

Long-term Vision

Mission Statement "Customers First"

Corporate Philosophy Establish a company which can continuously grow and contribute to the society Establish an attractive company

Long-term Vision

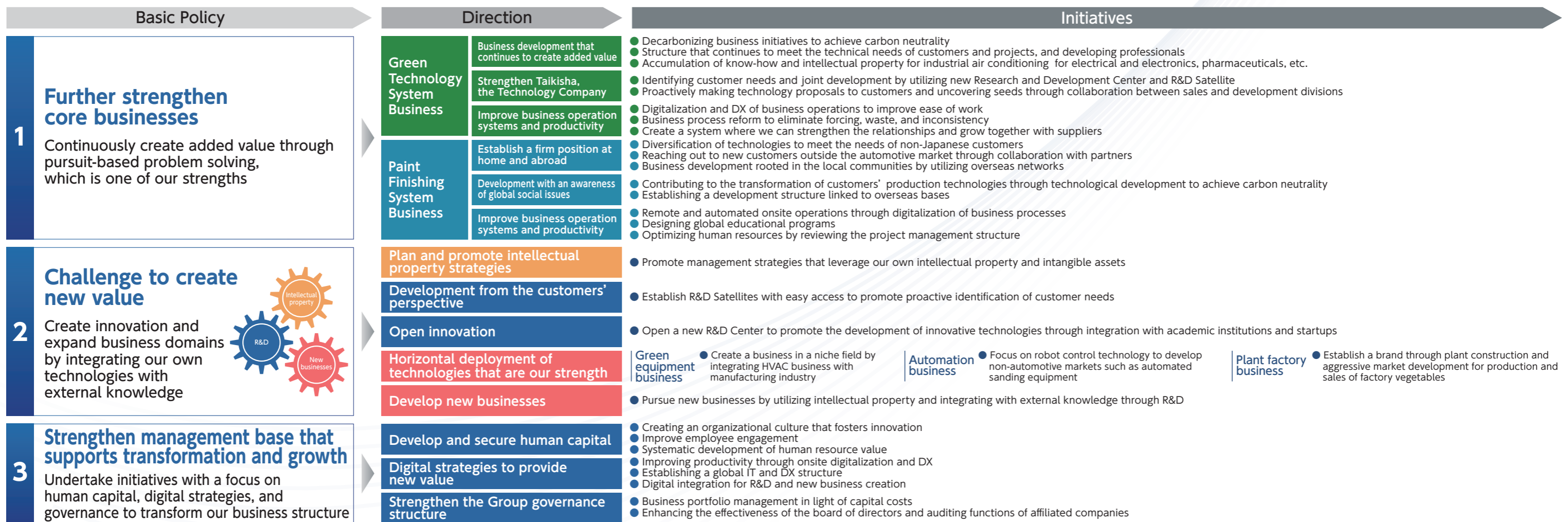
- Innovative Engineering**
 - Contribute to a Sustainable Society through Innovative Engineering of Energy, Air and Water**
Innovative Engineering for a Sustainable Society- with energy, air and water -
- Diversity & Inclusion**
 - Become an Inclusive Global Company by Leveraging Diverse Human Resources and Knowledge**
Diversity & Inclusion as a Global Company

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**
 - 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**
 - 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**
 - 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

Basic Policy and Direction of the Mid-Term Business Plan / Initiatives



Quantitative Management Targets

Financial Targets	Quantitative targets for the FY 2025	Orders-received	2,360 hundred million yen	Net sales of completed construction contracts	2,380 hundred million yen	Ordinary income	150 hundred million yen	Profit attributable to owners of parent	96 hundred million yen	Return on equity (ROE)	7.2%	Investment Plan	Three years of growth investment	200 hundred million yen	Dividend policy	Dividend on equity ratio (DOE)	3.2%
Non-financial Targets	CO ₂ emissions from business activities (Scope 1 and 2) → 46% reduction by 2030 (compared with FY2015 results)																