



Overview of Long-Term Vision and Mid-Term Management Plan Phase 2

- >> P.33 Long-Term Vision
<Stage 2030>
- >> P.35 Materiality
- >> P.37 Mid-Term Management Plan
Phase 2: Refining Strategy
- >> P.39 Financial Strategy

Long-Term Vision <Stage 2030>

From General Equipment Construction to a company that “Creates Value in Spaces”

We aim to be the leading group in “Creating Value in Spaces”

What is a company that “Creates Value in Spaces”?

Since our founding, we have consistently provided the equipment necessary for spaces demanded by the times as a general equipment contractor.

A company that “Creates Value in Spaces” is one that creates spaces of true and potential value sought by society and customers, and provides satisfaction.

To contribute to the realization of a sustainable society and to continually “create” the “value” of the “spaces” that the future demands, we are expanding our business area beyond the bounds of general equipment construction and, as a company that “Creates Value in Spaces”, moving toward a new “Stage.”

Expansion of Area for Providing Value in Spaces

<Stage2030> Three Basic Policies

Comfortable, optimal spaces

To lead daily lives or to operate businesses requires spaces with comfortable, optimal environments.

By refining the elements of light, air, and water through our technologies, we will continue to be a corporate group that can offer new value through spaces.

Richer, more sustainable society

So that people can lead safer, healthier lives with peace of mind, a more sustainable society is called for.

Through our new technologies and advanced specialisms, we will continue to be a corporate group that can help bring about a richer, more sustainable society.

Trustworthiness and outstanding organization

For an organization to continue to provide value to society, the most important thing is to have reliable personnel.

By fostering human resources, we will raise corporate value and continue to be a corporate group that is trusted by all its stakeholders.

The leading group in “spatial value creation”

2030

Phase3

April 2027 — March 2030

Excellence Stage
Demonstrating overall group capabilities

Phase2

April 2024 — March 2027

Refining Stage
Bolstering overall group capabilities

Mid-Term Management Plan
Phase 2 Refining Stage will be positioned as three years to strengthen the comprehensive group capabilities

Phase1

April 2021 — March 2024

Preparation Stage
Developing foundations in Japan and overseas

2021

Strategy of Mid-Term Management Plan Phase 2 “Refining Stage” that corresponds to the policy

- Toughening Core Business
- Expanding Overseas Business
- Contributing to Environmental and Social Sustainability
- Strengthening Corporate Foundation
- Balancing Rewarding Work and Workplace Ease / Strategic Employee Development