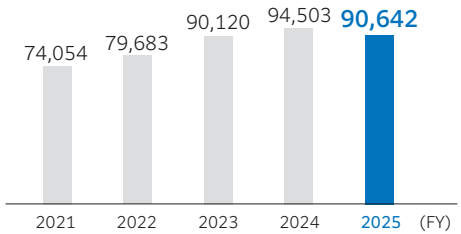
Data Section

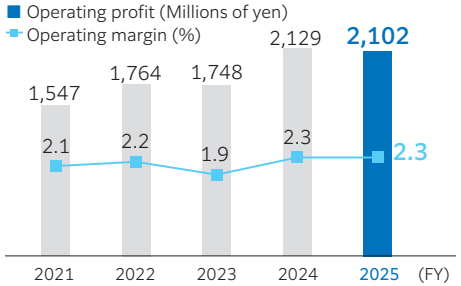
Financial and Non-financial Highlights

Net sales

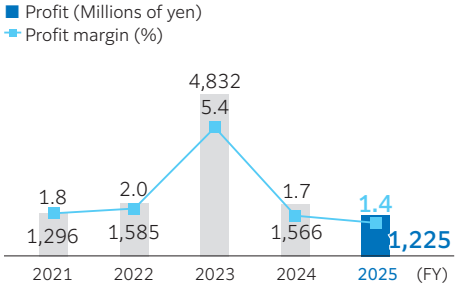
(Millions of yen)



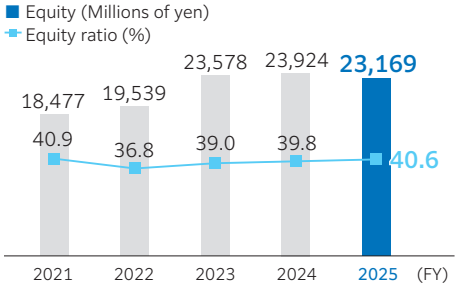
Operating profit/Operating margin



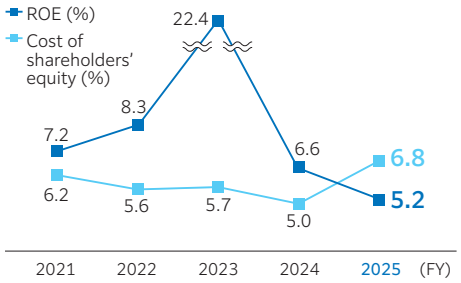
Profit/Profit margin



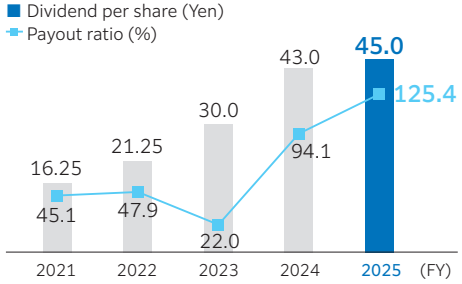
Equity/Equity ratio



ROE/Cost of shareholders' equity



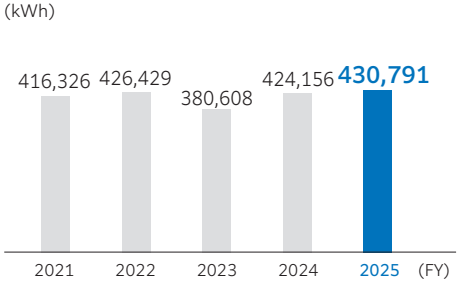
Dividend per share*/Payout ratio



* The Company conducted a 4-for-1 share split of common shares, effective October 1, 2023.
* The Company conducted a 2-for-1 share split of common shares, effective October 1, 2025. Figures for dividend per share for FY2025 and before are after adjustments to account for these share splits.

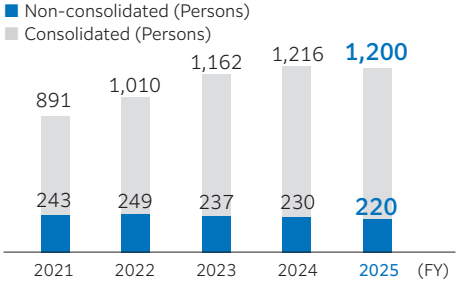
Electric power used

(kWh)



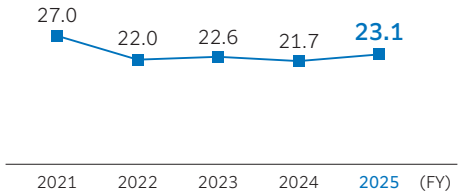
Included offices: Offices of the Company and the Group (excluding TAKCEL Co., Ltd. and Gansui Corporation) that have acquired ISO 14001 certification

Number of employees



Ratio of foreign managers (consolidated)

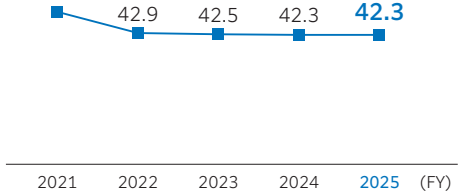
(%)



FY2030 target **30.0%**

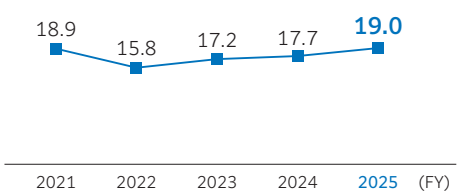
Ratio of female employees (consolidated)

(%)



Ratio of female managers (consolidated)

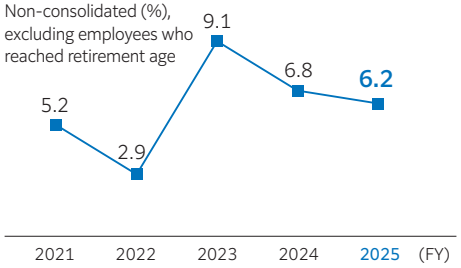
(%)



FY2030 target **20.0%**

Employee turnover

Non-consolidated (%), excluding employees who reached retirement age



Data Section

Financial Highlights for the Last 11 Years

Financial data

		FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	(Millions of yen)	91,230	84,775	85,310	89,557	88,799	80,625	74,054	79,683	90,120	94,503	**90,642**
Construction Supply Business	(Millions of yen)	–	–	–	–	–	47,747	42,020	44,511	58,180	61,017	**58,434**
Industrial Materials Business	(Millions of yen)	–	–	–	–	–	20,233	18,116	17,677	17,188	17,998	**17,968**
Electronic Devices Business	(Millions of yen)	–	–	–	–	–	12,374	13,724	17,301	14,795	15,514	**14,289**
Gross profit	(Millions of yen)	8,245	7,797	8,012	8,256	8,507	7,838	8,328	9,434	12,291	13,032	**13,591**
Operating profit	(Millions of yen)	1,687	1,584	1,638	1,682	1,713	1,395	1,547	1,764	1,748	2,129	**2,102**
Construction Supply Business	(Millions of yen)	–	–	–	–	–	695	598	611	866	1,671	**1,722**
Industrial Materials Business	(Millions of yen)	–	–	–	–	–	130	268	23	399	1,054	**1,222**
Electronic Devices Business	(Millions of yen)	–	–	–	–	–	457	571	1,014	400	727	**468**
Profit attributable to owners of parent	(Millions of yen)	1,122	1,316	1,325	1,122	1,237	1,000	1,296	1,585	4,832	1,566	**1,225**
Operating margin	(%)	1.9	1.9	1.9	1.9	1.9	1.7	2.1	2.2	1.9	2.3	**2.3**
Profit attributable to owners of parent to net sales ratio	(%)	1.2	1.6	1.6	1.3	1.4	1.2	1.8	2.0	5.4	1.7	**1.4**
Equity ratio	(%)	30.4	34.4	36.3	36.0	37.5	41.4	40.9	36.8	39.0	39.8	**40.6**
Interest-bearing liabilities	(Millions of yen)	5,070	2,856	3,483	3,532	2,967	1,476	4,286	7,103	7,285	12,962	**12,670**
Cash flows from operating activities	(Millions of yen)	1,464	1,640	(279)	384	3,018	3,563	(389)	700	6,057	(2,740)	**2,814**
Cash flows from investing activities	(Millions of yen)	(1,248)	331	(304)	504	(594)	(98)	(654)	(1,448)	2,519	(1,282)	**711**
Cash flows from financing activities	(Millions of yen)	(712)	(2,541)	265	(289)	(1,108)	(1,947)	2,305	1,059	(4,128)	419	**(2,114)**
ROE	(%)	8.5	9.4	8.7	7.0	7.6	5.9	7.2	8.3	22.4	6.6	**5.2**
Total return ratio	(%)	28.2	24.0	27.1	32.0	29.1	27.0	52.8	54.3	40.4	100.2	**133.5**

Per share data

		FY2015	FY2016	FY2017*1	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023*2	FY2024	FY2025*3
Profit per share	(Yen)	31.06	36.50	36.85	31.21	34.41	27.77	36.02	44.36	136.49	45.70	**35.88**
Net assets per share	(Yen)	372.81	407.38	440.46	447.65	456.27	484.02	516.20	549.06	681.38	701.07	**680.02**
Dividend per share	(Yen)	8.75	8.75	10.00	10.00	10.00	7.50	16.25	21.25	30.00	43.00	**45.00**

*1: The Company conducted a 1-for-10 share consolidation of common shares, effective October 1, 2017.
*2: The Company conducted a 4-for-1 share split of common shares, effective October 1, 2023.
*3: The Company conducted a 2-for-1 share split of common shares, effective October 1, 2025.
*4: Figures for per share data are after adjustments to account for the above share consolidation and share splits.

Data Section

Human Assets-Related Data (Non-consolidated)

Item		FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (consolidated) (Persons)		891	1,010	1,162	1,216	**1,200**
Ratio of female managers (consolidated)		18.9%	15.8%	17.2%	17.7%	**19.0%**
Ratio of female employees (consolidated)		49.8%	42.9%	42.5%	42.3%	**42.3%**
Number of regular/seconded employees (non-consolidated) (Persons)		243	249	237	230	**220**
Number of employees (Persons)		306	308	302	324	**324**
Gender ratio	Regular employees (Persons)	267	275	267	288	**280**
	Male	190	197	188	202	**194**
	Female	77	78	79	86	**86**
	Percentage of women among regular employees	28.8%	28.4%	29.6%	29.9%	**30.7%**
	Generalist-track employees (Persons)	191	192	179	198	**195**
	Male	183	184	172	184	**176**
	Female	8	8	7	14	**19**
	Percentage of women among generalist-track employees	4.2%	4.2%	3.9%	7.1%	**9.7%**
	Administrative-track employees (Persons)	71	72	74	76	**74**
	Other job types (Persons)	5	11	14	14	**11**
	Ratio of female managers	0.0%	1.7%	3.6%	6.7%	**7.1%**
Average age	Regular employees	43.0	42.7	42.7	41.9	**41.4**
	Generalist-track employees	43.7	43.4	43.2	41.9	**41.0**
	Administrative-track employees	40.6	40.6	41.2	42.0	**42.8**
	Other job types	54.1	44.4	44.4	41.4	**38.7**
Average years of service	Regular employees	15.3	14.9	15.1	13.9	**13.6**
	Generalist-track employees	15.2	15.1	15.2	13.4	**12.9**
	Administrative-track employees	16.0	15.6	16.2	16.3	**16.9**
	Other job types	7.8	5.2	7.3	7.0	**4.8**
Ratio of employees with disabilities		1.4%	1.8%	2.2%	1.7%	**1.8%**
Gender wage gap*1		–	62.1%	61.1%	59.2%	**65.3%**
Paid leave	Utilization rate	59.9%	64.9%	75.5%	73.2%	**72.1%**
	Number of days taken	11.9	12.8	14.4	13.8	**13.7**
Working hours	Average total working hours (per month)	151.97	161.80	154.32	153.18	**154.47**
	Average overtime hours*2 (per month)	4.93	12.75	5.85	5.40	**6.07**

Item		FY2021	FY2022	FY2023	FY2024	FY2025
Recruitment	Regular employees (Persons)	14	19	18	41	**18**
	New graduates	4	6	4	10	**10**
	Mid-career hires	10	13	14	31	**8**
	Ratio of mid-career hires	71%	68%	78%	76%	**44%**
	Generalist-track employees (Persons)	14	13	15	35	**16**
	New graduates	4	4	3	9	**9**
	Female	0	1	1	3	**3**
	Mid-career hires	10	9	12	26	**7**
	Female	0	0	0	4	**2**
	Administrative-track employees (Persons)	0	2	1	3	**2**
	Other job types (Persons)	0	4	2	3	**0**
Employee turnover	Number of employees departed (for personal reasons) (Persons)	14	8	25	19	**18**
	Employee turnover (for personal reasons)	5.2%	2.9%	9.1%	6.8%	**6.2%**
Leave of absence	Number of employees on leave of absence (excluding childcare leave) (Persons)	4	6	6	4	**6**
	Ratio of employees on leave of absence (excluding childcare leave)	1.3%	2.0%	1.9%	1.4%	**2.1%**
Childcare	Ratio of employees taking childcare leave					
	Female	100.0%	100.0%	100.0%	100.0%	**100.0%**
	Male	57.1%	14.3%	57.1%	40.0%	**100.0%**
	Ratio of employees on childcare leave returning to work					
	Female	100.0%	100.0%	100.0%	100.0%	**100.0%**
	Male	100.0%	100.0%	100.0%	100.0%	**100.0%**
Ratio of employees undergoing health checkups		95.3%	98.7%	99.3%	98.2%	**98.7%**
Ratio of employees undergoing stress checks		99.0%	99.0%	100.0%	100.0%	**100.0%**
Ratio of high-stress employees (stress check)		12.4%	18.0%	14.6%	13.8%	**13.6%**
Engagement score (August/February)*3		–	45.3/48.6	51.6/46.5	51.1/50.8	**51.7/52.8**

*1: Calculated following the revision of the Ministry Order on the Act on the Promotion of Women's Active Engagement in Professional Life in FY2022. Female wage as % of male wage.
*2: Prescribed hours per day of the Company is seven hours, but hours in excess of the statutory working hours of eight hours per day are counted.
*3: Scores are for Takashima & Co., Ltd., on a non-consolidated basis until August 2023 and for the entire Group from February 2024 onward.

Data Section

Shares

Shares

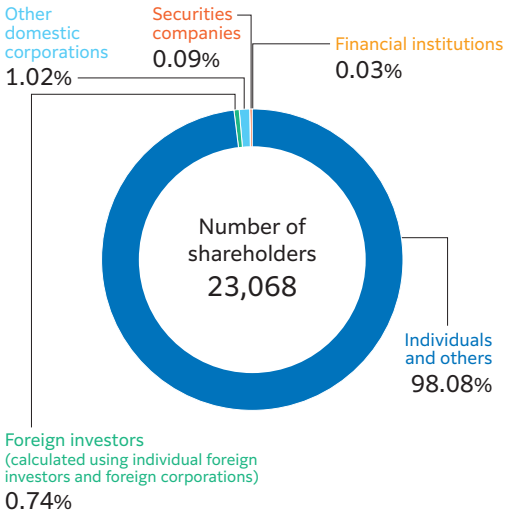
Total number of authorized shares	112,000,000
Total number of outstanding shares	34,071,534 (excluding 306,450 treasury shares)
Number of shareholders	23,068

Major shareholders (Top 10 shareholders)

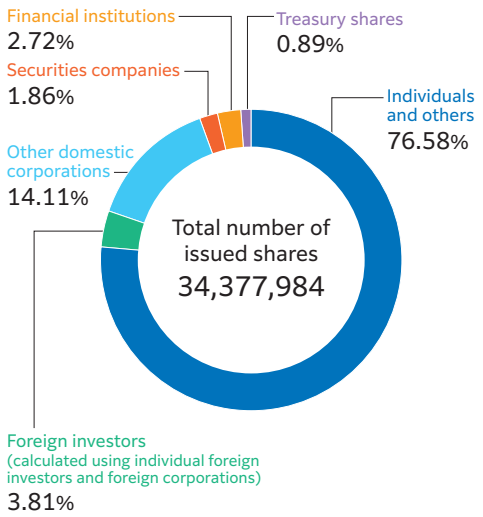
Name of shareholder	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Takashima Trading-Partner Shareholding Association	4,678	13.73
Heiwa Corporation	1,520	4.46
Tokio Marine & Nichido Fire Insurance Co., Ltd.	825	2.42
Takashima Employees' Shareholding Association	580	1.70
Koichi Takashima	545	1.59
Seishoku Co., Ltd.	266	0.78
Yoshiharu Takashima	248	0.73
Kokichi Yamada	191	0.56
KYOWA CO., LTD.	178	0.52
Takashima Officers' Shareholding Association	172	0.50

Notes: 1. Shares have been rounded down to the nearest thousand shares.
2. Shareholding ratio was calculated using the total number of outstanding shares after excluding treasury shares and rounded down to two decimals.
3. The Company holds 306,450 treasury shares but is excluded from the above list of major shareholders.

Breakdown of the number of shareholders by investor type

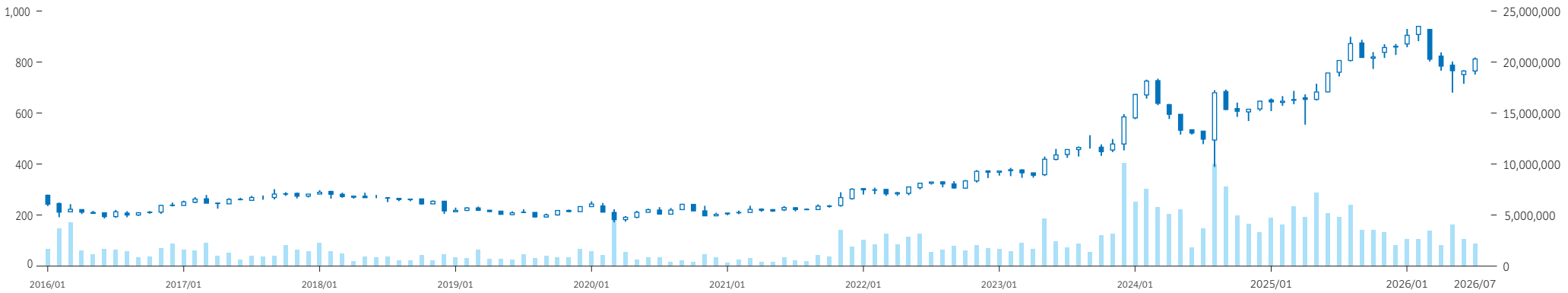


Breakdown of the number of shares by investor type



Changes in share price and trading volume

Left axis: Share price (Yen) Right axis: Trading volume (Shares)



Data Section

Company Profile

Basic information

Company name	Takashima & Co., Ltd.
Established	October 1, 1915
Share capital	¥3,801,274,262
Number of employees (consolidated)	1,200

Location of head office	2-2 Kandasurugadai, Chiyoda-ku, Tokyo, 101-8118, Japan
Fiscal year end	Once a year, March 31
Securities code	8007
Stock listing	Prime Market of Tokyo Stock Exchange
Financial Auditor	KPMG AZSA LLC

Group companies

* As of June 30, 2026

Consolidated subsidiaries

Name	Division	Description of major business	Location
Rest Corporation	Construction supply	Production and construction of toilet booths	Shizuoka-shi, Shizuoka
Gansui Corporation	Construction supply	Building foundation work, civil engineering work, ground surveys, design, and franchise business	Okayama-shi, Okayama
Naruto-SP Industries Co., Ltd.	Construction supply	Ground improvement work business	Osaka-shi, Osaka
Ando Co., Ltd.	Construction supply	Manufacturing and sales of reinforced concrete piles	Sakae-machi, Inba-gun, Chiba
New Energy Distribution System Inc.	Construction supply	Electrical design and installation work, fully-electric products and solar power generation systems, and installation work, electrical work, and sales of storage batteries	Onojo-shi, Fukuoka
Sanwa System Co., Ltd.	Construction supply	Sales, installation, and maintenance of solar power generation systems	Shinagawa-ku, Tokyo
Takashima Industries Co., Ltd.	Industrial materials	Design, processing, and sales of industrial textiles, plastic materials and plastic molded products, parts for rolling stock, environment-related products, etc.	Chiyoda-ku, Tokyo
TAKCEL Co., Ltd.	Industrial materials	Manufacturing and sales of plastic molded products	Tochigi-shi, Tochigi
HI-LAND Co., Ltd.	Industrial materials	Development, manufacturing, and sales of sewn products, design and processing of membranes, and sales of logistics materials for industrial and medical applications	Chiyoda-ku, Tokyo
Sinbou Edix Co., Ltd.	Industrial materials	Wholesale of environmental sanitation materials, disaster prevention supplies, etc.	Nagano-shi, Nagano
iTak International (Japan) Co., Ltd.	Electronic devices	Sales of electronic components and devices, and support for production technologies and quality control	Shinjuku-ku, Tokyo
iTak (International) Limited	Electronic devices	Sales of electronic components and devices, and support for production technologies and quality control	Hong Kong, People's Republic of China
iTak International (Shenzhen) Limited	Electronic devices	Sales support for electronic components and devices	Shenzhen, People's Republic of China
iTak International (Shanghai) Limited	Electronic devices	Sales of electronic components and devices	Shanghai, People's Republic of China
iTak International (Vietnam) Co., Ltd.	Electronic devices	Manufacturing and sales of electronic components	Dong Nai, Socialist Republic of Vietnam
iTak International (Thailand) Limited	Electronic devices	Manufacturing and sales of electronic components and devices	Bangkok, Kingdom of Thailand
iTak International (Malaysia) Sdn. Bhd.	Electronic devices	Sales of electronic components and devices	Penang, Malaysia

Entities accounted for using equity method

Name	Division	Description of major business	Location
Doryoku Co., Ltd.	Construction supply	Development of installation support structures for solar power generation systems	Anjo-shi, Aichi
HIT Engineering Co., Ltd.	Construction supply	Housing electrical construction business and smart house business	Chuo-ku, Tokyo
Green Cycle Corporation	Industrial materials	Recycling of used home appliances (four categories) and collection of metals (iron, copper, aluminum), plastics, glass, CFCs, etc.	Nagoya-shi, Aichi

Editorial policy

This Integrated Report contains information regarding the Group's sustainable growth. Through this report, the Company aims to convey information on not only its financial position but also its sustainability activities, approach toward value creation and other initiatives, and hopes that it will be used by stakeholders to deepen their understanding of the Group. This report has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated version and the Japanese original, the original shall prevail.

Applicable period

April 1, 2025 to March 31, 2026
Note: Some information pertains to events outside of this period.

Notes regarding forward-looking statements

The information presented in this report contains forward-looking statements, which include risks and uncertainties. Consequently, actual results may differ from the forward-looking statements due to a variety of factors.

Takashima corporate website

https://www.tak.co.jp/en/index.html

Video on Takashima

This video presents a concise overview of the Company, including its history and lines of business. Please watch it if you are interested in taking a few minutes to learn more about the Company.

