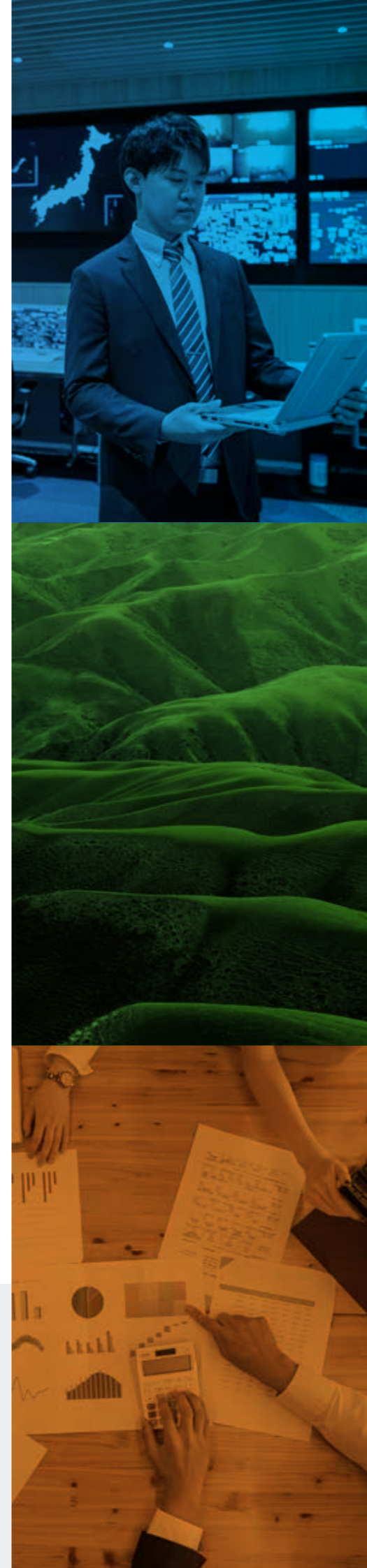


Company Motto

Value Technology,
Value People,
Value the Earth



Management Principles

Takuma will strive for social contribution, corporate value enhancement, long-term corporate development and the satisfaction of all stakeholders by providing goods and services that are needed and recognized as valuable in society.

The founding spirit of Takuma was "Serve society through boiler manufacturing",* which in present-day language means "to contribute to society by supplying goods and services that we provide". This spirit can also be applied to the concept of Corporate Social Responsibility (CSR) that in recent years has become a vital issue for corporate management. The management principles of the Takuma Group companies are all based on the said founding spirit.

*Serve society through boiler manufacturing: It was the Company Motto of Takuma, then Takuma Boiler Manufacturing Co., Ltd., founded by Tsunekichi Takuma, one of the ten great inventors of Japan during the Meiji and Taisho periods (1868-1926).

Takuma Group Ethics Charter

Takuma and the Takuma Group companies believe that it is essential for the sound development of the Group that all of the directors and employees remain aware of our social responsibilities and the circumstances surrounding us as well as act in response to social ethics complying with applicable related laws and ordinances. Bearing the above in mind, we have established and will promote this ethics charter as our code of conduct, aiming to realize our management principles.

1. We shall strive for a proactive social contribution while establishing a harmonious coexistence with the global environment as good corporate citizens.
2. We shall act in good faith in accordance with sound business custom, while complying with applicable laws and regulations and committing ourselves to fair, transparent and free competition, as well as conducting lawful business activities.
3. We shall never have any relationship with antisocial forces or such organizations, which may pose a threat to the social order and security of civil society.
4. We shall respect fundamental human rights and never practice discrimination.
5. We shall strive to provide high quality products and services, based on our advanced technologies, to attain high acclaim and confidence from our customers.
6. We shall strive to disclose corporate information to shareholders and investors through Investor Relations (IR) and other activities on a timely and equitable basis.
7. We shall strive to protect corporate assets as well as information, while never using either for improprieties or any unjustifiable purpose other than normal business operations.

Editorial Policy By augmenting growth strategies embodied in the Message from Top Management and the Group's business strategies with a comprehensive presentation of non-financial information like our Environment, Social, and Governance (ESG) initiatives, the CSR Report 2021 aims to communicate our integrated approach to ESG management to all stakeholders. In particular, this report describes how we are working to realize the company's sustained growth through our value creation process; Vision 2030, the long-term vision that comprises our management strategy; and the key issues (Materiality) that characterize the Takuma Group's operations. We will use this report as a communications tool to deepen dialog with stakeholders, further improve CSR activities, and increase our corporate value.

Publisher: Compliance & CSR Promotion Division, CSR Department, Takuma Co., Ltd.
Data Collection Period: From April 1, 2020, to March 31, 2021, in principle. In addition, some activities in FY2021 are included.
Coverage: This report applies to Takuma Co., Ltd., and its affiliates in principle. Time of Issue: October 2021

+TAKUMA	Message from Top Management At a Glance TAKUMA's Technologies TAKUMA's Contributions TAKUMA's History TAKUMA's Work Features 01: New TAKUMA Building (Training Center)	05 09 11 13 15 17 19
Section 01 Growth Strategies	Value Creation Process Vision 2030 Long-Term Vision Implementing ESG Management Key Issues (Materiality) for the Takuma Group Medium-Term Management Plan Business Strategies Our Achievements Features 02: Higarigaoka Incineration Plant	25 29 31 32 35 41 51 53
Section 02 ESG Initiatives	Helping Combat Climate Change, Conserving Resources, and Protecting the Environment Strengthening Relationships of Trust with Customers and Communities Pursuing Partnerships and Innovation Promoting Activities of Human Resources Ensuring Safety and Health Strengthening Corporate Governance Executive Profiles / Messages from Outside Directors	59 65 67 69 71 73
Section 03 Corporate Information	Financial Data Stock Information Company Outline	85 87 89