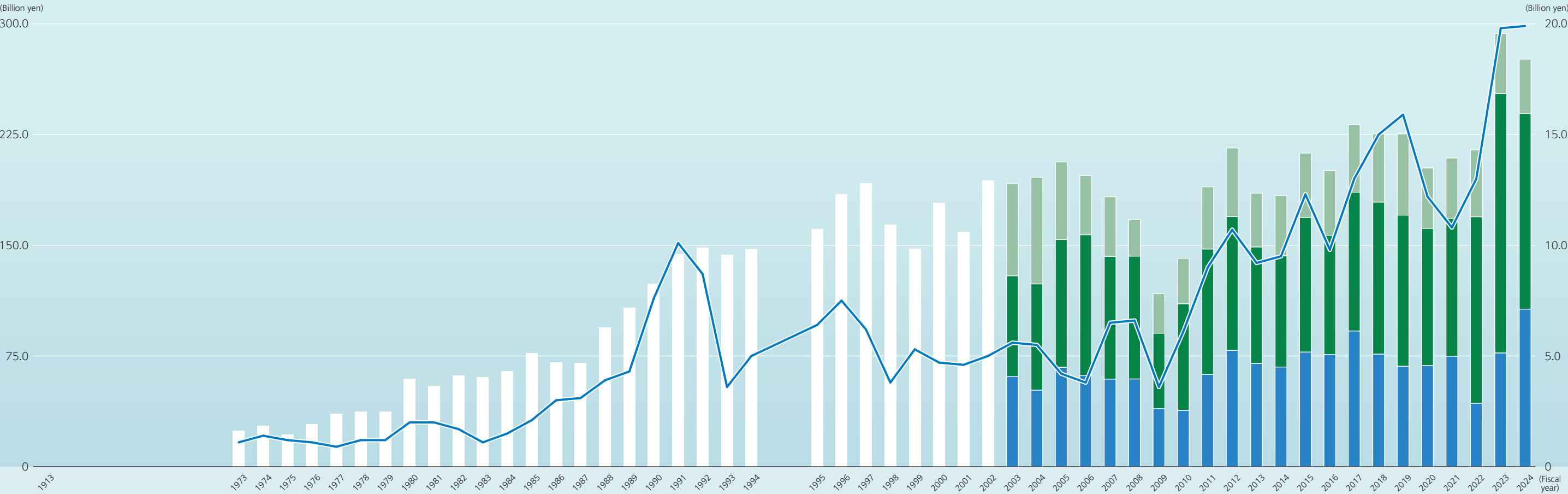


What defines our strengths?

Value Creation History

The Company was founded in 1913 as joint-stock company “Kenzaisha,” an affiliated company of L. Leybold Co. GmbH, a German-based machinery importer. The Company was founded in 1913 as joint-stock company “Kenzaisha,” an affiliated company of L. Leybold Co. GmbH, a German-based machinery importer.

Transition in net sales of completed construction contracts and ordinary income



1913-1948

At the time of its establishment, Kenzaisha’s principal business activities comprised sales and installation services for building materials imported from Germany. The supply of equipment, however, also required construction work, and consequently, the Company invited a heating work engineer from Germany, seeking to introduce the latest heating technologies. Tokio Marine and Fire Insurance Building is Japan’s first modern office building completed in 1918 in Marunouchi, Tokyo. Installing the hot water forced circulation system and wastewater treatment tank for this grand architecture enabled Kenzaisha to establish a solid position in the building equipment industry. Beginning in the 1930s, with the remarkable development of the Japanese spinning mill industry, there was a sharp increase in Kenzaisha’s installation of air-conditioning systems essential to the fine spinning process and the company’s business rapidly expanded.



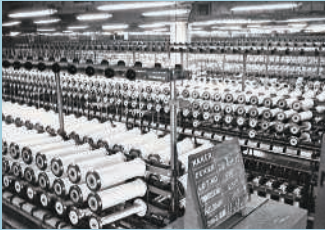
1918 Tokio Marine and Fire Insurance Building

1949-1970

Japan’s manufacturing industries were decimated during World War II. However, in the years after World War II, Japan experienced a flurry of plant constructions for the textile industry and for various other industries such as the camera, film, pharmaceutical and electronics industries. At these plants, HVAC systems that could maintain a high level of air purity were needed to prevent damage to products. In response to such needs, the Company strove to achieve higher technological expertise, delivering precision air-conditioning and cleanroom systems. In 1953, the Company made a full-scale entry into the automobile paint finishing system business, which has since grown into one of the major pillars supporting the Company.



1932 Photo taken in front of the Head Office



1955 Toyo Nylon Plant, South Korea

1971-1989

In 1973, Kenzaisha changed its corporate name to Taikisha, marking a new start for itself. In line with the shift overseas of Japanese corporate clients, Taikisha expanded new affiliates worldwide, starting with an affiliate in Thailand. While accumulating experience in overseas work, Taikisha expanded its customer base to include not only Japanese companies but also local and Western ones. In the 1980s, while dealing with the further expansion of automobile companies into the North American markets, Taikisha received painting plant construction work orders from America’s big three auto manufacturers. Following the 1973 oil crisis, infrastructure investments flourished in the Middle Eastern countries affluent with petrodollars. Taikisha received building systems work orders for plants and hospitals from Iran, Iraq, and the UAE.



1959 Toyo Kogyo Co., Ltd. (now Mazda Motor Corporation) F Plant

1990-2001

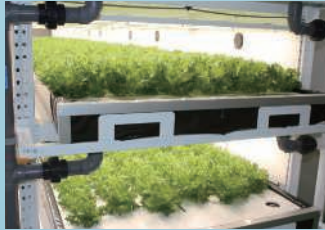
The 1990s was an era characterized by a rapid spread of information technology as consumers began to widely use the Internet and mobile phones. Taikisha, with its leading-edge know-how in cleanroom design and construction, participated in projects to construct manufacturing plants for semiconductors, hard disks and capacitors, a set of devices serving as the backbone of IT hardware. This allowed the Company to gain higher recognition in the electronic components industry. During this period, Taikisha also saw an increase in air-conditioning system projects for buildings that became landmarks such as the Petronas Twin Towers in Malaysia and skyscrapers in Tokyo.



1994 Petronas Twin Towers (Malaysia)

2002-2022

Development of information technology has reduced geographical constraints in terms of information communication and increased the speed of information processing. Driven by the progress of globalization, it has become a norm in many industries to conduct borderless investment and collaboration. The Group has seen an increase in the number of cases where projects are solved comprehensively as groups complement each other in purchasing operations and human resources regularly. As a result, the ratio of overseas net sales of completed construction contracts (consolidated) reached 51.3% in FY2011. It was the first time in the Company’s history that the ratio of overseas net sales of completed construction contracts accounted for more than half of the total.



2018 Established Plant Factory Demonstration and Development Center



2019 Established Technical Center

2023-

Global demand for environmental technologies is rising as the world works toward achieving carbon neutrality by 2050. In response to these changes, Taikisha is establishing R&D satellites and expanding its research and development facilities. In May 2025, the Group formulated its first long-term business plan, the 10-Year Plan 2035. We view globally advancing industrial innovation as a business opportunity and contribute to a sustainable society through *green* and *smart* engineering.



2024 TAIKISHA INNOVATION SITE Aikawa