



TAKAMIYA

# Results Briefing Materials

## for the Third Quarter of the Fiscal Year Ending March 31, 2026

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# Agenda

- Topics
- Explanation of Consolidated Financial Results
- Segment Information in Detail
- Current Fiscal Year and Future Outlook
- Stock information
- Appendix

# Topics

February 2, 2026

- Notice Regarding Change of Executive Officer

February 10, 2026

- Notice Concerning Application for Change of Market Segment to the Tokyo Stock Exchange Standard Market

In addition to the above, various releases. IR information is available on our website.  
<https://corp.takamiya.co/en/ir/>

## Explanation of Consolidated Financial Results

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.1 Summary of Consolidated Financial Results

**Due to the expansion of the Platform Business and the resulting improvement in productivity, profit margins at each level improved, and although net sales increased slightly, the Company achieved a significant increase in profits.**

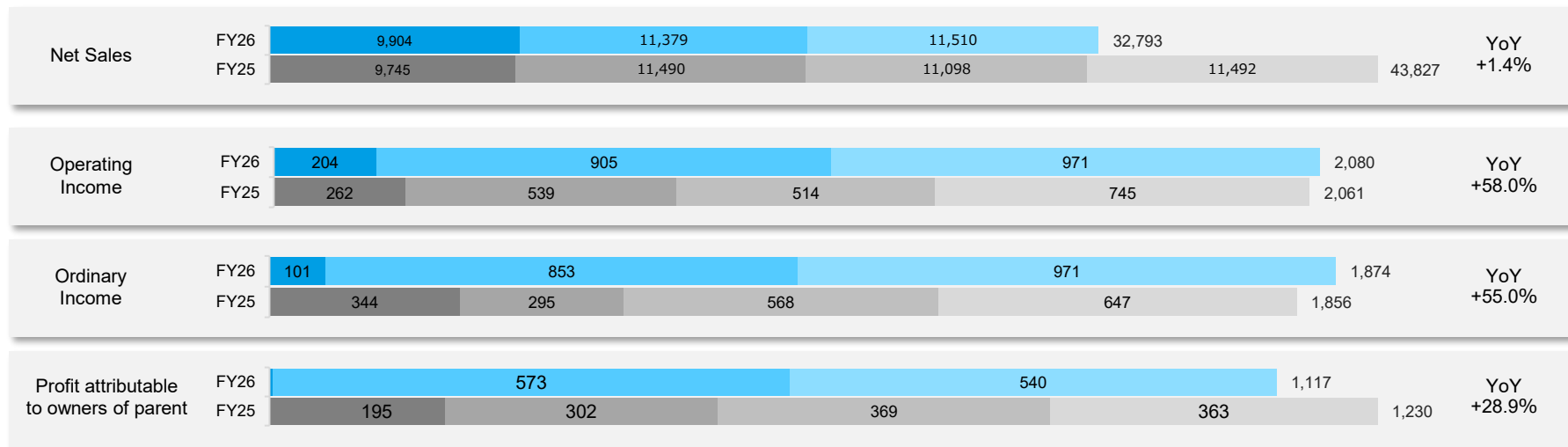
	Results for the 3Q of the FYE Mar 31, 2026	(For Reference) Results for the 3Q of the FYE Mar 31, 2025	YoY Change	YoY Growth Rate
Net Sales	<b>32,793</b>	32,335	+458	+1.4%
Gross Profit	<b>11,384</b>	10,422	+962	+9.2%
Gross Margin	<b>34.7%</b>	32.2%	+2.5pt	-
EBITDA	<b>6,487</b>	5,615	+872	+15.5%
Operating Income	<b>2,080</b>	1,316	+763	+58.0%
Operating Income Margin	<b>6.3%</b>	4.0%	+2.3pt	-
Ordinary Income	<b>1,874</b>	1,209	+665	+55.0%
Ordinary Income Margin	<b>5.7%</b>	3.7%	+2.0pt	-
Profit Attributable to Owners of the Parent (Interim)	<b>1,117</b>	867	+250	+28.9%
Interim Profit Margin Attributable to Owners of the Parent	<b>3.4%</b>	2.6%	+0.8pt	-
Interim Earnings per Share (EPS) (Interim Diluted Earnings per Share)	24.40 yen (23.45 yen)	18.72 yen (18.00 yen)	-	-

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

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.2 Year-on-Year Comparison of Profit at Each Level

**Net sales remained at the prior-year level, while improvements in profit margins led operating income and ordinary income to progress above the full-year results of the previous fiscal year.**



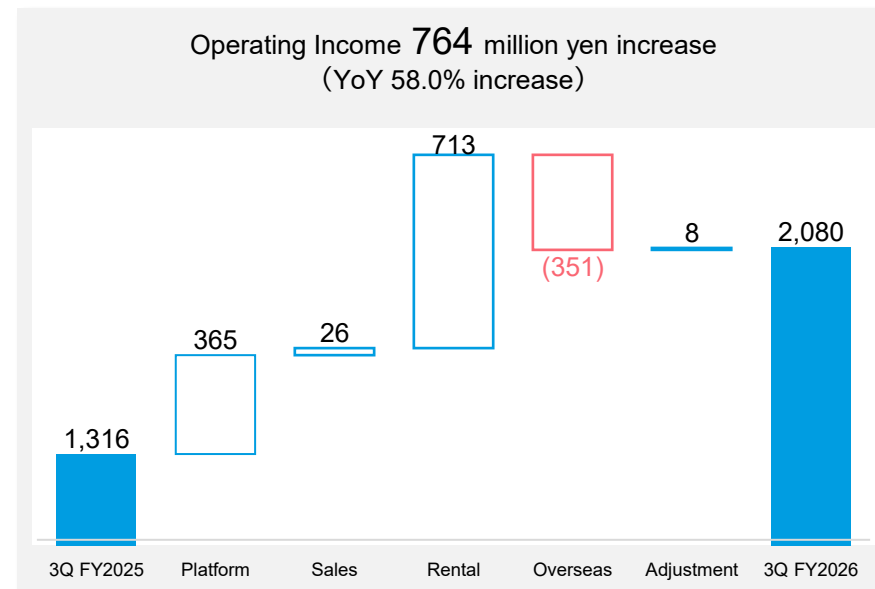
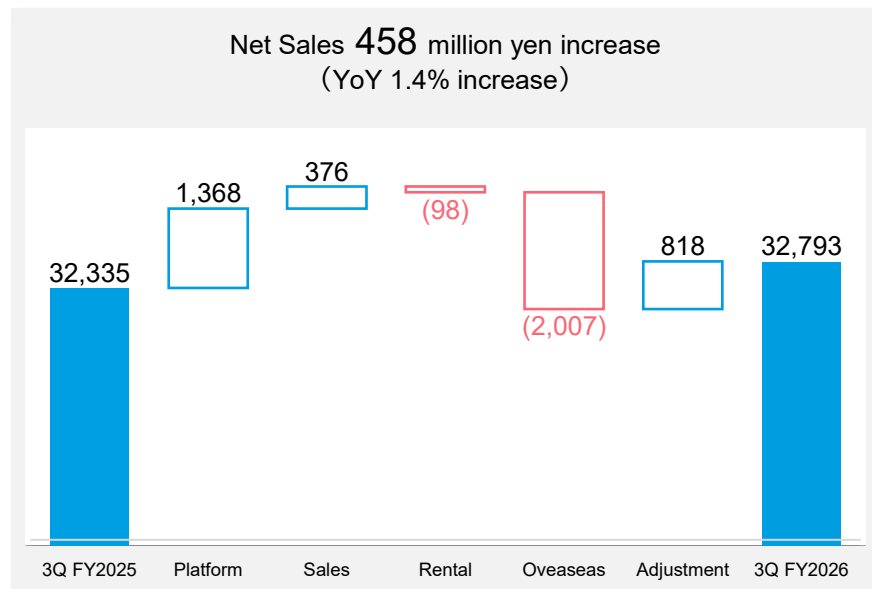
■ 1Q ■ 2Q ■ 3Q ■ 4Q

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

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.3 Comparison of consolidated performance indicators with the same period of the previous year

**The newly established Platform Business segment achieved increases in both revenue and profit, while the Rental Business recorded a significant increase in profit due to the effects of rental price revisions.**

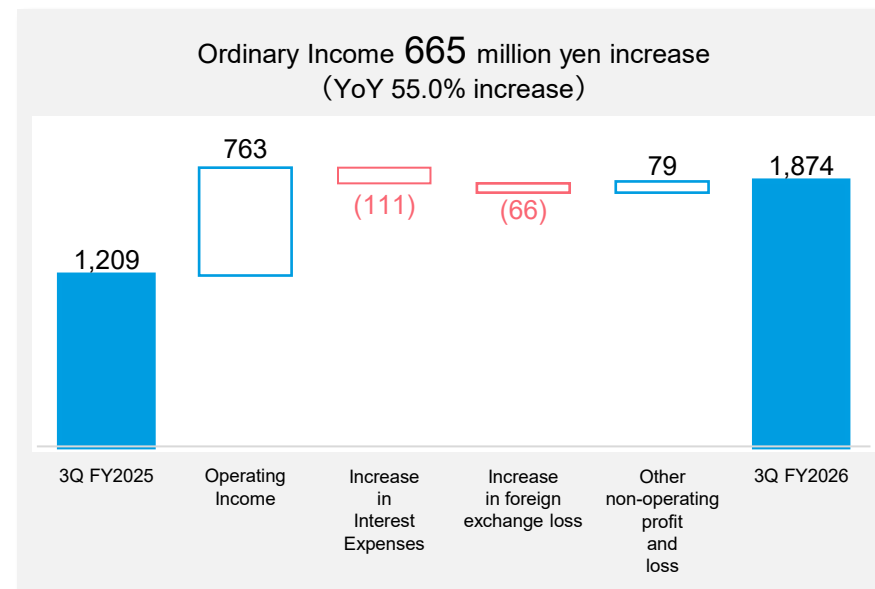
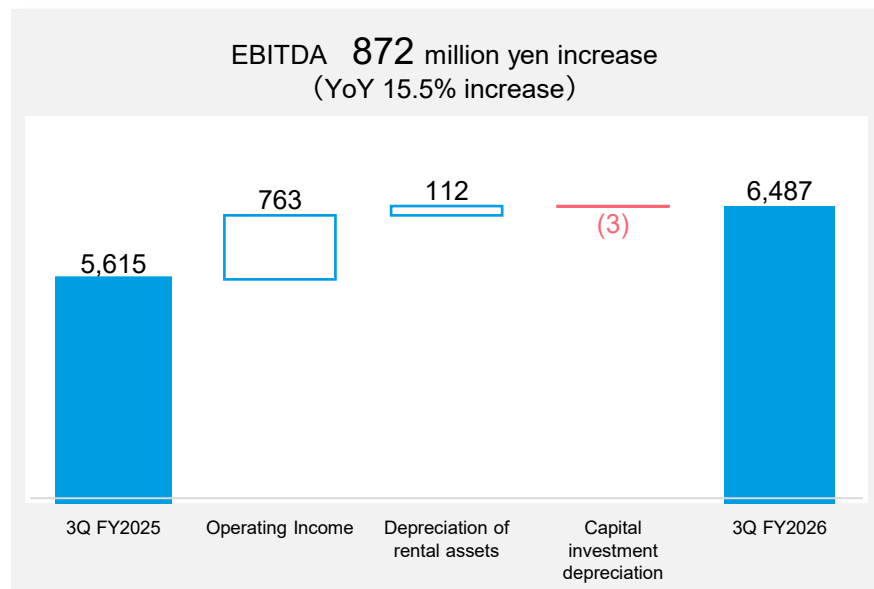


\*FY ended/ending March 31 \*Unit: Million yen

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.4 Comparison of consolidated performance indicators with the same period of the previous year

**Driven by improved profit margins resulting from the growth of the Platform Business, operating profit increased, leading EBITDA and ordinary profit to exceed the prior-year levels.**



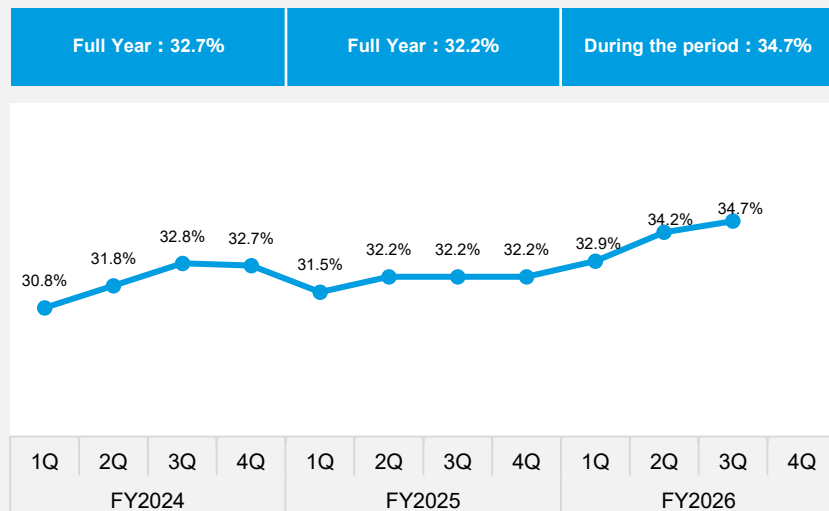
\*FY ended/ending March 31 \*Unit: Million yen

# 1. Consolidated Financial Results (April 2025 to December 2025)

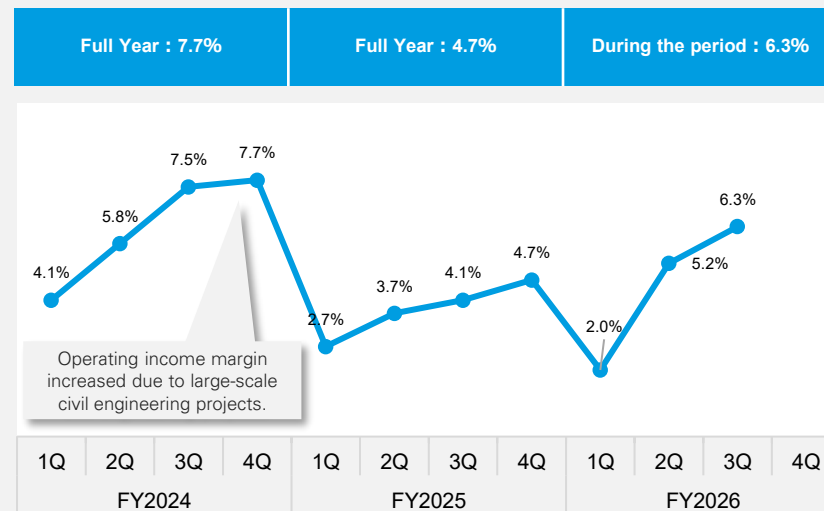
## 1.5 Trends in Gross Profit Margin and Operating Income Margin

Productivity improved through the growth of the Platform Business, the penetration of DX-related effects, and the mutual utilization of human resources, leading to improvements in gross profit margin and operating profit margin.

### Trends in Gross Profit Margin (Cumulative)



### Trends in Operating Income Margin (Cumulative)



\*FY ended/ending March 31

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.6 Summary of Results by Segment

**Operating income in the Platform Business increased significantly, and the portfolio transformation is progressing steadily.**

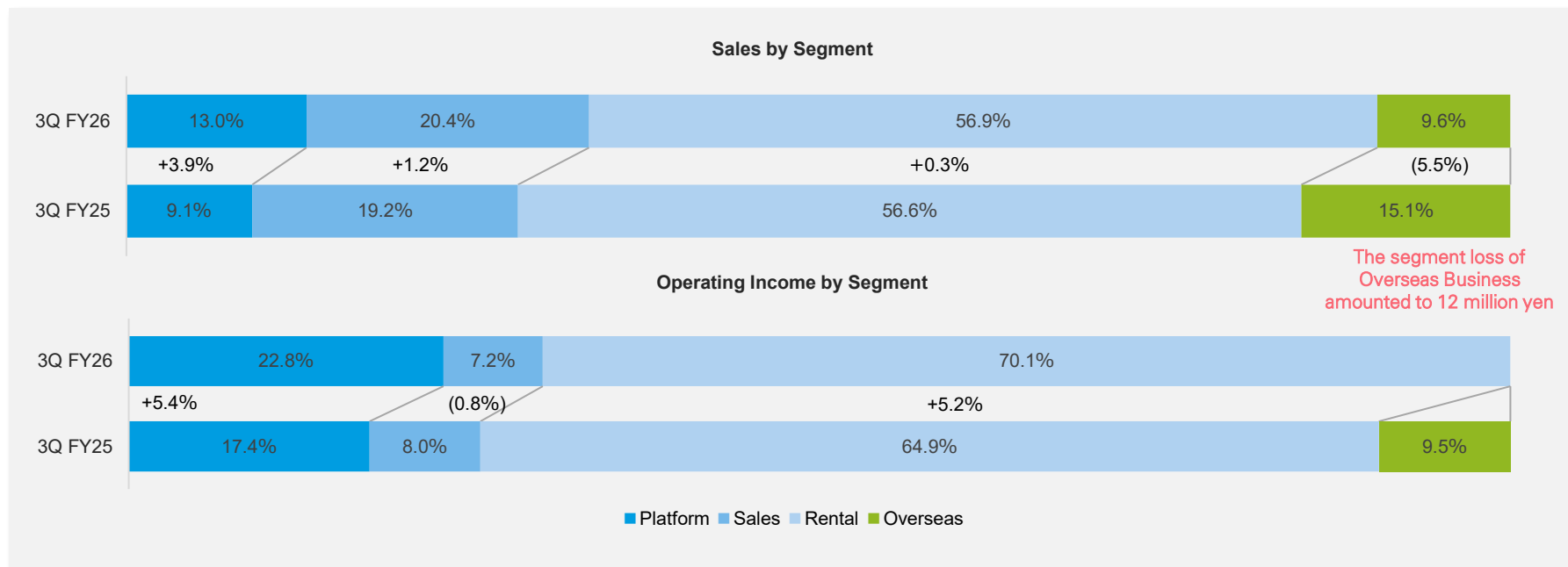
	Segment Sales			Segment Operating Income(margin)		
	3Q FY2025	3Q FY2026	YoY	3Q FY2025	3Q FY2026	YoY
Platform	3,276	4,644	+41.8%	619 (18.9%)	984 (21.2%)	+59.0%
Sales	6,905	7,282	+5.5%	287 (4.2%)	313 (4.3%)	+9.3%
Rental	20,409	20,311	(0.5%)	2,309 (11.3%)	3,022 (14.9%)	+30.9%
overseas	5,439	3,431	(36.9%)	338 (6.2%)	(12)(-)	-

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

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.7 Segment Composition Ratio

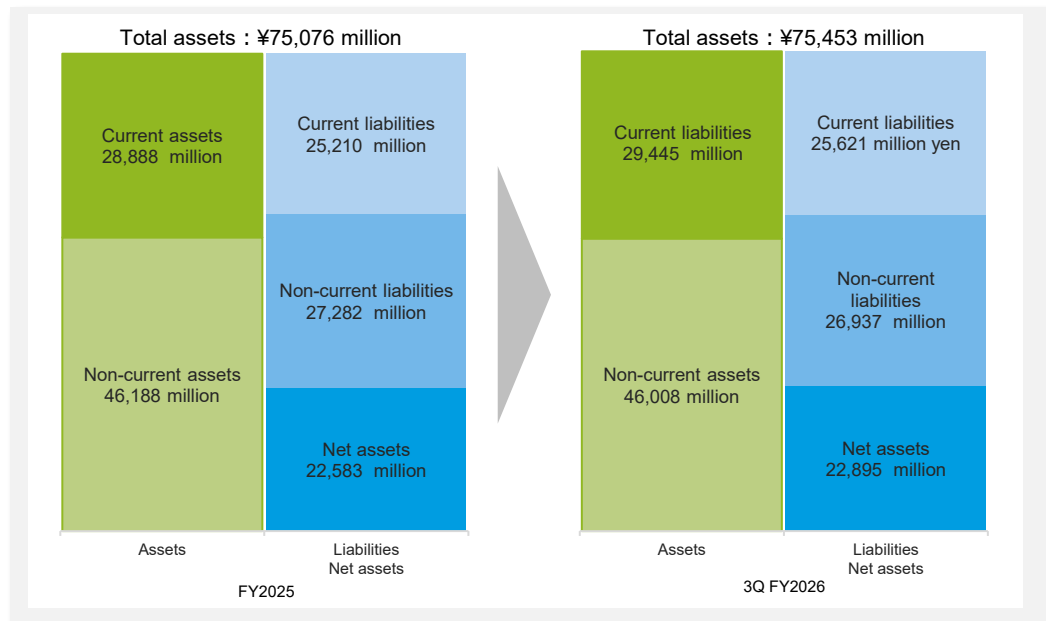
Both revenue and operating profit in the Platform Business increased significantly, with the portfolio shift progressing smoothly



# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.8 Balance Sheet

With a focus on developing business bases aimed at further accelerating the Platform Business, the Company has been executing investments and borrowings in a planned manner, while steadily advancing the optimization of inventories.



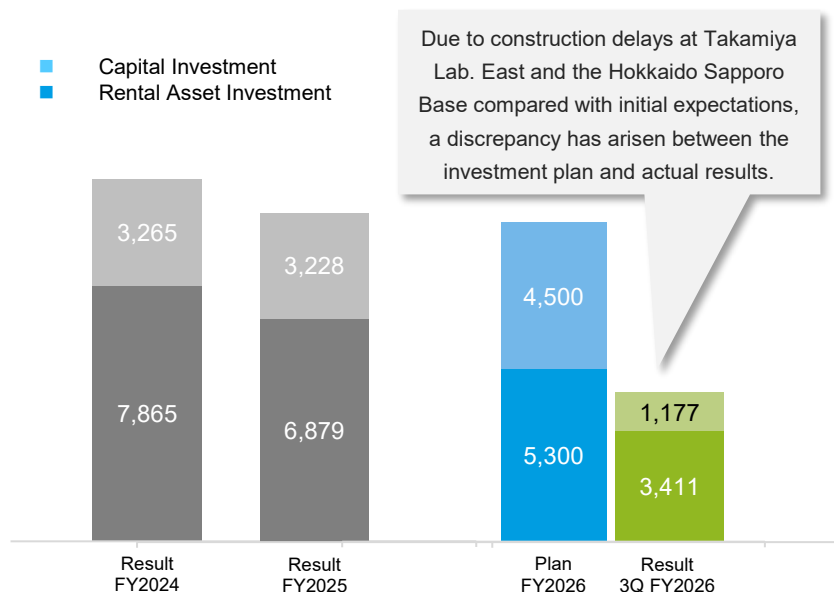
	Amount	Change from Previous Fiscal Year-End
Assets	75,453	+370
Current assets	29,455	+557
Cash and deposits	8,754	(90)
Inventories	8,617	(730)
Notes and accounts receivable, and contract assets	11,719	+1,297
Non-current assets	46,008	(180)
Assets For Rent, net	21,142	+156
Construction in progress	1,323	+637
Liabilities	52,558	+66
Current liabilities	25,621	+411
Short-term borrowings	7,274	+432
Non-current liabilities	26,937	(345)
Bonds payable	4,302	(401)
Long-term borrowings	19,585	+408
Net assets	22,895	+312
Shareholders' equity	21,489	+423

\*Changes in the balance sheet are shown only for major items.

# 1. Consolidated Financial Results (April 2025 to December 2025)

## 1.9 Investment Plans and Actuals Trend

Based on the plan, the Company executed various investments to expand platform functionalities and promote DX initiatives.



### Investment Policy

#### Base

To enhance the convenience of our solutions, we plan to open new Bases in areas with high construction demand and strong accessibility. We also intend to invest in expanding the functionality of existing Bases. (Currently constructing the Sapporo Base in Hokkaido)

#### Takamiya Lab.

A facility dedicated to the development and testing of our proprietary solutions. (Currently constructing Takamiya Lab. East)

#### DX (Digital Transformation)

Investments are being made to enhance the convenience of our solutions and to improve operational efficiency through standardization.

#### Rental Assets

We are developing high value-added products to deliver to our customers and strengthening our portfolio to ensure a stable and reliable supply capacity.

### 2Q Investment Results

#### Rental Assets

Planned investments in rental assets were carried out to strengthen supply capacity, including the replacement of damaged items.

#### Capital Expenditures

Construction of Takamiya Lab. East and the Hokkaido Sapporo Base.

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

## Segment Information in Detail

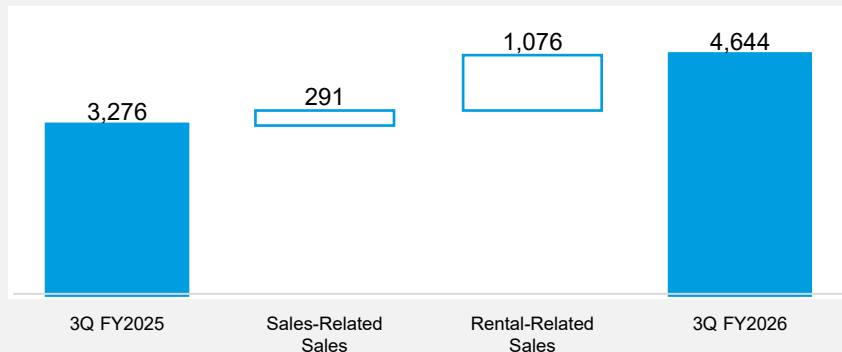
# Platform Business

Factors behind changes from the same period of the previous fiscal year

**Greater penetration of the service benefits of OPE-MANE led to an increase in add-on sales and the utilization of ancillary services, resulting in the expansion of recurring revenue.**

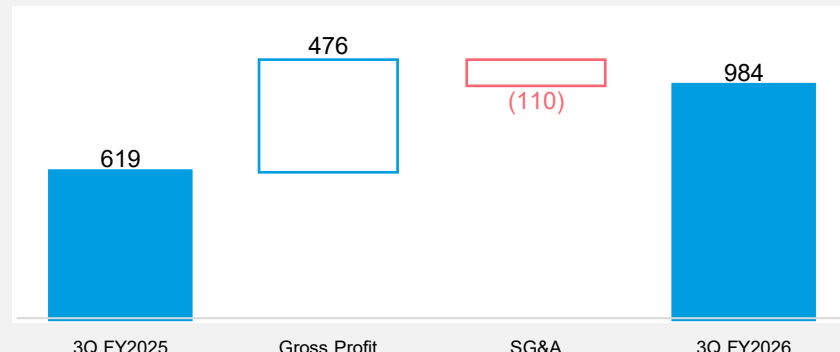
Segment Sales 1,368 million yen increase  
(YOY 41.8% increase)

- Increase in recurring revenue from OPE-MANE users
- Higher average revenue per user and increased rental of shortage materials



Segment Operating income 365 million yen increase  
(YOY 59.0% increase)

- Gross profit increased due to higher service usage
- SG&A expenses increased due to the development of solutions and the hosting of DX promotion events.

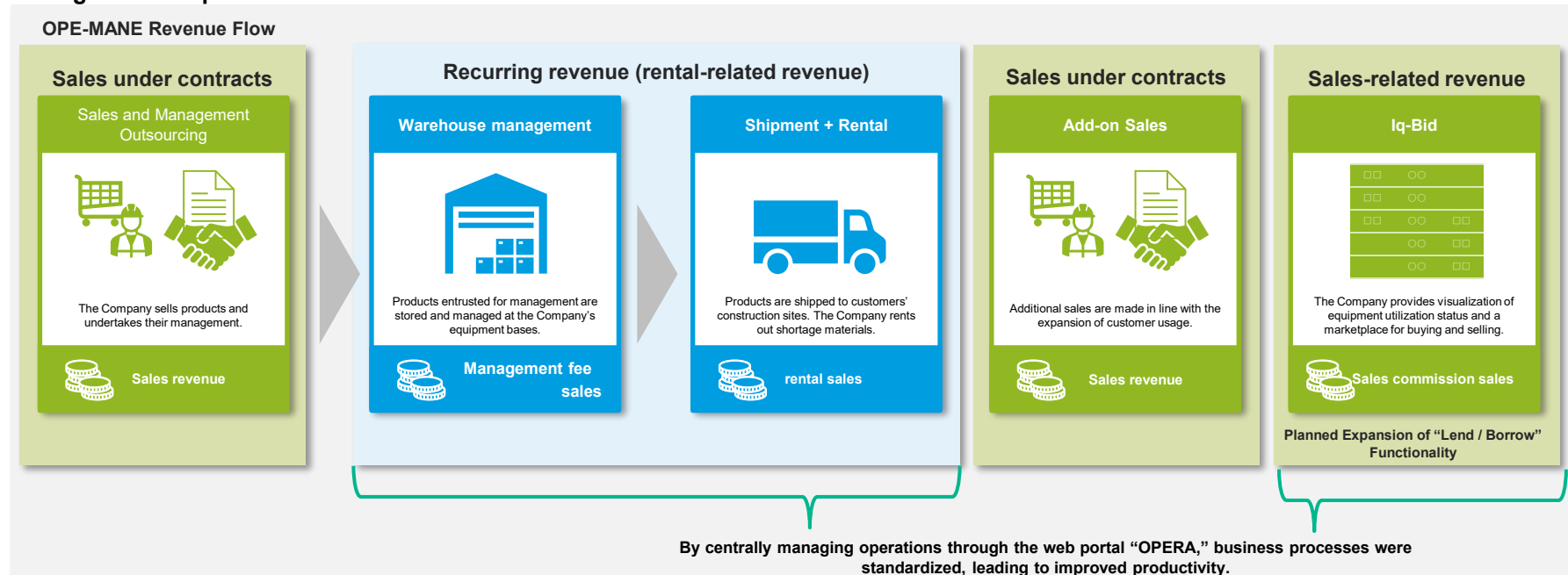


\*FY ended/ending March 31 \*Unit: Million yen

# Platform Business

## OPE-MANE Revenue Model

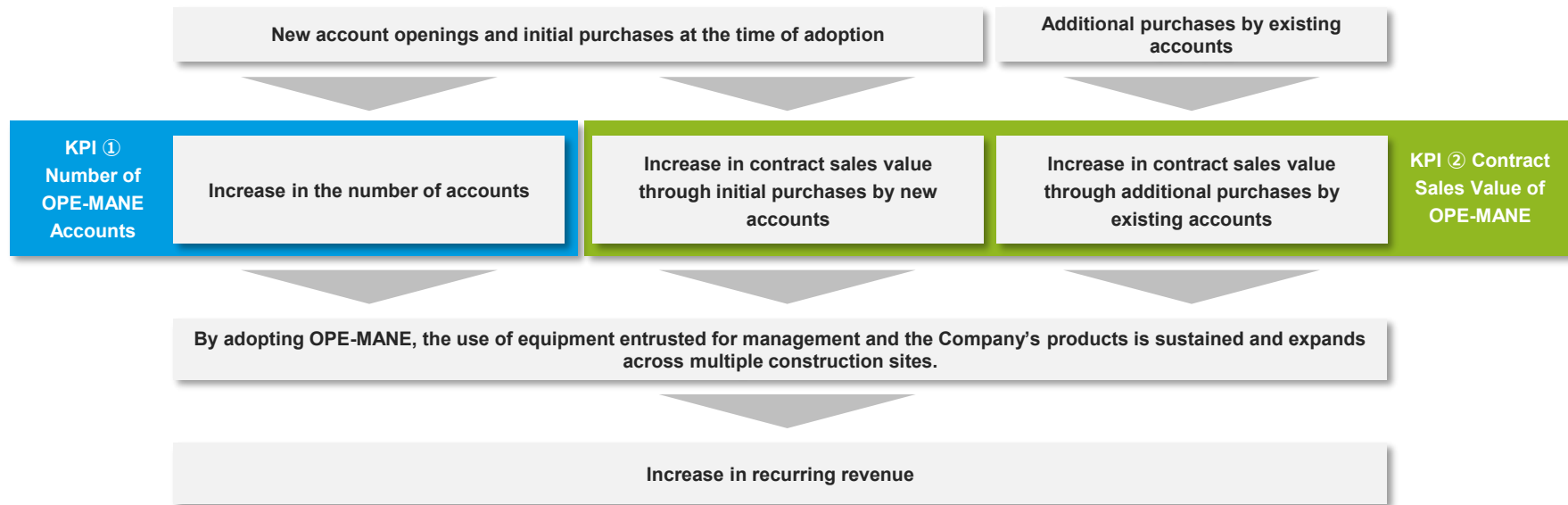
**OPE-MANE is a business model that generates recurring revenue by enabling continuous transactions with customers and increasing average revenue per customer.**



# Platform Business

## Relationship Between Platform KPIs and Recurring Revenue

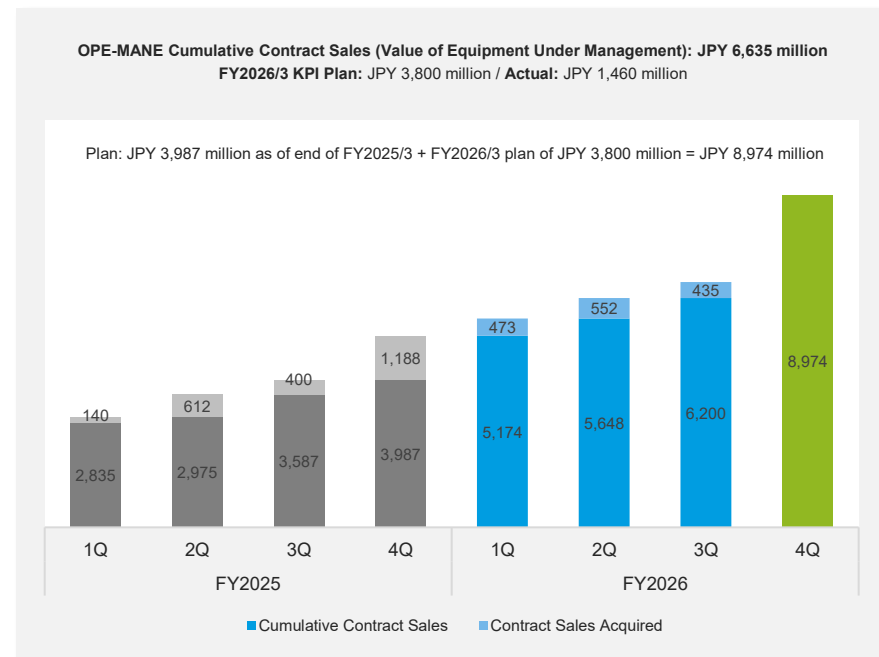
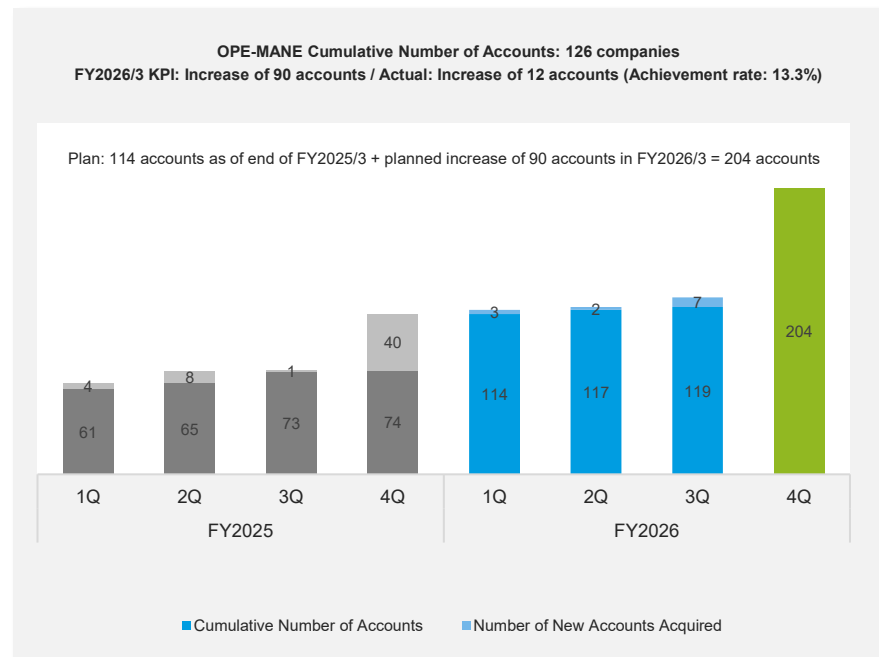
**An increase in the number of OPE-MANE accounts and in contract sales leads to a greater number of construction sites supplied with temporary equipment by the Company, thereby driving growth in recurring revenue.**



# Platform Business

## Platform KPIs

Recurring revenue increases in proportion to the growth in the number of OPE-MANE accounts and contract-based sales.



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

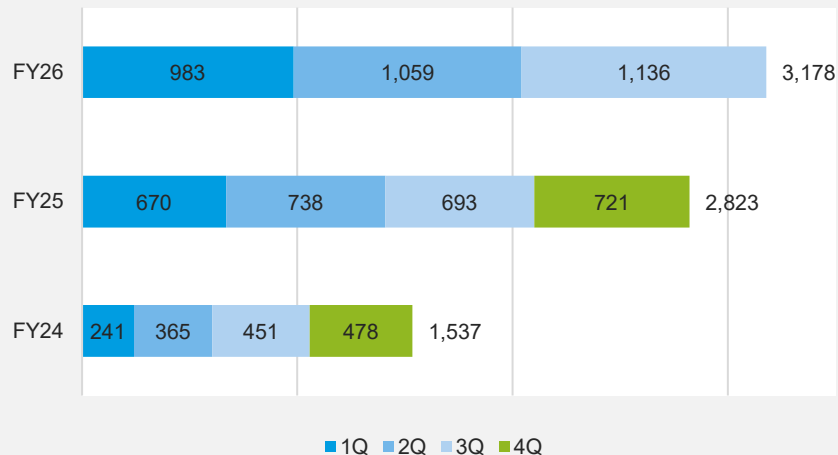
# Platform Business

## Platform Business Revenue Composition

**Recurring revenue steadily increased with growth in OPE-MANE users and contract value, with sales trending upward toward the fiscal year-end.**

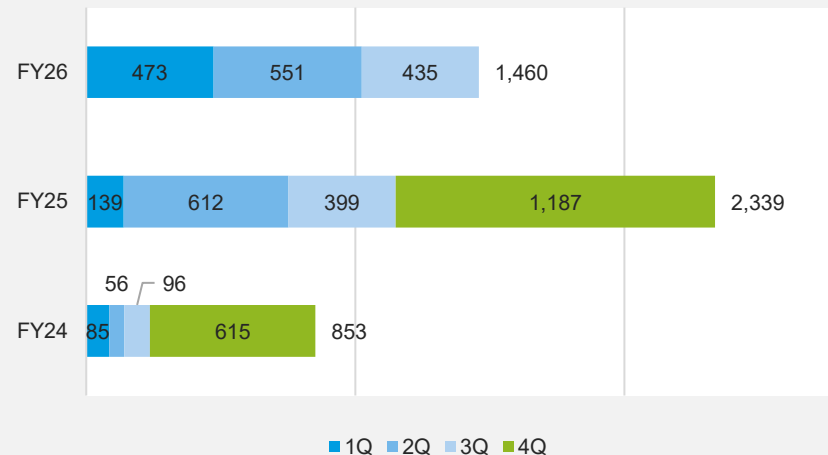
### Recurring revenue (rental-related sales)

Additional rental revenue from OPE-MANE users.  
Provided at fixed pricing, resulting in high profitability.



### OPE-MANE Sales Revenue (sales-related)

Sales revenue based on OPE-MANE service usage,  
generated at initial sign-up and through additional sales.



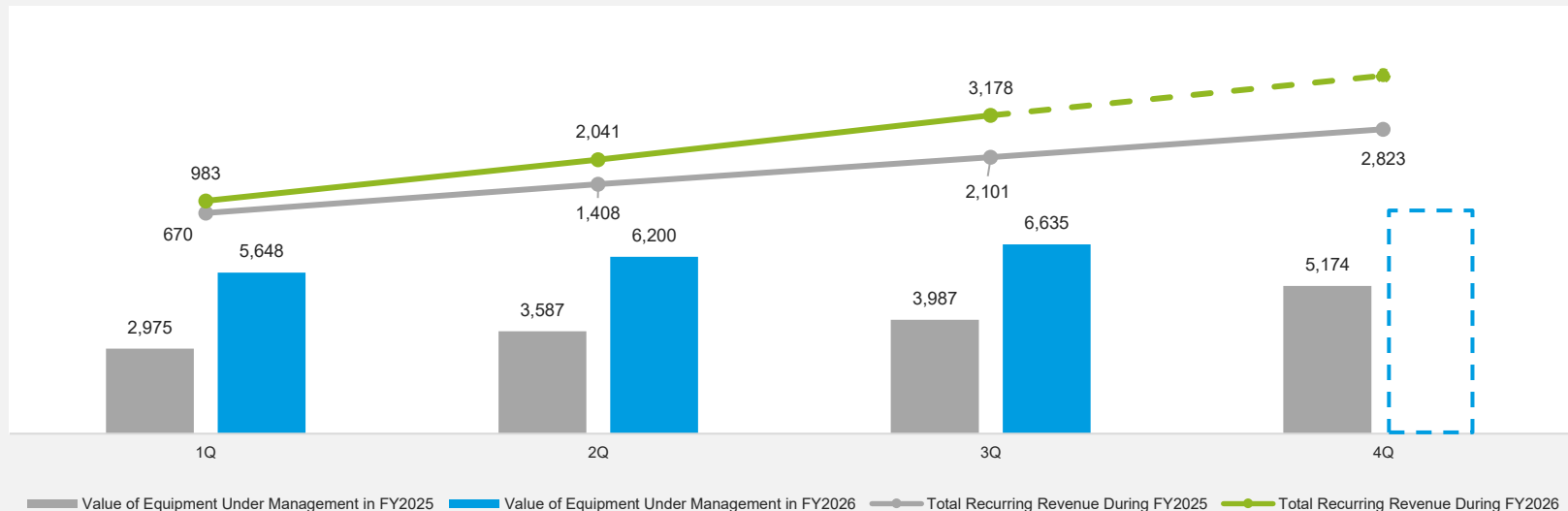
\*FY ended/ending March 31 \*Unit: Million yen

# Platform Business

## Relationship Between Equipment Under Management and Recurring Revenue

**As the value of equipment under management increases through OPE-MANE, recurring revenue increases accordingly.**

Relationship Between Contract-Based Sales (Equipment Under Management) and Recurring Revenue (JPY million)

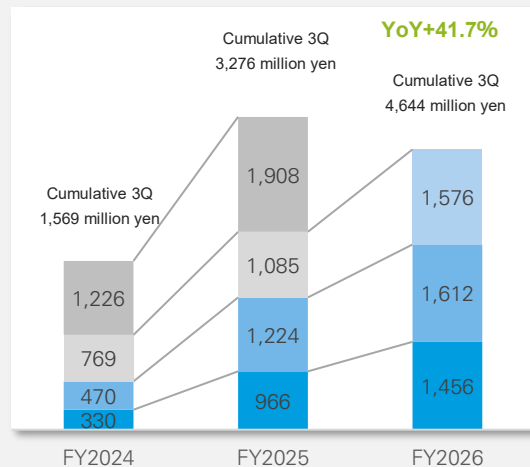


# Platform Business

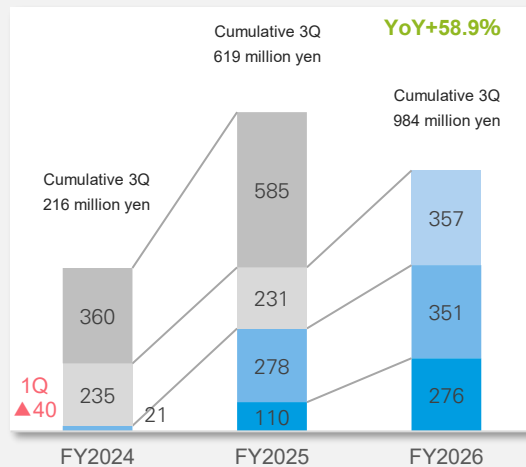
## Trends in Platform Business Indicators

**The Platform Business, a newly established business of the Company, has achieved significant growth in both revenue and operating profit (margin).**

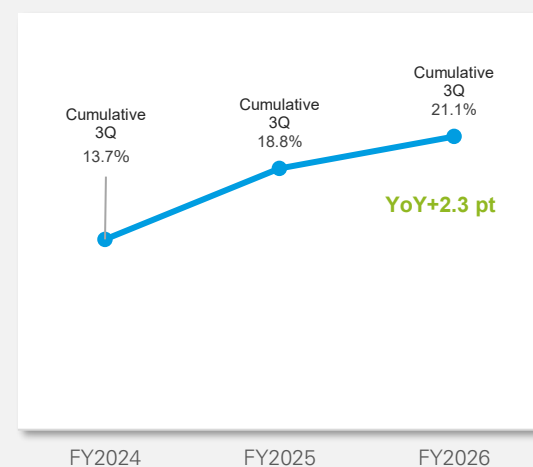
Platform Business Revenue Trends



Platform Business Profit Trends



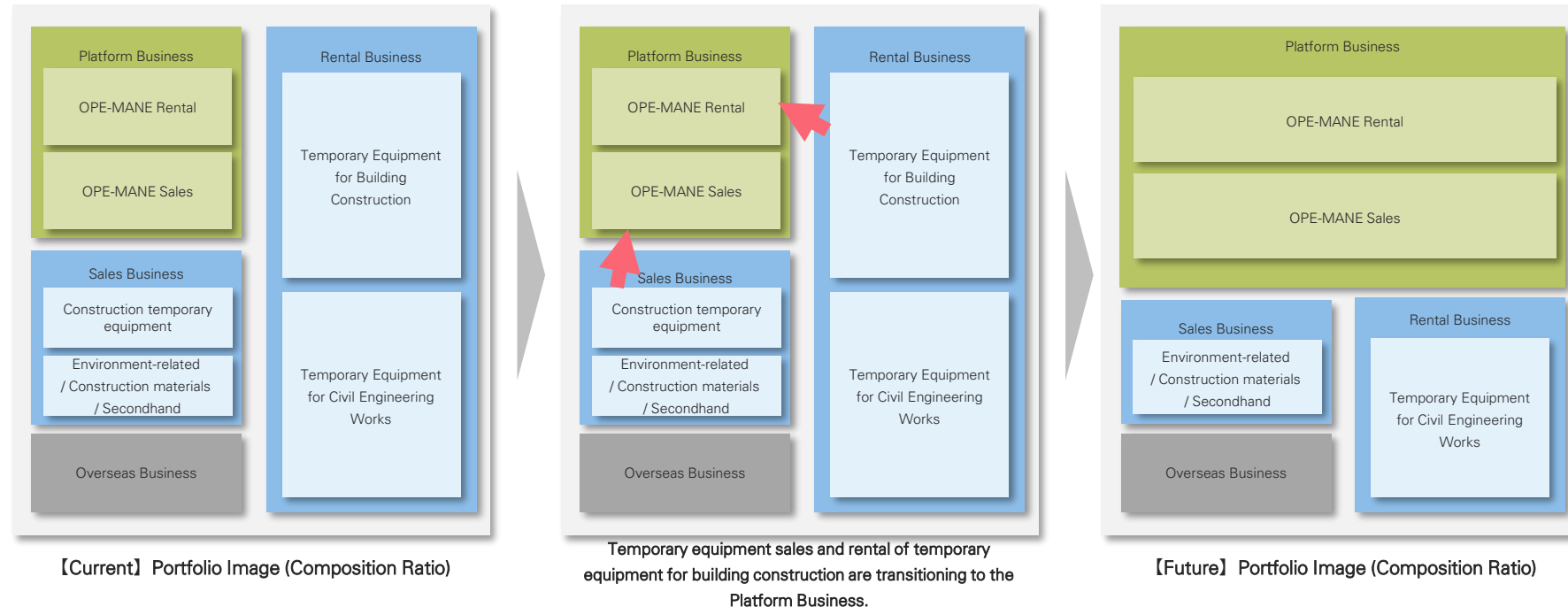
Platform Business Profit Margin



# 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.**



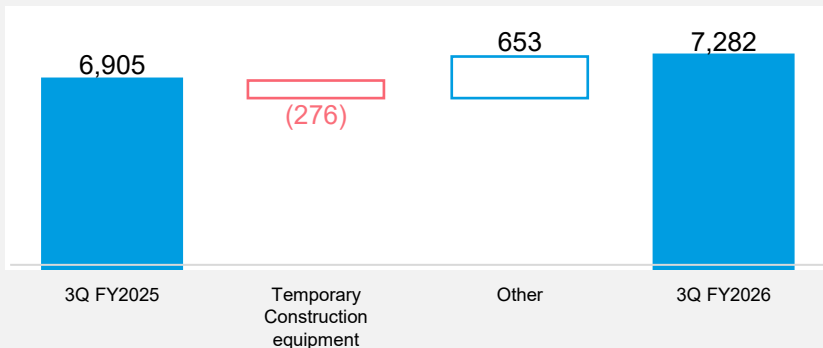
# Sales Business

Factors behind changes from the same period of the previous fiscal year

**Against the backdrop of construction delays due to labor shortages, the trend of refraining from purchasing temporary equipment continues, with an increasing tendency to use OPE-MANE, resulting in a shift away from conventional temporary equipment purchases. Profit margins improved due to large-scale projects involving the purchase and resale of used products.**

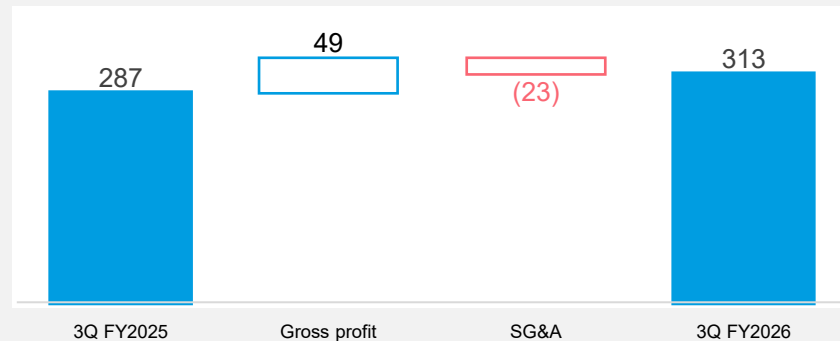
## Segment Sales 377 million yen increase (YoY 5.5% increase)

- Procurement methods shifted toward OPE-MANE and conventional rental, leading to decreased revenue in temporary equipment sales.
- The used products and environmental-related sectors exceeded last year's performance.



## Segment Operating Income 26 million yen increase (YoY 9.3% increase)

- Gross profit decreased due to the increase in used product sales.
- The Agricultural Division's cost ratio deteriorated due to prolonged construction periods and other factors.



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

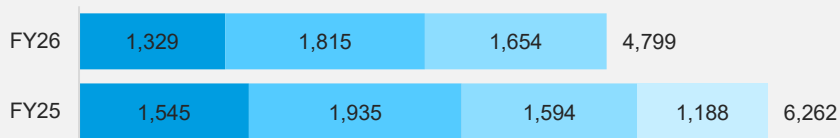
# Sales Business

## Sales by Sector

**As the use of OPE-MANE and rental-based procurement increased, revenue from temporary equipment-related businesses declined, while sales of scaffolding through trade-in transactions increased.**

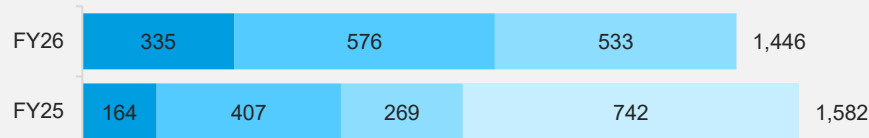
### Construction temporary equipment

Including Iq systems, suspended scaffolding, shoring, and general-purpose materials.



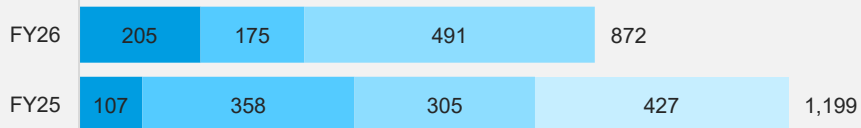
### Secondhand

Scaffolding materials are exchanged as trade-ins and sold when the IQ system is sold..



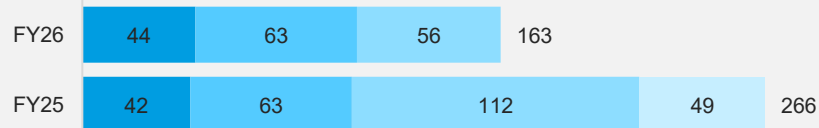
### Environment-related

PV-related products such as agricultural greenhouses and solar carports.



### Construction materials

Building and structural materials with seismic and vibration isolation functions.



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

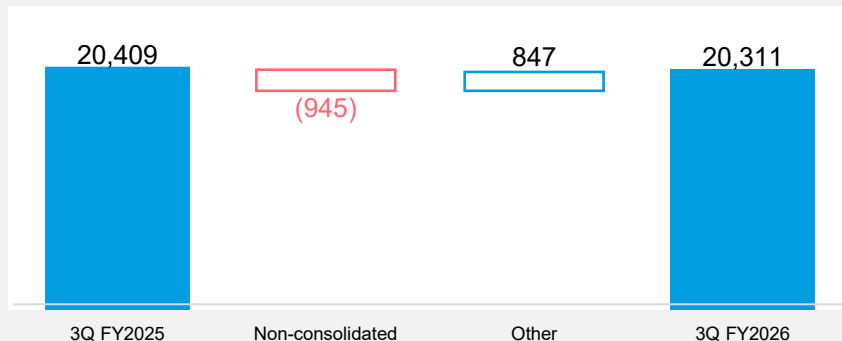
# Rental business

Factors behind changes from the same period of the previous fiscal year

**With the wider adoption of platform services, rental unit prices improved, leading to higher profitability.**

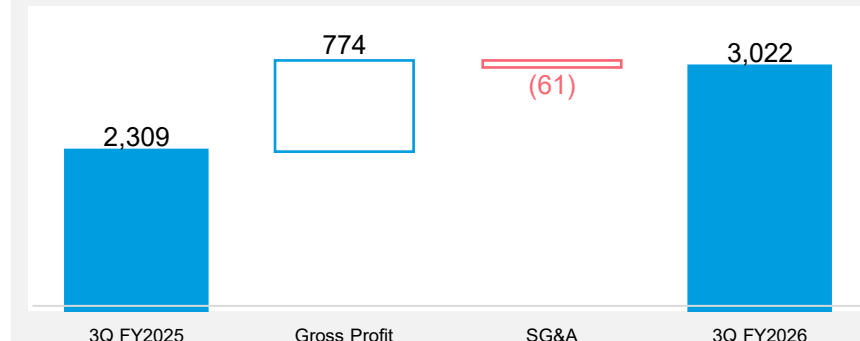
## Segment Sales **98 million yen decrease** (YoY 0.5% decrease)

- Shipment trends continued in both building construction and civil engineering, mainly driven by Hokkaido Shinkansen-related projects.
- Revenue from scaffolding assembly work and related rental services decreased.



## Segment Operating income **713 million yen increase** (YoY 30.9% increase)

- Gross profit margin improved due to the effects of unit price revisions.
- SG&A expenses increased due to goodwill amortization and other factors related to M&A activities.



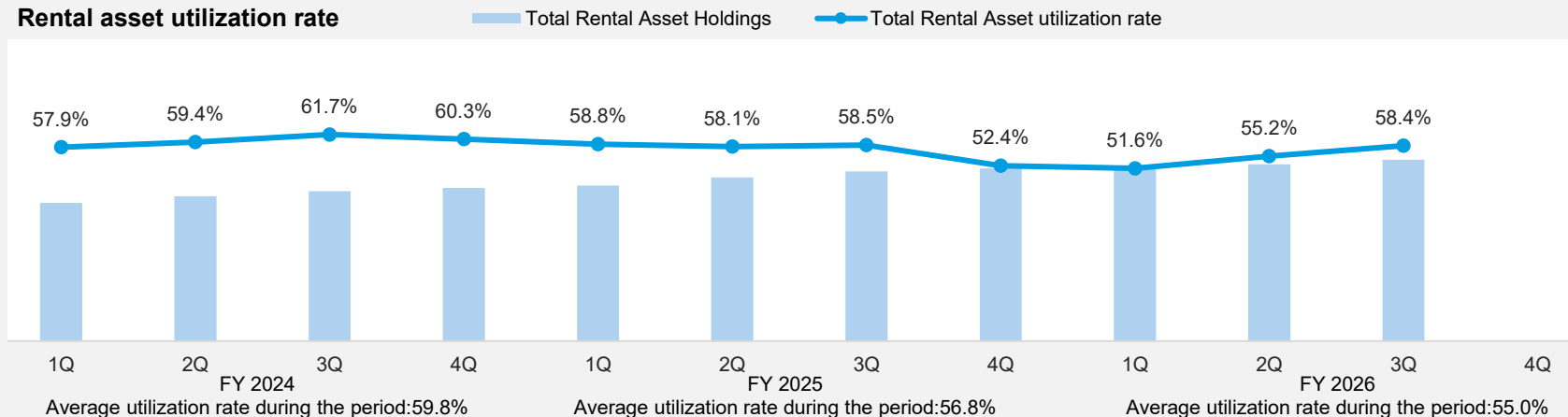
\*FY ended/ending March 31 \*Unit: Million yen

# Rental business

## Rental Asset Utilization Rate

As rentals for Hokkaido Shinkansen-related projects and other works gained full momentum, shipment trends continued and rental volumes reached a higher peak than in the same period of the previous year. Meanwhile, the utilization rate declined compared with the previous fiscal year due to an increase in the volume of rental assets held.

Rental asset utilization rate



Utilization rate (%) = Rental volume / Total holdings

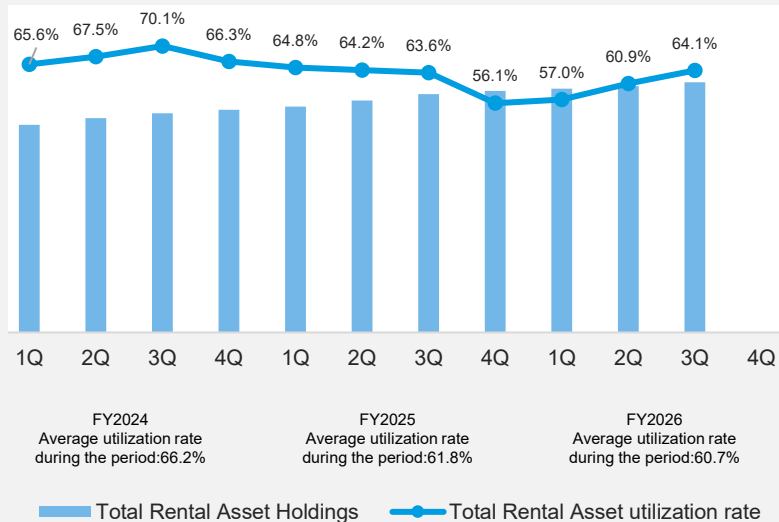
\*FY ended/ending March 31

# Rental business

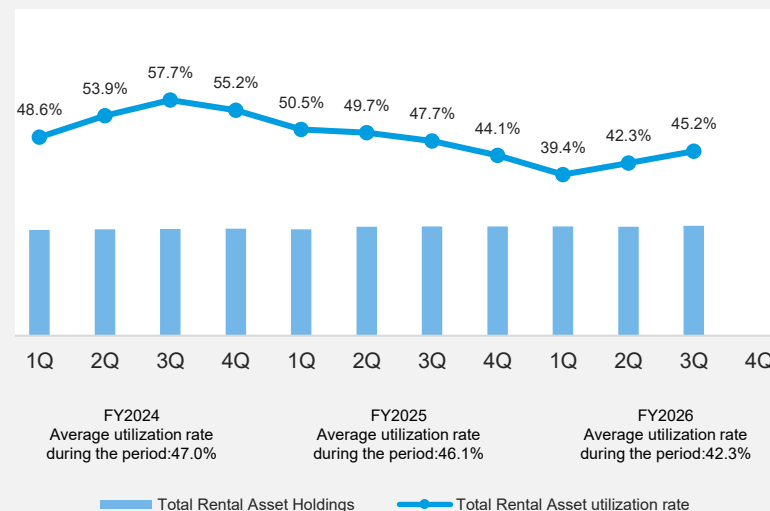
## Utilization Rates by Rental Asset Classification

As construction activities moved into the full-scale phase, the utilization rate improved. In the building construction segment, rental volumes increased, and despite a higher level of assets held, the utilization rate exceeded that of the same period in the previous year.

Construction-related rental asset utilization rate



Civil engineering-related rental asset utilization rate



\*FY ended/ending March 31  
Utilization rate (%) = Rental volume / Total holdings

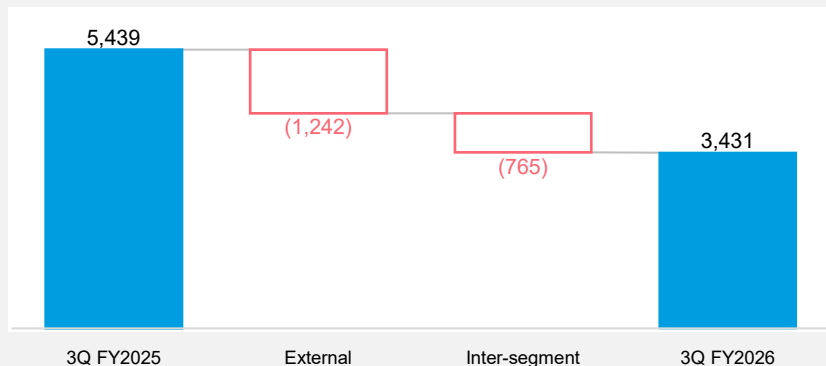
# Overseas business

Factors behind changes from the same period of the previous fiscal year

Sales from the Vietnamese manufacturing base to Japan, which constitute intra-group transactions, saw a decrease in internal sales due to the restraint of rental asset investment and consideration of inventory conditions. Regarding external sales, while the Philippines maintained levels comparable to the previous year, sales in South Korea decreased due to deteriorating business conditions.

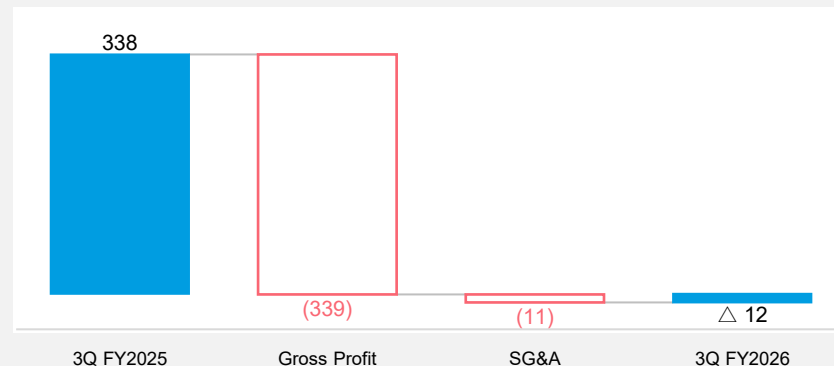
## Segment Sales **2,008** million yen decrease (YoY 36.9% decrease)

- Internal sales decreased due to the restraint of rental asset investment and promotion of inventory sales. External sales also decreased as a result of sluggish construction investment caused by domestic economic uncertainty and rising interest rates in South Korea.



## Segment Operating income **350** million yen decrease

- Gross profit decreased due to the decline in external sales. Despite efforts to reduce selling, general and administrative expenses in line with the sales decline, these measures were insufficient to absorb the impact..



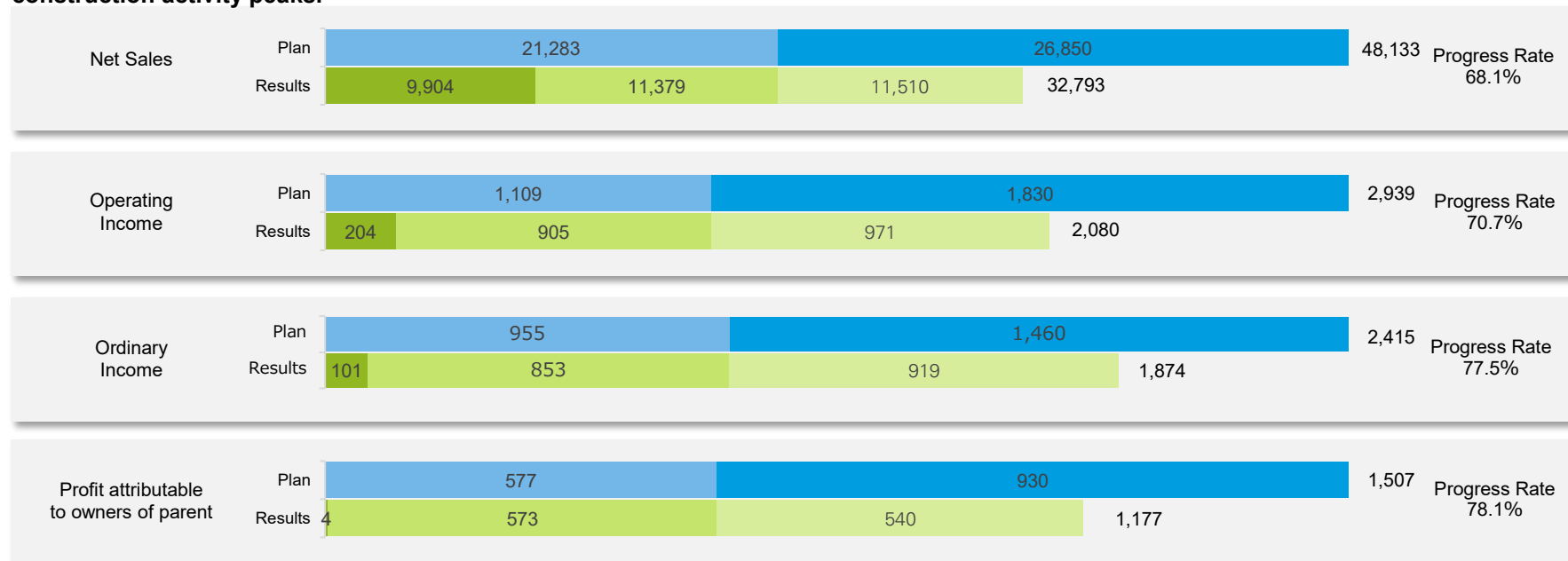
\*FY ended/ending March 31 \*Unit: Million yen

## Future outlook

# Future outlook

Progress Toward FYE March 31, 2026 Earnings Plan

**Revised earnings forecasts show significant profit growth, with each profit level expected to accumulate toward the second half, when construction activity peaks.**

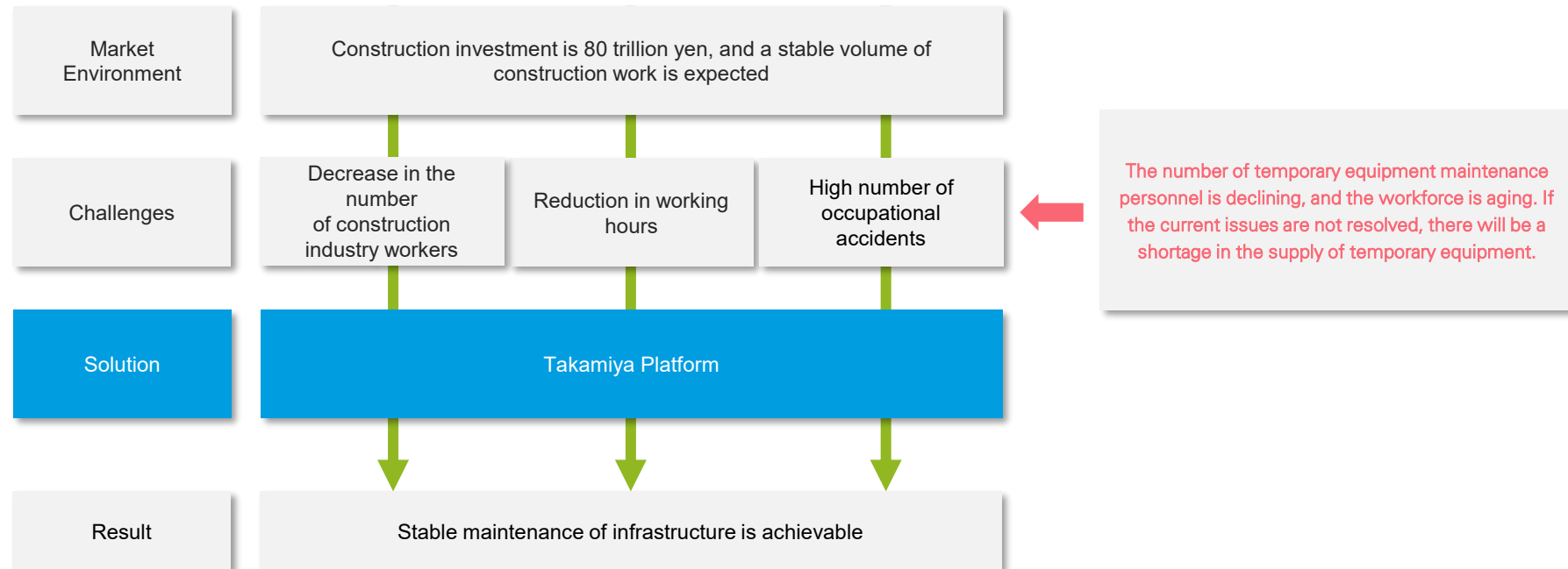


\*FY ended/ending March 31 \*Unit: Million yen

# Future outlook

Positioning of Takamiya Platform's Social Value Proposition

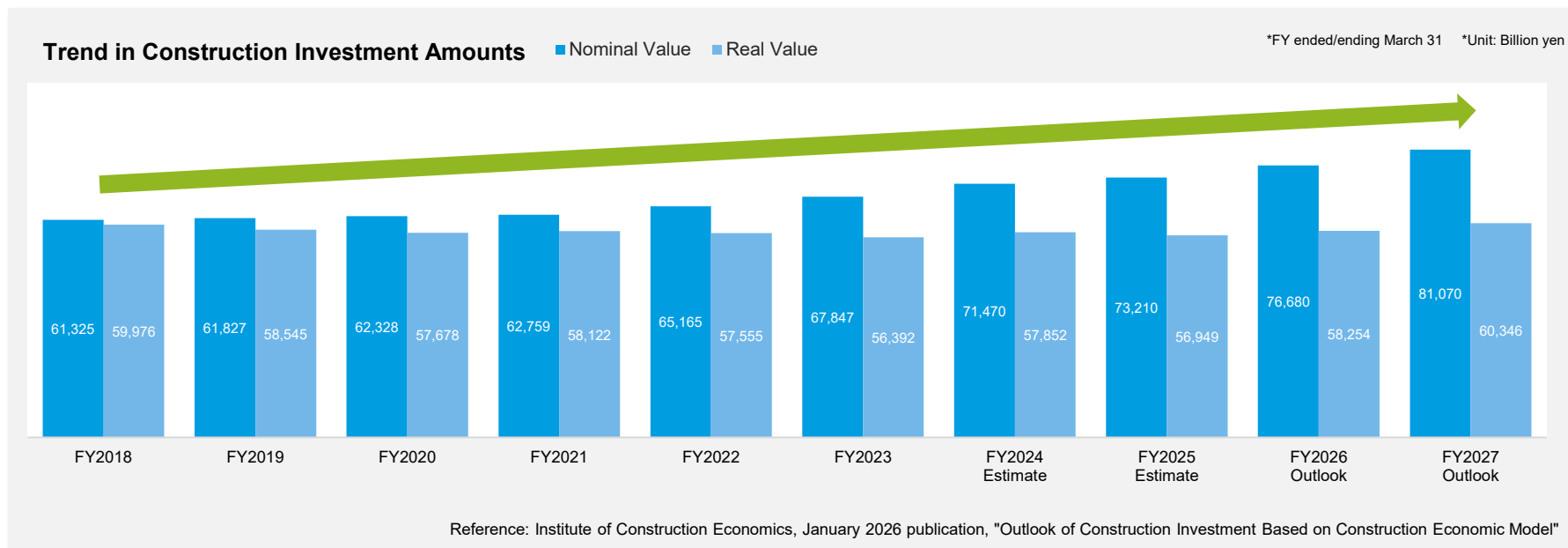
## Providing solutions to industry challenges to support infrastructure maintenance



# Future outlook

Takamiya Platform's Business Environment

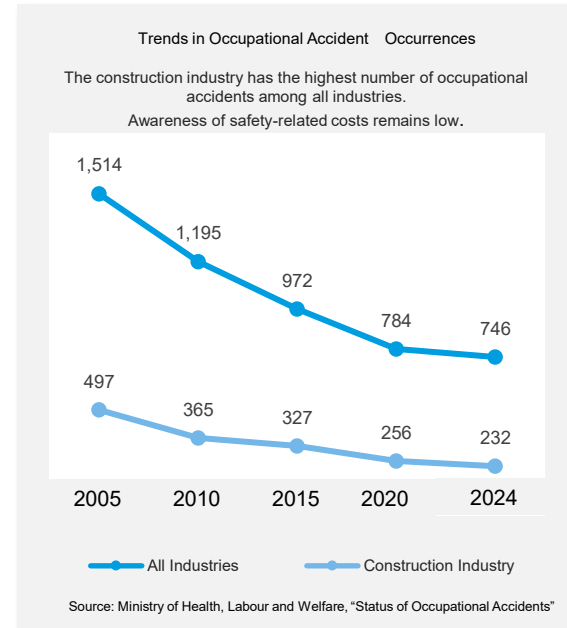
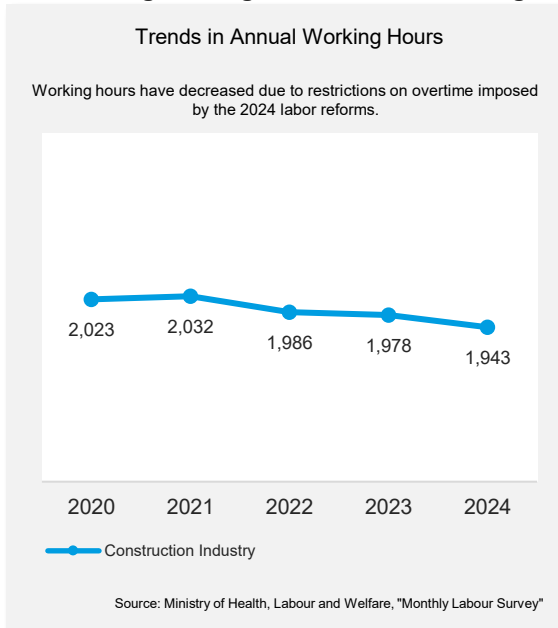
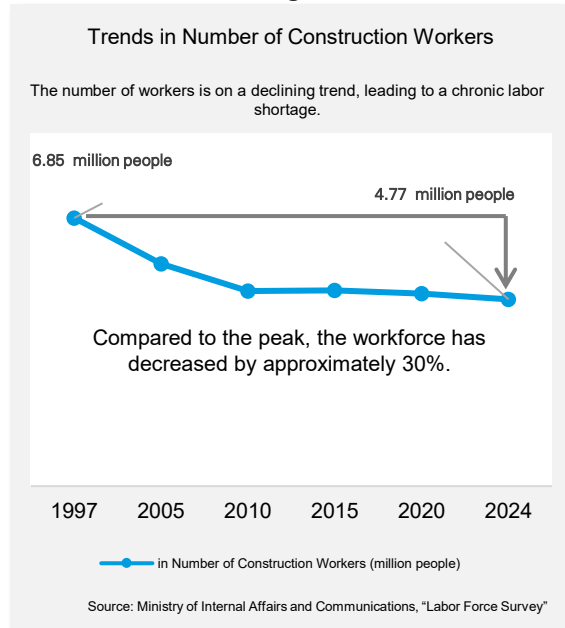
**Construction investment amounts have been increasing year by year, and due to the influence of the National Resilience Plan, they are expected to continue rising after fiscal year 2026.**



# Future outlook

## Takamiya Platform's Business Environment

**While construction investment is increasing, the number of workers in the construction industry is declining. Due to the effects of the 2024 labor reforms, working hours have also decreased, resulting in a significant labor shortage.**



# Future outlook

Solution of Takamiya Platform

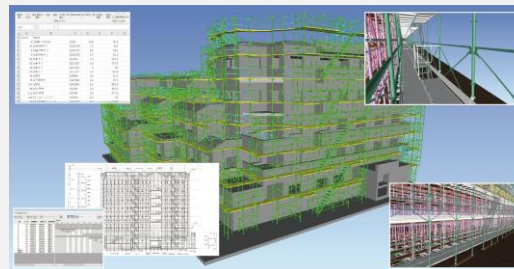
## Providing solutions to various industry challenges

### Labor Saving / Cost Reduction



#### Scaffold Transport Robot TLEVER

Reduces scaffold transport work to one-third, realizing labor load reduction and accident risk reduction at construction sites.



#### BIMCIM

Information related to drawing creation in temporary construction—such as "fitting," "material quantities," and "process management"—is visualized using 3D models and various data. This reduces wasteful costs caused by errors and rework, leading to enhanced safety and efficiency.



#### OPE-MANE

A new scaffolding procurement method that reduces procurement costs for temporary equipment while offering flexible rental options. There is no longer a need to maintain company-owned warehouses or secure difficult-to-find labor.

# Future outlook

Solution of Takamiya Platform

## Providing solutions to different industry challenges

### Improving safety



#### Aging Strength Testing

Conduct strength tests on aged temporary equipment to ensure the provision of reliably safe materials. This helps suppress labor accidents and ensures safety on-site.



#### Safety Education

Offer various workshops and mandatory training focused on knowledge and qualifications required at construction sites. Improved safety facilitates smoother on-site operations.

### Securing manpower



#### Securing Workforce

Deploy a recruitment platform targeting scaffolding contractors facing labor shortages. As an industry-specialized job site, it provides detailed information to prevent mismatches.

# Future outlook

Expanding the use of the Takamiya platform

**Promoting initiatives aimed at enhancing the value we provide in order to gain customer trust and encourage platform usage.**

**Marketing that breaks away from conventional sales styles.**



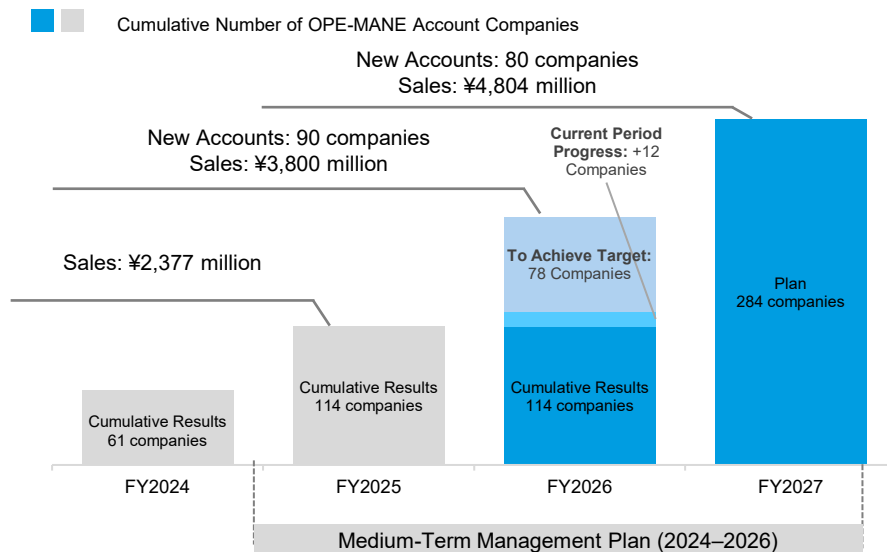
"TAKAMIYA FAIR 2025 - DX Advancement by Everyone -" In response to structural industry challenges such as "labor shortages" and "breaking away from analog practices" at construction sites, we held an event in collaboration with seven companies from different industries. We conducted exhibitions where participants could see, touch, and experience DX solutions including AI-powered construction management apps, 3D scanning, VR safety training, and on-site chat systems.

# Future outlook

## Takamiya Platform's KPIs

**Aim to increase recurring revenue through growth in OPE-MANE solution accounts and sales value.**

### Trends in OPE-MANE Account Numbers and Sales



### Platform Metrics – Fiscal Year Ending March 2027

- **Cumulative Number of OPE-MANE Account Companies: 284**  
(Achievement Rate: 44.3%)
- **Three-Year Cumulative OPE-MANE Sales: ¥10,900 million**

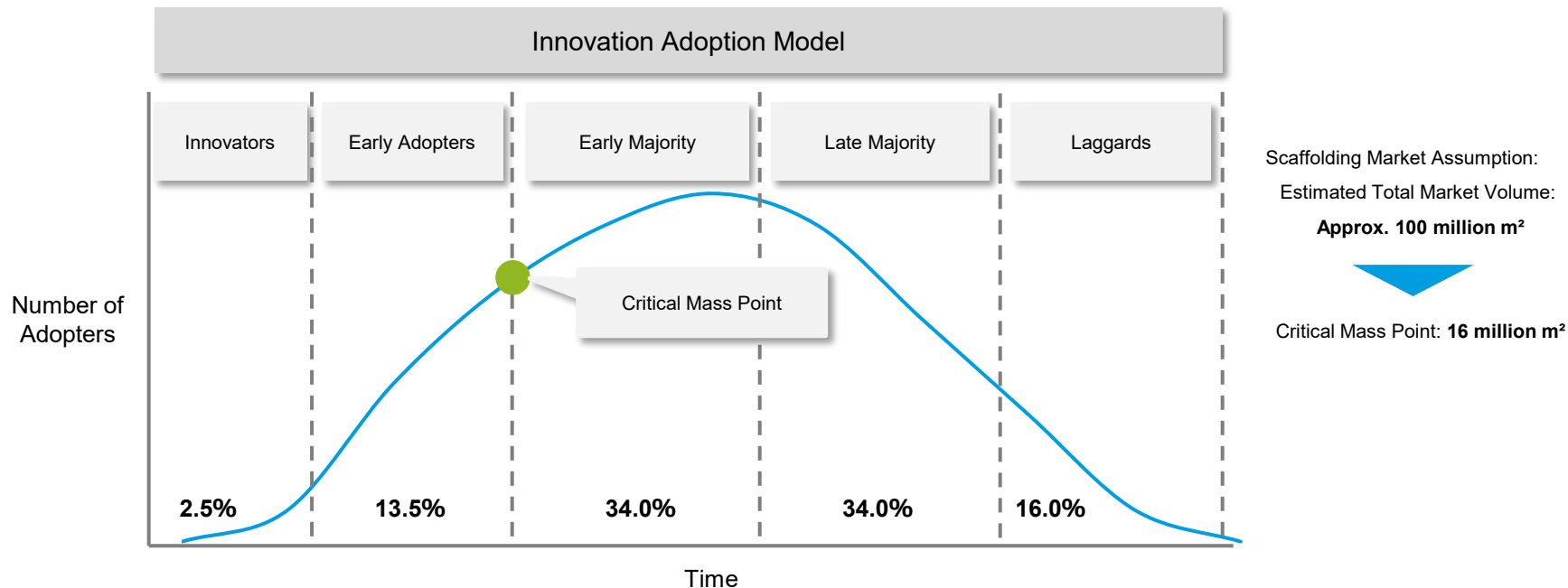
By increasing both the number of account companies and total contract sales, we aim to grow recurring revenue (additional rental income) and accelerate the shift toward a stock-based business model.

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

# Future outlook

De facto standard strategy for the Iq System through the platform

As the adoption of our scaffolding products progresses and reaches the critical mass point, the spread of our platform will accelerate.

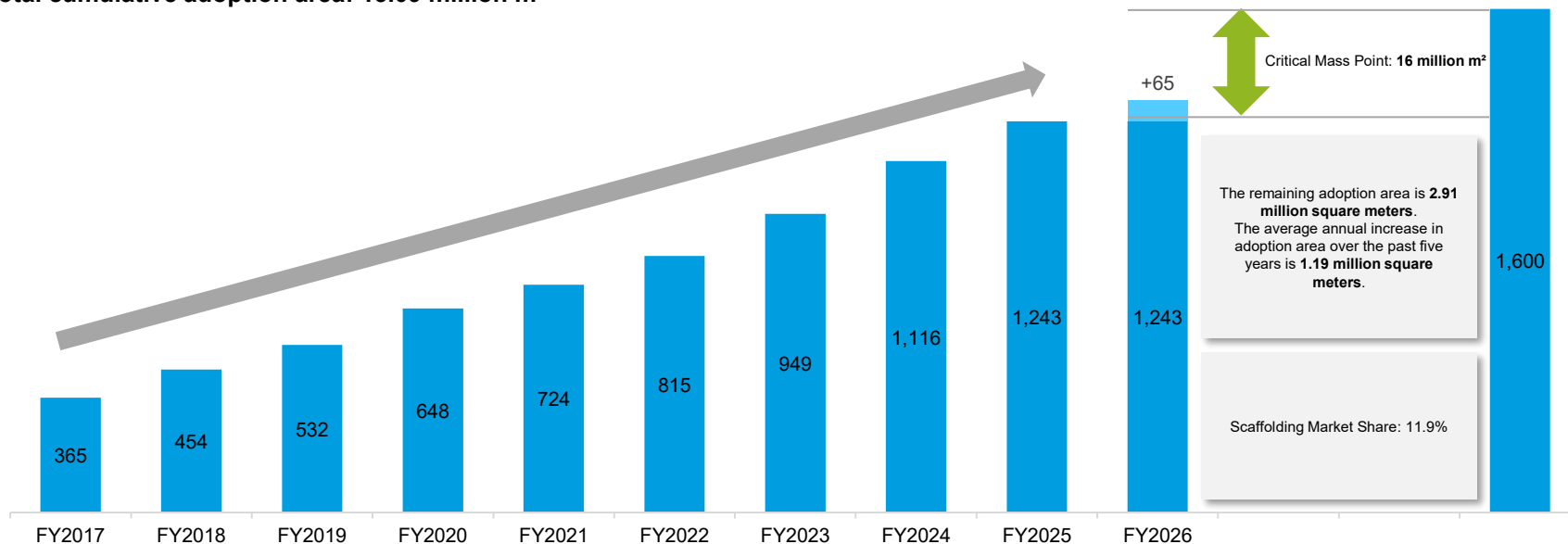


# Future outlook

De facto standard strategy for the Iq System through the platform

**Iq System Adoption Area(Cumulative area including our rental assets and sales achievements)**

**Total cumulative adoption area: 13.09 million m<sup>2</sup>**

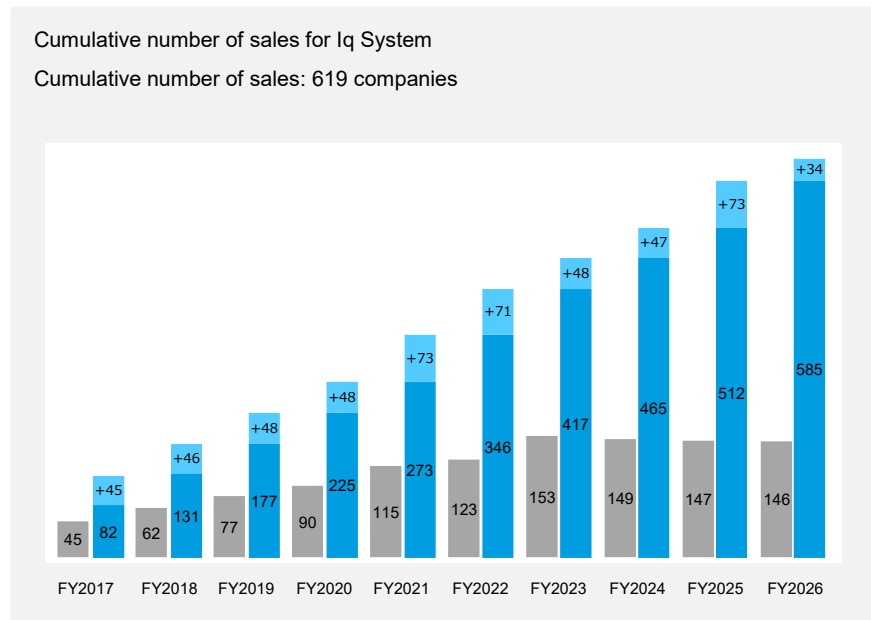
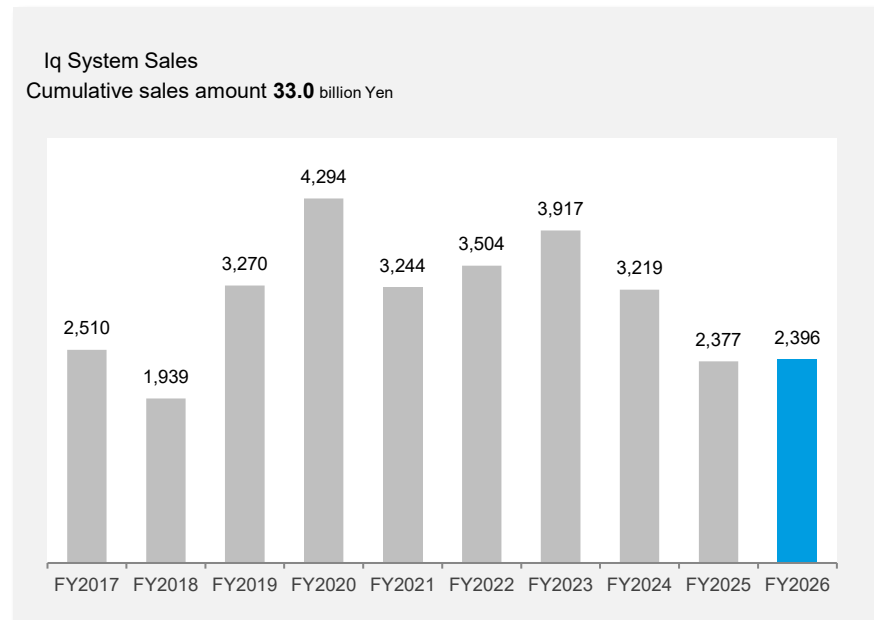


\*FY ended/ending March 31

# Future outlook

De facto standard strategy for the Iq System through the platform

**Development of high value-added services has led to an increasing trend in both new and additional purchases.**



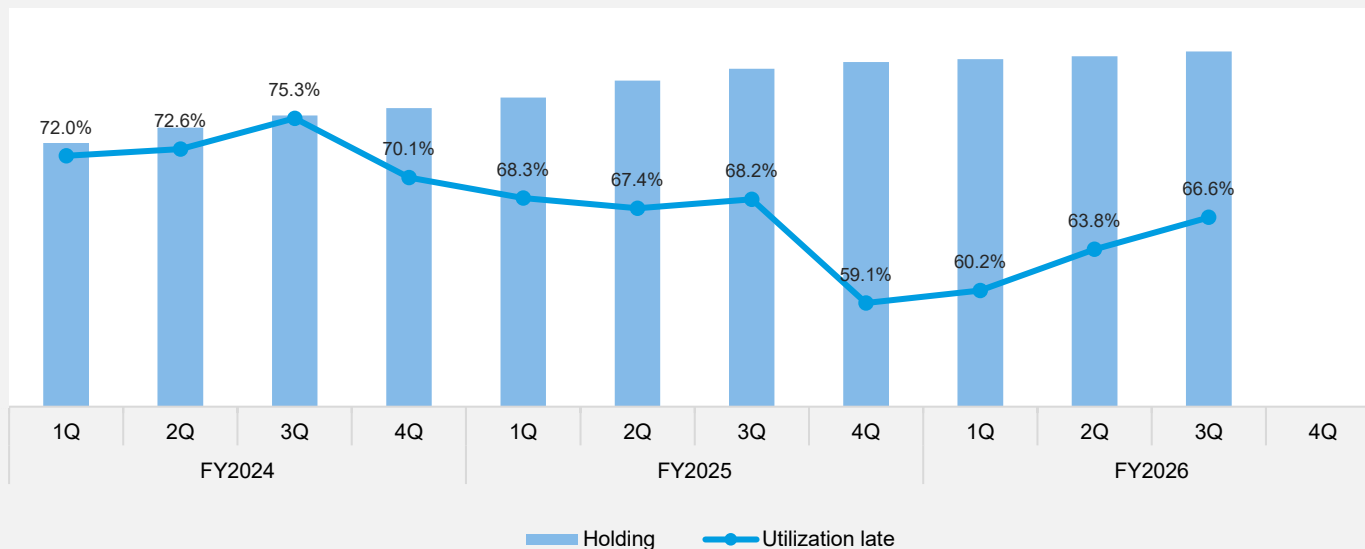
\*FY ended/ending March 31

# Future outlook

De facto standard strategy for the Iq System through the platform

**As the Iq system inventory increases, the utilization rate decreases, but the lending volume shows an increasing trend.**

Rental Asset Utilization Rate



\*FY ended/ending March 31

Utilization rate (%) = Rental volume / Total holdings

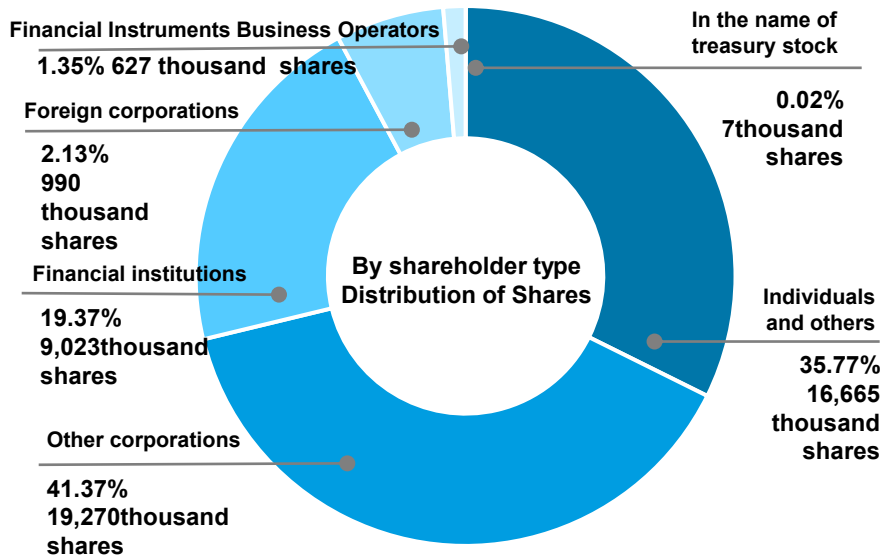
## Stock Information

# Stock Information

## Basic Information

### Stock Information

Listed on	Tokyo Stock Exchange Prime Market
Securities code	2445
Share Unit	100 shares
Number of shares issued	46,585,600 shares
PER	14.40 times (as of March 31, 2025)
PBR	0.87 times (as of December 31, 2025)



\*As of September 30, 2025

# 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 September 2025
Number of shareholders at end of the period	4,052	4,159	4,704	5,659	7,491
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%	19.37%
Financial Instruments Business Operators	0.61 %	0.90%	1.29%	1.33%	1.35%
Other corporations	23.88 %	24.86%	32.21%	38.89%	41.37%
Foreign corporations	6.78 %	6.90%	9.67%	6.49%	2.13%
Individuals and others	46.59 %	46.65%	37.15%	32.31%	35.77%
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%	6.65%
Number of shares established in pension trusts	0.68 %	1.07%	1.06%	1.04%	0.40%

# Stock Information

## Shareholder Returns

**The dividend policy is progressive, with a target payout ratio of 35% or higher. With a forecasted annual dividend of 16 yen for the fiscal year ending March 2026.**

Dividend Performance (Unit:1yen)



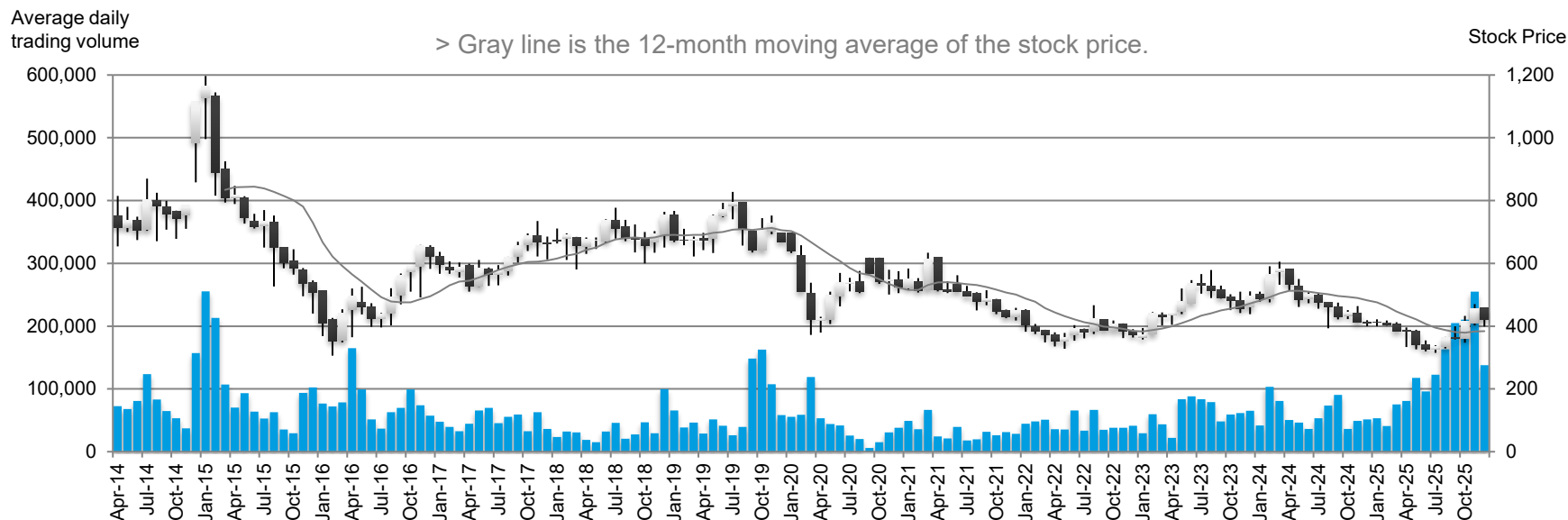
	FY2022	FY2023	FY2024	FY2025	FY2026
Total dividend amount	652 million yen	652 million yen	652 million yen	745 million yen	-
Payout ratio	67.5%	44.6%	34.5%	60.0%	-
Share buyback	0 million yen	0 million yen	0 million yen	362 million yen	-
Total return ratio	67.5%	44.6%	34.5%	89.9%	-
Equity dividend ratio	3.5%	3.3%	3.1%	3.4%	-
ROE	5.2%	7.6%	9.1%	5.7%	-

\*FY ended/ending March 31

# Stock Information

## Stock Price Range

Stock price as of December 31: ¥422, Average daily trading volume: 153,113 shares (from April 1, 2025 to December 31, 2025).



# Appendix

# Financial Highlights

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Net sales	32,443	34,261	34,350	36,763	36,114	42,182	46,055	38,812	39,800	41,894	44,127	43,827
Gross profit on sales	9,832	10,856	11,291	10,991	10,431	12,132	14,014	10,996	11,181	12,587	14,428	14,123
SG&A expenses	6,781	7,758	8,307	8,561	8,740	9,418	10,311	9,410	9,499	10,334	11,023	12,061
Operating Income (1)	3,051	3,098	2,983	2,429	1,690	2,713	3,703	1,586	1,682	2,253	3,404	2,061
Ordinary income	3,006	3,325	2,731	2,337	1,610	2,662	3,541	1,569	1,954	2,400	3,580	1,856
Profit attributable to owners of parent	1,768	2,070	2,153	1,516	1,252	1,637	2,370	857	965	1,460	1,887	1,230
Depreciation (CF) ②	3,369	3,649	4,137	4,502	4,662	4,777	4,804	4,815	4,784	5,140	5,430	5,836
EBITDA(①+②)	6,421	6,747	7,120	6,932	6,353	7,491	8,508	6,402	6,466	7,393	8,835	7,897
ROE (Return on equity)	21.5%	19.8%	18.5%	12.6%	9.8%	12.0%	14.7%	4.7%	5.2%	7.6%	9.1%	5.7%
Net income to net sales	5.4%	6.0%	6.3%	4.1%	3.5%	3.9%	5.1%	2.2%	2.4%	3.4%	4.2%	2.8%
Total assets turnover	0.9	0.8	0.7	0.7	0.7	0.8	0.8	0.7	0.7	0.7	0.7	0.6
Financial leverage	3.9	3.8	4.3	4.3	4.0	3.8	3.5	3.2	3.1	3.0	3.2	3.4
ROA	8.4%	8.2%	5.8%	4.5%	3.1%	5.0%	6.2%	2.7%	3.4%	3.9%	5.4%	2.6%

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

# Financial Highlights

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current assets	15,892	18,213	19,769	20,557	20,136	22,781	26,408	24,907	26,681	28,430	29,073	28,888
Non Current assets	21,353	25,307	30,321	32,203	32,677	31,632	32,873	31,547	32,399	34,318	39,871	46,188
Current liabilities	15,356	18,070	21,365	20,606	20,991	20,302	21,730	19,554	20,035	21,878	22,424	25,210
Short-term loans payable	1,200	3,168	4,958	5,163	6,645	4,621	5,400	3,478	2,612	3,909	3,986	6,842
Non current liabilities	12,130	13,687	16,628	19,454	18,269	19,535	19,054	18,131	19,708	20,349	24,363	27,282
Long-term debt	9,376	10,913	13,304	15,403	13,653	13,495	11,823	11,354	11,942	12,253	14,742	19,177
Net assets	9,758	11,762	12,097	12,699	13,552	14,575	18,497	18,768	19,337	20,522	22,157	22,583
Total assets	37,245	43,520	50,091	52,760	52,813	54,414	59,282	56,454	59,081	62,749	68,945	75,076
	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Current ratio	103.5%	100.8%	92.5%	99.8%	95.1%	112.2%	121.5%	127.4%	133.2%	129.9%	129.6%	114.6%
Fixed ratio	224.4%	221.0%	257.7%	261.0%	249.0%	223.2%	182.1%	172.8%	172.6%	172.9%	185.7%	210.7%
Equity ratio	25.5%	26.3%	23.5%	23.4%	25.0%	26.0%	30.5%	32.3%	31.8%	31.7%	31.1%	29.2%
D/E ratio	196.5%	188.9%	226.4%	237.4%	223.6%	205.5%	164.1%	151.3%	150.3%	151.5%	159.1%	188.0%

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

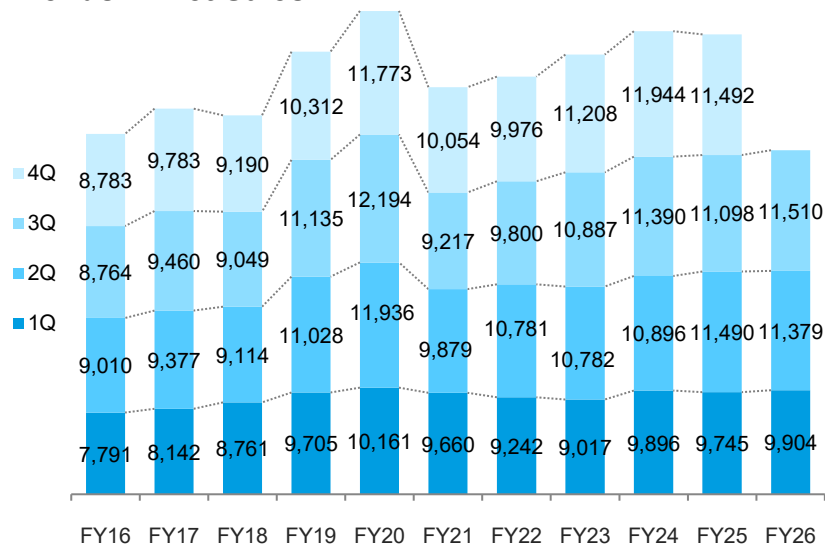
# Non-financial highlights

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of employees (consolidated) (persons)	903	979	1,010	1,144	1,204	1,298	1,221	1,222	1,266	1,327	1,392
											34.9
Ratio of women (consolidated) (%)	-	-	-	31.8	30.8	32.3	34.9	36.3	33.1	35.3	22.5
Ratio of foreign nationals (consolidated) (%)	-	-	-	22.3	21.8	25.4	22.6	27.1	25.1	22.0	28
Number of new graduates hired (non-consolidated) (people)	-	-	-	31	33	43	32	45	27	25	28.5
Percentage of Women (Non-consolidated) (%)	-	-	-	41.9	27.3	37.2	34.4	24.4	51.8	40.0	12
Number of Female Managers (Group) (persons)	-	-	-	9	9	13	12	15	15	16	75.3
Percentage of paid leave taken (non-consolidated) (%)	-	-	-	47.8	48.1	47.6	52.7	54.0	65.1	70.9	8
Number of employees taking maternity leave (non-consolidated) (persons)	4	3	5	12	7	12	7	16	12	13	20
Number of employees taking childcare leave (non-consolidated) (persons)	8	8	6	15	20	11	7	23	17	19	23
Number of employees with reduced childcare work (non-consolidated) (persons)	0	3	7	7	11	12	11	19	27	30	10.78
Average years of service (non-consolidated) (years)	9.27	9.21	9.36	9.47	9.47	9.61	10.22	10.45	10.62	10.50	7.8
Turnover rate (non-consolidated) (%)	6.0	6.6	7.7	8.2	7.8	6.9	6.5	6.2	6.5	7.9	1
Number of accidents (non-consolidated) (cases)	0	0	0	2	1	1	1	2	1	2	19
Number of employees with disabilities (non-consolidated) (people)	-	-	-	8	11	12	12	16	18	17	2.15
Percentage of employees with disabilities (non-consolidated) (%)	-	-	-	1.38	1.85	1.63	1.79	2.20	2.08	2.00	3,770

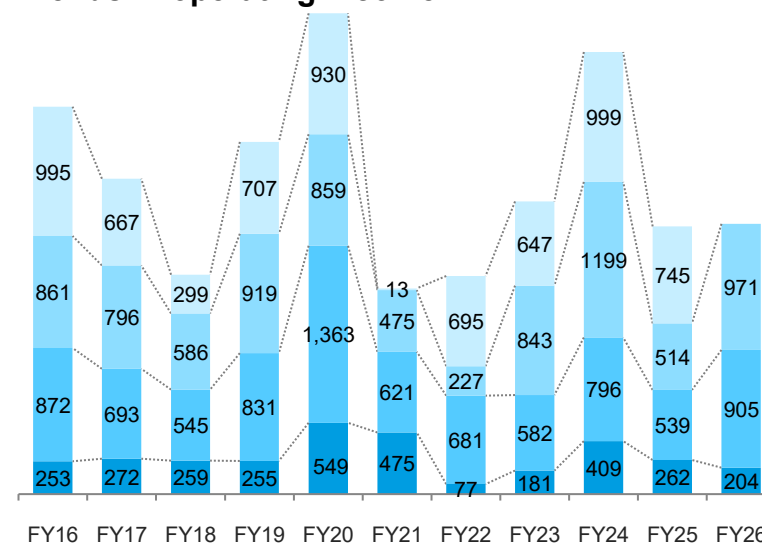
\*FY ended/ending March 31

# Performance Trends

## Trends in Net Sales



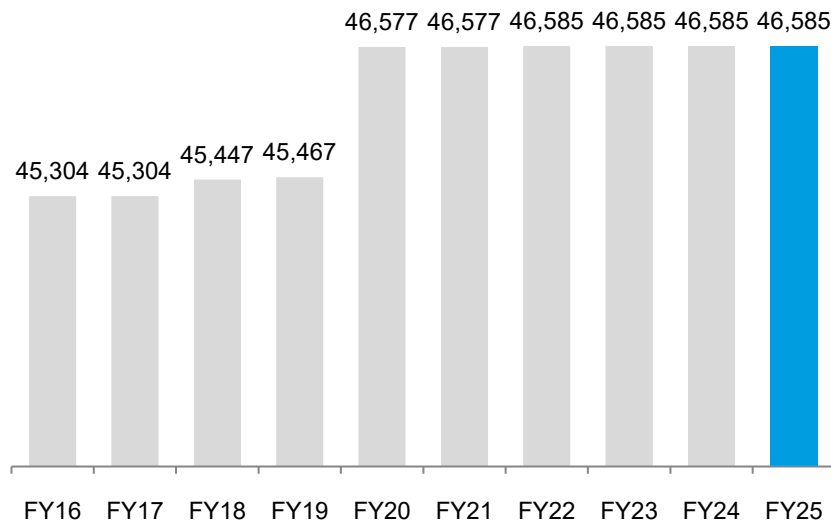
## Trends in operating income



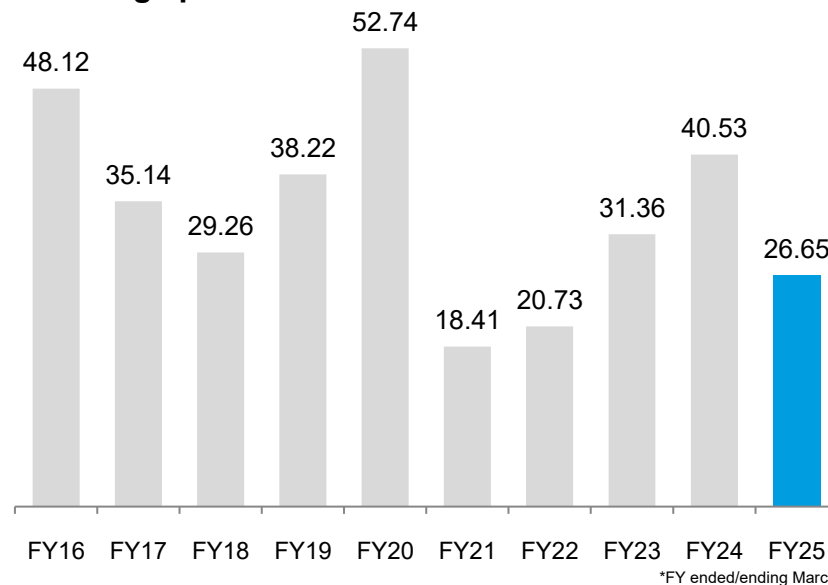
\*FY ended/ending March 31 \*Unit: Million yen

# Number of Shares Issued and Earnings per Share (EPS)

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



**Earnings per share** \*Unit: Yen



# Quarterly Results by Segment (Cumulative)

*Unit: Million yen		Fiscal Year Ended March 31, 2024				Fiscal Year Ended March 31, 2025				Fiscal Year Ended March 31, 2026			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Platform business	Segment sales	330	800	1,569	2,796	966	2,191	3,276	5,184	1,456	3,068	4,644	
	Of which, sales to external customers	330	800	1,569	2,796	966	2,191	3,276	5,184	1,456	3,068	4,644	
	Segment profit	(40)	(19)	215	576	110	388	619	1,205	276	627	984	
	Segment profit margin	(12.3%)	(2.4%)	13.7%	20.6%	11.4%	17.7%	18.9%	23.2%	19.0%	20.5%	21.2%	
(Change from the previous year)	Segment sales	-	-	-	-	+192.7%	+173.8%	+108.8%	+85.4%	+50.8%	+40.0%	+41.8%	
	Segment profit	-	-	-	-	-	-	+187.5%	+109.2%	+150.9%	+61.7%	+59.0%	
Sales business	Segment sales	2,806	5,545	8,542	11,338	1,859	4,624	6,905	9,313	1,914	4,546	7,282	
	Of which, sales to external customers	2,751	5,481	8,462	11,228	1,838	4,470	6,632	8,937	1,872	4,460	7,147	
	Segment profit	317	589	1,001	1,290	74	297	287	270	(35)	87	313	
	Segment profit margin	11.3%	10.6%	11.7%	11.4%	4.0%	6.4%	4.2%	2.9%	(1.8%)	1.9%	4.3%	
(Change from the previous year)	Segment sales	-	-	-	-	(33.7%)	(16.6%)	(19.2%)	(17.9%)	+2.9%	(1.6%)	+5.5%	
	Segment profit	-	-	-	-	(76.6%)	(49.5%)	(71.3%)	(79.0%)	-	(70.6%)	+9.3%	
Rental business	Segment sales	6,112	12,639	19,429	26,705	6,280	13,223	20,409	27,087	6,256	13,027	20,311	
	Of which, sales to external customers	6,097	12,603	19,367	26,615	6,209	13,102	20,230	26,843	6,168	12,854	20,047	
	Segment profit	650	1,617	2,667	3,654	575	1,294	2,309	3,214	669	1,852	3,022	
	Segment profit margin	10.6%	12.8%	13.7%	13.7%	9.2%	9.8%	11.3%	11.9%	10.7%	14.2%	14.9%	
(Change from the previous year)	Segment sales	-	-	-	-	+2.8%	+4.6%	+5.0%	+1.4%	(0.4%)	(1.4%)	(0.5%)	
	Segment profit	-	-	-	-	(11.5%)	(20.0%)	(13.4%)	(12.0%)	+16.3%	+43.1%	+30.9%	
Overseas Business	Segment sales	1,824	4,130	6,192	7,897	1,855	3,637	5,439	6,868	1,226	2,415	3,431	
	Of which, sales to external customers	717	1,907	2,784	3,488	732	1,471	2,196	2,861	406	900	954	
	Segment profit	40	211	328	320	140	265	338	347	43	37	(12)	
	Segment profit margin	2.2%	5.1%	5.3%	4.1%	7.6%	7.3%	6.2%	5.1%	3.5%	1.6%	-	
(Change from the previous year)	Segment sales	(10.7%)	(7.4%)	(8.5%)	(12.1%)	1.7%	(11.9%)	(12.2%)	(13.0%)	(33.9%)	(33.6%)	(36.9%)	
	Segment profit	(61.9%)	(2.9%)	+0.1%	(20.7%)	+248.0%	+25.5%	+3.0%	+8.4%	(69.4%)	(85.9%)	-	
Total sales		11,073	23,116	35,734	48,738	10,962	23,676	36,030	48,453	10,854	23,057	35,670	
Of which, sales to external customers		9,896	20,792	32,183	44,127	9,745	21,236	32,335	43,827	9,904	21,283	32,793	

# Quarterly Results by Segment

*Unit: Million yen		Fiscal Year Ended March 31, 2024				Fiscal Year Ended March 31, 2025				Fiscal Year Ended March 31, 2026			
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Platform business	Segment sales	330	470	769	1,226	966	1,224	1,085	1,908	1,456	1,612	1,576	
	Of which, sales to external customers	330	470	769	1,226	966	1,224	1,085	1,908	1,456	1,612	1,576	
	Segment profit	(40)	21	235	360	110	278	231	585	276	351	357	
	Segment profit margin	(12.3%)	4.5%	30.6%	29.4%	11.4%	22.7%	21.3%	30.7%	19.0%	21.7%	22.6%	
	(Change from the previous year)	-	-	-	-	+192.7%	+160.6%	+41.1%	+55.5%	+50.8%	31.6%	+45.2%	
Sales business	Segment sales	-	-	-	-	-	+1,214.2%	(1.6%)	+62.4%	+150.9%	26.2%	+54.4%	
	Of which, sales to external customers	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit margin	-	-	-	-	-	-	-	-	-	-	-	
	(Change from the previous year)	-	-	-	-	-	-	-	-	-	-	-	
Rental business	Segment sales	2,806	2,739	2,996	2,795	1,859	2,764	2,281	2,407	1,914	2,632	2,736	
	Of which, sales to external customers	2,751	2,729	2,980	2,766	1,838	2,632	2,162	2,305	1,872	2,588	2,687	
	Segment profit	317	271	411	289	74	223	(10)	(16)	(35)	122	214	
	Segment profit margin	11.3%	9.9%	13.7%	10.4%	4.0%	8.1%	-	-	(1.8%)	4.6%	7.8%	
	(Change from the previous year)	-	-	-	-	(33.7%)	+0.9%	(23.9%)	(13.9%)	+2.9%	(4.7%)	+19.9%	
Overseas Business	Segment sales	-	-	-	-	(76.6%)	(17.7%)	-	-	-	(45.2%)	-	
	Of which, sales to external customers	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit margin	-	-	-	-	-	-	-	-	-	-	-	
	(Change from the previous year)	-	-	-	-	-	-	-	-	-	-	-	
Platform business	Segment sales	6,112	6,527	6,789	7,276	6,280	6,942	7,186	6,677	6,256	6,771	7,284	
	Of which, sales to external customers	6,097	6,506	6,764	7,247	6,209	6,893	7,128	6,613	6,168	6,686	7,193	
	Segment profit	650	967	1,049	987	575	718	1,014	905	669	1,183	1,169	
	Segment profit margin	10.6%	14.8%	15.5%	13.6%	9.2%	10.3%	14.1%	13.5%	10.7%	17.4%	16.0%	
	(Change from the previous year)	-	-	-	-	+2.8%	+6.4%	+5.8%	(8.2%)	(0.4%)	(2.4%)	+1.3%	
Sales business	Segment sales	-	-	-	-	(11.5%)	(25.7%)	(3.3%)	(8.3%)	+16.3%	+64.7%	+15.3%	
	Of which, sales to external customers	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit margin	-	-	-	-	-	-	-	-	-	-	-	
	(Change from the previous year)	-	-	-	-	-	-	-	-	-	-	-	
Rental business	Segment sales	1,824	2,305	2,061	1,705	1,855	1,781	1,801	1,429	1,226	1,189	1,016	
	Of which, sales to external customers	717	1,189	876	703	732	739	725	665	406	494	54	
	Segment profit	40	171	116	(7)	140	125	72	9	43	(6)	(50)	
	Segment profit margin	2.2%	7.4%	5.6%	(0.4%)	7.6%	7.0%	4.0%	0.6%	3.5%	(0.5%)	-	
	(Change from the previous year)	(10.7%)	(4.7%)	(10.8%)	(23.0%)	1.7%	(22.7%)	(12.6%)	(16.2%)	(33.9%)	(33.1%)	(43.5%)	
Overseas Business	Segment sales	(61.9%)	+52.7%	+6.2%	-	+248.0%	(27.0%)	(37.8%)	-	(69.4%)	-	-	
	Of which, sales to external customers	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit	-	-	-	-	-	-	-	-	-	-	-	
	Segment profit margin	-	-	-	-	-	-	-	-	-	-	-	
	(Change from the previous year)	-	-	-	-	-	-	-	-	-	-	-	
Total sales	Total sales	11,073	12,042	12,617	13,004	10,962	12,714	12,354	12,422	10,854	12,203	12,613	
	Of which, sales to external customers	9,896	10,896	11,390	11,944	9,745	11,491	11,100	11,491	9,904	11,379	11,510	

# IR Contact

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IR website	:	<a href="https://corp.takamiya.co/en/ir/">https://corp.takamiya.co/en/ir/</a>
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