

# Build the Future Air

Build the future air

Considering society in general as “Customers,”  
 Taikisha is creating a comfortable environment today as always,  
 in the hope of bringing happiness to all clients.  
 Taikisha plays an active role in all kinds of places,  
 wherever people are, wherever air exists.  
 We hope to be at the service of as many people as possible.  
 We want to make more and more places comfortable.  
 We cherish these thoughts every day.

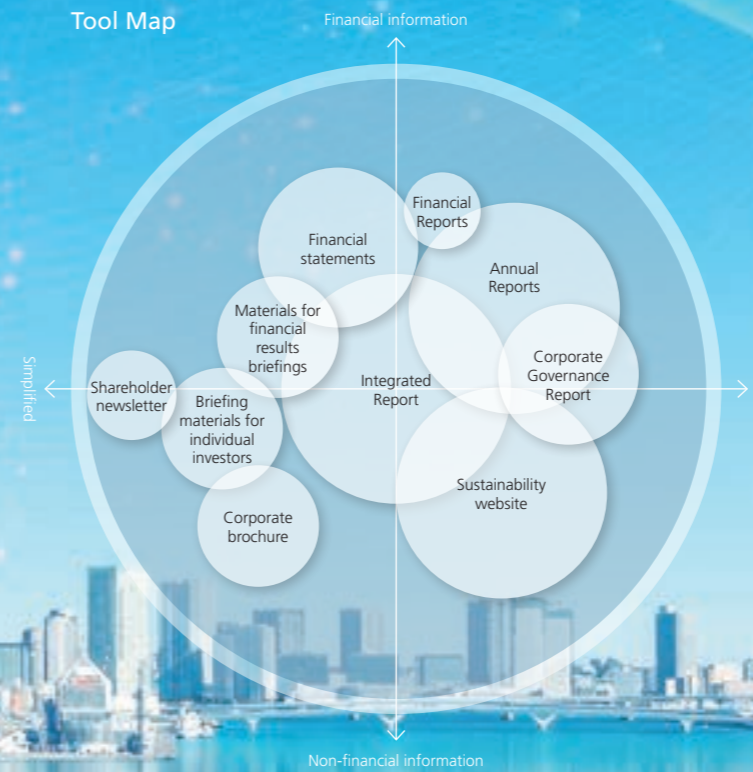
Taikisha Philosophy Scheme



Stakeholder Engagement



Tool Map



Website Disclosure





# Contents

02 Taikisha Philosophy Scheme

## Introduction

- 05 Business Overview
- 09 Financial and Non-Financial Highlights
- 11 Value Creation History

## Taikisha's Journey Forward

- 13 President's Message
- 19 Value Creation Process
- 21 Long-term Vision
- 23 Materiality
- 25 Round Table Discussion with Outside Directors

## Business Strategies

- 33 Review and Overview of the Mid-Term Business Plan
- 35 Business Strategies: Green Technology System Business
- 37 Value Creation Progress: Green Technology System Business
  - Established the new Research and Development Center, TAIKISHA INNOVATION SITE Aikawa
- 39 Business Strategies: Paint Finishing System Business
- 41 Value Creation Progress: Paint Finishing System Business
  - Digital Strategies in the Paint Finishing System Business

## Sustainability

- 43 Environment: Mitigation of and Adaptation to Climate Change
- 46 Environment: Efforts for Realizing a Low Carbon Society
- 49 Human Capital
- 55 Respect for Human Rights
- 56 Intellectual Property
- 57 Communication with Shareholders and Investors

## Governance

- 59 Management Structure
- 61 Corporate Governance
- 66 Risk Management
- 69 Compliance

## Data Section

- 71 Financial Data for 11 Years
- 73 Financial Sections
- 76 Corporate and Stock Information
- 77 Third-Party Opinion



### To Our Readers

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.

Since the year 2024 marked one year after the launch of our new management structure, Taikisha has made efforts to convey the steady progress of its long-term strategy and initiatives in the medium-term plan toward its realization in a way that allows you to closely feel the presence of both the top management and employees, resonating with their thoughts. Furthermore, concerning the non-financial information including the human capital, Taikisha has strived to enhance the content so that central themes of top commitment, "enhancement of engineering capabilities" and "globalization," become apparent.

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.

### 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 FY2023 (from April 1, 2023 to March 31, 2024) and also includes some activities carried out before or after the said period.

■ Date of issue  
October 2024

■ The scheduled issue date of the next edition  
October 2025

■ Guidelines referenced  
"Environmental Reporting Guidelines (Fiscal Year 2018 version)," "Environmental Accounting Guidelines 2005," and "Guidelines for Private Sector Engagement in Biodiversity (2023)" of the Ministry of the Environment, "Sustainability Reporting Standards" by Global Reporting Initiative (GRI), ISO26000, "International Integrated Reporting Framework" by the International Integrated Reporting Council (IIRC)

■ Production  
Integrated Report Editorial Committee of Taikisha Ltd.

■ Contact for inquiries  
Investor Relations Section, Taikisha Ltd.  
TEL. 81-(0)3-5338-5052