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Fiscal Year Ending March 31, 2026(FY2025) First Half Financial Briefing

Takashima & Co., Ltd. Securities Code 8007

November 28, 2025



Takashima & Co., Ltd.

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Kenichi Yamada: My name is Kenichi Yamada, Senior Executive Officer and Division Chief of the Business Integration Division.

I will now explain the first half financial results for FY2025.

- 1 | H1 FY2025 Financial Highlights
- 2 | FY2025 Consolidated Financial Forecast
- 3 | Shareholder Return
- 4 | Progress of Medium-term Management Plan
“Sustainability V(Value)”

Please refer to the table of contents for a summary of the first half financial results for FY2025, the consolidated earnings forecast for FY2025, and an explanation of shareholder returns from me.

Then, President Takashima will explain the progress of our medium-term management plan, Sustainability V (Value).

1. H1 FY2025 Financial Highlights (April 1, 2025 – September 30, 2025)

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This section provides an overview of the first half financial results for FY2025.

Executive Summary



- Consolidated financial results for H1 FY2025: Decreased net sales, decreased profits, and increased profit attributable to owners of parent

Net sales
¥ 45,020M
YoY (3.0)%

Operating profit
¥ 898M
YoY (1.2)%

Ordinary profit
¥ 1,075M
YoY +29.0%

Profit attributable to
owners of parent
¥ 695M
YoY +44.0%

- FY2025 consolidated financial forecast

Net sales
¥110,000M
YoY +16.4%

Operating profit
¥2,600M
YoY +22.1%

Ordinary profit
¥2,600M
YoY +28.4%

Profit attributable to
owners of parent
¥1,900M
YoY +21.3%

- Forecast of dividend per share

Dividend: ¥45.00
Interim dividend: ¥22.50*
Year-end dividend: ¥22.50
Payout ratio 80.9%

* The Company conducted a stock split on October 1, 2025 at a ratio of two shares to one common share. Dividends per share are the amounts taking into account the stock splits.

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The consolidated financial results for the first half of FY2025 are as follows: net sales decreased, operating profit decreased, and profit attributable to owners of parent increased.

The consolidated financial forecast for FY2025 is not revised. The Company conducted a stock split on October 1, 2025 at the ratio of two shares to one common share. Dividends per share are the amounts taking into account the stock splits. The year-end dividend per share for the fiscal year ending March 31, 2026 will be 22.5 yen per share, and the annual dividend per share will be 45 yen.

Consolidated Performance P/L



- ✓ Net sales decreased 3.0% YoY to 45,020 million yen.
- ✓ Operating profit decreased 1.2% YoY to 898 million yen.
- ✓ Ordinary profit increased 29.0% YoY to 1,075 million yen, as foreign exchange losses due to the depreciation of local currencies incurred in the same period of the previous year have turned into foreign exchange gains in the current period, among other factors.
- ✓ Profit attributable to owners of parent increased 44.0% YoY to 695 million yen.
- ✓ EBITDA increased 4.2% YoY to 1,778 million yen.

(Unit: millions of yen)

| | H1 FY2024 | H1 FY2025 | Amount of change | Ratio of change |
|---|-----------|-----------|------------------|-----------------|
| Net sales | 46,392 | 45,020 | (1,372) | (3.0)% |
| Cost of sales | 40,100 | 38,275 | (1,825) | (4.6)% |
| Gross profit | 6,291 | 6,745 | 453 | 7.2% |
| SG&A | 5,383 | 5,847 | 463 | 8.6% |
| Operating profit | 908 | 898 | (10) | (1.2)% |
| Operating profit margin | 2.0% | 2.0% | 0pt | - |
| Ordinary profit | 833 | 1,075 | 241 | 29.0% |
| Profit attributable to owners of parent | 482 | 695 | 212 | 44.0% |
| EBITDA | 1,706 | 1,778 | 72 | 4.2% |

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This section provides an explanation of consolidated statement of income. Net sales decreased 3.0% YoY to 45,020 million yen.

Operating profit decreased 1.2% YoY to 898 million yen.

Ordinary profit increased 29.0% YoY to 1,075 million yen, as foreign exchange losses due to the depreciation of local currencies incurred in the same period of the previous year have turned into foreign exchange gains in the current period, among other factors.

Profit attributable to owners of parent increased 44.0% YoY to 695 million yen.

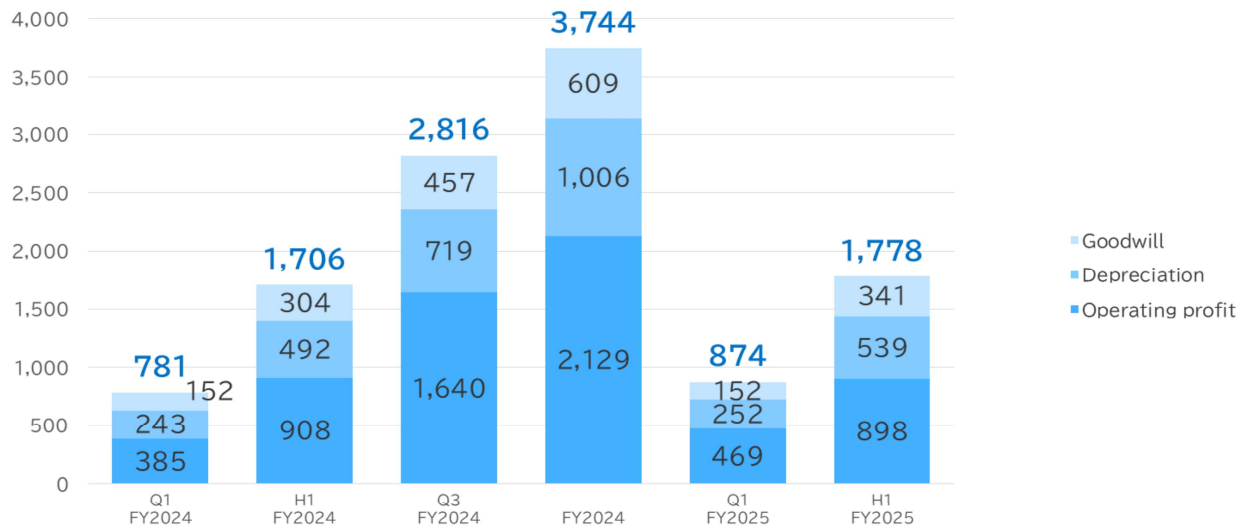
EBITDA increased 4.2% YoY to 1,778 million yen.

Transition of EBITDA



✓ EBITDA (operating profit basis) increased 4.2% YoY to 1,778 million yen.

(Unit: millions of yen)



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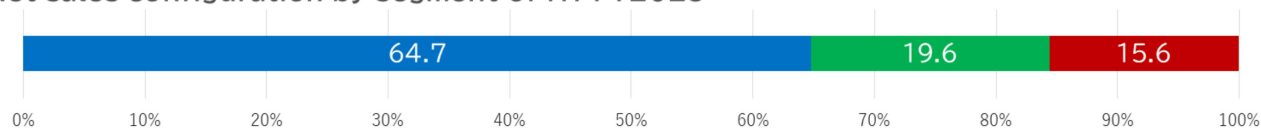
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The graph shows the quarterly changes in EBITDA. Earning power is also improving.

Our Three Business Segments



Net sales configuration by segment of H1 FY2025



Construction Supply Segment

The company handles a variety of commercial products related to construction and building construction, including exterior wall materials, foundation piling methods, insulation materials, solar panel-related materials, and interiors for large, non-residential buildings and residential buildings. We have established a sales and construction network to provide a wide range of solutions from planning and design to construction.



Industrial Materials segment

We handle a wide variety of commercial materials, including textile-related materials, plastic-related materials, and functional materials. Our group companies collaborate in design, manufacturing, processing, and sales to provide combined value to our customers.



Electronic Devices Segment

In devices, we are engaged in the electronic component sales business, procuring and supplying electronic components from manufacturers, mainly in Asia, in response to customer needs. Assembly is engaged in the contract manufacturing business (EMS), utilizing its own factory in Thailand to perform board mounting for white goods and a wide range of other products.



Our business consists of three segments: Construction Supply, Industrial Materials, and Electronics Devices.

Here is an overview of our business. The Construction Supply segment handles materials related to construction and building construction, such as exterior wall materials, foundation piling methods, insulation materials, and solar panel-related materials for residential and nonresidential buildings.

The Industrial Materials segment handles products such as Textiles-related materials, Plastic-related materials, and functional materials.

In the Electronic Devices segment, the Devices business procures and supplies electronic components from manufacturers, while the Assemblies business handles contract manufacturing of circuit board mounting at its own plants.

Information About Segments



<Segment sales>

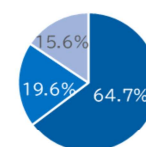
(Unit: millions of yen)

| Segment | H1 FY2024 | H1 FY2025 | Amount of change | Ratio of change |
|--|-----------|-----------|------------------|-----------------|
| Construction Supply | 30,178 | 29,160 | (1,018) | (3.4)% |
| Industrial Materials | 8,547 | 8,839 | 292 | 3.4% |
| Electronic Devices | 7,682 | 7,046 | (635) | (8.3)% |
| Total | 46,408 | 45,046 | (1,361) | (2.9)% |
| Adjusted amount *1 | (15) | (26) | (10) | — |
| Amount recorded in consolidated financial statements | 46,392 | 45,020 | (1,372) | (3.0)% |

*1 Adjustments represent elimination of intersegment transactions.

H1 FY2025

Segment sales composition



■ Construction Supply ■ Industrial Materials
■ Electronic Devices

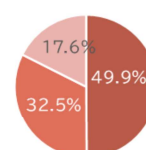
<Segment profit>

(Unit: millions of yen)

| Segment | H1 FY2024 | H1 FY2025 | Amount of change | Ratio of change |
|--|-----------|-----------|------------------|-----------------|
| Construction Supply | 847 | 795 | (51) | (6.1)% |
| Industrial Materials | 399 | 518 | 119 | 29.8% |
| Electronic Devices | 368 | 280 | (88) | (23.9)% |
| Total | 1,615 | 1,594 | (20) | (1.3)% |
| Adjusted amount *2 | (706) | (696) | 9 | — |
| Amount recorded in consolidated financial statements | 908 | 898 | (10) | (1.2)% |

*2 Adjustments are elimination of intersegment transactions and corporate expenses not allocated to each reportable segment.

Segment profit composition



■ Construction Supply ■ Industrial Materials
■ Electronic Devices

From the current fiscal year, the allocation criteria for corporate expenses have been changed to clarify the profit situation in each segment and the profit levels directly attributable to each department. The segment information for the previous fiscal year is based on the revised allocation criteria.

Total net sales in the Construction Supply segment decreased by 3.4% YoY to 29,160 million yen, and segment profit decreased by 6.1% YoY to 795 million yen.

Total net sales in the Industrial Materials segment increased by 3.4% YoY to 8,839 million yen, and segment profit increased by 29.8% YoY to 518 million yen.

Total net sales in the Electronic Devices segment decreased by 8.3% YoY to 7,046 million yen, and segment profit decreased by 23.9% YoY to 280 million yen.

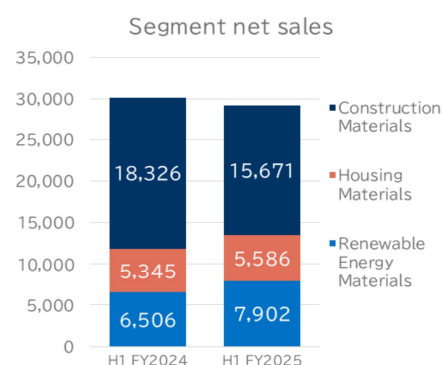
Briefing by Segment: Construction Supply



- ✓ The construction materials field saw a decrease in revenue due to sluggishness in foundation-related works, etc.
- ✓ The housing materials field saw an increase in revenue due to the success of measures to expand sales of new commercial products.
- ✓ The renewable energy materials field saw an increase in revenue due to both strong sales of storage batteries for home use and the contribution from the performance of Sanwa Holdings Co., Ltd., which became a consolidated subsidiary in February 2025.
- ✓ Segment profit declined due to both a decrease in segment sales and increased expenses from operating activities aimed at enhancing business performance.

(Unit: millions of yen)

| | H1 FY2024 | H1 FY2025 | Amount of change | Ratio of change |
|----------------------------|-----------|-----------|------------------|-----------------|
| Construction Materials | 18,326 | 15,671 | (2,655) | (14.5)% |
| Housing Materials | 5,345 | 5,586 | 241 | 4.5% |
| Renewable Energy Materials | 6,506 | 7,902 | 1,395 | 21.5% |
| Other income | 0 | 0 | 0 | (100.0)% |
| Segment Sales | 30,178 | 29,160 | (1,018) | (3.4)% |



First, let me explain the main factors of the Construction Supply segment.

The construction materials field saw a decrease in revenue due to sluggishness in foundation-related works, etc.

The housing materials field saw an increase in revenue due to the success of measures to expand sales of new commercial products.

The renewable energy materials field saw an increase in revenue due to both strong sales of storage batteries for home use and the contribution from the performance of Sanwa Holdings Co., Ltd., which became a consolidated subsidiary in February 2025.

Segment profit declined due to both a decrease in segment sales and increased expenses from operating activities aimed at enhancing business performance.

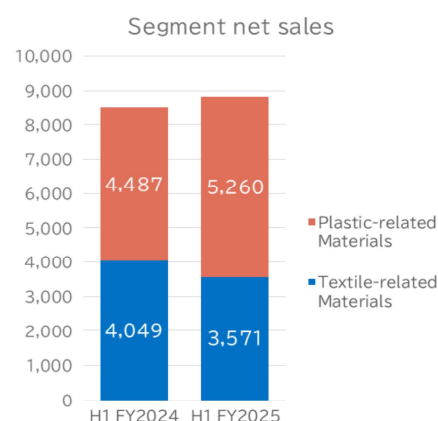
Briefing by Segment: Industrial Materials



- ✓ In the plastic-related materials field, revenue increased due to an increase in orders for automobile-related materials, and electronic and precision equipment-related materials, and logistics materials, as well as expansion in sales of recycled plastic products in the amusement-related business.
- ✓ In the textile-related materials field, although sales of materials and products for industrial functional textiles increased, revenue declined overall due to selection and concentration efforts that led to downsizing of some apparel businesses.
- ✓ Segment profit increased due to both an increase in segment sales and the significant contribution of improved plant utilization rate, resulting from the use of production functions at consolidated subsidiaries.

(Unit: millions of yen)

| | H1 FY2024 | H1 FY2025 | Amount of change | Ratio of change |
|---------------------------|-----------|-----------|------------------|-----------------|
| Plastic-related Materials | 4,487 | 5,260 | 772 | 17.2% |
| Textile-related Materials | 4,049 | 3,571 | (478) | (11.8)% |
| Other income | 9 | 7 | (2) | (21.0)% |
| Segment Sales | 8,547 | 8,839 | 292 | 3.4% |



Next, I will explain the main factors of the Industrial Materials segment.

In the plastic-related materials field, revenue increased due to an increase in orders for automobile-related materials, and electronic and precision equipment-related materials, and logistics materials, as well as expansion in sales of recycled plastic products in the amusement-related business.

In the textile-related materials field, although sales of materials and products for industrial functional textiles increased, revenue declined overall due to selection and concentration efforts that led to downsizing of some apparel businesses.

Segment profit increased due to both an increase in segment sales and the significant contribution of improved plant utilization rate, resulting from the optimization of functions at consolidated subsidiaries.

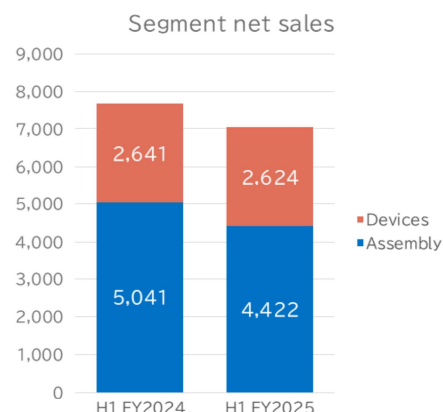
Briefing by Segment: Electronic Devices



- ✓ Chinese companies are rapidly expanding their market share in the consumer electronics market and the white goods market in Japan. Major Japanese electronics manufacturers, which are our main customer base, are generally facing tough challenges.
- ✓ In the devices field, while the component inventory that had accumulated due to a rebound from supply shortages of electronic components at major customers is moving towards resolution, there is a decrease in revenue due to differences in the exchange rates used for consolidated financial statements.
- ✓ In the assembly field, in addition to the slump in the digital camera field, board mounting for white goods has been sluggish for both domestic Japanese products and ASEAN products, resulting in a decrease in revenue.

(Unit: millions of yen)

| | H1 FY2024 | H1 FY2025 | Amount of change | Ratio of change |
|---------------|-----------|-----------|------------------|-----------------|
| Devices | 2,641 | 2,624 | (16) | (0.6)% |
| Assembly | 5,041 | 4,422 | (619) | (12.3)% |
| Segment Sales | 7,682 | 7,046 | (635) | (8.3)% |



Finally, I will explain the main factors of the Electronic Devices segment.

Chinese companies are rapidly expanding their market share in the consumer electronics market and the white goods market in Japan. Major Japanese electronics manufacturers, which are our main customer base, are generally facing tough challenges.

In the devices field, while the component inventory that had accumulated due to a rebound from supply shortages of electronic components at major customers is moving towards resolution, there is a decrease in revenue due to differences in the exchange rates used for consolidated financial statements.

In the assembly field, in addition to the slump in the digital camera-related products, board mounting for white goods has been sluggish for both domestic Japanese products and ASEAN products, resulting in a decrease in revenue.

Consolidated Performance B/S



As of March 31, 2025
Total assets: ¥60,044M
 Equity ratio: 39.8%

+¥1,245M



(1.8)pts

As of September 30, 2025
Total assets: ¥61,290M
 Equity ratio: 38.0%

(Unit: millions of yen)

| | |
|---------------------------------|--------------------------------|
| Current assets 41,351 | Current liability 27,808 |
| | Non-current liability 8,311 |
| Non-current assets 18,693 | Net assets 23,924 |



(Unit: millions of yen)

| | |
|---------------------------------|---------------------------------|
| Current assets 43,295 | Current liability 26,035 |
| | Non-current liability 11,951 |
| Non-current assets 17,994 | Net assets 23,303 |

Next, let me explain the balance sheet.

Total assets increased by 1,245 million yen from the end of the previous fiscal year to 61,290 million yen. The main factors will be explained in the next slide.

Equity ratio decreased 1.8 percentage points to 38.0%.

Consolidated Performance B/S



(Unit: Millions of yen)

| | As of March 31, 2025 | As of September 30, 2025 | Amount of change | Ratio of change |
|--|-------------------------|-----------------------------|---------------------|-----------------|
| Assets | | | | |
| Current assets | | | | |
| Cash and deposits | 9,080 | 10,504 | 1,424 | 15.7% |
| Notes and accounts receivable - trade, and contract assets | 22,192 | 22,451 | 259 | 1.2% |
| Total current assets | 41,351 | 43,295 | 1,944 | 4.7% |
| Non-current Assets | | | | |
| Property, plant and equipment | 6,446 | 6,236 | (209) | (3.3)% |
| Intangible assets | | | | |
| Goodwill | 5,874 | 5,533 | (341) | (5.8)% |
| Total intangible assets | 6,825 | 6,417 | (408) | (6.0)% |
| Investment and other assets | | | | |
| Investment securities | 2,567 | 2,468 | (99) | (3.9)% |
| Total investments and other assets | 5,421 | 5,340 | (80) | (1.5)% |
| Total non-current assets | 18,693 | 17,994 | (698) | (3.7)% |
| Total assets | 60,044 | 61,290 | 1,245 | 2.1% |

Main factor of change

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First, the main factors compared to the end of the previous fiscal year in the assets section are as shown in the slide.

Current assets increased 4.7% from the end of the previous fiscal year to 43,295 million yen. The main factors were a decrease in income taxes refund receivable and increases in cash and deposits, as well as merchandise and finished goods.

Non-current assets decreased 3.7% from the end of the previous fiscal year to 17,994 million yen. The main factors were decreases in both goodwill and investment securities.

Consolidated Performance B/S



| (Unit: millions of yen) | | | | |
|---|-------------------------|-----------------------------|---------------------|-----------------|
| | As of March 31, 2025 | As of September 30, 2025 | Amount of change | Ratio of change |
| Liabilities | | | | |
| Current liabilities | | | | |
| Notes and accounts payable - trade | 13,454 | 14,106 | 652 | 4.8% |
| Electronically recorded obligations - operating | 4,213 | 3,810 | (402) | (9.6)% |
| Short-term borrowings | 6,206 | 3,762 | (2,443) | (39.4)% |
| Total current liabilities | 27,808 | 26,035 | (1,773) | (6.4)% |
| Non-current liabilities | | | | |
| Long-term borrowings | 5,162 | 8,894 | 3,732 | 72.3% |
| Total non-current liabilities | 8,311 | 11,951 | 3,639 | 43.8% |
| Total liabilities | 36,120 | 37,986 | 1,866 | 5.2% |
| Net assets | | | | |
| Shareholders' equity | | | | |
| Share capital | 3,801 | 3,801 | — | 0.0% |
| Retained earnings | 17,044 | 16,858 | (185) | (1.1)% |
| Total shareholders' equity | 21,540 | 21,488 | (52) | (0.2)% |
| Accumulated other comprehensive income | | | | |
| Foreign currency translation adjustment | 1,687 | 1,193 | (493) | (29.3)% |
| Total accumulated other comprehensive income | 2,383 | 1,815 | (568) | (23.8)% |
| Total net assets | 23,924 | 23,303 | (620) | (2.6)% |
| Total liabilities and net assets | 60,044 | 61,290 | 1,245 | 2.1% |

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Next, the main factors compared to the end of the previous fiscal year in liabilities and net assets are as shown in the slide.

Current liabilities decreased 6.4% from the end of the previous fiscal year to 26,035 million yen. The main factors were an increase in notes and accounts payable - trade and decreases in both short-term borrowings and electronically recorded obligations - operating.

Non-current liabilities increased 43.8% from the end of the previous fiscal year to 11,951 million yen. The main factor was an increase in long-term borrowings.

Total net assets decreased 2.6% from the end of the previous fiscal year to 23,303 million yen. The main factors were decreases in both foreign currency translation adjustment and retained earnings.

Consolidated Performance C/F



(Unit: millions of yen)

| | H1 FY2024 | H1 FY2025 | Amount of change |
|---|-----------|-----------|------------------|
| Cash flows from operating activities | (1,243) | 1,587 | 2,830 |
| Cash flows from investing activities | (728) | (248) | 479 |
| Cash flows from financing activities | (1,632) | 340 | 1,972 |
| Effect of exchange rate change on cash and cash equivalents | 313 | (240) | (553) |
| Net increase(decrease)in cash and cash equivalents | (3,291) | 1,439 | 4,730 |
| Cash and cash equivalents at the beginning of period | 12,324 | 9,065 | (3,259) |
| Cash and cash equivalents at end of period | 9,033 | 10,504 | 1,471 |

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Next, this section provides an explanation of cash flows.

Cash and cash equivalents at end of period amounted to 10,504 million yen, an increase of 1,439 million yen compared to the end of the previous fiscal year.

Net cash provided by operating activities amounted to 1,587 million yen. The main factors were a decrease due to an increase in inventories, and increases due to the recording of profit before income taxes and income taxes refund.

Net cash used in investing activities amounted to 248 million yen. The main factor was a decrease due to purchase of property, plant and equipment.

Net cash provided by financing activities amounted to 340 million yen. The main factor was an increase due to proceeds from long-term borrowings.

2. FY2025 Consolidated Performance Forecast

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The following is an explanation of the Company's consolidated earnings forecast for the FY2025.

FY2025 Consolidated Performance Forecast



No change.

(Unit: millions of yen)

| | FY2024 | FY2025 Forecast | Amount of change | Ratio of change | H1 FY2025 | Progress |
|---|--------|-----------------|------------------|-----------------|-----------|----------|
| Net sales | 94,503 | 110,000 | 15,496 | 16.4% | 45,020 | 40.9% |
| Operating profit | 2,129 | 2,600 | 470 | 22.1% | 898 | 34.5% |
| Operating profit margin | 2.3% | 2.4% | +0.1pt | - | 2.0% | - |
| Ordinary profit | 2,024 | 2,600 | 575 | 28.4% | 1,075 | 41.4% |
| Profit attributable to owners of parent | 1,566 | 1,900 | 333 | 21.3% | 695 | 36.6% |

The forecast is based on currently available and definitive information and takes into account factors such as sales opportunities and demand fluctuations by region and sector, as shown in the table.

There are no revisions to the earnings forecast.

FY2025 Consolidated Forecast by Segment



No change.

Segment sales

(Unit: millions of yen)

| | FY2024 | FY2025 Forecast | Amount of change | Ratio of change | H1 FY2025 | Progress |
|--|--------|-----------------|------------------|-----------------|-----------|----------|
| Construction Supply | 61,017 | 70,000 | 8,982 | 14.7% | 29,160 | 41.7% |
| Industrial Materials | 17,998 | 20,000 | 2,001 | 11.1% | 8,839 | 44.2% |
| Electronic Devices | 15,514 | 20,000 | 4,485 | 28.9% | 7,046 | 35.2% |
| Total | 94,531 | 110,000 | 15,468 | 16.4% | 45,046 | 41.0% |
| Adjusted amount *1 | (28) | - | - | - | (26) | 0.0% |
| Amount recorded in consolidated financial statements | 94,503 | 110,000 | 15,496 | 16.4% | 45,020 | 40.9% |

*1 Adjustments include the elimination of inter-segment transactions.

Segment profit

(Unit: millions of yen)

| | FY2024 | FY2025 Forecast | Amount of change | Ratio of change | H1 FY2025 | Progress |
|--|---------|-----------------|------------------|-----------------|-----------|----------|
| Construction Supply | 1,671 | 2,400 | 728 | 43.6% | 795 | 33.2% |
| Industrial Materials | 1,054 | 1,100 | 45 | 4.3% | 518 | 47.2% |
| Electronic Devices | 727 | 700 | (27) | (3.8)% | 280 | 40.0% |
| Total | 3,453 | 4,200 | 746 | 21.6% | 1,594 | 38.0% |
| Adjusted amount *2 | (1,324) | (1,600) | (275) | 20.8% | (696) | 0.0% |
| Amount recorded in consolidated financial statements | 2,129 | 2,600 | 470 | 22.1% | 898 | 34.5% |

*2 Adjustments include the elimination of inter-segment transactions and corporate expenses not allocated to each reportable segment.

There are no revisions to the consolidated earnings forecast by segment.

3. Shareholder Return

I would like to explain our shareholder return policy.

Shareholder Return: dividend

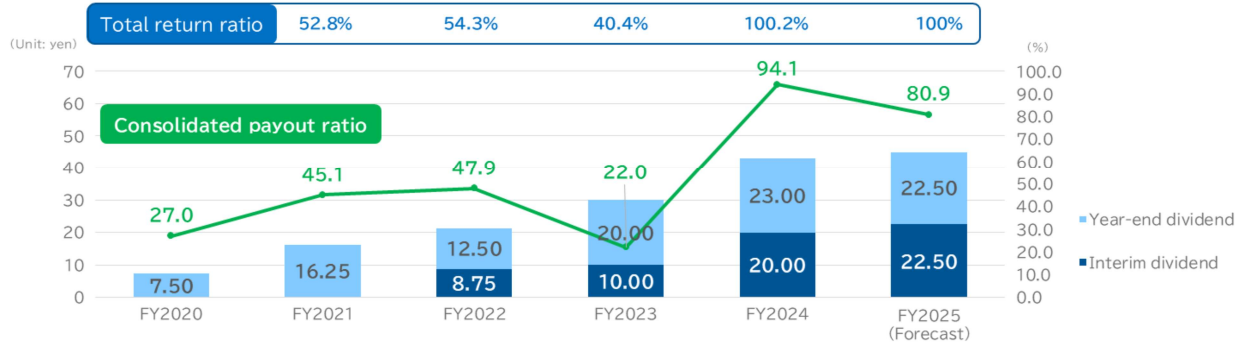


- In fiscal 2024 and 2025, we will implement more proactive shareholder returns than ever before..

Basic Policy

Consolidated payout ratio: 80% or more
Total return ratio: 100%
 Lower limit of total return amount: ¥500M

Transition of dividend per share, consolidated dividend payout ratio, and total return ratio



* The Company conducted a stock split on October 1, 2023 at a ratio of four shares to one common share, and on October 1, 2025 at a ratio of two shares to one common share.
 Dividends per share are the amounts taking into account the stock splits.

Our basic policy on shareholder return is to increase investment in growth, aiming to become a company of sustainable growth with strategic investment, while at the same time, we will return profits to shareholders with an awareness of capital efficiency. In August 2024, we changed the consolidated dividend payout ratio to 80 percent or more and the total return ratio to 100 percent as a limited measure for the two years until the final year of Sustainability V (Value), in recognition of the need to further improve capital efficiency in order to achieve ROE of 8 percent or more.

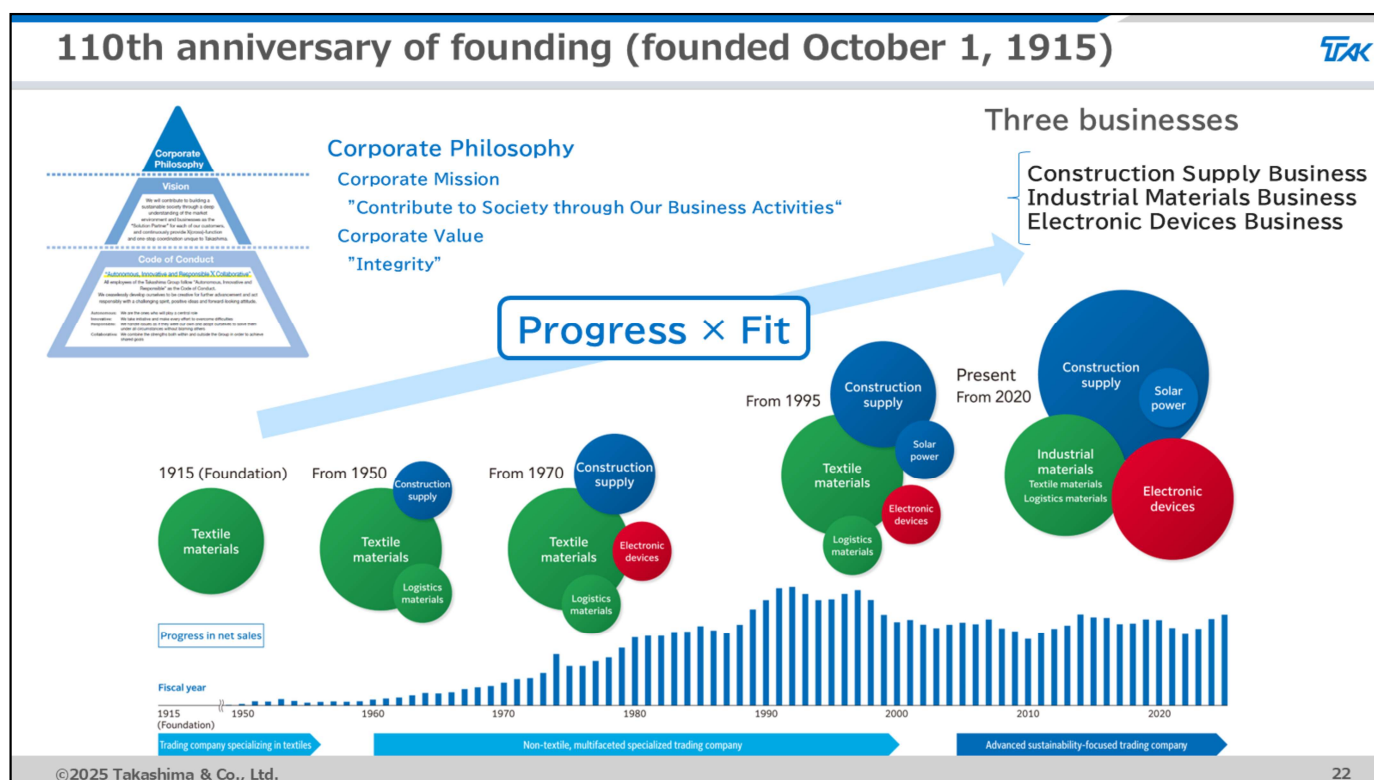
The Company conducted a stock split on October 1, 2025 at the ratio of two shares to one common share. For the amount of dividend per share reflecting the share split, the interim dividend will be 22.5 yen, the year-end dividend will be 22.5 yen, and the annual dividend will be 45 yen.

The consolidated dividend payout ratio based on earnings forecasts will be 80.9%.

4. Progress of Medium-term Management Plan “Sustainability V(Value)”

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Koichi Takashima (hereinafter “Takashima”): My name is Koichi Takashima, President and Representative Director. I will explain the progress of our medium-term management plan, Sustainability V (Value).



On October 1, 2025, the Company celebrated the memorable occasion of its 110th anniversary. This long history is solely a testament to the trust of everyone who has continued to support us with expectations of the Company's future, and we are sincerely grateful.

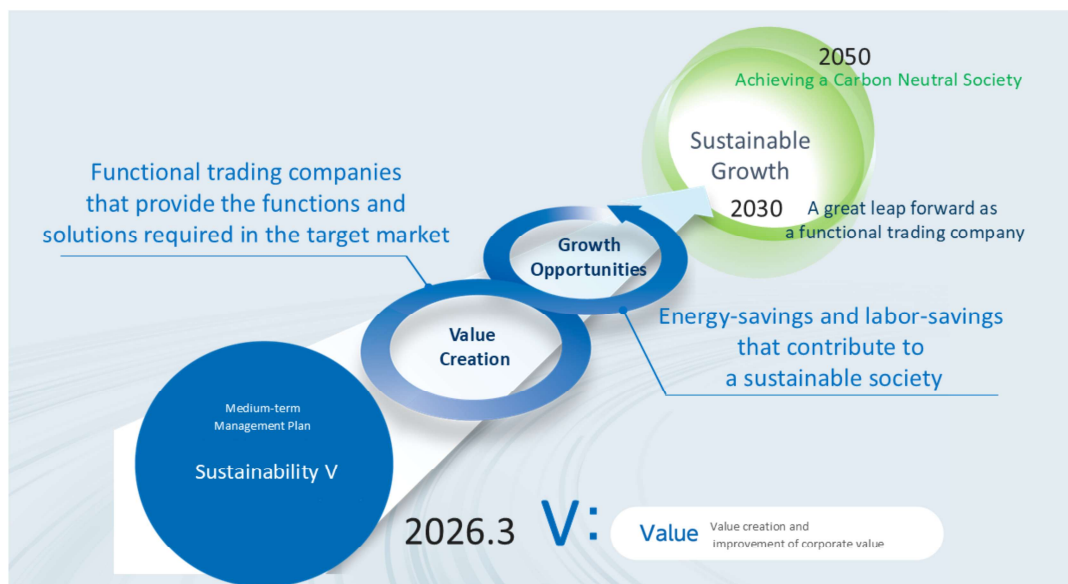
Since our founding in 1915, under the Corporate Mission of "Contribute to Society through Our Business Activities," we have accurately understood changes in the times and conducted our business as an advanced sustainability-focused trading company based on the concept of *progress × fit*. We have expanded our business areas from textile materials to construction supplies, industrial materials, and then electronic devices, contributing to the development of society.

Since our listing on the Tokyo Stock Exchange in 1949, we have consistently approached the capital markets with a dedication to "integrity" at the core of our corporate value, aiming for transparent corporate management and sustainable growth. We recognize this milestone of our 110th anniversary as an opportunity to further strengthen our trust with everyone and renew our commitment to maximizing enterprise value.

Our goal of the medium-term management plan “Sustain V ”



“Sustainability V” will simultaneously achieve adaptation to a sustainable society and sustainable growth through value creation strategies that capture growth opportunities in a changing market toward “Achieving a Carbon Neutral Society (2050)”.



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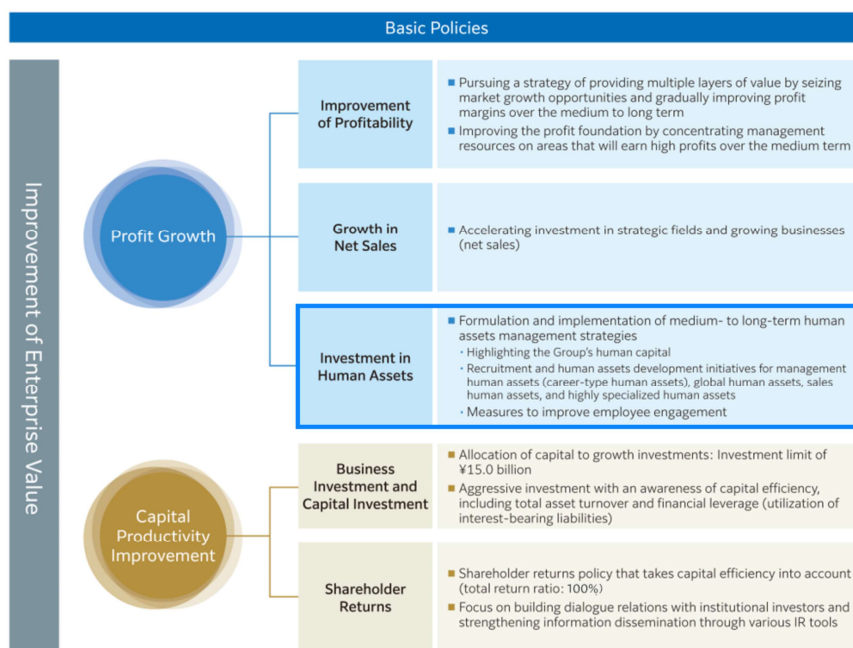
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The medium-term management plan, Sustainability V (Value), aims to simultaneously realize adaptation to a sustainable society and sustainable growth through value creation by assembling strategies to seize growth opportunities in the changing market toward the realization of a carbon-neutral society (2050).

We will create and provide value as a functional trading company that offers functions and solutions necessary in our target markets to meet the needs for energy-saving and labor-saving products that contribute to a sustainable society, which we see as a growth opportunity in the market.

By seizing growth opportunities in the market and repeatedly creating value, we aim to make a giant leap forward as a functional trading company and achieve sustainable growth.

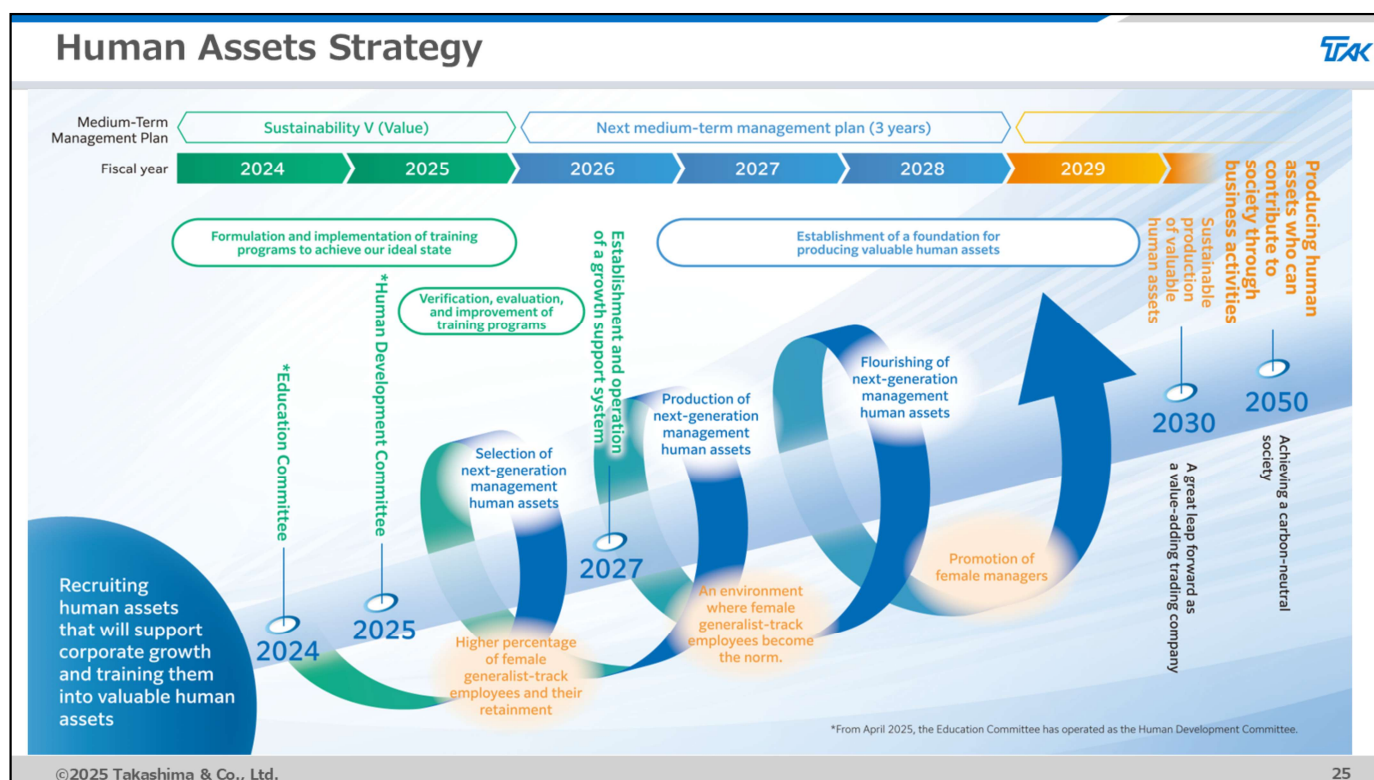
Basic Policy of “Sustainability V (Value)”



This fiscal year marks the third and final year of Sustainability V (Value).

Under Sustainability V (Value), our basic policy is to aim for improvement of enterprise value through profit growth and improvements in capital productivity. Investment in human assets is one of the key measures to achieve this profit growth.

In investment in human assets, as part of the formulation and implementation of medium- to long-term human assets management strategies, we highlight the Group's human capital, recruitment and human asset development initiatives for management human assets, including career-type human assets, global human assets, sales human assets, and highly specialized human assets, as well as measures to improve employee engagement.

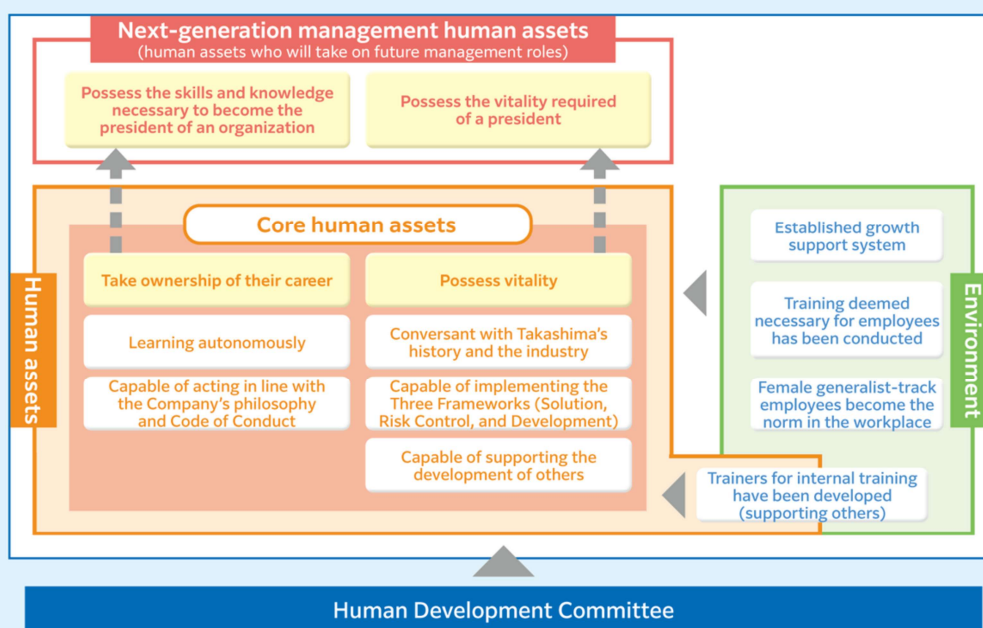


The core of our value creation and our most important capital is “human assets.”

The growth of human assets, coupled with the sustainable growth of our business, will lead to the sustainable growth of our enterprise value.

The basic approach to our human assets strategy is to strengthen the recruitment of human assets who will support corporate growth and to create an environment in which they will grow autonomously and demonstrate their abilities in a sustainable manner.

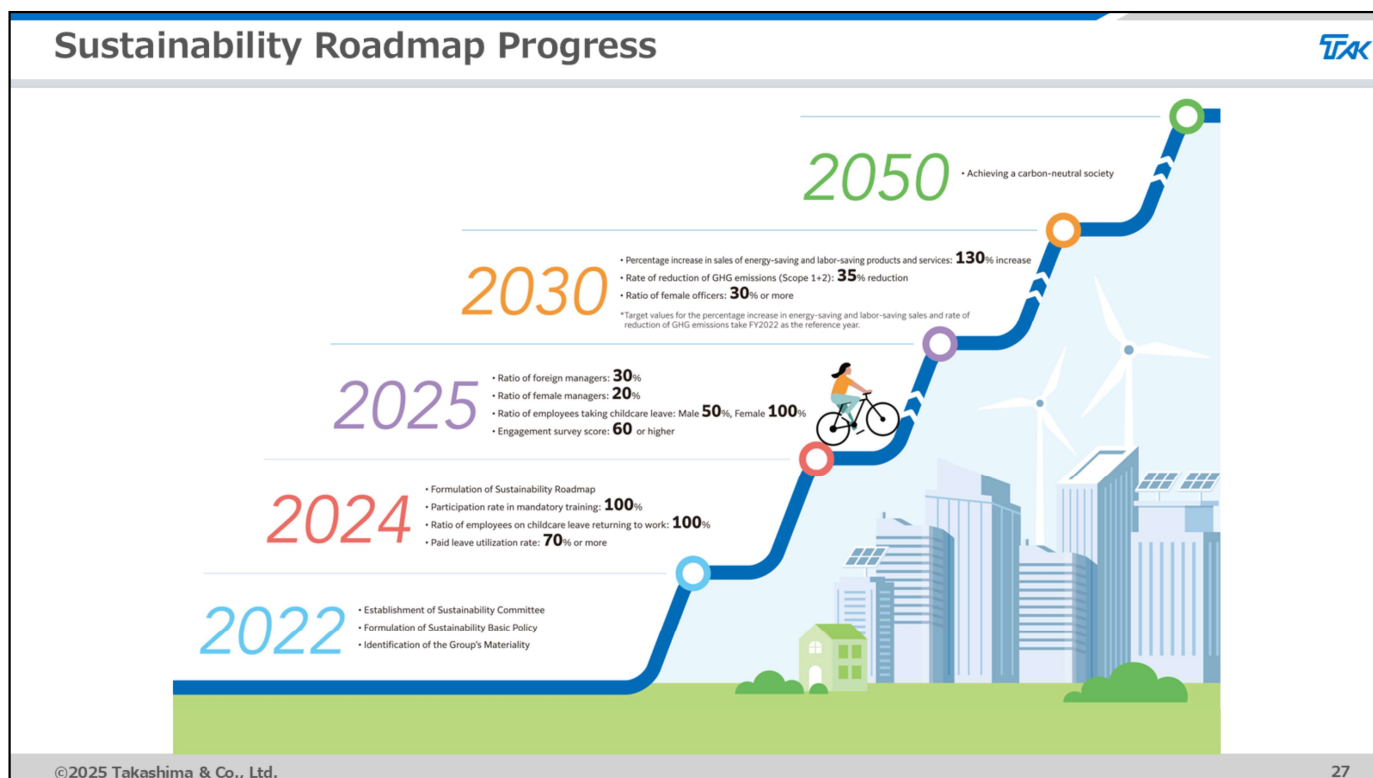
To create a work environment in which anyone can work comfortably, we have launched various committees since FY2024. We have established the Women’s Empowerment Promotion Conference to promote the empowerment of female employees and an Education Committee concerning human assets education, and we have been conducting various initiatives for human assets development.



To promote our human assets strategy in the medium-term management plan, we launched the Human Development Committee on April 1, 2025.

Human Development Committee aims to systematically support employee growth to improve overall organizational performance and efficiency, as well as to contribute to boosting employee motivation and engagement by establishing mechanisms that contribute to organizational growth and the retention of talent that the Company seeks.

Human Development Committee ensures and verifies that training and other various measures are implemented in accordance with the human assets strategy and contribute to the development of human assets, and will support the systematic and standardized maintenance of the sustainability of training, etc., and the reproducible development of human assets.



In Sustainability V (Value), we are also committed to sustainability-focused management, aiming to meet the expectations of our shareholders by achieving sustainable growth through solving social issues.

In 2022, we established the Sustainability Committee and have since formulated the Sustainability Basic Policy, identified materiality, and calculated GHG emissions.

In 2024, we formulated Sustainability Roadmap and have been promoting our sustainability initiatives.

Sustainability Roadmap Progress



| | FY2024 results | Numerical targets | Target year of achievement |
|---|-----------------------------|-----------------------------------|---------------------------------|
| Participation rate in training | 94.3% | 100% | FY2024 Every year thereafter |
| Ratio of foreign managers (consolidated) | 21.7% | 30% | FY2025 |
| Ratio of female managers (consolidated) | 17.7% | 20% | FY2025 |
| Ratio of female directors | 22%* | 30% or more | FY2030 |
| Ratio of employees taking childcare leave | Male: 40.0% Female: 100% | Male: 50% or more Female: 100% | FY2025 |
| Ratio of employees on childcare leave returning to work | Male: 100% Female: 100% | Male: 100% Female: 100% | FY2024 Every year thereafter |
| Paid leave utilization rate | 73.2% | 70% or more | FY2024 Every year thereafter |
| Engagement survey score | 50.8% | 60% or more | FY2025 |

*As of the end of June 2025

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Regarding diversity, we are promoting the recruitment and development of diverse human assets regardless of nationality or gender. We have set goals to achieve a 30% ratio of foreign managers and a 20% ratio of female managers by FY2025, and a ratio of 30% or more for female officers by FY2030.

In order to create a work environment in which anyone can work comfortably, we have established KPIs such as the ratio of employees taking childcare leave and the paid leave utilization rate, and we are striving to improve the workplace environment.

To improve engagement, we have been conducting engagement surveys since August 2022. We regularly measure engagement survey scores and strive to improve these scores.

Inquiries on this document

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URL <https://www.tak.co.jp/en/ir/contact1.html>

■ Handling of this document

[Precautions regarding forecasts]

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