

10-Year Plan 2035 (FY2025–FY2034)

Small-Group Meeting for Analysts and
Institutional Investors

March 10, 2026



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President's Message

We will drive dramatic growth by enhancing our engineering capabilities and expanding our global presence.



Masashi Osada
President and Representative Director

| Our Goals for 2035 |

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.



| 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.

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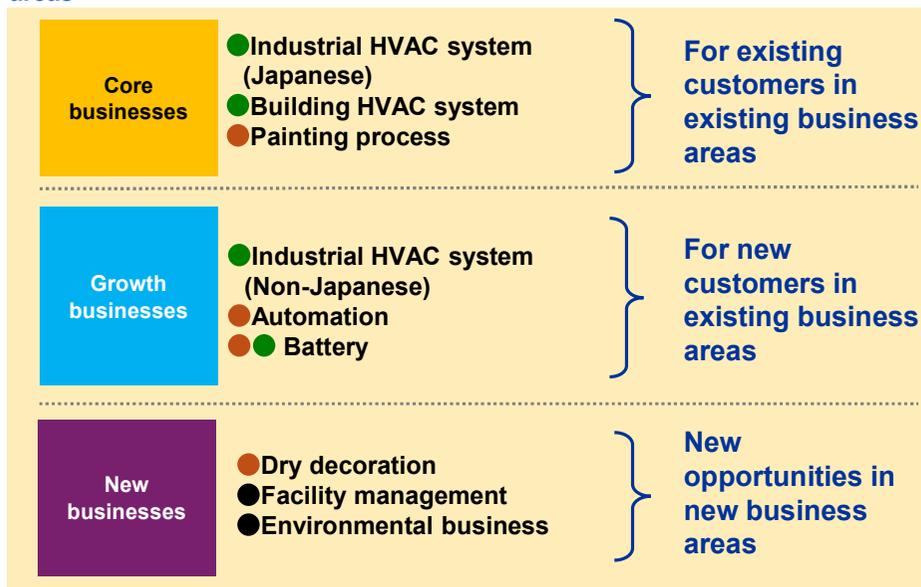
Financial/Non-financial Targets and Milestones for 10-Year Plan 2035 (FY2025–FY2034)

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)		¥336 billion		■ Target for net sales of completed construction contracts (end of FY2030)		¥400 billion		■ Target for net sales of completed construction contracts (end of FY2034)		Over ¥500 billion
	Core businesses: ¥246 billion Growth businesses: ¥88 billion New businesses: ¥2 billion (including ¥113 billion for non-Japanese customers)		Core businesses: ¥250 billion Growth businesses: ¥125 billion New businesses: ¥25 billion (including ¥128 billion for non-Japanese customers)		Core businesses: ¥270 billion Growth businesses: ¥180 billion New businesses: ¥50 billion (including ¥169 billion for non-Japanese customers)						
	■ ROE (end of FY2027)		10%		■ ROE (end of FY2030)		11%		■ ROE (end of FY2034)		12% or higher
	■ Shareholders' equity ratio:		40% or higher								
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	
	■ Dividend Policy (DOE)		4.0%		■ Dividend Policy (DOE)		4.5%		■ Dividend Policy (DOE)		5.0%
	■ Share buybacks		¥5 billion		■ Share buybacks		¥5 billion		■ Share buybacks		¥5 billion
	■ Cross-shareholdings		15% or less of net assets		■ Cross-shareholdings		15% or less of net assets		■ Cross-shareholdings		15% or less of net assets
	■ CO ₂ emissions (end of FY2027)		Scope 1, 2: 26% lower Scope 3: 15% lower (vs. FY2022)		■ CO ₂ emissions (end of FY2030)		Scope 1, 2: 42% lower Scope 3: 25% lower (vs. FY2022)		■ CO ₂ emissions (end of FY2034)		Scope 1, 2: 53% lower Scope 3: 35% lower (vs. FY2022)
									■ Number of employees (end of FY2034)		7,200

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

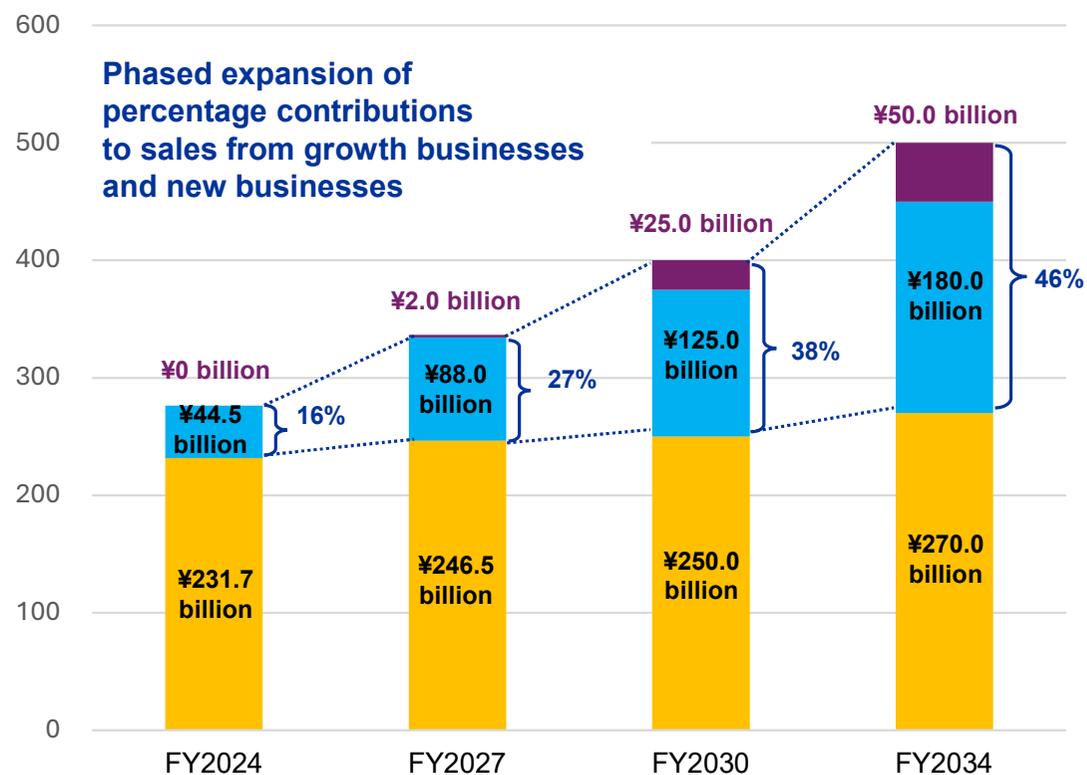


- Technology/expertise from the Green Technology System Business
- Technology/expertise from the Paint Finishing System Business
- New businesses, new technology/expertise

Future growth vision

(Net-sales of completed construction contracts)

■ Core businesses
 ■ Growth businesses
 ■ New businesses



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

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

Eight strategic focal points for Taikisha

Business strategy

Active expansion into growth industries

Aggressive targeting of high-tech industries affected by industry restructuring

Global regional strategies

Utilization and reinforcement of global networks
Targeting overseas markets with high growth potential

Development of non-Japanese customers

Transformation of our Japan-centered customer portfolio
Aggressive marketing to non-Japanese companies that are achieving global growth

Enhancement of intellectual capital

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

Enhancement of human capital

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

Strengthening the management base

Enhancement of business execution/monitoring structures

Enhancement of global group management infrastructure

DX strategy

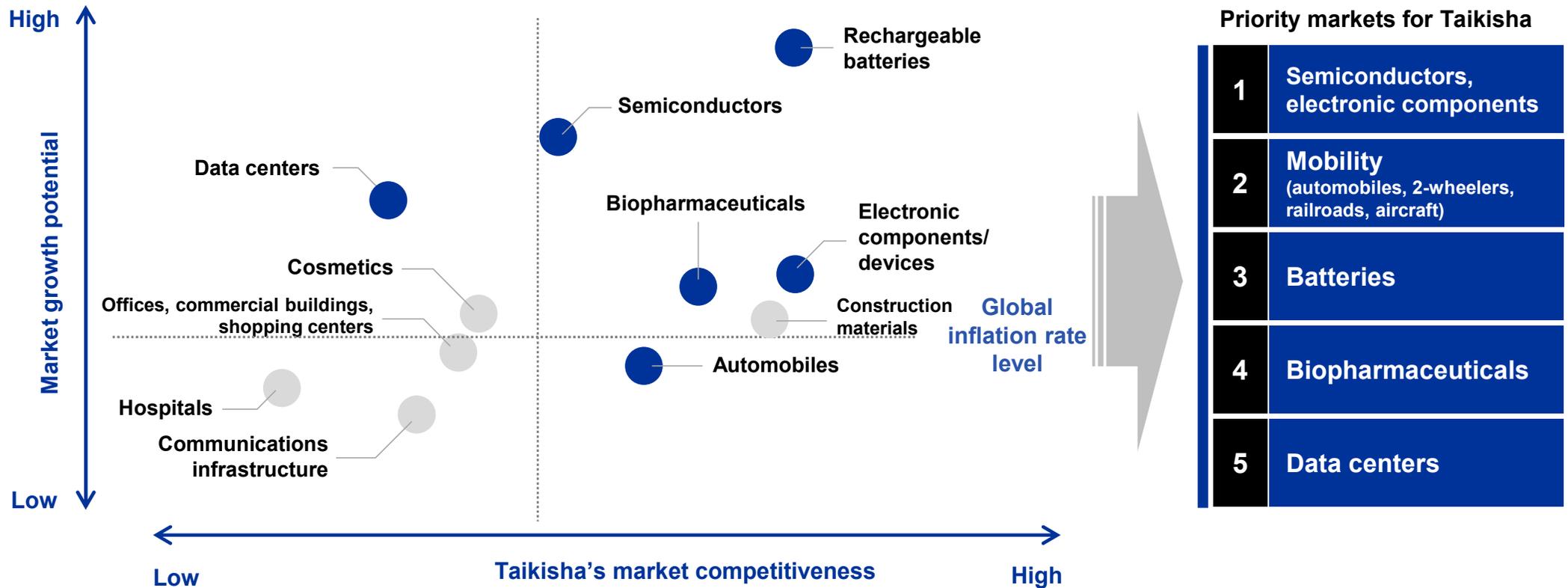
Leverage data analytics and simulations to provide new value

Accelerated global collaboration and co-creation

Improve operational efficiency and develop high-profit structures through business process reforms centered on digital infrastructure

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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Green Technology System Business:

Market Strategies Market growth potential and Growth vision

1 Semiconductor / Electronic Components

10-year after's market growth potential / Growth vision
 Market size **Net sales**
Double Double
 Average annual growth rate: 8%

■ **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.

3 Batteries

10-year after's market growth potential / Growth vision
 Market size **Net sales**
10-fold 18-fold
 Average annual growth rate: 26%

■ **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.

4 Biopharmaceuticals

10-year after's market growth potential / Growth vision
 Market size **Net sales**
1.8-fold 1.8-fold
 Average annual growth rate: 6%

■ **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.

5 Data Centers

10-year after's market growth potential / Growth vision
 Market size **Net sales**
2.5-fold 9.5-fold
 Average annual growth rate: 10%

■ **Basic strategic policy**

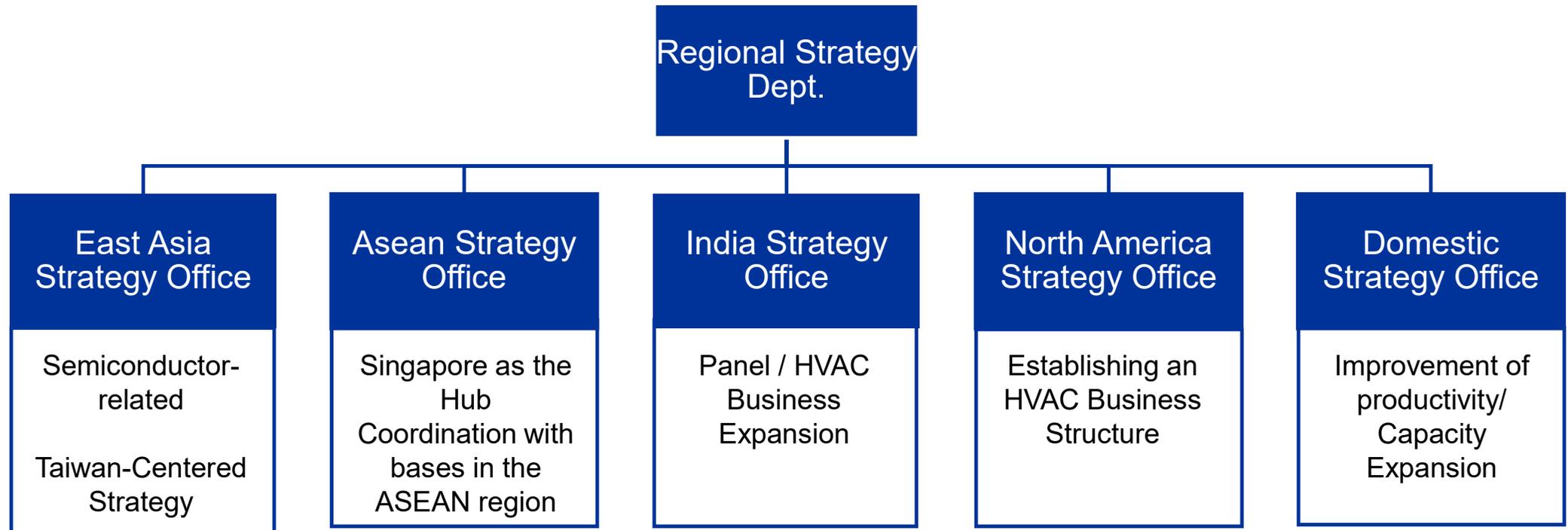
Customer axis Pursuit of globally active customers, approaches to mega-cloud companies .

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.

Green Technology System Business : Regional Strategies(Organization)

Established strategy offices in each region to develop detailed strategies and promote them in key markets



East Asia Strategy

- Approach semiconductor-related companies in Japan.
- Pursue business with semiconductor-related companies in Taiwan through the Taiwan base.



ASEAN Strategy

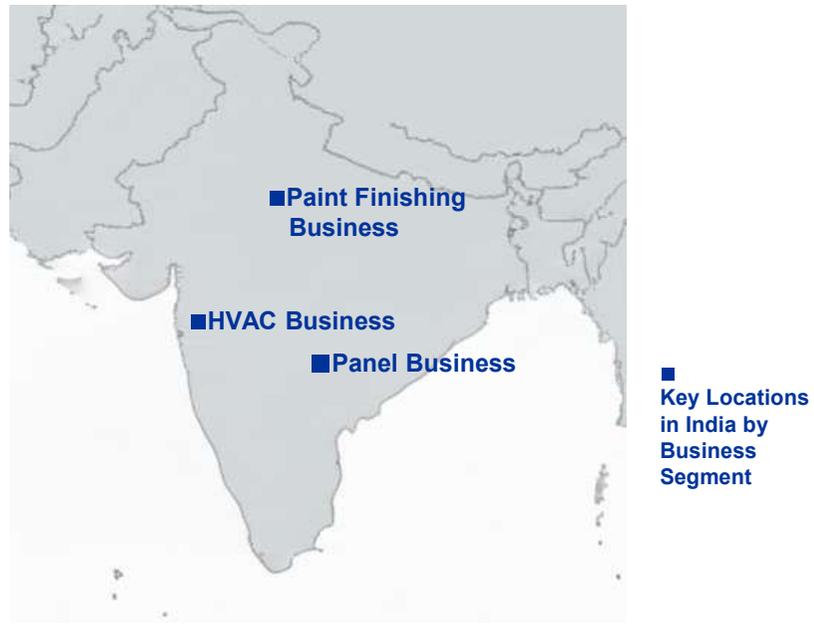
- Accelerate engagement with multinational companies in Singapore.
- Increase orders across multiple bases and establish a construction organization.
- Approach global companies.



Green Technology System Business: Regional Strategies (India, North America)

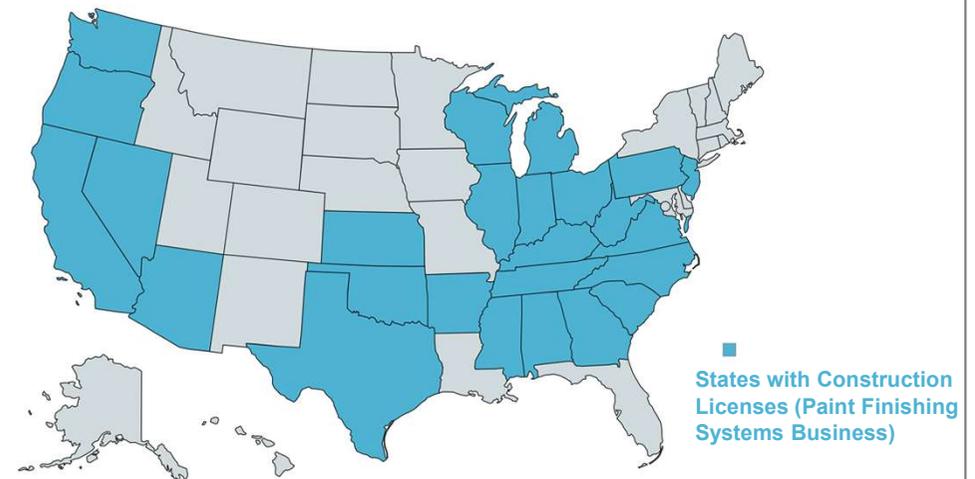
India Strategy

- Expand the HVAC business by primarily targeting markets with high growth potential.
- Aim to expand the business structure to accommodate diverse order formats.
- Achieve business expansion through collaboration with the Paint Finishing System Business.



North America Strategy

- Roll out businesses by leveraging the bases of the Paint Finishing System Business.
- Transfer construction know-how from the Green Technology System Business, primarily for the battery industry.
- Build up a track record primarily with Japanese companies operating in the U.S.



Foundations for Growth

Further improvement of productivity at the design/build stages

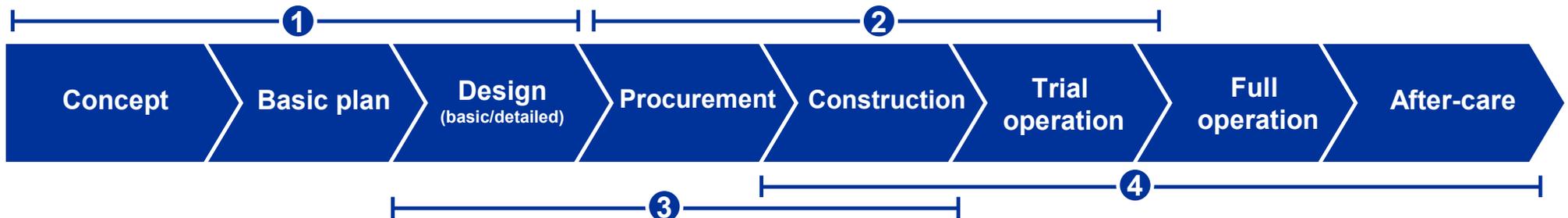
Strengthening our business base in Japan

1 Strengthening the product management organization

- Company-wide roll-out of support for construction planning from the design stage by specialized units (front-loading)
- Use of BIM to improve design/process management efficiency

2 Logistics enhancement

- Centralization of logistics bases and creation of materials/equipment management IT systems
- Optimization of conveyance/inventory management through visualization of inward/output movements of materials/equipment



3 Construction process reform through unitization/modularization of construction equipment

- Reduction of construction lead times and standardization of build quality through construction equipment unitization/modularization
- Joint initiatives with Taikisha Partners Group (TPG) members (TPG-Fab)

4 Use of BIM data to manage and maintain process progress and yields

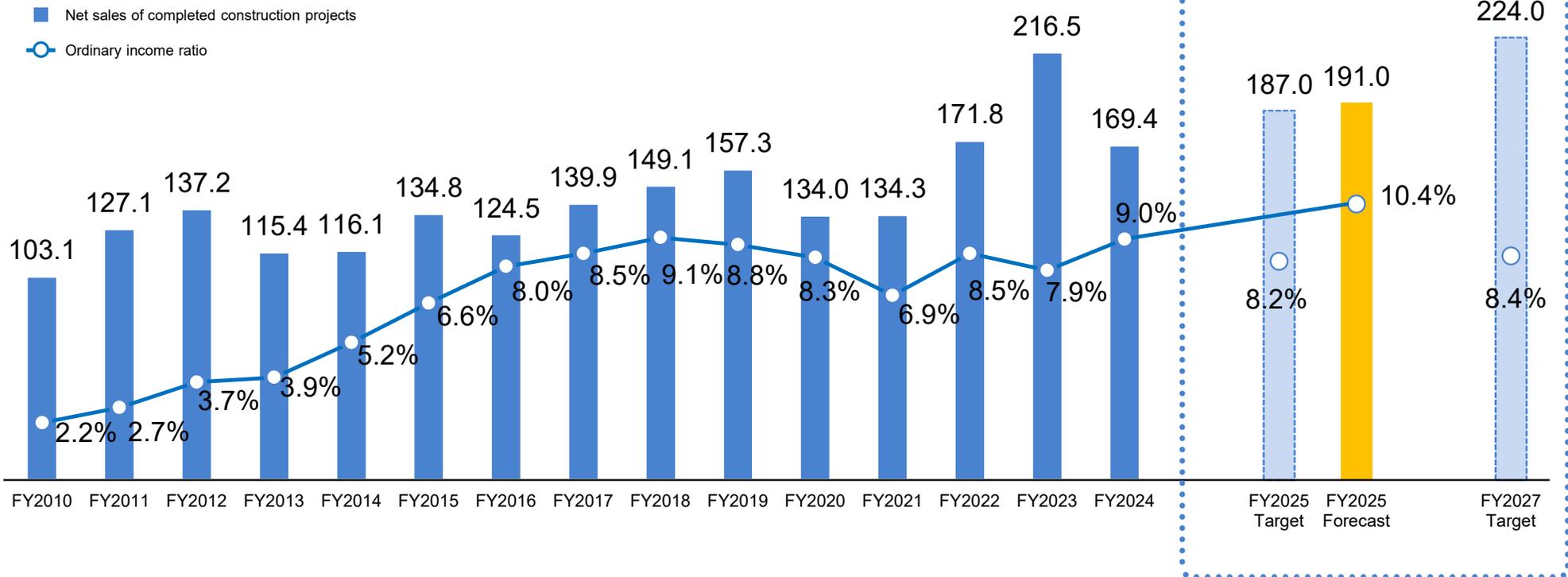
- Remote management through digital twinning
- Frontline progress management using robots and drones
- Remote predictive maintenance

Green Technology System Business: Review of Past Performance, Medium-Term Business Plan Targets

Currently, order profitability is improving and is expected to exceed this fiscal year's target

Net sales of completed construction projects and ordinary income ratio

(JPY bn)



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Paint Finishing System Business:

Market Strategies Market Growth Potential and Growth Vision

2 Mobility (4-Wheelers, 2-Wheelers, Railroads, Aircraft)

10-year after's Market Growth Potential / Growth Vision

Market size Net sales
1.3-fold 1.3-fold

Average annual
growth rate: 3%

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.

3 Batteries

10-year after's Market Growth Potential / Growth Vision

Market size Net sales
10-fold 18-fold

Average annual
growth rate: 26%

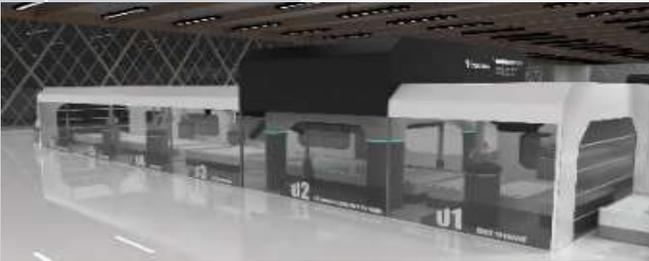
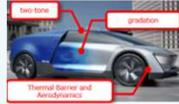
Basic strategic policy

- 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.

Paint Finishing System Business: Market Strategies for Four-Wheel Mobility (North America, India, Europe)

	Market Potential	Strategic Direction and Initiatives
North America	Average market size for FY2025–FY2027 98.5 billion	<ul style="list-style-type: none"> • Conduct M&A via Encore Automation LLC a group company in North America. • Enhance price competitiveness through cost reductions from factory closures and diversified procurement methods. • Achieve business expansion in the battery field through the entry of the Green Technology System Business.
India	Average market size for FY2025–FY2027 20.8 billion	<ul style="list-style-type: none"> • Capture growth in automobile sales, primarily among Japanese automakers. • Acquire non-Japanese customers. • Secure projects from European manufacturers in collaboration with our European base.
Europe	Average market size for FY2025–FY2027 117.5 billion	<ul style="list-style-type: none"> • Expand presence in the European market through large-scale project orders. • Establish an optimal order acquisition structure across the entire supply chain, and expand in-house capabilities. • Propose technologies compliant with European environmental regulations. • Aim to identify cutting-edge environmental needs and acquire technologies to address them through business development in Europe, a leader in environmental regulations.

Paint Finishing System Business: Technology Strategies for Four-Wheel Mobility (Dry decoration)

Past - Present					Future	
year	~2023	2024	2025	2026~2028	2029~	
Film decorating equipment timeline	<ul style="list-style-type: none"> • Film molding of interior and exterior small parts. • Started conception of dry decoration system for automated mass production lines. • Conducted line design for a dry decoration system for out-mold decoration. 	<ul style="list-style-type: none"> • Demo-line started operation at our R&D. 	<ul style="list-style-type: none"> • Conduct customer testing on our demo line. 	<ul style="list-style-type: none"> • Begin partial implementation for resin parts, etc. • Begin introduction of small-scale test lines in Japan. • Begin joint development with a specific North American customer aimed at introduction to mass production lines. 	<p>If there is no change in automobile production methods</p>	<ul style="list-style-type: none"> • Introduce film to mass production lines in Japan and North America for resin parts and other components, leveraging its design and functionality.
	<p>Large and complex shapes</p>  				<p>If there are changes to automobile production methods</p>	<ul style="list-style-type: none"> • Adopt full-body film application for vehicles in line with large-scale molding under the unboxed process* at new EV plants. <p>*A method in which a vehicle is divided into approximately six blocks, each of which is assembled separately and then integrated into a single unit. Automakers are currently developing the method.</p> 
Technical Point	<ul style="list-style-type: none"> • Succeeded in film decoration of bumpers with the most complex shapes. The prospect of film decoration of all exterior parts is now in sight. 	<ul style="list-style-type: none"> • Improved the accuracy of equipment for commercialization, conducted customer tests, and began co-creation with customers to introduce a dry decoration system. 	<ul style="list-style-type: none"> • Adjust to meet customer needs. 	<ul style="list-style-type: none"> • It is unrealistic for manufacturers to completely replace equipment at existing plants. • Start with partial implementation. 	<p>Expand beyond the automotive domain.</p> <ul style="list-style-type: none"> • Provide optimal solutions for customer needs. 	
						

Foundations for Growth

Creating business opportunities in non-automotive markets (railroads, aircraft, other manufacturing)

Use of painting technology in other industries

■ Smart factories capable of high-mix, low-volume production

Make major contributions to smart factory technology for high-mix, low-volume manufacturing through auto-teaching technology (i-ART).

■ Exploration of the dry decoration market

Pursue marketing opportunities in coating and decoration markets, as well as automotive painting.

Development of smart industrial HVAC systems

■ Use of digital twinning technology to provide integrated services from consulting to after-maintenance

- Use technology and know-how accumulated through automotive coating operations to contribute to smart factory development in all industries that need coating and decoration.
- Use environmental technology developed through the HVAC business (including specialized air conditioning) to provide one-stop solutions for optimized manufacturing environments.

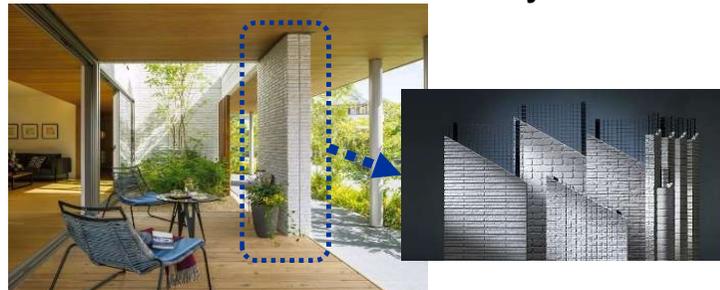
■ Proposal of GHG reduction solutions as part of factory operation consulting

Offer technology to achieve customers' GHG reduction targets, and visualize reductions achieved using that technology.

■ Aircraft painting



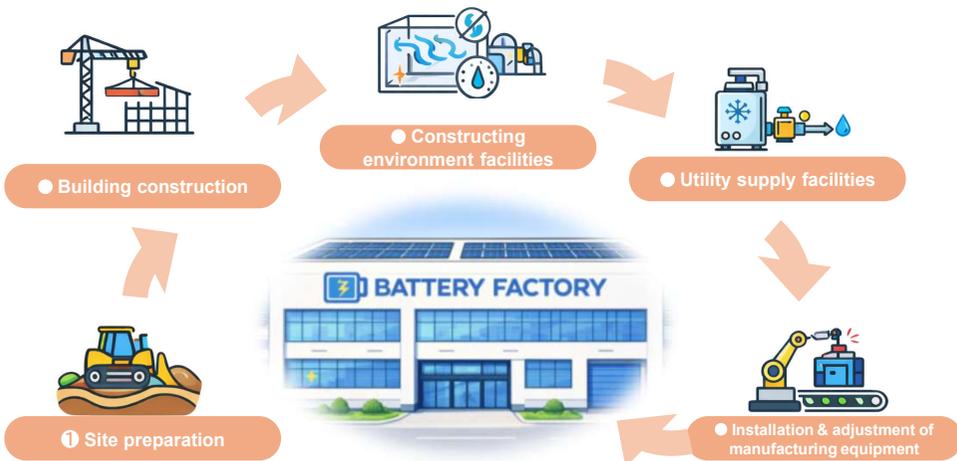
■ Expansion of dry decoration into the housing and construction materials industry



■ New drug development lab (utilizing automation)



Factory Construction Through Conventional Methods



■ The bottlenecks in installing new production lines are cost increases and longer construction periods due to the separate design and construction of buildings and production lines, together with equipment scale-up.

Factory Construction Through New Methods (Future Development)

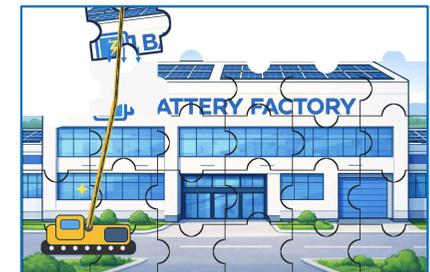


■ Aim to provide battery manufacturing facilities that achieve **short construction periods, low costs, and high quality at a high level through integrated design and construction (modularization) of the entire factory, including buildings, production lines, and systems.**

Participation in the Joint Project “Swiftfab” Aiming to Strengthen the Storage Battery Manufacturing Equipment Industry

Taikisha is pleased to announce that it has agreed to join Swiftfab Energy Systems, Inc. (provisional name, hereinafter “the Joint Entity”), a consortium established by equipment-related companies that are members of the Battery Association for Supply Chain (BASC), Taikisha will participate as a member in the joint project “Swiftfab” promoted by the Joint Entity.

Excerpt from our Japanese press release dated December 18, 2025



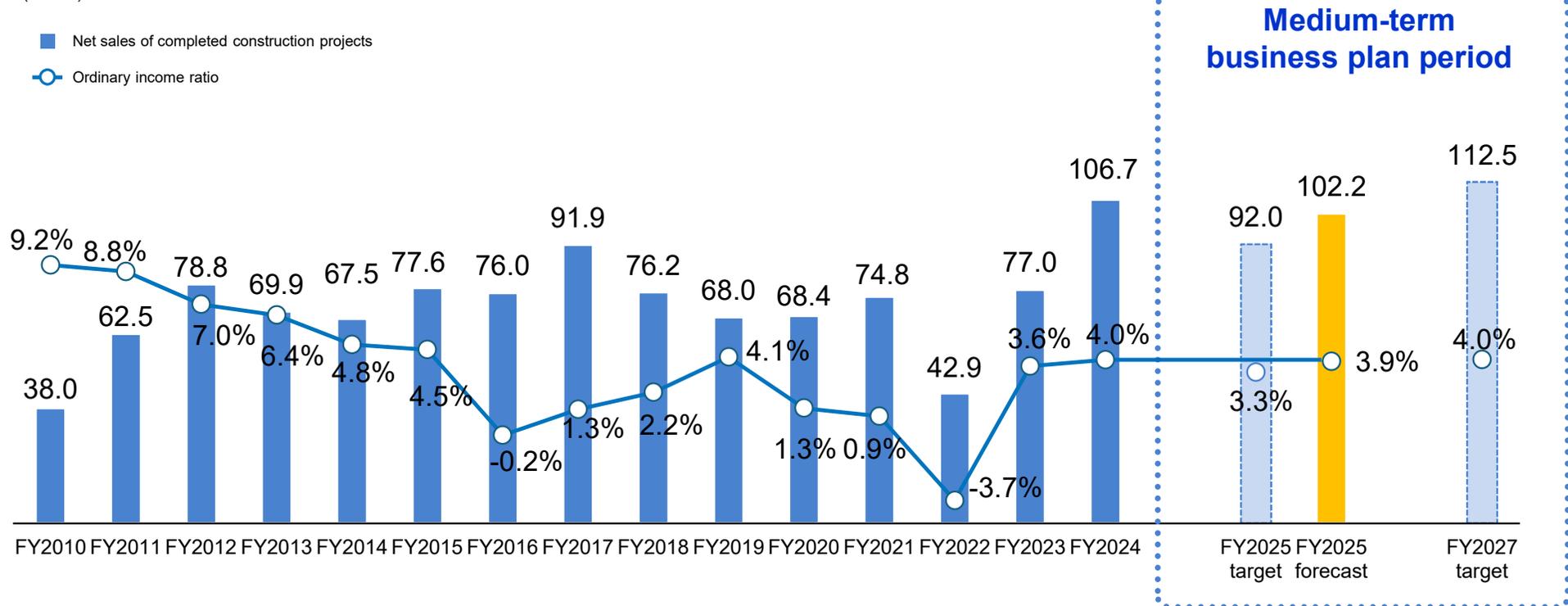
Paint Finishing System Business:

Review of Past Performance, Medium-Term Business Plan Targets

The profit margin is currently recovering due to increased capital investment by automobile manufacturers and demand for carbon neutrality

Net sales of completed construction projects and ordinary income ratio

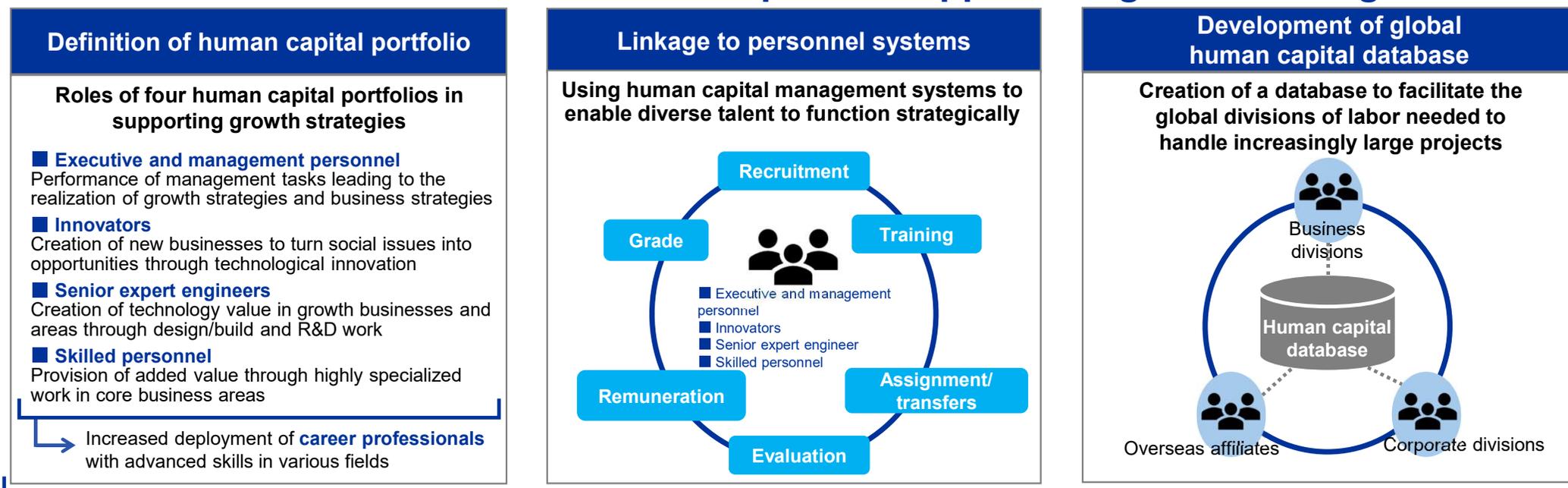
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Human Capital Expansion: Introduction of Global Human Capital Portfolio Management

**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.**



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**



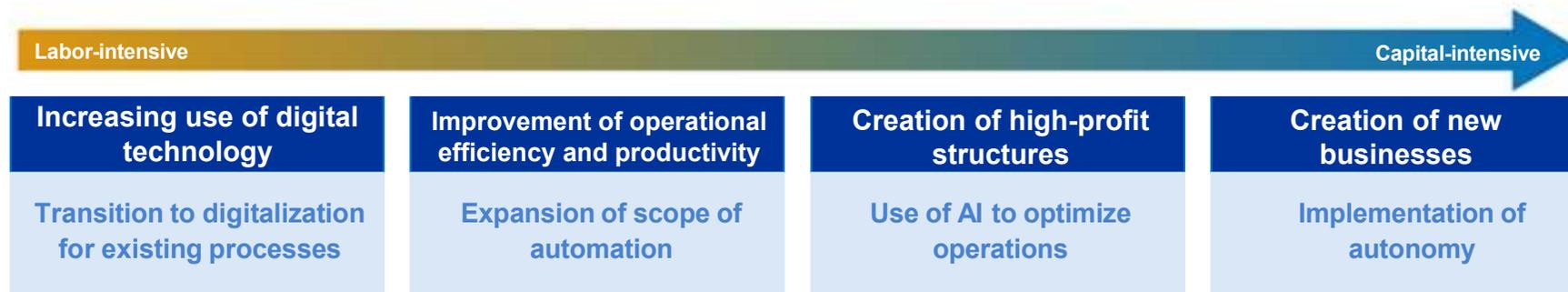
- ① Early selection
 - ② Management participation
 - ③ Global experience in Japan/overseas affiliates
- Future participation in group management as group corporate officers

KPI

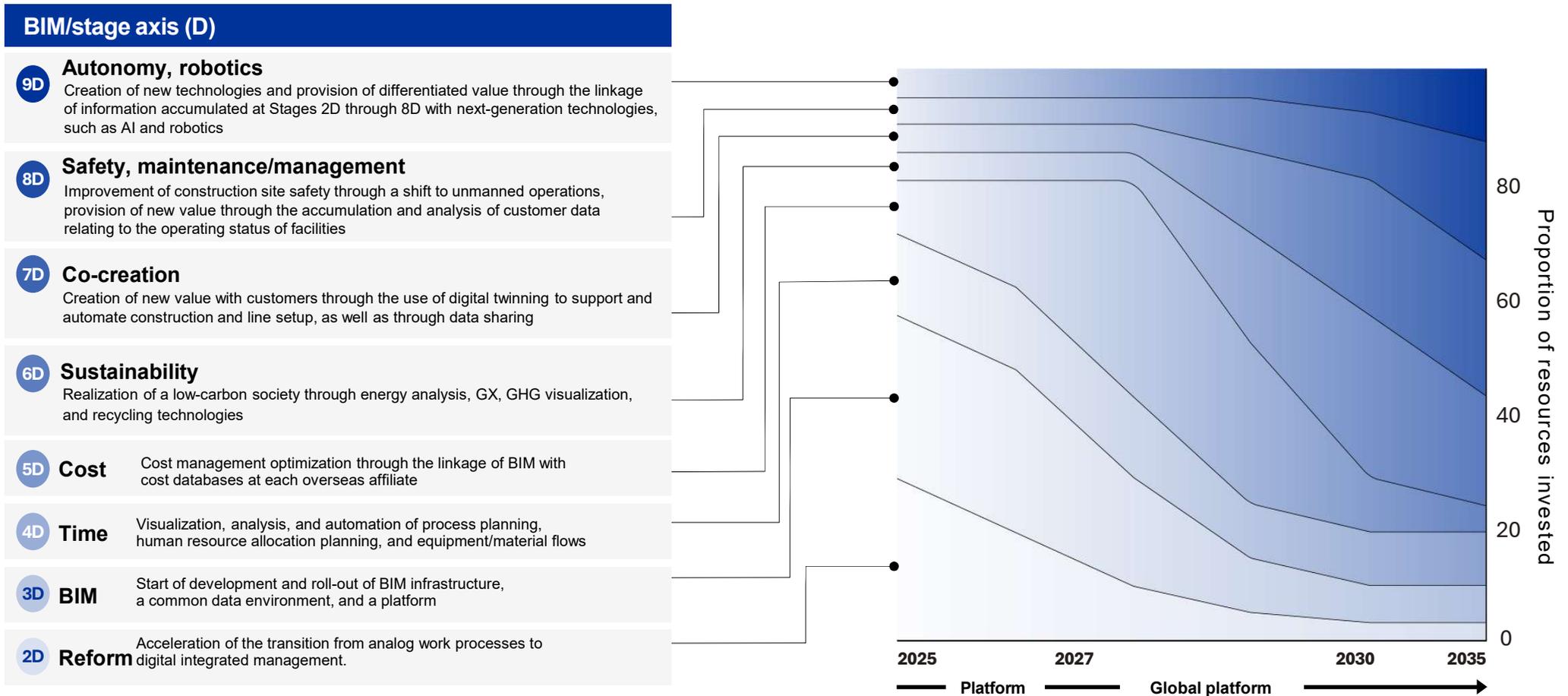
Persons with global skills based on management experience at overseas affiliates **350 by 2035**
(100 in 2025)

Transitioning from labor-intensive to capital-intensive business

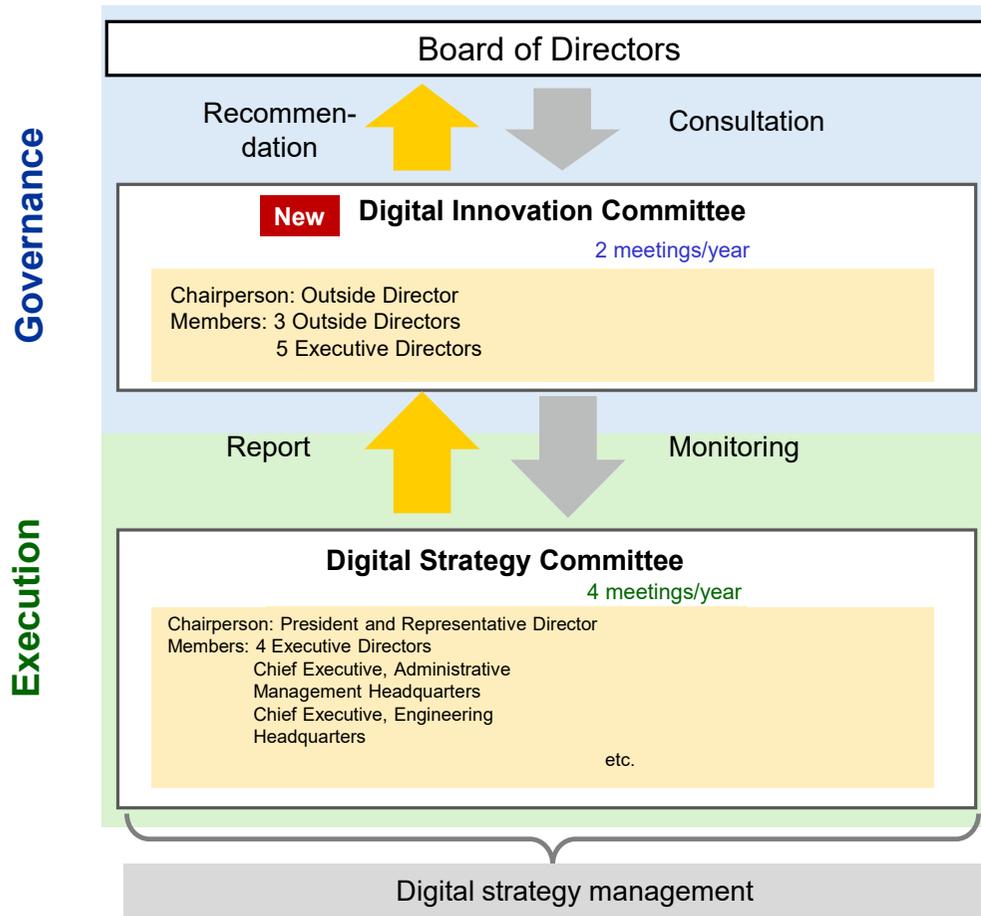
We will build a BIM-centered DX infrastructure and redeploy human capital to more creative, higher value-added work.



Proportions of management resources used at each BIM/DX stage



Enhancement of Digital Strategy Governance



Digital Strategy Committee (4 meetings/year)

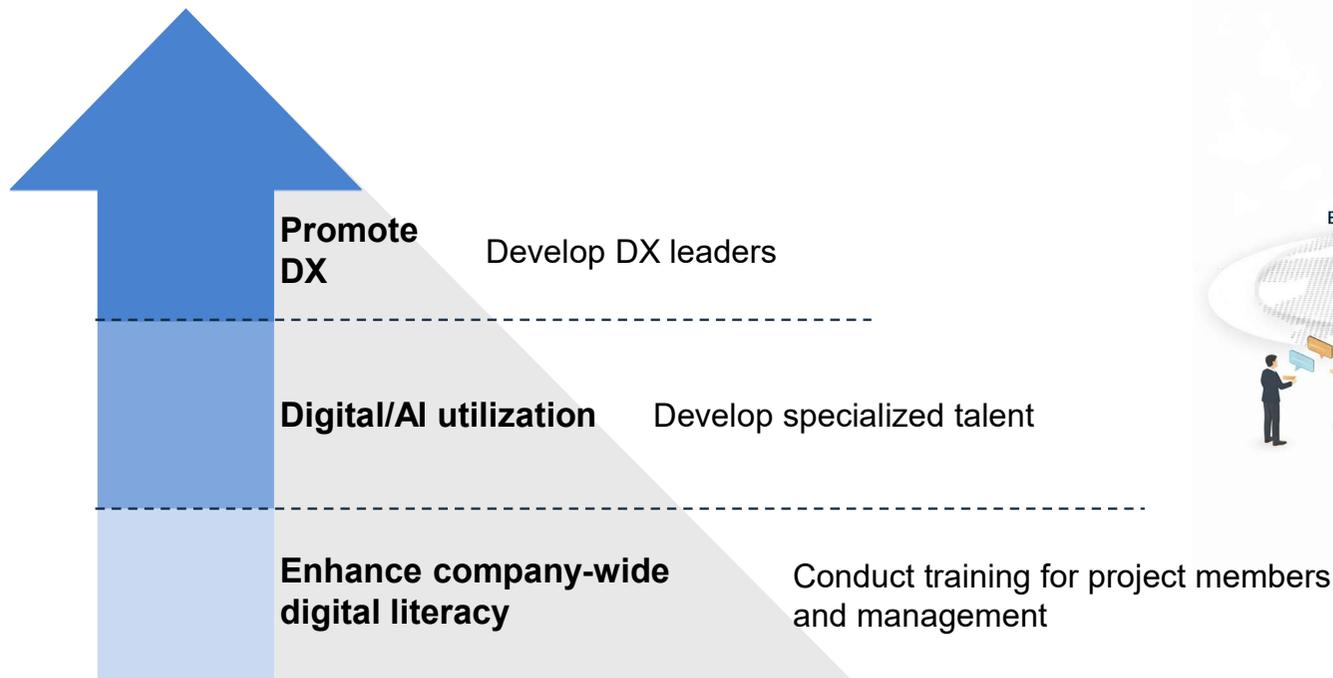
The chairperson is the Representative Director and President, and the committee members consist of four Executive Directors, the Chief Executive of the Administrative Management Headquarters, the Chief Executive of the Technical Dept., and others.

Execution of digital strategy by five subcommittees specializing in the following areas

- ① Company-wide BIM
- ② Global communications
- ③ IT governance, information security
- ④ Proactive utilization of AI
- ⑤ Electronic procurement

Concept of Developing DX Talent

Promote DX talent development through three steps



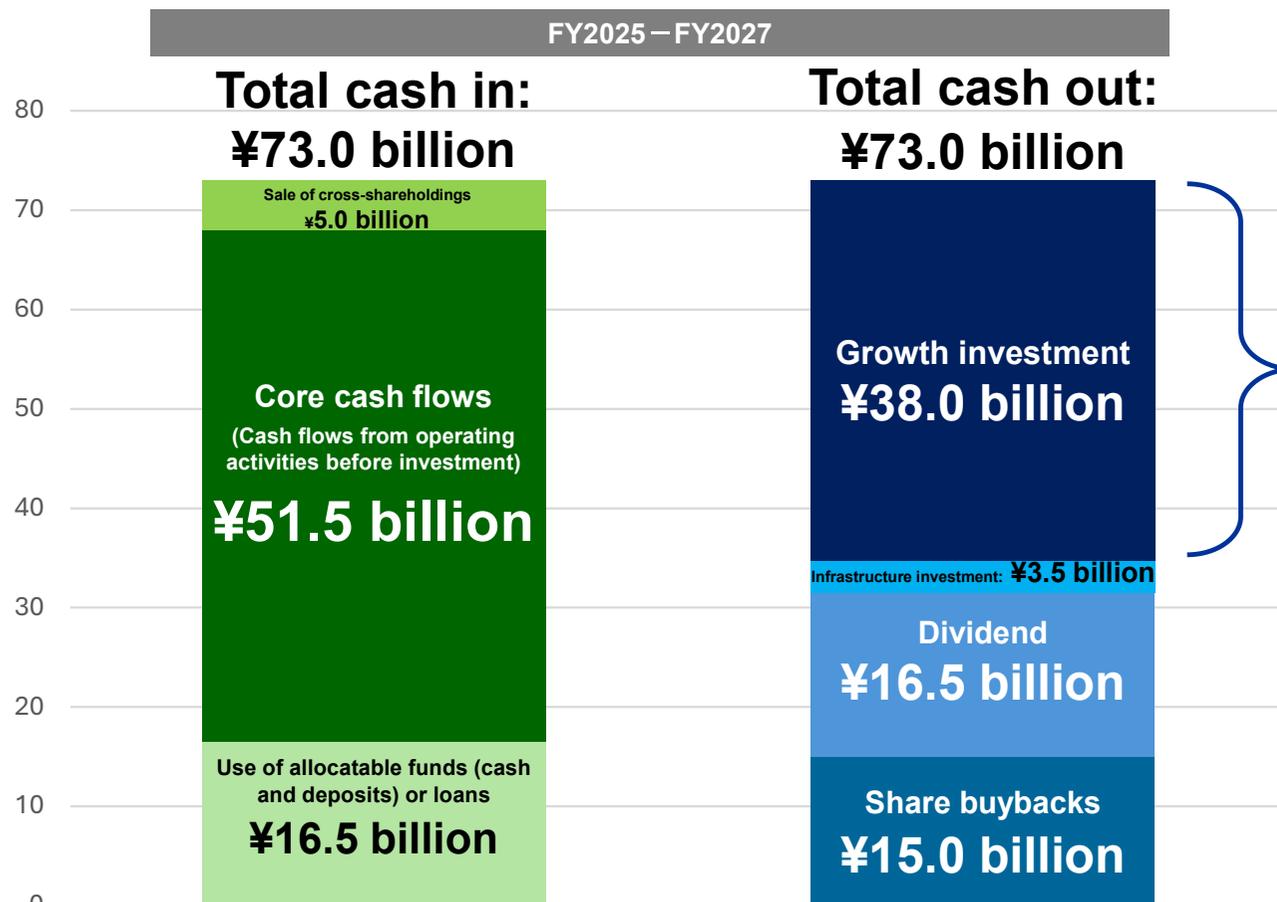
Promotion of DX Talent Interaction Across Bases

Enhance coordination and productivity by leveraging the global network



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



Breakdown of growth investment

1. Business growth investment **¥6.5 billion**

Main investment areas:

- > Dry decoration demonstration line
- > R&D, new businesses

2. Capital allocation **¥22.0 billion**

Main investments:

- > Japan: ¥7.0 billion Enhancement of engineering capabilities in Japan
- > North America: ¥7.0 billion Acquiring affiliates in the US
- > India: ¥5.0 billion Business expansion in India
- > Europe: ¥2.0 billion Expansion of European supply chains
- > ASEAN: ¥1.0 billion ASEAN business structure

3. Digital growth investment **¥7.0 billion**

Main investment areas:

- > BIM & DX investment, promotion of AI use
- > Global communication
- > Investment in digitalization of procurement

4. Human capital investment for growth **¥2.5 billion**

Main investment areas:

- > Recruitment of specialist personnel in Japan and overseas
- > Training of personnel with digital skills and the ability to work globally

Note: Core cash flows = Profit + Capital expenditures + Depreciation / Amortization of goodwill – Gains from the sale of cross-shareholdings

Financial and Non-financial Targets: Medium-Term Business Plan

Net 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.



(JPY bn)

		FY2025 forecast	FY2025 target	FY2027 target	FY2030 target	FY2034 target	
Financial targets	Orders received	336.5	362.0	296.0	-	-	
	Net sales of completed construction projects	286.7	279.0	336.5	400.0	More than 500.0	
	Ordinary income	23.0	18.2	22.7	-	-	
	Profit attributable to owners of parent	14.4	12.0	15.8	-	-	
	ROE	9.5%	8.1%	10.3%	11.0%	12% or higher	
	DOE	3.9%	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)	scop1•2	-	-	26%reduction (as of end FY2027)	42%reduction (as of end FY2030)	53%reduction (as of end-FY2034)
		scop3	-	-	15%reduction (as of end-FY2027)	25%reduction (as of end-FY2030)	35%reduction (as of end-FY2034)

※ Targets are those numerical targets proposed in the medium-term business plan announced on May 15, 2025 ©Taikisha Ltd.

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