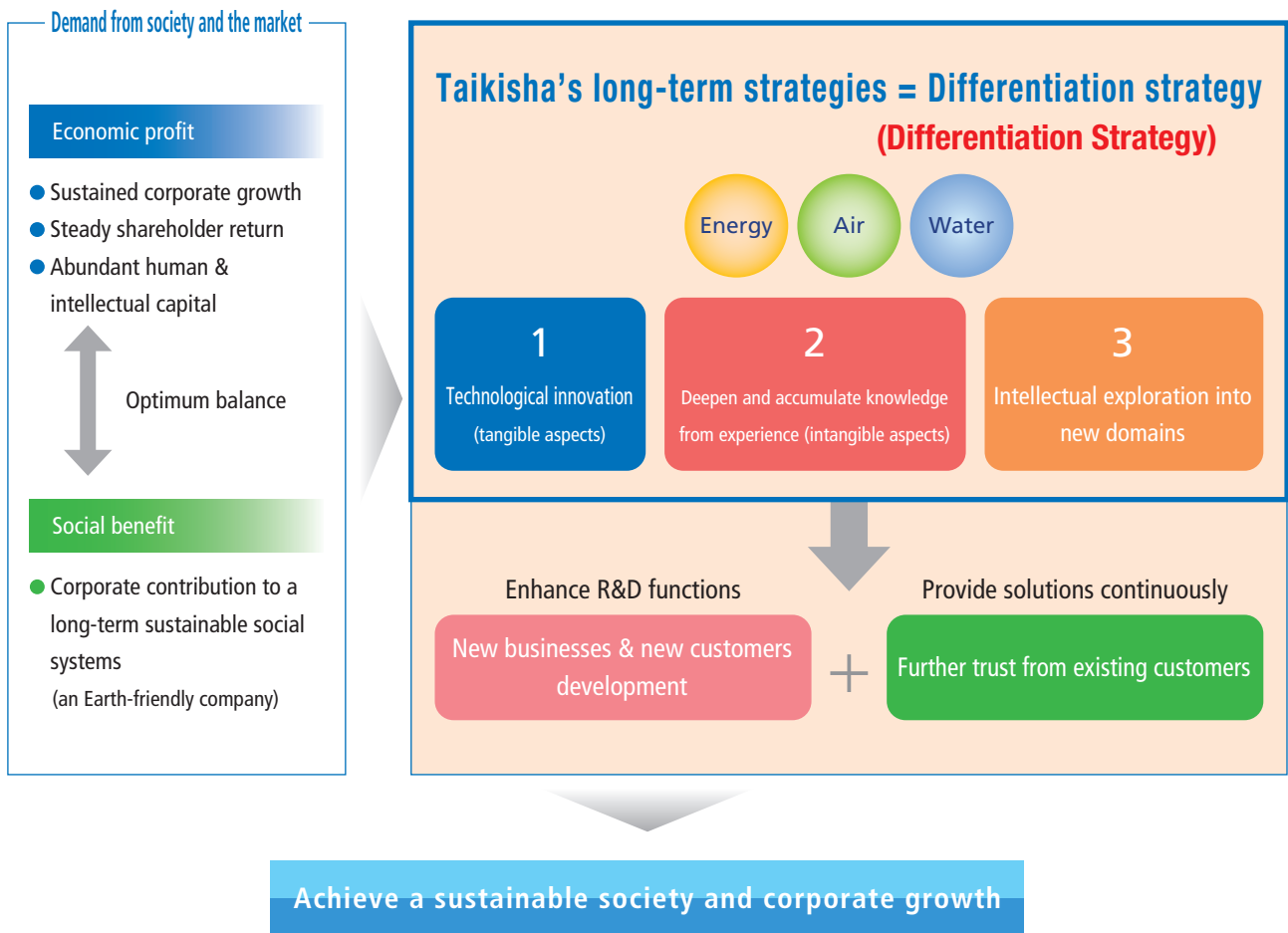


# Long-term Vision

With the ever-changing business environment, the Company has engaged in wide-ranging discussions on the future vision of the Taikisha Group and the ideal way to create value, based on the concept of backcasting, in anticipation of changes in the industrial structure and social environment in the coming 10 to 20 years. The long-term vision established in conjunction with our new Mid-Term Business Plan reflects these discussions. By strategically incorporating changes in society and the environment as medium- to long-term growth opportunities, we intend to transform and grow the Taikisha Group as a whole in a dynamic manner to realize the ideal visions of society and the Company.

**Innovative Engineering** **Long-term Vision** **1** Contribute to a Sustainable Society through Innovative Engineering of Energy, Air and Water

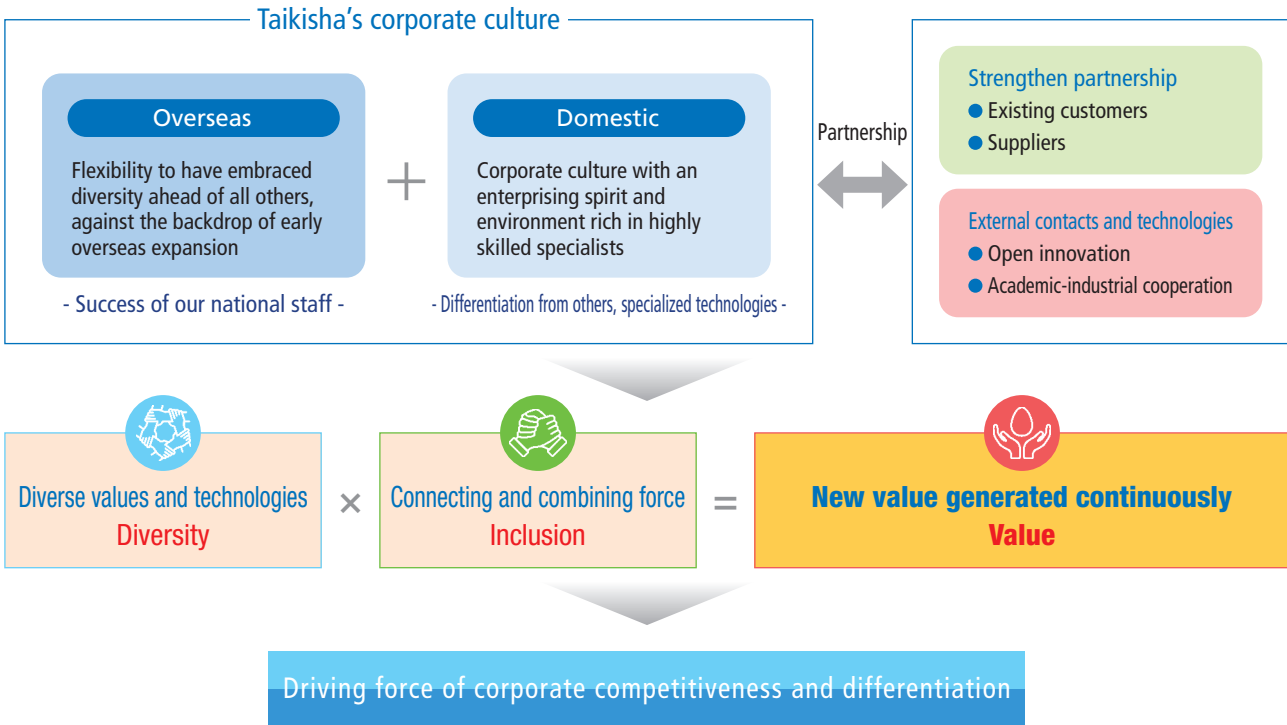
1) By proactively taking on the challenge of “solving social issues,” 2) continue to proceed with the “enhancement of comprehensive engineering capabilities” to provide “solutions for highly specialized customer needs” appropriately and speedily, 3) thereby leading to an increase in cash flows over the long term



## Our challenge to achieve carbon neutrality

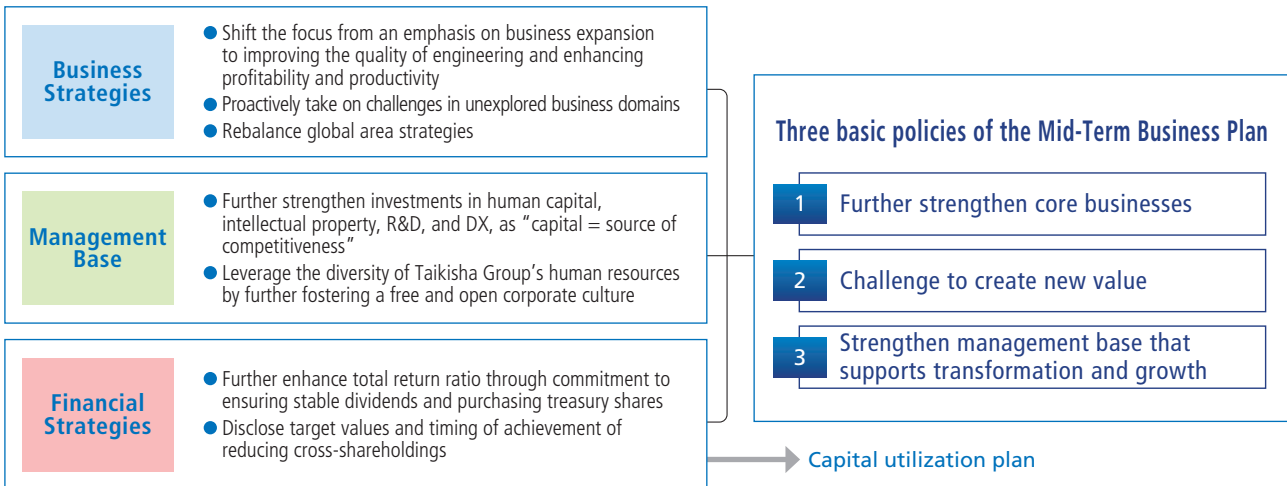
To achieve the world's goal of carbon neutrality in 2050, we will strive to reduce our CO<sub>2</sub> emissions to net zero by 2050, as well as contribute to the reduction of CO<sub>2</sub> emissions by our stakeholders.

As a true global company, integrate diverse values, internal and external technologies and a network of contacts to continuously create new value for a changing society



## 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



For details of the Mid-Term Business Plan, please refer to pages 24 through 26.