

What defines our strengths?

Business Overview 1

Taikisha is conducting business globally as an environment engineering company in two core business fields: the Green Technology System Division (Industrial HVAC and Building HVAC) and the Paint Finishing System Division. Taikisha boasts the high ratio of overseas sales by far in the Japanese construction industry, with 28 overseas consolidated subsidiaries in 19 countries (as of March 31, 2025). Some consolidated subsidiaries have already received orders for many projects from non-Japanese companies because they have promoted activities rooted in the local areas for a long period of time. This robust global network, which enables the flexible utilization of resources across borders, has become a strong advantage for the Taikisha Group.

Business domains through innovative engineering of energy, air, and water

Currently, the Taikisha Group operates in three business fields through creative engineering in energy, air, and water.

Industrial HVAC system

We provide most advanced cleanrooms and air-conditioning systems for production facilities and research facilities that require high levels of cleanliness, such as those for semiconductors and pharmaceuticals. In addition to supporting manufacturing sites, we also actively work to reduce environmental impact through exhaust treatment technologies and other initiatives, contributing to the realization of a sustainable society.

Building HVAC system

We design and install air-conditioning systems for a wide range of facilities—office buildings, data centers, schools, hospitals, hotels, museums, and airport terminals—to create comfortable environments that support people's health and well-being.

Paint finishing system

We design and construct large-scale automobile paint finishing plants for automakers in Japan, the US, Europe, South Korea, China, India, and other markets. Our paint finishing plants combine energy efficiency with advanced environmental technologies and achieve world-class sales performance.



Our competitive advantages and strengths built since our founding

Customer needs

Industrial HVAC field

Electrical and electronic components manufacturers
Require advanced manufacturing technologies, including high-level cleanliness and ultra-precise temperature control.

Pharmaceutical manufacturers
Require managing numerous manufacturing machines across each process and advanced room-pressure control technologies.

Paint finishing system field

Requires total engineering that enhances automotive productivity and environmentally friendly technologies that address manufacturers' CO₂ reduction needs.

Proven track record and recognized achievements

Overseas construction projects
50+ countries

Net sales from the automobile paint finishing plant business
World's No.2

Overseas consolidated subsidiaries
28 companies

Number of patents granted (Japan)
194 patents

Strength ① Services for Manufacturers

A leader in system engineering for factories and research facilities for manufacturers and a wide range of other industries

Extensive record of success	Advanced technology/expertise
Excellent customer base	Talented engineers

● Orders received for industrial HVAC system + paint finishing system (FY2024)

80.6%

Strength ② Global Capabilities

A global network deeply rooted in local communities, built through overseas expansion since the 1980s

Global network with close local ties	Global talent
Overseas R&D facilities and laboratories	Proven track record with Japanese and non-Japanese companies

● Percentage of orders received from overseas (FY2024)

North America

Europe

Asia

South America

Japan

50.5%

In FY2024, the domestic market saw continued investment in the semiconductor, automotive, and data center sectors, along with steady demand for urban redevelopment projects in metropolitan areas. Although concerns over a global economic slowdown exist, capital investments by manufacturers in overseas markets remained robust.

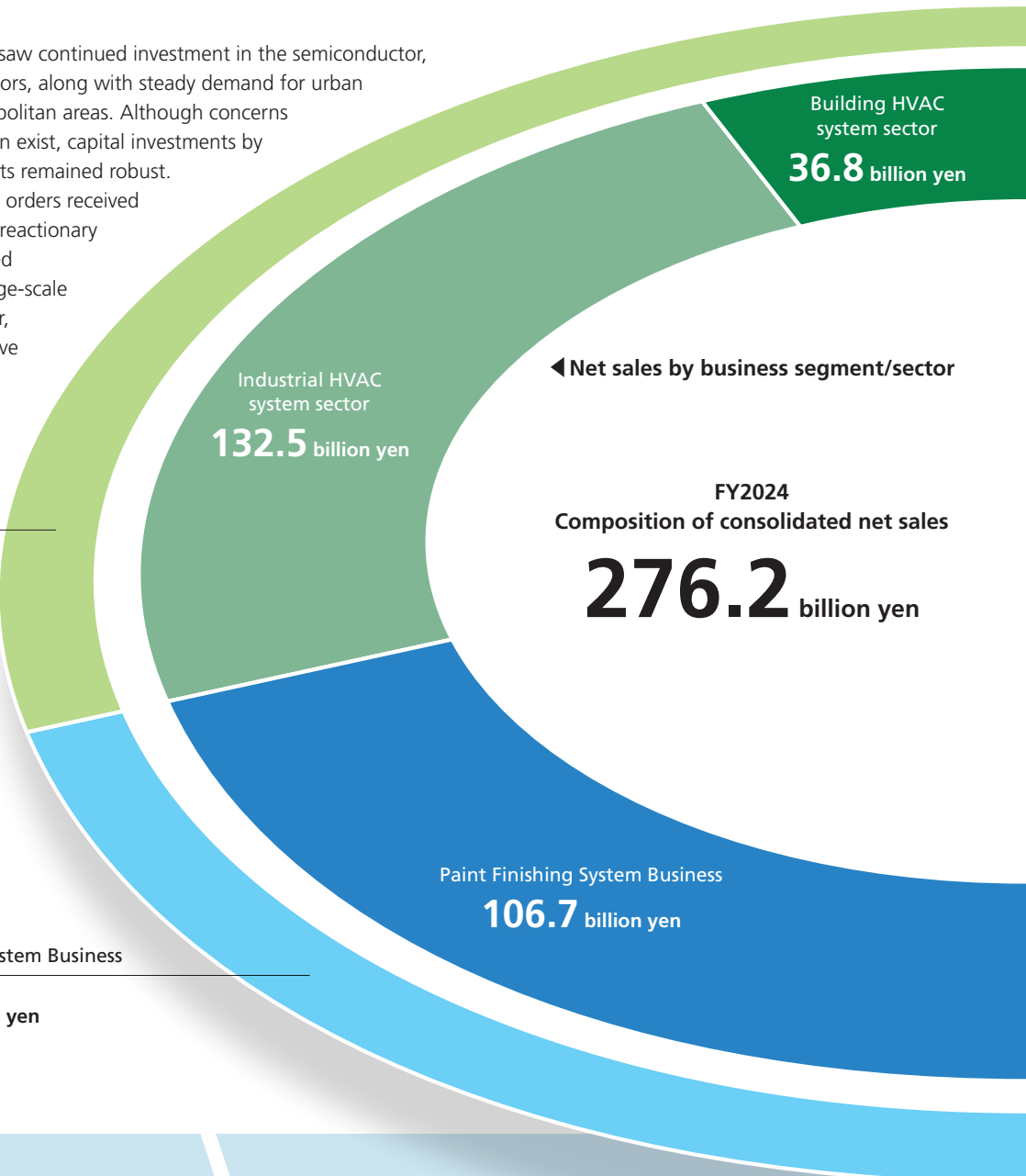
Amid these market conditions, orders received increased. Although there was a reactionary decrease in net sales of completed construction contracts due to large-scale projects in the previous fiscal year, improved project profitability drove record ordinary income.

Green Technology System Business

169.4 billion yen

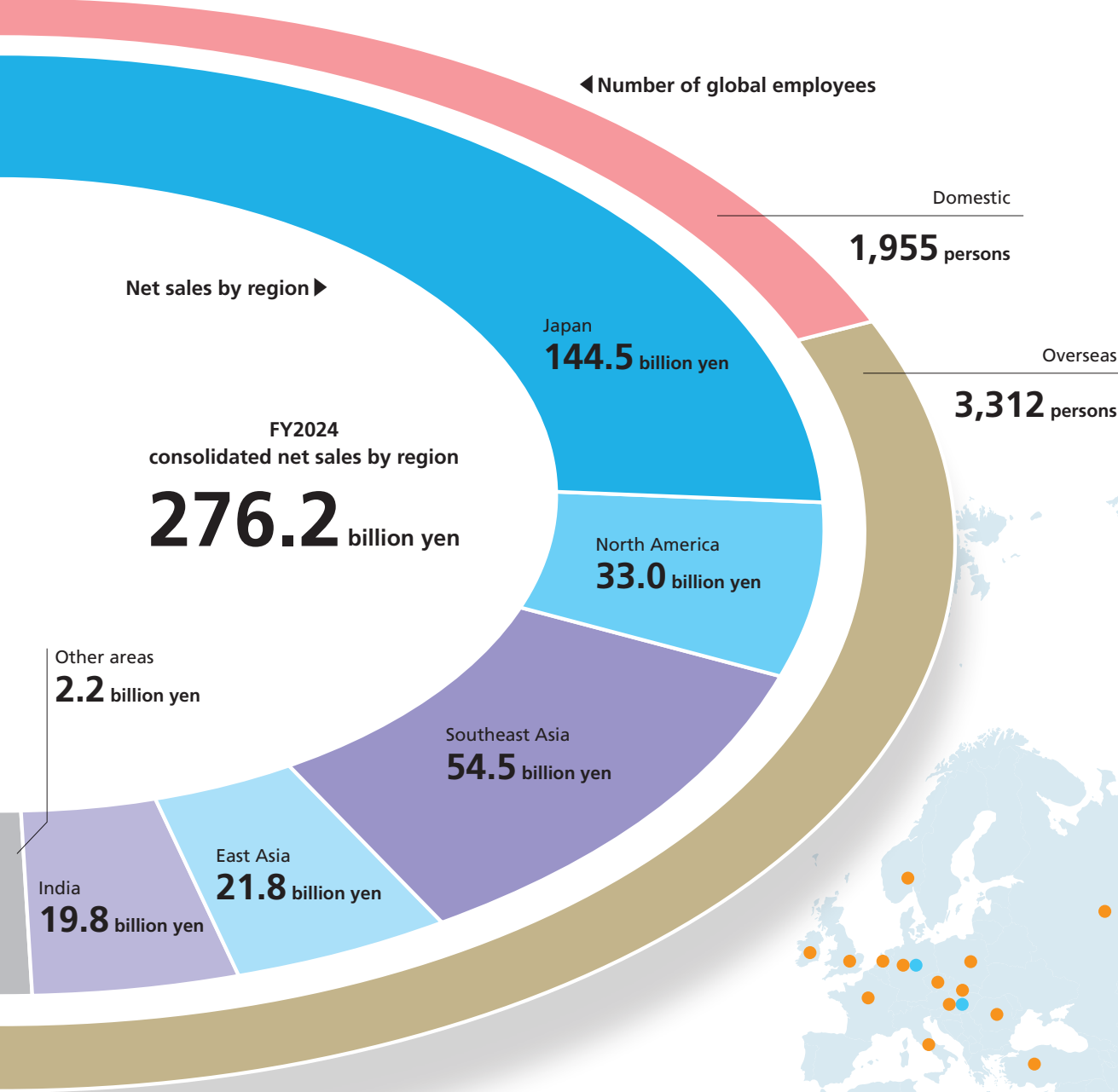
Paint Finishing System Business

106.7 billion yen

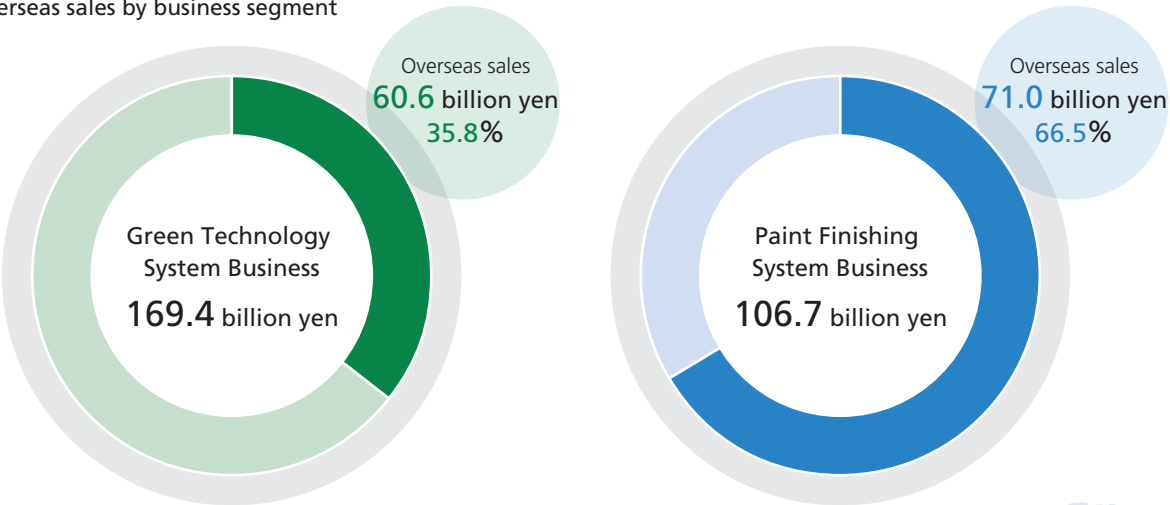


What defines our strengths?

Business Overview 2



Overseas sales by business segment



Group Companies

Japan			Token Interior & Design Co., Ltd.			1986	Thailand
San Esu Industry Co., Ltd.			TKA Co., Ltd.			1991	Thailand
Nippon Noise Control Ltd.			Taikisha Vietnam Engineering Inc.			1998	Vietnam
Tokyo Taikisha Service Ltd.			Taikisha Lao Co., Ltd.			2019	Laos
Vege-Facory Co., Ltd.			Taikisha (Cambodia) Co.,Ltd.			2011	Cambodia
FreDelish Co., Ltd			Taikisha Philippines Inc.			1995	The Philippines
			Taikisha (Singapore) Pte. Ltd.			2004	Singapore
			Taikisha Engineering (M) Sdn. Bhd.			1989	Malaysia
			Makiansia Engineering (M) Sdn. Bhd.			1981	Malaysia
			P.T. Taikisha Indonesia Engineering			1990	Indonesia
			P.T. Taikisha Manufacturing Indonesia			2004	Indonesia
			Taikisha Engineering India Private Ltd.			1995	India
			Nicomac Taikisha Clean Rooms Private Limited			2020	India
Europe							
Taikisha Deutschland GmbH	2024	Germany					
Taikisha Hungary Kft.	2024	Hungary					
Asia							
Wuzhou Taikisha Engineering Co., Ltd.	1994	China					
Tianjin Dongchun-Taiki Metal Finishing & Conveyor System Manufacturing Co., Ltd.	2004	China					
Tianjin Taikisha Paint Finishing System Ltd.	2010	China					
Taikisha (Taiwan) Ltd.	1989	Taiwan					
Taikisha Korea Ltd.	1992	Republic of Korea					
Taikisha (Thailand) Co., Ltd.	1971	Thailand					
Taikisha Trading (Thailand) Co., Ltd.	1983	Thailand					
Thaiken Maintenance & Service Co., Ltd.	1990	Thailand					
			The Americas				
			Taikisha USA, Inc.			1981	The United States
			Encore Automation LLC			2014	The United States
			Taikisha Canada Inc.			1985	Canada
			Taikisha de Mexico, S.A. de C.V.			1990	Mexico
			Taikisha do Brasil Ltda.			1996	Brazil



● Countries where Taikisha has undertaken construction projects

● Countries where Taikisha has offices

Business Overview 3

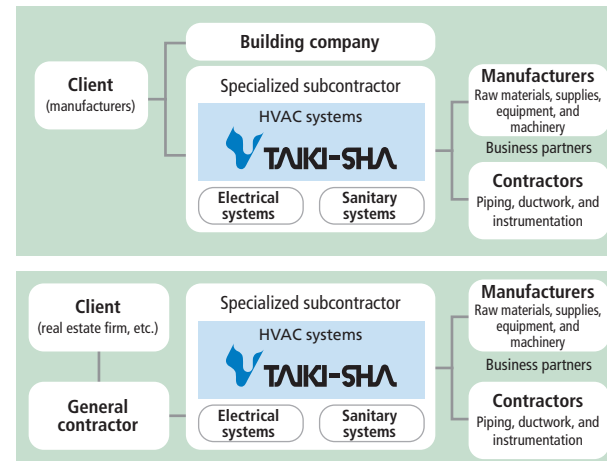
Green Technology System Business

We aim to further increase orders by allocating management resources to the prioritized sectors and proactively proposing solutions to customers.

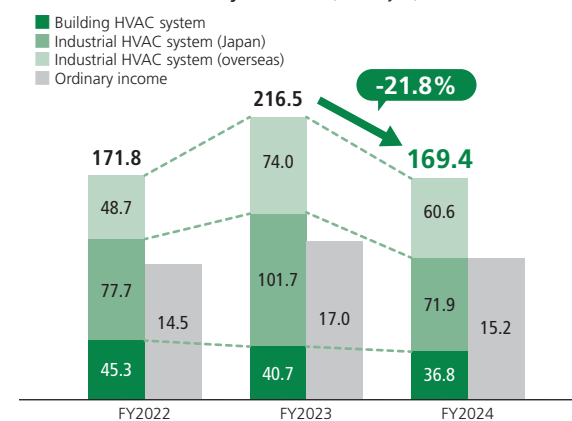
We provide the building HVAC system and industrial HVAC system services in both Japan and overseas to help improve the environmental value of clients. In the industrial HVAC system sector, we undertake the role of optimizing air-conditioning systems for factories and R&D facilities in the electronic parts, pharmaceutical products, biotechnology, and other fields where a very clean environment is essential in the manufacturing process. We also focus on providing environmental protection systems, such as VOC abatement system and antipollution systems. In the building HVAC system sector, we design and construct air-conditioning systems for facilities that provide comfortable spaces for people and environment by conducting new construction and renovation of facilities where many people gather, such as office buildings, schools, hospitals, hotels, museums, and airport terminals.

■ Our position in the industry

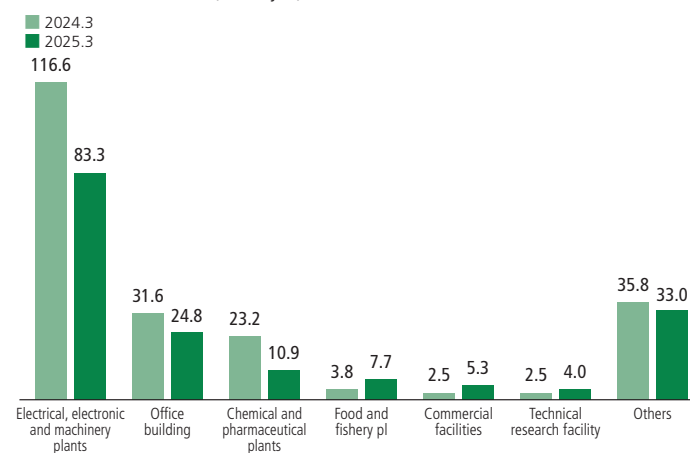
Example: New factory construction for manufacturing industries



■ Sales and Ordinary Income (billion yen)



■ Orders received (billion yen)



To further expand business domains

Semiconductors: Silicon Island/East Asia strategy

- Enhance support for projects based on a strong local presence
- Strengthen organizational structure in ASEAN as a target market for semiconductor-related investment
- Provide high-end solutions (e.g., precision air conditioning)

Electronic components: Enhance support for Japan-based global manufacturers

- Enter the water treatment business
- Expand the energy management business
- Expand the overseas electrical engineering business

Strengthen our business base in Japan

- Expand and optimize human capital

Further improve productivity at the design/build stages

- Strengthen relationships with business partners

Strengthen our business base in ASEAN

- Establish the ASEAN Management Department in Singapore
- Strengthen cooperative structures across ASEAN affiliates (Global Operational Diversity)
- Establish bases to visualize our technological capabilities
- Establish global design/build standards

Enhance energy solutions

- Realize mini-environmental control (expansion of areas of use for Ultra-precise Temperature Control Chamber)
- Realize the linkage of controls to production equipment (minimization of system operation)

Enhance EMS system (AI utilization, failure prediction)

- Use natural energy

Enhance support for resource recycling

- Enter the water treatment field (for semiconductors and electronic components)
- Develop solvent recovery/purification systems (solvents for NMP/solid-state batteries)

Enhance support for environmental compliance

- Realize non-combustion treatment of exhaust gases (electrification, gas recycling)
- Incorporate direct air capture (DAC) technology into air conditioning systems (use of captured CO₂)

Foundations for growth

Create a path to carbon neutrality through the development of GX engineering technology

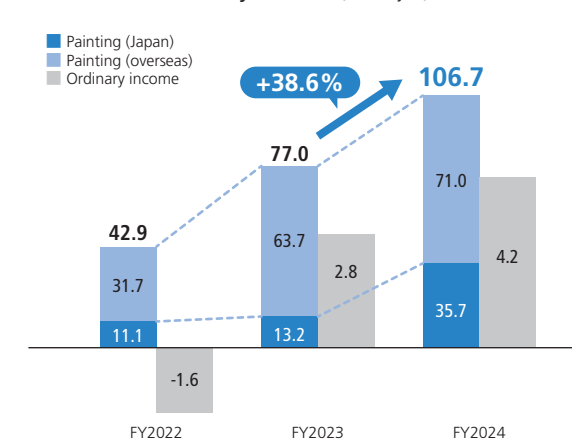
Paint Finishing System Business

We aim to further increase orders by allocating management resources to the prioritized sectors and through alliances with overseas affiliates.

We design and construct automotive paint finishing plants that harmonize high coating quality with energy-saving and advanced environmental technologies based on Taikisha's core technologies cultivated in the HVAC business, such as exhaust treatment and air flow control. We also design and construct paint finishing systems for railway car and aircraft in recent years.

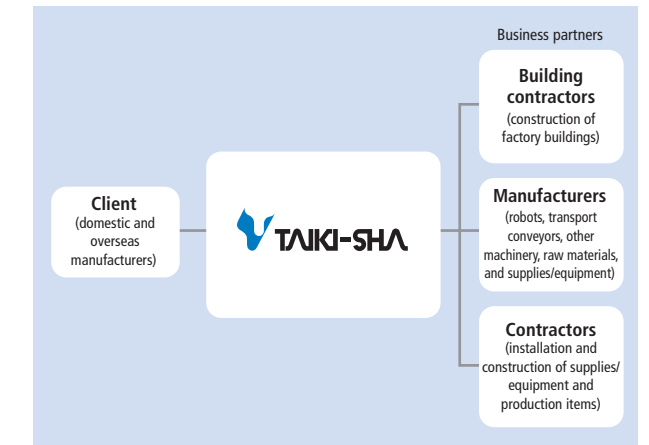
We have received orders for the automobile paint finishing systems of automakers not only in Japan but also globally, including in the US, Europe, South Korea, China, and India, and currently boast the leading market share in the world. Our services range from painting robots, conveyor systems, and paint supply systems, expanding to cover total plant engineering services from design to construction of the whole plant. In recent years, we pursue increasing painting efficiency to 100% and make efforts to minimize the amount of paint used and VOC emissions. In addition, we contribute to the energy management of clients.

■ Sales and Ordinary Income (billion yen)

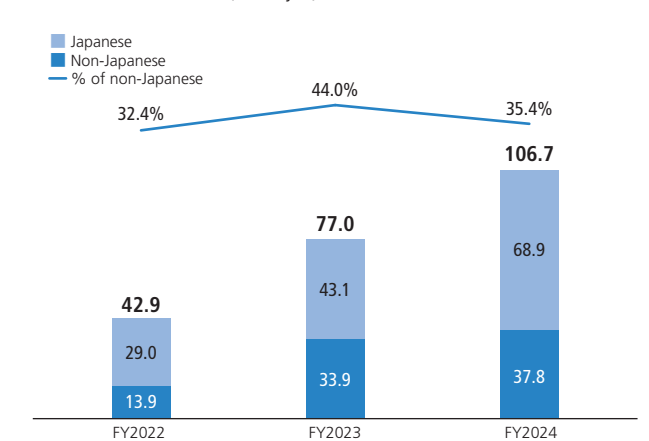


■ Our position in the industry

Example: Construction of a new paint finishing plant for an automobile manufacturer



■ Orders received (billion yen)



To further expand business domains

Green factory technologies: Implementation of dry decoration

- Expand demonstration lines and establish working lines
- Proactively market to automotive OEMs

Smart factory technologies: Advancement of automation

- Accumulate automation technology outside of the paint/coating area
- Digital twins

Expansion of European customer portfolio

- Expand track record and improve recognition
- Strengthen and expand our operating structure in Europe (supply chain collaboration, creation of alliances)
- Propose technology to meet European environmental regulations

Use of painting technology in other industries

- Realize smart factories capable of high-mix, low-volume production
- Explore the dry decoration market

Development of smart industrial HVAC systems

- Use digital twinning technology to provide integrated services from consulting to after-sales support
- Propose GHG emission reduction solutions as part of factory operation consulting

Foundations for growth

Maintaining and enhancing our presence in automotive markets
Creating business opportunities in non-automotive markets (railroads, aircraft, other manufacturing)