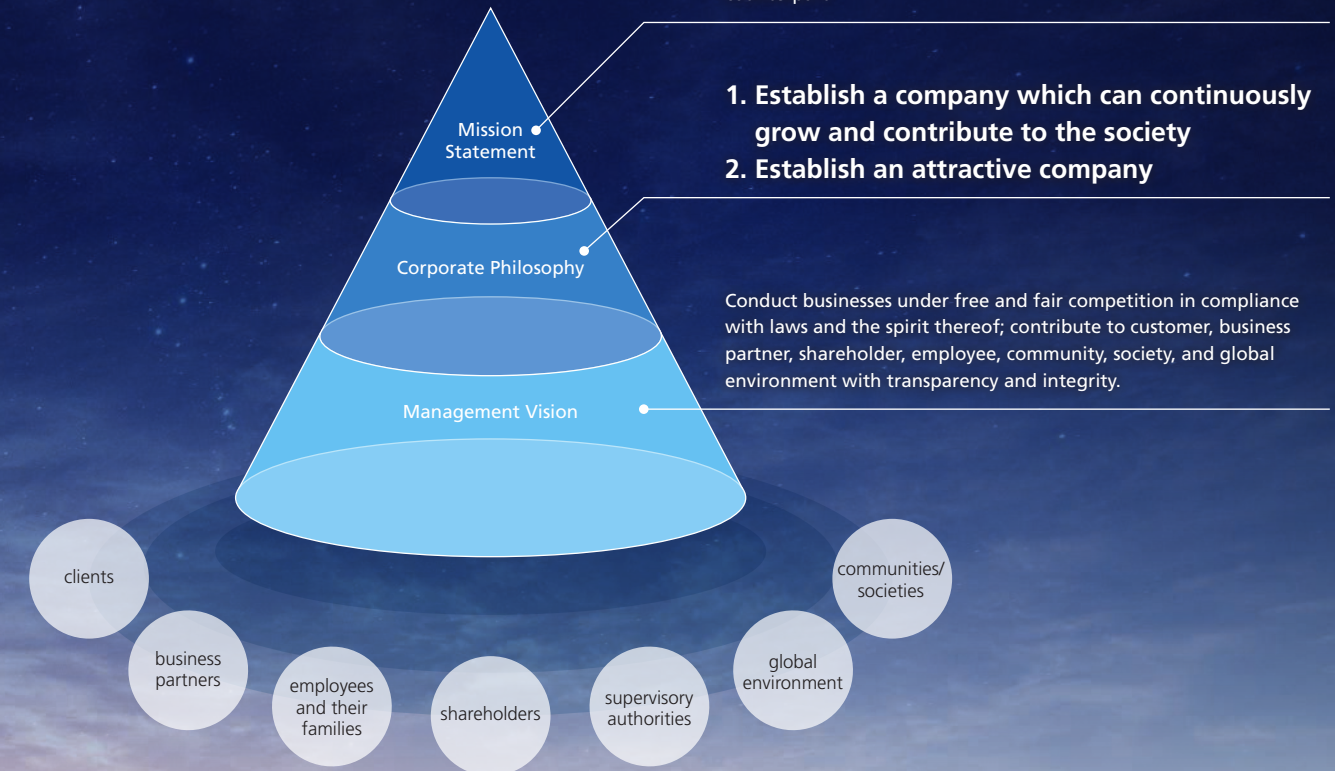


# Protecting the Air of the Future

Considering society in general as *customers*,  
Taikisha is creating a comfortable environment today as always,  
in the hope of bringing happiness to all clients.  
To preserve clean air for the children of the future,  
Taikisha must strive to reduce environmental impacts  
and realize a sustainable society.

## Customers First

*Customers* are broadly interpreted as general society.  
The spirit of “Customers First” is to obtain ceaseless trust from our customers.  
For this purpose, we must conscientiously put forth our best effort in all areas of business, based upon the philosophy that behavior of a person or a company will generate benefits and happiness for one’s counterpart.



111 years since its foundation in 1913, Taikisha Group has evolved into a global company group, employing over 5,000 people. We will keep challenging ourselves while maintaining our global nature and the “Customers First” philosophy inherited since the foundation.

To inherit and further develop this DNA, we have reestablished “open-mindedness, a challenging spirit, and a commitment to quick responses,” our management goal from the 1970s, as our corporate culture in the Long-term Vision. We value a corporate culture that embraces open-mindedness and a willingness to take on challenges, as we expect this mindset to drive the creation of new value across our entire Group.

Explore our  
Long-term Vision





# What We Wish to Convey in Integrated Report 2025

Taikisha has been issuing integrated reports since 2021 to deepen the understanding of shareholders, investors, and a wide range of other stakeholders about the Company's value creation from a medium- to long-term perspective.

In 2025, we have made efforts to convey how we plan to move forward into the future through the newly announced the 10-Year Plan 2035 and the Medium-Term Business Plan. In this Integrated Report, we present examples that illustrate how our goals are being translated into strategy and how our current initiatives are steadily progressing in alignment with future outlooks. Furthermore, with respect to non-financial information, Taikisha has sought to enhance the content so that the central themes of our goals—"Engineering" and "Global"—can be clearly conveyed.

We positioned this report as a communication tool that facilitates constructive dialogue with our stakeholders. The President and Representative Director and other members of the management team actively participated in the production of this report. The officer in charge of sustainability promotion oversees the production process. Taikisha will continue to improve and enhance the Integrated Report through dialogue with stakeholders, and will strive to contribute to society and enhance corporate value.

## President's Message

The President shares his perspective on what we must do to realize Taikisha's goal of "Be Engineering," outlining the long-term direction and sustainable growth strategy.

## Round Table Discussion with Outside Directors and President

With the announcement of the 10-Year Plan 2035, Taikisha has launched a new three-year Medium-Term Business Plan, aiming to further develop by viewing global industrial innovation as a business opportunity. In this roundtable discussion, Outside Directors and the President reflect on the development of the 10-Year Plan to date, and discuss the challenges and initiatives involved in realizing our Long-term Vision.

## 10-Year Plan 2035

Taikisha has set forth its goal for 2035 as "a global engineering company dedicated to social sustainability." To achieve this, we have established two strategic policies, "Innovative Engineering" and "Global Inclusion." We will introduce these strategic policies along with Eight Strategic Focal Points and material issues aimed at achieving double economic value and enhancing social value at the same time.

## Targets under the Medium-Term Business Plan (FY2025–FY2027)

We have divided the 10-Year Plan period into three phases, designating FY2025 to FY2027 as the three-year phase of restructuring for transformation. During this period, we will build foundations for growth strategies through growth investment funded by cash flows from our domestic business. We have also set milestone targets to achieve our financial targets ten years from now, as well as non-financial targets related to CO<sub>2</sub> emission reduction and the number of employees.

## Dialogue Between Chief General Managers of Green Technology System Business and Paint Finishing System Business

Amid rapid changes in the social environment and ongoing technological innovation, along with the changes in the industrial structure, the Green Technology System Division and the Paint Finishing System Division are deepening their partnership while leveraging their strengths built through their respective technologies and past achievements. In this dialogue, Chief General Managers from both divisions reflect on their divisions' uniqueness and history, and share insights on new value to be created through co-creation and future business development under the slogan of "New Growth Strategy."

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## Editing Policy

- Organizations covered by this report  
Taikisha Ltd. and its group companies in Japan and overseas are covered by this report.
- Period covered in this report  
This report mainly covers activities conducted during FY2024 (from April 1, 2024 to March 31, 2025) and also includes some activities carried out before or after the said period.
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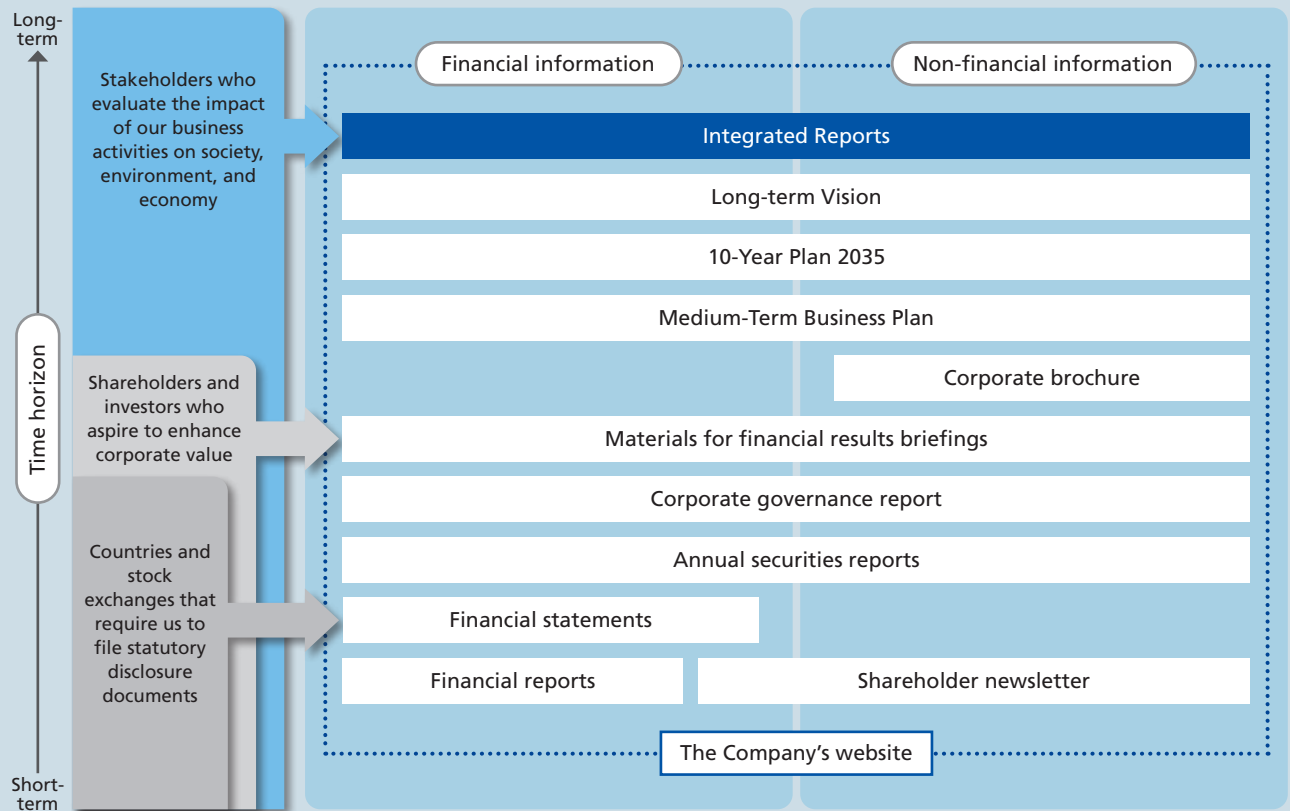
## Cautionary Statement Regarding Forward-Looking Statements

This report contains data, as well as plans, strategies, forecasts, and outlooks regarding future performance, which are based on information available and judgments made at the time of publication. These statements are subject to change due to various factors and do not guarantee the achievement of the stated goals, forecasts, or future performance. The information contained herein may be revised or updated without prior notice.

Accordingly, we ask that readers verify the contents of this report against other sources and exercise their own judgment when using this information.

Taikisha assumes no responsibility whatsoever for any losses or damages arising from the use of this report.

## Disclosure Structure



## Corporate website



## IR website



## Sustainability website

