

TAIKI-SHA LTD.

Financial Results Material

The Second Quarter of FY2025

November 10, 2025

Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

Orders received in the Green Technology System Business are expected to fall below the original forecast, taking into account risks of delays in order timing for several projects.

Sales and the Profit are expected to exceed the original forecasts in all items as announced in the Announcement of Revision of Earnings Forecasts disclosed on November 10th, 2025.

	FY2025 Revised Forecasts	FY2025 Original Forecasts	Difference
(JPY bn)	Total	Total	Total
Orders received	346.5	362.0	-15.5
Net sales of completed construction contracts	286.7	279.0	7.7
Operating income	19.0	17.1	1.9
Ordinary income	20.0	18.2	1.8
Profit attributable to owners of parent	13.5	12.0	1.5

Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

Under a favorable business environment, all items reached record highs for the first half

Business environment (Overseas)

Despite concern about a global economic slowdown, capital investment by manufacturers remained steady.

Business environment (Japan)

Capital investment in semiconductor-related operations, automobile manufacturing, and data centers continued, while urban redevelopment demand remained robust.

Orders received

¥181.4 bn

[+41.5% QoQ]

Net sales of completed construction contracts

¥130.4 bn

[+13.8% QoQ]

Ordinary income

¥11.0 bn

[+55.9% QoQ]

Profit attributable to owners of parent

¥7.4 bn

[+31.7% QoQ]

Orders received increased significantly, driven by large-scale project orders
Sales growth and improved project profitability led to
record-high profit for the first half

(JPY bn)	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Orders received	128.1	181.4	53.2
Net sales of completed construction contracts	114.6	130.4	15.8
Ordinary income	7.0	11.0	3.9
Ratio	6.2%	8.5%	2.3pt
Profit attributable to owners of parent	5.6	7.4	1.7
Ratio	4.9%	5.7%	0.8pt
EPS	86.93yen	116.46yen	29.53yen

Exchange rate of main overseas affiliates

	① 2Q FY2024	② 2Q FY2025	③ FY2025 Original projections
(Yen)			
US\$	152.33	149.00	146.00
THB	4.22	4.45	4.40
CNY	21.07	20.54	20.60
INR	1.82	1.70	1.74

Exchange rate impact

Impact of exchange rate difference between ① and ②

Sales: JPY-1.5 billion / Ordinary income: JPY-0.08 billion

Impact of exchange rate difference between ② and ③

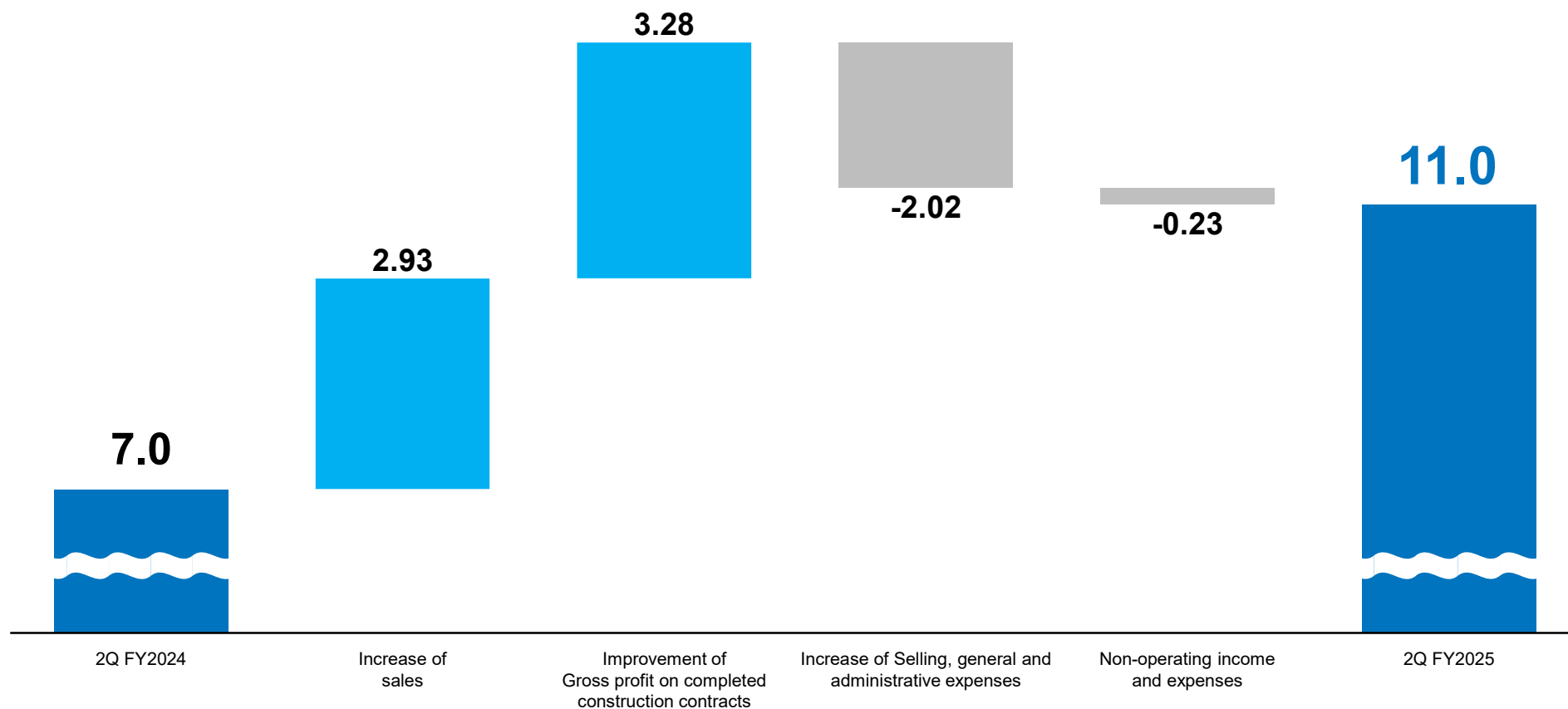
Sales: JPY-0.01 billion / Ordinary income: JPY 0.01 billion

An increase in sales along with improved profitability contributed to a substantial year-on-year increase

Breakdown of fluctuation in Ordinary Income (QoQ change)

(JPY bn)

- Increase
- Decrease
- Total amount



Orders received and ordinary income are expected to reach record highs

Earnings Forecast

(JPY Bn)	FY2024 Results			FY2025 New Forecasts*			FY2025 Original forecasts	vs. Forecast
	1H	2H	Total	1H Results	2H	Total※	Total	Total
Orders received	128.1	149.2	277.4	181.4	165.0	346.5	362.0	-15.5
Net sales of completed construction contracts	114.6	161.5	276.2	130.4	156.2	286.7	279.0	7.7
Operating income	6.2	11.6	17.9	10.4	8.5	19.0	17.1	1.9
Ordinary income	7.0	12.8	19.9	11.0	8.9	20.0	18.2	1.8
Profit attributable to owners of parent	5.6	5.3	11.0	7.4	6.0	13.5	12.0	1.5
ROE			7.6%			9.0%	8.1%	1.0pt

※ Revised at the announcement of the financial result for the Second quarter

Exchange rate of main overseas affiliates

(Yen)	FY2024 Results	① FY2025 New projections	② FY2025 Original projections
US\$	151.47	146.00	146.00
THB	4.31	4.40	4.40
CNY	21.04	20.60	20.60
INR	1.81	1.74	1.74

Impact of exchange rate fluctuations

Impact of 1% change in all exchange rates on the FY2025 forecast

Net sales of completed construction projects: JPY1.3 billion

Ordinary income: JPY 0.06 billion

**Despite an increase in SG&A expenses mainly due to growth investments,
profit is expected to grow through improved profitability
Aim to balance profit improvement and growth strategies**

Breakdown of fluctuation in Ordinary Income (YoY change)

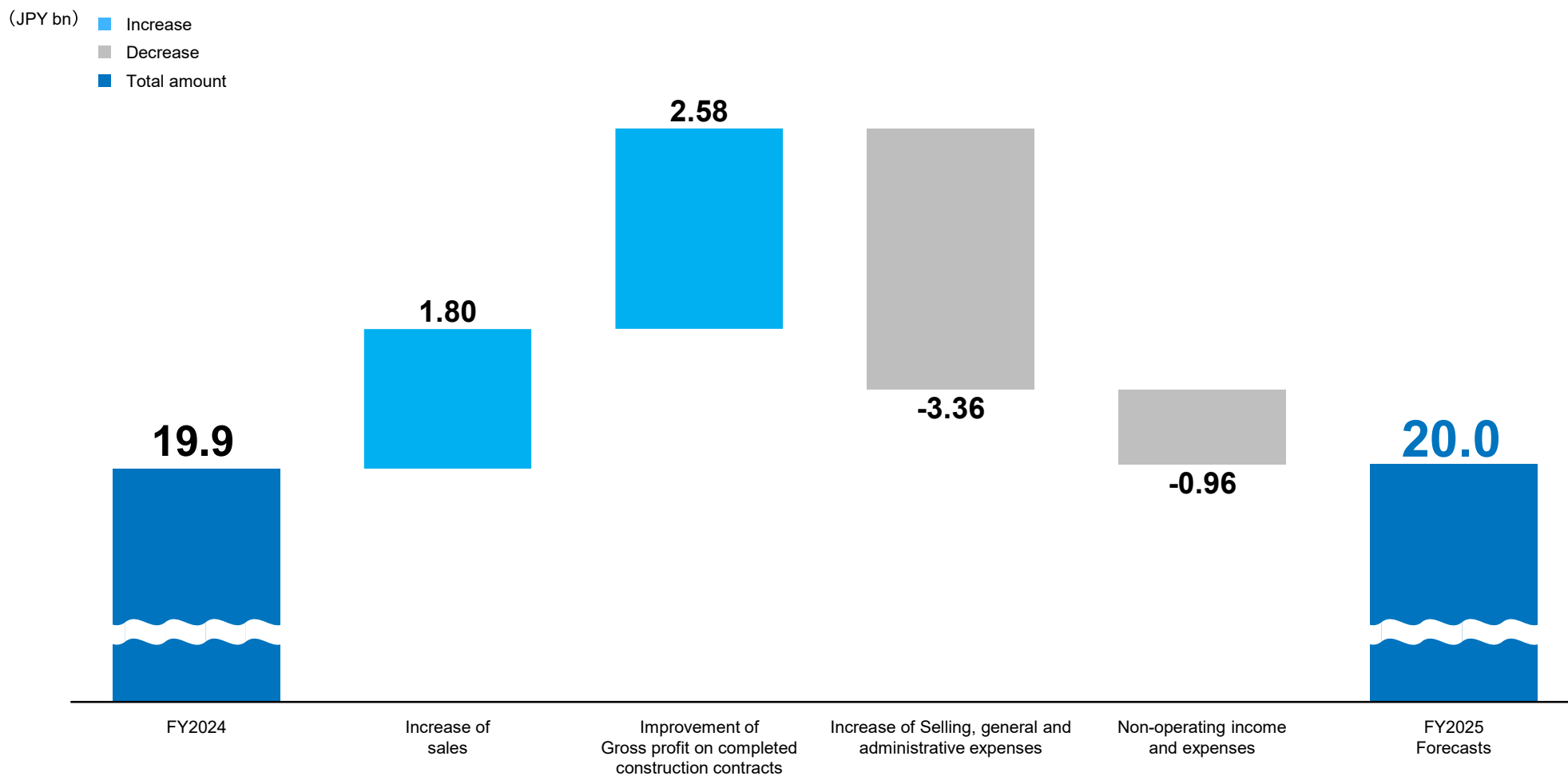


Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

Increased both in Green Technology and Paint Finishing

(JPY bn)

	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Orders received	128.1	181.4	53.2
Japan	65.6	77.3	11.7
Overseas	62.5	104.0	41.4
Green Technology	83.3	101.5	18.1
Building HVAC	18.3	32.4	14.0
Industrial HVAC	64.9	69.0	4.0
Paint Finishing	44.8	79.9	35.0

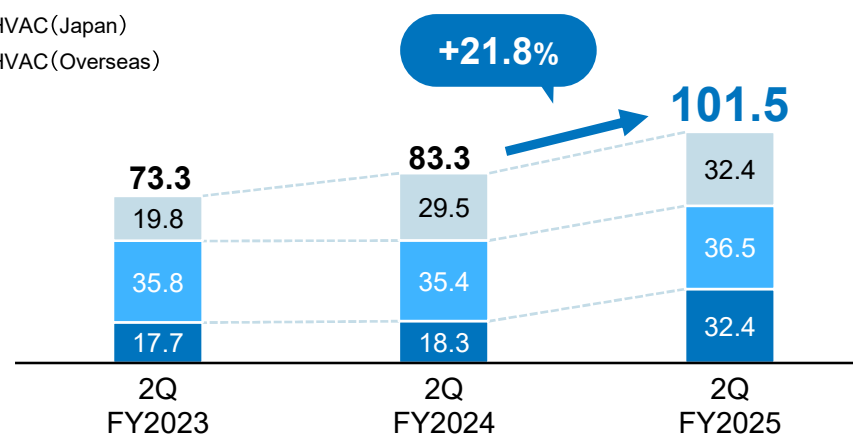
Increased year on year, driven by building HVAC

(JPY bn)	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Orders received	83.3	101.5	18.1
Building HVAC	18.3	32.4	14.0
Industrial HVAC	64.9	69.0	4.0
Japan	35.4	36.5	1.1
Overseas	29.5	32.4	2.9
Overseas ratio	35.4%	32.0%	-3.5pt

Trend

(JPY bn)

- Building HVAC
- Industrial HVAC(Japan)
- Industrial HVAC(Overseas)



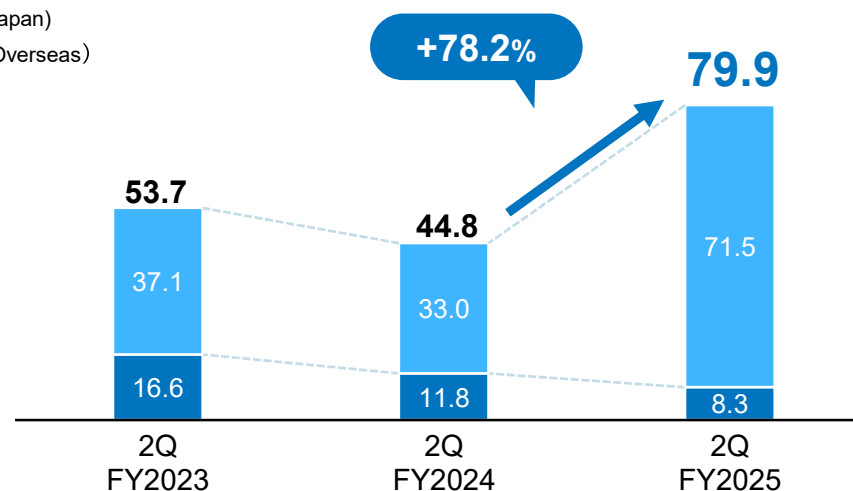
**Despite a decline in Japan,
increased year on year due to a large-scale overseas project order**

(JPY bn)	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Orders received	44.8	79.9	35.0
Japan	11.8	8.3	-3.4
Overseas	33.0	71.5	38.5
Overseas ratio	73.7%	89.6%	15.9pt

Trend

(JPY bn)

- Paint Finishing(Japan)
- Paint Finishing(Overseas)

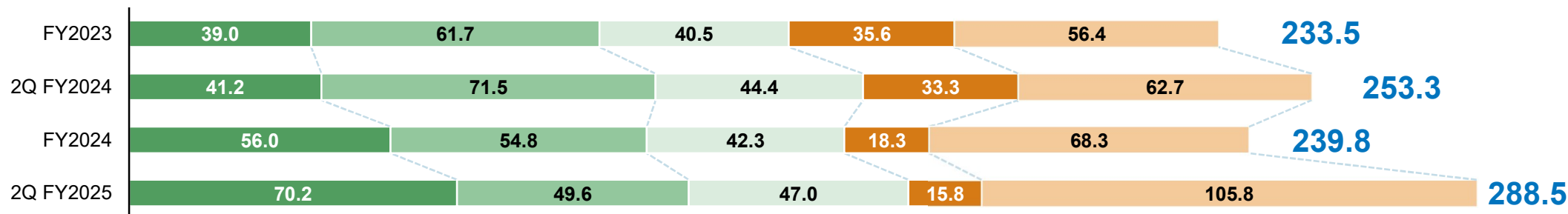


Orders received rose significantly, resulting in record-high construction carried-forward

(JPY bn)	FY2023 A	2Q FY2024 B	FY2024 C	2Q FY2025 D	Change C—A	Change D—B
Orders received	263.5	128.1	277.4	181.4	13.8	53.2
Net sales of completed construction contracts	293.5	114.6	276.2	130.4	-17.3	15.8
Construction carried-forward	233.5	253.3	239.8	288.5	6.3	35.2
Green Technology	141.4	157.2	153.2	166.8	11.8	9.6
Building HVAC	39.0	41.2	56.0	70.2	16.9	28.9
Industrial HVAC	102.3	115.9	97.2	96.6	-5.1	-19.3
Paint Finishing	92.1	96.1	86.6	121.7	-5.5	25.6

Breakdown of Construction Carried-Forward

(JPY bn) ■ Building HVAC ■ Industrial HVAC(Japan) ■ Industrial HVAC(Overseas) ■ Paint Finishing(Japan) ■ Paint Finishing(Overseas)



Increased in the Green Technology and Decreased in the Paint Finishing

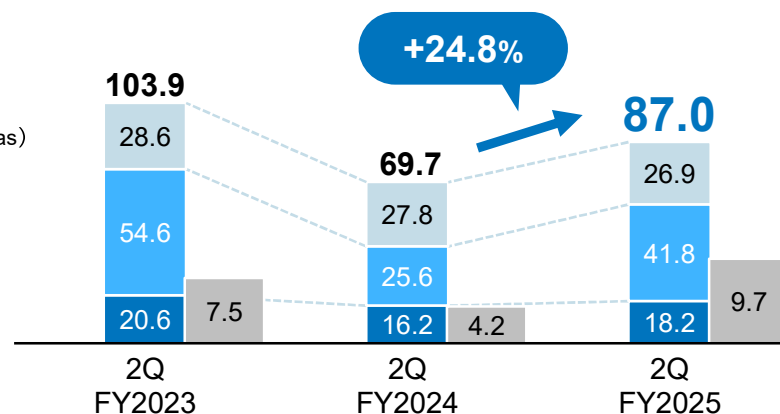
(JPY bn)	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Net sales of completed construction contracts	114.6	130.4	15.8
Japan	55.9	70.8	14.9
Overseas	58.6	59.5	0.9
Green Technology	69.7	87.0	17.3
Building HVAC	16.2	18.2	2.0
Industrial HVAC	53.5	68.7	15.2
Paint Finishing	44.8	43.4	-1.4
Ordinary income	7.0	11.0	3.9
Ratio	6.2%	8.5%	2.3pt
Green Technology	4.2	9.7	5.4
Ratio	6.1%	11.2%	5.0pt
Paint Finishing	1.9	0.7	-1.1
Ratio	4.3%	1.7%	-2.6pt

Profit increased due to higher domestic sales and improved construction profitability

(JPY bn)	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Net sales of completed construction contracts	69.7	87.0	17.3
Building HVAC	16.2	18.2	2.0
Industrial HVAC	53.5	68.7	15.2
Japan	25.6	41.8	16.1
Overseas	27.8	26.9	-0.8
Overseas ratio	40.0%	31.0%	-9.0pt
Ordinary income	4.2	9.7	5.4
Ratio	6.1%	11.2%	5.0pt

Trend

- (JPY bn)
- Building HVAC
 - Industrial HVAC(Japan)
 - Industrial HVAC(Overseas)
 - Ordinary income



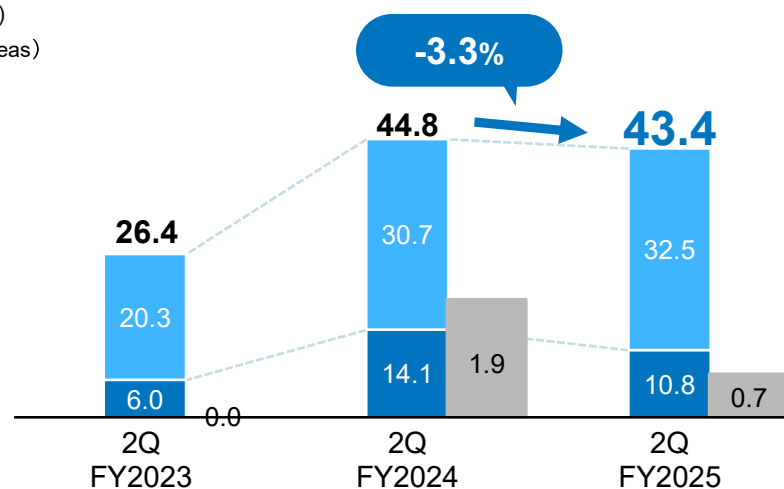
While overseas sales increased, domestic sales declined, resulting in lower profit

(JPY bn)	2Q FY2024 Results	2Q FY2025 Results	QoQ Change
Net sales of completed construction contracts	44.8	43.4	-1.4
Japan	14.1	10.8	-3.2
Overseas	30.7	32.5	1.8
Overseas ratio	68.6%	75.1%	6.5pt
Ordinary income	1.9	0.7	-1.1
Ratio	4.3%	1.7%	-2.6pt

Trend

(JPY bn)

- Paint Finishing(Japan)
- Paint Finishing(Overseas)
- Ordinary income



Both the Green Technology and Paint Finishing are expected to see increase year on year

(JPY bn)	FY2024 Results			FY2025 New Forecasts			FY2025 Original forecasts	vs. Forecast
	1H	2H	Total	1H Results	2H	Total*	Total	Total
Orders received	128.1	149.2	277.4	181.4	165.0	346.5	362.0	-15.5
Japan	65.6	71.6	137.2	77.3	90.0	167.4	182.9	-15.5
Overseas	62.5	77.5	140.1	104.0	75.0	179.1	179.1	-
Green Technology	83.3	95.8	179.1	101.5	118.4	220.0	235.5	-15.5
Building HVAC	18.3	35.4	53.7	32.4	29.0	61.5	58.5	3.0
Industrial HVAC	64.9	60.4	125.4	69.0	89.4	158.5	177.0	-18.5
Paint Finishing	44.8	53.3	98.2	79.9	46.5	126.5	126.5	-

※ Revised at the announcement of the financial result for the Second quarter

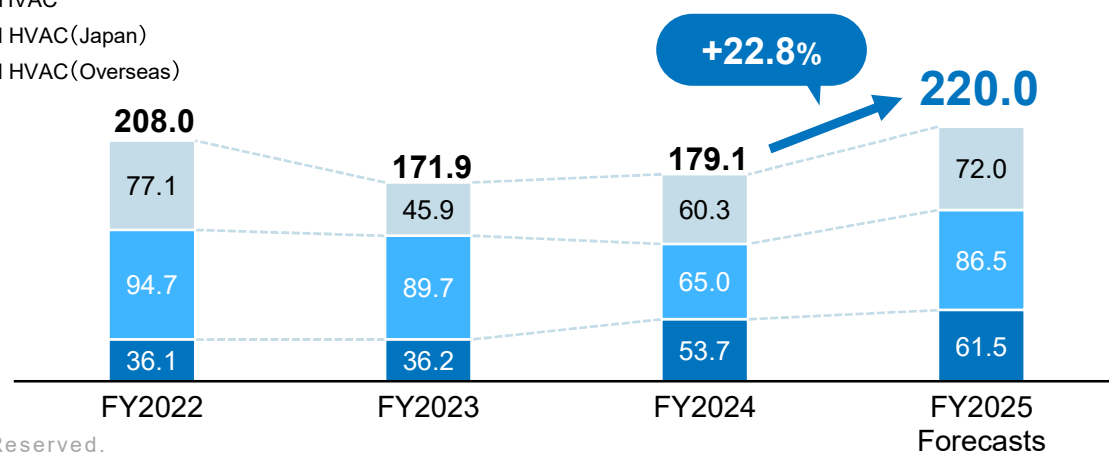
Orders received are expected to be below the original forecast but still reach a record high

(JPY bn)	FY2024 Results			FY2025 New Forecasts			FY2025 Original forecasts Total	vs. Forecast Total
	1H	2H	Total	1H Results	2H	Total*		
Orders received	83.3	95.8	179.1	101.5	118.4	220.0	235.5	-15.5
Building HVAC	18.3	35.4	53.7	32.4	29.0	61.5	58.5	3.0
Industrial HVAC	64.9	60.4	125.4	69.0	89.4	158.5	177.0	-18.5
Japan	35.4	29.6	65.0	36.5	49.9	86.5	105.0	-18.5
Overseas	29.5	30.8	60.3	32.4	39.5	72.0	72.0	-
Overseas ratio	35.4%	32.2%	33.7%	32.0%	33.4%	32.7%	30.6%	2.2pt

Trend

(JPY bn)

- Building HVAC
- Industrial HVAC(Japan)
- Industrial HVAC(Overseas)



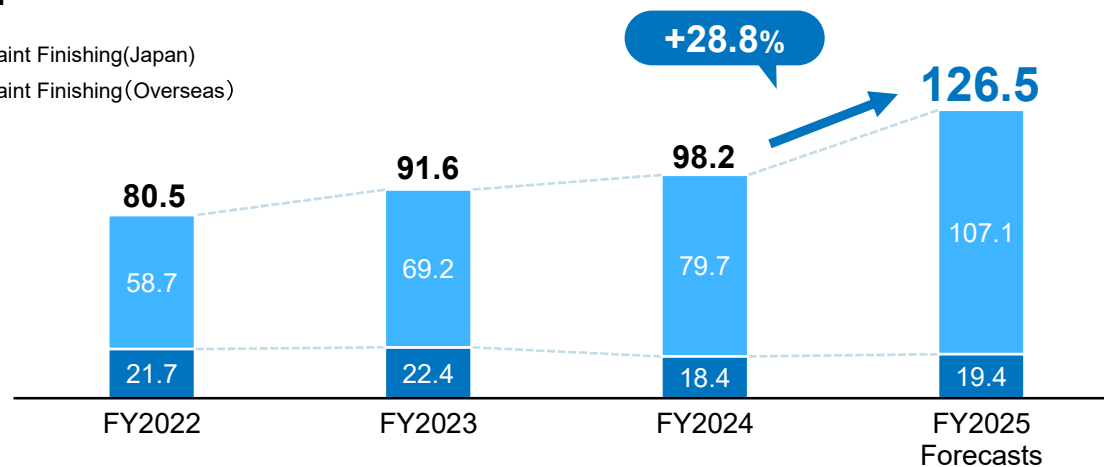
※ Revised at the announcement of the financial result for the Second quarter

Orders received are expected to reach a record high as anticipated in the original forecast

(JPY bn)	FY2024 Results			FY2025 New Forecasts			FY2025 Original forecasts	vs. Forecast
	1H	2H	Total	1H Results	2H	Total	Total	Total
Orders received	44.8	53.3	98.2	79.9	46.5	126.5	126.5	-
Japan	11.8	6.6	18.4	8.3	11.0	19.4	19.4	-
Overseas	33.0	46.7	79.7	71.5	35.5	107.1	107.1	-
Overseas ratio	73.7%	87.5%	81.2%	89.6%	76.2%	84.7%	84.7%	-

Trend

(JPY bn) ■ Paint Finishing(Japan)
■ Paint Finishing(Overseas)



Expect Increase in Sales and Income in the Green Technology, and Decrease in Sales and Income in the Paint Finishing

(JPY bn)	FY2024 Results			FY2025 New Forecasts			FY2025 Original forecasts	vs. Forecast
	1H	2H	Total	1H Results	2H	Total*	Total	Total
Net sales of completed construction contracts	114.6	161.5	276.2	130.4	156.2	286.7	279.0	7.7
Japan	55.9	88.6	144.5	70.8	72.7	143.6	139.3	4.3
Overseas	58.6	72.9	131.6	59.5	83.5	143.1	139.7	3.4
Green Technology	69.7	99.6	169.4	87.0	99.9	187.0	187.0	-
Building HVAC	16.2	20.6	36.8	18.2	27.1	45.4	42.0	3.4
Industrial HVAC	53.5	79.0	132.5	68.7	72.8	141.6	145.0	-3.4
Paint Finishing	44.8	61.9	106.7	43.4	56.2	99.7	92.0	7.7
Ordinary income	7.0	12.8	19.9	11.0	8.9	20.0	18.2	1.8
Ratio	6.2%	8.0%	7.2%	8.5%	5.7%	7.0%	6.5%	0.5pt
Green Technology	4.2	11.0	15.2	9.7	7.2	17.0	15.3	1.7
Ratio	6.1%	11.0%	9.0%	11.2%	7.3%	9.1%	8.2%	0.9pt
Paint Finishing	1.9	2.3	4.2	0.7	2.2	3.0	3.0	-
Ratio	4.3%	3.7%	4.0%	1.7%	4.0%	3.0%	3.3%	-0.3pt

※ Revised at the announcement of the financial result for the Second quarter

Sales are in line with the original forecast

Ordinary income is expected to exceed the original forecast and reach a record level

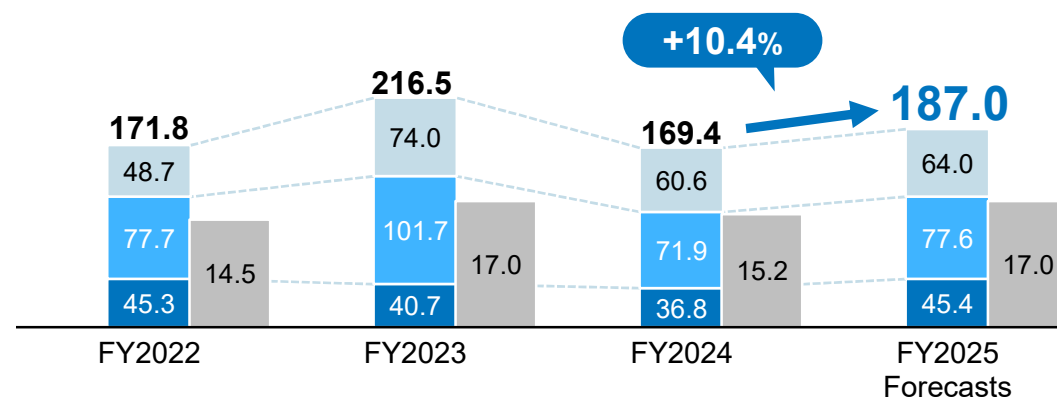
(JPY bn)	FY2024 Results			FY2025 New Forecasts			FY2025 Original Forecasts	vs. Forecast
	1H	2H	Total	1H Results	2H	Total*	Total	Total
Net sales of completed construction contracts	69.7	99.6	169.4	87.0	99.9	187.0	187.0	-
Building HVAC	16.2	20.6	36.8	18.2	27.1	45.4	42.0	3.4
Industrial HVAC	53.5	79.0	132.5	68.7	72.8	141.6	145.0	-3.4
Japan	25.6	46.2	71.9	41.8	35.7	77.6	77.0	0.6
Overseas	27.8	32.7	60.6	26.9	37.0	64.0	68.0	-4.0
Overseas ratio	40.0%	32.9%	35.8%	31.0%	37.0%	34.2%	36.4%	-2.1pt
Ordinary income	4.2	11.0	15.2	9.7	7.2	17.0	15.3	1.7
Ratio	6.1%	11.0%	9.0%	11.2%	7.3%	9.1%	8.2%	0.9pt

※ Revised at the announcement of the financial result for the Second quarter

Trend

(JPY bn)

- Building HVAC
- Industrial HVAC(Japan)
- Industrial HVAC(Overseas)
- Ordinary income



Sales are expected to exceed the original forecast

Profit items are expected to be in line with the original forecast

(JPY bn)	FY2024 Results			FY2025 New Forecasts			FY2025 Original forecasts	vs. Forecast
	1H	2H	Total	1H Results	2H	Total※	Total	Total
Net sales of completed construction contracts	44.8	61.9	106.7	43.4	56.2	99.7	92.0	7.7
Japan	14.1	21.6	35.7	10.8	9.7	20.6	20.3	0.3
Overseas	30.7	40.2	71.0	32.5	46.5	79.1	71.7	7.4
Overseas ratio	68.6%	65.0%	66.5%	75.1%	82.6%	79.3%	77.9%	1.4pt
Ordinary income	1.9	2.3	4.2	0.7	2.2	3.0	3.0	-
Ratio	4.3%	3.7%	4.0%	1.7%	4.0%	3.0%	3.3%	-0.3pt

※ Revised at the announcement of the financial result for the Second quarter

Trend

(JPY bn)

- Paint Finishing(Japan)
- Paint Finishing(Overseas)
- Ordinary income

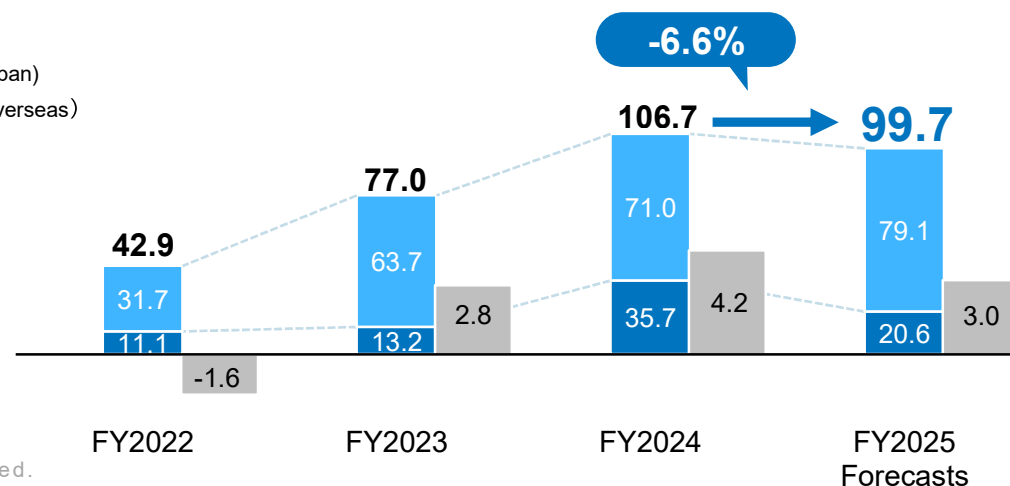
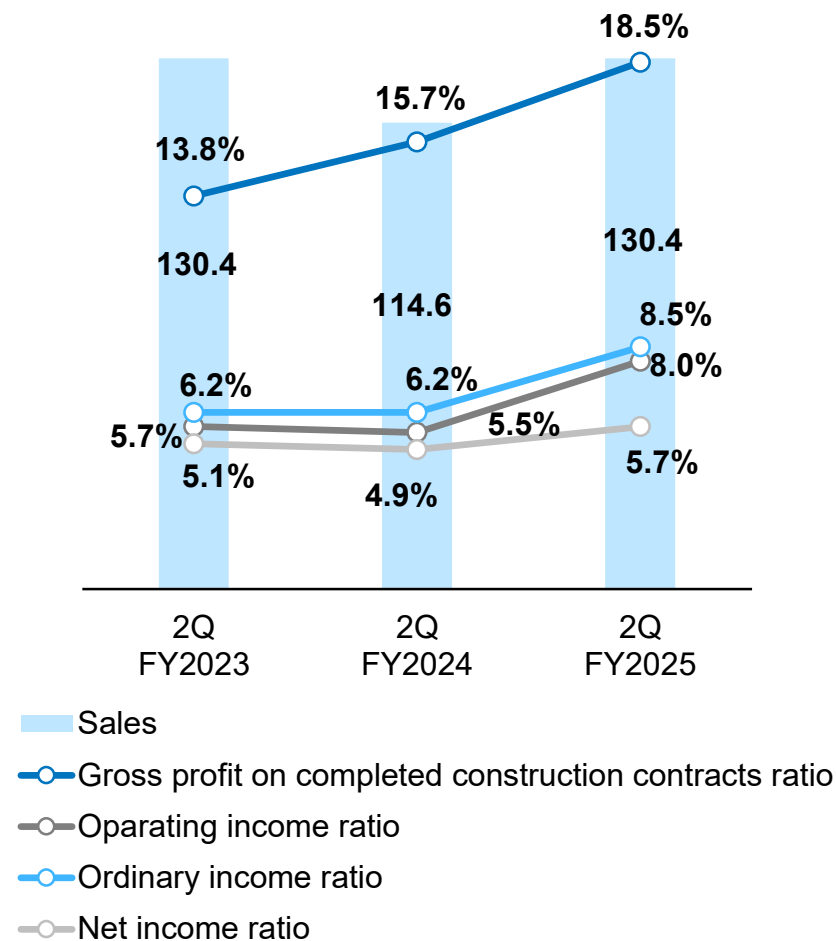


Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

(JPY bn)	2Q FY2023	2Q FY2024	2Q FY2025
Net sales of completed construction contracts	130.4	114.6	130.4
Gross profit on completed construction contracts	18.0	17.9	24.1
Ratio	13.8%	15.7%	18.5%
Operating income	7.4	6.2	10.4
Ratio	5.7%	5.5%	8.0%
Ordinary income	8.1	7.0	11.0
Ratio	6.2%	6.2%	8.5%
Profit attributable to owners of parent	6.6	5.6	7.4
Ratio	5.1%	4.9%	5.7%



(JPY bn)	Subject	FY2024	2Q FY2025	Change
	Current assets	210.9	202.4	-8.4
	Cash and deposits	47.5	53.9	6.3
	Notes receivable, accounts receivable from completed construction contracts and other	151.9	126.9	-24.9
	Costs on uncompleted construction contracts・Raw materials and supplies	3.4	3.9	0.5
	Other	9.2	18.7	9.4
	Allowance for doubtful accounts	-1.2	-1.2	0.0
	Non-current assets	57.5	62.0	4.4
	Property, plant and equipment	13.7	13.4	-0.2
	Goodwill	0.7	0.7	0.0
	Other intangible assets	1.2	1.2	-0.0
	Investment securities	26.3	30.2	3.9
	Deferred tax assets	0.8	0.9	0.1
	Other	14.7	15.4	0.6
	Allowance for doubtful accounts	-0.1	-0.0	0.0
	Total assets	268.4	264.4	-3.9

	Subject	FY2024	2Q FY2025	Change
	Current liabilities	101.0	94.0	-7.0
	Notes payable, accounts payable for construction contracts and other	49.5	36.9	-12.6
	Short-term loans payable	13.2	18.4	5.2
	Advances received on uncompleted construction contracts	19.6	20.0	0.4
	Provision for loss on construction contracts	0.3	0.1	-0.2
	Other	18.2	18.4	0.2
	Non-current liabilities	10.9	13.1	2.2
	Total liabilities	111.9	107.1	-4.7
	Net assets	156.4	157.2	0.7
	Capital stock	6.4	6.4	-
	Capital surplus	3.7	3.7	-
	Retained earnings	118.2	123.0	4.7
	Treasury shares	-4.9	-9.7	-4.7
	Valuation difference on available-for-sale securities	11.6	14.4	2.7
	Deferred gains or losses on hedges	-0.0	0.0	0.0
	Foreign currency translation adjustment	10.3	8.0	-2.2
	Accumulated remeasurements of defined benefit plans	2.4	2.6	0.1
	Non-controlling interests	8.4	8.5	0.1
	Total liabilities and net assets	268.4	264.4	-3.9

Operating activities CF :Positive due to the decrease in receivable-trade

Financing activities CF :Negative due to the dividend payments, and purchase of treasury shares

Cash and cash equivalents at the end of period

(JPY bn)

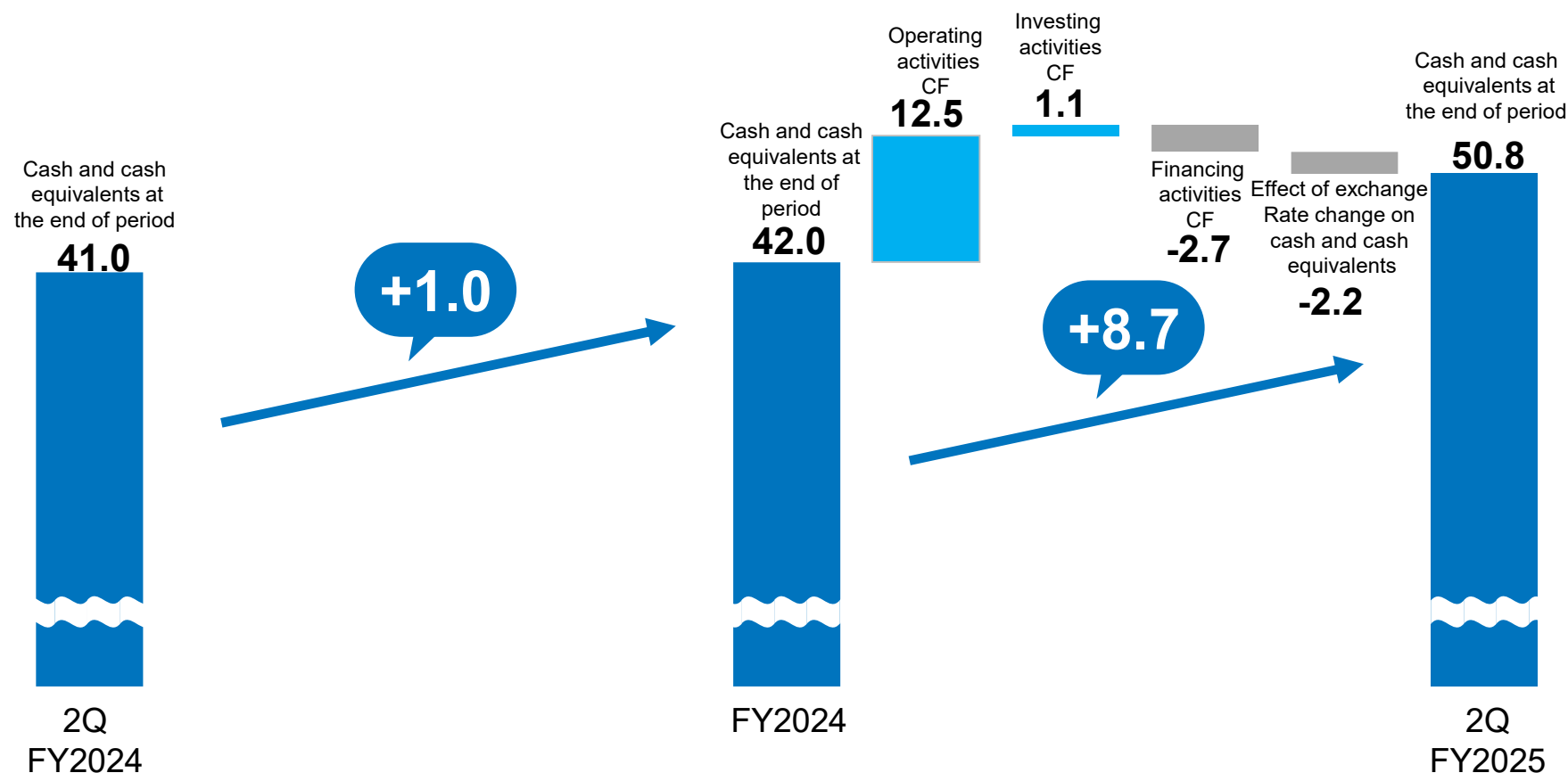


Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41



Be Engineering for a Sustainable Society

**Taikisha is a global engineering company
dedicated to social sustainability.**

**Challenge
500**

Net sales of completed
construction contracts

Over ¥500 bn

**Target 12%
ROE**

ROE

12% or higher

**Dividend
Commitment**

DOE

5.0% or higher



Increase Corporate Value

Double economic value and enhance social value

Sales and Income in the first year of the Medium-term business plan are exceeding the original forecast, boosting the likelihood of achieving the profit target in the final year of the plan.

			Medium-term business plan period		10-Year Plan 2035 targets		
(JPY bn)			FY2025 forecast	FY2025 target	FY2027 target	FY2030 target	FY2034 target
Financial targets	Orders received		346.5	362.0	296.0	-	-
	Net sales of completed construction projects		286.7	279.0	336.5	400.0	More than 500.0
	Ordinary income		20.0	18.2	22.7	-	-
	Profit attributable to owners of parent		13.5	12.0	15.8	-	-
	ROE		9.0%	8.1%	10.3%	11.0%	12% or higher
	DOE		4.0%	4.0%	4.0%	4.5%	5.0% or higher
	Share buybacks		5.0	5.0	5.0	-	-
	Ratio of cross-shareholdings to net assets		15%-20%	15%-20%	15% or lower	-	-
Non-financial targets	CO ₂ emissions (versus FY2022)	Scope 1・2	-	-	26% reduction (as of end-FY2027)	42% reduction (as of end-FY2030)	53% reduction (as of end-FY2034)
		Scope 3	-	-	15% reduction (as of end-FY2027)	25% reduction (as of end-FY2030)	35% reduction (as of end-FY2034)

Total investment planned for the Medium-Term Business Plan period: 38.0 billion yen

	Main Achievement until the first half of FY2025	Medium-Term Business Plan Period
Business growth investment	Invested in research and development related to the dry decoration system and carbon-neutral initiatives in the Paint Finishing System Business.	6.5 billion
Capital allocation	Encore Automation LLC, our North American group company, executed an M&A transaction with a North American automation company. Strengthened human resources, technological capabilities and customer base.	22.0 billion
Digital growth investment	- Carried out development and operational testing of on-site DX applications, including building information modeling (BIM). - Developed an overseas operations management system (currently under construction).	7.0 billion
Human capital investment for growth	- Implemented DX literacy training programs for employees in Japan. - Operated the overseas trainee system aimed at accelerating the development of talent capable of leading global business expansion.	2.5 billion

**Medium-Term Business Plan
Three years total**

38.0 billion

Core Strategies Under 10-Year Plan 2035 (FY2025–FY2034)		Basic Policies Based on 10-Year Plan 2035
1 Business strategy	I . Active expansion into growth industries • Aggressive targeting of high-tech industries affected by industry restructuring	- Concentrate management resources on industries with global growth potential, with a focus on the key markets of “semiconductors & electronic components,” “mobility,” “batteries,” “biopharmaceuticals,” and “data centers” - Aim to become an engineering company that supports capital investments of global semiconductor-related companies in Japan and across Asia - Create new value by leveraging technological synergies between Green Technology System and Paint Finishing System and integrating the engineering technologies of the two core businesses
	II . Global regional strategies • Utilization and reinforcement of global networks • Targeting overseas markets with high growth potential	- 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 - Aim for significant growth in high-potential overseas markets, while achieving solid results in the stable and profitable Japanese market
	III . Development of non-Japanese customers • Transformation of our Japan-centered customer portfolio • Aggressive marketing to non-Japanese companies that are achieving global growth	Aim to visualize Taikisha’s “technical capabilities”, allowing them to be seen, heard, and experienced, turn our unique technologies and expertise into global standards, and develop business with non-Japanese companies
2 Enhancement of intellectual capital	IV . Advancement of GX/DX technologies • Expansion of GX/DX engineering R&D in response to increasingly sophisticated needs linked to the pursuit of carbon neutrality and the digital shift	■ Advance “GX engineering technologies” / Deepen and explore the potential of engineering capabilities • Develop new businesses that utilize new technologies that contribute to CO₂ reduction in industries and society • Develop new social-issue-solving businesses that leverage environmentally beneficial technologies. Take on the challenge of developing a “third business pillar,” following Green Technology System and Paint Finishing System ■ Advance “DX and automation technologies” / Invest management resources in DX • Expand the advanced factory automation (FA) technologies cultivated in the Paint Finishing System Business for automobiles to a wide range of industrial fields • Discover new business opportunities by leveraging high-potential seed technologies • Positioning the DX strategy at the core of our growth strategy, continuously invest management resources, accumulate information consolidated through BIM into a platform, and enable diversification of technologies to meet the needs of non-Japanese customers that drive the DX strategy in parallel
3 Enhancement of human capital	V . Quantitative/qualitative enhancement and business process transformation • Reduction of business opportunity losses caused by a lack of resources • Quantitative/qualitative enhancement of human capital, business process rationalization and efficiency improvement	■ Introduce global human capital portfolio management and strengthen global engineering capabilities • Position global human capital at the core as a “source of competitiveness” and, based on human capital portfolio management, aim to secure the personnel needed to support our growth strategy • Promote management strategies that leverage our own intellectual property and intangible assets, strengthening engineering capabilities and global response capabilities through borderless recruitment and development of talent
4 Strengthening the management base	VI . Enhancement of business execution/monitoring structures	■ Establish a “business execution and monitoring structures” and enhance global governance ■ Enhance the group-wide risk management system to increase social value • Promote corporate and business management with an awareness of capital costs, striving to enhance corporate value • Establish a framework to maintain stable and efficient financial management, as well as adequate equity for sound and efficient management ■ Enhance compliance awareness and reduce ESG-related risks • Promote and strengthen activities to instill and enhance compliance awareness across all levels of the organization, aiming to ensuring compliance with laws and regulations related to business operations and enhancement of morale • Strengthen measures to prevent recurrence and future compliance violations of regulatory compliance both in Japan and overseas • Commit to responsible corporate management that respects human rights not only within our group’s employees but across the entire supply chain
	VII . Enhancement of global group management infrastructure	■ Enhance global safety awareness and pursue technical quality chosen by customers • In project safety and health, improve personnel awareness and optimize process management to strengthen the foundation of business activities. In addition, pursue specifications tailored to customer needs and optimize the balance between technical quality and customer satisfaction
5 DX strategy	VIII . Leverage data analytics and simulations to provide new value • Promotion of cross-border collaboration and co-creation among overseas offices, and operational streamlining and establishment of a high-profit structure through business process reform centered on digital platforms	■ Leverage digital technologies and global collaboration to create new value • Create and deliver new value across the entire Taikisha Group through offering new value leveraging data analysis and simulation, promoting cross-border collaboration and co-creation among overseas offices, and implementing business process reforms centered on digital platforms for operational efficiency and high profitability

Core Strategies Under 10-Year Plan 2035 (FY2025–FY2034)

Achievements and Key Ongoing Initiatives During the Medium-Term Business Plan Period

1	Business strategy	I . Active expansion into growth industries • Aggressive targeting of high-tech industries affected by industry restructuring	• Promoted relationship-building with customers in growth industries such as semiconductors, batteries, and pharmaceutical. • Engaged in mutual personnel exchange and technical collaboration in the battery field, a synergy area between business units, and participated in the activities of the Battery Association for Supply Chain (BASC). Started activities. • Currently conducting on-site quality verification for four-wheel vehicle customers on the demonstration line of the dry decoration system.
		II . Global regional strategies • Utilization and reinforcement of global networks • Targeting overseas markets with high growth potential	• Enhanced cleanroom panel production capacity through our consolidated Indian subsidiary, Nicomac Taikisha Clean Rooms Private Limited, and promoted the air-conditioning business within India. • Encore Automation LLC, our North American group company, executed an M&A transaction with a North American automation company. Strengthened human resources, technological capabilities and customer base. • Expanded membership and supported recruitment for the partner company organization TPG (Taikisha Partners Group).
		III . Development of non-Japanese customers • Transformation of our Japan-centered customer portfolio • Aggressive marketing to non-Japanese companies that are achieving global growth	• Established a framework for the East Asia semiconductor strategy centered on Taiwan, joining industry associations and implementing outreach initiatives. • Established the ASEAN Management Dept. in Singapore. Built a cross-border sales structure across ASEAN. • Strengthened collaboration among global development bases to meet the needs of non-Japanese and new customers.
2	Enhancement of intellectual capital	IV . Advancement of GX/DX technologies • Expansion of GX/DX engineering R&D in response to increasingly sophisticated needs linked to the pursuit of carbon neutrality and the digital shift	• Established a framework to expand production capacity of Ultra Precise Temperature Control Chamber^{*1}. ^{*1} An equipment that provides a production environment for manufacturing semiconductors, and ultra-precise processing, measurement and testing. • Established a framework to promote the Energy Management System (EMS) and developed an air-conditioning management system that integrates AI with proprietary control technologies. Currently implementing and testing the system at customer facilities. • Continued to provide engineering proposals optimized for customer manufacturing processes, alongside CO₂ reduction proposals for projects involving design. • Promoted the technological development and examined the commercialization of Direct Air Capture (DAC), a technology for direct CO₂ extraction from the atmosphere.

Core Strategies Under 10-Year Plan 2035 (FY2025–FY2034)

Achievements and Key Ongoing Initiatives During the Medium-Term Business Plan Period

3	Enhancement of human capital V. Quantitative/qualitative enhancement and business process transformation •Reduction of business opportunity losses caused by a lack of resources •Quantitative/qualitative enhancement of human capital, business process rationalization and efficiency improvement	• Promoted the development of global talents through conducting global training programs. • Visualized the human capital portfolio in line with 10-Year Plan 2035 to promote strategic personnel placement. • Conducted training programs for female managerial candidates. • Regularly conducted pulse surveys to assess employee engagement awareness. Identified issues.
4	Strengthening the management base VI. Enhancement of business execution/monitoring structures	• Established the Growth Strategy Council outlined in 10-Year Plan 2035 and began discussions aimed at achieving the 10-year plan. • Formulated ROIC targets by business unit and base, and carried out initiatives to ensure their adoption.
	VII. Enhancement of global group management infrastructure	• Currently building a global management base that centralizes group-wide management information and enables forecasting and simulation.
5	DX strategy VIII. Leverage data analytics and simulations to provide new value •Promotion of cross-border collaboration and co-creation among overseas offices, and operational streamlining and establishment of a high-profit structure through business process reform centered on digital platforms	• Carried out operational testing of on-site DX applications, including BIM, in actual projects. • Currently conducting tests to build a BIM platform. • Applied simulation technologies to the dry decoration system and paint drying system.

Affected by the stock price increase, the ratio of net assets as of the end of September 2025 stood at 20.8%
Planning to reduce the ratio to below 20% by the end of March 2026

	Period of the previous Medium-Term Business Plan Results		
	FY2022	FY2023	FY2024
Proceeds from sale	3.1 billion yen	4.2 billion yen	3.3 billion yen
Ratio to net assets	21.8%	22.0%	18.0%

Period of the new Medium-Term Business Plan	
2Q FY2025 Results	FY2025 – FY2027
0.0 yen	Cumulative total of 5.0 billion yen
20.8%	15% or lower (As of end-March FY2027)

Trend in cross-shareholdings

(JPY bn)

■ Proceeds from sale
 ○ Ratio to net assets

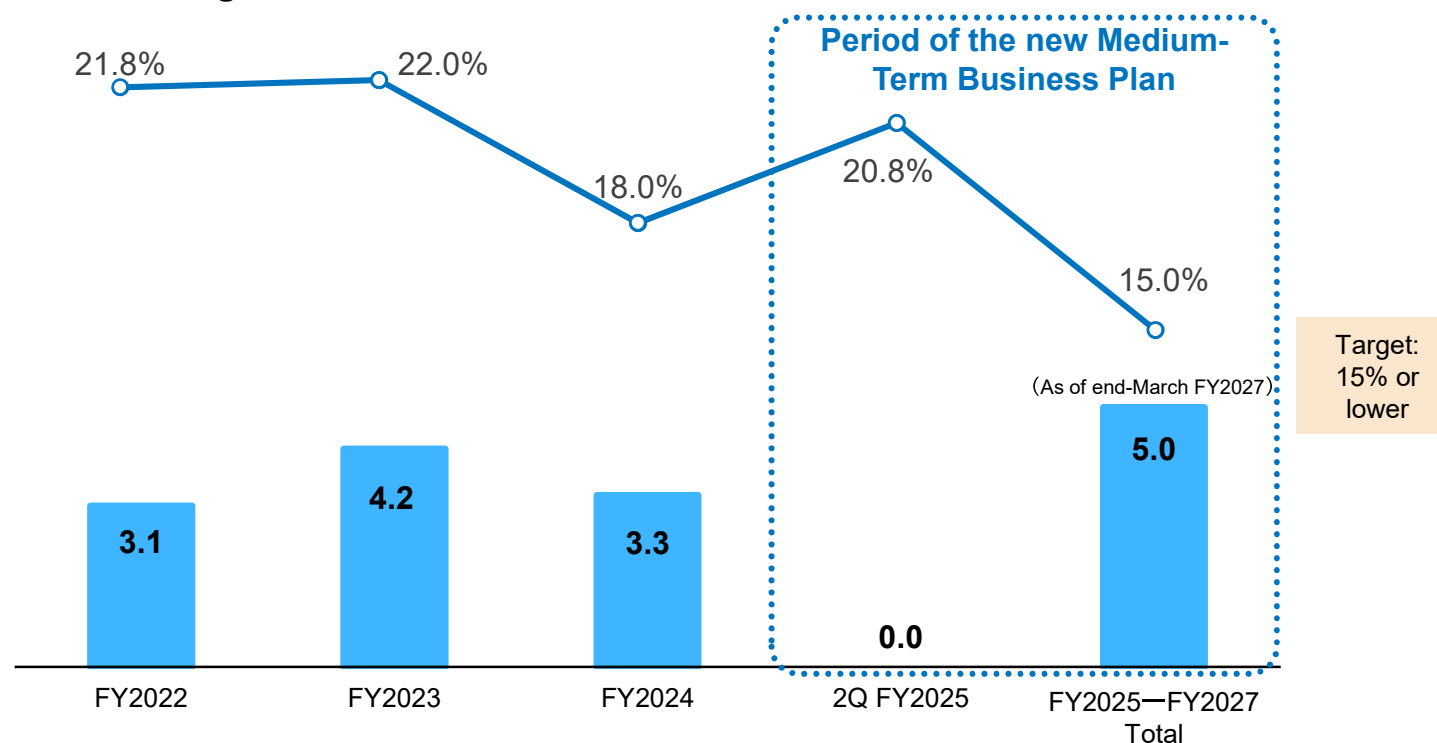


Table of Contents

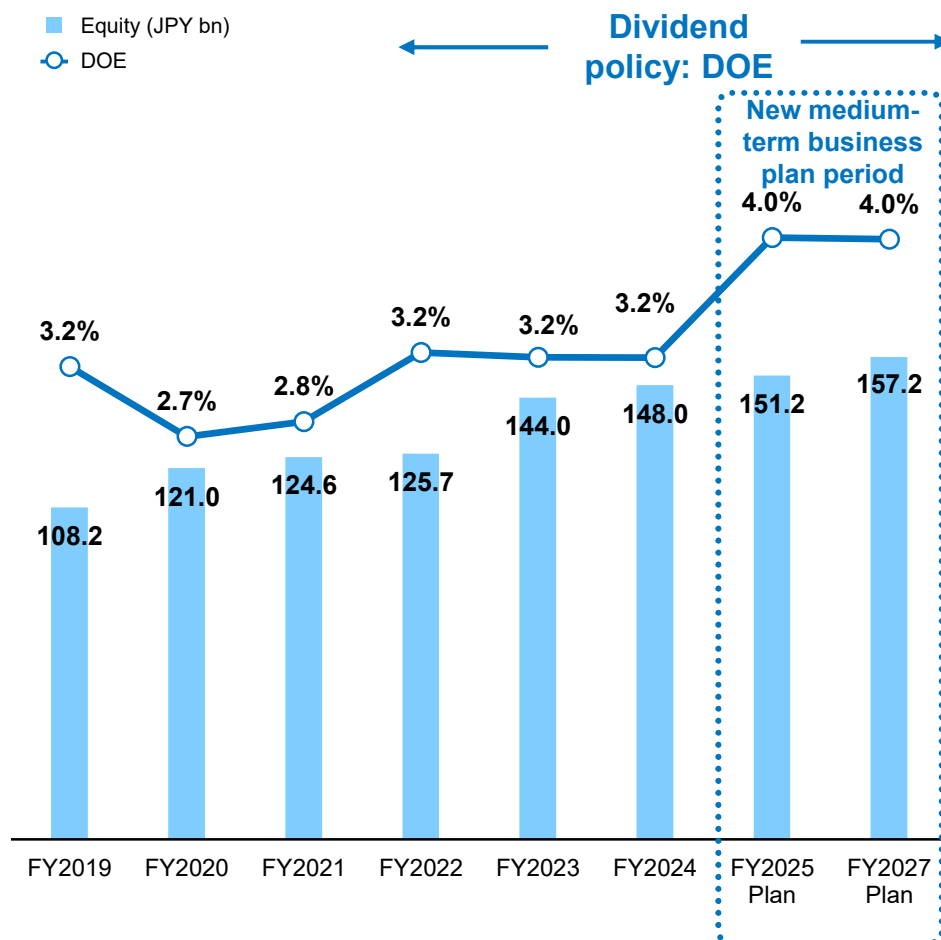
1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

【Dividend policy】 Taikisha will implement steady dividends targeting a consolidated dividend on equity (DOE) ratio of 4.0% (ratio revision effective from FY2025).

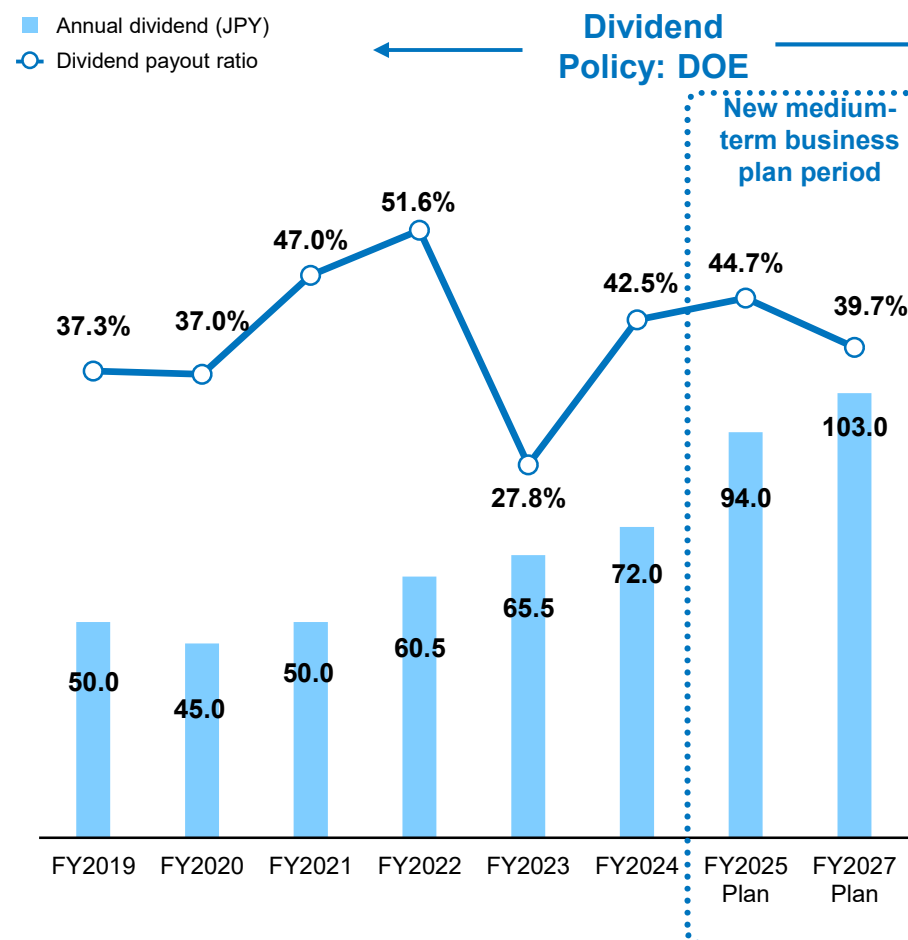
$$\text{DOE 4.0\%} = \text{Targeted ROE level 10\%} \times \text{Payout ratio 40\%}$$

FY2025 dividend planned to increase to JPY94

Equity and DOE trends



Dividend and payout ratio trends

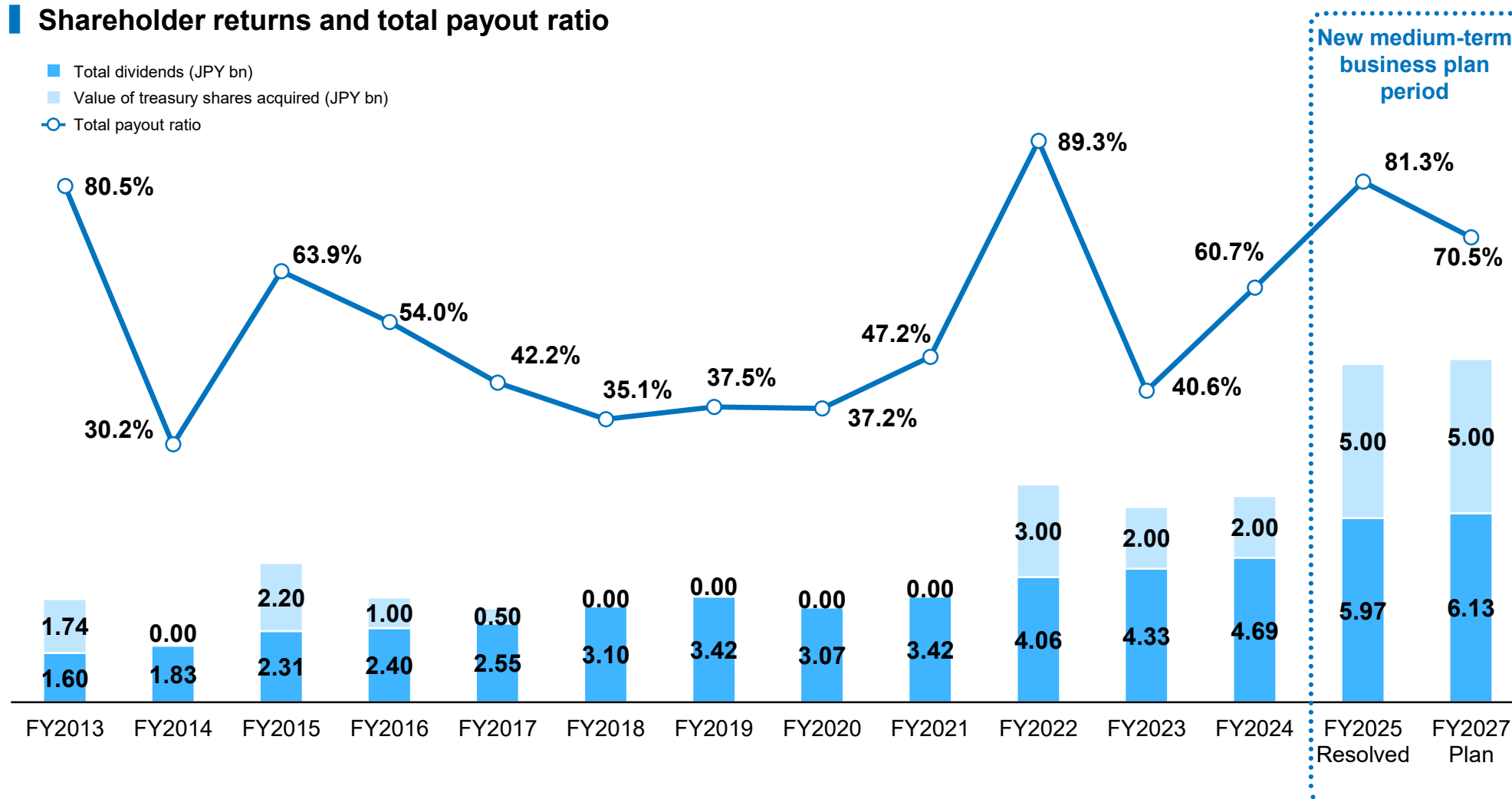


【Policy for treasury share acquisition】

To improve capital efficiency and realize flexible financial policies, Taikisha plans to acquire JPY5 billion in treasury shares per year during the period of its new medium-term business plan, running from FY2025.

(The Board of Directors on May 15, 2025, resolved a JPY5 billion repurchase for FY2025.)

Shareholder returns and total payout ratio



*The value of treasury shares includes shares less than one unit.

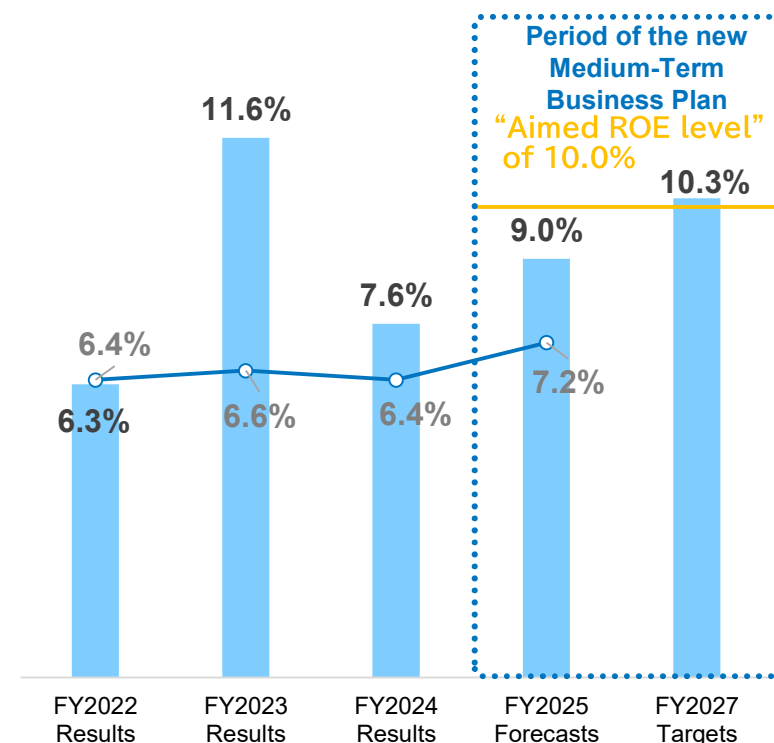
Table of Contents

1. Revised forecast of FY2025	P.03
2. Financial Summary	P.05
3. Financial Summary by Segment	P.11
4. Financial Statement	P.25
5. Progress of Medium-Term Business Plan (FY2025~FY2027)	P.29
6. Shareholder Returns	P.38
7. Appendix	P.41

Current Situation Analysis		- Set Return On Equity (ROE) as an important management index. Expect ROE of 8.1% for FY2025 - Calculated the cost of shareholders' equity based on the CAPM model. It stands at 7.2% for FY2025. - ROE has been above the cost of shareholder's equity, except during the period of the COVID-19 pandemic - However, we recognize that the cost of shareholder's equity calculated by the Company is the minimum level expected by investors, and that it is necessary to iron out the difference between our perceptions and the market's views - The PBR for FY2024 exceeded 1×, and it is still more than 1×. Recognizing the need to maintain PBR of at least 1× and further improve capital efficiency
Target		Set the "aimed ROE level" of 10.0% in the current Medium-Term Business Plan for FY2025 to FY2027
Initiatives	Management index	Formulated ROIC targets by business unit and base, and carried out initiatives to ensure their adoption
	Appropriate allocation of management resources	- Regarding business investments such as M&A, introduced a mechanism for decision-making on acceptability that takes capital costs into account Promote growth investments (38.0 billion yen) and shareholder returns based on the cash allocation policy of the current Medium-Term Business Plan - Reduce cross-shareholdings (Planning to conduct sales worth 5 billion yen during the new Medium-Term Business Plan period) - Formulated and implemented policies to improve capital efficiency, including reviewing business portfolios and cash allocation.
	Shareholder Returns	- Implement steady dividends (Planning to gradually raise the DOE target level to 4.0% starting in FY2025, 4.5% in FY2028, and 5.0% in FY2031) - Flexibly purchase and retire treasury shares in order to improve capital efficiency and promptly implement financial policies (Planning purchases worth 15 billion yen during the new Medium-Term Business Plan period)
	IR	- Continuously have proactive dialogue with investors and feedback to management - Improve measures for IR to strengthen engagement with investors
	Sustainable growth	- Established the Sustainable Committee, which is chaired by an Outside Director, in February 2024 Promote initiatives for carbon neutrality, human capital and diversity - Enhance disclosure for non-financial information

Trend in ROE

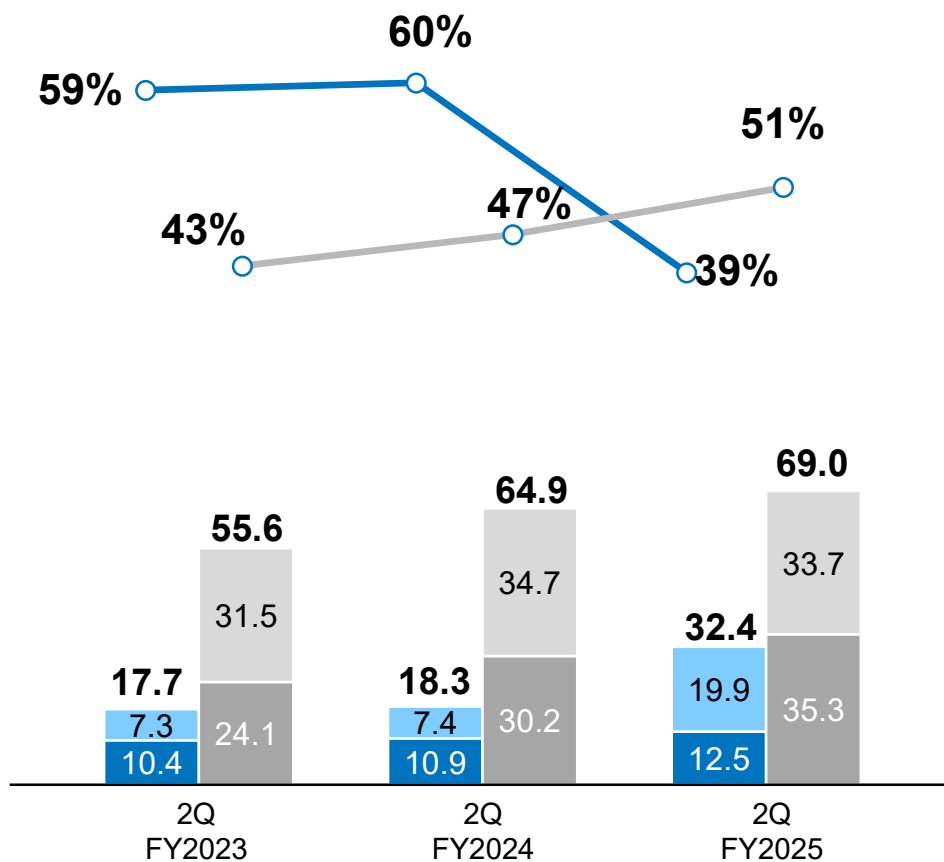
■ ROE(%)
○ Capital costs(%)



(JPY bn)

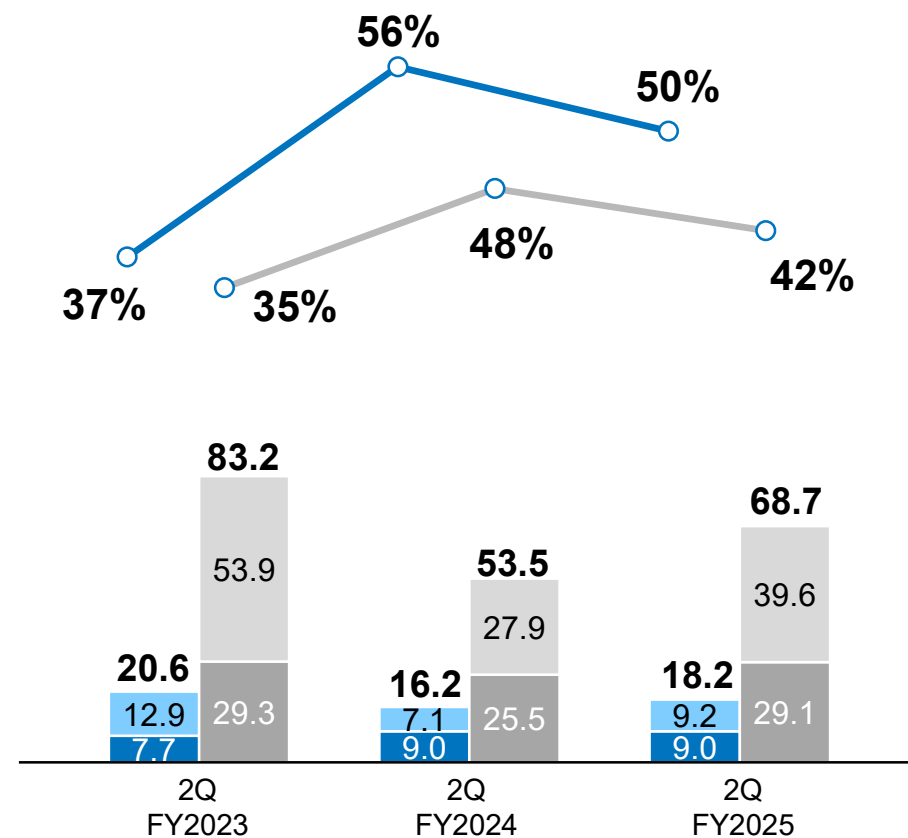
Orders received

- Building HVAC(renovation)
- Building HVAC(new construction)
- Building HVAC renovation ratio
- Industrial HVAC(renovation)
- Industrial HVAC(new construction)
- Industrial HVAC renovation ratio



Net Sales

- Building HVAC(renovation)
- Building HVAC(new construction)
- Building HVAC renovation ratio
- Industrial HVAC(renovation)
- Industrial HVAC(new construction)
- Industrial HVAC renovation ratio



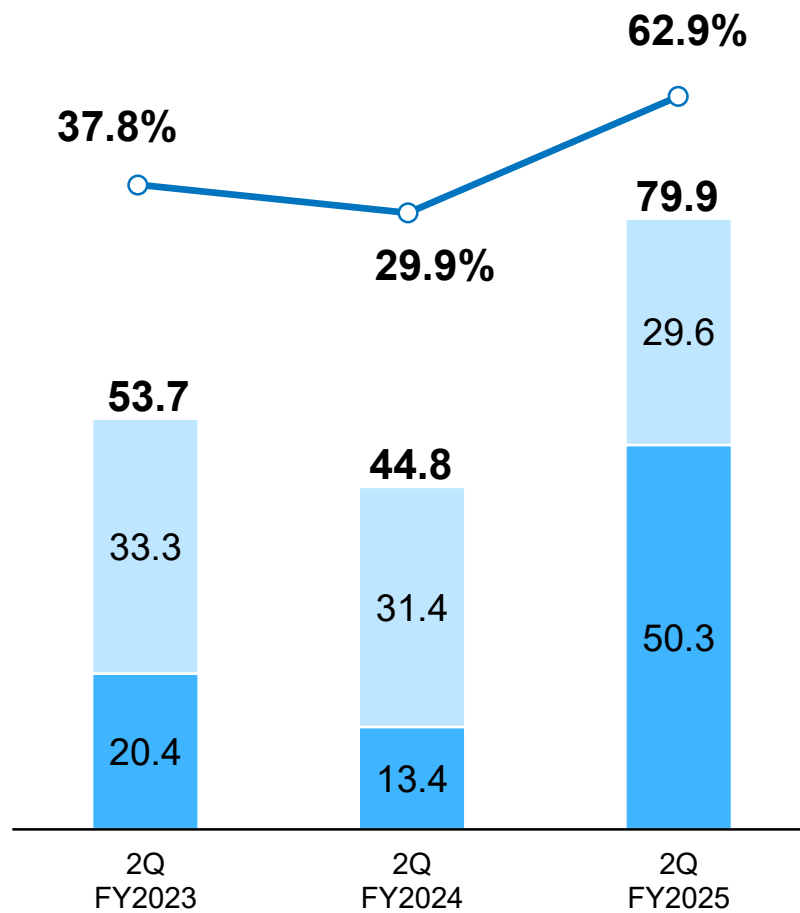
Paint Finishing System Division

Ratio of Orders Received and Sales from non Japanese customers

(JPY bn)

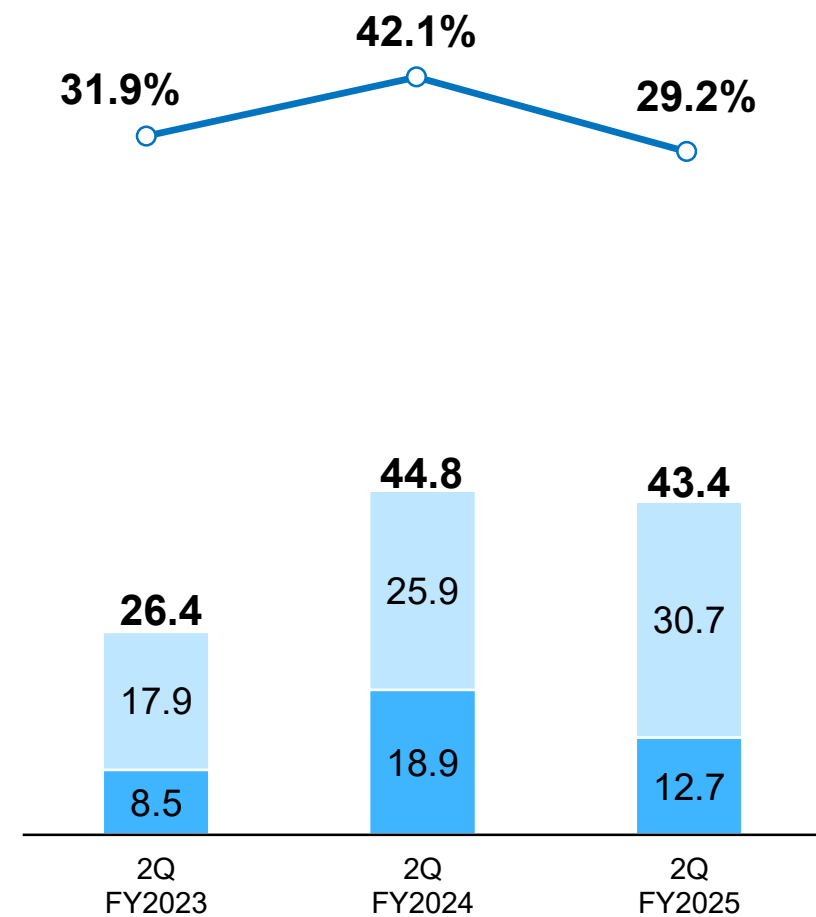
Orders received

- Japanese customer
- Non Japanese customer
- Non Japanese customer ratio



Net Sales

- Japanese customer
- Non Japanese customer
- Non Japanese customer ratio

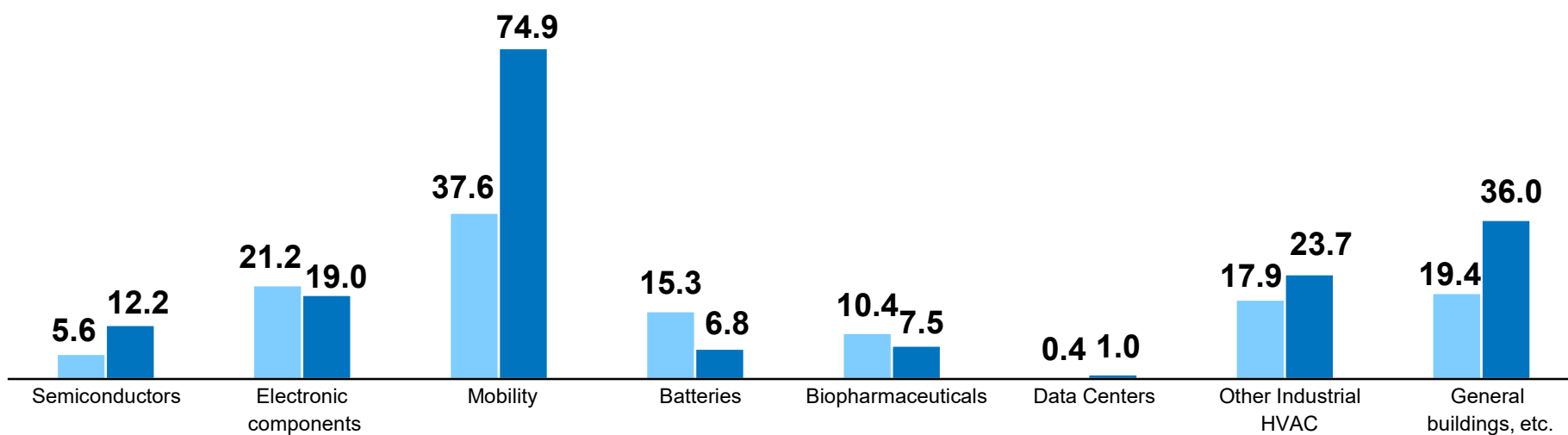


* The orders and sales of the overseas Japanese-joint venture(including all of Japanese customer investment companies) are included in the total value of the Japanese customer

Orders received

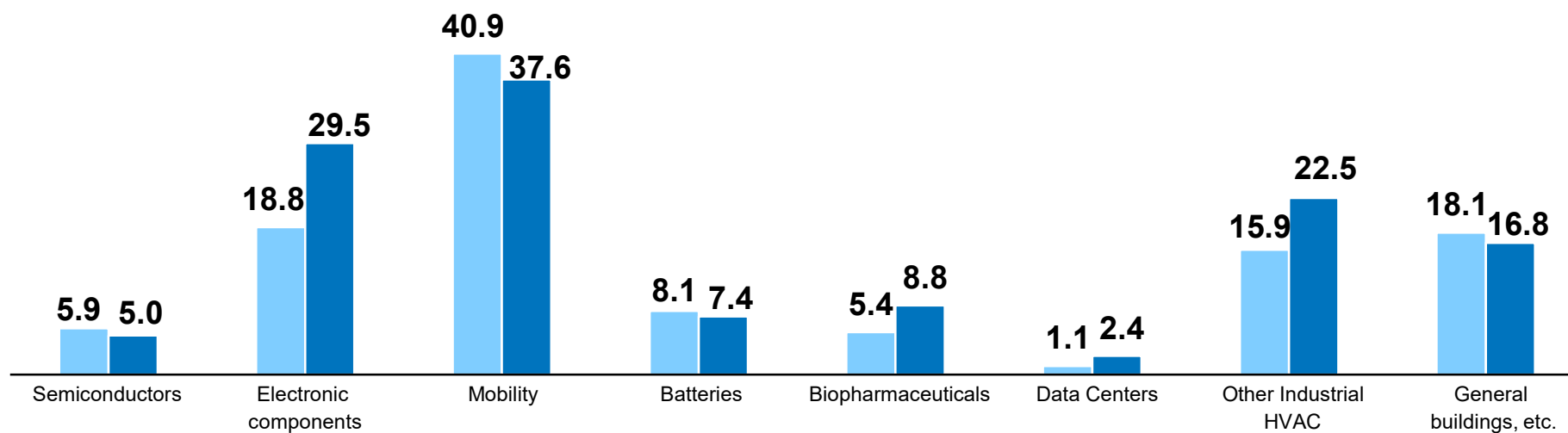
(JPY bn)

■ 2Q FY2024
■ 2Q FY2025



Sales

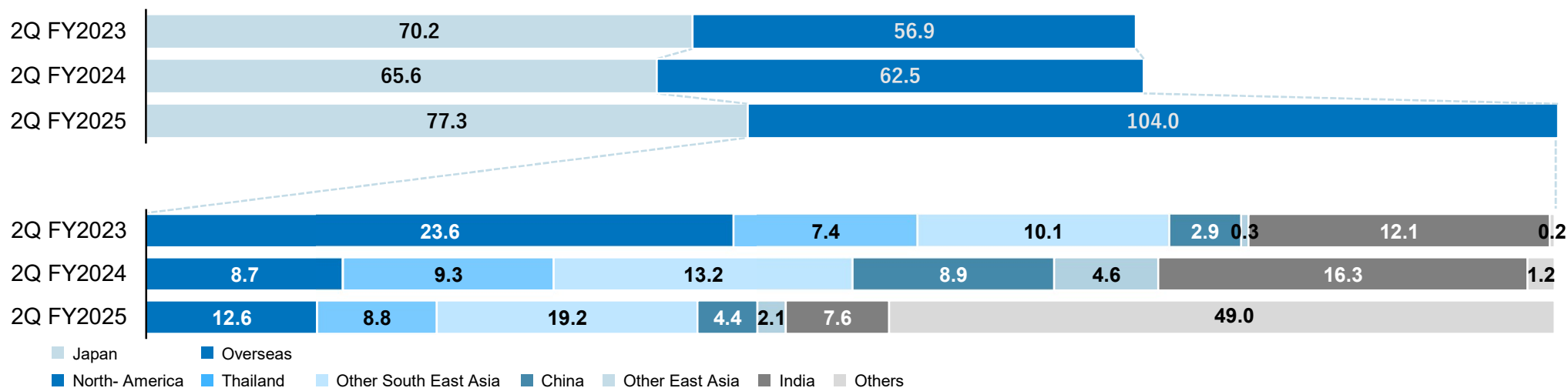
■ 2Q FY2024
■ 2Q FY2025



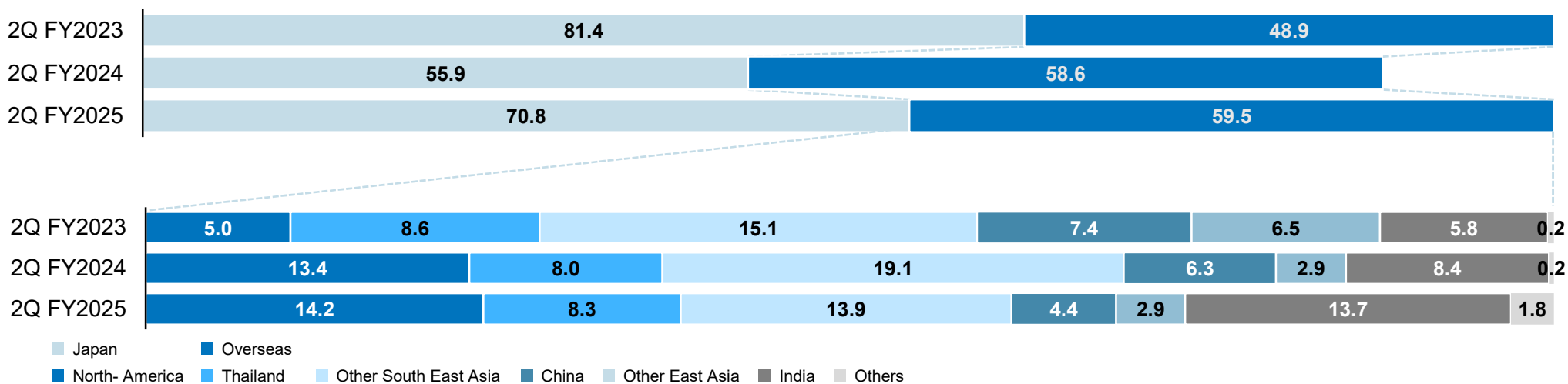
* Mobility: automobiles, 2-wheelers, railroads, aircraft, others

(JPY bn)

Orders received



Net Sales



* The numerical value does not include the internal trading.

* Major countries and regions:

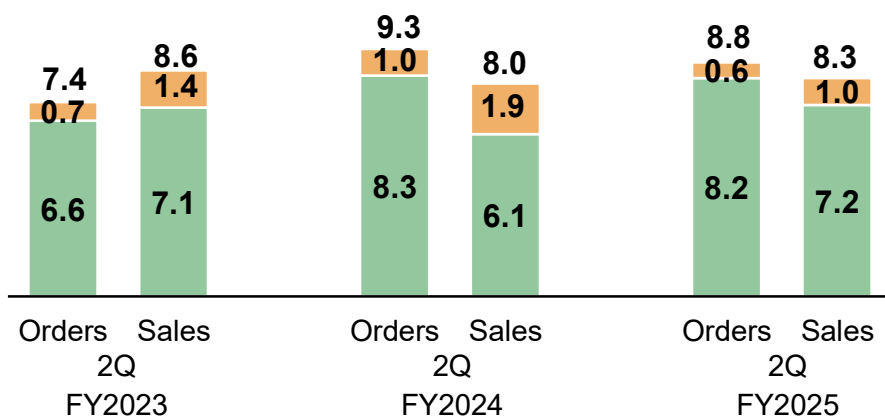
• **Southeast Asia:** Singapore, Malaysia, Indonesia, Philippines, Vietnam, others. • **East Asia:** Taiwan, Korea • **North America:** U.S.A., Canada, Mexico • **Others:** Russia, South America, others

Orders Received and Net sales of overseas main four companies

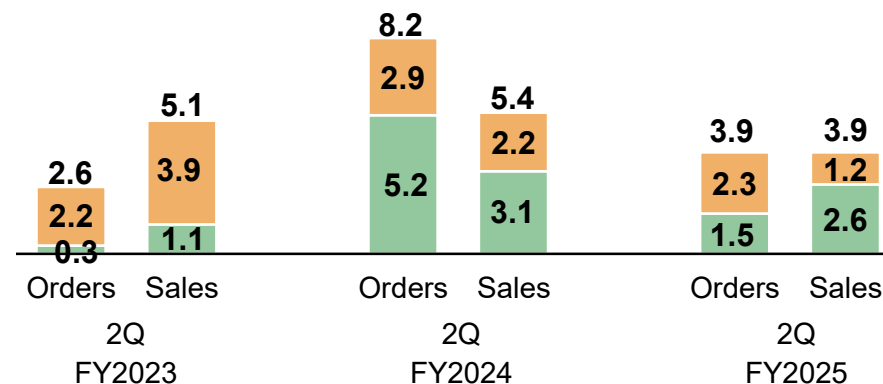
(JPY bn)

Industrial HVAC Paint Finishing System

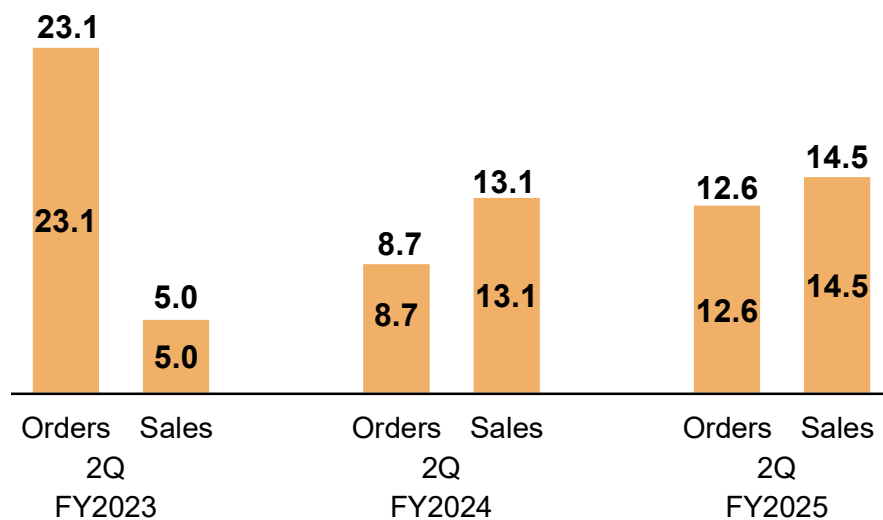
Taikisha (Thailand) Co., Ltd. (Thailand)Group



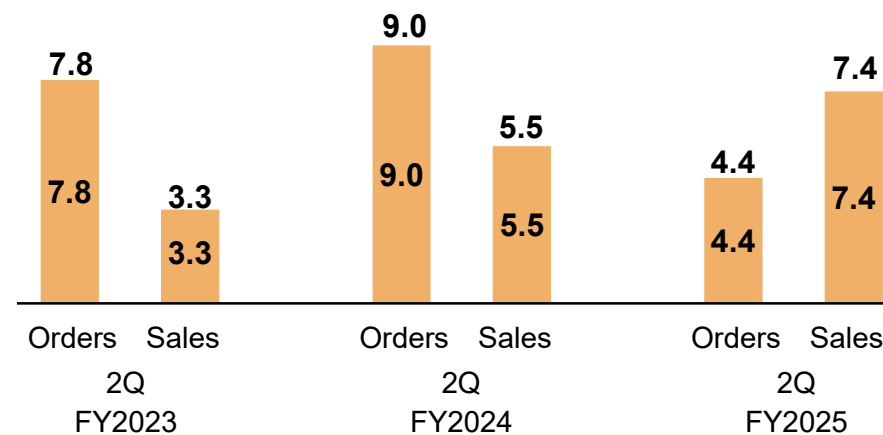
Wu-Zhou Taikisha Engineering Co., Ltd. (China)



Taikisha USA, Inc. (U.S.A)Group



Taikisha Engineering India Private Ltd. (India)



* The numerical value does not include the internal trading

Disclaimer Regarding Projections

Data and projections contained in this document are based on the judgments and available information as of the date of publication. They are subject to change due to various factors and guarantee neither the achievement of targets or forecasts nor future performance in general. This information may also change without notice.

When using information contained in this document, please cross-check and verify it with information obtained through other means and use it at your own discretion.

Taikisha assumes no responsibility for any damages arising from the use of this document.

For inquiries about this material, please contact
the Investor Relations Section
of Taikisha's Corporate Planning Headquarters
TEL: +81-3-5338-5052 FAX: +81-3-5338-5195