Initiatives That Support Value Creation

The Takashima Group's Sustainability Roadmap

Based on our Sustainability Basic Policy and Materiality, we have prepared a "Sustainability Roadmap" that contains quantitative KPI targets and initiatives to achieve these targets as part of efforts to promote our sustainability initiatives.
We will promote various sustainability initiatives to ensure that we achieve our targets.

2050

Achieving carbon neutrality

Rate of reduction of GHG emissions (Scope 1+2)
Compared to FY2024
46% reduction

2035

Percentage increase in sales of labor-saving, resource-saving, and renewable-energy-related products and services
Compared to FY2022
130% increase

Ratio of female officers
30% or more

Ratio of foreign managers
30%

Ratio of female managers
20%

Ratio of employees taking childcare leave
Female **100**%
Male **85**% or more

Engagement survey score
60 or higher

2030

Ratio of foreign managers
23.1%

Ratio of female managers
19.0%

Ratio of employees taking childcare leave
Female **100**%
Male **100**%

Engagement survey score
52.8

2025 Results

2024 ・Formulation of Sustainability Roadmap

2022 ・Formulation of Sustainability Basic Policy ・Identification of the Group's Materiality

2021 (FY) ・Establishment of Sustainability Committee

Initiatives That Support Value Creation

Sustainability

Sustainability Basic Policy

The Takashima Group aims to achieve sustainable growth by generating a virtuous cycle of creating sustainable value and enhancing corporate value, based on its corporate mission of "Contributing to Society through Our Business Activities."

We engage in business activities that help give rise to a sustainable society.

We develop and sell products that help give rise to a sustainable society, while also aiming to contribute to environmental preservation in part by reducing greenhouse gas emissions and efficiently using natural resources.

We enhance corporate sustainability by addressing social challenges.

We strive to secure and strengthen human assets that are essential for achieving sustainable growth by improving employee job satisfaction and boosting employee engagement.

We seek to strengthen our corporate governance while also engaging in sound risk management and compliance practices.

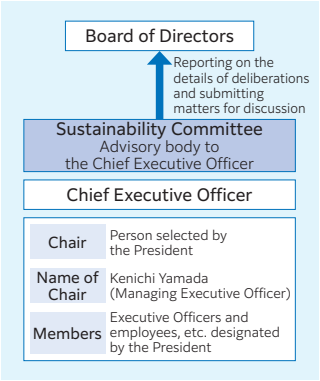
We seek to strengthen our corporate governance by engaging in transparent information disclosure and communications, while aiming to collaborate with our stakeholders to create new value together.

Sustainability framework

Purpose

Since its establishment, the Group has advanced "Contributing to Society through Our Business Activities" as our corporate mission. For many years, we have conducted our business activities to contribute to society's well-being by actively providing unique value-added solutions to our customers based on our original ideas and means, and with a desire to use those results to grow and prosper together.

With our corporate mission in mind, we established the Sustainability Committee on January 1, 2022, to promote sustainability initiatives.



Roles

To promote sustainability at the Group, the Sustainability Committee deliberates on issues for consideration including basic policy and targets pertaining to sustainability.

Major themes of discussion

The Sustainability Committee actively discusses a wide range of topics, including climate change, human capital, TCFD, GHG emissions, the determination of materiality, and the formulation of the Sustainability Roadmap.

Materiality identification process

STEP 1 Listing relevant issues

STEP 2 Evaluation of importance

STEP 3 Identification of materiality

STEP 4 Continuous review based on our business strategy

We have listed relevant issues in consideration of the Group's business environment with reference to international frameworks and standards.

1) A long list was created based on the GRI Standards, SASB Standards, and key issues identified by international rating agencies.
2) From the long list, each item was scored in terms of "risks" and "opportunities" based on its level of importance as a business, its level of impact on the Company, and its level of importance to society and stakeholders.
3) As a result of the scoring, we regrouped 14 items with high scores that were identified as important issues for the Company and set them as the Company's seven materialities.

For the relevant issues identified, the Sustainability Committee has discussed and evaluated their importance with regard to the level of importance to society and stakeholders and the level of impact on the Company's business.

Items evaluated as having high importance are identified as materiality, and a plan for initiatives is formulated while the issues are identified and assigned priority levels.



We conduct continuous review in the event that materiality requires review while considering our business strategy.

Initiatives That Support Value Creation

Materiality

Since the founding of the Company, the Group has worked under the corporate mission of "Contributing to Society through Our Business Activities," engaging in activities aimed at both achieving sustainable growth and helping to achieve a sustainable society.

Through the activities of the Sustainability Committee, which was established to enhance the Company's sustainability initiatives, seven materialities (important issues) to be addressed by the Company were identified, based on assessments of their level of importance to society and their level of impact on the business. By addressing the seven materialities, we will continue to fulfill our corporate mission and work to enhance corporate value.

Contribute to a sustainable society through business management based on the seven materialities

Basic approach to materiality

Materiality		Basic approach	KPI
Environment	Expanding our labor-saving, resource-saving, and renewable-energy-related businesses	Since the early 2000s, the Group has considered itself an advanced sustainability-focused trading company and has positioned energy savings and labor savings as important fields, and these fields remain among the Group's strengths. In formulating the Medium-Term Management Plan 2028, in view of the growing severity of social issues such as climate change, soaring resource prices, and worsening labor shortages, we decided to evolve our existing strategic themes (energy savings and labor savings) and establish three strategic themes: labor-saving, resource-saving, and renewable-energy. Under our corporate mission of "Contributing to Society through Our Business Activities," we will combine these three themes with enhanced on-site capabilities achieved through strengthened functions, and promote the expansion of sales for optimal products and services toward building a sustainable society.	■ Percentage increase in sales of labor-saving, resource-saving, and renewable-energy-related products and services
	Contributing to global environmental preservation and to building a society in harmony with nature	In addition to complying with relevant environmental laws and regulations and ISO 14001, we are actively promoting activities to reduce resource use in our business activities, mainly at our offices. By reducing electric power usage and the amount of industrial waste generated, and by shifting to paperless operations, we contribute to the conservation of the environment. Furthermore, we deem the possibility of the Group being excluded from the supply chain due to delays in our response to environmental issues as a risk and are working to improve the status of our environmental management by evaluating and conducting a sequential response.	-
	Policies to combat climate change (global warming)	The Company treats the impact of climate change on humankind with the utmost seriousness, has endorsed the recommendations of the TCFD (an international framework for disclosure related to climate change), and is undertaking a variety of initiatives primarily under the leadership of the Sustainability Committee. We calculate greenhouse gas emissions generated by the Group's business operations.	■ Rate of reduction of greenhouse gas (GHG) emissions (Scope 1+2)
Society	Creating an environment in which diverse human assets can exercise their capabilities and flourish	It is the power of people that supports the core of the Group's business. The Company positions the development of career human assets with management capabilities and expertise as an important issue, and in 2021 we fundamentally reformed our personnel system. A medium- to long-term human assets management strategy was formulated as part of the medium-term management plan "Sustainability V," in accordance with which we are taking steps to highlight the Group's human capital, expand human assets who promote growth strategies, and nurture next-generation management-level human assets. Additionally, we are accelerating initiatives to create a work environment in which diverse human assets including women, foreigners, and mid-career hires can flourish even more.	■ Participation rate in training ■ Ratio of foreign managers ■ Ratio of female managers
	Creating a safe, secure work environment in which anyone can work comfortably	Because the Group's most important resource is "people," we believe that creating and maintaining a work environment in which anyone can comfortably work is an essential element in the Company's growth. We have been moving forward with the formulation of necessary policies to encourage workers to take various types of leave, which is one of their rights, to promote the good health of our employees (reducing overtime and offering mental healthcare), and to operate a "Takashima General Council of Safety and Health" particularly in business divisions that contract construction work. Furthermore, by conducting regular surveys with our employees, the Company measures employee engagement and carries out policies to increase engagement.	■ Ratio of employees on childcare leave returning to work ■ Paid leave utilization rate ■ Engagement survey score
Corporate governance	Compliance	Takashima is committed to "Integrity" at all times. The credibility that we have cultivated over many years is the foundation for the Group's sustainable development thus far. To realize the Group's corporate mission of "Contributing to Society through Our Business Activities," all our employees constantly approach their business activities with our corporate value of "Integrity" as their basic premise, which has allowed us to build up irreplaceable credibility. That said, improprieties such as compliance violations which do not align with our corporate value of "Integrity" greatly damage the credibility of the Company. Damage to the credibility of the Group in the eyes of society, our business partners, and our employees means that the most important thing to the Group has been lost, not only in terms of short-term losses but also large losses in the medium to long term. Legal and regulatory compliance is our highest priority in fostering credibility and trust, the core of our business. The Group has shared compliance messages and our "Anti-Monopoly Act Compliance Pledge" internally. In addition to stipulating and creating awareness about our "Basic Compliance Rules" and "Compliance Code of Conduct" as our behavioral guidelines, we have established the Compliance Committee as a promotional body as we work to strengthen our compliance system.	■ Participation rate in compliance training
	Risk management	The Group has formulated rules for the appropriate management of risks that could have a serious impact on the Group's business. Based on these rules, all departments are responsible for managing related risks in their respective division of duties, and all persons responsible for organizations including business groups are responsible for performing risk management in their respective organizations. Furthermore, the Risk Management Committee performs comprehensive evaluations and deliberations on risks. As a result of the evaluations, risks for which more focused policies are required are considered "important risk management items," and both those policies and the status of initiatives are reported to the Board of Directors.	-

Initiatives That Support Value Creation

Materiality

Materiality KPIs

We will promote specific initiatives for each materiality and seek to achieve our KPI targets.

Materiality		Key initiatives	Main KPI and target year of achievement		Results (FY2022)	Results (FY2023)	Results (FY2024)	Results (FY2025)
Environment	Expanding our labor-saving and renewable-energy-related businesses	■ Growth in renewable energy-related businesses ・Expand sales of solar panels, storage batteries, etc., to resolve energy-related issues ■ Expansion of labor-saving businesses ・Expand sales of dry-type, pre-cut, and other functional products catering to the emerging labor-saving needs	Percentage increase in sales of labor-saving and renewable-energy-related products and services*1 [Takashima & Co., Ltd.]	130% increase (FY2030)	[Reference year]	14.1% increase	21.7% increase	30.2% increase
	Contributing to global environmental preservation and to building a society in harmony with nature	■ Compliance with ISO 14001 and disclosure of hazardous waste emissions, treatment costs, etc. ■ Promotion of responsible procurement of raw materials (e.g., supplier assessments, etc.)	-		-	-	-	-
	Policies to combat climate change (global warming)	■ Promotion of reduction of greenhouse gas emissions through energy savings and renewable energy ・Carry out further energy-saving activities ・Promote introduction of renewable energy sources with a focus on solar power generation	Rate of reduction of greenhouse gas (GHG) emissions (Scope 1+2)*2 [consolidated*3]	46% reduction compared to FY2024 (FY2035)	2,778.7 (t-CO_2)	3,264.0 (t-CO_2)	[Reference year] 8,224.4 (t-CO_2)	9.6% increase 9,013.3 (t-CO_2)
Society	Creating an environment in which diverse human assets can exercise their capabilities and flourish	■ Development of human capital ・Formulate and implement a medium- to long-term human assets management strategy ・Further disclose results of investment in human assets, human productivity, etc. ・Strengthen employee training (enhance training content, provide thorough training information, monitor training participation, and remind employees to participate in training)	Participation rate in training*4 [Takashima & Co., Ltd.]	100% (every year)	83.5%	93.6%	94.3%	96.9%
		■ Promotion of diversity & inclusion ・Promote recruitment and training of diverse human assets regardless of nationality and gender ・Promote appointment of foreign managers ・Promote sustainable career support for women ・Establish a work environment and systems that allow women to work comfortably	Ratio of foreign managers [consolidated]	30% (FY2030)	22.0%	22.6%	21.7%	23.1%
			Ratio of female officers [Takashima & Co., Ltd.]	30% or more (FY2030)	12.5%	12.5%	12.5%	22.2%
			Ratio of female managers [consolidated]	20% (FY2030)	15.8%	17.2%	17.7%	19.0%
	Creating a safe, secure work environment in which anyone can work comfortably	■ Promotion of taking of childcare leave ・Raise awareness of the childcare leave system and conduct further awareness-raising activities to encourage employees to take childcare leave ・Establish a work environment and systems that allow employees to return to work easily	Ratio of employees taking childcare leave [Takashima & Co., Ltd.]	Male: 85% or more Female: 100% (FY2030)	Male: 14.3% Female: 100%	Male: 57.1% Female: 100%	Male: 40.0% Female: 100%	Male: 100% Female: 100%
			Ratio of employees on childcare leave returning to work*5 [Takashima & Co., Ltd.]	Male: 100% Female: 100% (every year)	Male: 100% Female: 100%	Male: 100% Female: 100%	Male: 100% Female: 100%	Male: 100% Female: 100%
		■ Promotion of paid leave uptake ・Promote various activities to encourage employees to take paid leave	Paid leave utilization rate [Takashima & Co., Ltd.]	70% or more (every year)	64.9%	75.5%	73.2%	72.1%
		■ Improvement of employee engagement ・Work to instill the Company's philosophy, strengthen coaching skills of managers, etc.	Engagement survey score FY2022 [Takashima & Co., Ltd.] FY2023 and after [entire Group in Japan, including Takashima & Co., Ltd.]	60 or higher (FY2030)	45.3	46.5	50.8	52.8
		■ Maintenance and improvement of occupational health and safety management, occupational health services, etc.	-		-	-	-	-
Corporate governance	Compliance and risk management framework	■ Maintenance and improvement of compliance and risk management ・Strengthen compliance training (enhance training content, provide thorough training information, monitor training participation, and remind employees to participate in training)	Participation rate in compliance training*6 [Takashima & Co., Ltd.]	100% (every year)	25.4%	93.1%	100%	100%

*1: Percentage increase in sales based on actual sales in FY2022. *2: Rate of reduction of emissions based on greenhouse gas (GHG) emissions in FY2024.
*3: The results for FY2022 and FY2023 are the total for Takashima & Co., Ltd., and its seven domestic subsidiaries (Rest Corporation, New Energy Distribution System Inc., Takashima Robot Marketing Co., Ltd., HI-LAND Co., Ltd., TAKCEL Co., Ltd., CLS Corporation, and iTak International (Japan) Co., Ltd.). The result for FY2024 is the total for Takashima & Co., Ltd., its ten domestic subsidiaries (Rest Corporation, Gansui Corporation, Naruto-SP Industries Co., Ltd., New Energy Distribution System Inc., Takashima Industries Co., Ltd., HI-LAND Co., Ltd., TAKCEL Co., Ltd., CLS Corporation, Sinbou Edix Co., Ltd., and iTak International (Japan) Co., Ltd.), and six overseas subsidiaries of the iTak Group. The result for FY2025 is the total for Takashima & Co., Ltd., its 17 domestic subsidiaries (Rest Corporation, Gansui Corporation, Naruto-SP Industries Co., Ltd., New Energy Distribution System Inc., Sanwa System Co., Ltd., (and seven other Sanwa System group companies), Takashima Industries Co., Ltd., HI-LAND Co., Ltd., TAKCEL Co., Ltd., Sinbou Edix Co., Ltd., and iTak International (Japan) Co., Ltd.), and six overseas subsidiaries of the iTak Group.
*4: The percentage of employees who completed mandatory training required of all employees (security training, harassment training, job class-specific training, etc.).
*5: The percentage of employees who remained with the Company at the end of the current fiscal year among those scheduled to return to work after completing childcare leave in the previous fiscal year.
*6: Participation in compliance training has been mandatory since FY2023.

Initiatives That Support Value Creation

Measures Aimed at Achieving a Carbon-Neutral Society

Environmental policy

Philosophy

With "Contributing to Society through Our Business Activities" as our Corporate Mission, the Company positions "global environmental preservation" as part of that mission and as an important management issue. Furthermore, the Company conducts sound business activities that proactively take global environmental preservation into account with an awareness among all our employees that society and the economy cannot be sustainable without protecting the global environment.

Action Guidelines

1. We strive to be an eco-friendly company, and promote energy and resource savings through our business operations.
2. We work to prevent environmental pollution through continuous improvement while complying with environmental laws and regulations and other requirements.
3. We proactively promote carrying product groups that are environmentally friendly and product groups that contribute to mitigating environmental pollution.
4. To improve understanding of our environmental policy and awareness of environmental preservation, we create awareness among and educate all employees.
5. We make our environmental policy available to the public through our corporate website and company brochures.

Topics

Acquisition of additional shares in Green Cycle Corporation

The Company acquired additional shares in Green Cycle Corporation, making it an entity accounted for using the equity method. As a manufacturer-affiliated recycling company backed by investment from a major manufacturer, Green Cycle Corporation recycles used home appliances (the four categories specified under the Home Appliance Recycling Act) and boasts a stable collection network and industry-leading profitability.

This acquisition of additional shares is one of the key deals aimed at realizing our resource-saving strategy, which is a pillar of the new Medium-Term Management Plan 2028. Through this deal, we aim to expand the recycling business of the Industrial Materials Division.

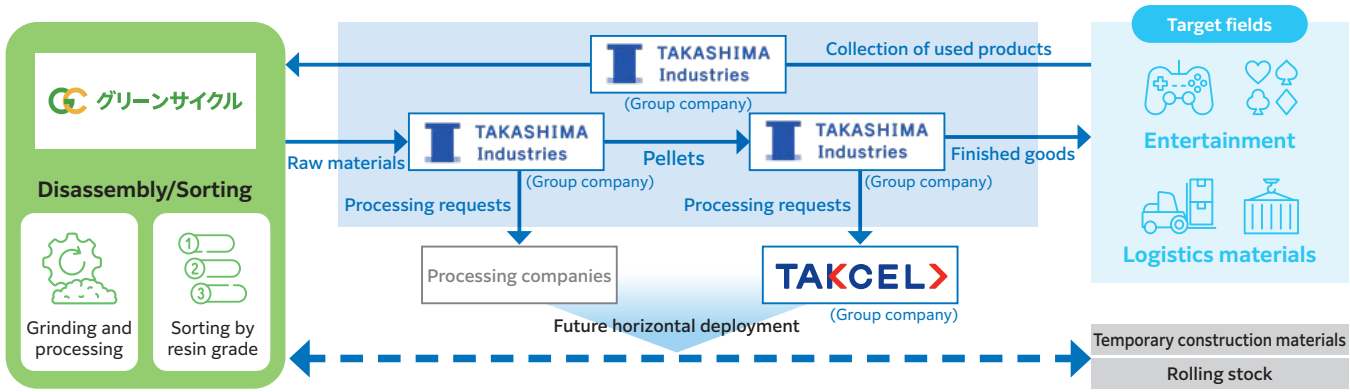
With Green Cycle Corporation serving as a base for the procurement, disassembly, and sorting of recycled materials in the plastics business, we will establish an end-to-end recycling scheme that covers everything from the collection of used products to their conversion into recycled materials and, ultimately, into finished goods. This will ensure a stable supply of raw materials and the provision of high-value-added finished goods, while also establishing a circular business model. Our primary targets are the amusement, logistics and temporary construction materials sectors, where collection schemes can be established. We will also explore opportunities to expand into the railway rolling stock and automotive sectors, where future demand is expected to grow.

To ensure the future sustainability of the plastics business by accurately responding to changing business environment, we will further enhance our recycling capabilities and seek to expand our business fields and achieve sustainable growth.

グリーンサイクル

Company name	Green Cycle Corporation
Head office/Plant	Minato-ku, Nagoya-shi, Aichi
Site area	Approx. 22,526 m²
Description of business	Recycling of four categories of used home appliances

Recycling scheme for the plastics business



Initiatives That Support Value Creation

TCFD

Governance

For key issues related to sustainability including our response to climate change, the Sustainability Committee, chaired by an Executive Officer, prepares guidelines and plans and promotes initiatives to achieve our targets. We have created an appropriate oversight structure through the Board of Directors in which content reviewed by the Sustainability Committee is deliberated and reported as necessary at Board of Directors meetings.

In the Construction Supply Division, which is the covered business, we have a system in place that appoints persons responsible for promoting sustainability (including addressing climate change) to reflect climate change-related perspectives in our business strategies and business promotion.

Strategy

Under the Medium-Term Management Plan 2028 "Sustainable $^{+}$ Spiral," we aim to simultaneously achieve sustainable growth and contribute to a sustainable society as we work toward realizing carbon neutrality. Through labor-saving, resource-saving, and renewable-energy initiatives that contribute to a sustainable society, we will provide the functions and solutions required in our target markets and contribute to building a society capable of sustainable development.

Risk management

To address risks and opportunities associated with climate change, the Takashima Group has established a working group, which enlists the involvement of Sustainability Committee members. The working group has been performing scenario analysis based on the TCFD recommendations, identifying key risks and opportunities, and evaluating the degree of impact of such risks and opportunities. Going forward, the Sustainability Committee will persist with initiatives that involve analyzing risks, formulating countermeasures, and conducting progress management.

Metrics and targets

The Company believes in the importance of reducing greenhouse gas (GHG) emissions, and we have been calculating and disclosing our Scope 1 and 2 emissions since FY2022. With respect to Scope 3 emissions, the Company recognizes that its social responsibility entails promoting carbon neutrality throughout the supply chain as a value-adding trading company that builds overall systems associated with the supply chain and provides necessary functions and solutions. We have set a target of reducing GHG emissions by 46% by FY2035, using the actual GHG emissions (Scope 1+2) in FY2024 as reference.

Evaluation targets and assumed timeframes of climate change-related risks in FY2025

Risk category		Evaluation targets of risks	Assumed timeframes	Impact
Transition risks	Policy and regulatory risk	Increased costs from the introduction and strengthening of systems related to regulations on GHG emissions reduction	Medium term	Large
		Risk of slower growth in market scale due to reduced prices of feed-in tariffs for electricity and subsidies	Medium term	Medium
	Technological risk	Reduced competitiveness of existing products with the popularization of low-carbon technology with stronger regulations	Long term	Medium
	Market risk	Lower margins from price pass-through by suppliers	Long term	Large
	Reputation risk	Risk that investors and financial institutions will judge that information disclosure is insufficient, causing negative effects on financing	Medium term	Large
Physical risks	Acute risk	Supply cutoffs by suppliers due to disaster-related damage caused by abnormal weather becoming the new normal	Medium term	Large
	Chronic risk	Deteriorating work environments and productivity and delays in construction completion at construction sites caused by rising temperatures	Long term	Medium

Evaluation targets and assumed timeframes of climate change-related opportunities in FY2025

Opportunity category	Evaluation targets of opportunities	Assumed timeframes	Impact
Opportunities related to resource efficiency	Increasing needs for lighter, alternative materials as steel prices rise	Medium term	Large
Opportunities related to energy sources	Expansion of the renewable energy market by setting long-term CO_2 reduction targets	Medium term	Medium
Opportunities related to products and services	Providing new solutions by developing and partnering with new business partners (installation and processing)	Medium term	Small
	New business development through development and partnerships with new suppliers	Medium term	Medium
	Creation of new businesses with expanded products and services that contribute to adaptation to climate change	Long term	Large
Market-related opportunities	Business expansion through portfolio shifts	Medium term	Large
	Increased demand for highly sustainable products and services	Medium term	Large

GHG emissions of the Takashima Group (FY2025)

	Scope 1 and 2	Scope 3
Takashima (non-consolidated)	97.3 (t-CO_2)	-
Group companies in Japan	7,103.7 (t-CO_2)	-
Overseas Group companies	1,812.3 (t-CO_2)	-

*1: The above figures are market-based figures.
*2: The result for the Group companies in Japan is the total for 17 domestic consolidated subsidiaries (Rest Corporation, Gansui Corporation, Naruto-SP Industries Co., Ltd., New Energy Distribution System Inc., Sanwa System Co., Ltd., (and seven other Sanwa System group companies), Takashima Industries Co., Ltd., HI-LAND Co., Ltd., TAKCEL Co., Ltd., Sinbou Edix Co., Ltd., and iTak International (Japan) Co., Ltd.).
*3: The result for the overseas Group companies is the total for six overseas consolidated subsidiaries (iTak (International) Limited, iTak International (Shenzhen) Limited, iTak International (Shanghai) Limited, iTak International (Vietnam) Co.,Ltd., iTak International (Thailand) Limited, and iTak International (Malaysia) Sdn. Bhd.).

For details of information disclosure based on the TCFD recommendations, please refer to our website.
https://www.tak.co.jp/en/sustainability/environment/tcfd.html

Initiatives That Support Value Creation

Initiatives for Human Capital-Oriented Management

Human Development Committee

The Human Development Committee established in 2025 aims to establish a framework that systematically supports employee growth, contributes to boosting motivation and engagement, and improves overall organizational performance and efficiency, and contributes to organizational growth and the retention of talent that the Company seeks.

Human Development Committee undertakes a range of activities including organizing various training programs, compiling and reviewing employee feedback on training, and establishing internal certification programs. It also publishes the quarterly "Human Development Committee newsletter" which provides employees with information on its activities and training opportunities.

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.

Health and Productivity Management Declaration

The Takashima Group declared its commitment to health and productivity management in April 2026. To realize our key material issues—"creating an environment in which diverse human assets can exercise their capabilities and flourish" and "creating a safe, secure work environment in which anyone can work comfortably," the physical and mental health of each employee is essential. We are confident that only when employees are healthy can they maximize their individuality and abilities and continue to create new value in response to changing social challenges. We will strategically support the maintenance and promotion of the health of our employees and their families from a management perspective, and strive to create a vibrant organization.

[Key Initiatives]

1. Establishing a Health Foundation for Diverse Talent to Thrive
Identifying and Addressing Health Issues

We will thoroughly implement regular health checkups (maintaining a 100% participation rate) and strengthen measures to prevent serious illness and lifestyle-related diseases based on the results. We will flexibly address health challenges tailored to each individual's life stage and characteristics, establishing a health foundation that enables everyone to live a long and healthy life.

2. Creating a Safe, Secure, and Comfortable Working Environment
Promoting of Work-Life Balance and Mental Healthcare

We will promote work-life balance by maintaining appropriate working hours and encouraging the use of paid leave. Furthermore, we will promote mental health by maintaining a 100% stress check participation rate and improving the workplace environment.

3. Implementing Effective Health Measures Based on Data
Promotion of Collaborative Health

By collaborating with health insurance society (Collaborative Health) and implementing health promotion measures based on health and medical data, we will enhance organizational health literacy and foster a culture where employees autonomously engage in maintaining their health.

Enhancement of training programs

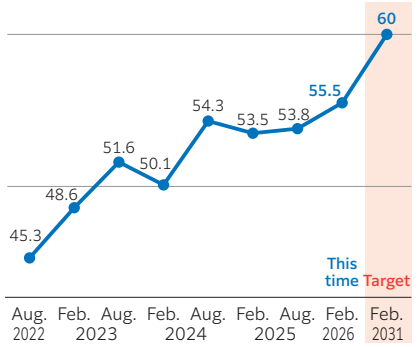
We promote development of "career-type human assets" as employees who are "human assets that take ownership of their career by being their own manager," plan their own careers, and continue to provide great value to society, thereby contributing to the enhancement of corporate value. To help employees achieve this, we provide an environment that supports the planned growth of each and every employee, through initiatives such as periodic training at key career milestones and career consulting when they formulate their career plans.

In addition to designing a progressive training and development framework that enables employees to build the capabilities required at each grade level, we provide a comprehensive range of training content featuring diverse learning methods and themes. Furthermore, in November 2025, we upgraded our e-learning system to encourage employees to take proactive ownership of their learning and development. In addition to significantly expanding the number of available courses, we have created a more accessible learning environment by offering content in various formats such as lecture-based content and short videos of around five minutes.

We will continue to fully support employees who take ownership of their learning, act proactively, and pursue their own growth.

Improvement of employee engagement

People are the most important form of capital for the Group. We believe that fostering a workplace where every employee finds their work rewarding and feels secure in carrying out their duties it is essential for corporate growth. To that end, we conduct an employee engagement survey twice a year as part of our efforts to deepen mutual understanding with employees and enhance the value of our human capital. The score, which stood at 45.3 when the survey was introduced in 2022, improved to 55.5 by February 2026. We will continue to focus not on raising the score for its own sake but on sharing the results across the organization, identifying improvement priorities together with employees, and implementing specific action plans that contribute to employee development and greater fulfilment at work.



For details of our approach to health and productivity management, please refer to our website.
https://www.tak.co.jp/en/sustainability/society/Health_Management.html

Initiatives That Support Value Creation

Outside Directors' Messages

Akifumi Ujita
Outside Director
(Audit and Supervisory Committee Member)

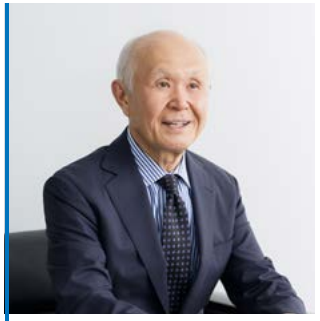
Ren Shino
Outside Director
(Audit and Supervisory Committee Member)

Junko Kawai
Outside Director

Shuichi Sakamoto
Outside Director
(Audit and Supervisory Committee Member)

Yasushi Aoki
Outside Director
(Audit and Supervisory Committee Member)





Akifumi Ujita

Outside Director
(Audit and Supervisory Committee Member)

Overseeing and supporting the effective execution of the new medium-term management plan

Amid growing uncertainty in economic conditions both in Japan and overseas, the Company reached the final year of the previous Medium-Term Management Plan; however, the plan ended with the regrettable outcome of failing to achieve its performance targets. In addition, as an Outside Director, I sincerely apologize to our shareholders and all other stakeholders for our failure to prevent fraudulent outflows of funds at an investee, leading to the recording of a loss.

The Audit and Supervisory Committee also takes this matter very seriously and has engaged in continual discussions aimed at resolving the issues. We will strive to further strengthen our governance system, including post-investment monitoring, and oversee the steady implementation of measures to prevent recurrence.

This fiscal year marks the start of our new medium-term management plan, "Sustainable Positive Spiral." After thoroughly reviewing the Group's challenges, we will oversee and support the management team to ensure they practice management conscious of cost of capital and corporate value in order to "put growth on track and create a sustainable positive cycle," and that they work to appropriately produce "valuable human assets" to realize a virtuous investment cycle.

We will make efforts in our auditing activities so that Takashima, in its ongoing pursuit of transformation, can earn the trust of all stakeholders and achieve sustainable growth. We sincerely ask for your continued support.



Ren Shino

Outside Director
(Audit and Supervisory Committee Member)

Future roles of the Board of Directors

In preparing for its selection for the Prime Market, Takashima has pursued proactive management with the aim of improving corporate value more than ever before. Our M&A activities in recent years are a sign of this. While post-merger integration (PMI) is the most vital issue in M&A, it is also one of our top priorities, particularly in terms of developing and securing human assets, so as to ensure that we share the values of Takashima's philosophy of "Integrity" and achieve synergistic effects with companies that have become part of the Takashima Group.

I believe a role of the Board of Directors is to have all Directors exchange frank opinions on various M&A issues, including developing and securing human assets. Outside Directors should also draw on their external experience to offer perspectives from an objective standpoint to identify the root causes of these issues and propose improvement measures. In particular, it is imperative to recognize common underlying problems by investigating the root causes of issues that have arisen.

Under the new President's framework, I intend to do my best in devoting myself to this role more than ever before as an outside Director of the Company.

Initiatives That Support Value Creation

Outside Directors' Messages



Shuichi Sakamoto

Outside Director
(Audit and Supervisory Committee Member)

Becoming a value-adding trading company that contributes to society, guided by "Integrity"

Through the implementation of the previous medium-term management plan, we were able to reaffirm the various challenges facing the Takashima Group. These include restructuring the Group's governance system, ensuring compliance, and developing human assets. I believe that the foundation for all of these is the Company's cherished value of "Integrity." This fiscal year marks the start of our new medium-term management plan, "Sustainable Positive Spiral." I look forward to engaging in robust discussions at Board of Directors meetings on how to execute investments and manage the Company to realize our mission of "Contributing to Society through Our Business Activities" and further improve our corporate value, and on the kind of action we need to take to achieve our vision of becoming a value-adding trading company that provides customers with the functions and solutions they truly need.



Yasushi Aoki

Outside Director
(Audit and Supervisory Committee Member)

Strengthening governance, enhancing organizational capabilities, and promoting human asset development

Active discussions take place at every meeting of the Company's Board of Directors and various committees. Over the past year, we have conducted a summary of the Medium-Term Management Plan "Sustainability V" and held extensive discussions on the formulation of a new medium-term management plan based on that summary. During these discussions, we reaffirmed our commitment to continuing proactive growth investments and shareholder returns going forward, while also sharing the recognition that, in order to further drive business transformation and support taking on frontline challenges, we must redouble our efforts to strengthen the Group's management capabilities and risk management.

Furthermore, following discussions over several years within the Nominating Committee, we have decided to transition to a new management structure led by a CEO and a COO from this fiscal year onward. The key to business growth lies in the development of our organization and human assets. Under this new structure, I expect the Company, with its 100-year history, to once again modernize its corporate philosophy of "Integrity" and accelerate the improvement of organizational capabilities and the development of next-generation human assets.

We will continue to engage in active and multifaceted discussions within the management team going forward with the aim of growing into a corporate group with an even stronger presence in the market.

Message from newly elected Outside Director



Norie Jinno

Outside Director
(Audit and Supervisory Committee Member)

New election

Leveraging accounting expertise to support appropriate information disclosure and corporate growth

It has been over 35 years since I entered the world of certified public accountants. During that time, I gradually expanded my scope of activities, including engaging in audit work, becoming registered as a tax accountant, and being appointed as an auditor for a national research institute. Even though my jobs may appear at first glance to be quite different—ranging from auditing and taxation to serving as an officer at a research institute—in each case I was able to approach my work with the aim of contributing to the decision-making of organizations and individuals through my accounting knowledge and perspective. I am truly delighted to have been given this opportunity to serve as an outside officer of a company listed on the Prime Market. Among other things, I intend to draw on the knowledge and experience that I have gained thus far to ensure that information is disclosed to all stakeholders in a timely and appropriate manner. I also look forward to working together with the Company to concurrently realize both its goals of adapting to a sustainable society and achieving sustainable growth.



Junko Kawai

Outside Director

Integrating human asset strategy with management strategy to produce "valuable human assets"

As outlined in its medium-term management plan, the Company aims to produce valuable human assets as its unique human assets strategy. We seek to promote human assets from diverse backgrounds and encourage each and every employee to improve himself/herself based on a high-level awareness of being his/her own manager, thereby achieving organizational revitalization, which in turn creates new value and fosters innovation through diverse perspectives. Based on this approach, we have established the Human Development Committee, which not only oversees the career-type human assets development process but also provides support for and investment in personal growth. The Board of Directors recognizes these activities as important initiatives, and not only engages in discussions but also works to ensure that our management strategy and human assets strategy are organically integrated. I also believe that putting such human capital-oriented management into practice will lead to an improvement in corporate value, and I look forward to engaging in even more productive discussions based on our corporate philosophy of "Integrity."

Initiatives That Support Value Creation

Corporate Governance

Basic approach and organizational structure

The Company regards maintaining appropriate relationships with shareholders and various other stakeholders and conducting business activities while fulfilling its social responsibilities as its top priority to achieve its targets for improvements in long-term corporate performance and sustainable growth. Meanwhile, enhancing functions of corporate governance and establishing highly transparent and fair management practices serve as important fundamental responsibilities of the Company.

To such ends, the Company has established a corporate governance system for the sake of strengthening its management supervision and monitoring functions centered on the Board of Directors and Audit and Supervisory Committee, and addressing issues such as those involving internal controls and risk management.

Characteristics of our governance system

We are working to further enhance our governance system to support sustainable growth (Sustainable $^{+}$ Spiral) while simultaneously enhancing management transparency and accelerating decision-making. We are promoting a clear separation between management and supervision, pursuing an optimal board composition capable of responding swiftly to change, and strengthening a highly effective, multifaceted audit framework. We seek a balanced approach to growth and risk management, and are working to sustainably enhance corporate value while maintain the trust of society.

Point 01 Separation of execution and supervision

To clarify the separation between business execution and management supervision and further reinforce the oversight function of the Board of Directors, the Company transitioned to a Company with an Audit and Supervisory Committee structure.

We are enhancing the supervisory function of the Board of Directors and strengthening its governance structure, while also promoting faster decision making and more efficient business execution to establish a governance system with greater objectivity and transparency.

Point 02 A board composition aligned with *Progress* × *fit*

To adapt and evolve in response to the rapidly changing business environment (*Progress* × *fit*) and achieve long-term enhancement of corporate value, the Board of Directors comprises members with diverse knowledge, experience and expertise across areas such as finance, law, accounting, and management, ensuring an appropriate balance of skills. Through lively discussions from diverse viewpoints, the Company improves the quality of strategic management decisions and enhances the effectiveness of risk management.

Point 03 Audit effectiveness

To enhance the soundness and transparency of management, all members of the Audit and Supervisory Committee are Outside Directors, ensuing a high degree of independence and objectivity.

Furthermore, the Company has established a tripartite audit framework under which the Audit and Supervisory Committee, the accounting auditor, and the division in charge of internal audit cooperate closely, enabling highly effective audits through broad-based information sharing and monitoring.

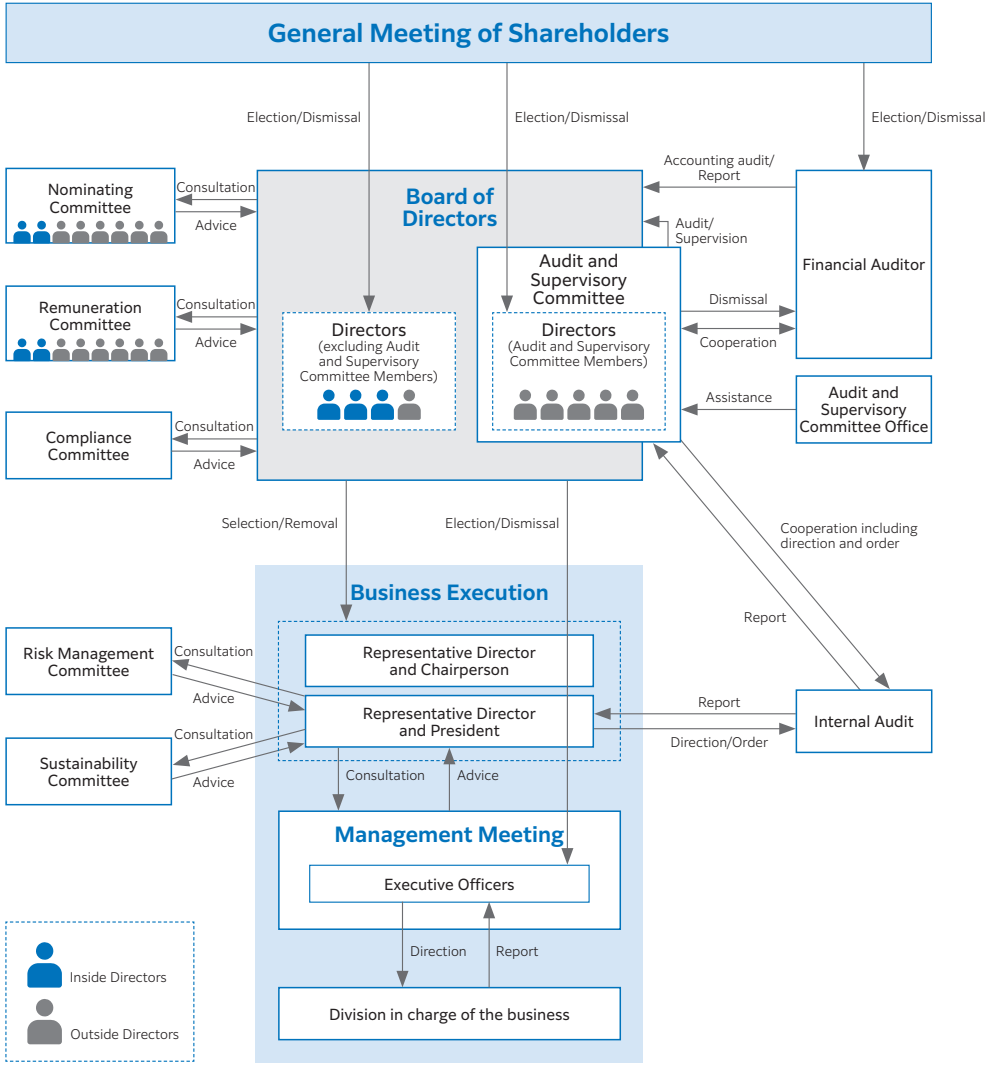
Governance enhancement

FY	Major topics	Number of Directors	Number of female Directors	Number of Outside Directors
2015	■ Establishment of Japan's Corporate Governance Code	9		3
2016	■ Introduction of an executive officer system ■ Transition to a Company with an Audit and Supervisory Committee ■ Establishment of a Nominating Committee and a Remuneration Committee ■ Implementation of evaluations of the effectiveness of the Board of Directors ■ Introduction of a performance-linked remuneration system	8		4
2018	■ Election of female Directors	11	1	4
2020	We appointed the first female Director as part of efforts to promote greater gender diversity.	10		4
2021	■ Establishment of the Sustainability Committee	9		4
2022	Established as an advisory body to the President. In principle, held twice a year. * For further information on the Committee, please refer to page 41			4
2023		8		4
2024		**9**		5
2025	The Company has gradually increased the number of female directors, reaching three in 2026, or 33.3% of the Board of Directors.		2	**6** 66.7%
2026			**3** 33.3%	

Initiatives That Support Value Creation

Corporate Governance

Corporate Governance System (as of June 23, 2026)



Board activities (As of June 23, 2026. Number of meetings held represents FY2025 actuals)

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Board of Directors	16	9 (male: 6, female: 3)	3	6	Chairperson

Overview

The Board of Directors meets every month and has the authority to make decisions on matters stipulated by laws and regulations and on important matters related to management. The Board of Directors is comprised of four Directors (excluding Directors who are Audit and Supervisory Committee Members) and five Directors who are Audit and Supervisory Committee Members (including five Outside Directors), receives reports on issues and results related to business execution, and deliberates on all important matters, such as decisions on execution policies.

Key matters discussed and reported

1. Management Strategy and Growth Investment

In preparation for the formulation of the medium-term management plan, the Board of Directors engaged in intensive discussions throughout the year on its assessment of the business environment and the business portfolio strategy required to achieve sustainable growth. The Board of Directors also deliberated on and approved investment proposals aimed at strengthening businesses identified as key areas for actively expanding business.

2. Risk Management, Internal Controls, and Compliance

To rebuild a sound management foundation, the Board of Directors discussed root cause analyses of past issues and measures to prevent their recurrence. In addition, through reports from the Risk Management Committee, the division in charge of internal audit, and other relevant divisions, the Board of Directors continuously monitored and supervised Group-wide compliance and the status of responses to various risks.

3. Capital Policy, Financial Strategy, and Shareholder Returns

With the aim of improving capital efficiency and enhancing shareholder returns, the Board of Directors approved flexible acquisition of treasury shares and cancellations as well as a share split. The Board of Directors also conducted periodic reviews of the Company's cross-shareholdings and, as part of efforts to improve asset efficiency, decided to sell certain investment securities.

4. Governance, Nominations, and Remuneration for Directors and Other Officers

To further strengthen the management structure, the Board of Directors resolved to appoint a Representative Director and Chairman and a Representative Director and President, establishing a two representative director structure, and also approved the executive officer structure for the next term. In addition, the Board of Directors approved the disposal of treasury shares associated with the allotment of restricted shares, as well as revisions to rules governing remuneration for Directors and other officers.

5. Sustainability and Human Capital-Oriented Management

With the aim of enhancing corporate value over the medium- to long-term, the Board of Directors reviewed progress on initiatives to strengthen human capital-oriented management, drawing on reports from the Human Development Committee and findings from the employee engagement surveys. In addition, the Board of Directors received reports on the progress of various sustainability initiatives, including the expansion of environmentally conscious businesses.

Initiatives That Support Value Creation

Corporate Governance

Activities of individual committees

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Audit and Supervisory Committee	14	5 (male: 3, female: 2)	0	5	Outside Director

Overview: The Audit and Supervisory Committee meets once a month in principle to report on the results of regular audits and to receive reports from the Internal Auditing Department regarding the status of internal audits and internal controls as one branch of a dual reporting structure.

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Nominating Committee	4	8 (male: 5, female: 3)	2	6	Outside Director

Overview: The Nominating Committee comprises six outside Directors and two inside Directors, and is chaired by a full-time outside Director, thereby ensuring a structure that allows for fair and objective deliberations. The committee assesses the suitability of election/dismissal of Directors and Executive Officers through written evaluations and interviews, and reports its findings to the Board of Directors.

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Remuneration Committee	5	8 (male: 5, female: 3)	2	6	Outside Director

Overview: The Remuneration Committee comprises six outside Directors and two inside Directors, and is chaired by a full-time outside Director, thereby facilitating fair and objective deliberations. The committee discusses the officer remuneration system and determines the amount of performance-linked remuneration based on the achievement of performance targets and the extent of each officer's contribution, and reports its findings to the Board of Directors.

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Compliance Committee	2	10 (male: 7, female: 3)	3	6	President

Overview: The Compliance Committee, as the central body responsible for promoting compliance, is chaired by the Chief Executive Officer, with the Division Chief of the Business Integration Division serving as the vice chair, and comprises officers appointed by the Chief Executive Officer. The committee meets once a year in principle to deliberate on overall compliance and determine the basic policy.

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Risk Management Committee	1	6 (male: 6)	-	-	Division Chief of Business Integration Division

Overview: The Risk Management Committee, as an organization for making recommendations to the Chief Executive Officer regarding significant risks related to the Company's management, is chaired by the Division Chief of the Business Integration Division, who selects the committee members. The committee meets at least twice a year to conduct risk identification and investigation in accordance with the regulations, and to consider measures to prevent risks from materializing and measures to address risks that have materialized.

Meeting body	Number of meetings held	Total number of members	Inside Directors	Outside Directors	Chair
Sustainability Committee	2	9 (male: 9)	2	-	Person selected by the Chief Executive Officer

Overview: The Sustainability Committee, as an organization for promoting sustainability, comprises the Chief Executive Officer as well as members nominated by the Chief Executive Officer. The committee meets at least twice a year in principle to deliberate on sustainability-related issues subject to consideration as specified by the Chief Executive Officer, and to make recommendations to the Chief Executive Officer.

Meeting body	Overview
Management Meeting	Management Meetings are held at least once a month to raise awareness of and implement decisions made by the Board of Directors and to discuss key issues related to business execution. The meetings comprise all Executive Officers, while relevant parties are invited to attend and speak on matters under deliberation as necessary. In addition, Audit and Supervisory Committee Members attend and speak out at Management Meetings as necessary.

Actions for enhancing effectiveness of Board of Directors

For the FY2025 evaluation of the effectiveness of the Board of Directors, self-evaluations were implemented based on the results of the FY2024 evaluation conducted using a third-party organization as well as the issues and measures going forward discussed at subsequent Board of Directors meetings.

Analysis and evaluation performed for this fiscal year have led to the conclusion that the Board of Directors largely maintains effectiveness in that it actively engages in discussions aimed at ensuring adequate oversight of business execution.

Evaluation process

Step 1	Step 2	Step 3	Step 4
Conducts an evaluation using a third-party organization	Discusses the survey results at a Board of Directors meeting	Identifies issues going forward and develops measures	Conducts a self-evaluation based on the issues and measures

Issues identified in FY2025 and measures

We have identified the following key issues as a result of this effectiveness evaluation. We will continue to work toward enhancing effectiveness of the Board of Directors by implementing measures to address such issues.

- Supervision of initiatives aimed at realizing strategies for leveraging digital technology (operation of the Board of Directors)
- Supervision and monitoring of Group-wide internal control systems (operation of the Board of Directors)
- Enhancement of training for Directors (need to improve the knowledge of officers)

Succession planning

Recognizing that the selection of the Chief Executive Officer, the top management position, constitutes one of its most important decision-making matters, the Company has the Nominating Committee exchange opinions on an ongoing basis regarding prospective candidates for President and future management personnel. The Company has accordingly established the following four criteria for managers, with a view to developing the next generation of management.

Ability to realize the corporate mission (Vision)	Integrity
Progress × *fit* (Design)	Ability to align the direction for the whole organization (Communication)

The Company applies the four criteria listed above to its Executive Officers and those in positions at or above Unit Manager, a position in charge of a unit, the Company's smallest organizational entity. The Company accordingly calls on them to manage these entities under their leadership as if they were corporations. Meanwhile, those in positions at or above General Manager undergo 360-degree feedback once a year, which includes objective evaluation and feedback on the four criteria, with the aim of helping them improve their abilities in each criterion.

Initiatives That Support Value Creation

Corporate Governance

Remuneration for Directors and other officers

The remuneration for Directors and other officers of the Company comprises basic remuneration (fixed remuneration), performance-linked monetary remuneration (variable remuneration), and share-based remuneration. With an emphasis on medium- to long-term business performance and objectivity, the Company has set the target remuneration mix at 60% basic remuneration, 30% performance-linked monetary remuneration, and 10% share-based remuneration.

Basic remuneration is set at a predetermined annual amount for each position, and is paid in 12 equal monthly installments.

Performance-linked monetary remuneration is paid to the Company's executive directors and is appropriately determined and paid based on standards established for each position, taking into account the level of achievement of the Group's consolidated performance targets and each director's individual contribution, after deliberation and recommendation by the Remuneration Committee. To ensure objectivity, performance-linked monetary remuneration is not paid to outside Directors. Performance-linked cash is also not paid to directors who are Audit and Supervisory Committee Members, given their role in supervising management from an independent position. The total annual remuneration for the Company's directors (excluding directors who are Audit and Supervisory Committee Members), comprising basic remuneration and performance-linked monetary remuneration, is limited to ¥320 million per year.

Regarding share-based remuneration, the Company has introduced a restricted share-based remuneration plan for the Company's eligible Directors (excluding Directors who are Audit and Supervisory Committee Members) to incentivize them to continuously enhance the corporate value of the Company and to promote further sharing of value with shareholders. Under this plan, eligibility is conditional upon continuously holding a position designated by the Board of Directors, and the specific amount and timing of grants to executive directors are determined by the Board of Directors. Separate from the above remuneration for Directors of ¥320 million or less per year, the total amount to be paid is ¥60 million or less per year (of which no more than ¥10 million may be allocated to outside Directors) and the total number of common shares of the Company to be issued or disposed of is 192,000 shares or less per year (of which no more than 32,000 shares may be allocated to outside Directors). The Company has also introduced a restricted share-based remuneration plan for Directors who are Audit and Supervisory Committee members. Separate from the basic remuneration (¥80 million or less per year), the total amount to be paid is ¥10 million or less per year and the total number of common shares of the Company to be newly issued or disposed of is 32,000 shares or less per year.

To further enhance objectivity and accountability in determining director remuneration, the Company has established a Remuneration Committee as an advisory body to the Board of Directors. The Remuneration Committee comprises the representative directors and all non-executive directors with a non-executive director serving as chair.

1 Formulation and Consultation on Remuneration Proposals

At the request of the Board of Directors, the representative director and president formulates the draft remuneration proposals for each individual based on performance again targets and pre-established evaluation criteria, and presents them to the Remuneration Committee.

Formulation based on the prescribed evaluation framework

2 Deliberation by the Remuneration Committee

Membership comprises the Representative Directors and all non-executive Directors. Conducts a rigorous review of the proposed remuneration and the appropriateness of the underlying evaluations from an independent and objective perspective.

Chaired by a non-executive Director

3 Recommendations to the Board of Directors

The results of the Remuneration Committee's deliberations are incorporated into a fair and transparent remuneration proposal which is then recommended to the Board of Directors.

Ensuring accountability

4 Final approval by the Board of Directors

The Board of Directors gives due consideration to the recommendations of the Remuneration Committee and makes the final resolution on the individual remuneration amounts and related matters for each Director.

Ensuring an effective supervisory function

Thorough risk management

To maintain a high level of trust from stakeholders, the Group has built an effective internal management system and has formulated the Takashima Group Risk Management Basic Policy to appropriately respond to various risks facing the Group.

In addition, the Company has established the Risk Management Committee as an organization for making recommendations to the President regarding significant risks related to the Company's management. The Risk Management Committee is chaired by the Division Chief of the Business Integration Division, who selects the committee members. The committee conducts risk identification and investigation in accordance with the rules, and considers measures for risk avoidance and for crisis planning when risks materialize.

Business Continuity Plan (BCP)

The Company has formulated the "Basic Regulations for Business Continuity Plans." In the event of a serious incident, such as an earthquake, flood, other natural disaster, fire or accident, that could give rise to significant losses, the Company prioritizes the protection of human lives and the prompt recovery of business operations. It also seeks to fulfill its social responsibilities and respond appropriately and in good faith, with due consideration to the impact on the Group's performance and financial position.

Information security

The Company promotes Group-wide protection of information assets and risk management under the system overseen by the Division Chief of the Business Integration Division. In addition to technical measures such as multi-factor authentication, EDR (Endpoint Detection and Response), and access controls, the Company has also established initial response procedures centered on its CSIRT (Computer Security Incident Response Team). The Company also works to embed these practices throughout the organization through ongoing education and training for all employees, while maintaining and enhancing its security standards.

Actions for compliance

The Company has established the Compliance Committee as an overall organization for promoting compliance. The Compliance Committee, which is chaired by the President with the Division Chief of the Business Integration Division serving as the vice chair and comprises officers appointed by the President, deliberates on overall compliance and determines the basic policy. In addition, the Company conducts systematic education and awareness-raising activities based on its Compliance Program and carries out an annual compliance survey to assess the extent to which compliance awareness has taken root, identify issues, and implement improvement initiatives.

Compliance education

In addition to ongoing awareness-raising through the "Compliance Handbook" posted on the internal portal and the monthly "Compliance Newsletter," the Company conducts mandatory e-learning and interactive briefing sessions during "Compliance Promotion Month." The Company works to reinforce compliance awareness through a diverse range of education and training initiatives.





Initiatives That Support Value Creation

Directors



Koichi Takashima

Position	Representative Director and Chairperson, and Chief Executive Officer
Number of years in office	24
Number of shares owned	Approx. 545 thousand
Board of Directors	● (Chair)
Number of meetings attended (FY2025)	16/16
Nominating Committee	●
Remuneration Committee	●

Career summary

- Feb. 1978 Joined Procter & Gamble Japan
- July 2000 External Relations Director of Procter & Gamble Far East Inc.
- June 2002 Joined the Company Director and Vice President
- June 2003 Representative Director and Vice President
- June 2004 Representative Director and President
- Apr. 2016 Representative Director and President, and Division Chief of Industrial Solutions Division
- June 2016 Representative Director and President, Chief Executive Officer, and Division Chief of Industrial Solutions Division
- Apr. 2018 Representative Director and President, and Chief Executive Officer
- June 2026 Representative Director and Chairperson, and Chief Executive Officer (current position)



Akira Yamamoto

Position	Representative Director and President, and Chief Operating Officer
Number of years in office	8
Number of shares owned	Approx. 74 thousand
Board of Directors	●
Number of meetings attended (FY2025)	16/16
Nominating Committee	●
Remuneration Committee	●

Career summary

- Apr. 1987 Joined Osaka Totsu Co., Ltd. (currently Kansai Totsu Co., Ltd.)
- Oct. 1991 Joined Marubeni Synthetic Resin Products Co., Ltd. (currently Marubeni Innovexis Corporation)
- Feb. 2010 Joined the Company Special Sales Promotion Osaka Business Unit Manager of Construction Supply Division
- Apr. 2011 Manager of Chugoku Office, Construction Supply Division
- Apr. 2013 Deputy General Manager of West Japan Business Development Department, Construction Supply Division
- Apr. 2014 General Manager of East Japan Business Development Department, Construction Supply Division
- June 2016 Audit & Supervisory Board Member of TOHKEN inc.
- Apr. 2017 Executive Officer and General Manager of East Japan Business Development Department, Construction Supply Solutions Division of the Company
- Apr. 2018 Executive Officer, Deputy Division Chief of Construction Supply Solutions Division, and General Manager of East Japan Business Development Department
- June 2018 Director, Executive Officer, Deputy Division Chief of Construction Supply Solutions Division, and General Manager of East Japan Business Development Department
- Apr. 2020 Director, Executive Officer, and Division Chief of Construction Supply Solutions Division
- Apr. 2021 Director, Managing Executive Officer, and Division Chief of Construction Supply Division
- Apr. 2024 Director, Senior Managing Executive Officer, and Division Chief of Construction Supply Division
- June 2026 Representative Director and President, and Chief Operating Officer (current position)



Toshio Goto

Position	Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited
Number of years in office	14
Number of shares owned	Approx. 244 thousand
Board of Directors	●
Number of meetings attended (FY2025)	16/16
Nominating Committee	
Remuneration Committee	

Career summary

- Apr. 1983 Joined the Company
- Oct. 1997 Manager Attached to Strategic Planning & Management Office of the Company; President of iTak (International) Limited
- Apr. 2003 General Manager of Electronic Devices of the Company; President of iTak (International) Limited
- June 2012 Director of the Company; President of iTak (International) Limited
- June 2016 Director and Group Executive Officer of the Company; President of iTak (International) Limited
- Apr. 2018 Director and Group Managing Executive Officer of the Company; President of iTak (International) Limited
- Apr. 2021 Director, Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited
- Apr. 2023 Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited
- Apr. 2024 Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited; Director of Takashima Industries Co., Ltd.
- May 2026 Director, Senior Managing Executive Officer, and Division Chief of Electronic Devices Division of the Company; President of iTak (International) Limited (current position)



Junko Kawai

Position	Outside Director (Independent Director)
Number of years in office	1
Number of shares owned	Approx. 0.9 thousand
Board of Directors	●
Number of meetings attended (FY2025)	11/11
Nominating Committee	●
Remuneration Committee	●

Career summary

- Nov. 2002 Passed the national bar examination
- Oct. 2004 Registered as attorney (Osaka Bar Association)
- Oct. 2004 Joined Umegae-Chuo Law Firm (currently Umegae-Chuo Legal Profession Corporation)
- Mar. 2008 Partner Attorney of Umegae-Chuo Legal Profession Corporation (current position)
- May 2010 Finished master's program at Duke University School of Law (LL.M)
- Aug. 2010 Worked at Masuda, Funai, Eifert & Mitchell, Ltd. (Chicago)
- July 2011 Registered as attorney in New York State, U.S.
- Dec. 2011 Worked at JunHe LLP (Beijing)
- June 2013 Finished master's program at Peking University Law School
- Apr. 2016 Outside Director (Audit and Supervisory Committee Member) of Kamakura Shinsho Ltd. (current position)
- Oct. 2021 Outside Director of MatsukiyoCocokara & Co. (current position)
- Apr. 2023 Outside Auditor of MIC Co., Ltd. (current position)
- June 2025 Outside Director of the Company (current position)

Initiatives That Support Value Creation

Directors



Akifumi Ujita



Ren Shino



Yasushi Aoki



Shuichi Sakamoto



Norie Jinno

	Akifumi Ujita	Ren Shino	Yasushi Aoki	Shuichi Sakamoto	Norie Jinno
Position	Outside Director (Audit and Supervisory Committee Member) (Independent Director)	Outside Director (Audit and Supervisory Committee Member) (Independent Director)	Outside Director (Audit and Supervisory Committee Member) (Independent Director)	Outside Director (Audit and Supervisory Committee Member)	Outside Director (Audit and Supervisory Committee Member) (Independent Director)
Number of years in office	4	8	6	2	New election
Number of shares owned	Approx. 10 thousand	Approx. 2 thousand	Approx. 18 thousand	Approx. 4 thousand	—
Board of Directors	●	●	●	●	●
Number of meetings attended (FY2025)	16/16	16/16	16/16	16/16	-/-
Nominating Committee	● (Chair)	●	●	●	●
Remuneration Committee	● (Chair)	●	●	●	●
Audit and Supervisory Committee	● (Chair)	●	●	●	●
Career summary	Apr. 1980 Joined The Dai-Ichi Kangyo Bank, Limited (currently Mizuho Bank, Ltd.) Jan. 1999 Deputy General Manager of New York Branch Apr. 2002 General Manager of Americas Department No. 1 of Mizuho Corporate Bank, Ltd. (currently Mizuho Bank, Ltd.), retired in Mar. 2010 May 2009 Joined SAKATA SEED CORPORATION June 2009 Executive Officer and General Manager of Accounting Dept. Aug. 2011 Director, Executive Officer and Senior General Manager of General Administration Div. June 2017 Director, Senior Executive Officer and Senior General Manager of General Administration Div. June 2021 Director, Managing Executive Officer in charge of General Administration Div. Aug. 2021 Retired as Director, Managing Executive Officer in charge of General Administration Div. Aug. 2021 Corporate Governance Advisor (Advisor) June 2022 Outside Director (Full-time Audit and Supervisory Committee Member) of the Company (current position)	Oct. 1986 Passed the national bar examination Apr. 1989 Registered as attorney (Dai-Ichi Tokyo Bar Association) Jan. 1990 Participated in establishment of KOHWA SOHGOH LAW OFFICES Partner Attorney of KOHWA SOHGOH LAW OFFICES (current position) June 2016 Outside Director (Audit/ Supervisory Committee Member) of SINANEN HOLDINGS CO., LTD. June 2018 Outside Director (Audit and Supervisory Committee Member) of the Company (current position) June 2019 Outside Audit & Supervisory Board Member of MAEDA CORPORATION	Apr. 1979 Joined Kao Sekken Co., Ltd. (currently Kao Corporation) Feb. 2000 General Manager of Organization & Planning Group Department, Personnel Division Mar. 2004 Supervising Personnel Development Division June 2006 Executive Officer Mar. 2011 Director, Managing Executive Officer, and Supervising Personnel and General Affairs Division of Kanebo Cosmetics Inc. Mar. 2014 Supervising Human Resources Development Division of Kao Corporation Representative Director and Chair of Board of Directors of Kanebo Cosmetics Inc. Mar. 2015 Managing Executive Officer of Kao Corporation June 2020 Outside Director (Audit and Supervisory Committee Member) of the Company (current position)	Apr. 1981 Joined Asahi Chemical Industry Co., Ltd. (currently Asahi Kasei Corp.) Dec. 2003 General Manager of Acrylonitrile Global Marketing, Acrylonitrile Division of Asahi Kasei Chemicals Corp. Apr. 2011 Executive Officer, General Manager of Performance Plastics Division Apr. 2014 Director, Senior Executive Officer, General Manager, Acrylonitrile Division Nov. 2014 Lead Executive Officer, General Manager, Corporate Strategy of Asahi Kasei Corp. Apr. 2016 Senior Executive Officer (responsible for Strategy, Accounting & Finance, IT, IR), CFO June 2016 Director, Senior Executive Officer (responsible for Strategy, Accounting & Finance, IT, IR), CFO Apr. 2019 Director, Primary Executive Officer (responsible for Health Care) Mar. 2023 Outside Director of NICCA CHEMICAL CO., LTD. (current position) Apr. 2023 Director of Asahi Kasei Corp. June 2023 Advisor June 2024 Outside Director of Mitsubishi Chemical Group Corporation (current position) June 2024 Outside Director (Audit and Supervisory Committee Member) of the Company (current position)	Oct. 1990 Joined Tohmatsu & Co. Mar. 1994 Registered as certified public accountant May 2001 Established Jinno Certified Public Accountant Office (current position) Sept. 2001 Registered as tax accountant Apr. 2015 Appointed Auditor of the National Research Institute for Earth Science and Disaster Resilience (part-time) June 2026 Outside Director (Audit and Supervisory Committee Member) of the Company (current position)

Initiatives That Support Value Creation

Skills Matrix

		Corporate Management	Sales/Business Development	Finance/M&A	Marketing/ Planning/IR	IT/Digital	Human Assets/ Labor Management/ Organization Development	Legal/Risk Management/Audit	International Experience	Manufacturing/ Technology/R&D
Koichi Takashima	Male	●	●		●				●	
Akira Yamamoto	Male	●	●							
Toshio Goto	Male	●	●						●	●
Junko Kawai	Female							●	●	
Akifumi Ujita	Male	●		●				●	●	
Ren Shino	Female							●		
Yasushi Aoki	Male	●			●		●	●		
Shuichi Sakamoto	Male	●	●	●	●	●	●		●	
Norie Jinno	Female			●				●		

Intent behind the selection of skills matrix

Corporate Management
As a trading company, the Company operates in a wide variety of fields. When discussing management plans and strategies, we believe that it is important to have a bird's eye view of matters and to be equipped with critical knowledge for improving corporate value.

Sales/Business Development
Sales and business development are essential for generating revenue. We believe that these skills are vital for presenting society with the original ideas that only Takashima can offer, maintaining our competitiveness as a company, and expanding our market share.

Finance/M&A
Finance and M&A are crucial for implementing strategies for maximizing corporate value. They constitute the foundation that supports our sustainable growth and competitiveness.

Marketing/Planning/IR
We believe that communication with others is of paramount importance. Marketing, planning, and IR are key sources that help us maintain our competitiveness and achieve growth through constant communication with others.

IT/Digital
IT and digital technologies are tremendously important for businesses in the modern era. We believe that by leveraging IT and promoting digital transformation (DX), we can transform our business model and processes through the use of digital technologies and improve our competitiveness.

Human Assets/Labor Management/Organization Development
For a trading company like us, human assets are our greatest assets and are vital to our growth and sustainable success as a company. The foundation for our sustainable growth is our ability to improve corporate value through the development of our unique career-type human assets.

Legal/Risk Management/Audit
Legal, risk management, and audit skills are essential to our ability to defend ourselves against external risks and malpractice. As a company whose motto is "Integrity," we believe that these aspects are important for building relationships of trust with investors, business partners, and society.

International Experience
Experiencing different cultures and environments can generate new ideas and perspectives that enhance a company's competitiveness. Likewise, we believe that such experiences will enhance our ability to handle risks associated with different markets and cultures, thereby allowing us to evaluate these risks more accurately and address them more appropriately.

Manufacturing/Technology/R&D
As a value-adding trading company that provides a variety of functions, improving our product quality and efficiency is essential to maintaining our competitiveness. The elements of manufacturing, technology, and R&D are indispensable as we seek to establish our position in markets and achieve sustainable growth.