

## Takashima's Value Creation Story

## Performance Highlights

FY2023  
Net sales

¥ **90.1** billion  
Up 13.1% YoY

FY2023  
Profit attributable to  
owners of parent

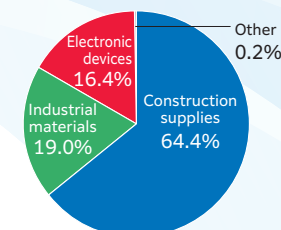
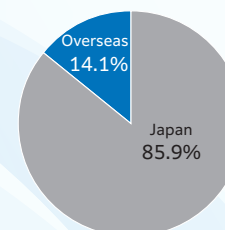
¥ **4.83** billion  
Record high achieved

FY2023  
ROE

**22.4**%  
Up 14.1 points YoY

FY2023  
ROIC

**4.2**%  
Down 0.8 points YoY

Composition of  
net sales by divisionComposition of  
net sales overseas

## Business Overview

## Construction Supply Business

The construction supply business, which comprises the Company and seven Group companies, handles a variety of products related to construction and building. These include wall materials, piles, thermal insulation materials, solar panel related products, and interior materials for residential and large/non-residential buildings. For these products we have established a nationwide sales and construction network, and offer a wide range of solutions to customers, from planning and design to construction.

## Industrial Materials Business

The industrial materials business, which comprises five Group companies, handles a diverse range of products, including the textile materials that were the founding business of the Company, plastic parts, and functional materials. The Group companies collaborate in the design, manufacturing, processing, and sales, to provide multiple layers of value to customers.

## Electronic Devices Business

The electronic devices business comprises the iTak Group, a multinational corporate group headquartered in Hong Kong and conducts business mainly overseas. The iTak Group has 11 locations in total, including seven business sites in Japan and overseas and two plants located in Thailand and Vietnam.

FY2023  
Composition of  
net sales overseas

**14.1**%  
Down 4.9 points YoY

FY2023  
Total return ratio

**40.4**%  
Implemented share buyback  
of ¥900 million

FY2023  
Cost of  
shareholder's equity

**5.7**%  
Up 0.1 points YoY

FY2023  
WACC

**4.5**%  
Up 0.6 points YoY

FY2021-FY2023  
Investments

¥ **9.84** billion  
Committed to ¥15.0 billion  
under "Sustainability V"

FY2023  
Equity ratio

**39.0**%  
Up 2.2 points YoY

As of March 31, 2024  
Number of employees

**1,162**  
Up 152 from the end of  
the previous fiscal year  
due in part to M&A

As of March 31, 2024  
Ratio of foreign managers

**22.6**%  
Target of 30% by FY2025

Takashima's Value Creation Story

# Takashima in the Distribution Warehouse

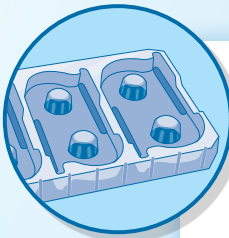
## Creating social value through our business

In recent years a variety of social issues have become apparent, including climate change and energy problems. Takashima is contributing to the resolution of these social issues through business activities that target energy savings and labor savings, particularly following the COVID-19 pandemic, which resulted in a surge in e-commerce driving an expansion of the distribution market and an increase in the size of logistics facilities from 2020 onwards.

### Social value we wish to create

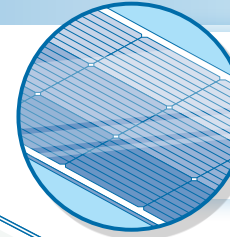
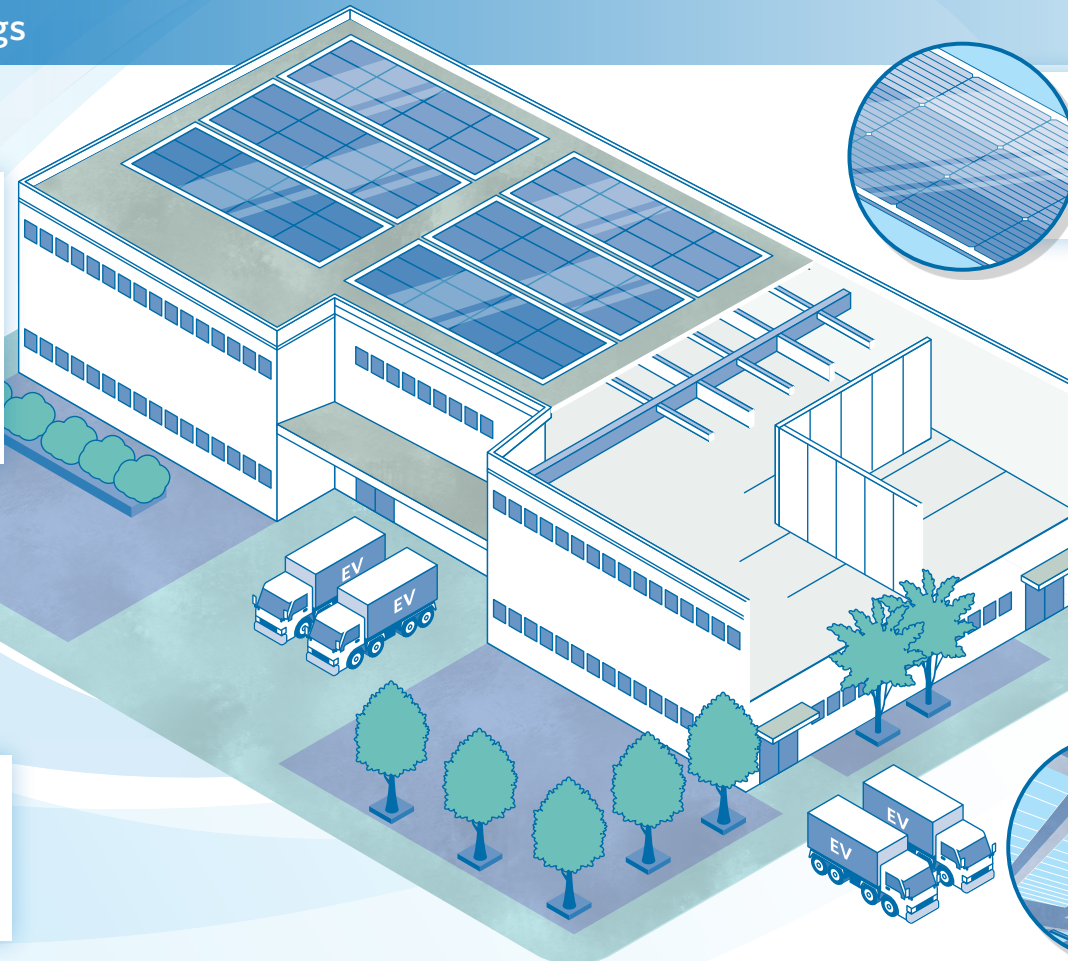
Resolution of social and environmental issues through the optimization of the supply chain

## Energy savings / labor savings



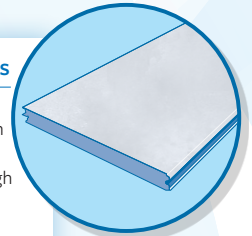
### Plastic trays for transportation of parts

We contribute to energy and labor savings throughout the supply chain by proposing the optimal industrial packaging products for use as transportation and shipment materials, tailoring them to the customer's process lines and applications.



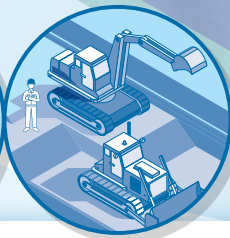
### Self-consumption solar power generation systems

We contribute to energy savings by consuming electricity generated by solar power systems installed on the roof.



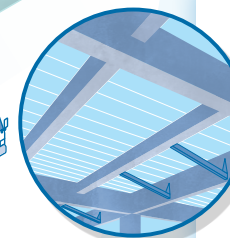
### Fire-resistant partitions

We contribute to labor savings by providing partition walls that enable efficient construction by offering a high level of soundproofing while also meeting fire-prevention standards.



### Pile-driving/ground improvement work

We contribute to labor savings by providing pile-driving methods and ground improvement work that are best suited to the construction site foundation and the building that will be erected upon it.



### Winding fire-resistant covering materials

We contribute to labor savings by means of new fire-resistant covering materials that offer reliable quality and a high degree of workability, thus enabling improvements in the construction environment.

## Takashima's Value Creation Story

## Takashima in Homes

### Creating social value through our business

Houses are the foundation of our social activities and an important element in supporting the stability of day-to-day life. Homes are also our most familiar places where we provide solutions to environmental problems. As an advanced sustainability-focused trading company, the Takashima Group offers a variety of services that lead to higher performance and an increase in the functions provided by homes, as well as to reductions in their energy consumption. In addition, with electric vehicles becoming capable of acting as a substitute storage battery, we are also proposing new approaches to utilizing energy, such as our "Vehicle-to-Home (V2H)" residential disaster mitigation initiative. The Group generates social value by taking the environment into account and contributing to improvements in the sustainability of day-to-day life.

### Social value we wish to create

Creation of a foundation for safe and comfortable everyday life that takes the environment into account

## Energy savings / labor savings

1

### Solar energy systems

The use of electricity generated by solar power generation systems contributes to energy savings.

2

### Inverters

We perform PCB mounting for white goods in our own plants. Our assembly services help in the shift to inverter usage, which also contributes to energy savings.

3

### V2H

We contribute to energy savings by enabling EVs to be connected to the home and charged, while also making it possible for electricity to be supplied from EVs to the home so that they can be used as a storage battery.

4

### Carports

We contribute to energy savings by broadening the use of renewable energy while making efficient use of land through the installation of solar power generation systems on the roof of carports.

Takashima's Value Creation Story

# History

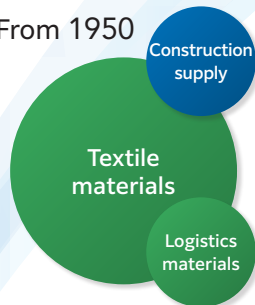
## Reform business fields while responding to society's demands with the spirit of *progress × fit*

The Company has evolved with the times into a non-textile, multifaceted specialized trading company and an advanced sustainability-focused trading company from its original form as a trading company specializing in textiles at the time of its establishment. Adapting our own behavior to "fit" the "progress" throughout the world. This is *progress × fit*, which is the Group's strength. Going forward, we will aim to achieve further growth by leveraging our business foundation, which has been developed through the Group's long history, as well as our diverse human assets and the ability to respond to changes in the external environment and crises in the internal environment.

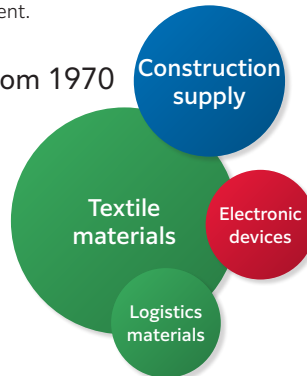
1915 (Foundation)



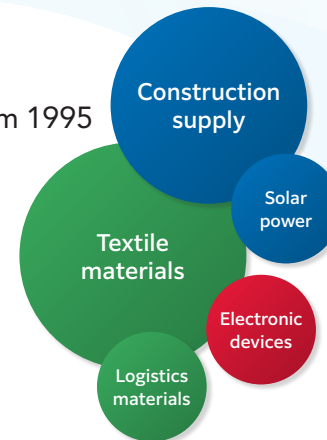
From 1950



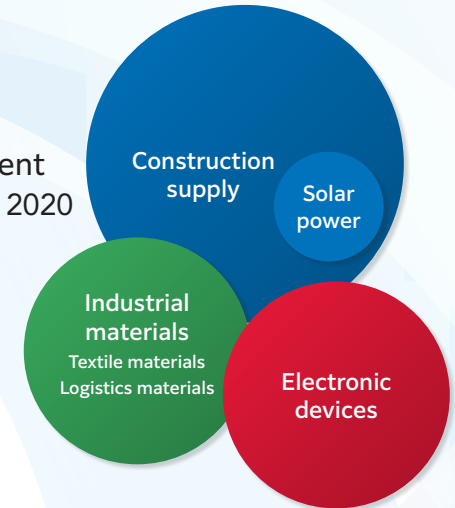
From 1970



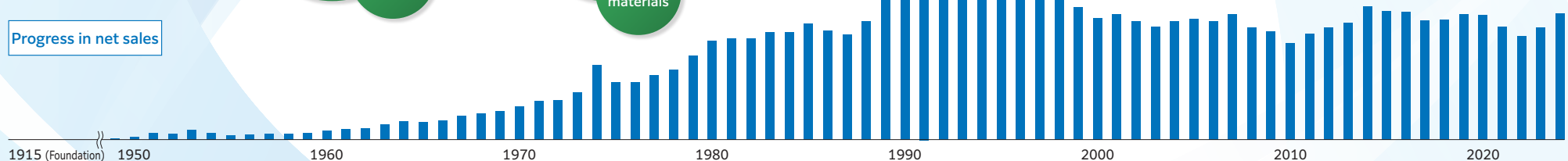
From 1995



Present  
From 2020



Progress in net sales



Trading company specializing in textiles

Non-textile, multifaceted specialized trading company

Advanced sustainability-focused trading company

Takashima's course

- 1915** Takashimaya Shoten established
- 1949** Listed on the Tokyo Stock Exchange  
Changed company name to Takashima & Co., Ltd.
- 1960** Aimed to increase non-textile sales ratio to more than 50% of total sales with the aim of no longer being a trading company specializing in textiles
- 1966** Transitioned to the Second Section of the Tokyo Stock Exchange
- 1970** Returned to the First Section of the Tokyo Stock Exchange
- 1985** Announced a Code of Conduct, "Autonomous, Innovative and Responsible"
- 1993** Established TAK (HONG KONG) Limited (currently iTak (International) Limited). Accelerated expansion in Asia
- 1995** Established the Solar Energy Sales and Promotion Office
- 2008** Established iTak International (Thailand) Limited
- 2009** Started the medium-term management plan "Sustainability 11," which set sustainability as the basic policy
- 2022** Transitioned to the Prime Market of the Tokyo Stock Exchange

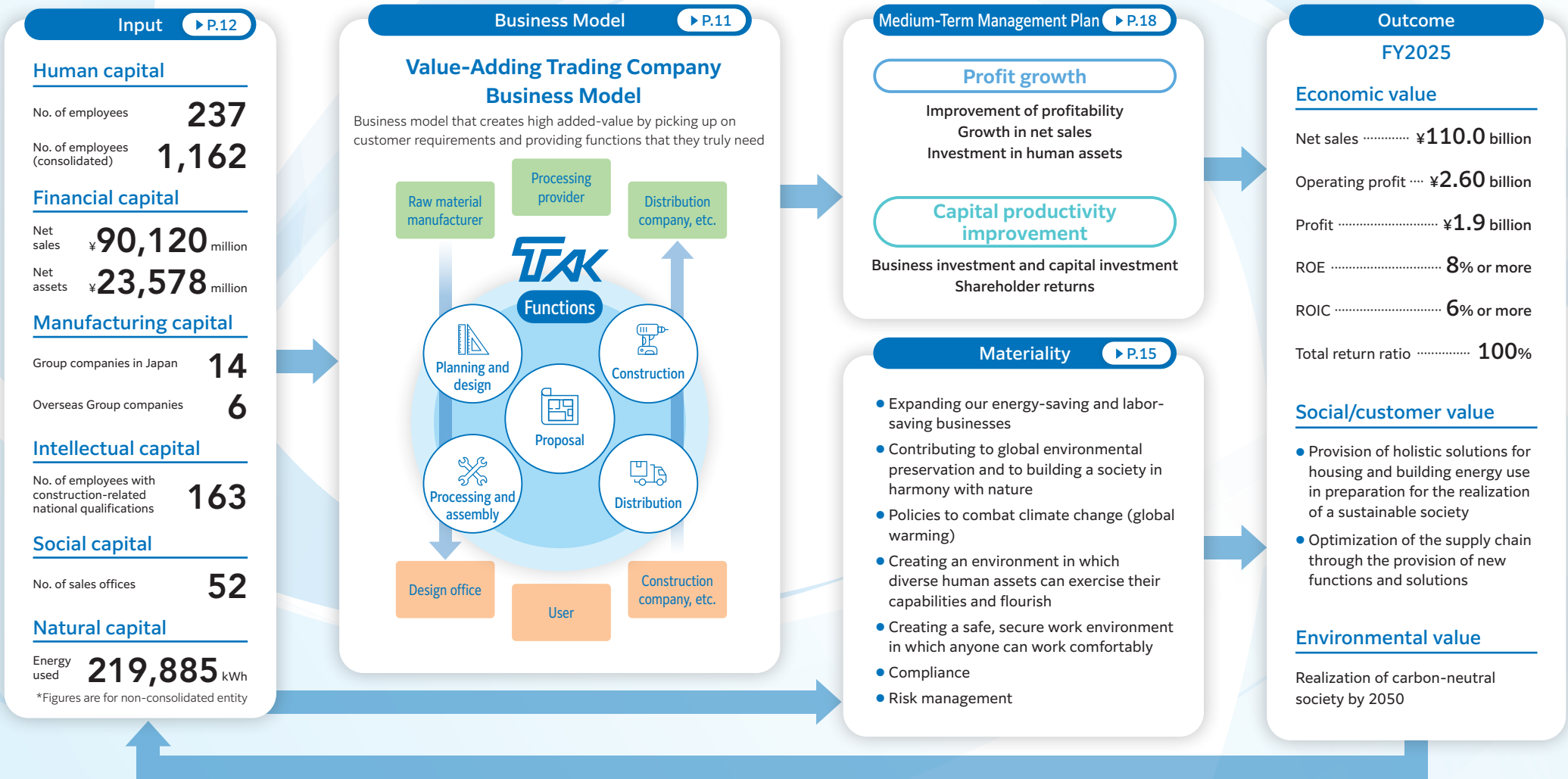
Events in society

- Period of modernization and postwar reconstruction**
  - 1914** Outbreak of World War I
  - 1923** Great Kanto Earthquake
  - 1939** Outbreak of World War II
- Period of high economic growth**
  - 1964** Holding of Tokyo Olympics
  - 1970** Holding of Japan World Exposition in Osaka
- Bubble boom and burst**
  - 1974** First oil crisis
  - 1979** Second oil crisis
- IT bubble boom and burst**
  - 1995** Occurrence of the Great Hanshin-Awaji Earthquake
- Increasing interest in environmental issues**
  - 2008** Global expansion of financial crisis due to bankruptcy of Lehman Brothers
  - 2011** Occurrence of the Great East Japan Earthquake

Takashima's Value Creation Story

# Value Creation Process

In the spirit of *progress × fit*, the Takashima Group has developed its business by creating value in collaboration with customers, pursuing customer value without fear of change. We have consistently created value as a trading company that picks up on customer requirements, allocates management resources appropriately, and uses original ideas to provide functions and solutions that customers truly need. With materiality-oriented management, we will pursue the creation of new value we set in the goal of the medium-term management plan "Sustainability V (Value)" through the formulation of strategies that take advantage of market growth opportunities.

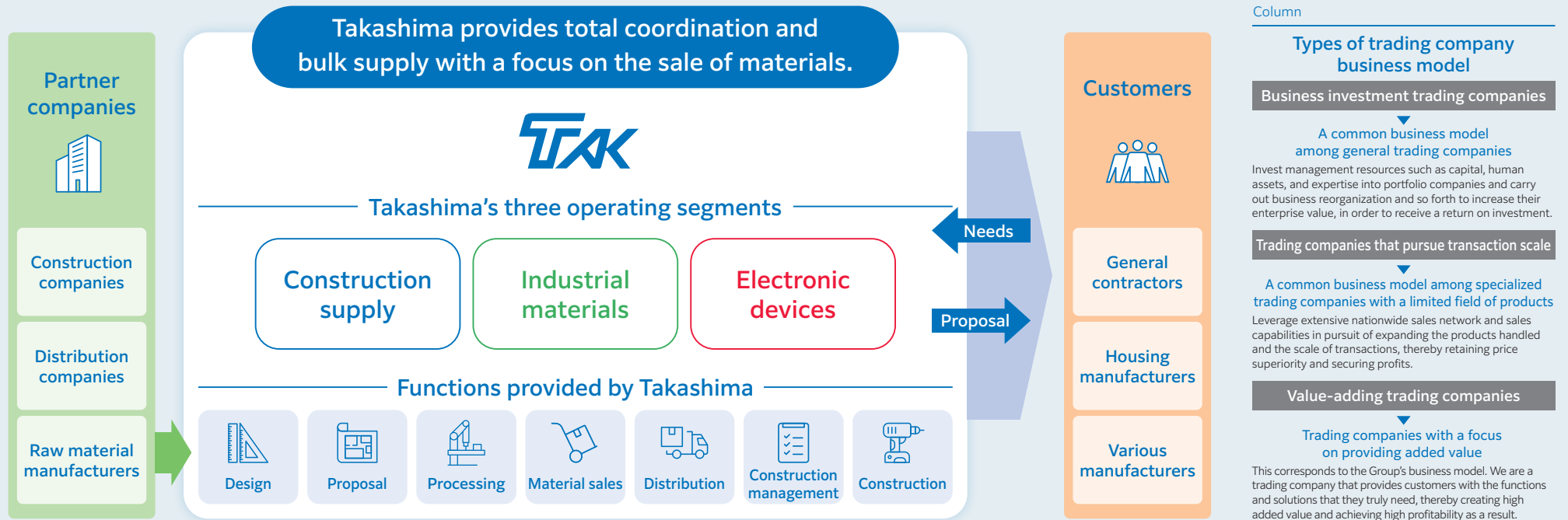


Takashima's Value Creation Story

# Business Model (Value-Adding Trading Company)

The Group's "value-adding trading company" business model focuses on pursuing customer value in target markets instead of pursuing excessive wide-market expansion.

We are a trading company that picks up on customer needs and provides customers with the functions and solutions that they truly need, thereby creating high added value and achieving high profitability as a result.



Examples of our business model by industry

**Construction supply** Example: Non-housing

Winding fire-resistant covering materials

Winding fire-resistant covering materials are construction supplies used in erecting steel structures. Instead of having housing manufacturers and general contractors handle multiple vendors, we provide one-stop services for inventory management, delivery, and installation of winding fire-resistant covering materials.



**Industrial materials** Example: Plastic products, cushioning materials

Plastic products, cushioning materials

We carry out design and drawing to testing and verification of industrial packaging according to the needs of customers, and we are able to select the appropriate processing and manufacturing methods and provide products through our Group companies and other manufacturing partners, thereby meeting our customers' diverse requirements for industrial packaging with our one-stop services.



**Electronic devices** Example: Devices, assembly

EMS leveraging the functions of a trading company

We provide mounting boards primarily for white goods manufacturers at our own factory in Thailand. iTak's in-house production of custom parts and design-in of cost-effective parts used in Asia enable us to provide one-stop services that boast price superiority and a stable product supply.



Takashima's Value Creation Story

# The Six Types of Capital

In the spirit of *progress × fit* based on its corporate mission of “Contributing to Society through Our Business Activities,” the Takashima Group has captured changes in society and in demand, and achieved growth by continually evolving in order to provide unique value based on its original ideas and by contributing to the resolution of social issues.

Over the course of the more than 100 years of history that have passed since its foundation, the Group as it is today has accumulated various types of capital, which constitute the source of its strengths. By promoting integrated management that blends the strengths derived from these various types of capital, we develop the business strategically from a long-term perspective with the aim of creating further value and achieving sustainable growth.

### Financial capital

Net sales	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
¥79,683 million	¥90,120 million
Net assets	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
¥19,539 million	¥23,578 million

**Issue**

Achieve ROE of 8% or more and ROIC of 6% or more as set forth in the medium-term management plan, while taking the cost of capital into account

**Response measures**

Improve capital productivity by reviewing asset allocation, etc.

### Manufacturing capital

Group companies in Japan	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
11	14
Overseas Group companies	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
7	6

\*As of March 31, 2024  
\*Includes consolidated subsidiaries and entities accounted for using the equity method.  
\*TAKASHIMA INDUSTRIES is not included as it is not yet in operation.

### Intellectual capital

**No. of employees with construction-related national qualifications**

Fiscal year ended March 31, 2024

# 163

(Non-consolidated)

As a value-adding trading company, the Company offers construction functions. In order to ensure the provision of a high level of quality and security at construction sites, there are employees who possess a wide range of construction-related qualifications, including those of architects, various types of operation and management engineers, and electricians. The Company makes use of valuable human capital that consists of the qualified individuals that it has nurtured and retained.

\*The total number of managing engineers, operation and management engineers, architects, electricians, and chief electricity engineers

**Issue**

Adapt to the cap on overtime work for the construction industry effective from April 2024 (the 2024 problem)

**Response measures**

Strengthen the Company's systems, including personnel relocating within the Company, in addition to mid-career hires

### Human capital

Number of employees	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
249	237
No. of employees (consolidated)	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
1,010	1,162

**Issue**

Strengthen the recruitment of human assets who support corporate growth and create a conducive environment for them to demonstrate their abilities

**Response measures**

Provide opportunities for growth by identifying the kind of human resources the Company seeks and creating the right environment

### Social capital

No. of sales offices	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
46	52

The Group operates 52 sales offices throughout Asia, including Japan. At the Group's 52 sales offices, we support the development of regional industry and help to invigorate local communities by working with suppliers and business partners in each region.

\*Number of sales offices of the Company and its consolidated subsidiaries  
\*TAKASHIMA INDUSTRIES is not included as it is not yet in operation.  
\*As of March 31, 2024

### Natural capital

Energy used	
Fiscal year ended March 31, 2023	Fiscal year ended March 31, 2024
247,632 kWh	219,885 kWh
(Non-consolidated)	(Non-consolidated)

The Group considers its energy usage to be a form of natural capital and is pursuing sustainability management. In order to minimize the impact on the environment, the Group is gradually implementing initiatives to measure the amount of energy it uses and accelerating initiatives to reduce that usage.

**Issue**

Electricity consumption is growing due to the increase in electronic devices being used and the increase in sales activities

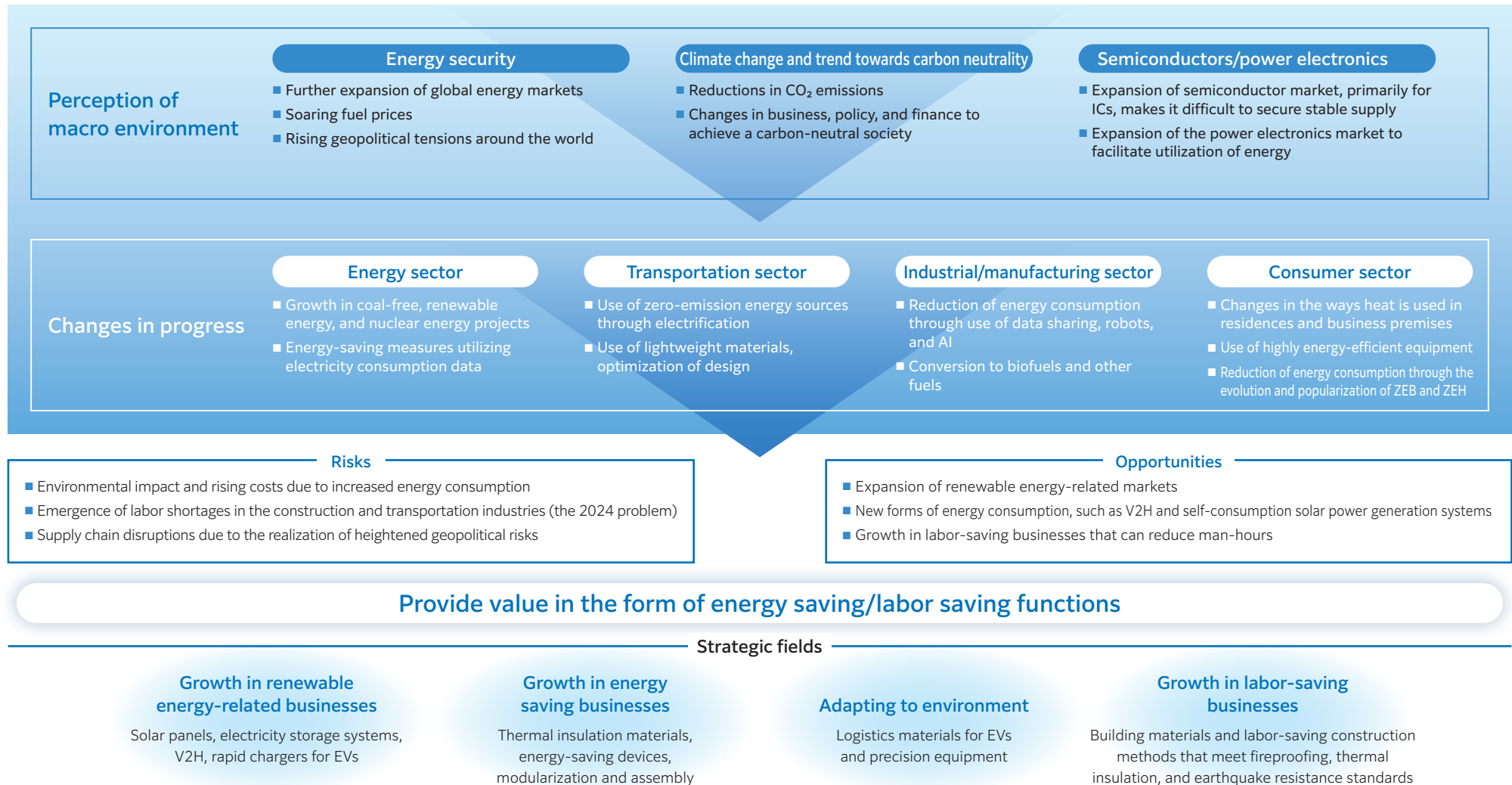
**Response measures**

Switch to power-saving electronic devices, reduce unnecessary electronic devices, and encourage power savings on an ongoing basis

Takashima's Value Creation Story

# Perception of the Business Environment

The global megatrends of measures to address climate change as part of preparations for a carbon-neutral society, as well as labor shortages caused by declining populations, lower birth rates, and aging society, have become important social issues. In addition, the spread of COVID-19 has resulted in society as a whole changing in significant and complex ways. The business environment in which the Company operates is changing at an accelerating rate in tandem with these major social changes. In particular, against the background of issues associated with energy usage, we are currently seeing increasingly rapid growth in demand for the energy-saving and labor-saving functions that we have cultivated as an advanced sustainability-focused trading company.



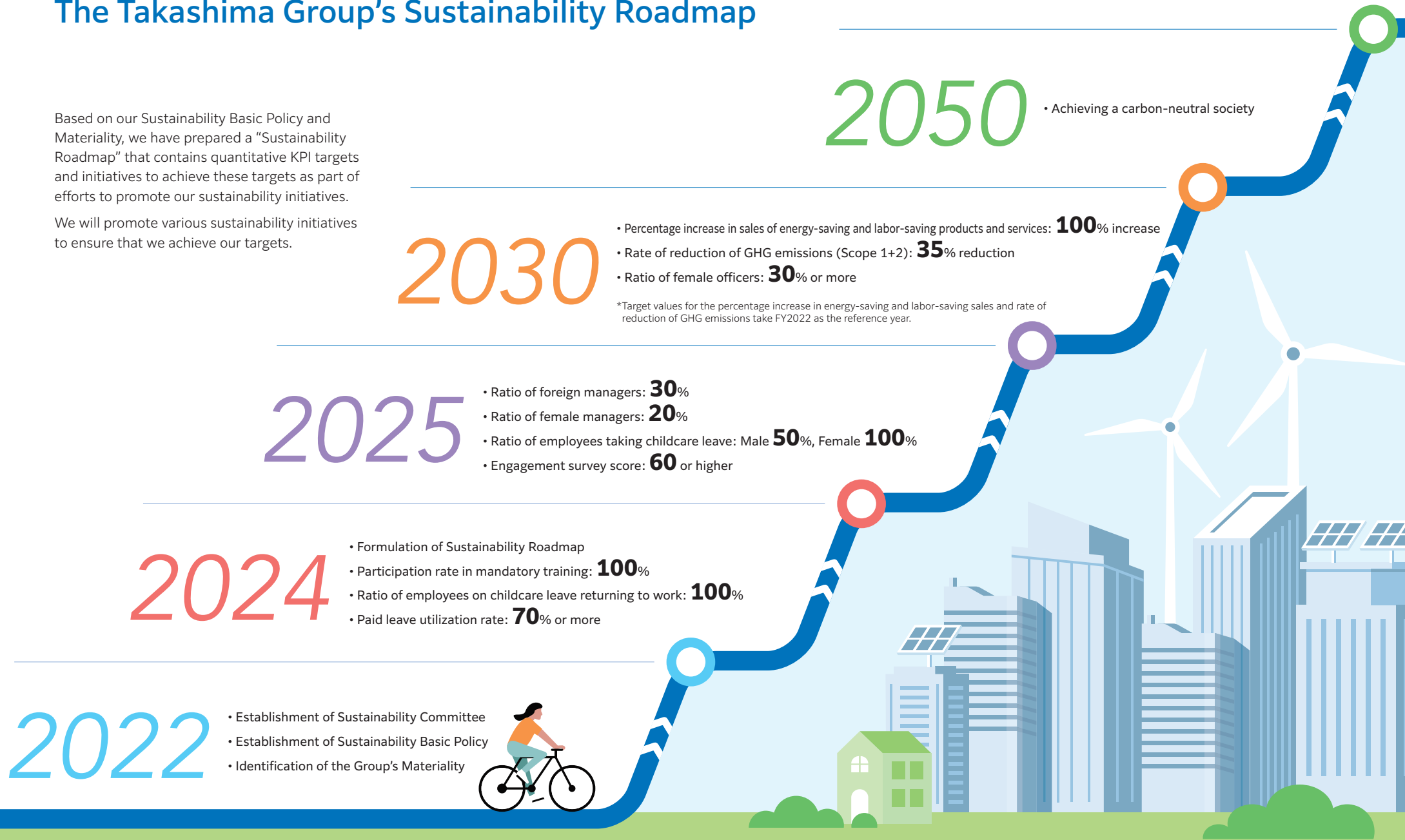


Takashima's Value Creation Story

# 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.



Takashima's Value Creation Story

# 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 enterprise value.

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

**1**

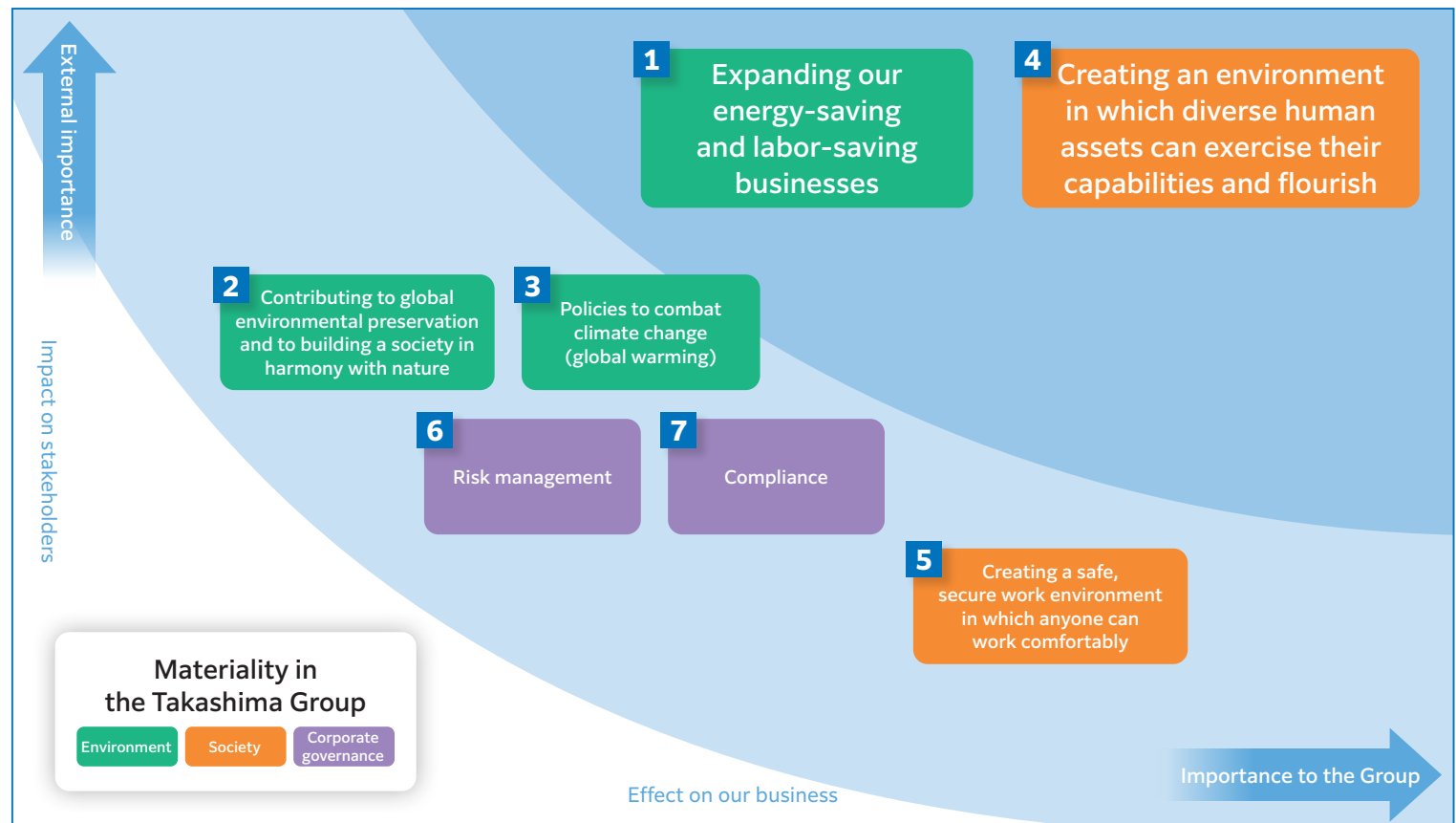
### Contribute to a sustainable society through value creation in strategic fields

Contribute to a sustainable society by focusing on energy-saving and labor-saving solutions in our growth strategy (strategic fields) and by expanding sales of related products.

**4**

### Investment in the people who are the bedrock of the Group's business

Focused investment in human assets who promote growth strategies that drive the growth of each business and in career-type human assets development that supports the sustainable growth of the Group.



## Takashima's Value Creation Story

# Materiality

### Materiality identification process

- We have listed relevant issues in consideration of the Group's business environment with reference to international frameworks and standards.
  - A long list was created based on the GRI Standards, SASB Standards, and key issues identified by international rating agencies.
  - 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.
  - 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 stakeholders and society 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 evaluations in the event that materiality requires review while considering our business strategy.



### Basic approach to materiality

Materiality		Basic approach	KPI	SDGs
Environment	Expanding our "energy saving" and "labor saving" businesses	Since the start of 2000, the Group has considered ourselves an advanced sustainability-focused trading company and positioned "energy saving," "weight saving," and "labor saving" as important fields, and these fields are now becoming the Company's strengths. During the formulation of the medium-term management plan "Sustainability V," we considered the sectors on which we should place even greater emphasis, and took the decision to specialize in energy savings and labor savings. In order to fulfill the corporate mission of "Contributing to Society through Our Business Activities," we have designated energy savings and labor savings as two supporting pillars of the business. Going forward, we will respond to market needs by expanding sales of energy-saving products that address the goal of realizing a carbon-neutral society, and by expanding sales of labor-saving products that address market needs in an aging society with a declining birthrate.	<ul style="list-style-type: none"> <li>Percentage increase in sales of energy-saving and labor-saving products and services</li> </ul>	
	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. The Company has begun to calculate the amount of greenhouse gases emitted in the course of its business activities, and will gradually increase the number of business locations included in these calculations.	<ul style="list-style-type: none"> <li>Rate of reduction of greenhouse gas (GHG) emissions (Scope 1+2) [total for domestic business locations]</li> </ul>	
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 will take 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.	<ul style="list-style-type: none"> <li>Participation rate in training</li> <li>Ratio of foreign managers</li> <li>Ratio of female managers</li> </ul>	
	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 are moving forward with the formulation of necessary policies to promote workers taking various leave, 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.	<ul style="list-style-type: none"> <li>Ratio of employees on childcare leave returning to work</li> <li>Paid leave utilization rate</li> <li>Engagement survey score</li> </ul>	
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.	-	
	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.	<ul style="list-style-type: none"> <li>Participation rate in compliance training</li> </ul>	

## Takashima's Value Creation Story

# Materiality

### Materiality KPIs

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

	Materiality	Key initiatives	Main KPI	Results (FY2022)	Results (FY2023)	Numerical targets/ Target year of achievement	
Environment	Expanding our "energy saving" and "labor saving" businesses	<ul style="list-style-type: none"> <li>■ Growth in renewable energy-related businesses               <ul style="list-style-type: none"> <li>• Expand sales of solar panels, storage batteries, etc., to resolve energy-related issues</li> </ul> </li> <li>■ Expansion of labor-saving businesses               <ul style="list-style-type: none"> <li>• Expand sales of dry-type, pre-cut, and other functional products catering to the emerging labor saving needs</li> </ul> </li> </ul>	Percentage increase in sales of energy-saving and labor-saving products and services*1 [Takashima & Co., Ltd.]	[Reference year]	14.1% increase	130% increase	FY2030
	Contributing to global environmental preservation and to building a society in harmony with nature	<ul style="list-style-type: none"> <li>■ Compliance with ISO 14001 and disclosure of hazardous waste emissions, treatment costs, etc.</li> <li>■ Promotion of responsible procurement of raw materials (e.g., supplier assessments, etc.)</li> </ul>		-	-	-	-
	Policies to combat climate change (global warming)	<ul style="list-style-type: none"> <li>■ Promotion of reduction of greenhouse gas emissions through energy savings and renewable energy               <ul style="list-style-type: none"> <li>• Carry out further energy-saving activities</li> <li>• Promote introduction of renewable energy sources with a focus on solar power generation</li> </ul> </li> </ul>	Rate of reduction of greenhouse gas (GHG) emissions (Scope 1+2)*2 [total for domestic business locations*3]	[Reference year] (2,778.7 t-CO <sub>2</sub> )	17.4% increase (3,263.99 t-CO <sub>2</sub> )	35% reduction	FY2030
Society	Creating an environment in which diverse human assets can exercise their capabilities and flourish	<ul style="list-style-type: none"> <li>■ Development of human capital               <ul style="list-style-type: none"> <li>• Formulate and implement a medium- to long-term human assets management strategy</li> <li>• Further disclose results of investment in human assets, human productivity, etc.</li> <li>• Strengthen employee training (enhance training content, provide thorough training information, monitor training participation, and remind employees to participate in training)</li> </ul> </li> </ul>	Participation rate in training**4 [Takashima & Co., Ltd.]	83.5%	93.6%	100%	Every year
		<ul style="list-style-type: none"> <li>■ Promotion of diversity &amp; inclusion               <ul style="list-style-type: none"> <li>• Promote recruitment and training of diverse human assets regardless of nationality and gender</li> <li>• Promote appointment of foreign managers</li> <li>• Promote sustainable career support for women</li> <li>• Establish a work environment and systems that allow women to work comfortably</li> </ul> </li> </ul>	Ratio of foreign managers [consolidated]	22.0%	23.0%	30%	FY2025
			Ratio of female officers [Takashima & Co., Ltd.]	12.5%	12.5%	30% or more	FY2030
		Ratio of female managers [consolidated]	15.8%	17.0%	20%	FY2025	
	Creating a safe, secure work environment in which anyone can work comfortably	<ul style="list-style-type: none"> <li>■ Promotion of taking of childcare leave               <ul style="list-style-type: none"> <li>• Raise awareness of the childcare leave system and conduct further awareness-raising activities to encourage employees to take childcare leave</li> <li>• Establish a work environment and systems that allow employees to return to work easily</li> </ul> </li> </ul>	Ratio of employees taking childcare leave [Takashima & Co., Ltd.]	Male: 28.5% Female: 100%	Male: 57.1% Female: 100%	Male: 50% or more Female: 100%	FY2025
			Ratio of employees on childcare leave returning to work*5 [Takashima & Co., Ltd.]	Male: 100% Female: 100%	Male: 100% Female: 100%	Male: 100% Female: 100%	Every year
		<ul style="list-style-type: none"> <li>■ Promotion of taking of paid leave               <ul style="list-style-type: none"> <li>• Promote various activities to encourage employees to take paid leave</li> </ul> </li> </ul>	Paid leave utilization rate [Takashima & Co., Ltd.]	63.3%	72.9%	70% or more	Every year
<ul style="list-style-type: none"> <li>■ Improvement of employee engagement               <ul style="list-style-type: none"> <li>• Work to instill the Company's philosophy, strengthen coaching skills of managers, etc.</li> </ul> </li> </ul>		Engagement survey score	Takashima & Co., Ltd.: 45.3	Group-wide: 50.1	60 or higher	FY2025	
	<ul style="list-style-type: none"> <li>■ Maintenance and improvement of occupational health and safety management, occupational health services, etc.</li> </ul>		-	-	-	-	
Corporate governance	Risk management system to prevent bribery and corruption	<ul style="list-style-type: none"> <li>■ Maintenance and improvement of compliance and risk management               <ul style="list-style-type: none"> <li>• Strengthen compliance training (enhance training content, provide thorough training information, monitor training participation, and remind employees to participate in training)</li> </ul> </li> </ul>	Participation rate in compliance training [Takashima & Co., Ltd.]	25.4%*6	93.1%	100%	Every year

\*1: Percentage increase in sales based on actual sales in FY2022

\*2: Rate of reduction of emissions based on actual greenhouse gas (GHG) emissions in FY2022

\*3: Results are the total for Takashima & Co., Ltd., on a non-consolidated basis and its seven domestic subsidiaries (Hi-Land Inc., iTak International (Japan) Co., Ltd., TAKCEL Co., Ltd., CLS Corporation, Rest Corporation, New Energy Distribution System Inc., and Takashima Robot Marketing Co., Ltd.)  
The result for New Energy Distribution System Inc. is after joining the Group.

\*4: Percentage of employees who have participated in mandatory training that is required for all employees (security training, harassment training, job class-specific training)

\*5: Percentage of employees who planned to return to work following the completion of childcare leave in the previous fiscal year and are currently at the Company as of the end of the current fiscal year

\*6: Participation in compliance training will be mandatory from FY2023