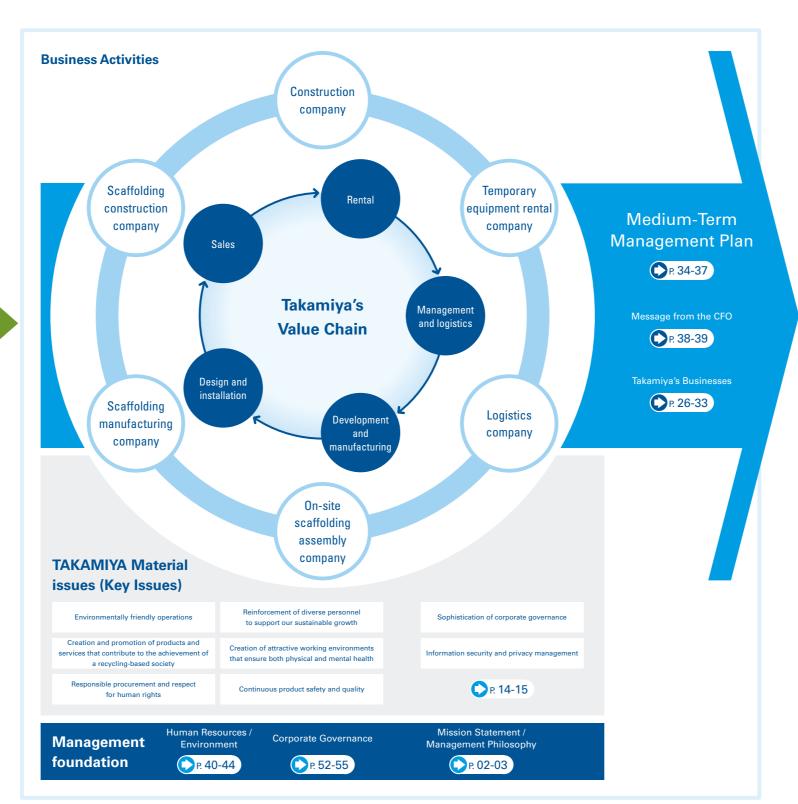
Our Path to Value Creation and Our Strengths

Takamiya's Value Creation Process

Takamiya has created new business models through foresight—staying ahead of the changes of the times and innovating its business portfolio and frameworks. We will repeat this process and provide products and services that resolve social issues, so as to continuously improve our corporate value.

Business Environment and Social Issues Realization of a safe and secure society Safety and Preparation for Infrastructure security at natural disasters redevelopment construction sites Business Environment and Risks & Opportunities P. 16 **Leverage for Achieving Transformation** Input Human capital 1,266 Consolidated 736 Non-consolidated Intellectual capital 435 cases Manufacturing capital / Network 4 locations 29 locations 21 locations 14 companies Financial capital ¥62,749 million ¥30,143 million Natural capital 4.65 million kWh





Environment

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Strengthen capital • Reinvestment

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