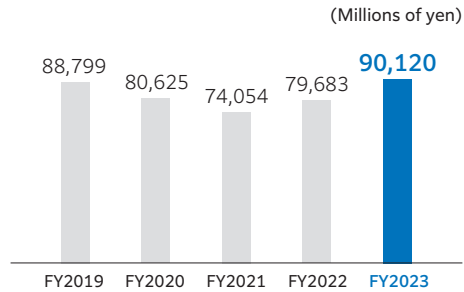


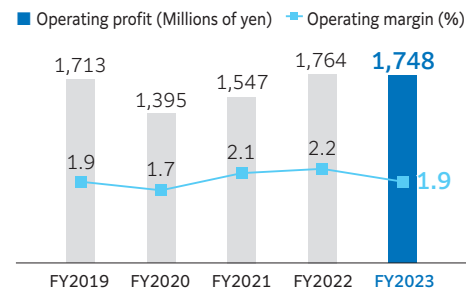
Data Section

Financial and Non-financial Highlights

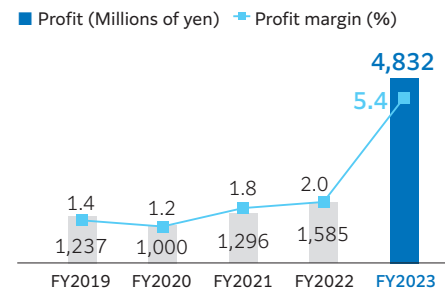
Net sales



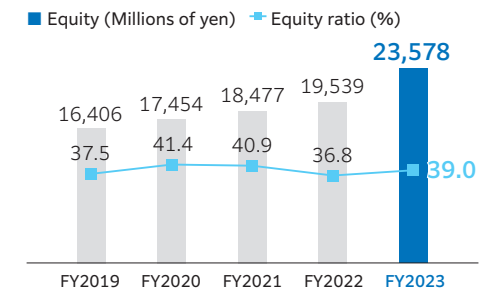
Operating profit/Operating margin



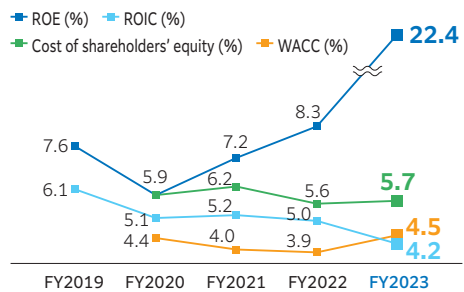
Profit/Profit margin



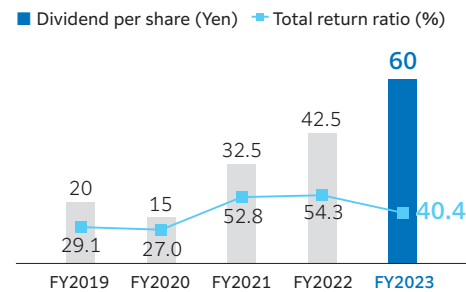
Equity/Equity ratio



ROE/ROIC/Cost of shareholder's equity/WACC

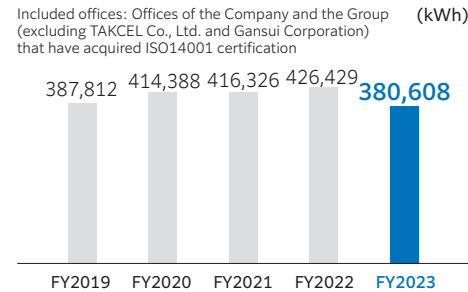


Dividend per share*/Total return ratio

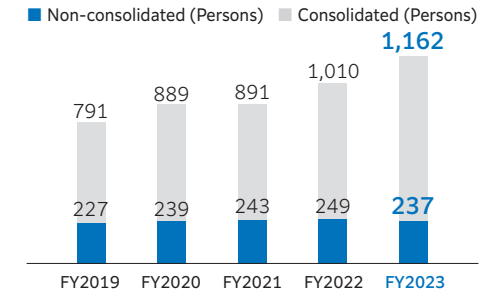


*The Company conducted a 4-for-1 share split of common shares, effective October 1, 2023. Figures for dividend per share are after adjustment for the share split.

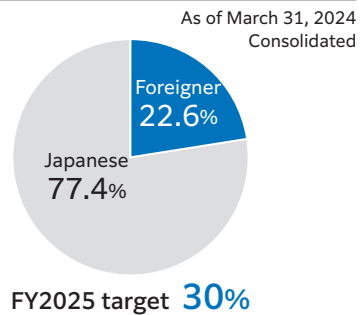
Electric power usage



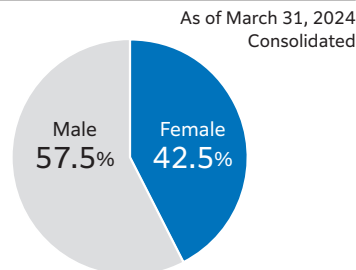
Number of employees



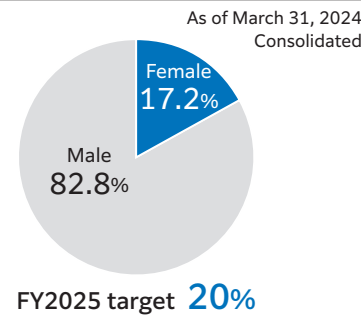
Ratio of foreign managers



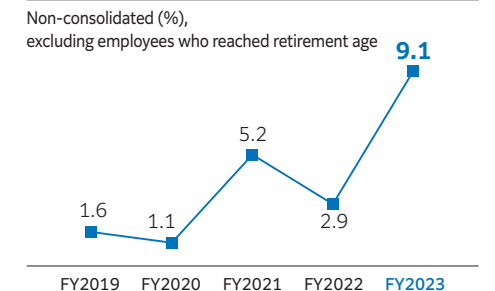
Ratio of female employees



Ratio of female managers



Employee turnover



* Some of the figures in past fiscal years were incorrect and have been corrected.

Data Section

Human Assets-Related Data (Non-consolidated)

Item	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	
Number of employees (consolidated) (Persons)	791	889	891	1,010	1,162	
Ratio of female managers (consolidated)	-	-	18.9%	15.8%	17.2%	
Ratio of female employees (consolidated)	-	-	49.8%	42.9%	42.5%	
Number of regular/seconded employees (non-consolidated) (Persons)	227	239	243	249	237	
Number of employees	305	309	306	308	302	
Gender ratio	Regular employees (Persons)	257	265	267	275	267
	Male	191	190	190	197	188
	Female	66	75	77	78	79
	Percentage of women among regular employees	25.7%	28.3%	28.8%	28.4%	29.6%
	Generalist-track employees (Persons)	193	192	191	192	179
	Male	186	184	183	184	172
	Female	7	8	8	8	7
	Percentage of women among generalist-track employees	3.6%	4.2%	4.2%	4.2%	3.9%
	Administrative-track employees (Persons)	61	69	71	72	74
	Other job types (Persons)	3	4	5	11	14
Average age	Regular employees	42.6	43.0	43.0	42.7	42.7
	Generalist-track employees	43.3	43.7	43.7	43.4	43.2
	Administrative-track employees	40.0	40.5	40.6	40.6	41.2
	Other job types	53.3	54.7	54.1	44.4	44.4
Average years of service	Regular employees	15.4	15.4	15.3	14.9	15.1
	Generalist-track employees	14.8	15.0	15.2	15.1	15.2
	Administrative-track employees	17.7	16.9	16.0	15.6	16.2
	Other job types	8.0	8.0	7.8	5.2	7.3
Ratio of employees with disabilities	2.1%	1.6%	1.4%	1.8%	2.2%	
Gender wage gap*1	-	-	-	62.1%	61.1%	
Paid leave	Utilization rate	57.0%	51.3%	59.9%	64.9%	75.5%
	Number of days taken	11.3	10.1	11.9	12.8	14.4
Working hours	Average total working hours (per month)	151.94	153.81	151.97	161.80	154.32
	Average overtime hours*2 (per month)	5.76	5.88	4.93	12.75	5.85

Item	March 31, 2020	March 31, 2021	March 31, 2022	March 31, 2023	March 31, 2024	
Recruitment	Regular employees (Persons)	14	7	14	19	18
	New graduates	4	4	4	6	4
	Mid-career hires	10	3	10	13	14
	Ratio of mid-career hires	71%	43%	71%	68%	78%
	Generalist-track employees (Persons)	14	6	14	13	15
	New graduates	4	3	4	4	3
	Female	1	0	0	1	1
	Mid-career hires	10	3	10	9	12
	Female	0	1	0	0	0
	Administrative-track employees (Persons)	0	1	0	2	1
Other job types (Persons)	0	0	0	4	2	
Employee turnover	Number of employees departed (for personal reasons) (Persons)	4	3	14	8	25
	Employee turnover (for personal reasons)	1.6%	1.1%	5.2%	2.9%	9.1%
Leave of absence	Number of employees on leave of absence (excluding childcare leave) (Persons)	9	5	4	6	6
	Ratio of employees on leave of absence (excluding childcare leave)	3.0%	1.6%	1.3%	2.0%	1.9%
Childcare	Ratio of employees taking childcare leave					
	Female	100.0%	100.0%	100.0%	100.0%	100.0%
	Male	0.0%	0.0%	57.1%	14.3%	57.1%
	Ratio of employees on childcare leave returning to work					
Female	83.0%	100.0%	100.0%	100.0%	100.0%	
Male	-	-	100.0%	100.0%	100.0%	
Ratio of employees undergoing health checkups	99.3%	98.7%	95.3%	98.7%	99.3%	
Ratio of employees undergoing stress checks	99.0%	99.7%	99.0%	99.0%	100.0%	
Ratio of high-stress employees (stress check)	12.2%	8.1%	12.4%	18.0%	14.6%	
Engagement score (August/February)	-	-	-	45.3/48.6	51.6/50.1	

*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.

Data Section

Financial Highlights for the Last 11 Years

Financial data

		FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Net sales	(Millions of yen)	94,854	91,738	91,230	84,775	85,310	89,557	88,799	80,625	74,054	79,683	90,120
Gross profit	(Millions of yen)	8,411	8,194	8,245	7,797	8,012	8,256	8,507	7,838	8,328	9,434	12,291
Operating profit	(Millions of yen)	1,839	1,756	1,687	1,584	1,638	1,682	1,713	1,395	1,547	1,764	1,748
Profit attributable to owners of parent	(Millions of yen)	1,177	1,368	1,122	1,316	1,325	1,122	1,237	1,000	1,296	1,585	4,832
Operating margin	(%)	1.9	1.9	1.9	1.9	1.9	1.9	1.9	1.7	2.1	2.2	1.9
Profit attributable to owners of parent to net sales ratio	(%)	1.2	1.5	1.2	1.6	1.6	1.3	1.4	1.2	1.8	2.0	5.4
Equity ratio	(%)	25.0	30.7	30.4	34.4	36.2	36.0	37.5	41.4	40.9	36.8	39.0
Interest-bearing liabilities	(Millions of yen)	5,008	3,778	5,070	2,856	3,483	3,532	2,967	1,476	4,286	7,103	7,285
Cash flows from operating activities	(Millions of yen)	(1,420)	3,084	1,464	1,640	(279)	384	3,018	3,563	(389)	700	6,057
Cash flows from investing activities	(Millions of yen)	(251)	(1,319)	(1,248)	331	(304)	504	(594)	(98)	(654)	(1,448)	2,519
Cash flows from financing activities	(Millions of yen)	1,759	(1,630)	(712)	(2,541)	265	(289)	(1,108)	(1,947)	2,305	1,059	(4,128)
ROE	(%)	11.3	11.4	8.5	9.4	8.7	7.0	7.6	5.9	7.2	8.3	22.4
Total return ratio	(%)	19.2	19.8	28.2	24.0	27.1	32.0	29.1	27.0	52.8	54.3	40.4

Per share data

		FY2013	FY2014	FY2015	FY2016	FY2017*1	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023*2
Profit per share	(Yen)	26.05	30.27	24.85	29.20	294.76	249.64	275.29	222.13	288.16	354.91	272.98
Net assets per share	(Yen)	242.80	289.03	298.25	325.90	3,523.65	3,581.19	3,650.18	3,872.19	4,129.61	4,392.45	1,362.75
Dividend per share	(Yen)	5.00	6.00	7.00	7.00	80.00	80.00	80.00	60.00	130.00	170.00	60.00

*1: The Company conducted a 10-for-1 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.

Data Section

Consolidated Balance Sheet

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Assets		
Current assets		
Cash and deposits	7,791	12,371
Notes receivable - trade	4,476	3,110
Accounts receivable - trade	15,006	16,697
Electronically recorded monetary claims - operating	5,357	2,334
Contract assets	1,420	1,295
Merchandise and finished goods	5,162	4,971
Work in process	64	152
Raw materials and supplies	1,446	1,367
Costs on construction contracts in progress	13	70
Advance payments to suppliers	68	19
Prepaid expenses	83	92
Accounts receivable - other	448	1,014
Other	142	412
Allowance for doubtful accounts	(41)	(33)
Total current assets	41,440	43,877
Non-current assets		
Property, plant and equipment		
Buildings and structures	4,322	4,424
Accumulated depreciation	(2,799)	(2,690)
Buildings and structures, net	1,523	1,734
Machinery, equipment and vehicles	2,164	5,113
Accumulated depreciation	(1,425)	(3,887)
Machinery, equipment and vehicles, net	739	1,226
Tools, furniture and fixtures	1,138	1,193
Accumulated depreciation	(996)	(1,006)
Tools, furniture and fixtures, net	142	186
Land	2,225	1,569
Leased assets	106	116
Accumulated depreciation	(68)	(81)
Leased assets, net	37	35
Construction in progress	38	11
Total property, plant and equipment	4,707	4,762
Intangible assets		
Goodwill	1,069	5,611
Customer-related intangible assets	-	380
Other	592	618
Total intangible assets	1,662	6,609
Investments and other assets		
Investment securities	3,050	2,862
Long-term loans receivable	46	42
Long-term trade receivables	119	118
Retirement benefit asset	261	435
Deferred tax assets	294	163
Other	1,635	1,691
Allowance for doubtful accounts	(158)	(154)
Total investments and other assets	5,249	5,159
Total non-current assets	11,619	16,531
Total assets	53,060	60,409

(Millions of yen)

	As of March 31, 2023	As of March 31, 2024
Liabilities		
Current liabilities		
Notes and accounts payable - trade	15,277	16,647
Electronically recorded obligations - operating	5,735	5,585
Short-term borrowings	3,210	1,341
Contract liabilities	405	504
Current portion of bonds payable	10	10
Current portion of long-term borrowings	337	3,465
Accrued expenses	1,095	852
Income taxes payable	384	2,375
Advances received	17	0
Accrued consumption taxes	159	337
Provision for bonuses	554	773
Provision for bonuses for directors (and other officers)	52	103
Other	345	350
Total current liabilities	27,585	32,349
Non-current liabilities		
Bonds payable	30	20
Long-term borrowings	3,347	2,095
Deferred tax liabilities	225	349
Deferred tax liabilities for land revaluation	204	14
Retirement benefit liability	84	146
Other	2,043	1,855
Total non-current liabilities	5,935	4,481
Total liabilities	33,520	36,830
Net assets		
Shareholders' equity		
Share capital	3,801	3,801
Capital surplus	1,637	1,553
Retained earnings	12,482	16,898
Treasury shares	(47)	(603)
Total shareholders' equity	17,874	21,649
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	704	867
Revaluation reserve for land	417	32
Foreign currency translation adjustment	555	931
Remeasurements of defined benefit plans	(12)	98
Total accumulated other comprehensive income	1,665	1,929
Total net assets	19,539	23,578
Total liabilities and net assets	53,060	60,409

Data Section

Shares

Shares

(As of March 31, 2024)

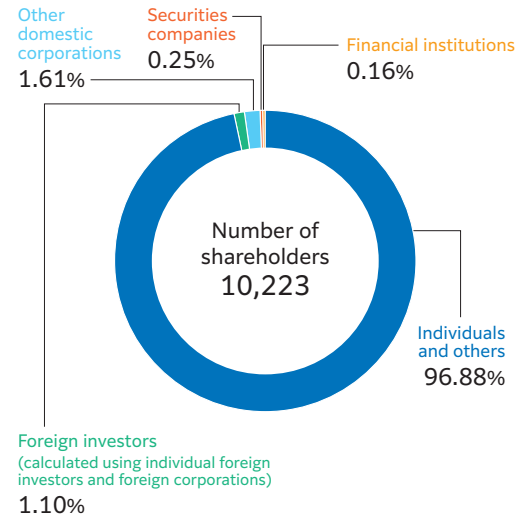
Total number of authorized shares	56,000,000
Total number of outstanding shares (excluding 460,640 shares of treasury shares)	17,302,252
Number of shareholders	10,223

Major shareholders (Top 10 shareholders)

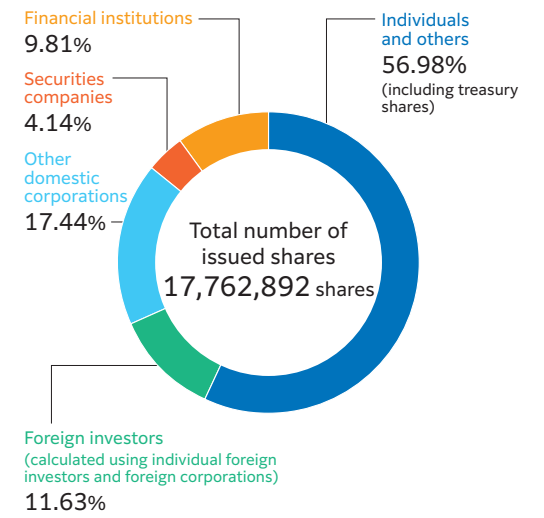
Name of shareholder	Number of shares held (Thousands of shares)	Shareholding ratio (%)
Takashima Trading-Partner Shareholding Association	2,174	12.57
Heiwa Corporation	760	4.39
The Master Trust Bank of Japan, Ltd. (Trust Account)	662	3.83
Tokio Marine & Nichido Fire Insurance Co., Ltd.	412	2.38
JPMorgan Securities Japan Co., Ltd.	403	2.33
Kuraray Co., Ltd.	402	2.33
Takashima Employees' Shareholding Association	345	2.00
ASAHI KASEI CONSTRUCTION MATERIALS CORPORATION	326	1.88
GOLDMAN SACHS INTERNATIONAL	281	1.62
BNYM SA/NV FOR BNYM FOR BNYM GCM CLIENT ACCTS M ILM FE	258	1.49

- 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 460,640 shares of treasury shares but is excluded from the above list of major shareholders.

Breakdown of the number of shareholders by investor type



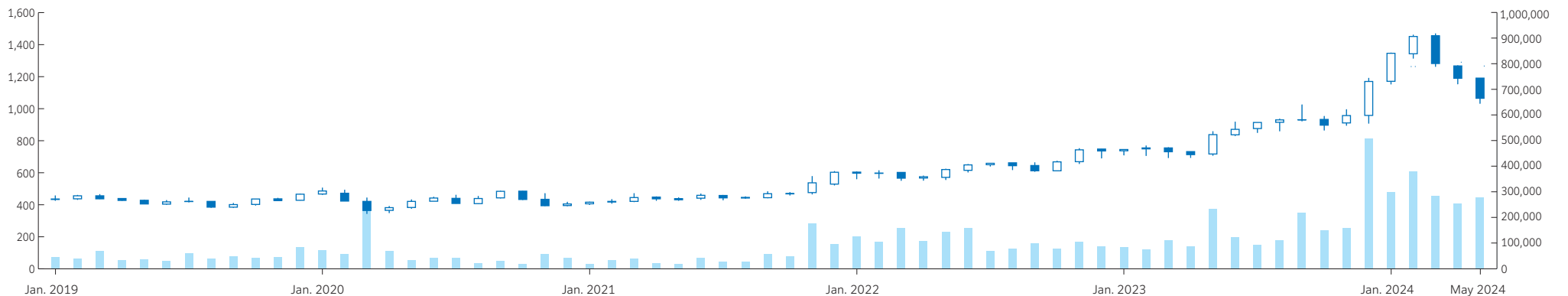
Breakdown of the number of shares by investor type



*The Company carried out a four-for-one share split with a record date of September 30, 2023, and an effective date of October 1, 2023.

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.	Location of head office	2-2 Kandasurugadai, Chiyoda-ku, Tokyo, 101-8118, Japan
Established	October 1, 1915	Fiscal year end	Once a year, March 31
Share capital	¥3,801,274,262	Securities code	8007
Number of employees (consolidated)	1,162	Stock listing	Prime Market of Tokyo Stock Exchange
		Financial Auditor	KPMG AZSA LLC

Group companies

Consolidated subsidiaries *As of June 30, 2024

Name	Division	Description of major business	Location
Rest Corporation	Construction supply	Production and construction of toilet booths	Shizuoka-shi, Shizuoka
New Energy Distribution System Inc.	Construction supply	Electrical design and installation work, electrical work for fully-electric products and solar energy systems, and sales of solar energy systems	Onojo-shi, Fukuoka
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
Famile Inc.	Construction supply	Manufacturing of furniture	Fujieda-shi, Shizuoka
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
Hi-Land Inc.	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
CLS Corporation	Industrial materials	Sales of various materials and products such as artificial leather and synthetic leather	Chuo-ku, Osaka-shi, Osaka
TAKCEL Co., Ltd.	Industrial materials	Manufacturing and sales of plastic molded products	Tochigi-shi, Tochigi
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 (Shanghai) Limited	Electronic devices	Sales of electronic components and devices	Shanghai, 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 (Thailand) Limited	Electronic devices	Manufacturing and sales of electronic components and devices	Bangkok, Kingdom of Thailand
iTak International (Vietnam) Co., Ltd.	Electronic devices	Manufacturing and sales of electronic components	Dong Nai, Socialist Republic of Vietnam
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	Shibuya-ku, Tokyo

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.



https://www.youtube.com/embed/t7GIMRF_4LQ
(in Japanese)

Data Section

Company Profile

Outline of new companies that joined the Group



Gansui Corporation

Since 1965, Gansui Corporation has been delivering safety and security to local communities through countermeasures for soft ground, mainly in Okayama Prefecture, where it was founded. Since before the importance of ground improvement work started gathering attention, Gansui Corporation has spearheaded the industry in honing its technology, building a track record in construction work, and contributing to urban development through its involvement in several civil engineering and construction projects. Gansui Corporation is among the companies that boast the largest market share for ground improvement work in the Chugoku and Shikoku regions, including in Okayama Prefecture, and its technology has contributed to all kinds of infrastructure ranging from housing to stores, schools, rivers, tunnels, and electrical infrastructure. It will continue to deliver safety and security to local communities going forward.



Exterior of company premises



Sinbou Edix Co., Ltd.

Sinbou Edix Co., Ltd., is headquartered in Nagano Prefecture and has been manufacturing and selling various products for 70 years through continuous technological innovation. Under its corporate philosophy of "For the health of the earth, humans, and all living things," Sinbou Edix pursues better health for the earth and humans through the distribution of pharmaceuticals, insecticides, environmental sanitation materials, equipment and supplies, and other products. To make life as comfortable as possible at evacuation shelters, which are sometimes set up in response to disasters that have intensified in recent times, Sinbou Edix is expanding its lineup of disaster prevention products, thereby contributing to the safety and security of local communities.



Exterior of company premises



New Energy Distribution System Inc.

New Energy Distribution System Inc. is headquartered in Fukuoka and has 14 offices across Japan. It is engaged in everything from sales to installation of renewable energy products, including solar power generation systems, V2H equipment, and electric car charging stations. The need for renewable energy has continued to grow in response to social changes such as soaring electricity prices and growing interest in the SDGs. Under these circumstances, New Energy Distribution System Inc. is engaged in sincere and meticulous construction work that would allow it to achieve its goal of becoming a core company in energy savings, thereby supporting the creation of an environmentally friendly future and a revitalized Japanese economy in which everyone can lead vibrant lives.



Exterior of company premises

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, 2023 to March 31, 2024

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 & Co., Ltd.

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

2-2 Kandasurugadai, Chiyoda-ku, Tokyo, 101-8118, Japan

