TAKAMIYA

Results Briefing Materials for the First Quarter of the Fiscal Year Ending March 31, 2027

Takamiya Co., Ltd. (2445:Tokyo)
Grand Front Osaka Tower-B Bldg.27F
3-1, Ofuka-cho, Kita-ku, Osaka 530-0011, Japan
TEL : +81-6-6375-3900 FAX : +81-6-6375-8825

Agenda

- Topics
- Consolidated business performance
- Segment information
- Progress of the Medium-Term Business Plan and Consolidated Earnings Forecast
- Business Outlook
- Share information
- Reference materials

Topics

【Timely disclosure information】

May 26, 2026

・Notice Regarding the Election of a Substitute Director Serving as an Audit and Supervisory Committee Member

June 25, 2026

・Notice Concerning Conclusion of a Monetary Loan Agreement with Financial Covenants

In addition to the above, various releases are available. IR information can be found on our website https://corp.takamiya.co/

Topics

【PR information】

May 21, 2026

・Takamiya held its 17th Safety and Health Conference under the theme “Safety Delivered to the Worksite”
~ Breaking the vicious cycle directly linked to accident risk and promoting a culture of “Safety First” ~

May 26, 2026

・Takamiya launches a new service, “T-Selection,” which turns points into “power for construction sites”
~ Supporting improved safety and employee welfare through exchanges for disaster-prevention goods and more ~

June 10, 2026

・Takamiya holds “TAP EXPO 2026,” an event designed to co-create the future of agriculture ~ Promoting collaboration to solve agricultural challenges ~

In addition to the above, various releases are available. IR information can be found on our website https://corp.takamiya.co/

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Topics

【PR information】

June 23, 2026

・Takamiya supports securing future agricultural workers through “visualization” of farmland information
~ “MEGADERU,” an agricultural support matching service, is introduced for the first time by a municipality in Koga City, Shiga Prefecture ~

June 30, 2026

・Takamiya sponsors the “58th All Japan University Ekiden Championship”
~ Passing the baton of “safety in construction sites” to the future and supporting the challenges of student athletes ~

July 29, 2026

・Takamiya’s farmland matching support service “MEGADERU” is introduced in Joso City, Ibaraki Prefecture
~ Supporting the prevention of idle farmland and securing successors through “visualization” of farmland information ~

August 4, 2026

・Takamiya renovates its product website to improve operational efficiency in the construction industry ~ enhancing use-case search and a high-performance FAQ to support rapid access to the information needed~

In addition to the above, various releases are available. IR information can be found on our website https://corp.takamiya.co/

Consolidated business performance

Consolidated business performance for the cumulative period (April 2026 – June 2026)

Consolidated performance summary

Driven by the expansion of recurring revenue, increased rental shipment volume, and improved unit prices, as well as productivity improvements through DX and the coin system, profitability improved across all profit levels.

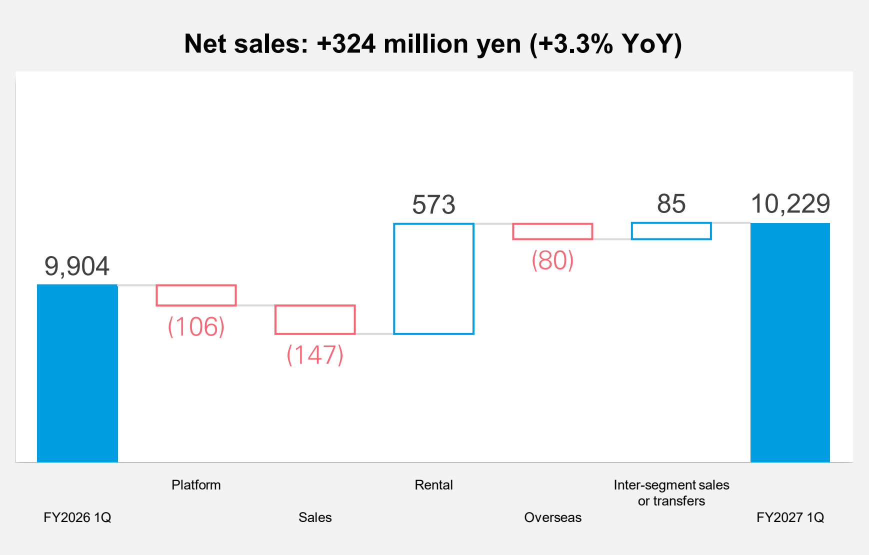
	FY2027 1Q actual	FY2026 1Q actual(reference)	Change	YoY
Net sales	**10,229**	9,904	+324	+3.3%
Gross profit	**3,686**	3,245	+441	+13.6%
Gross profit margin	**36.0%**	32.7%	+3.3pt	-
EBITDA	**1,944**	1,667	+277	+16.6%
Operating profit	**477**	204	+272	+133.1%
Operating profit margin	**4.6%**	2.0%	+2.6pt	-
Ordinary profit	**416**	102	+314	+307.3%
Ordinary profit margin	**4.0%**	1.0%	+3.0pt	-
Profit attributable to owners of parent	**239**	9	+229	+2,336.0%
Net profit margin attributable to owners of parent	**2.3%**	0.1%	+2.2pt	-
Quarterly net income per share (diluted)	**5.22yen (5.02yen)**	0.21yen (0.21yen)	5.01yen (4.81yen)	-

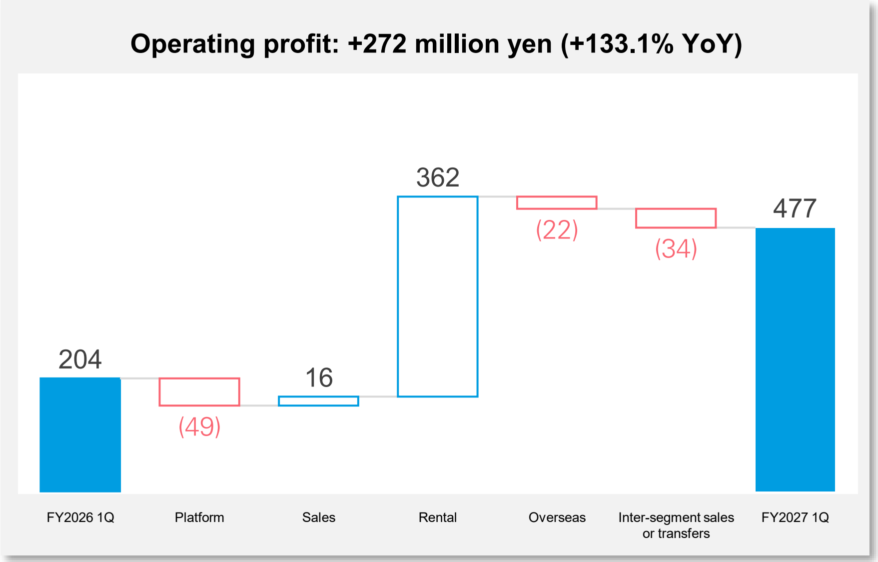
*Unit: Million yen

Consolidated business performance for the cumulative period (April 2026 – June 2026)

Year-on-year comparison of consolidated performance

Although the platform business and product sales in the sales business were sluggish due to rising interest rates and inflation, recurring revenue and the rental business drove growth.





※Adjustments include intersegment eliminations and corporate expenses (SG&A) not allocated to each segment. *Unit: Million yen

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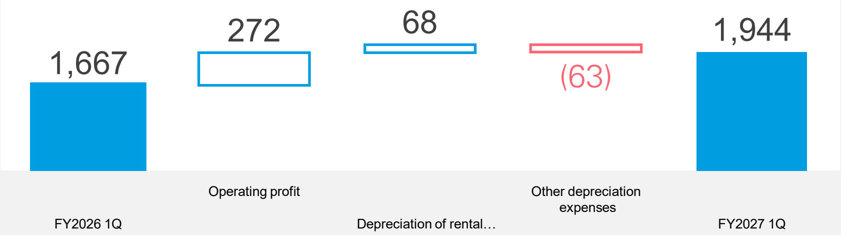
Consolidated business performance for the cumulative period (April 2026 – June 2026)

Year-on-year comparison of consolidated performance

As rental business profitability expanded, operating profit increased, and EBITDA and ordinary profit exceeded the previous year's levels.

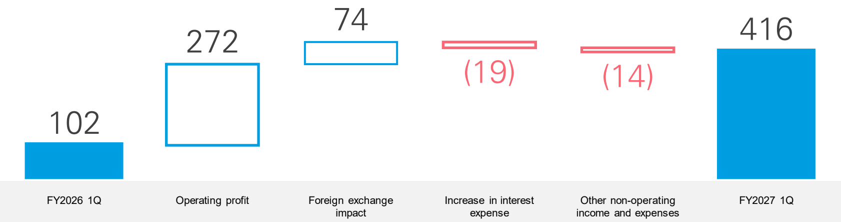
EBITDA: +277 million yen (+16.6% YoY)



Depreciation of rental assets：
Investment in rental assets continued to strengthen the supply capacity of temporary construction equipment at OPE-MANE, which increased depreciation expense for rental assets.
(From this fiscal year onward, supply capacity is considered to be secured, so rental asset investment is planned to be restrained.)

Other Depreciation and Amortization:
Depreciation and amortization expenses decreased due to the completion of depreciation for the core system, as well as delays in new investments originally planned for the previous fiscal year. The delayed investments primarily relate to the construction of Takamiya Lab. East and the equipment supply Base in Sapporo.

Ordinary profit: +314 million yen (+307.3% YoY)



Positive impact:
In contrast to the previous year, when foreign exchange losses of 50 million yen were recorded, exchange gains of 24 million yen were recorded due to the revaluation of U.S.-dollar-denominated loans to subsidiaries, as the yen weakened.

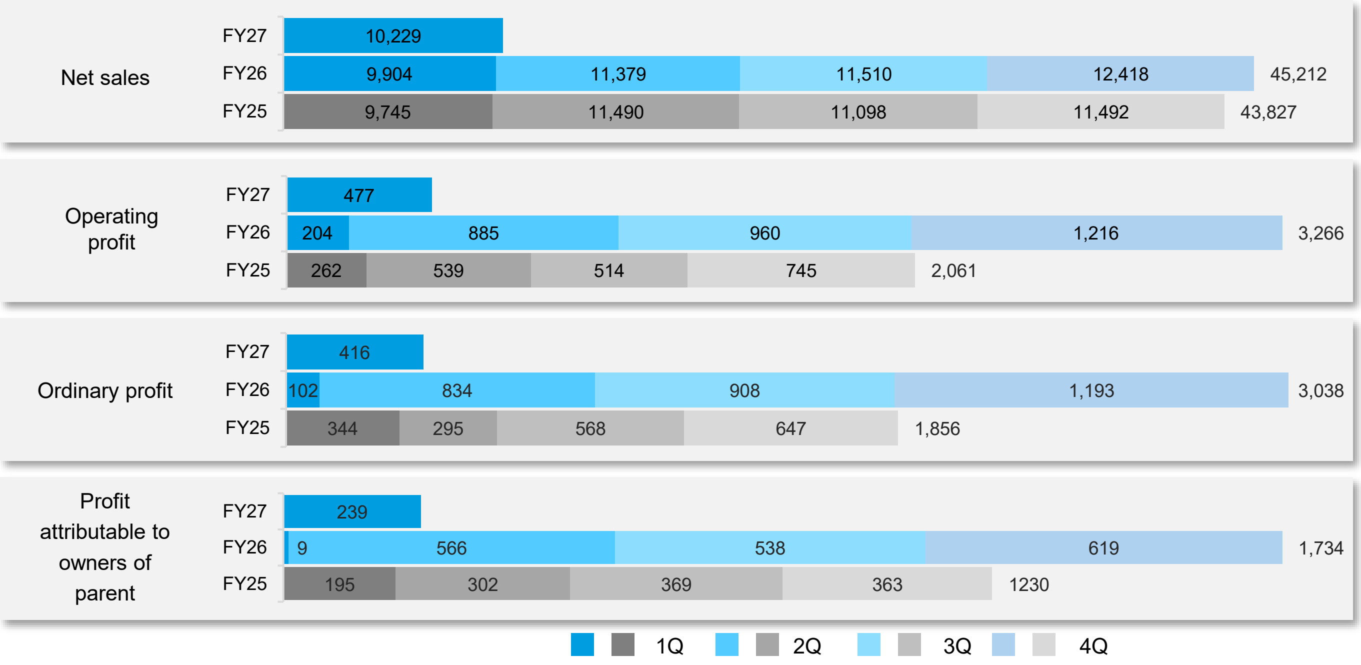
Negative impact
Interest expense increased due to higher interest-bearing debt and rising interest rates.
Operating non-recurring income decreased year on year due to the impact of one-time anonymous association investment gains recorded in connection with the M&A of Nikken Lease Co., Ltd. in the previous year.

*Unit: Million yen

Consolidated business performance for the cumulative period (April 2026 – June 2026)

Year-over-Year Comparison of Profit at Each Earnings Level

Net sales and all profit levels are progressing steadily against plan, and the effect of improved profitability continues.



	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
YoY	**+3.3%**	**+133.1%**	**+307.3%**	**+2,366.0%**
Growth rate within medium-term plan period (vs. two years ago)	**+4.9%**	**+82.0%**	**+20.9%**	**+22.5%**

*Unit: Million yen

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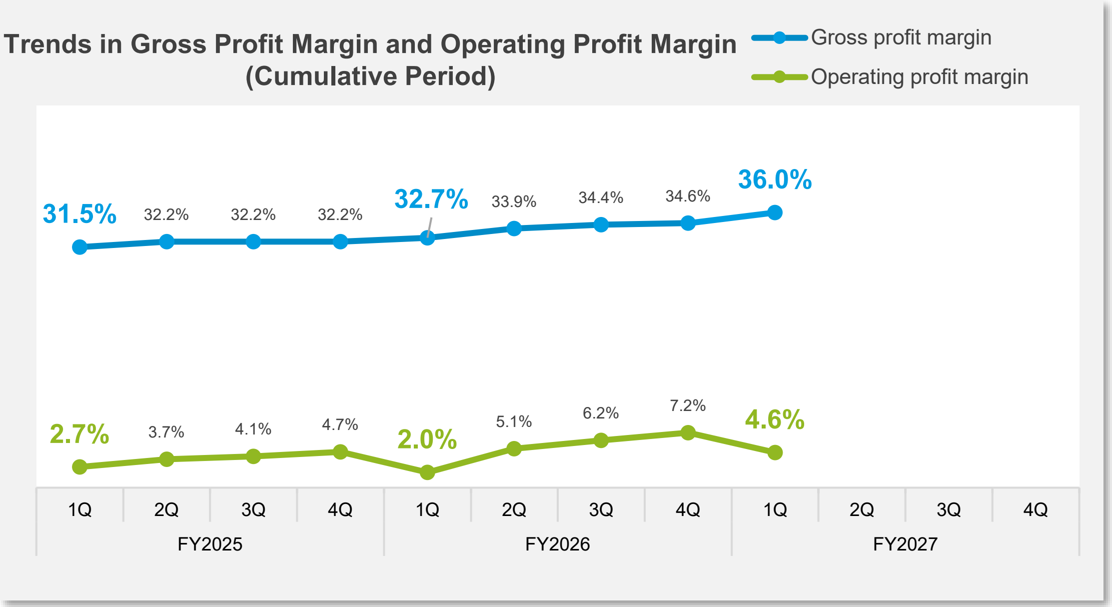
Consolidated business performance for the cumulative period (April 2026 – June 2026)

Trends in gross profit margin and operating profit margin

In addition to the increase and stabilization of recurring revenue, price improvements in rental operations became particularly evident. Productivity improvements also progressed, leading to higher margins.



Factors behind gross profit margin improvement

- With the spread of OPE-MANE, the number of times customers used high-value-added services increased, generating recurring revenue on an ongoing basis.
- In rental operations, profits expanded as shipment volume increased and pricing improved, substantially exceeding fixed costs such as depreciation of rentalassets.

Factors behind operating profit margin improvement

- In addition to improved gross profit margins, internal productivity improved through human capital investment (enhanced HR systems and wider adoption of the coin system) and DX investment.

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Consolidated business performance for the cumulative period (April 2026 – June 2026)

Segment performance summary

Rental business sales were weak due to price erosion and shipment growth, while the Platform business saw increased recurring revenue despite a decline in mechanical equipment sales.

	Segment sales actuals			segment operating profit actuals		
	FY2026 1Q	FY2027 1Q	YoY	FY2026 1Q	FY2027 1Q	YoY
Platform	1,456	1,350	(7.3 %)	276 (19.0 %)	226 (16.7%)	(17.9 %)
Sales	1,914	1,766	(7.7 %)	(35) (-)	(18) (-)	-
Rental	6,256	6,830	+9.2 %	670 (10.7 %)	1,032 (15.1%)	+54.1 %
Overseas	1,226	1,146	(6.5 %)	43 (3.5 %)	20 (1.8%)	(52.6 %)

*Unit: Million yen

Segment summary (YoY)

Platform business
In the previous first quarter, sales were lower because there was an order delivered late at the end of the previous fiscal year. However, recurring revenue from OPE-MANE increased.

Sales business
Due to rising interest rates and inflationary price increases, rental companies in particular held back on purchasing temporary construction equipment and increasingly opted for rental instead, resulting in lower sales. On the other hand, gross margin improvement and, in the environmental-related field, the impairment of some equipment at a trial farm reduced depreciation expense, which helped reduce operating losses.

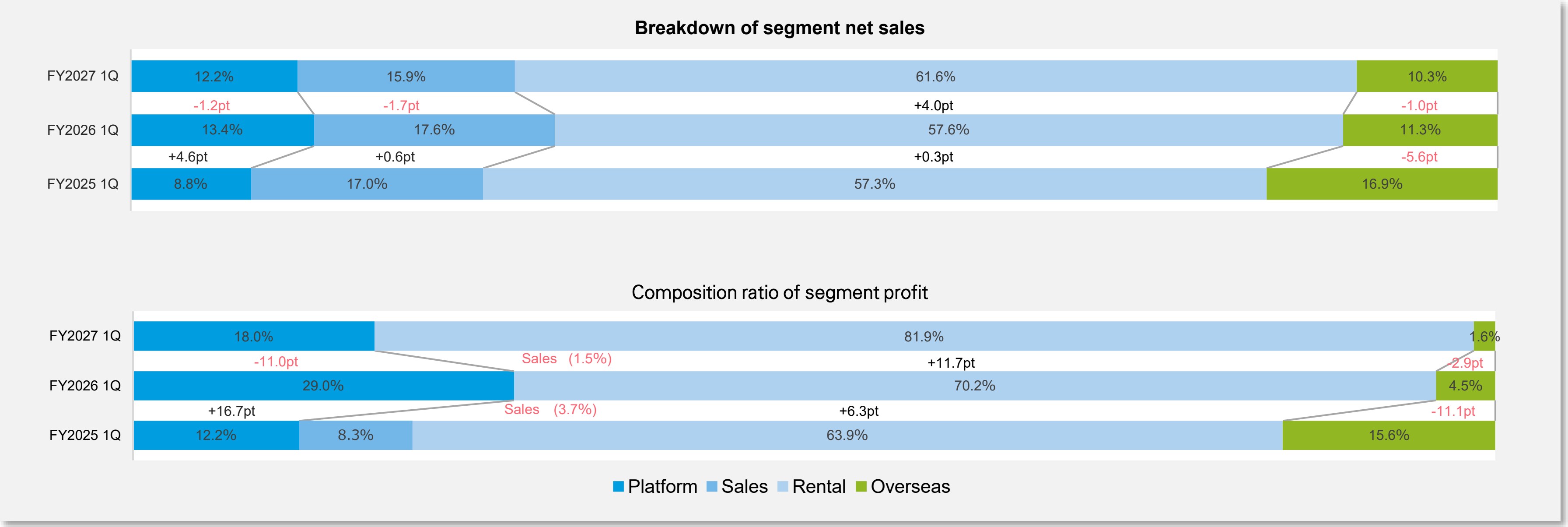
Rental business
Sales and profits increased due to higher external shipment volume centered on construction of the Hokkaido Shinkansen and the effect of price improvements.

Overseas business
Manufacturing and sales to Japan, which are intercompany sales, declined due to domestic sales trends and rental asset investment plans. As for external sales, profitability improved in the Philippines, but in Korea, project activity remained sluggish, resulting in lower sales and profits.

Consolidated business performance for the cumulative period (April 2026 – June 2026)

Segment composition ratio

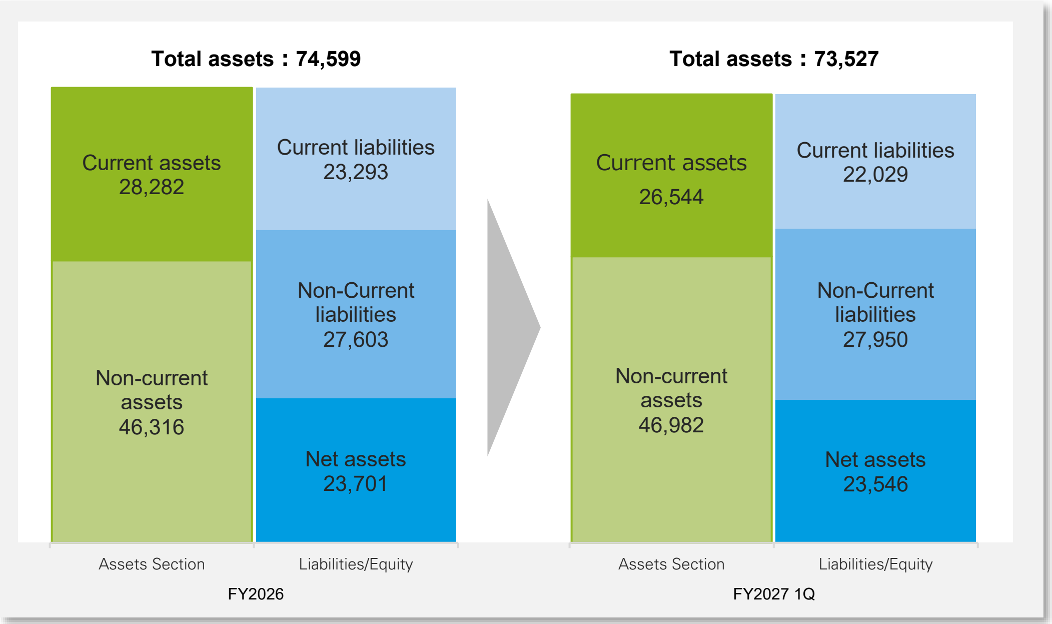
The rental business for increase-decrease profit declined sharply, and the platform business's composition ratio temporarily decreased due to a decline in machinery sales.



Consolidated business performance for the cumulative period (April 2026 – June 2026)

Balance sheet

Promoting portfolio construction with an emphasis on capital efficiency, Takamiya Lab. East, and the construction of Base led to an increase in construction in progress and an increase in interest-bearing liabilities.



*Unit: Million yen

(Amounts are in millions of yen.)	Amount	Change from previous fiscal year-end
Assets	73,527	(1,072)
Current assets	26,544	(1,738)
Cash and deposits	8,813	(958)
Inventories	7,609	+217
Notes and accounts receivable, trade, and contract assets	9,537	(1,362)
Non-current assets	46,982	+666
Rental assets, net	21,286	(570)
Construction in progress	2,468	+1,004
Liabilities	49,980	(917)
Current liabilities	22,029	(1,263)
Short-term borrowings	5,194	+489
Non-current liabilities	27,950	+346
Bonds payable	5,209	(48)
Long-term borrowings	18,570	(693)
Net assets	23,546	(154)
Shareholders' equity	21,886	(218)

※Only major line items are shown for changes in the balance sheet.

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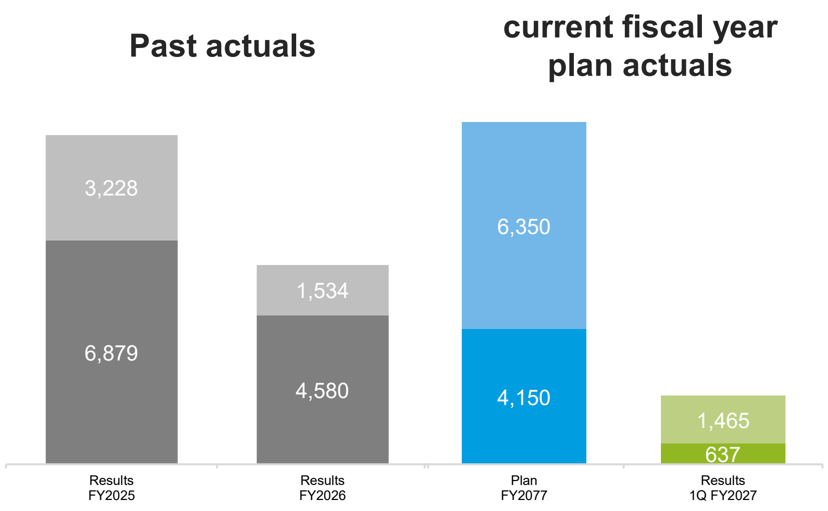
Consolidated business performance for the cumulative period (April 2026 – June 2026)

Investment plan and actual progress

Based on the plan, various investments were executed to expand platform functionality and promote DX. Planned site development will be carried out in the next fiscal year.



*Unit: Million yen

Investment policy

- Base

Planned to be established in areas with concentrated construction activity and high convenience in order to improve the convenience of our solutions. Investment to expand the functions of existing Bases is also planned.
(Hokkaido Sapporo Base is under construction.)

- Takamiya Lab.

A facility for development and verification of our solutions.
(Takamiya Lab. East is under construction.)

- DX

Investment is being made to improve the convenience of our solutions and achieve efficiency through operational standardization.

- Rental assets

Develop and provide high value-added products to customers.
Maintain a robust supply capacity by optimizing the portfolio.

1Q of FY2027 investment actuals

- Rental assets

Rental asset investments were executed as planned to expand the product lineup, replace damaged equipment, and enhance supply capacity.

- Capital expenditure

Construction of Takamiya Lab. East and Hokkaido Sapporo Base

Segment Information

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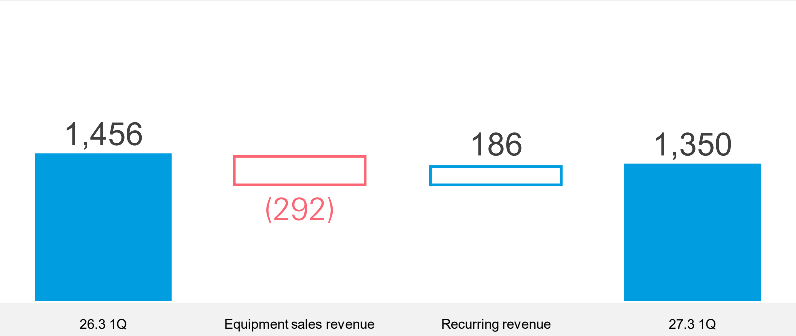
Platform Business

Factors Behind Year-on-Year Changes

Due to the increase in OPE-MANE account numbers in the previous fiscal year, recurring revenue increased. However, amid rising interest rates and inflation, new account acquisition was roughly in line with the previous year.

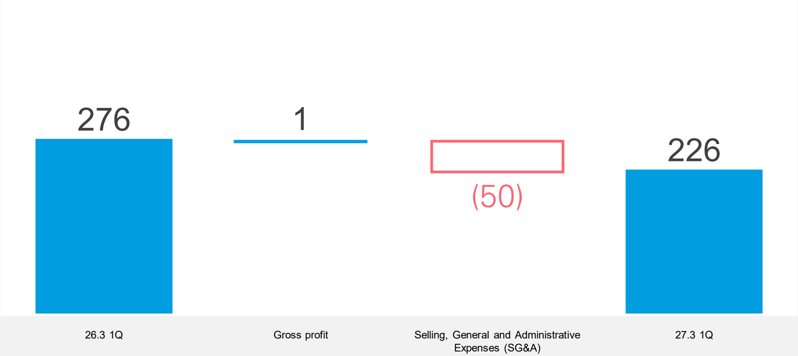
Net sales: down ¥106 million (-7.3% YoY)

- Recurring revenue expanded as OPE-MANE accounts increased.
- New account acquisition remained roughly flat year on year, reflecting rising interest rates and inflation.
- Sales volume declined this fiscal year, although the previous year had been affected by delayed deliveries.



Operating profit: down ¥49 million (-17.9% YoY)

- While recurring revenue performed well, gross profit was only slightly higher due to lower sales volume.
- Performance-linked bonuses increased because the previous fiscal year significantly exceeded the earnings plan.



*Unit: Million yen

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Platform Business

OPE-MANE Revenue Model

OPE-MANE is a business model that generates recurring revenue by enabling continuous transactions with customers and increasing average revenue per customer.

OPE-MANE Revenue Flow

Sales under contracts

Sales and Management Outsourcing

The Company sells products and undertakes their management.

Sales revenue

Recurring revenue (rental-related revenue)

Warehouse management

Products entrusted for management are stored and managed at the Company's equipment bases.

Management fee sales

Shipment + Rental

Products are shipped to customers' construction sites. The Company rents out shortage materials.

rental sales

Sales under contracts

Add-on Sales

Additional sales are made in line with the expansion of customer usage.

Sales revenue

Sales-related revenue

Iq-Bid

The Company provides visualization of equipment utilization status and a marketplace for buying and selling.

Sales commission sales

Planned Expansion of "Lend / Borrow" Functionality

Since customers purchase only the main frame components of scaffolding, the use of rental for other general-purpose materials inevitably occurs.

By centrally managing operations through the web portal "OPERA," business processes were standardized, leading to improved productivity.

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Platform Business

Relationship Between Platform KPIs and Recurring Revenue

An increase in the number of OPE-MANE accounts and in contract sales leads to a greater number of construction sites supplied with temporary equipment by the Company, thereby driving growth in recurring revenue.

New account openings and initial purchases at the time of adoption

Additional purchases by existing accounts

KPI ① Number of OPE-MANE Accounts

Increase in the number of accounts

Increase in contract sales value through initial purchases by new accounts

Increase in contract sales value through additional purchases by existing accounts

KPI ② Contract Sales Value of OPE-MANE

By adopting OPE-MANE, the use of equipment entrusted for management and the Company’s products is sustained and expands across multiple construction sites.

Increase in recurring revenue

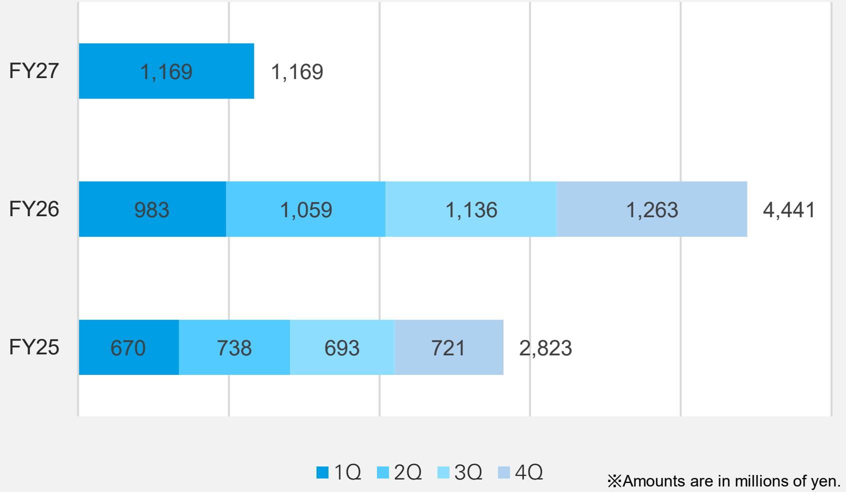
Platform Business

Platform Business Revenue Composition

With the increase in account numbers, recurring revenue has started at a record pace. Excluding the special factor of delayed deliveries in the previous fiscal year, sales volume is roughly in line with the previous year.

Recurring revenue (rental-related sales)

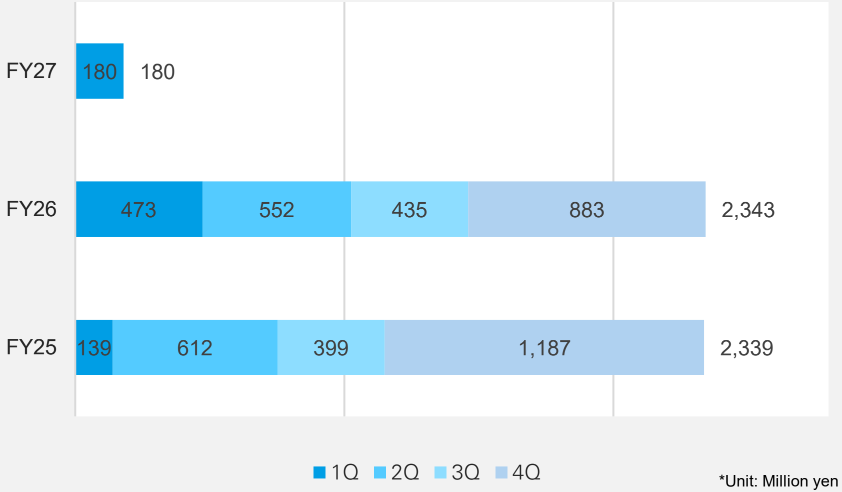
Additional rental revenue by OPE-MANE users.
High-margin service revenue based on a fixed unit price.



※Amounts are in millions of yen.

OPE-MANE equipment sales

Sales revenue premised on use of the OPE-MANE service.
Generated at the time of new use and additional purchases.



*Unit: Million yen

Platform Business

Platform KPI

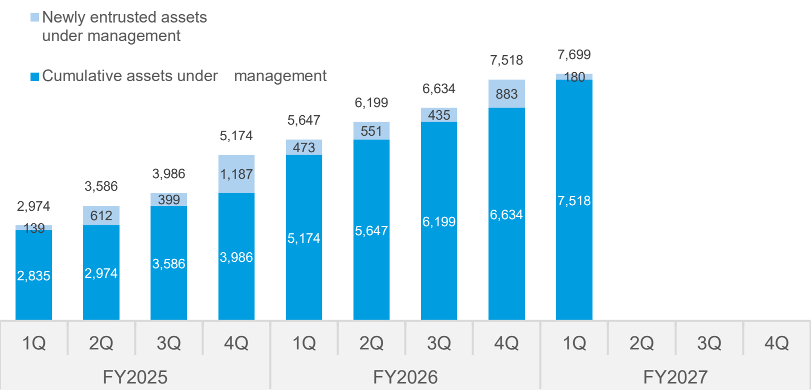
While the trend toward rental usage is strengthening, account acquisition is progressing roughly in line with the previous year, and managed equipment, which indicates the scale of OPE-MANE usage, is steadily increasing.

OPE-MANE cumulative account count: 160 companies

FY2027 KPI: +80 companies / Actual: +4 companies (5.0% achievement)

OPE-MANE cumulative sales contract revenue (managed equipment value): ¥7,699 million

FY2027 KPI plan: ¥3,600 million / Actual: ¥180 million (5.0% achievement)

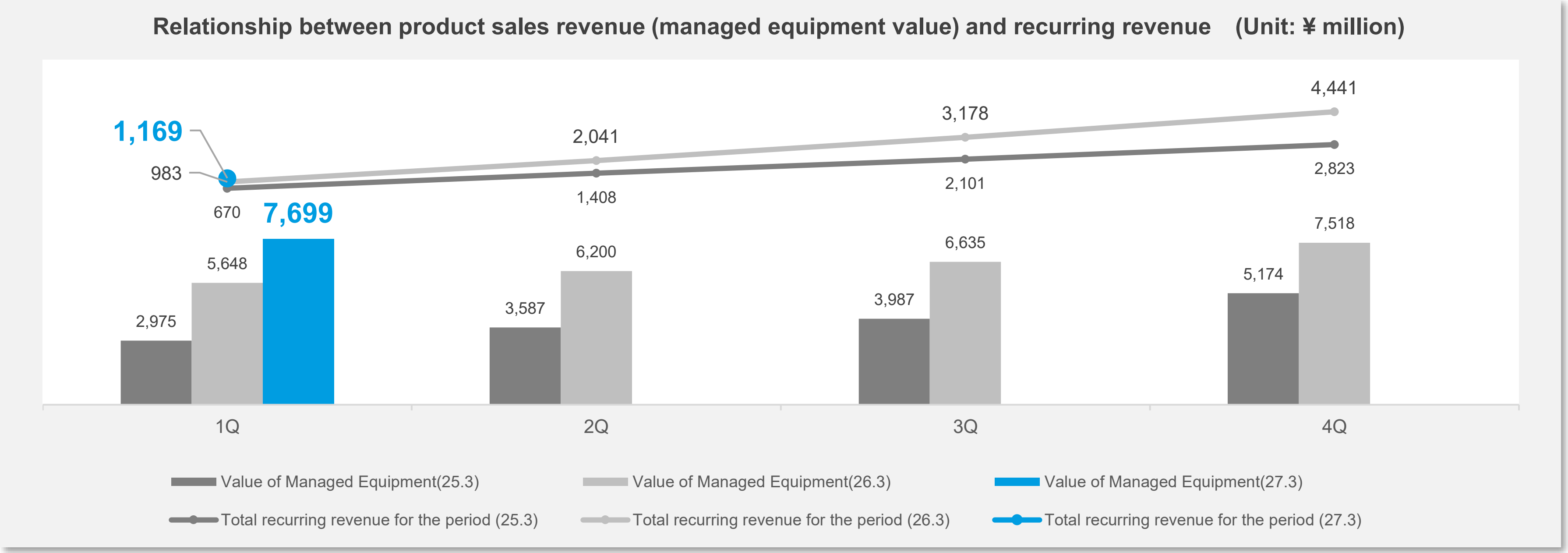


*Unit: Million yen

Platform Business

Relationship Between Managed Equipment Value and Recurring Revenue

As OPE-MANE increases managed equipment value, recurring revenue increases.

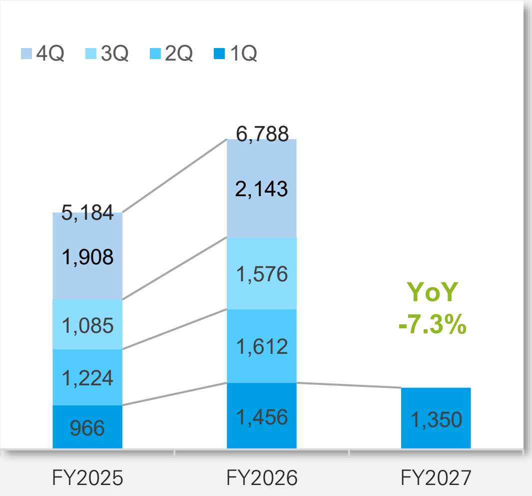


Platform Business

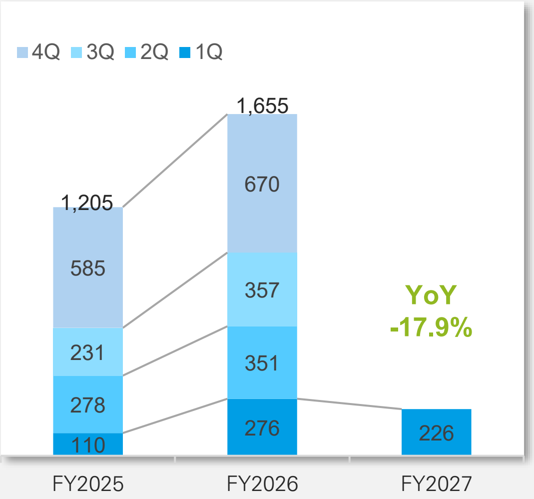
Platform Business Indicator Trends

In the same period of the previous year, sales and profit were temporarily boosted by delayed delivery from the end of the fiscal year before last. Excluding that one-time factor, progress is roughly in line with the previous year.

Trend in Platform Business Net Sales (Unit: Millions of yen)



Trends in Platform Business Profit (Unit: Millions of yen)



Platform Business Profit Margin (Year-over-Year Comparison)

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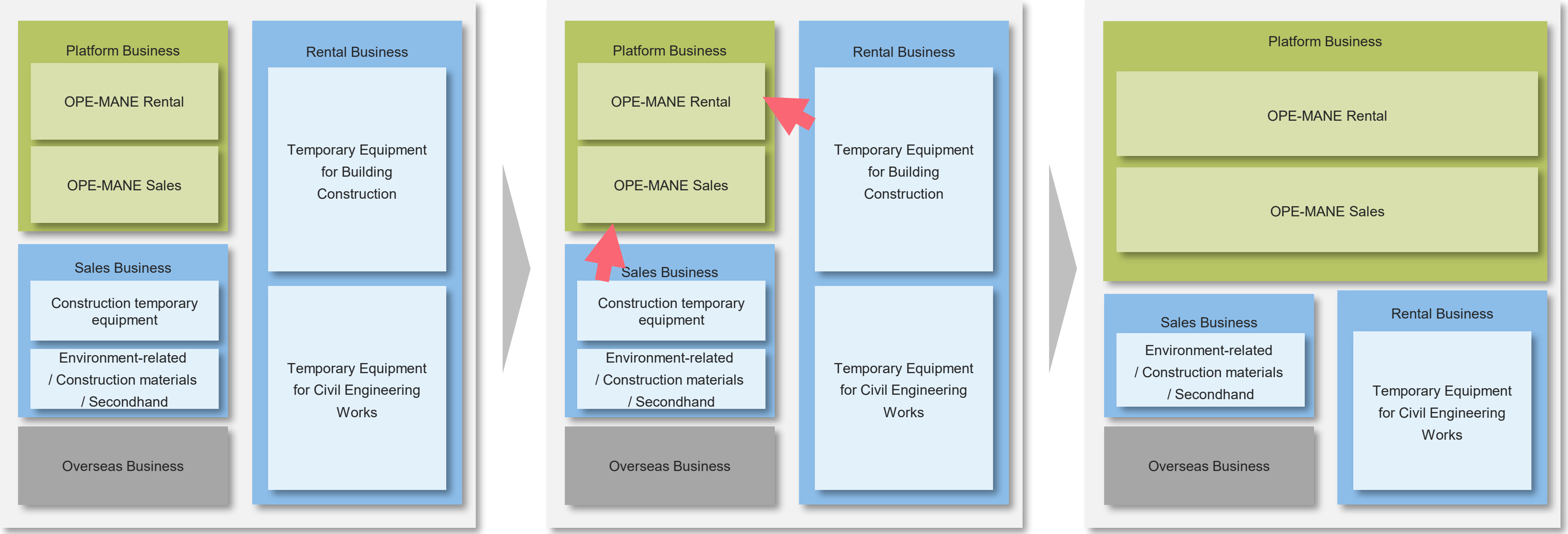
Platform Business

Evolution of the Business Portfolio Centered on the Platform Business

As the procurement of temporary equipment shifts to OPE-MANE, the business portfolio changes accordingly.



【Current】Portfolio Image (Composition Ratio)

Temporary equipment sales and rental of temporary equipment for building construction are transitioning to the Platform Business.

【Future】Portfolio Image (Composition Ratio)

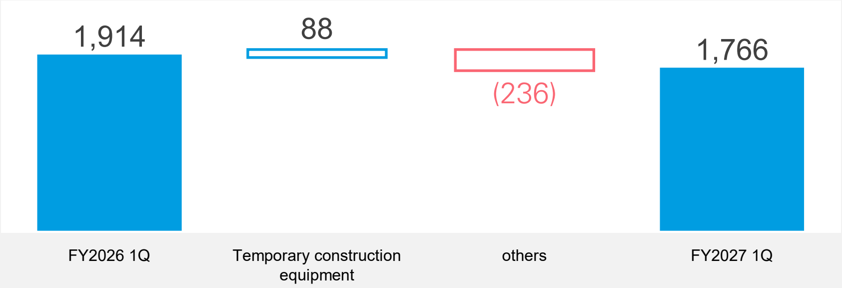
Sales Business

Factors Behind Year-on-Year Changes

Amid rising interest rates and inflation, demand is shifting toward rentals. Conventional temporary equipment sales remained roughly in line with the previous year, while a large agribusiness project in the environment-related segment has been completed.

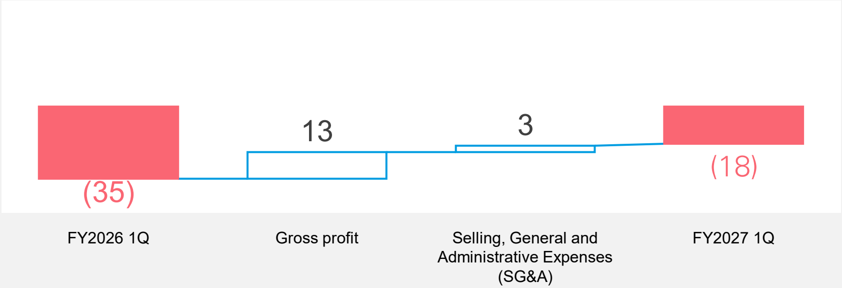
Net sales: down ¥147 million (-7.7% YoY)

- To maintain profitability, the Company revised prices upward, which contributed to continued preference for lower-cost rentals.
- Sales declined in the environment-related segment as the large agribusiness project ended.



Operating loss: ¥18 million
(Operating loss of ¥35 million in the same period of the previous year)

- Gross profit increased thanks to maintained gross margin and profitability improvements.
- Performance-linked bonuses increased because the previous fiscal year significantly exceeded the earnings plan.
- Meanwhile, in the environment-related segment, impairment losses were recorded on some equipment at the trial farm, reducing depreciation expense.



*Unit: Million yen

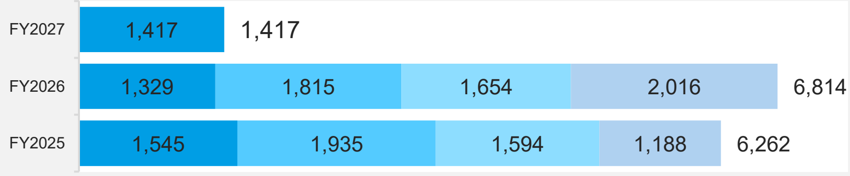
Sales Business

Sales Results by Segment

Even as the trends toward OPE-MANE and rental procurement continue to strengthen, temporary contract-related matters increased, while environment-related matters declined due to the passage of a large transaction case in the agriculture sector.

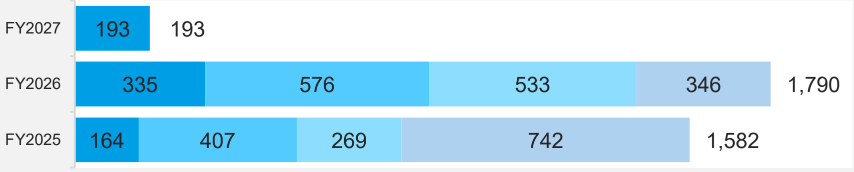
Temporary equipment-related

Includes Iq System, suspended scaffolding, shoring, and general-purpose materials.



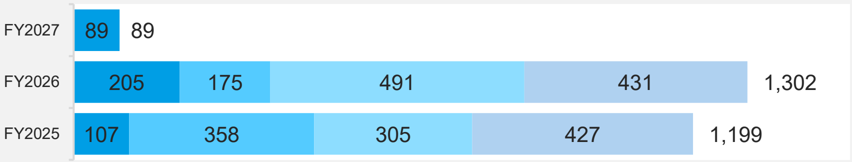
Used products

Used product sales through buyback of other scaffolding materials when selling Iq System.



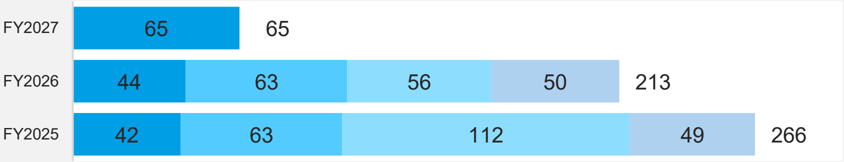
Environment-related

Sales of agribusiness and PV products.



Building materials / structural materials

Sales of seismic isolation materials and earthquake-resistant materials.



*Unit: Million yen

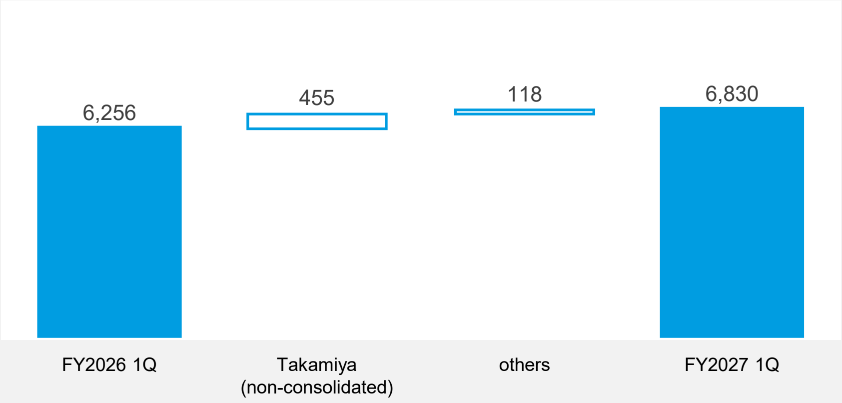
Rental Business

Factors Behind Year-on-Year Changes

With high utilization maintained from the previous fiscal year-end, rental volume exceeded the same period last year, and price revision effects also contributed to stronger sales and profit.

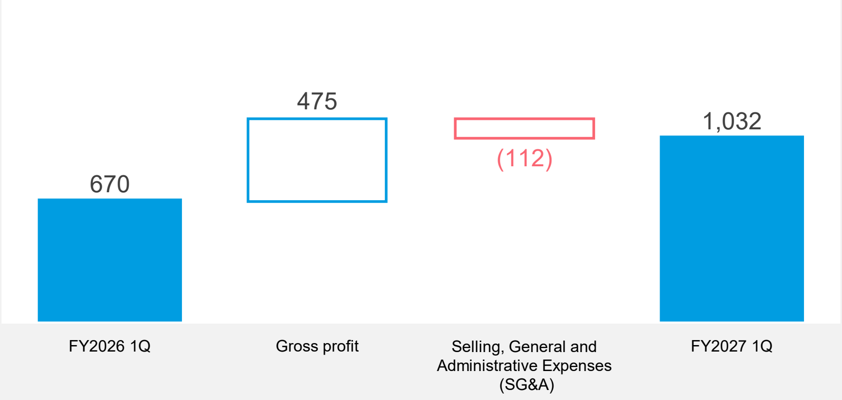
Net sales: up ¥573 million (+9.2% YoY)

- Rentals for the Hokkaido Shinkansen-related project continued from the previous year, maintaining high rental volume.
- Continued price revisions improved profitability.



Operating profit: up ¥362 million (+54.1% YoY)

- Improved operating margin due to price revisions and higher rental volume.
- Performance-linked bonuses increased because the previous fiscal year significantly exceeded the earnings plan.

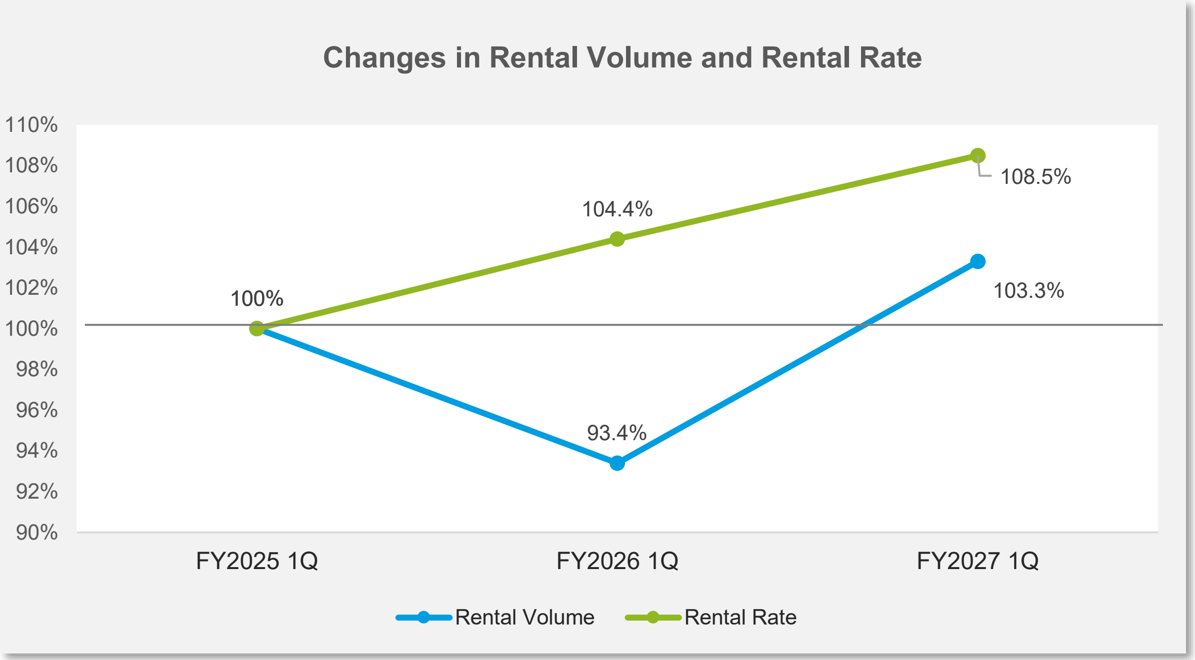


*Unit: Million yen

Rental Business

Trends in Rental Volume and Rental Rates

Price revisions are progressing smoothly, and rental volume is also trending upward, supported by shipments for construction projects related to the Hokkaido Shinkansen.



Comparison with the previous fiscal year for FY2027

- Rental volume

  : 103.3% / 93.4% - 1 = **+10.5%** UP

- Rental Rate

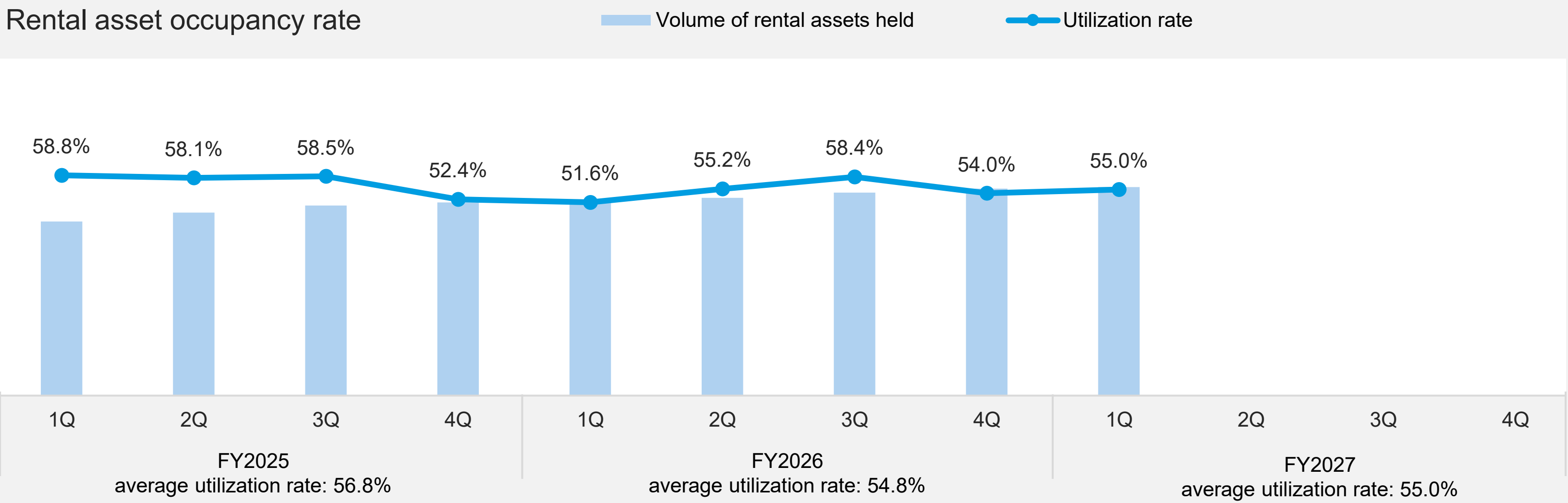
  : 108.5% / 104.4% -1 = **+3.9%** UP

The figures for FY2025 are fixed at 100%, and the chart shows year-on-year changes over time.
The figures for each fiscal year are compared with FY2025, and the FY2027 figures are also shown as changes relative to FY2025.

Rental Business

Trends in Rental Asset Utilization

As rentals for projects such as the Hokkaido Shinkansen-related work became fully underway, shipments continued at a strong pace from the previous year, maintaining a high utilization rate and achieving utilization above the previous year.



Utilization rate = rental volume / total owned volume

※ In 4Q, which is when projects end, returns of rental assets increase and utilization tends to decline.

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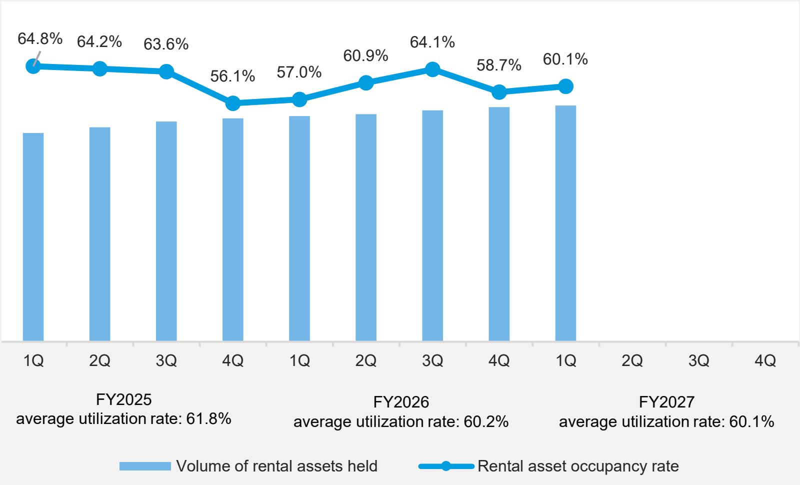
Rental Business

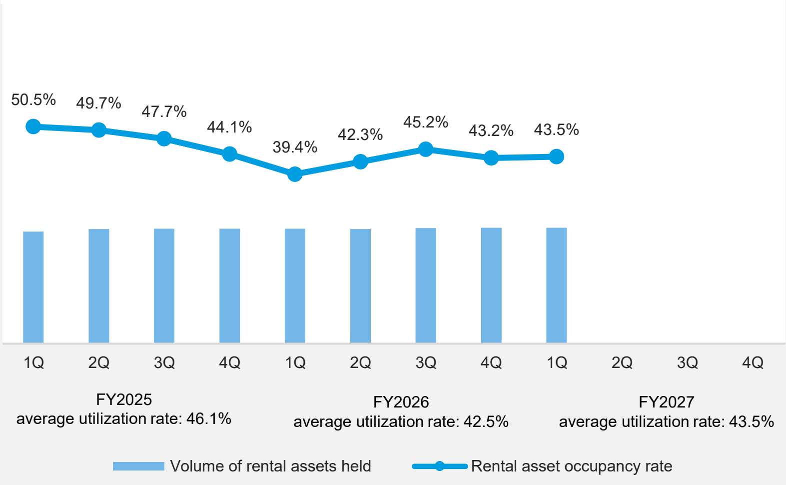
Trends in Utilization Rate by Segment

Utilization rates improved as work became more active. In the construction segment, rental volume increased, and even as holdings increased, utilization exceeded the same period last year.

Utilization Rate of Construction-Related Rental Assets



Utilization Rate of Civil Engineering-Related Rental Assets



Utilization rate = rental volume / total owned volume

※In 4Q, which is when projects end, returns of rental assets increase and utilization tends to decline.

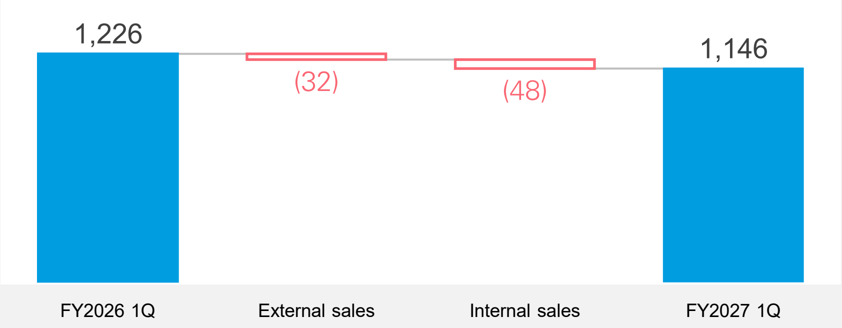
Overseas Business

Factors Behind Year-on-Year Changes

Sales to Japan from the Vietnamese manufacturing base, which are intra-group transactions, declined due to restrained investment in rental assets and consideration of inventory conditions, leading to lower internal sales.External sales also declined: conditions improved in the Philippines, but project activity in Korea remained sluggish.

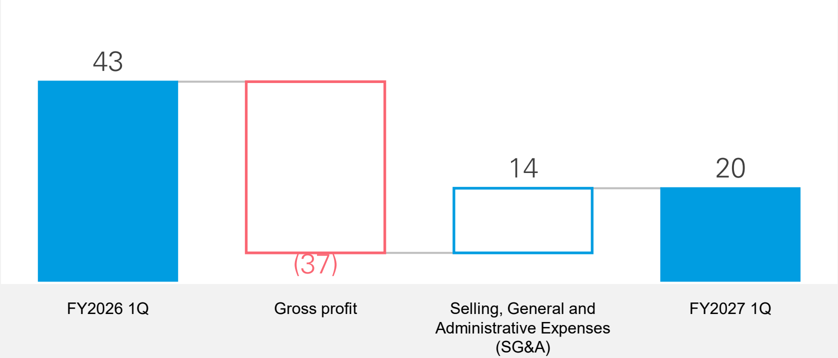
Net sales: down ¥80 million (-6.5% YoY)

- Internal sales decreased as investment in rental assets was restrained and inventory sales were promoted.
- External sales also fell due to weak construction investment in Korea amid economic uncertainty and rising interest rates.



Operating profit: down ¥22 million (-52.6% YoY)

- Gross profit declined due to lower external sales.
- SG&A expenses were reduced in response to lower sales, but not enough to offset the decline.



*Unit: Million yen

Medium-Term Business Plan Target Figures

Through growth in the platform business, profitability has improved at a pace exceeding expectations. Based on business progress, key indicators under the medium-term management plan have been revised.

Key indicators under the medium-term management plan

Category	Indicator	Revised medium-term plan (announced in May 2026)	Previous medium-term plan
Consolidated performance indicator	Operating profit	**¥3,650 million**	¥3,000 million
Financial indicators	Operating margin	**7.5% or higher**	5.7% or higher
	ROE	**7.9% or higher**	6.0% or higher
	ROIC	**3.8% or higher**	3.0% or higher
Platform indicators	OPE-MANE cumulative account count	**236 or more companies**	284 or more companies
	OPE-MANE 3-year cumulative sales contract value	**¥8,320 million**	¥10,900 million

Consolidated Earnings Forecast for FY2027

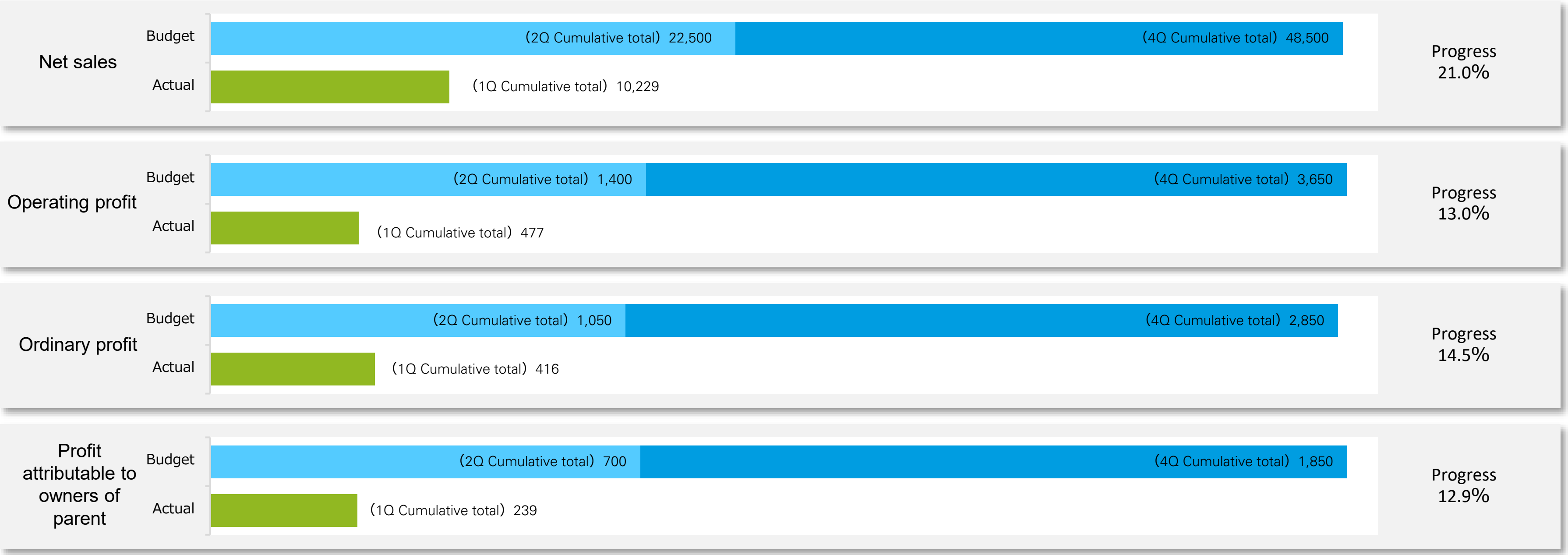
Following the revision of the medium-term business plan, we have formulated our earnings forecast for FY2027.
We aim to achieve a significant improvement in profitability driven by the growth of the platform business.

Consolidated earnings forecast for FY2027 (April 1, 2026 – March 31, 2027)

	FY2027 forecast	Composition ratio (profit margin)	FY2026 actual	Change
Net sales	¥48,500 million	-	¥45,212 million	+7.3%
Operating profit	¥3,650 million	7.5%	¥3,266 million	+11.7%
Ordinary profit	¥2,850 million	5.8%	¥3,038 million	-6.2%
Profit attributable to owners of parent	¥1,850 million	3.8%	¥1,734 million	+6.7%
Earnings per share	¥40.37	-	¥37.85	+6.7%

Progress Toward FY2027 Consolidated Earnings Forecast

Due to growth in the platform business and improved profitability in the rental business, progress toward the plan set at the beginning of the fiscal year has been steady.



Unit: ¥ million

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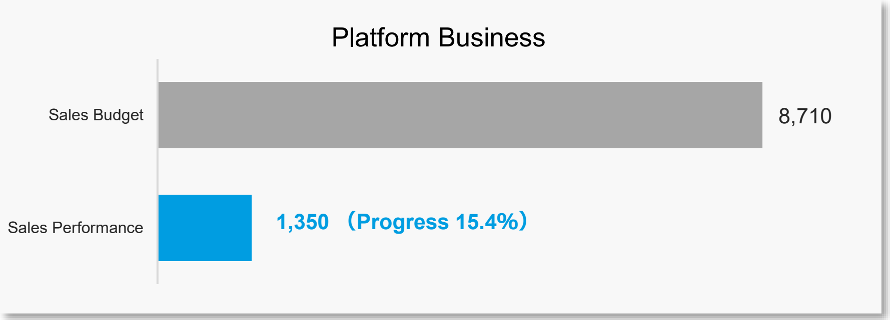
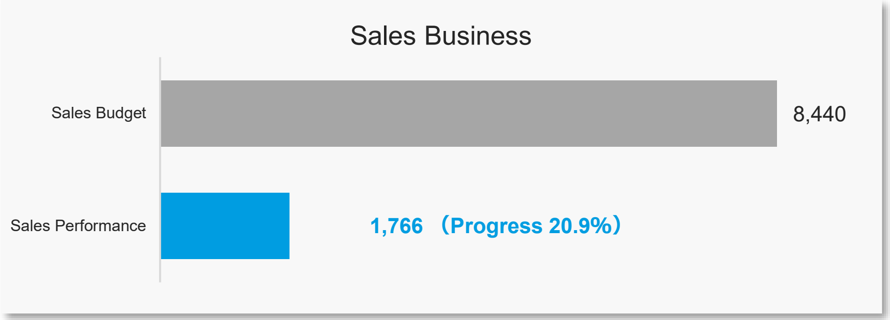
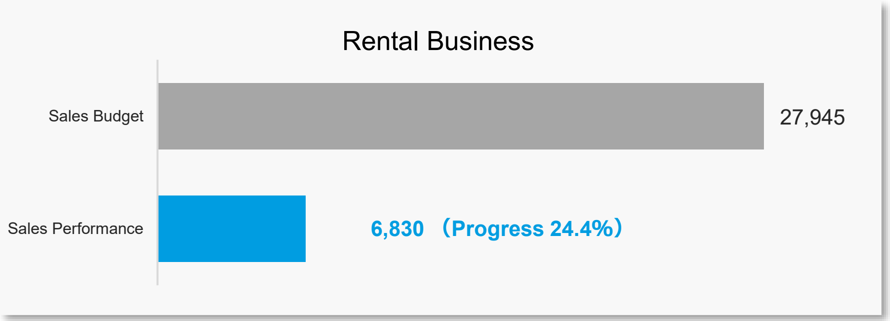
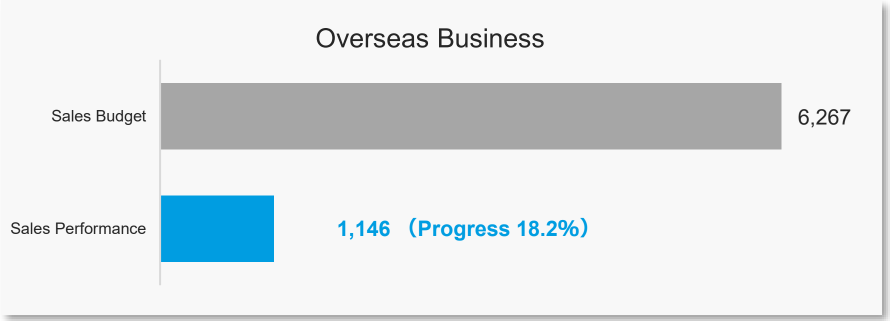
Progress on Segment Sales Plan for FY2027

Although progress appears low because sales related to product distribution tend not to accrue heavily in the early part of the fiscal year, execution against the initial plan is proceeding steadily.









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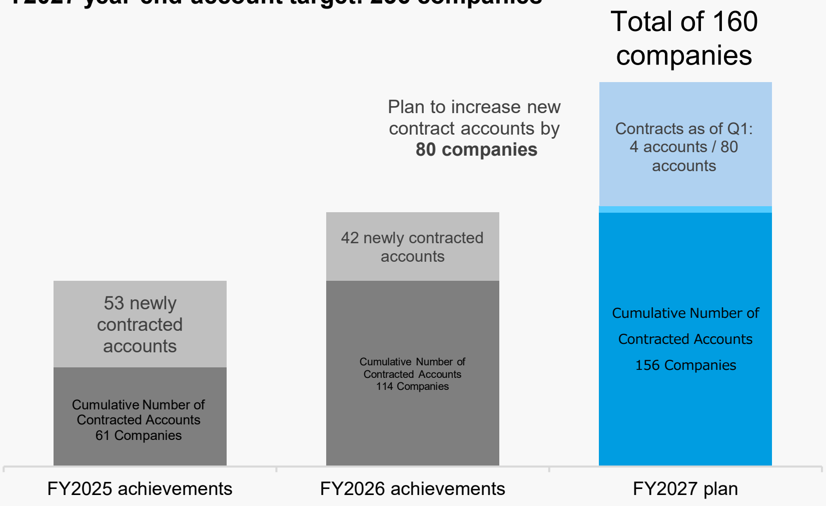
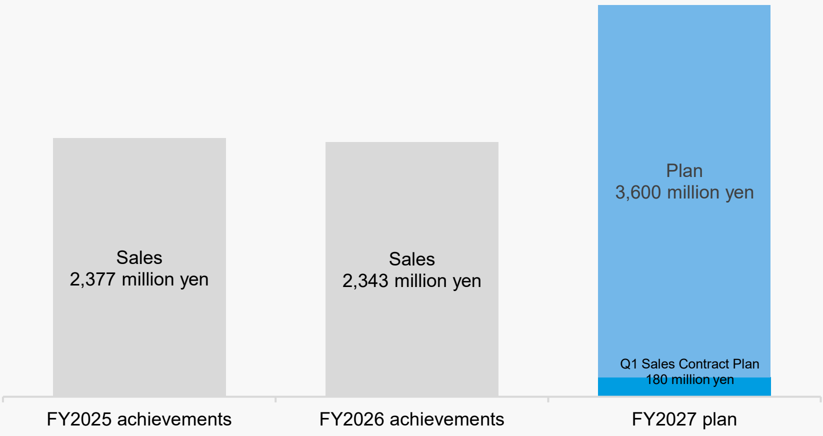
Platform KPIs

The pace of growth in OPE-MANE accounts is below expectations, but the base continues to build steadily and is growing into a driver of structural transformation in profitability. In FY2027, we plan to expand the lineup of high-value-added products in OPE-MANE and accumulate both account numbers and sales volume.

Plan for cumulative OPE-MANE accounts
FY2027 year-end account target: 236 companies



3-year cumulative OPE-MANE sales contract value target: ¥8,320 million
Managed consignment equipment value



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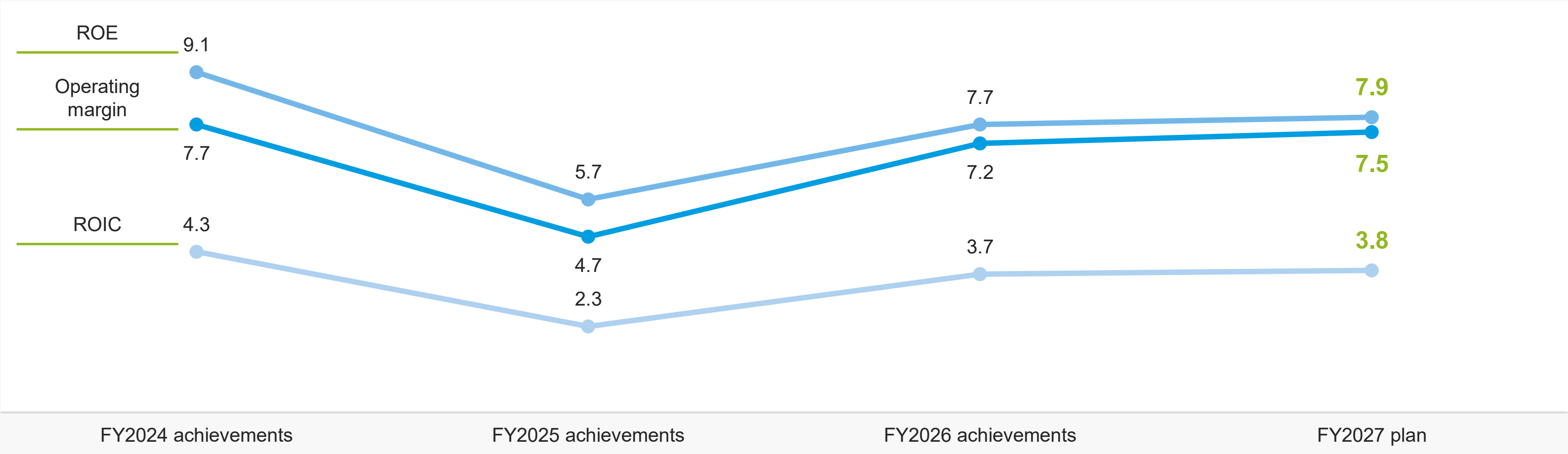
Medium-Term Business Plan Targets

As profitability has increased through the growth of the platform business, various target figures have been revised upward. Improvements with a focus on capital efficiency are also progressing, and ROIC is improving.

Trends in Key Indicators (Operating Profit Margin, ROE, ROIC) (Unit: %)



Business Outlook

Platform Concept

We will create the industry-wide “standard” for the scaffolding sector and rebuild sustainable social infrastructure.

Platform Concept

Toward a shared infrastructure for the industry

From local optimization to overall optimization.

Takamiya Platform will share and provide the “products,” “bases,” and “know-how” it has cultivated over the years to the industry as a whole, reducing inefficiencies and enabling labor savings.

As the foundation of the industry, we will establish a new growth cycle.

By sharing the infrastructure we provide with “everyone in the industry,” including competitors, we will build a de facto standard.

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Industry Environment and Challenges

Demand remains firm, but the root cause of labor shortages is not a decrease in the number of workers; rather, it is the absence of a standard in the industry.

Construction demand has remained firm

FY2026 construction investment outlook
¥80.94 trillion (+5.4% YoY)

FY2026 building repair investment
¥17.81 trillion (+2.7% YoY)

Against the backdrop of national resilience initiatives and the need to replace aging infrastructure demand for scaffolding and temporary works equipment is expected to remain at a high level over the long term.

Constraints on the supply side and labor force

Number of construction industry workers (2024)
4.77 million (30% below peak)

Share aged 55 and over
approx. 37% (aging is progressing)

Rising labor costs and material prices are also continuing, rapidly increasing the difficulty of site operations and the burden of unit costs.

The real cause of labor shortages is “lack of standards”

Unstandardized specifications and methods

Assembly, maintenance, and management rules are independently managed by each company and region, and there is no common industry standard.

Excessive emphasis on “differentiation”

As companies have relied on their own unique methods as a competitive advantage, equipment sharing and common training have remained difficult to establish.

Dependence on individual know-how

Operations based on experience and intuition have become entrenched, increasing the time required for new entrants to become operational and accelerating labor shortages.

Inefficiencies Caused by the Lack of Standards

The fragmentation of diverse temporary scaffolding equipment and work processes imposes “front-loaded investment risk” and “duplicate costs” on the entire industry.

01

Risk of Idle Assets and Upfront Investment

Because each company holds different types of temporary scaffolding equipment, it is difficult to improve maintenance efficiency. Inventory that cannot be converted into finished products increases, and shortages force additional purchases, creating a vicious cycle.

Result
Deterioration in asset efficiency (utilization rate)

02

Overlapping operations and rising costs

Because there are no common rules for equipment management, delivery, and maintenance procedures, companies often need to handle matters individually, making standardization difficult.

Result
Lower labor productivity

Solutions Through the Platform

By "opening up" Takamiya's management resources to the industry and creating "mutual sharing" with customer assets, we will build the industry's standard infrastructure.

Shared resources and a shared model

Releasing all assets we have invested in over the years

We will open up our "business, products, services, know-how, nationwide bases," as well as the vast DX investments made in the past, to players in the industry, including competitors.

Integrating customer assets into our system

By using the infrastructure provided, even small and medium-sized scaffolding companies can immediately adopt advanced equipment management and safe operating practices.

Establishing a de facto standard through "standard specifications"

By adopting common rules and equipment, users standardize temporary equipment operations across all worksites.

From "mutual sharing" to infrastructure completion

Have the client's assets (equipment) integrated into our system.

Customer-owned equipment assets are placed under Takamiya's management through OPE-MANE, enabling redistribution of idle equipment to other sites. They are managed in a "mixed" manner, just like our own assets.

【Customer benefits】

Idle assets are minimized.
Only the shortfall can be rented on a pinpoint basis.

【Takamiya benefits】

Capital investment in rental assets can be significantly reduced, improving overall ROIC.

As "mutual sharing" expands, de facto infrastructure for the industry is completed.

Transition to the Operation of Temporary Construction Equipment

With rising prices and interest rates, “purchase” is becoming difficult, while “rental” is also reaching its supply limit — shifting to OPE-MANE is accelerating as the optimal solution.

Purchasing equipment

Inflation and higher interest rates are suppressing purchases.
Rental companies are also seeing longer payback periods for new investment.

Result : Suppression of new purchases

Rental companies and other businesses are finding it difficult to increase owned assets.

Renting equipment

As purchases decline, rental procurement becomes mainstream.
However, the market’s total supply capacity has an upper limit, while resources for management and maintenance are decreasing.

Result : Tight supply-demand conditions and rising unit prices

Balancing stable procurement and cost efficiency is becoming increasingly difficult.

Transition to Equipment Operation

Transition to OPE-MANE

Managing customer assets and our own assets together on shared infrastructure.
Takamiya manages the surrounding operations, enabling customers to optimize the utilization of temporary construction equipment.
A third option that simultaneously ensures stable procurement and controls usage costs.

Result : Stable supply plus lower usage costs

By avoiding investment recovery risk, users can optimize annual usage expenses.

Expansion of OPE-MANE Bases

We will expand the logistics network supporting the shared infrastructure through three pillars — "new establishment," "M&A," and "utilization of customer bases" — with a plan to expand to 50 locations over five years.

01 New establishment | Development of our own bases

We will establish new bases in areas with concentrated construction activity and convenient locations.

Strengthening the nationwide network as the core of shared infrastructure.

Under Construction: Sapporo Base, Hokkaido and Takamiya Lab. East

02 M&A | Integration of existing operators

Through strategic alliances and M&A with businesses in the scaffolding and rental sectors, we will integrate bases, equipment, and customer networks to accelerate expansion.

Simultaneously expand the number of locations and the equipment pool.

Actual: Nikken Lease Co., Ltd. joined the Group in February 2025.

03 Utilization of customer bases | Under consideration

We are also considering a model in which existing bases of customers adopting OPE-MANE are used as part of the shared infrastructure, extending the mutual-sharing model to physical locations.

Method for expanding a network of locations with minimal capital investment

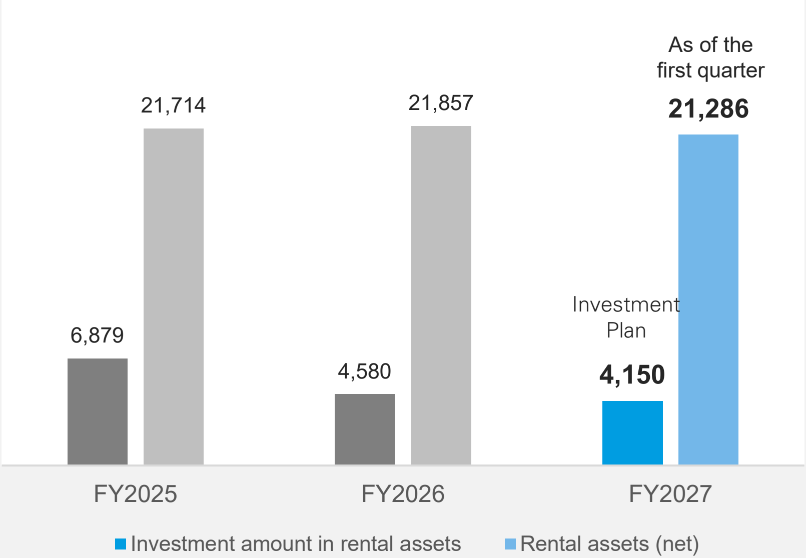
The density of hubs determines infrastructure value.

As the number of locations increases, the speed and scope of equipment sharing expand, leading to an accelerating improvement in OPE-MANE's convenience and utilization rates for customers.

Effects of OPE-MANE

A structure for “earning without relying on rental assets” — data is beginning to confirm a business model that does not depend on balance sheet expansion.

Trends in Rental Asset Investment and Net Rental Asset Value



We are expanding rental business profit even without increasing rental assets.

Rental asset investment has been held down for three consecutive fiscal years
→ net rental assets have decreased at the first-quarter stage

Use of other companies’ assets through OPE-MANE

Customer-owned temporary equipment is integrated into our management and distribution network and operated together with our own assets.

Price revisions and maintained high utilization

Platform penetration has improved rental unit prices, while high utilization has been maintained.

Profit growth without enlarging the balance sheet

Even with restrained rental asset investment, profits are expanding — proof of platform effects.

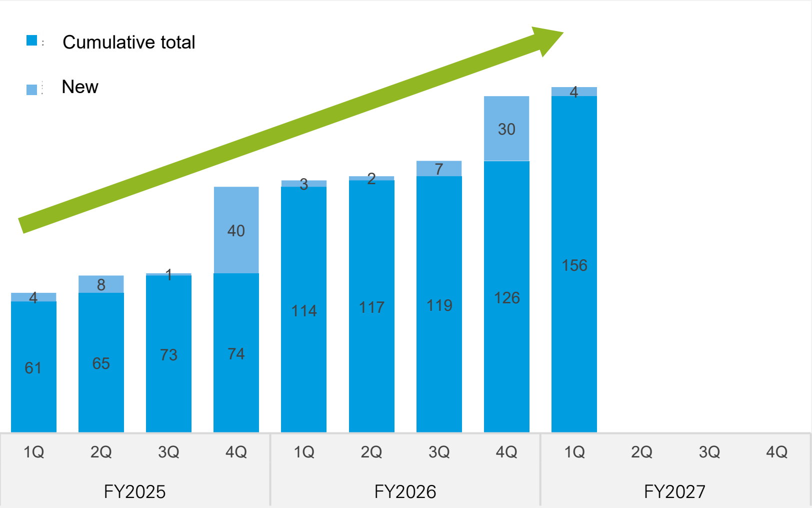
NEXT | Areas to expand going forward

We will also promote base expansion without relying on balance sheet growth, not only for rental assets but also for bases themselves.
— Toward truly asset-light management by combining utilization of customer bases.

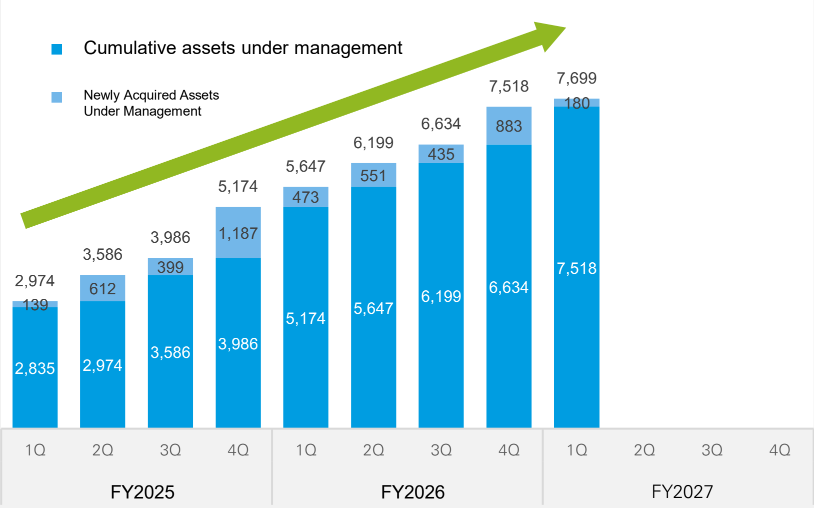
Platform Progress KPIs

The platform KPIs — "account count" and "managed consignment equipment value" — show the speed and progress of infrastructure development.

OPE-MANE cumulative account count: 160 companies



OPE-MANE cumulative sales contract value (managed consignment equipment value): ¥7,699 million



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Promotion of Standardization through Hardware (Iq System)

A de facto standard strategic product will unify the "physical rules" of construction sites, improving workability and productivity while also dramatically enhancing safety.

Next-generation scaffolding: Iq System

A new standard created by a floor height of 1,900 mm

By expanding from the conventional 1,700 mm to 1,900 mm, workers can stand upright without bending over.

Dramatically reduced physical fatigue for site workers

Extreme lightweight design and improved workability

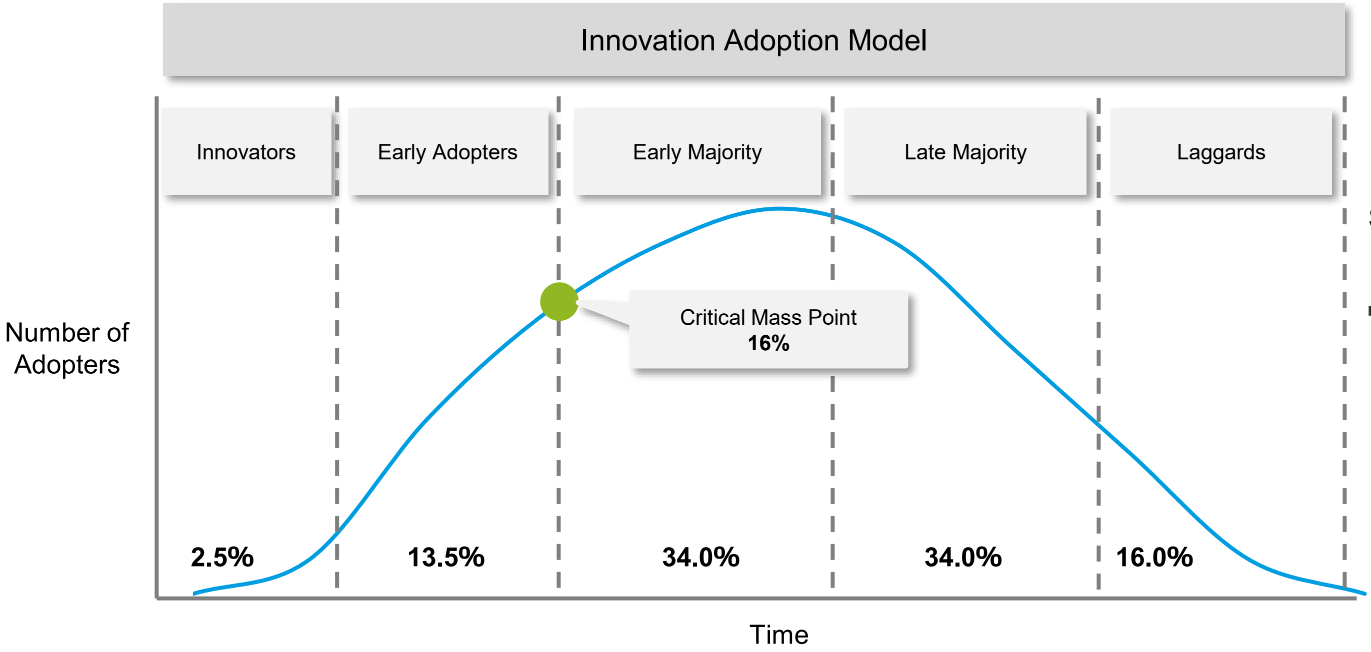
Storage efficiency is significantly improved compared with conventional products. Loading and transport costs are substantially reduced, enabling faster erection and dismantling with fewer workers.

Providing a comfortable working environment for 94.2% of workers

By adopting a 1,900 mm floor height, the percentage of workers who can move through the scaffolding without bending their backs has increased to 94.2%. In comparison, the rates are only 2.1% for 1,700 mm and 40.8% for 1,800 mm (according to our survey).

Promotion of Standardization through Hardware (Iq System)

As adoption of our scaffolding products expands and the critical mass point is surpassed, platform diffusion will accelerate.

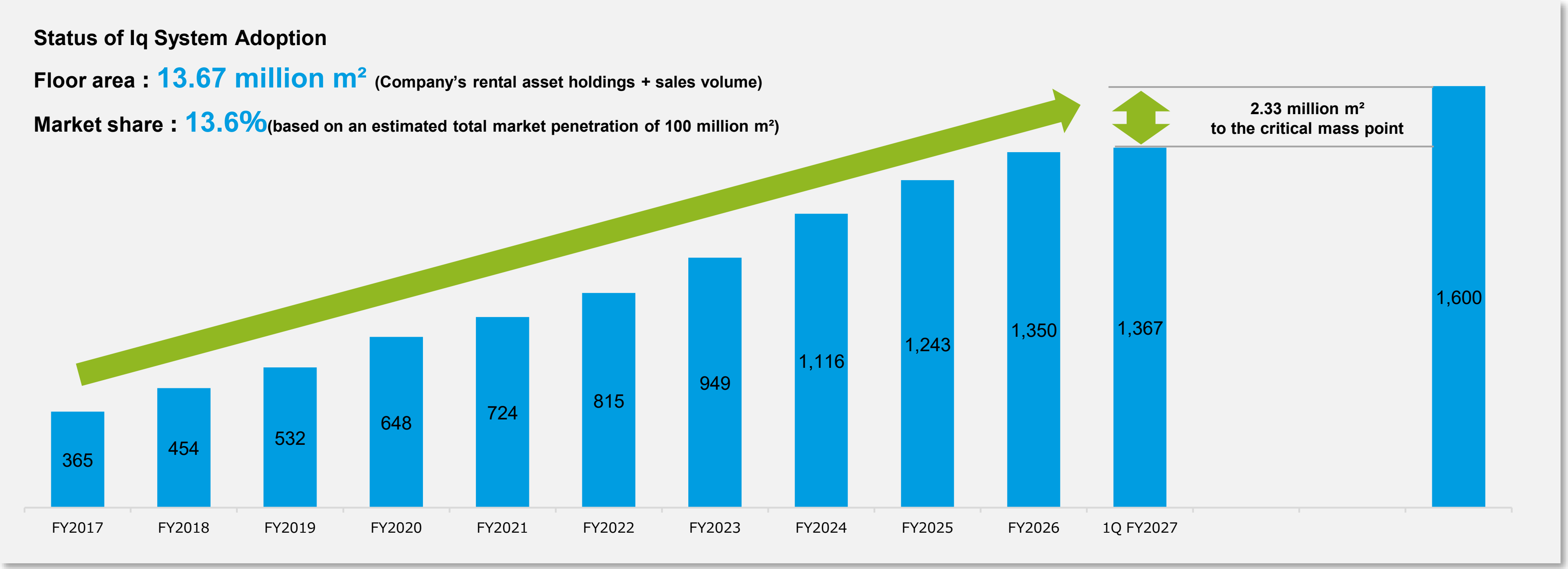


Scaffolding market penetration:
100 million m²
➡ Critical mass point：

16 million m²

Promotion of Standardization through Hardware (Iq System)

The spread of the Iq System is steadily progressing, and historical trends suggest that achieving the critical mass point is within reach.



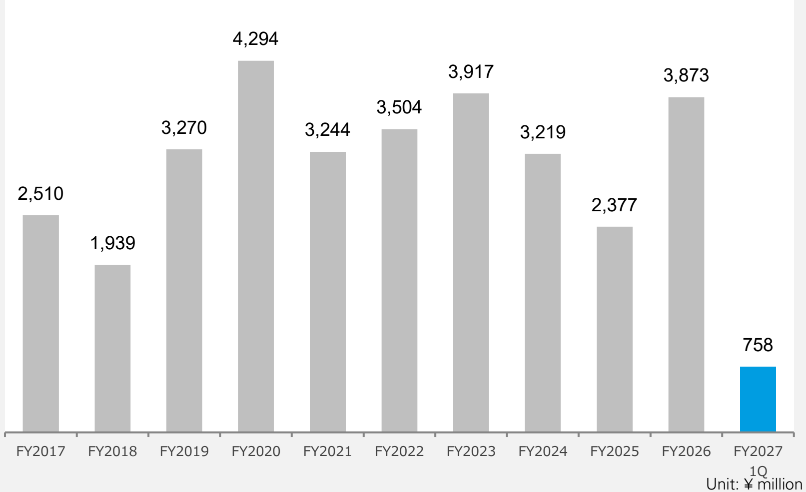
Iq System Sales Performance and Number of Purchasing Companies

Cumulative Iq System purchase companies

Through the development of value-added services, new and additional purchases, as well as the number of purchasing companies, have been on an upward trend.

Iq System Sales Track Record

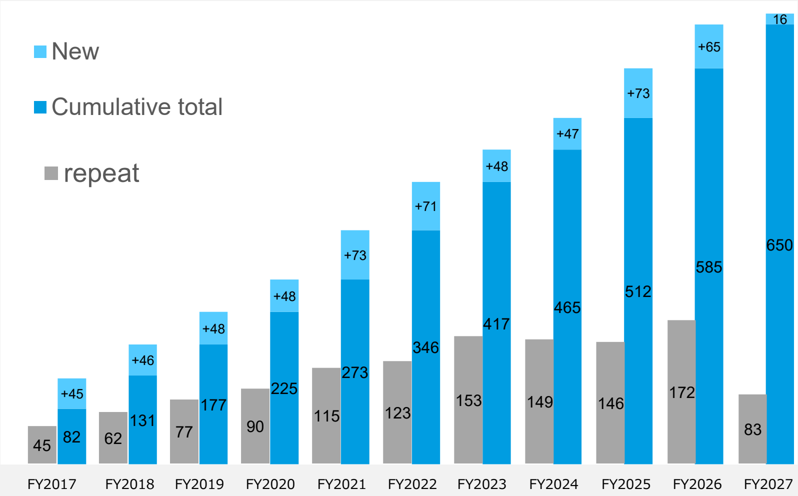
Cumulative sales: ¥35.3 billion



Unit: ¥ million

Cumulative number of companies that have purchased the iq System

Cumulative selling companies: 666 companies



TAKAMIYA

Key Measures for Realizing the Business Model Shift Through the Platform

We will thoroughly pursue aggressive platform development and improve investment efficiency through defensive suppression of rental asset investment.

Platform expansion

1. **Further expansion of OPE-MANE contracts**

   We will fully promote the target of +80 new accounts this fiscal year and achieve a cumulative total of 236 accounts.

2. **Deepening existing customers (increasing consigned assets)**

   We will encourage customers to entrust management of their owned assets and improve the efficiency of mutual redistribution (operation entrustment).

3. **Strengthening safety and production infrastructure (capital investment)**

   We will ensure recovery from construction delays at Takamiya Lab. East and the Sapporo Base.

Investment efficiency and capital efficiency

1. **Substantial suppression of new rental asset investment**

   Fiscal-year investment in rental assets will be limited to ¥4,150 million, down from ¥4,580 million in the previous fiscal year.

2. **Improving asset utilization through mixed management**

   Maximize efficiency through optimal operation of our owned temporary equipment and consigned temporary equipment.

3. **Controlling dependence on debt and improving ROIC**

   We will thoroughly pursue an “asset-light” strategy that does not inflate the balance sheet. ROIC of 3.8% is a must-achieve target.

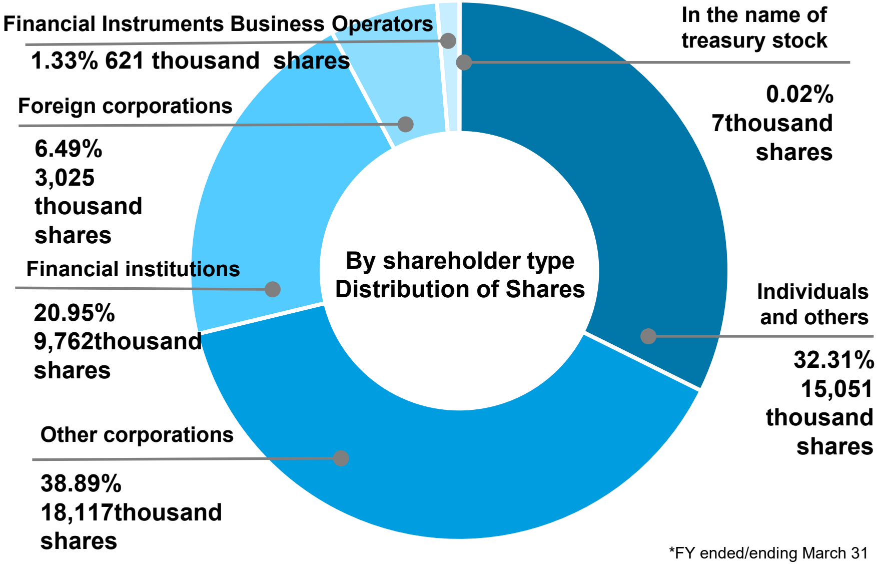
Stock Information

Stock Information

Basic Information

Stock Information

Listed on	Tokyo Stock Exchange Standard Market
Securities code	2445
Share Unit	100 shares
Number of shares issued	46,585,600 shares
PER	10.46 times (as of March 31, 2026)
PBR	0.79 times (as of ,June 31, 2026)



*FY ended/ending March 31

Stock Information

Number of Shareholders and Shareholder Composition

The number of shareholders is trending upward, with an increasing proportion of individual shareholders.

	End of March 2022	End of March 2023	End of March 2024	End of March 2025	End of March 2026
Number of shareholders at end of the period	4,052	4,159	4,704	5,659	7,492
Share Structure					
Government and Local Governments	0.00 %	0.00%	0.00%	0.00%	0.00%
Financial institutions	22.12 %	20.67%	19.68%	20.95%	18.21%
Financial Instruments Business Operators	0.61 %	0.90%	1.29%	1.33%	2.15%
Other corporations	23.88 %	24.86%	32.21%	38.89%	45.14%
Foreign corporations	6.78 %	6.90%	9.67%	6.49%	1.36%
Individuals and others	46.59 %	46.65%	37.15%	32.31%	33.16%
Treasury stock	0.02 %	0.02%	0.02%	0.02%	0.02%
Of which, number of shares established in investment trusts	10.64 %	8.35%	7.89%	7.07%	6.21%
Number of shares established in pension trusts	0.68 %	1.07%	1.06%	1.04%	0.13%

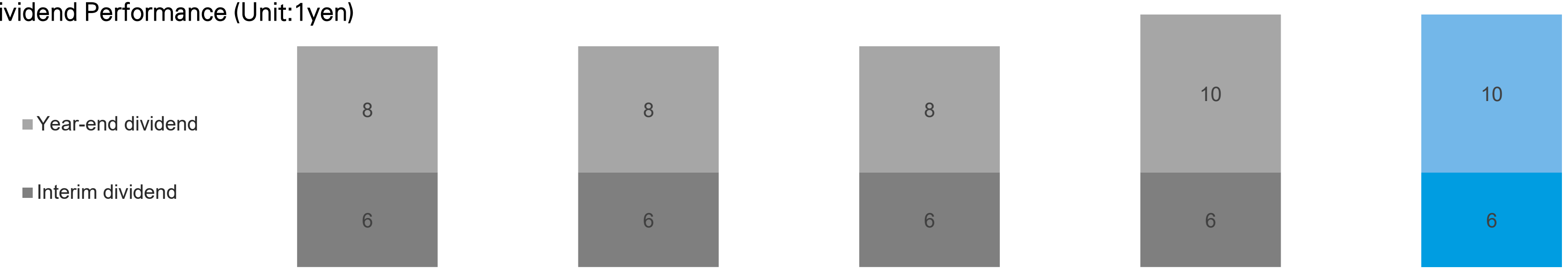
TAKAMIYA

Stock Information

Shareholder Returns

Our basic policy is to prioritize shareholder returns while maintaining the internal reserves necessary for future business growth and strengthening our management foundation. We will continue to provide progressive dividends and aim to maintain a consolidated dividend payout ratio of 35% or higher, while enhancing dividend levels in accordance with business performance and earnings growth.

Dividend Performance (Unit:1yen)



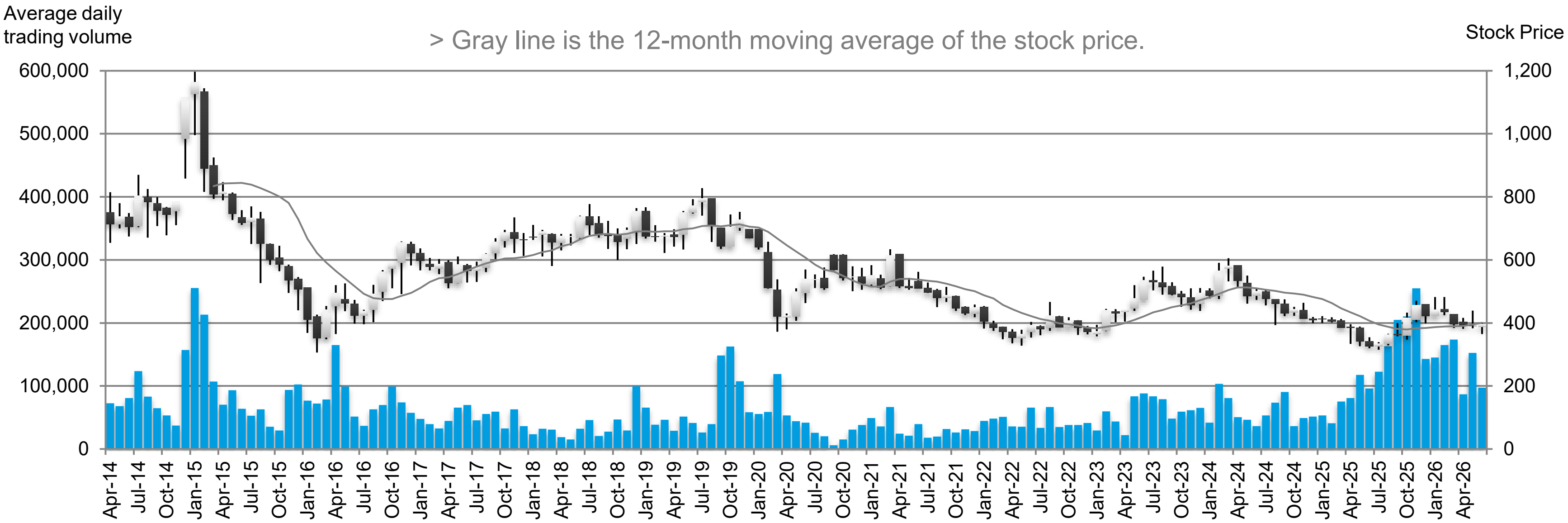
	FY2023	FY2024	FY2025	FY2026	FY2027（Plan）
Total dividend amount	652 million yen	652 million yen	745 million yen	745 million yen	-
Payout ratio	44.6%	34.5%	60.0%	42.3%	-
Share buyback	0 million yen	0 million yen	362 million yen	0 million yen	-
Total return ratio	44.6%	34.5%	89.9%	42.3%	-
Equity dividend ratio	3.3%	3.1%	3.4%	3.3%	-
ROE	7.6%	9.1%	5.7%	7.7%	-

*FY ended/ending March 31

Stock Information

Stock Price Range

Stock price as of the end of June 2026: 396 yen; average daily trading volume: 91,860 shares (April 1, 2026 – June 30, 2026)



Appendix

Financial Highlights

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Net sales	34,350	36,763	36,114	42,182	46,055	38,812	39,800	41,894	44,127	43,827	45,212
Gross profit on sales	11,291	10,991	10,431	12,132	14,014	10,996	11,181	12,587	14,428	14,123	15,674
SG&A expenses	8,307	8,561	8,740	9,418	10,311	9,410	9,499	10,334	11,023	12,061	12,407
Operating Income (1)	2,983	2,429	1,690	2,713	3,703	1,586	1,682	2,253	3,404	2,061	3,266
Ordinary income	2,731	2,337	1,610	2,662	3,541	1,569	1,954	2,400	3,580	1,856	3,038
Profit attributable to owners of parent	2,153	1,516	1,252	1,637	2,370	857	965	1,460	1,887	1,230	1,734
Depreciation (CF) ②	4,137	4,502	4,662	4,777	4,804	4,815	4,784	5,140	5,430	5,836	5,980
EBITDA(①+②)	7,120	6,932	6,353	7,491	8,508	6,402	6,466	7,393	8,835	7,897	9,246
ROE (Return on equity)	18.5%	12.6%	9.8%	12.0%	14.7%	4.7%	5.2%	7.6%	9.1%	5.7%	7.7%
Net income to net sales	6.3%	4.1%	3.5%	3.9%	5.1%	2.2%	2.4%	3.4%	4.2%	2.8%	3.8%
Total assets turnover	0.7	0.7	0.7	0.8	0.8	0.7	0.7	0.7	0.7	0.6	0.6
Financial leverage	4.3	4.3	4.0	3.8	3.5	3.2	3.1	3.0	3.2	3.4	3.2
ROA	5.8%	4.5%	3.1%	5.0%	6.2%	2.7%	3.4%	3.9%	5.4%	2.6%	4.1%

*FY ended/ending March 31 *Unit: Million yen

TAKAMIYA

Financial Highlights

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Current assets	19,769	20,557	20,136	22,781	26,408	24,907	26,681	28,430	29,073	28,888	28,282
Non Current assets	30,321	32,203	32,677	31,632	32,873	31,547	32,399	34,318	39,871	46,188	46,316
Current liabilities	21,365	20,606	20,991	20,302	21,730	19,554	20,035	21,878	22,424	25,210	23,293
Short-term loans payable	4,958	5,163	6,645	4,621	5,400	3,478	2,612	3,909	3,986	6,842	4,705
Non current liabilities	16,628	19,454	18,269	19,535	19,054	18,131	19,708	20,349	24,363	27,282	27,603
Long-term debt	13,304	15,403	13,653	13,495	11,823	11,354	11,942	12,253	14,742	19,177	19,263
Net assets	12,097	12,699	13,552	14,575	18,497	18,768	19,337	20,522	22,157	22,583	23,701
Total assets	50,091	52,760	52,813	54,414	59,282	56,454	59,081	62,749	68,945	75,076	74,599

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Current ratio	92.5%	99.8%	95.1%	112.2%	121.5%	127.4%	133.2%	129.9%	129.6%	114.6%	121.4%
Fixed ratio	257.7%	261.0%	249.0%	223.2%	182.1%	172.8%	172.6%	172.9%	185.7%	210.7%	201.2%
Equity ratio	23.5%	23.4%	25.0%	26.0%	30.5%	32.3%	31.8%	31.7%	31.1%	29.2%	30.9%
D/E ratio	226.4%	237.4%	223.6%	205.5%	164.1%	151.3%	150.3%	151.5%	159.1%	188.0%	169.7%

*FY ended/ending March 31 *Unit: Million yen

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Non-Financial Highlights

	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (consolidated) (persons)	979	1,010	1,144	1,204	1,298	1,221	1,222	1,266	1,327	1,392
Ratio of women (consolidated) (%)	-	-	31.8	30.8	32.3	34.9	36.3	33.1	35.3	34.9
Ratio of foreign nationals (consolidated) (%)	-	-	22.3	21.8	25.4	22.6	27.1	25.1	22.0	22.5
Number of new graduates hired (non-consolidated) (people)	-	-	31	33	43	32	45	27	25	28
Percentage of Women (Non-consolidated) (%)	-	-	41.9	27.3	37.2	34.4	24.4	51.8	40.0	28.5
Number of Female Managers (Group) (persons)	-	-	9	9	13	12	15	15	16	12
Percentage of paid leave taken (non-consolidated) (%)	-	-	47.8	48.1	47.6	52.7	54.0	65.1	70.9	75.3
Number of employees taking maternity leave (non-consolidated) (persons)	3	5	12	7	12	7	16	12	13	8
Number of employees taking childcare leave (non-consolidated) (persons)	8	6	15	20	11	7	23	17	19	20
Number of employees with reduced childcare work (non-consolidated) (persons)	3	7	7	11	12	11	19	27	30	23
Average years of service (non-consolidated) (years)	9.21	9.36	9.47	9.47	9.61	10.22	10.45	10.62	10.50	10.78
Turnover rate (non-consolidated) (%)	6.6	7.7	8.2	7.8	6.9	6.5	6.2	6.5	7.9	7.8
Number of accidents (non-consolidated) (cases)	0	0	2	1	1	1	2	1	2	1
Number of employees with disabilities (non-consolidated) (people)	-	-	8	11	12	12	16	18	17	19
Percentage of employees with disabilities (non-consolidated) (%)	-	-	1.38	1.85	1.63	1.79	2.20	2.08	2.00	2.15
GHG emissions (t-CO2)	-	-				2,954	3,014	3,475	3,688	3,770

*FY ended/ending March 31

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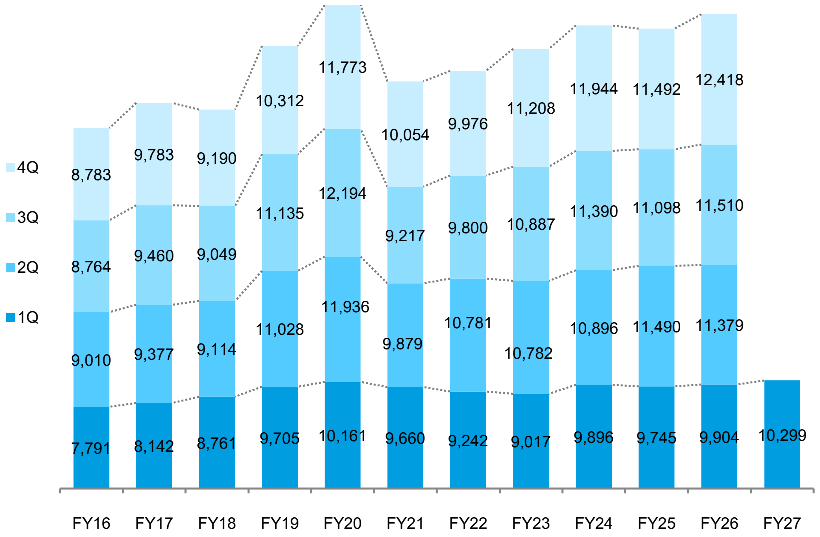
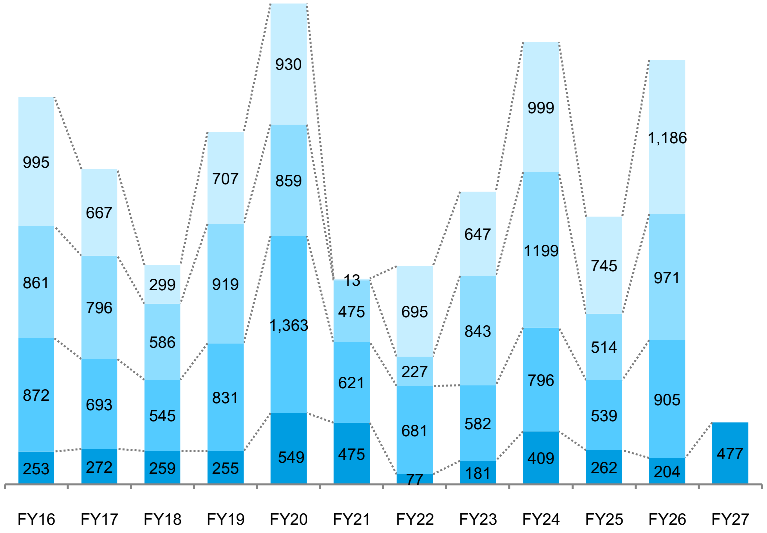
Performance Trends

Trends in Net Sales



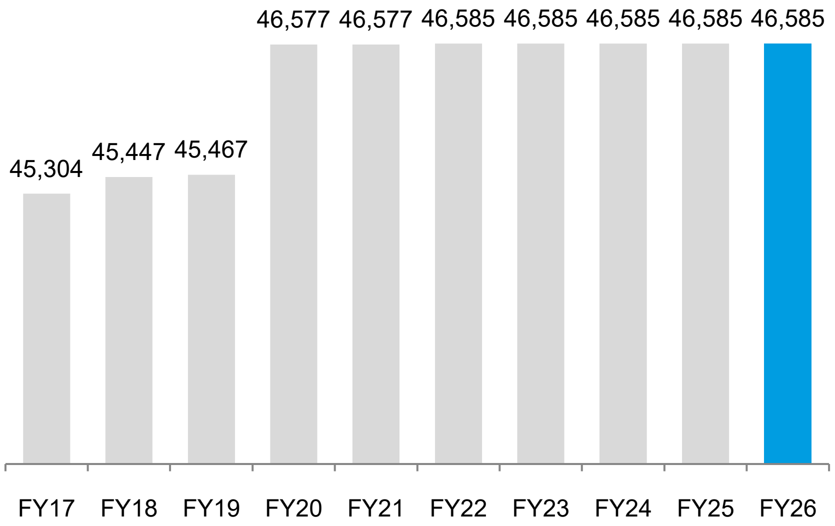
Trends in operating income



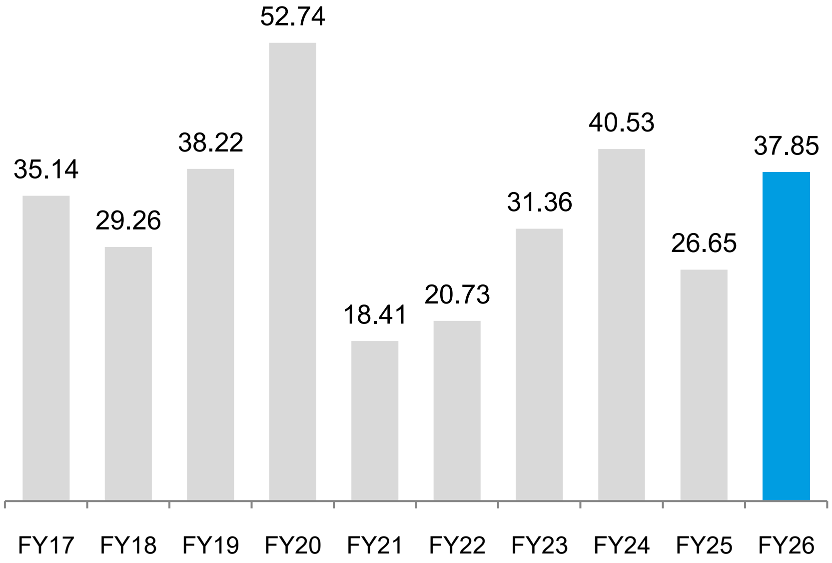
*FY ended/ending March 31 *Unit: Million yen

Number of Shares Issued and Earnings per Share (EPS)

Changes in issued shares ***Unit: 1,000 shares**



Earnings per share ***Unit: Yen**



*FY ended/ending March 31

Quarterly Results by Segment (Cumulative)

*Unit: Million yen		Fiscal Year Ended March 31, 2025				Fiscal Year Ended March 31, 2026				Fiscal Year Ended March 31, 2027			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Platform business	Segment sales	966	2,191	3,276	5,184	1,456	3,068	4,644	6,788	1,350			
	Of which, sales to external customers	966	2,191	3,276	5,184	1,456	3,068	4,644	6,788	1,350			
	Segment profit	110	388	619	1,205	276	627	984	1,655	226			
	Segment profit margin	11.4%	17.7%	18.9%	23.2%	19.0%	20.5%	21.2%	24.4%	16.7%			
(Change from the previous year	Segment sales	+192.7%	+173.8%	+108.8%	+85.4%	+50.8%	+40.0%	+41.8%	+30.9%	(7.3%)			
	Segment profit	-	-	+187.5%	+109.2%	+150.9%	+61.7%	+59.0%	+37.4%	(18.1%)			
Sales business	Segment sales	1,859	4,624	6,905	9,313	1,914	4,546	7,282	10,126	1,766			
	Of which, sales to external customers	1,838	4,470	6,632	8,937	1,872	4,460	7,147	9,961	1,758			
	Segment profit	74	297	287	270	(35)	87	313	464	(18)			
	Segment profit margin	4.0%	6.4%	4.2%	2.9%	(1.8%)	1.9%	4.3%	4.6%	-			
(Change from the previous year)	Segment sales	(33.7%)	(16.6%)	(19.2%)	(17.9%)	+2.9%	(1.6%)	+5.5%	+8.7%	(7.7%)			
	Segment profit	(76.6%)	(49.5%)	(71.3%)	(79.0%)	-	(70.6%)	+9.3%	+71.7%	-			
Rental business	Segment sales	6,280	13,223	20,409	27,087	6,256	13,027	20,311	27,185	6,830			
	Of which, sales to external customers	6,209	13,102	20,230	26,843	6,168	12,854	20,047	26,826	6,744			
	Segment profit	575	1,294	2,309	3,214	669	1,852	3,022	4,234	1,032			
	Segment profit margin	9.2%	9.8%	11.3%	11.9%	10.7%	14.2%	14.9%	15.6%	15.1%			
(Change from the previous year)	Segment sales	+2.8%	+4.6%	+5.0%	+1.4%	(0.4%)	(1.4%)	(0.5%)	+0.4%	+9.2%			
	Segment profit	(11.5%)	(20.0%)	(13.4%)	(12.0%)	+16.3%	+43.1%	+30.9%	+31.7%	+54.1%			
Overseas Business	Segment sales	1,855	3,637	5,439	6,868	1,226	2,415	3,431	4,741	1,146			
	Of which, sales to external customers	732	1,471	2,196	2,861	406	900	954	1,635	374			
	Segment profit	140	265	338	347	43	37	(12)	(98)	20			
	Segment profit margin	7.6%	7.3%	6.2%	5.1%	3.5%	1.6%	-	-	1.8%			
(Change from the previous year)	Segment sales	1.7%	(11.9%)	(12.2%)	(13.0%)	(33.9%)	(33.6%)	(36.9%)	(31.0%)	(6.5%)			
	Segment profit	+248.0%	+25.5%	+3.0%	+8.4%	(69.4%)	(85.9%)	-	-	(52.6%)			
	Total sales	10,962	23,676	36,030	48,453	10,854	23,057	35,670	48,842	11,093			
	Of which, sales to external customers	9,745	21,236	32,335	43,827	9,904	21,283	32,793	45,212	10,229			

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Quarterly Results by Segment

*Unit: Million yen		Fiscal Year Ended March 31, 2025				Fiscal Year Ended March 31, 2026				Fiscal Year Ended March 31, 2027			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Platform business	Segment sales	966	1,224	1,085	1,908	1,456	1,612	1,576	2,143	1,350			
	Of which, sales to external customers	966	1,224	1,085	1,908	1,456	1,612	1,576	2,143	1,350			
	Segment profit	110	278	231	585	276	351	357	670	226			
	Segment profit margin	11.4%	22.7%	21.3%	30.7%	19.0%	21.7%	22.6%	31.3%	16.7%			
(Change from the previous year)	Segment sales	+192.7%	+160.6%	+41.1%	+55.5%	+50.8%	31.6%	+45.2%	+12.3%	(7.3%)			
	Segment profit	-	+1,214.2%	(1.6%)	+62.4%	+150.9%	26.2%	+54.4%	+14.5%	(18.1%)			
Sales business	Segment sales	1,859	2,764	2,281	2,407	1,914	2,632	2,736	2,844	1,766			
	Of which, sales to external customers	1,838	2,632	2,162	2,305	1,872	2,588	2,687	2,814	1,758			
	Segment profit	74	223	(10)	(16)	(35)	122	214	150	(18)			
	Segment profit margin	4.0%	8.1%	-	-	(1.8%)	4.6%	7.8%	5.3%	-			
(Change from the previous year)	Segment sales	(33.7%)	+0.9%	(23.9%)	(13.9%)	+2.9%	(4.7%)	+19.9%	+18.1%	(7.7%)			
	Segment profit	(76.6%)	(17.7%)	-	-	-	(45.2%)	-	-	-			
Rental business	Segment sales	6,280	6,942	7,186	6,677	6,256	6,771	7,284	6,874	6,830			
	Of which, sales to external customers	6,209	6,893	7,128	6,613	6,168	6,686	7,193	6,779	6,744			
	Segment profit	575	718	1,014	905	669	1,183	1,169	1,212	1,032			
	Segment profit margin	9.2%	10.3%	14.1%	13.5%	10.7%	17.4%	16.0%	17.6%	15.1%			
(Change from the previous year)	Segment sales	+2.8%	+6.4%	+5.8%	(8.2%)	(0.4%)	(2.4%)	+1.3%	+2.9%	+9.2%			
	Segment profit	(11.5%)	(25.7%)	(3.3%)	(8.3%)	+16.3%	+64.7%	+15.3%	+33.8%	+54.1%			
Overseas Business	Segment sales	1,855	1,781	1,801	1,429	1,226	1,189	1,016	1,309	1,146			
	Of which, sales to external customers	732	739	725	665	406	494	54	681	374			
	Segment profit	140	125	72	9	43	(6)	(50)	(85)	20			
	Segment profit margin	7.6%	7.0%	4.0%	0.6%	3.5%	(0.5%)	-	-	1.8%			
(Change from the previous year)	Segment sales	1.7%	(22.7%)	(12.6%)	(16.2%)	(33.9%)	(33.1%)	(43.5%)	(8.3%)	(6.5%)			
	Segment profit	+248.0%	(27.0%)	(37.8%)	-	(69.4%)	-	-	-	(52.6%)			
	Total sales	10,962	12,714	12,354	12,422	10,854	12,203	12,613	13,174	11,093			
	Of which, sales to external customers	9,745	11,491	11,100	11,491	9,904	11,379	11,510	12,418	10,229			

IR Contact

Company name	:	Takamiya Co., Ltd.
Address	:	〒530-0011　3-1, Ofukamachi, Kita-ku, Osaka Grand Front Osaka Tower B 27F
HP	:	https://corp.takamiya.co/en/
IR website	:	https://corp.takamiya.co/en/ir/
TEL	:	06-6375-3918 (Corporate Planning Department)
FAX	:	06-6375-8827
Mail	:	ir@takamiya.co

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