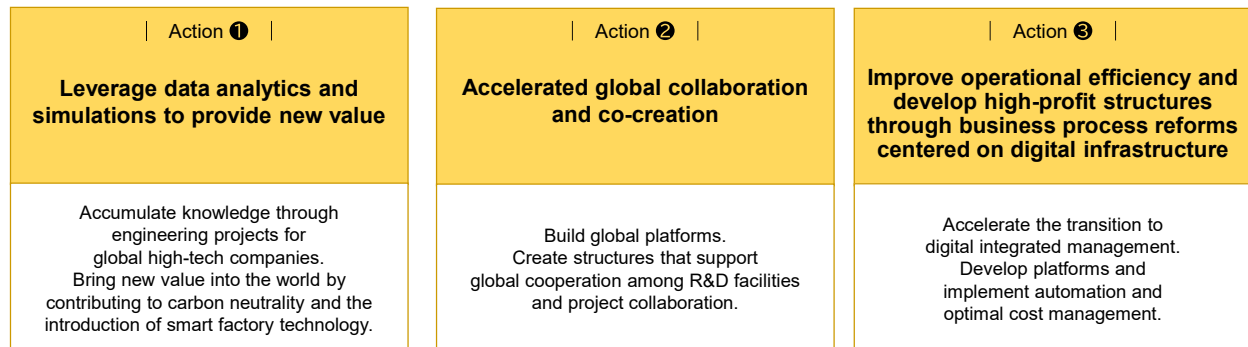
The next strategic focal point is two initiatives to strengthen the “management base.”

The first initiative is enhancing business execution/monitoring structures. We will reinforce these structures by launching the Growth Strategy Council and the Digital Innovation Committee, further strengthening the functions of the Digital Strategy Committee, and having group-wide extension of ROIC management.

The second is enhancing global governance.

We aim to do this through initiatives such as introducing “common global IT systems infrastructure,” enhancing “IT governance structures,” and establishing the “ASEAN Regional Management Dept.” in FY2024.

Our DX strategy is based on three parallel actions and the continuous allocation of management resources to the BIM/DX stage.



DX Digital Transformation

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The eighth and final focal point is our DX strategy.

Through our DX strategy, we aim to help our customers in realizing greening and smartification.

We will start with expanding automation areas by digitalizing existing operations; digitalizing estimation, design, and construction operations; and implementing BIM-based process and cost management.

We aim to develop platforms by accumulating such pieces of data and deploying them globally.

Leveraging the accumulated data, we will work to provide new value, such as energy management systems (EMS), use of digital twins, and full automation of factories.

We recognize that our global deployment capabilities and advancement in factory automation significantly differentiate us from others.

We will omit explanations on the following slides.

This concludes our explanation of the 10-Year Plan.

Achieving Dramatic Growth—Taikisha's Advantages and Specific Strategies and Tactics

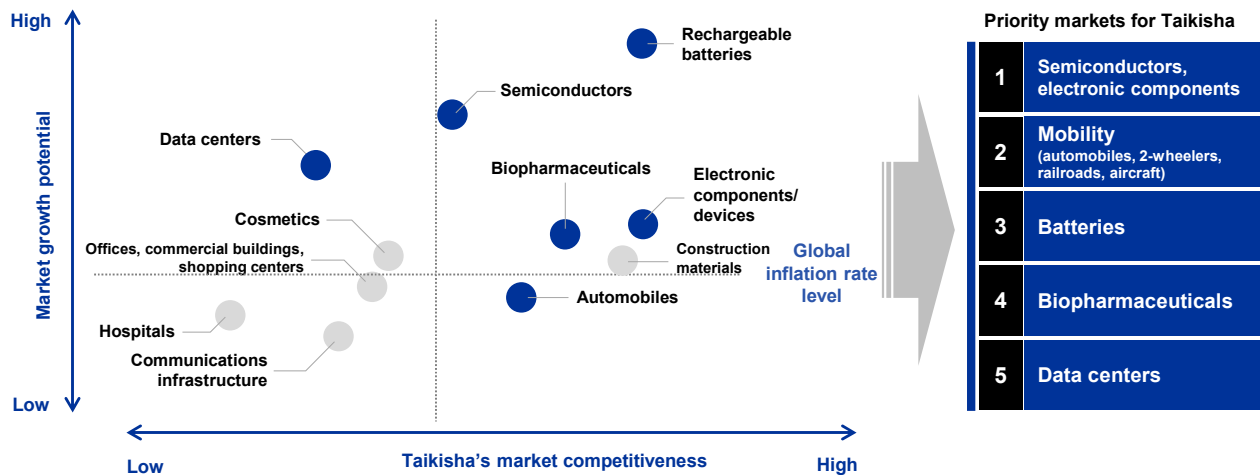
4. ^{10-Year Plan 2035 (FY2025–FY2034)} Strategies and Tactics

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Market Strategy: Analysis of Priority Markets

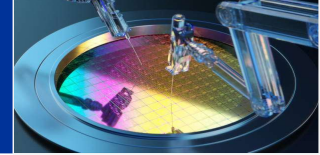
Concentrate management resources into global growth industries.

We will target growth industries, such as semiconductors, electronic components, mobility, batteries, biopharmaceuticals, and data centers.

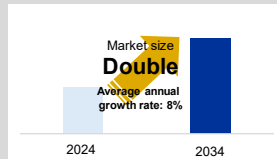


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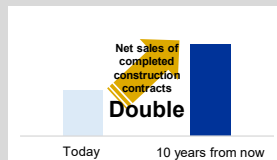
Environmental requirements in production facilities are becoming increasingly sophisticated in step with rising semiconductor demand due to a full-scale shift to the IoT/AI society.



Market growth potential



Growth outlook



Basic strategic policy

- Customer-axis** Capture demand driven by the expansion of investment by global Japanese and non-Japanese companies due to spread of the IoT and generative AI.
- Regional axis** Focus on East Asia, especially Taiwan, as well as expansion into the US and Indian markets, and engagement with the Silicon Island Strategy in Japan.
- Technology axis** Provide advanced energy solutions and mini-environments (ultra-precise temperature control). Provide water recycling technology.

Roadmap for achieving targets

| Medium-Term Business Plan (FY2025–FY2027) | Medium-Term Business Plan (FY2028–FY2030) | Medium-Term Business Plan (FY2031–FY2034) |
|---|--|---|
| <ul style="list-style-type: none"> ■ Strengthening our business base in Japan. ■ Enhancement of capacity to support investment by Japanese global companies. ■ Expansion into the manufacturing equipment field. | <ul style="list-style-type: none"> ■ Expansion of orders from non-Japanese customers in Taiwan ■ Entry into the US and Indian markets. | <ul style="list-style-type: none"> ■ Expansion into the US and Indian markets. |

Key Strategies

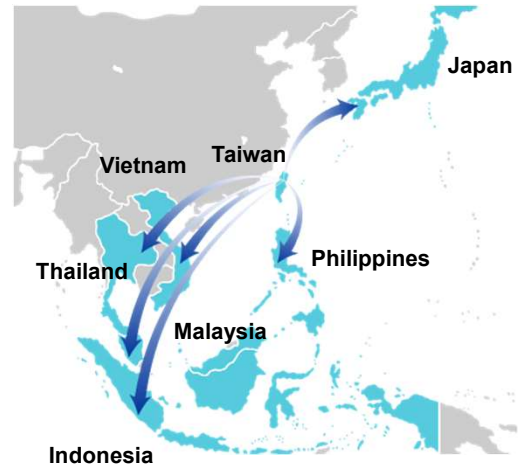
East Asia Semiconductor Strategy

Looking ahead 10 years: Our Goals for 2035

- We will evolve as an engineering company capable of supporting capital investment by semiconductor-related companies in Japan and Asia.
- We will build our presence in Taiwan and ASEAN, which have clusters of advanced semiconductor firms.

Strategic policies

- Approach semiconductor-related companies in Japan
- Pursue business with Taiwanese semiconductor firms through our office there.
- Provide turnkey solutions, such as design/build proposals and water treatment

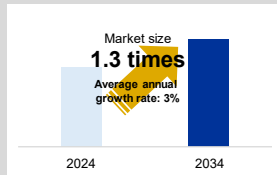


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The automotive industry is going through a once-in-century transition. Production is being transformed by the shift to EVs and SDVs, while GX has become an urgent priority.



Market growth potential



Growth outlook



Basic strategic policy

- Customer-axis** Respond to the production transformation caused by the shift from ICE vehicles to EVs and SDVs.
- Regional axis** Take up new challenges in the European market, as well as the US and India.
- Technology axis** Focus on GX technology and the impact of dry decoration technology.

Roadmap for achieving targets

| Medium-Term Business Plan (FY2025–FY2027) | Medium-Term Business Plan (FY2028–FY2030) | Medium-Term Business Plan (FY2031–FY2034) |
|---|--|---|
| <ul style="list-style-type: none"> Creation of a dry decoration demonstration line | <ul style="list-style-type: none"> Stable operations in Europe, further expansion in North America and India Customization of dry decoration | <ul style="list-style-type: none"> Expansion of business domains in Europe Introduction of dry decoration in mobility markets other than 4-wheelers |

EV: Electric Vehicle SDV: Software Defined Vehicle

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Key Strategies

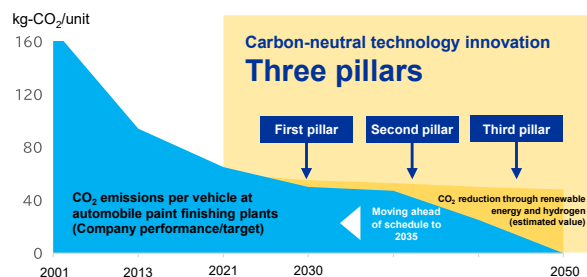
Support the GX transition in the mobility sector through GX engineering.

[First pillar] Streamlining painting process by implementing energy-saving measures

[Second pillar] Response to the energy transition

[Third pillar] Development of alternative painting technologies

The Company's carbon neutrality goals and basic policy



Key GX technology for automobile manufacturing Maximize the decarbonization impact of dry decoration technology.

75% reduction in CO₂ emissions during automobile production (emissions from production facilities)

- Painting processes are a major source of CO₂ emissions during automobile production. Existing paint spraying processes consume large amounts of energy.
- Instead of spraying paint, dry decoration technology involves the application of films. This contributes significantly to decarbonization by reducing CO₂ emissions from production facilities by 75%.
- In addition to the automotive industry, dry decoration technology also has potential uses in non-mobility industries.



Looking ahead 10 years: Our Goals for 2035

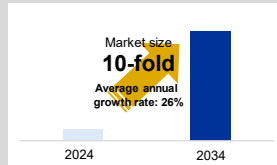
- As a pioneer of the dry decoration business for 4-wheelers, we will lead industry efforts to make this the mainstream method.
- We will expand the technology into mobility markets other than 4-wheelers and other industrial markets.

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The shift to EVs is an important step toward the decarbonization of the mobility sector. Batteries hold the key to the early adoption of this technology. The evolution of battery technology will create a brighter future for the global environment.



Market growth potential



Growth outlook



Basic strategic policy

- Customer-axis** Demand for automotive batteries is growing with the shift to EVs.
- Regional axis** Start through co-creation with Japanese manufacturers in Japan and North America.
- Technology axis** Apply smart technology on construction sites through new modularization concepts encompassing all aspects from production line equipment and thermal power sources to plant buildings.

Roadmap for achieving targets

| Medium-Term Business Plan (FY2025–FY2027) | Medium-Term Business Plan (FY2028–FY2030) | Medium-Term Business Plan (FY2031–FY2034) |
|--|---|---|
| <ul style="list-style-type: none"> Expansion of business domains to include ancillary and heat/power supply engineering for battery plants in North America | <ul style="list-style-type: none"> Expansion into other business domains, such as solvent recovery and dry rooms Battery manufacturing equipment installation contracting | <ul style="list-style-type: none"> Evolution as a one-stop solutions provider producing manufacturing equipment in-house |

Key Strategies

We will pursue synergies between our Green Technology System Business and Paint Finishing System Business.

Create new value through the convergence of engineering technologies from our two core business areas.

Green Technology System Business

- Dry rooms
- Solvent Recovery
- Heat/power supply technologies
- Clean room equipment installation

Technology synergies

Paint Finishing System Business

- E-coating technology for in-vehicle cases
- Airtight and waterproof sealing technology
- Conveyance technology
- Material handling robot technology

Technology synergies in the Battery Business

- Integrated provision of production environment technology and production line technology
- Proposal of optimized automation systems, including conveyance and material handling
- Provision of energy- and material-saving technologies
- Proposal of methods to speed up and standardize plant construction (establishment of total modularization method)



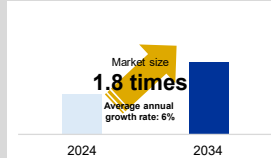
Global engineering support to meet the increasingly sophisticated needs of innovative pharmaceutical manufacturing process .



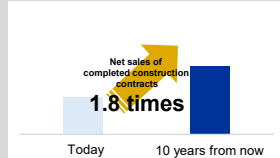
Support for the expansion of data centers in step with the spread of generative AI.



Market growth potential



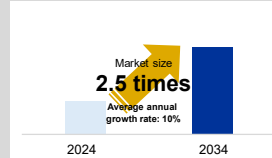
Growth image



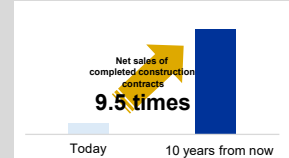
Basic strategic policy

- Customer axis:** Mainly non-Japanese global companies, including American/European companies and local companies in ASEAN
- Regional axis:** Japan, as well as ASEAN, India, and North America
- Technology axis:** Room pressure control technology, decontamination technology, measurement support, GMP/production facility knowledge

Market growth potential



Growth image

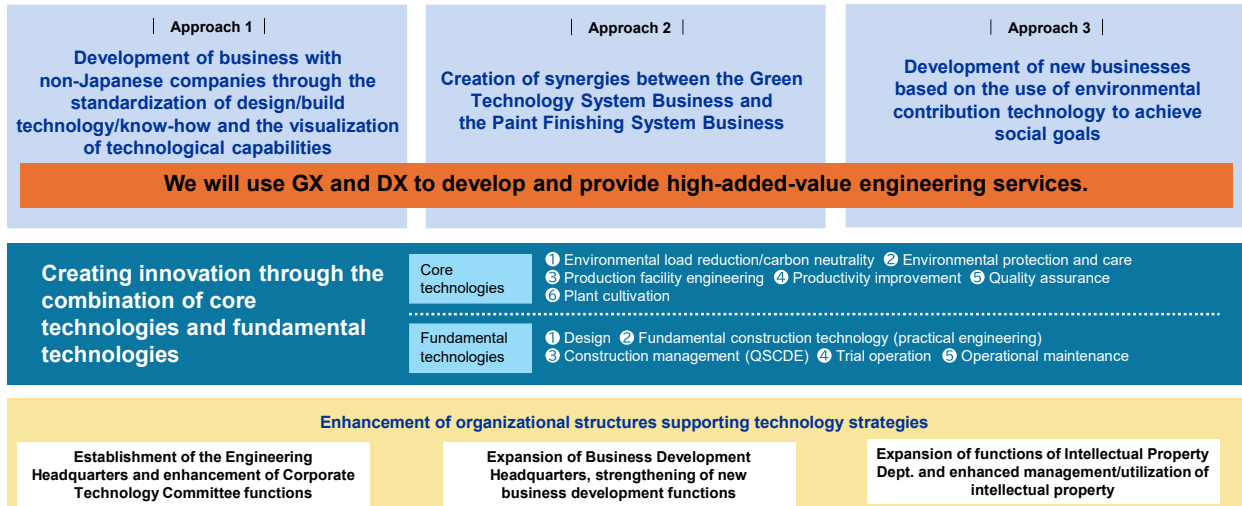


Basic strategic policy

- Customer axis:** Pursuit of globally active customers, approaches to mega-cloud companies
- Regional axis:** Expansion from Japan to ASEAN and India
- Technology axis:** Support for smart facilities through the unitization/modularization of buildings and equipments, development of new cooling methods

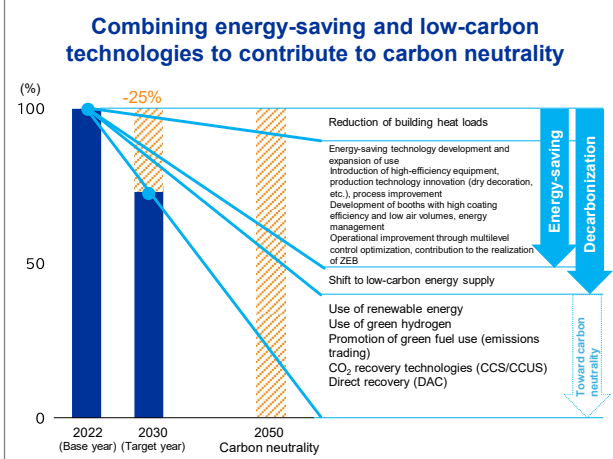
Deepening and exploring the potential of engineering technology

We will assess our accumulated technology and develop more sophisticated uses.



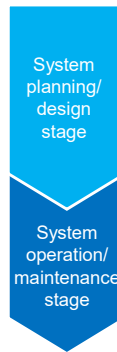
GX engineering will have a major decarbonization impact.

Initiatives based on CO₂ emissions reduction roadmap



Supply chain decarbonization

Supporting smart factories from the **planning/design** stage through to operations/ maintenance.



■ Downsizing

- Creation of energy-saving systems tailored to production equipment operating conditions, while maintaining a safe, high-quality environment
- Creation of mini-environments

■ Adapting to new technologies

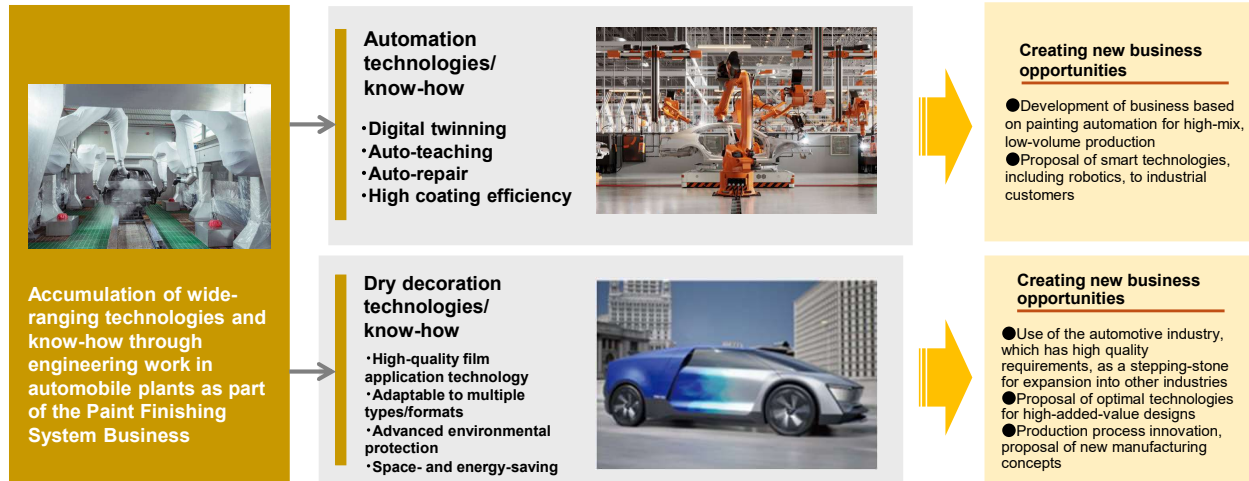
- Using new technologies to update customer's production environments

■ Operational management using digital/AI technology

- AI-based real-time data analysis and rapid reflection in supply chains
- Optimization of system controls to reduce environmental loads during operations, maintenance, and support.

Using high-potential seed technologies to create business opportunities

We will use Paint Finishing System Business technology developed to meet the needs of automobile manufacturers to open up new markets in other areas.



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Keys to developing non-Japanese customers: Standardization of design/build know-how, visualization of technological capabilities

Standardization of design/construction know-how

Conversion of tacit knowledge into explicit knowledge

Standardization of working processes and construction technology know-how through the development of innovative operational management systems to improve quality stability at all sites and for all staff

Global dissemination of explicit knowledge

Use of digital tools and smart devices to disseminate this know-how as global standards and facilitate its use

Elevation to Taikisha proprietary standards

Standardization of business processes and use of BIM data to enable customization proposals to any customer, based on accumulated know-how encapsulated in Taikisha Standards

Visualization of technological capabilities

Open innovation at research facilities



Co-creation at Taikisha Innovation Site Alkawa



Installation of dry decoration line at Zama Technical Center

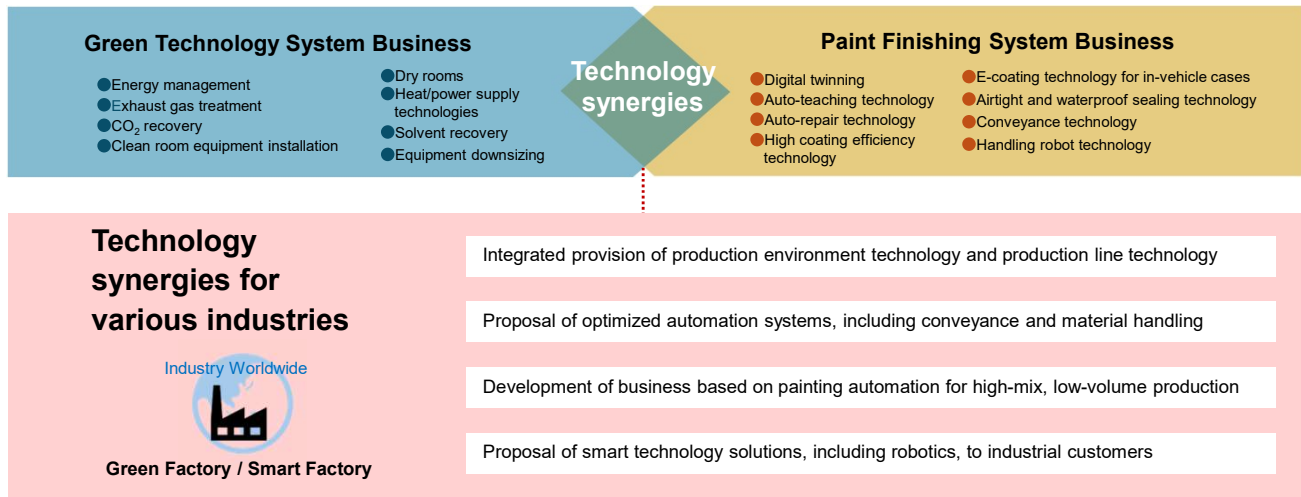
Facilities that provide audiovisual experiences of our technology



Visualization and verification of customer needs on a global basis through the establishment of laboratories in ASEAN, India, North America, and Europe

Enhancement of facilities to allow our technologies to be experienced remotely through the networking of research facilities

Creating new value through the convergence of technologies from our two core businesses



Create new businesses to solve environmental and social issues.

We will take up the challenge of developing a third core business alongside the Green Technology System Business and Paint Finishing System Business.

Processing of heat energy and exhaust gases

We will contribute to the energy transition and the prevention of global warming through the utilization of unused heat energy produced during industrial operations.

We will help to protect the global environment by enhancing our exhaust gas treatment technologies for markets and regions subject to tighter environmental regulations, and by developing new solvent recovery and recycling technologies.

**Contributing to the circular economy**

We will take up the challenge of developing practical water treatment and recycling technologies for factories, including metal organic frameworks (MOFs) and covalent organic frameworks (COFs).

**Carbon Capture, Utilization, and Storage (CCUS)**

We will contribute to the achievement of carbon negativity by pursuing advances in direct air capture and direct ocean capture.



Targeting rapid growth in **high-growth overseas markets** while achieving robust results backed by **stable profitability in the Japanese market**



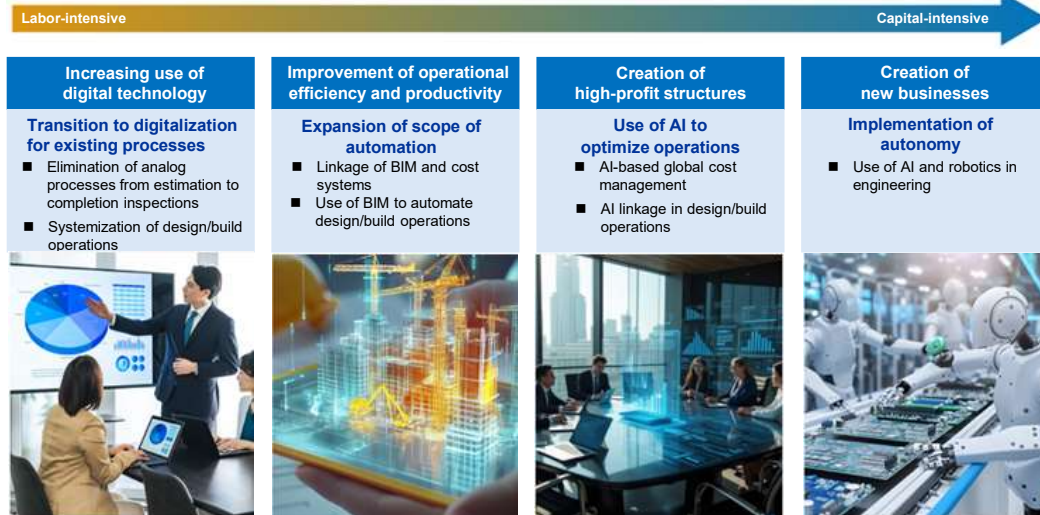
Prioritized Investment Leading to Cash-Flow Expansion over a 10-Year Timeframe

5. Strategic Investment for Growth (DX & Human Capital)

10-Year Plan 2035 (FY2025–FY2034)

Transitioning from labor-intensive to capital-intensive business

We will build BIM-centered DX infrastructure. AI and robotics will be used to aggregate traditional operations, allowing human capital to be redeployed to creative work with enhanced added value.

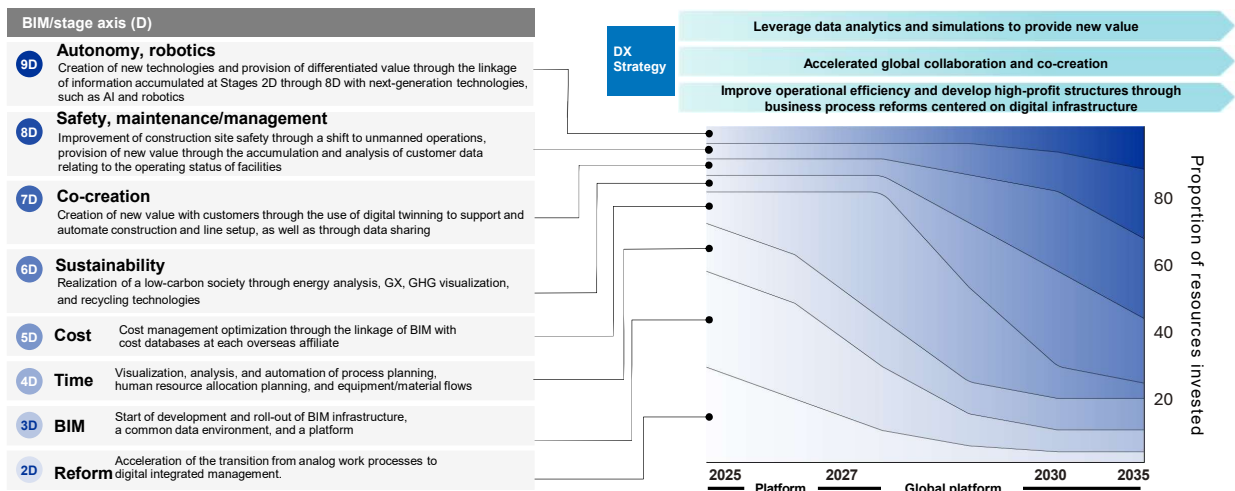


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Positioning of DX as the core of our growth strategy —continuous investment of management resources

Accumulation of data gathered using BIM on a platform, simultaneous execution of DX strategy

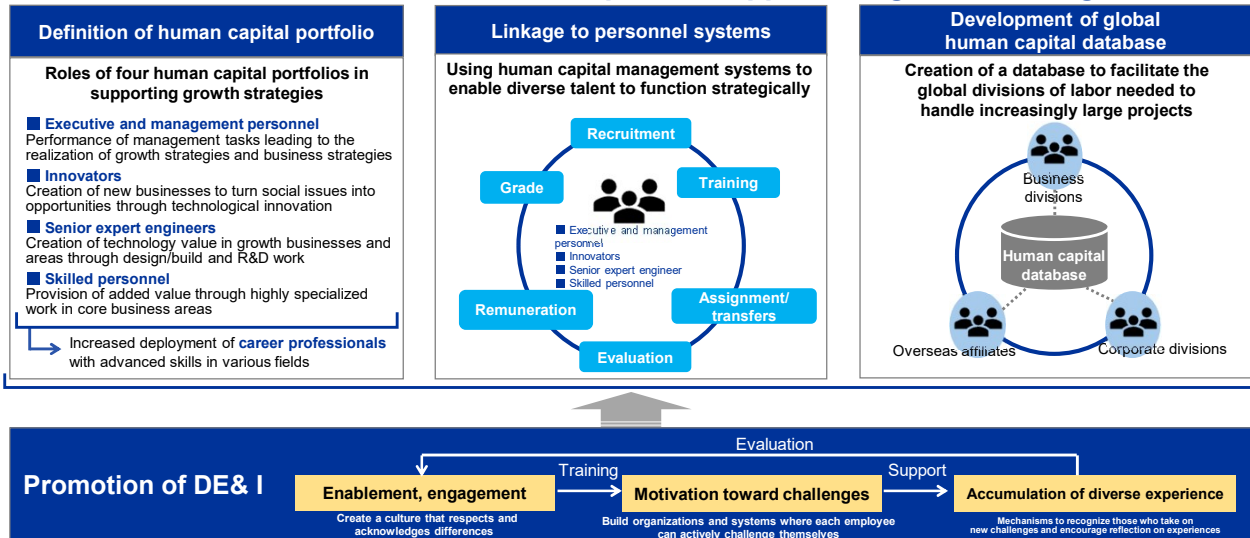
Proportions of management resources used at each BIM/DX stage



Human Capital Expansion: Introduction of Global Human Capital Portfolio Management



**We regard global human capital as a core source of competitiveness.
Human capital portfolio management will play a core role in
the enhancement of our human capital to support our growth strategies.**



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We will expand our engineering and global response capabilities through borderless recruitment and training.

Expanding engineering capabilities

- **Enhanced administration of the certification program for leading senior expert engineers**
We will identify and differentiate top technical specialists in each field (persons with exceptional skills and achievements).
- **Enhancement of training for end-to-end solutions experts (design/build & after-care)**
We will train technical personnel capable of handling all design, building, and after-care processes.
- **Establishment of new specialized training institute**
We will train specialists in particular fields, such as semiconductors and pharmaceutical manufacturing.

KPI Career professionals, including senior expert engineers 1,780 by 2035 (1,200 in 2025)

Enhancement of global response capabilities

- **Borderless deployment of Japanese personnel**
 - ① Early experience of overseas work, including participation in the overseas trainee system
 - ② Experience as overseas affiliate managers
 - ③ Candidates for senior management/CEO
- **Executive training for national staff**
 - ① Early selection
 - ② Management participation
 - ③ Global experience in Japan/overseas affiliates

Future participation in group management as group corporate officers

KPI Persons with global skills based on management experience at overseas affiliates 350 by 2035 (100 in 2025)

Precaution about Forward Perspective



The data and future prospection in this material is based on the judgement on the announcement date and the available information.

They are possible to change by various kinds of factors and can not guarantee the achievement of goals and future performance. This information is subject to change without notice.

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