



TAKAMIYA REPORT

Fiscal Year Ended March 31, 2024



The Future Takamiya Wants to Realize

Rooted in the philosophy of “Love” and guided by ‘Transformation’ as our corporate vision, we have been challenging the established norms in the temporary structure industry.

We understand that merely talking about correctness can lead to obsolescence in the world of conventions.

We believe in not just providing the right answers but in continuously creating alternative solutions.

With a focus on our customers and the world and future beyond, we aspire to become a platform-providing company.

Today, as always, we are dedicated to carrying dreams, envisioning the future, and being together on this journey.

Mission Statement



This world in which we live is constantly on the move, driven by the complex intertwining of national economies and the business activities of countless companies.

Individual companies are made up of the untiring endeavors of their members.

What motivates people?

Their own ambitions. Consideration for their families.

We believe these are where it all starts.

We want to make these things the driving force behind our corporate growth.

That is why our Mission Statement is “Love.”

Management Philosophy

Love yourself

From birth, we have all been given our own life to live. It is only natural that we seek to keep on improving ourselves, to be better tomorrow than we are today. We need to be disciplined, and we need to be humble; we need to remember that even those things we regard as everyday events are in fact precious and can be experienced only once.

Love others

Love starts with showing consideration for our family—our parents, our brothers and sisters. Loving others means showing consideration for our friends, our neighbors, and all the people of the world, and wishing for each other’s happiness.

Love the company

Companies are an innate part of the local community. We are grateful to the community, the country, and the world in which we were raised, and we do our best to give back to each of these however we can. Groups naturally form wherever people gather. The company is one such group. Through the company, we give back to the community, the country, and the world. This is what it means to love the company.

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Editorial Policy

The content of this report ranges from the Takamiya Group's history to its strategy for medium- to long-term value creation, the path to achieving its mission and vision, and financial and non-financial information.

Our aim is to provide all stakeholders, in particular shareholders and investors, with a better understanding of the Takamiya Group.

We hope this report will help you deepen your understanding of the Takamiya Group, which is transforming into a new corporate group, with "Love" set as the Mission Statement.

We will continue to disclose information in an easy-to-understand manner, reflecting the opinions and requests of various stakeholders.

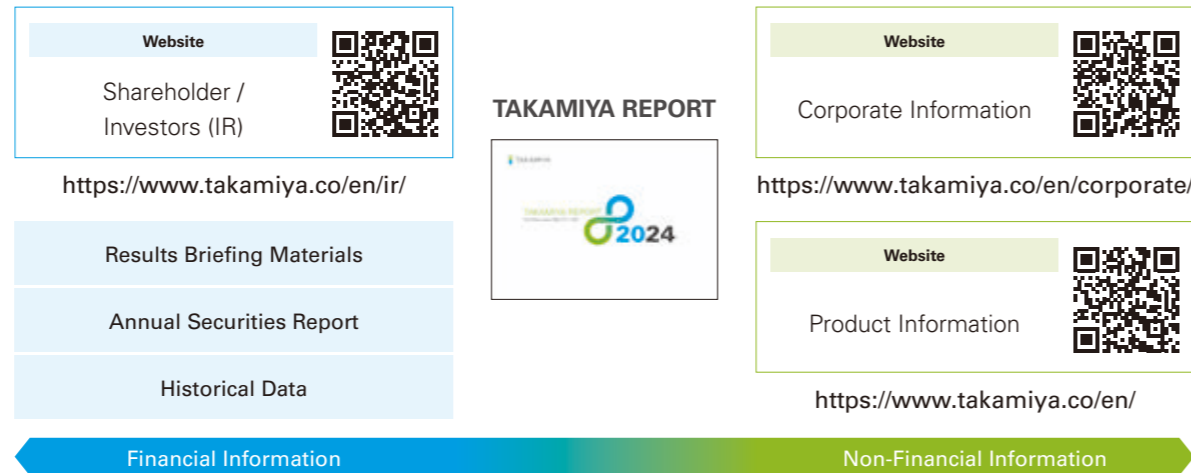
Note Regarding Forward-Looking Statements

The performance forecasts and other forward-looking statements in this report are assumptions made by the Company based on information available at the time of publication, and involve inherent risks, uncertainties, and various other factors that could cause actual results to differ materially from forecasts herein.

Scope and Period Covered

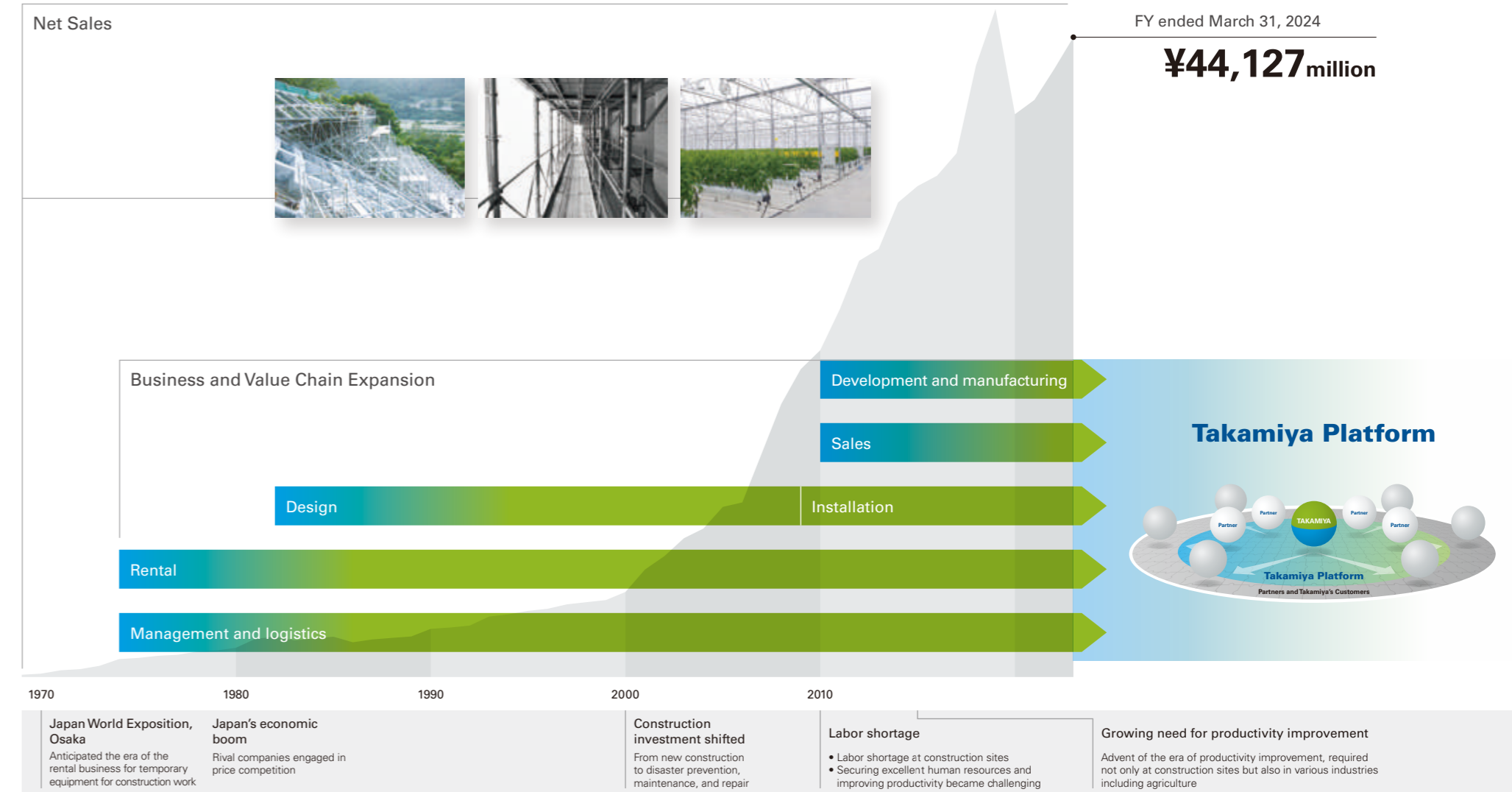
This report is a collection of information that is highly relevant to the Takamiya Group. It covers the fiscal year ended March 31, 2024 (from April 1, 2023 to March 31, 2024) unless specified otherwise, and also includes information on subsequent periods (on and after April 1, 2024) for latest updates.

Map of Disclosure Tools



Takamiya's History

Using foresight—staying ahead of the issues facing society and the coming changes of the times—Takamiya has been providing value to society by innovating its businesses and creating frameworks whenever necessary. Here, we showcase our history of transformation.



1969–

From Selling Wooden Scaffolding to Steel Scaffolding Rentals



Takamiya was founded in Osaka in 1969, starting with the sale of wooden scaffolding. During the period of rapid economic growth, with construction demands rising due to events like Expo '70 and new town developments, many construction companies repeatedly procured and sold scaffolding locally for each project. Observing this trend, we anticipated the future and transitioned our business to steel scaffolding rentals, offering reusable scaffolding through maintenance. We established systems and structures that are now standard in the industry, such as deposit systems and minimum rental periods, laying the foundation for the scaffolding business.

1980–

Nationwide and Overseas Expansion



Riding the wave of a highway construction boom, we established the SRG Corporate Group to grow as a nationwide scaffolding company and expanded across Japan. We also established a consolidated subsidiary in Singapore, becoming the first in the temporary equipment rental industry to expand overseas. We introduced automated equipment, such as pipe cleaning and sorting machines, into our equipment centers that manage our temporary equipment to promote efficiency and strengthen the foundation of our equipment supply system. By collaborating with manufacturers to co-develop products, we expanded our product lineup. We diversified our business beyond temporary equipment, even venturing into second-hand computer retailing.

1989–

Entry into Large-Scale Civil Engineering Business



To navigate the challenging times following the burst of the bubble economy and the Great Hanshin-Awaji Earthquake, we introduced systematic falsework suitable for public works, such as bridges and civil engineering projects. We entered major civil engineering projects, including the Shin-Meishin Expressway, Tokai Kanjo Expressway, and Isewangan Expressway.

Although we had to withdraw from the computer retail business, we established a design company for temporary equipment blueprints, broadening the range of services in temporary equipment supply.

2000–

Scaffolding Revolution – From New to Renew



With the concept of safety, environment, and workability, we developed strategic products reflecting field feedback in collaboration with various manufacturers. We launched innovative products that are now our mainstays, such as the V-MAX hanging scaffolding system, the YT Lock System scaffolding for slope work, and the Lift Climber mast-climbing work platform, under the theme of Scaffolding Revolution, actively entering the maintenance and repair market. We began focusing on safety, environmental considerations, and workability by replacing scaffold planks and changing pipe materials. In 2005, we became the first scaffolding rental company to list on the JASDAQ, followed by listing on the Tokyo Stock Exchange Second Section in 2007.

2010–

Standards Revision and Industry Innovation



We advanced industry innovations and developed next-generation scaffolding under new standards by updating scaffolding regulations to align with current realities and by strengthening measures to prevent industrial accidents. As challenges in safety and workability with traditional scaffolding became apparent, we sought to revolutionize temporary scaffolding, which had remained unchanged for 50 years, by acquiring Hory Corporation, a temporary equipment manufacturer, as a consolidated subsidiary in 2010, allowing us to gain manufacturing capabilities. In 2013, we developed and launched the next-generation scaffolding Iq System to the market. The Iq System, with a story height of 190 cm—20 cm higher than the traditional 170 cm—significantly improves safety and workability while reducing physical strain on workers. Today, the system is solidifying its positions as the industry de facto standard. Additionally, we expanded into new areas, leveraging metalworking technologies to develop anti-seismic damping frames, agricultural greenhouses, and solar panel installation frames.

In 2014, we were designated as a Tokyo Stock Exchange First Section company, and in 2019, we changed our name to Takamiya Co., Ltd.

2021–

Partnering to Shape the Future of the Temporary Equipment Industry



We launched Takamiya Platform as a solution to address social and industry challenges by opening up the foundation we have built over 50 years in development and manufacturing, sales, rental, design and construction, and management and logistics to our customers. As a new business model utilizing DX, we continue to refine the platform to solve customer challenges by developing services for industry innovation, such as the platform portal OPERA and the Iq System management service OPE-MANE. In September 2024, we held a grand opening of the Takamiya Lab. West, a research and development hub for the platform.

In 2022, following the Tokyo Stock Exchange's market reclassification, we transitioned from the First Section to the Prime Market.



We will pursue the maximization of corporate value through further evolution of Takamiya Platform under the Medium-Term Business Plan 2024–2026 released in May 2024.

Kazumasa Takamiya
 Representative Director, President and Chairman

Looking back at the previous Medium-Term Business Plan

—Concentrating management resources on transformation

The fiscal year ended March 31, 2024 marked the end of three years of initiatives laid out in the 2021 Medium-Term Business Plan. The 2021 plan was focused on the development of services, especially the Iq System, that combine hardware and software elements, with the aim

of evolving into a platform company that offers unique value to the construction industry.

Since our foundation in 1969, Takamiya has continued to grow steadily while stably supplying various temporary equipment centering on scaffolding. However, the temporary equipment business has structural problems: it is difficult to differentiate ourselves from our competitors and it is susceptible to short- and medium-term economic fluctuations. In addition, a wave of computerization is sweeping over the construction industry, and it is getting harder to take the next step in growth by only protecting

traditional business. It was under these conditions that Takamiya marked the 50th anniversary of its foundation in 2019. Reforming the business and profit structures to adopt to the changes of the times has become the top priority in our pursuit of continued growth.

The 2021 Medium-Term Business Plan, released in May 2021, presented a corporate vision of aiming to be a platform company that provides optimum solutions to the problems of our business partners and completely changes the way the temporary equipment business is conducted. The way we approached this was by taking

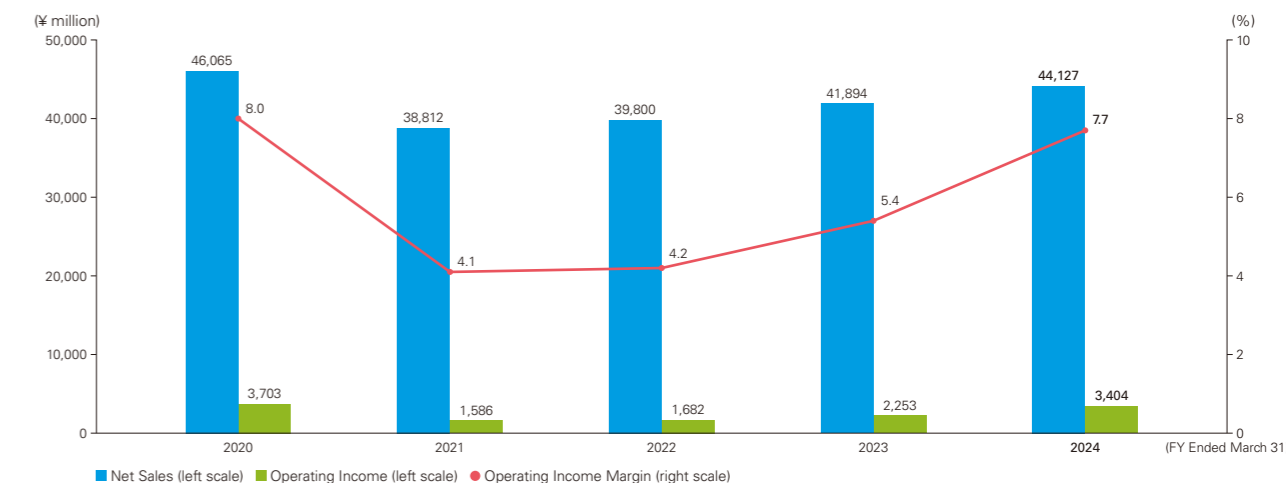
into account changes in our business characteristics and environment and making full use of the knowledge and know-how we had accumulated over many years. For the next three years, Takamiya launched various initiatives, such as developing people who could be responsible for platforms, increasing the efficiency of operations and businesses using AI and other digital technologies, and developing software to serve as the core of solutions. We have focused on promoting work style reforms in order to make the construction industry more attractive and ensure smooth acquisition of personnel, while at the same time working to form self-motivated groups of autonomous people that can work with positivity through a reform of employees' ways of thinking.

By the fiscal year ended March 31, 2024, the last year of the Medium-Term Business Plan, we failed to achieve our targets of net sales and operating income but recognize that transformation (reform, shift) into a platform company has progressed steadily, almost completing the foundation for further growth.

Takamiya's unique platform business driving the shift to stock-type business

Let's take a look at our flagship initiative, Takamiya Platform, starting from its concept and expanding to concrete efforts. Takamiya has expanded its scope of business while providing high-quality temporary equipment and hardware for the construction industry. We have also worked to evolve hardware on the basis of outstanding technological expertise and abundant knowledge. The culmination of these efforts is the Iq System, a next-generation scaffold with a story height of 1,900 mm and superior workability and safety. In addition, Takamiya has developed various products and services and diversified its product lineup to

Net sales, operating income, operating income margin



include residential equipment, agricultural greenhouses, and structural equipment used for seismic strengthening of high-rise buildings, while rolling out sophisticated metal processing technology and scaffold-related technology.

However, the weak point of a business model dependent on hardware is that it will likely be exposed to fruitless price competition and affected by the external environment, as I previously mentioned. What can we do to create the future of the temporary equipment business? What should we do to improve profitability? In searching for answers to these questions, we created Takamiya Platform, a unique foundation for value creation.

Takamiya Platform is a tool that allows us to propose and provide total solutions to various problems in the construction industry using the most advanced hardware, such as the Iq System, and digital transformation-based services or software. Utilizing Takamiya's platform, customers can solve problems such as long working hours and personnel shortages due to inefficiencies in operations and work, while also expanding the scope and

size of their business, which in turn improves profitability.

Takamiya Platform is also intended to change the business structure of Takamiya and help provide new value for the construction and temporary equipment industries. We will increase the sophistication of our business and profit structures while shifting from the traditional portfolio centering on assets for lease to a new portfolio led by platform infrastructure. This means shifting from a flow business with high volatility to a stock-type business where stable profits can be expected.

At Takamiya, we regard the fiscal year ended March 31, 2023 as our first year of the platform, and in the fiscal year ended March 31, 2024, we made a concerted effort to achieve market penetration for Takamiya Platform. Takamiya started revolutionary services such as OPERA, a portal that provides access to a platform from digital devices such as PCs and smartphones; OPE-MANE, a scaffold management commission service; and Iq-Bid, a digital market where you can freely purchase and sell scaffolding. Platform-related net sales for the fiscal year ended March

31, reached ¥2.7 billion. In September 2024, Innovation Hub, which explores solutions to construction problems, was completed at Takamiya Lab. West, located in Amagasaki City, Hyogo Prefecture, and began operations. Takamiya Lab. West is our core site for research and development, from which we will continue to enhance the functions of Takamiya Platform and increase the number of users. In the not-too-distant future, Takamiya Platform will no doubt become the global standard for the construction and temporary equipment businesses.

Medium-Term Business Plan 2024–2026

—Becoming the industry’s first scaffold platform company

The Medium-Term Business Plan 2024–2026, which extends over three years through the fiscal year ending March 31, 2027, was released in May 2024 in view of the results and problems of the previous Medium-Term Business Plan. This Medium-Term Business Plan aims to

bolster our foundation for overseas business and agriculture business and conduct management that is conscious of cost of capital while making effective future investments intended to expand platforms. This is the heart of the management vision: To be the industry’s first scaffold platform company by creating new value through Takamiya Platform and digital transformation.

More specifically, we will expand the number of users of OPE-MANE, the main service of Takamiya Platform, and accelerate the opening of Equipment Bases (distribution bases for equipment management) at strategic locations with an eye to improving customer convenience. We will increase the management transparency of assets under management (temporary equipment) in order to secure the safety and security of customers while also improving the productivity of our operations. By promoting an appropriate pricing strategy that provides customers with satisfying services at fair prices, we will contribute to the modernization and qualitative evolution of the construction and temporary equipment industries.

As part of our global expansion, an engine that will expand the scope of our business, we will cultivate

markets in emerging countries such as the Philippines, South Korea, and Vietnam and steadily monetize growing demand in such countries and regions. We expect the agriculture business to be a core profitable business in the future. To make this a reality, we will speed up initiatives for advanced agriculture at TAKAMIYA AGRIBUSINESS PARK (TAP) in cooperation with outside partners such as agricultural ventures, universities, and farm machinery manufacturers, and convey their results widely to society in order to strengthen our brand and participating companies’ brands and increase the recognition and sales of related products.

Our investment plan for the three years of the Medium-Term Plan is to invest ¥17.2 billion in assets for lease, which are the foundation for the services we provide; ¥14.6 billion in the development and improvement of Takamiya Lab. and Equipment Bases; ¥3.9 billion in the enhancement of digital transformation and human capital, which are a source of added value creation; and ¥35.7 billion in new investments.

On the quantitative side, we have set goals of achieving an operating income of ¥6.1 billion, an operating income margin of not less than 10.0%, an ROE of not less than 10%, an ROIC of not less than 4.3%, not less than 500 OPE-MANE accounts in total, and a three-year contract value of OPE-MANE of not less than ¥14.0 billion for the fiscal year ending March 31, 2027, the last year of the current Medium-Term Business Plan. To ensure that the directions and strategies of Takamiya are more accurately understood by stakeholders such as shareholders and investors, we have changed the reportable segments for the fiscal year ending March 31, 2025 to add the platform business to our existing segments: sales business, rental business, and overseas business.

Digital transformation, the key focus for development of leaders for the next generation of Takamiya

The development and enhancement of human resources, Takamiya’s greatest asset and a driving force for growth, is one of the top priorities we must focus on to achieve long-term development. During the period of the 2021 Medium-Term Management Plan, we also implemented various initiatives toward enhancing human capital. We introduced incentives and implemented office reforms to motivate employees and made efforts to improve productivity through business efficiency improvement based on digital transformation. We also conveyed the future vision and business strategy of Takamiya to employees in an understandable way in order to raise awareness about ownership and share management information.

As a result of these efforts, employees’ understanding of Takamiya’s vision and strategy improved, which led to better productivity and increased motivation for their work. We will continue to enhance the foundations of our human resource strategies, but for future measures to enhance human resources, a specific focus on productivity may no longer be necessary. The company’s overall productivity will inevitably improve if individual employees properly understand the value and purpose of digital transformation, develop new services based on IT, and promote the streamlining and labor-saving of operations. I think that devising and proposing the best solutions to customers’ and modern society’s problems through digital transformation will allow us to achieve two goals: expanding the scope of business and enhancing profitability.

Efforts to enrich human capital have produced a secondary effect of changing Takamiya’s corporate culture. Under a top-down chain of command, Takamiya made



efforts over the long-term to ensure quick decision-making and rapid implementation of measures. However, for a company to continue to develop in a healthy way, it is essential to make balanced management decisions that take into account the expectations and profits of various stakeholders, including customers, shareholders, and employees. Governance requires not only leadership by top management but also ideas to improve the transparency of management and the effectiveness of strategies and measures while accepting the opinions of outside directors. With efforts made to enhance human resource foundations, such as supporting the energetic activities of young employees and female employees, and developing personnel for digital transformation, an open corporate culture has grown in which the opinions and suggestions of stakeholders including employees are taken into account to help management. I have a strong sense that as visions and values have been increasingly shared, a free and open-minded culture is being developed in which the energies

of the Group, from management to young employees, are devoted to taking on the challenges of new fields.

Solving the 2024 Problem by changing the old-fashioned facets and peculiarities of the construction industry

The construction industry is facing the 2024 Problem: shortages of workers, long working hours, and more. We will not only pursue our own growth but also help change the peculiarities of the industry, such as old-fashioned cultures and customs of the construction industry, through the deployment of Takamiya Platform, with the aim of contributing to improved productivity of the construction industry itself. The construction industry has achieved orderly growth by valuing obligation and compassion and has been reluctant to introduce AI and other cutting-edge technologies

Management Vision

Creating New Value with Takamiya Platform and DX, Transforming into the Industry’s First Scaffolding Platform Company

Goal	Achieve the targets of indicators for the fiscal year ending March 31, 2027 (April 2026 to March 2027), the last year of the Medium-Term Business Plan 2024–2026		
Consolidated performance indicator	Operating income: ¥6,100 million (Three-year growth rate: +79.2%)		
Financial indicators	Operating income margin 10.0% or more	ROE (return on equity) 10.0% or more	ROIC (return on invested capital) 4.3% or more
Platform indicators	Total number of OPE-MANE accounts: 500 or more Three-year contract value of OPE-MANE: ¥14.0 billion or more		



and take action to improve productivity. In some cases, people might say that these old-fashioned customs have hindered attempts to make changes and improvements.

The happy years when it was possible to expect growth of the industry and companies by simply protecting traditional modes of thinking have already passed. We are in a new era, where efforts such as streamlining operations through digital transformation and improving productivity through a shift from one-on-one to remote sales are the future of the industry. We see this as a golden opportunity. Using Takamiya Platform, our customers can slim down their staff structures and reduce costs. This can also help eliminate peculiarities of the industry. The next-generation scaffolding Takamiya provides and efforts to quantify and visualize the safety of workers will also help reduce work accidents at construction sites. We believe that Takamiya Platform is a revolutionary system that solves issues and problems that impact the construction industry while creating mutually beneficial relationships among companies and people.

Since our foundation in 1969, Takamiya has achieved continued growth, with the rental of temporary equipment as our major business. By offering new value to the construction and temporary equipment markets, Takamiya has contributed to economic and industrial development and creation of daily lives of abundance. No matter how much the business environment changes in the future, our basic stance will not change. By focusing on improving the functions of Takamiya Platform by promoting efforts based on digital transformation, such as developing services and products, developing and improving distribution bases, and visualizing safety, we will continue to contribute to the sound development of the industry and society. In addition, we will work to build a corporate group that is widely trusted and relied upon by society by conveying the vision and value creation process of Takamiya to stakeholders in an understandable way.

Pursuing sustainability of natural environments and industrial society under eight material issues

In recent years, corporate society in Japan has come to correctly recognize the importance of the SDGs and ESG and consider contributing to the sustainability of natural environments, the economy, and society as indispensable to the survival of companies. Even before corporate social responsibility became widely recognized, Takamiya has put its energy into the development and global expansion of safety- and environmentally-conscious products and services so that its Mission Statement, Love, is expressed in all areas of management and business. Takamiya has actively devoted management resources to creating high social value; for example, contributing to building a sustainable society through business activities, respecting diversity in organizations, and developing personnel responsible for the future of the industry.

In 2023, we clarified the risks and opportunities that may have significant effects on our business activities and then identified eight material issues (key issues). The material issues include various measures such as developing next-generation scaffolding that contributes to the reduction of greenhouse gas emissions and increasing the sophistication of the Equipment Base transportation system; operating the Coin System, which allows employees to help each other beyond the barriers of departments; promoting diversity and inclusion efforts to motivate employees; and building governance and compliance systems that ensure the transparency and soundness of management. Among our material issues, for the stable supply of agricultural products that play a part in the national food policy and the response to various agricultural problems, we are working to develop Japanese agriculture and discover new

possibilities by promoting collaboration with many companies. This includes working closely with agri-tech ventures engaged in the development, manufacturing, and selling of agricultural AI and robotic harvesters.

Takamiya is aiming to play an important role in shaping a sustainable future society where people can live safely and comfortably by offering Takamiya's unique solutions to stakeholders including not only customers, shareholders, suppliers, and employees but also local communities and natural environments.

Creating an advanced corporate group that blazes its own trail in times of uncertainty

The construction industry and the temporary equipment industry in Japan and the rest of the world are now in a



period of historic change. In developed countries, repair and update of infrastructure and plants, aging construction workers, and delays in commencement of work due to a shortage of workers have emerged as urgent social problems. In emerging countries, the needs for temporary equipment have been on an expansionary trajectory along with infrastructure development and building construction. Looking at the construction and temporary equipment markets in Japan, the core of Takamiya's work, the business environment has remained uncertain in light of concerns such as higher material and energy prices due to global inflationary developments and growing geopolitical risks due to the prolongation of the Ukraine conflict and Israel's invasion of Gaza, although the end of the COVID-19 pandemic led to a gradual recovery of construction demand. For Takamiya to continue steady growth in this fluid environment, we must undergo change that anticipates structural changes in the economy and society and establish innovative business models that

meet the demands of the times. Takamiya cannot develop further or carry out social missions unless we build a stable earnings model that is less susceptible to macroeconomic trends, especially economic changes. Based on this recognition of our environment, we will push hard to establish an advanced corporate group where Takamiya Platform is a source of profit creation.

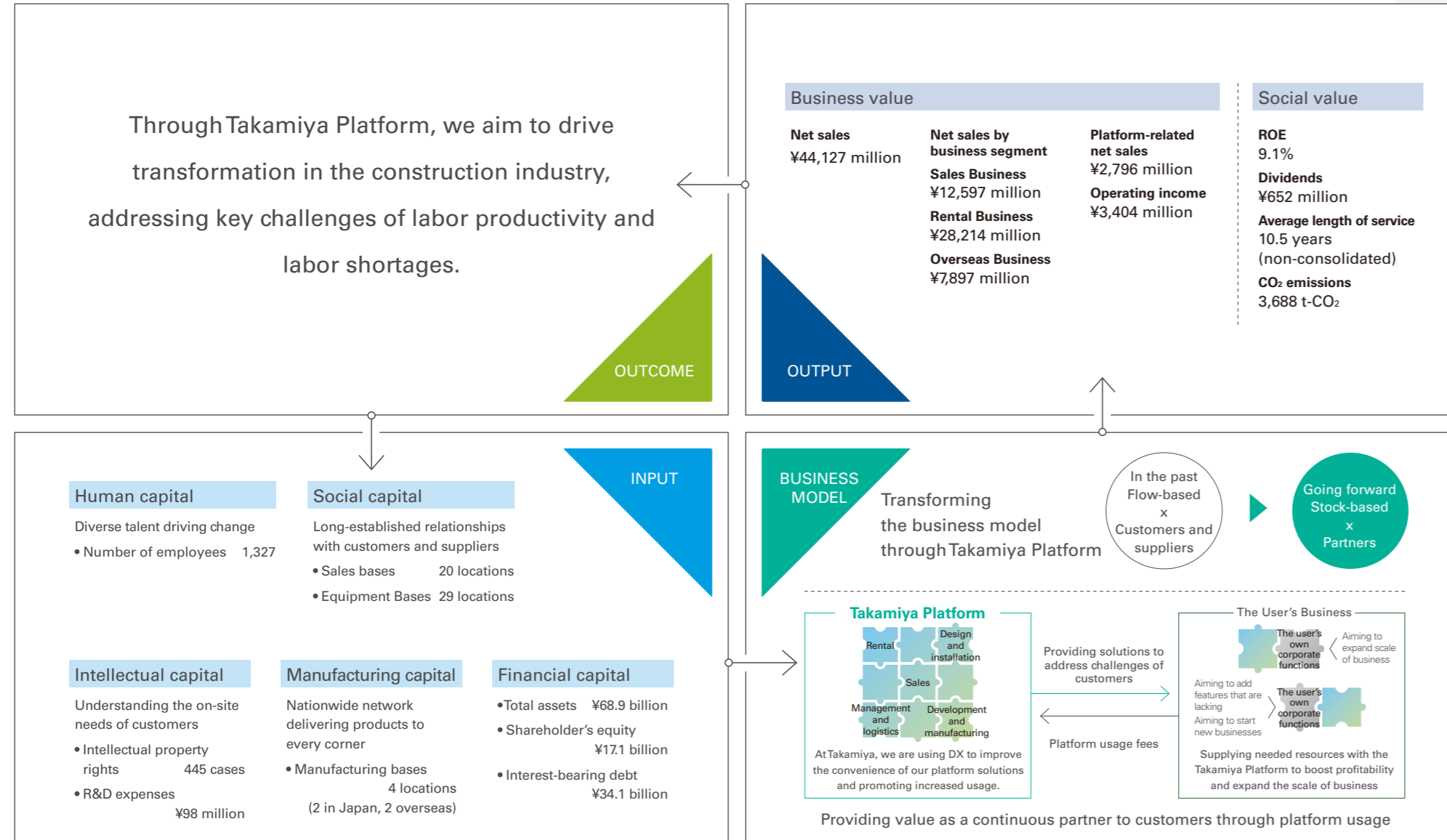
Takamiya has entered a new phase of accelerating the spread and expansion of Takamiya Platform, the foundation of which was completed through the initiatives of the Medium-Term Plan 2021. By ensuring that the strategies and measures presented in the Medium-Term Management Business Plan 2024–2026 are implemented one by one, we will achieve balanced growth that is recognized by all stakeholders and aim to maximize corporate value. At the same time, we will put effort into returning more profits to shareholders and deepening communication with the capital markets in order to receive fair market valuation (stock price and P/B ratio) that reflects the reality of Takamiya.

Regarding the return of profits to shareholders, we will provide stable and continuous dividend payouts as before and try to increase EPS through effective growth investments using internal reserves to further improve shareholder value. To better communicate with the market, we will create opportunities such as one-on-one meetings with institutional investors and analysts, briefings for individual investors, earnings calls, and flexible operation of IR media and deepen our interactions with market participants in order to make use of knowledge and information obtained there to help guide our business operations in the future.

Takamiya will make unceasing efforts to carve out the future of construction business and temporary equipment business. I am sincerely grateful for our stakeholders' continuing support.

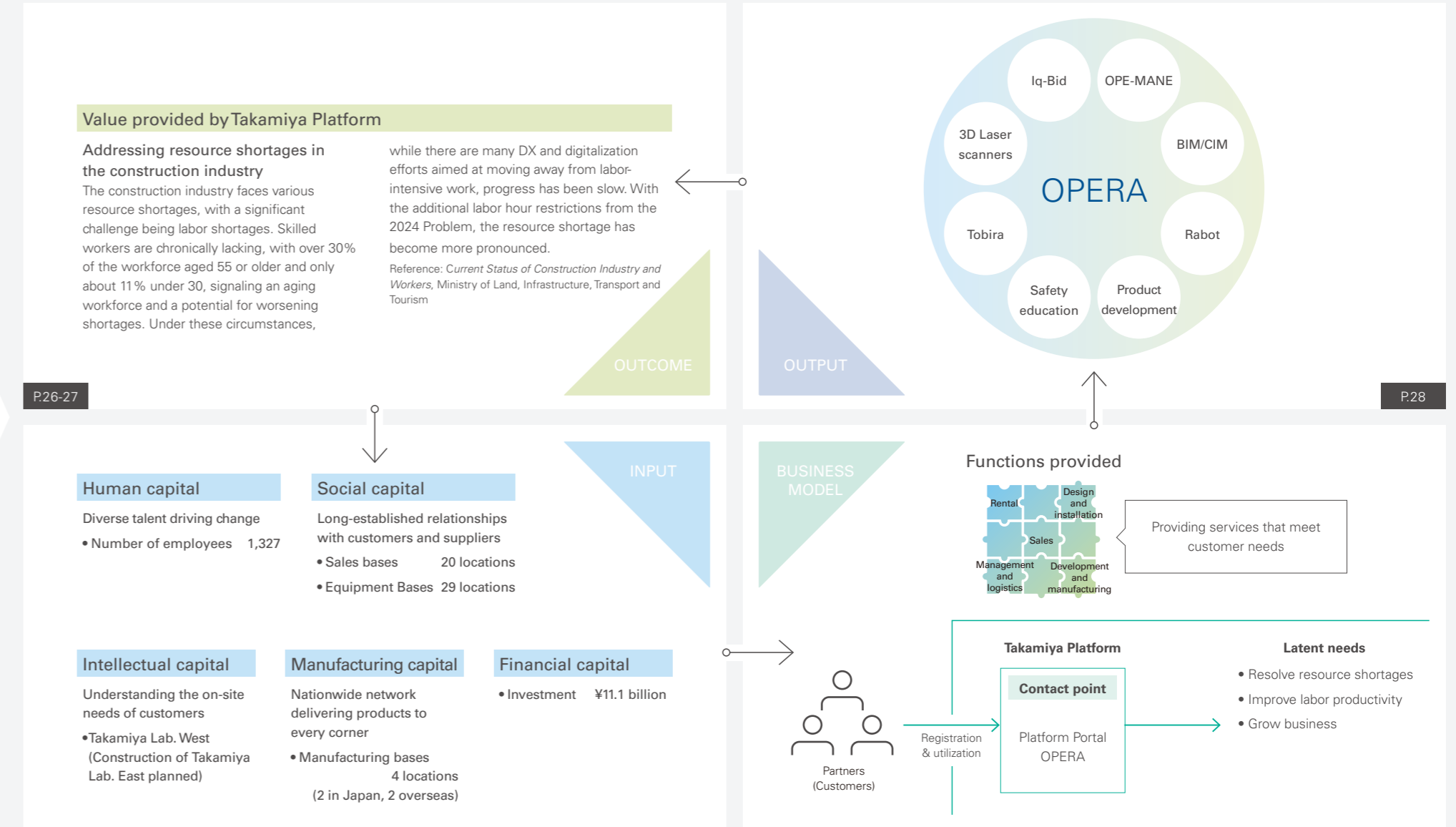
Takamiya's Value Creation Process

Making Our Customers Partners in Our Platform



Value Creation with Takamiya Platform

Making Our Customers Partners in Our Platform

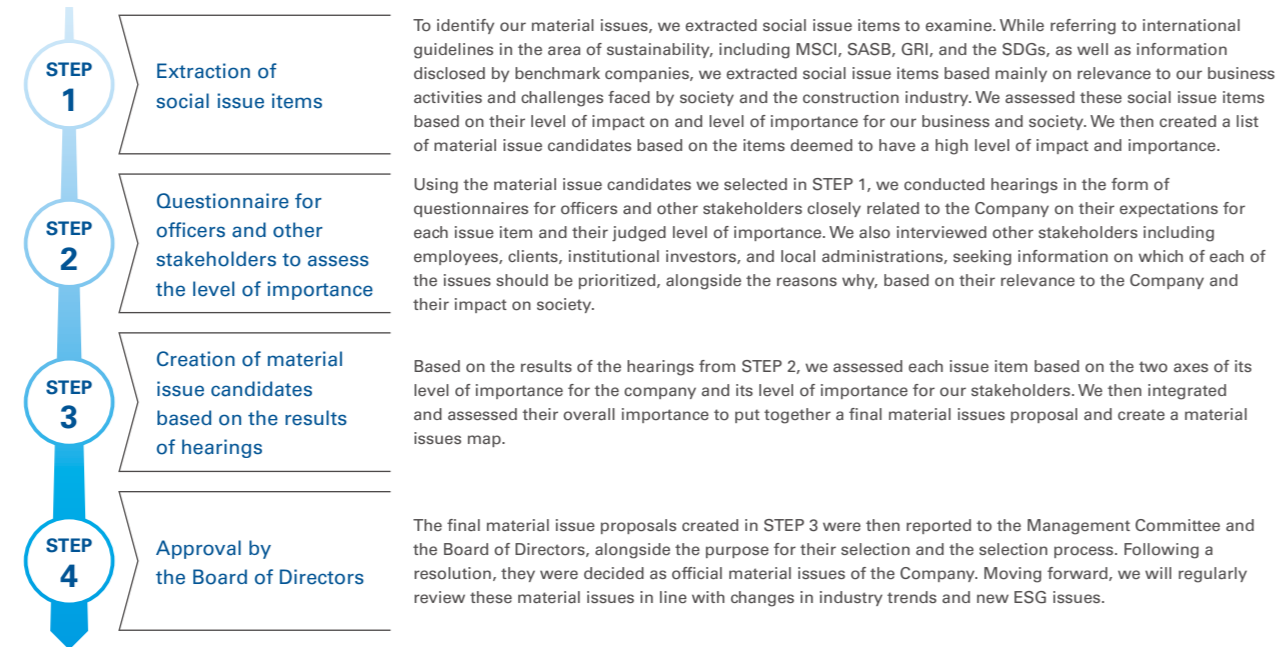


TAKAMIYA Material Issues (Key Issues)

In addition to the risks and opportunities that could have a significant impact on its medium- to long-term management strategies, in August 2023 the Company identified eight material issues that are important for its stakeholders and that could have a major impact on its management and business activities. We will continue to implement long-term initiatives to resolve social issues and meet stakeholder expectations through our future business activities, leading to sustainable enhancement of corporate value.

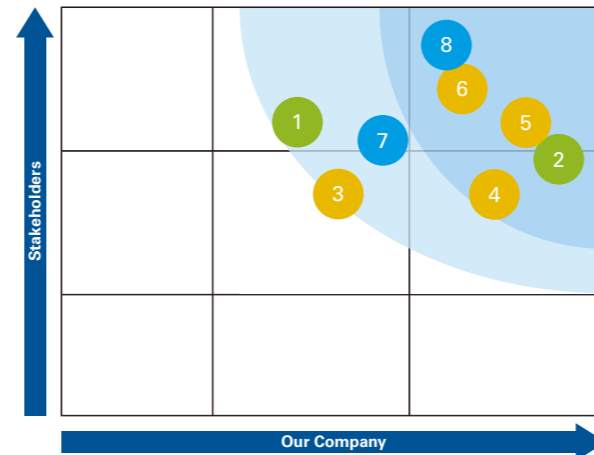


Identification Process



Finalized Material Issues Map

- 1 Environmentally friendly operations
- 2 Creation and promotion of products and services that contribute to the achievement of a recycling-based society
- 3 Responsible procurement and respect for human rights
- 4 Reinforcement of diverse personnel to support our sustainable growth
- 5 Creation of attractive working environments that ensure both physical and mental health
- 6 Continuous product safety and quality
- 7 Sophistication of corporate governance
- 8 Information security and privacy management



Measures and Targets (KPIs) Based on Material Issues

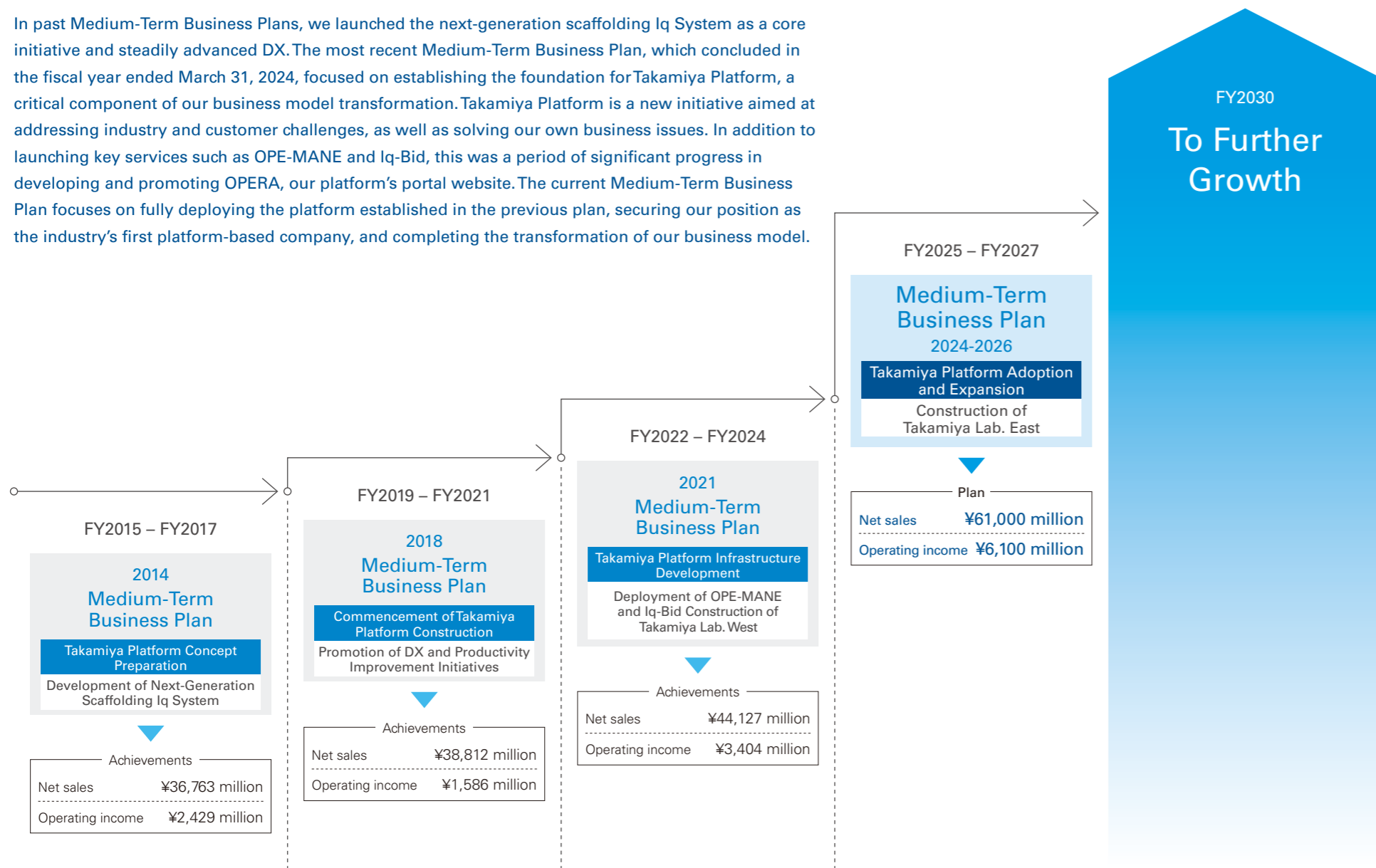
Item	Category	Details	Measures
1 Environmentally friendly operations	E	Within our Company and throughout our value chain, we are engaging in initiatives to reduce GHG emissions and mitigate environmental impact relating to water stress, air pollution, biodiversity, and land use.	We are calculating GHG emissions throughout our supply chain. As of the fiscal year ended March 31, 2024, we have calculated only Scope 1 and Scope 2 emissions. However, we plan to expand this calculation to include consolidated subsidiaries and set emissions reduction targets, as well as begin Scope 3 calculations. Additionally, we will pursue potential reductions in environmental impact across all business operations, including the manufacture of environmentally conscious products.
2 Creation and promotion of products and services that contribute to the achievement of a recycling-based society	E	Ensure efficient utilization of limited resources (natural capital, human capital, social capital), and introduce and promote products and services that contribute to the achievement of a recycling-based society.	The construction and temporary equipment industry faces chronic issues of resource shortage including a shortage of human resources. Our platform allows shared use of resources between our customers and the Company, promoting solutions to the industry's challenges. By providing temporary equipment for infrastructure projects without disruption, we help build social capital and address human resources shortages, aiming to achieve a recycling-based society.
3 Responsible procurement and respect for human rights	S	Engage in initiatives to track and manage the societal and environmental impacts of the raw materials used in our products, and protect the rights of those associated with raw materials.	We verify and understand the environmental impact during the manufacturing and maintenance stages of our products. Additionally, when procuring raw materials and purchasing products, we rigorously manage supplier credit and conduct thorough risk assessments.
4 Reinforcement of diverse personnel to support our sustainable growth	S	Engage in initiatives to attract, nurture and retain diverse employees who possess advanced skills.	We are working to improve engagement by promoting the empowerment of diverse human resources and realization of diverse workstyles. We not only provide diverse expertise training programs suited to employees' career stages but also continuously improve the work environment, personnel systems, and remuneration systems to create a self-sustaining environment for our diverse employees.
5 Creation of attractive working environments that ensure both physical and mental health	S	Minimize safety and health risks for everyone involved in our business, and create an attractive working environment that promotes both physical and mental well-being. <small>(Note: We provide various safety training programs, including scaffolding safety education for users and operators of our products, with the goal of reducing fatal industrial accidents.)</small>	We provide various safety training programs, including scaffolding safety education for users and operators of our products, with the goal of reducing fatal industrial accidents. Training using actual products is rare in the industry and is recognized for its effectiveness. Additionally, we are working to reform our office spaces and personnel systems, and enhance employee benefits, building a work environment that is safe for both physical and mental well-being.
6 Continuous product safety and quality	S	In addition to enhancing the safety of products, engage in initiatives to ensure sustained safety and thorough quality control throughout procurement, manufacturing, and development processes.	The safety of temporary equipment was not clearly quantified in the past and was instead based on subjective judgments through manual maintenance. However, as this inspection was deemed insufficient to ensure safety, we are working on collecting data on how the products age using the full-scale testing equipment for the first time in the industry. By measuring product durability and lifespan, we aim to provide safer and more reliable products.
7 Sophistication of corporate governance	G	Engage in initiatives aimed at highly transparent corporate governance, thorough adherence to corporate ethics, and compliance with laws and regulations, as well as initiatives to maintain internal systems for monitoring, management, and prevention to support these efforts.	The Company has in place a system under which the Board of Directors provides strategic guidance and management supervision and the Audit and Supervisory Committee audits directors' execution of duties by attending and giving their opinions at various important meetings, such as those of the Board of Directors. We also hold a quarterly Risk and Compliance Committee, with the Legal & Compliance Department acting as the administrative office, to identify at an early stage legal issues emerging in the Company. Through these efforts, we aim to further raise and promote compliance awareness.
8 Information security and privacy management	S/G	Engage in initiatives to establish information systems that balance versatility with confidentiality, and to prevent information leakage and manage privacy.	We hold a quarterly Information Security Committee to establish, promote, and solidify information security systems within the Company and Group companies. In addition to ongoing multi-faceted risk assessments of information assets, we promote the maintenance and improvement of information security by developing responses to incidents and measures to prevent recurrence.

Business Environment and Risks & Opportunities

	Primary Factors	Risks & Opportunities	Reasons	Long-Term Responses and This Fiscal Year's Initiatives	
Changes in the economic environment	Domestic economic trends	<ul style="list-style-type: none"> Risk Capital investment trends of private companies Opportunity Increase and decrease in domestic construction investment amount 	<ul style="list-style-type: none"> Capital investment of private companies is affected by economic trends Construction investment amounts have an impact on us, because our main business is related to temporary equipment for construction works 	<ul style="list-style-type: none"> Hold versatile temporary equipment and technologies that can be applied to a wide range of works including public infrastructure construction works, because government investment (mainly civil engineering works) tend to increase amid economic downturns Enhancement of highly versatile temporary equipment and supply system Nurture businesses beyond the temporary equipment for construction work sector Expand business overseas (ASEAN countries) which is not directly affected by construction demand in Japan 	
	Exchange rate fluctuations	<ul style="list-style-type: none"> Risk Rapid depreciation of the yen 	<ul style="list-style-type: none"> Manufacturing and transportation costs will increase due to soaring energy and raw material prices 	<ul style="list-style-type: none"> Pass on higher raw material prices to selling prices as appropriate 	
Changes in the social environment	Transition from new construction to maintenance and repairs	<ul style="list-style-type: none"> Risk Decrease in demand for new construction of transportation infrastructure Opportunity Increase in demand for infrastructure maintenance and repair 	<ul style="list-style-type: none"> Demand for new construction of infrastructure is shrinking, resulting in oversupply of large-scale falsework equipment for bridge construction in highways and railroads More than 50 years have passed since the construction of domestic transport infrastructure such as highways, and demand for maintenance and repair is increasing Longer construction periods at rental customers' sites result in better profitability on a site-by-site basis 	<ul style="list-style-type: none"> Sell to ASEAN countries where demand for construction of infrastructure is expected Expand the lineup of temporary equipment required for maintenance and repair work of infrastructure, and renew temporary equipment to more versatile types 	
	Productivity improvements at construction sites	<ul style="list-style-type: none"> Opportunity Accelerated spread of next-generation scaffolding 	<ul style="list-style-type: none"> Demand for Iq System next-generation scaffolding, which enables safe and easy work without bending forward, will increase Demand for lighter scaffolding will also increase because it enables not only space savings in equipment storage areas, but also improves transportation efficiency and reduces the work burden for scaffolding installation 	<ul style="list-style-type: none"> Replace all tube pipes held with high-tension steel pipes to make them lighter Completed replacing equipment with next-generation scaffolding Iq System with superior workability and safety Make equipment lighter by switching material from steel to aluminum Increase production capacity of Iq System 	
	Digital transformation (DX)	<ul style="list-style-type: none"> Risk Delays in promotion of DX due to the shortage of IT professionals Opportunity New demand 	<ul style="list-style-type: none"> Development of innovative construction methods may eliminate the demand for temporary equipment including scaffold We may lose our market share if we cannot secure IT professionals and cannot provide DX-related services in a timely manner 	<ul style="list-style-type: none"> Nurture businesses beyond the temporary equipment sector (agriculture business, etc.) Shift to business models that do not rely on hardware (platform business) Promote the hiring of IT professionals and the training of employees Digitize factory forms and store documents electronically Adopt incentives for employees for DX initiatives 	
	Diversification of agricultural workers	<ul style="list-style-type: none"> Opportunity Increasing number of new companies entering the agricultural sector 	<ul style="list-style-type: none"> Online transactions will become the norm, and being well-prepared may increase the number of new customers and the amount of transactions with them There is demand for facilities with high yield potential for a relatively large investment Many new farmers are starting out, requiring automatic control and cultivation know-how Demand of facilities and equipment for productivity improvement increases, necessitating increase in yield per acreage 	<ul style="list-style-type: none"> The Group has been working on building/construction information modeling (BIM/CIM), which is essential for DX in construction, and opportunities for receiving orders will increase due to the expansion in demand We introduced the online system "OPERA," which diversified order channels and increased opportunities Develop pipe houses for agriculture and products for agriculture, utilizing our metalworking technologies and steel pipes for scaffolding Release of G-Castle Pro1 and G-Castle Neo48 high-performance agricultural greenhouses Implement demo cultivation with our products, and collect know-how and data to leverage them ("Hanyu Aisai Project") Collaborate with other companies on smart agriculture 	
	Response to climate change	<ul style="list-style-type: none"> Risk Surge in raw materials, fuel costs, and transportation costs Opportunity Demand for new construction and renewal of plants 	<ul style="list-style-type: none"> Raw material/fuel prices and transportation costs may surge due to the rise in the prices of fossil fuels driven by the reduction of CO₂ emissions Demand for construction including renewal and new opening of facilities increases due to the usage restriction of fossil fuels and energy efficiency as well as increase in usage of alternative energy including hydrogen and electricity E.g., Power plants, hydrogen production plants, supply bases (gas stations), net zero energy buildings (ZEBs) and net zero energy houses (ZEHs) 	<ul style="list-style-type: none"> Make components smaller and lighter through the systemization of scaffolding, thereby reducing the number of vehicles and round trips required to transport equipment Shift from suburban to urban equipment supply locations (Takamiya Lab. West) Develop and sell next-generation solar carport, POGERO Develop scaffolding supply bases for new construction and maintenance of electric power plants 	
	Natural disasters	<ul style="list-style-type: none"> Risk Slowdown in business and economic activities Opportunity Response to recovery and reconstruction from disaster 	<ul style="list-style-type: none"> We may be forced to shut down our operations due to natural disasters such as earthquakes and typhoons, and the spread of infectious diseases such as viruses Demand for temporary equipment necessary for construction works rises to quickly recover from damage to transportation infrastructure due to natural disasters 	<ul style="list-style-type: none"> Diversify risk by operating 29 equipment supply locations across the country Distribute manufacturing bases in 4 locations: 2 in Japan and 2 overseas Promote remote work Position equipment supply locations across the country and establish the system to supply temporary equipment necessary for recovery and reconstruction works 	
	Domestic demographic trends	<ul style="list-style-type: none"> Risk Shortage of personnel and manpower 	<ul style="list-style-type: none"> New hiring becomes difficult due to the advancement of the declining birthrate Securing talents with skills and qualifications such as scaffolding installation becomes difficult 	<ul style="list-style-type: none"> Enhance employee benefit programs as well as improve working conditions and environments mainly through workstyle reform Implement various training, scaffolding safety courses, etc. 	
	Changes in laws and rules	Amendment of Ordinance on Industry Safety and Health (related to scaffolding)	<ul style="list-style-type: none"> Opportunity Increased demand for new and existing products 	<ul style="list-style-type: none"> Amendment of laws and guidelines to secure the safety of workers in construction sites generates demand for new products Introduction of five-day week is promoted and overtime work is capped in the construction industry 	<ul style="list-style-type: none"> Promote development, manufacturing, and sales expansion of products with high safety and workability, such as Iq System next-generation scaffolding and SPIDER PANEL panel-type hanging scaffolding system Develop products with lighter weight and aluminum materials

Medium- to Long-Term Roadmap

In past Medium-Term Business Plans, we launched the next-generation scaffolding Iq System as a core initiative and steadily advanced DX. The most recent Medium-Term Business Plan, which concluded in the fiscal year ended March 31, 2024, focused on establishing the foundation for Takamiya Platform, a critical component of our business model transformation. Takamiya Platform is a new initiative aimed at addressing industry and customer challenges, as well as solving our own business issues. In addition to launching key services such as OPE-MANE and Iq-Bid, this was a period of significant progress in developing and promoting OPERA, our platform's portal website. The current Medium-Term Business Plan focuses on fully deploying the platform established in the previous plan, securing our position as the industry's first platform-based company, and completing the transformation of our business model.



Review of the 2021 Medium-Term Business Plan

Main Reviews

The previous Medium-Term Business Plan experienced delays in its overall launch due to the prolonged COVID-19 pandemic. Despite significant changes in international and social circumstances, the increasing trend in construction investment led to strong demand for temporary equipment, allowing for steady profit growth. However, the consolidated operating income target of ¥5.0 billion set during the planning phase could not be achieved, leading to a revision of the plan in its final year. Main reasons for the revision included reduced purchasing due to selling price revisions in the sales business and delays in construction starts in overseas operations.

Nevertheless, progress was made in building the foundation for Takamiya Platform, the centerpiece of the Medium-Term Business Plan, and the shift to a stock-type business model was steadily advanced through the development of high-value-added services.

Achievements in Numbers

	Initial plan announced in May 2021	Revised plan announced in May 2023	Results of the 2021 Medium-Term Business Plan
Net sales	¥60,000 million	¥48,000 million	¥44,127 million
Segment sales	Sales business	¥25,000 million	¥12,597 million
	Rental business	¥31,000 million	¥28,214 million
	Overseas business	¥9,000 million	¥7,897 million
Operating income	¥5,000 million	¥3,800 million	¥3,404 million
Operating income margin	8.3%	7.9%	7.7%
EBITDA	¥10,000 million	¥9,100 million	¥8,835 million
ROA	6.0%	5.4%	5.4%
ROE	12.0%	11.4%	9.1%
Equity ratio	35.0%	31.0%	31.1%

Achievements and Challenges

	Achievements of the 2021 Medium-Term Business Plan	Challenges of the 2021 Medium-Term Business Plan
Develop services that blend hardware and software, with a focus on the Iq System	We were able to achieve the development of the platform portal OPERA, as well as the launch of key services such as OPE-MANE and Iq-Bid. We made progress on the construction of the flagship R&D hub Takamiya Lab. West, enhancing platform recognition in the industry and steadily advanced the shift to a stock-type revenue structure.	The use of OPE-MANE requires the purchase of the Iq System, and the impact of price revisions led to a tendency of restrained purchases. Therefore, we could not rapidly expand the number of users. Additionally, due to a lack of shared understanding within the Company regarding the platform, we were unable to convince customers of its usefulness in the early stage of its spread.
Strengthen products for maintenance/repairs and infrastructure redevelopment	We expanded our range of products for various maintenance and repair works, such as the SPIDER PANEL hanging scaffolding, the Lift Climber mast-climbing work platform, and the YT Lock System scaffolding. These products effectively addressed demands for highway repairs and other infrastructure repair works. We also established a robust supply system to prepare for future infrastructure projects.	Infrastructure repair works are long-term and extensive, so the timing of rental equipment returns tends to be concentrated. This concentration of returns creates fluctuations in utilization rates due to the large volume of maintenance work. This necessitated the development of a system to reduce the timeline for maintaining a large volume of returned equipment and preparing it for reuse.
Nurture businesses beyond the temporary equipment sector	Efforts to grow the agriculture business included constructing facilities for demo cultivation using our products, selling harvested crops, and expanding business through M&A. These efforts broadened service offerings beyond greenhouse products to include provision of cultivation, transportation, and sales expertise, promoting sales.	Agriculture business revenue remained centered on the sale of greenhouses. However, social conditions have not created an environment conducive to investing in greenhouses, and customers have tended to postpone the timing of their purchases. We struggled to effectively respond to worsening market conditions, resulting in stagnated sales growth for agriculture-related products.
Redevelop overseas business bases	Amid the impact of the pandemic, the Company successfully advanced the establishment of management systems in South Korea, Vietnam, and the Philippines. In the Vietnam Factory, we strengthened our production capacity and reduced manufacturing costs. In South Korea and the Philippines, which were heavily affected by the pandemic, revenue was improved by securing a limited number of projects.	The pandemic lasted longer than anticipated at the time of the plan formulation, delaying the full-scale launch of operations in each country. The prolonged timeline for building revenue foundations also delayed contribution to revenue growth. Furthermore, there were cases where projects could not be secured due to delays in construction commencement and insufficient sales capabilities to adapt to changing environments.

External Environment Surrounding Takamiya

Economic Environment

The Japanese economy has shown signs of a gradual recovery, as evidenced by the Nikkei Stock Average reaching a record high. On the other hand, given the impact of global instability, such as the prolonged conflict in Ukraine and the situation in Israel, the economic environment remains uncertain. Concerns persist over downside risks due to soaring raw material and energy prices, inflation due to increased import costs driven by yen depreciation, and fluctuations in the financial markets stemming from the Bank of Japan's zero interest rate policy.

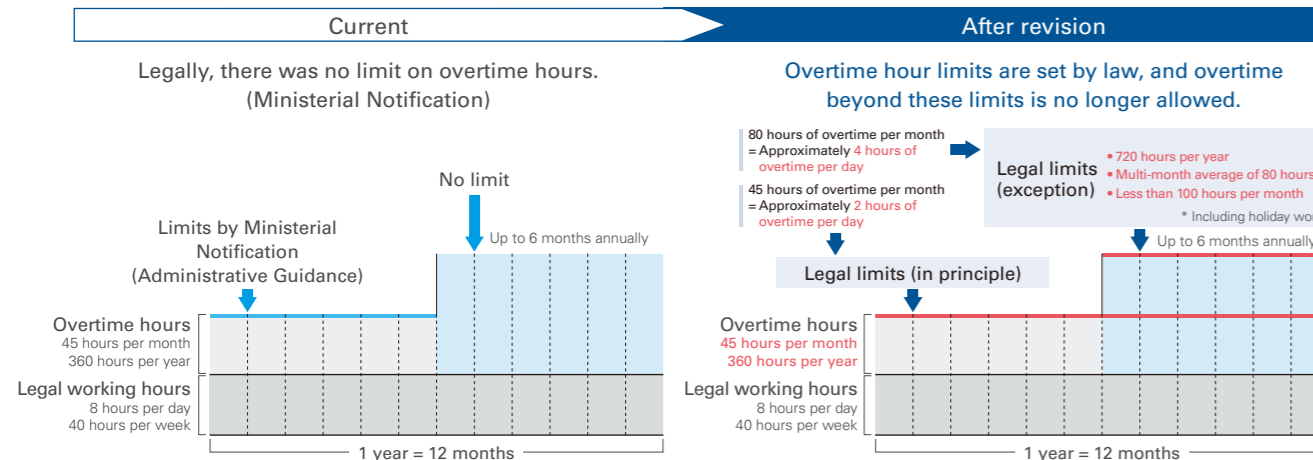
Construction Industry

The construction industry, a main client segment for our Group, is entering a transitional phase in 2024. In April 2024, the Act on the Arrangement of Related Acts to Promote Work

Style Reform came into effect, imposing limits on overtime hours. Although the construction industry has been promoting efforts to improve working conditions, it lacks sufficient resources to offset overtime regulations, leading to delays and postponements in construction starts due to a shortage of skilled workers. Additionally, the strong economic impact—such as soaring crude oil and energy prices and rising interest rates following changes in the Bank of Japan's monetary policy—could significantly impact construction costs. Despite these conditions, domestic construction investment is expected to increase. Large-scale projects, including nationwide social infrastructure renovations under the Fundamental Plan for National Resilience, semiconductor factory construction, projects in Hokkaido and the Hokuriku region, the Linear Central Shinkansen project, Expo 2025 Osaka, Kansai, Japan, integrated resort (IR) plans, and data center construction, are on the horizon.

Overtime Work Hour Limit Regulations

The regulation of overtime work hour limits by law marks the first major reform in over 70 years since the Labor Standards Act was enacted in 1947.



Source: Ministry of Health, Labour and Welfare, "Handbook on Act on the Arrangement of Related Acts to Promote Work Style Reform"

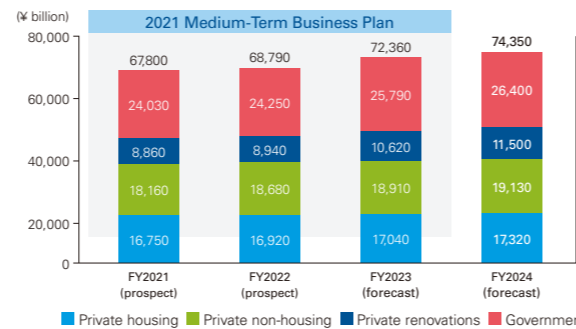
Risks

- Rising construction costs and delays or postponements in projects due to labor shortages of the 2024 Problem
- Tightened supply of transportation trucks due to the 2024 Problem in the logistics industry
- Decline in private capital investment due to economic deterioration
- Loss of demand for regular maintenance as conventional power plants are phased out under decarbonization policies
- Decreased demand for large-scale falsework due to the promotion of precast concrete bridges
- Difficulty in securing maintenance personnel for equipment due to labor shortages
- Rising procurement costs for raw materials and components due to excessive yen depreciation
- Increased interest payments due to rising interest rates from changes in Bank of Japan monetary policy
- Increased interest-bearing debt and higher interest payment burdens due to investments in the platform

Opportunities

- Increased expectations for our platform due to shortages in management resources
- Increased demand for next-generation scaffolding due to revised labor safety and health regulations
- Infrastructure redevelopment related to large-scale disasters
- Recovering the project timeline of Linear Central Shinkansen
- Increased investment related to growing demand for semiconductors and energy due to rapid AI adoption
- Orders for construction projects related to the Hokkaido Shinkansen
- Promotion of condominium reconstruction due to the enactment of the revised Act on Building Unit Ownership
- Increased attention on the Group through management that is conscious of the cost of capital and stock price
- Broader applications of AI and DX within our business domain due to technological advancements

Domestic Construction Investment Trends



Source: Research Institute of Construction and Economy, Economic Research Association "Construction Investment Outlook by Construction Economic Model" (April 2024)

New Medium-Term Business Plan

Management Vision

Creating New Value with Takamiya Platform and DX, Transforming into the Industry's First Scaffolding Platform Company

Takamiya Platform will evolve into a compelling service that is profitable, helpful, and appreciated, attracting many users and driving mutual revenue growth and development.

Takamiya Platform aims to become an indispensable ecosystem for the industry, transforming the way our Group operates with a DX-driven business style that will attract employees, partners, shareholders, and investors, fostering mutual growth.

Basic Policies

Aiming to execute initiatives based on four basic policies, achieve the Medium-Term Business Plan, and meet numerical targets

- **Establishment of Revenue Foundation through Establishment and Solidification of Platform Business**
The platform business generates revenue through user retention and recurring revenue. By analyzing user insights and refining services to make them more attractive, we aim to increase the number of accumulated customers and secure stable recurring revenue.
- **Establishment of Growth Foundation through DX and Human Capital Investment**
We will actively invest in DX to enhance both the convenience of platform users and productivity across the Group. We aim to focus on human capital investment that support the Group's growth foundation, enhance platform value, and build a robust growth foundation.
- **Revenue Enhancement in Overseas Business**
Subsidiaries in overseas business are transitioning to a phase of revenue recovery and business expansion, with established management foundations. We aim to enhance profitability by establishing a system capable of meeting global demand, in addition to our subsidiaries in the Philippines, Vietnam, and South Korea.
- **Integration of Management Conscious of Capital Costs and Stock Prices**
Upfront growth investments are expected to increase interest-bearing debt. By promoting efficient capital utilization—not limited to interest-bearing debt—throughout the Group, we aim to improve return on invested capital, raise share prices, and become an attractive company for shareholders and investors.

Key Measures

→ P.22-23

Aiming to execute various investments for expanding the platform, further grow overseas and agriculture businesses, and spread management that is conscious of the cost of capital

- Increase in the Number of OPE-MANE Accounts
- Development and Enhancement of Core Logistics Management Functions for Customer Service
- Visualizing Safety and Secure for Gaining Customer Trust
- Active Investment in Human Capital and DX to Enhance Added Value
- Introducing KPIs to Achieve ROIC Above WACC
- Provision of Value-Added Services at Fair Prices
- Improving the profitability of overseas subsidiaries (Philippines, South Korea, Vietnam) and responding to other demand countries
- Establishing a Revenue Base through Fundamental Transformation of the Agribusiness

Overview of Key Initiatives

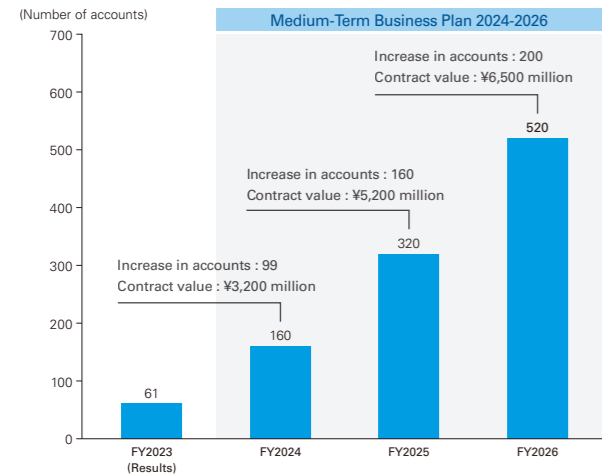
Increase in the Number of OPE-MANE Accounts

OPE-MANE, the platform’s main service, plays a crucial role in securing the customer base that forms the foundation of the platform. Customers’ purchased and owned Iq Systems serve as the core of scaffolding usage, with shortages or surpluses resolved through our services. The Iq System’s high compatibility with overall platform services is expected to drive increased use of other services. Acquiring OPE-MANE accounts and increasing custody assets will raise the proportion of recurring revenue, facilitating the shift to a stable, high-profit stock-type business model.

Development and Enhancement of Core Logistics Management Functions for Customer Service

Managing and operating custody assets is central to ensuring convenience for OPE-MANE users. To address

OPE-MANE Account Growth and Contract Value



the growth of custody assets over time and the increase in owned rental assets needed to cover equipment shortages, it is essential to establish a management and maintenance system that ensures efficient asset operation. Fixed-point cameras and truck scales are installed at Equipment Bases to visualize inventory and management status, which are then utilized for analysis. Efforts are underway to automate the counting and maintenance of returned equipment, promoting evidence accumulation and efficiency in equipment management. In logistics, we are researching AI-based automated dispatch and loading simulations. Accelerating DX will help eliminate human errors, move away from labor-dependent workflows, and address labor shortages in management, maintenance, and transport. Opening Equipment Bases in convenient locations is recognized as crucial to enhancing the platform’s appeal, with plans to establish the Sapporo Base in Hokkaido in the fiscal year ending March 31, 2025.

Visualizing Safety and Secure for Gaining Customer Trust

The depreciation of assets (temporary equipment) entrusted to the platform by users leads to customer losses and erodes trust in the Group. Therefore, making custody asset management transparent and striving for visualization to ensure that owners can always understand the condition of their assets contributes to preserving customer assets and building trust in the platform. At Takamiya Lab. West, we manage assets using visual and weight-based systems and conduct strength tests on aged temporary equipment with full-scale

testing equipment. Previously, age-related quality deterioration was not visualized, and safety factors were uncertain. Now, however, data accumulation will further enhance safety.

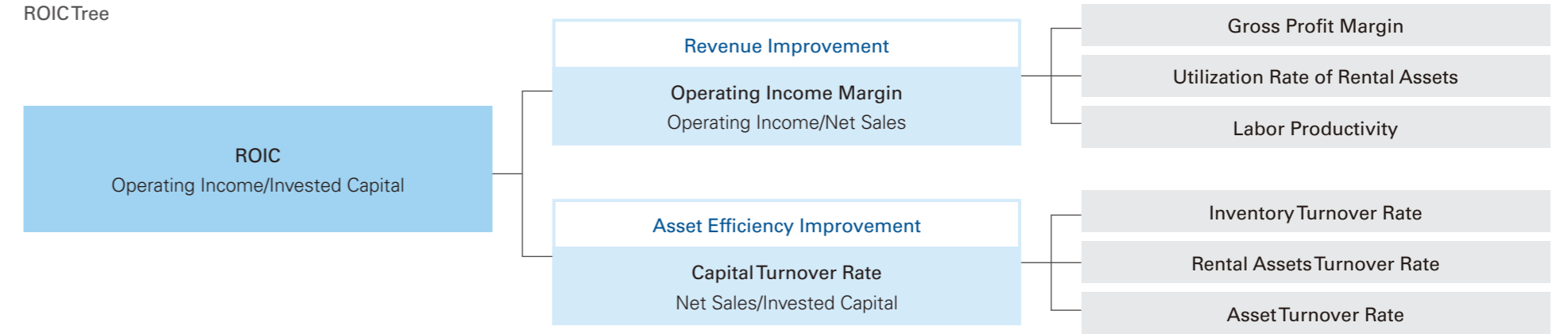
Active Investment in Human Capital and DX to Enhance Added Value

The Group is striving to enhance the platform’s added value through DX. We actively invest in DX and IT talent that generate high added value. Initiatives include introducing a DX incentive system, revising starting salaries, implementing flexible working hours, reassessing fixed overtime hours, and reforming office environments to improve working conditions. Additionally, we actively invest in education and training to enhance employee engagement. Training is provided across various stages, including specialized fields like marketing, young employees, and managerial roles. DX investment also aims to reform business processes and enhance the added value of customer services.

Introducing KPIs to Achieve ROIC Above WACC

The Group’s ROIC in the previous year has fallen below WACC. Improving ROIC is recognized as a critical issue to enhance capital efficiency and meet shareholder and investor expectations. To improve ROIC, each Group company and division is considering initiatives to enhance operating income margins and capital turnover rates. KPIs such as rental asset utilization and inventory turnover rates will be set to promote ROIC-focused management and achieve numerical improvements.

ROIC Tree



Provision of Value-Added Services at Fair Prices

Traditionally, in the temporary equipment industry, there has been a tendency to prioritize free services and price competition over safety and quality. The Group provides work scaffolding with increased story height for safer and more efficient operations, as well as equipment that meets or exceeds standards certified by the Temporary Equipment Industry Association. Additionally, we recognize that offering high-value-added services, such as automated 3D blueprint generation required for some projects, to satisfy customers and receive fair compensation will contribute to the qualitative development of the industry. Offering services at fair prices contributes to developing services that further enhance customer satisfaction, and we will continue to pursue this goal with customer support and understanding.

Improving the profitability of overseas subsidiaries (Philippines, South Korea, Vietnam) and responding to other demand countries

In the domestic construction market, labor shortages have

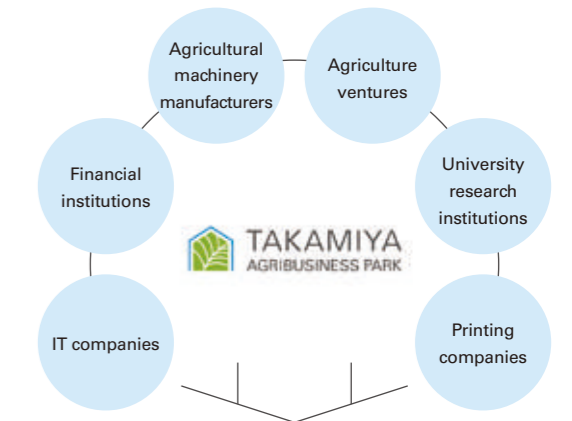
led construction companies to selectively take orders, resulting in a leveling of construction volume. The Group is advancing its business under a strategy of securing stable profit through the platform in this environment. Meanwhile, we are also working to expand revenue overseas. In various foreign countries, there are untapped opportunities for the Group, such as those arising from unstable social conditions, major disasters, and development in emerging economies. We recognize the need to establish a system to monetize these demands and enhance our revenue.

Establishing a Revenue Base through Fundamental Transformation of the Agribusiness

As part of developing business divisions beyond temporary equipment, we entered the agricultural sector. Agriculture has faced challenges due to labor shortages exacerbated by the spread of COVID-19. On the other hand, government policies aimed at improving food self-sufficiency and the rise of agriculture business ventures are driving the growth of high-productivity, high-value-added agriculture. The Group

aims to expand its business through collaboration with such ventures and has established the TAKAMIYA AGRIBUSINESS PARK (TAP) in Hanyu City, Saitama Prefecture. By inviting numerous companies and showcasing advanced agricultural initiatives at TAP, we aim to promote and expand sales of our branded products as well as those of participating companies.

TAKAMIYA AGRIBUSINESS PARK



Addressing Agricultural Challenges

Key Indicators

The most critical indicators for achieving this Medium-Term Business Plan are platform indicators. The consolidated performance targets and financial indicators in this plan are based on the assumption of the penetration and expansion of the platform business. Therefore, advancing these indicators will be challenging without widespread adoption of the platform. The platform indicators listed here are “500 or more cumulative OPE-MANE accounts” and “a three-year cumulative OPE-MANE contract value of ¥14.0 billion or more.” The widespread adoption of OPE-MANE, the platform’s core service, will drive the transition from flow business to stock-type business, promoting revenue stabilization and increased profitability. As a result, we expect to achieve record-high consolidated operating income of ¥6.1 billion and an operating income margin of 10.0% or higher. In addition to improving revenue through the platform, we aim to achieve a return on equity (ROE) of 10.0% or higher and return on invested capital (ROIC) of 4.3% or higher by promoting management that is conscious of the cost of capital and stock price.

Investment Plans and Profitability

Substantial investments will be required in rental assets, Takamiya Lab. Equipment Bases, DX, and human capital to drive platform development. Furthermore, the increased depreciation costs due to upfront investments are expected to deteriorate profitability until the platform is fully established, making it temporarily difficult to generate revenue. In this circumstance, revenue growth will lead to an increase in EBITDA. This will serve as one of the indicators to confirm whether platform-driven business growth is on track.

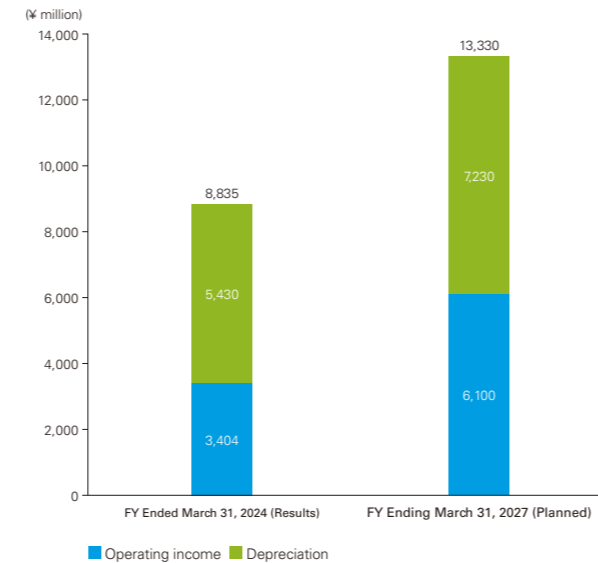
Key Indicators

Consolidated performance indicator	Operating income	¥6,100 million (three-year growth rate: +79.2%)
	Operating income margin	10.0% or more
Financial indicators	ROE (return on equity)	10.0% or more
	ROIC (return on invested capital)	4.3% or more
Platform indicators	Number of cumulative OPE-MANE accounts	500 or more
	Three-year OPE-MANE contract value	¥14.0 billion or more

Investment Plan

Investment details	Three-year total investment
Rental assets	¥17,200 million
Takamiya Lab. and Equipment Bases	¥14,650 million
DX, human capital, etc.	¥3,900 million
Total	¥35,750 million

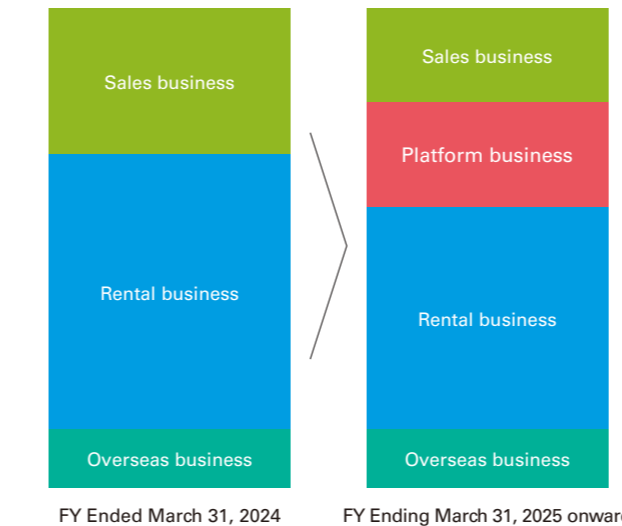
EBITDA



Changes to Business Segments

From the fiscal year ending March 31, 2025, the first year of the new Medium-Term Business Plan, we will disclose the platform business as a separate reporting segment to visualize expansion and growth potential of the platform business that the Group is advancing, and to increase the transparency of information. Previously, we categorized our businesses into three segments: Sales, Rental, and Overseas. Revenue included in the platform business was previously categorized under the sales and rental business segments. Under the previous segment structure, the sales business included the sale of temporary equipment, agriculture and PV-related environmental products, housing materials, and structural materials. The rental business involved the rental of temporary equipment, while the overseas business encompassed the sale and rental of temporary equipment in regions such as South Korea, Vietnam, the Philippines, and other ASEAN countries.

Business Segment Framework

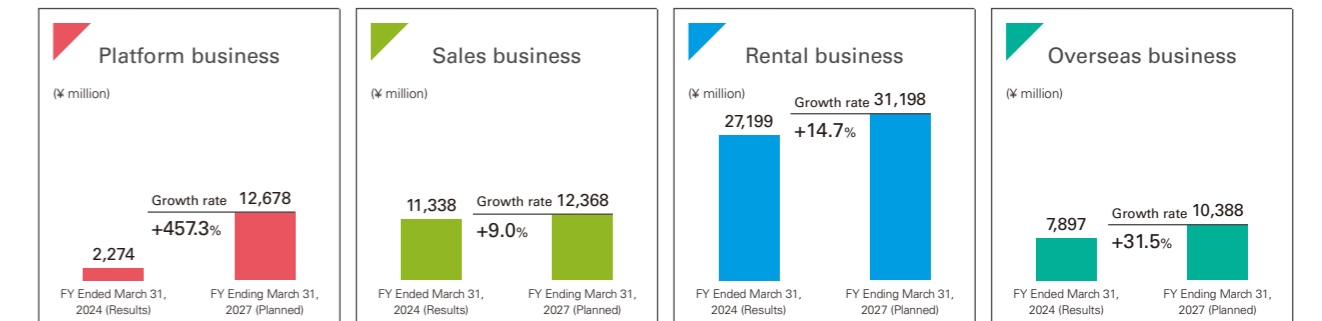


Segment Sales Plan

The newly established platform business will extract revenue derived from platform services such as OPE-MANE. As a result, the concept of the segment structure will change after extracting high-profit platform revenue. From the sales business, sales of the Iq System associated with OPE-MANE usage and transaction fees from Iq-Bid will be extracted. Consequently, the sales business will primarily comprise revenue from the sale of general-purpose materials for temporary equipment and hanging scaffolding, and products

Segment Sales Plan

The Platform Business to Experience Significant Growth and Become Central to the Business Portfolio



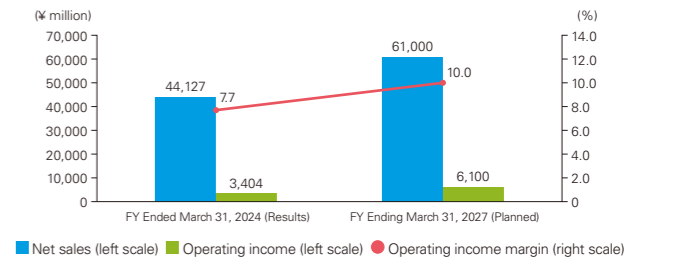
* Starting from the fiscal year ending March 31, 2025, segment disclosures will follow new standards, which may cause discrepancies with previously disclosed data. Additionally, the segment sales figures for the fiscal year ended March 31, 2024 are based on the Company’s estimates and are not finalized.

Examples of Revenue Extraction

- Revenue from the purchase of temporary equipment for the use of OPE-MANE, and associated rental and management
- Transaction fees from successful deals on Iq-Bid
- Revenue related to co-developed products with clients
- Revenue related to BIM/CIM spatial measurement, etc.

outside the temporary equipment segment. In the rental business, revenue from rentals by OPE-MANE users and BIM/CIM data provision will be extracted. As the number of OPE-MANE users grows, rental revenue from construction-related temporary equipment, including the Iq System, will gradually shift to the platform business. Revenue in the rental business will primarily consist of rentals of temporary equipment for civil engineering projects, such as falsework materials and hanging scaffolding. The business portfolio will shift from being rental business-centric to platform business-centric.

Consolidated Performance

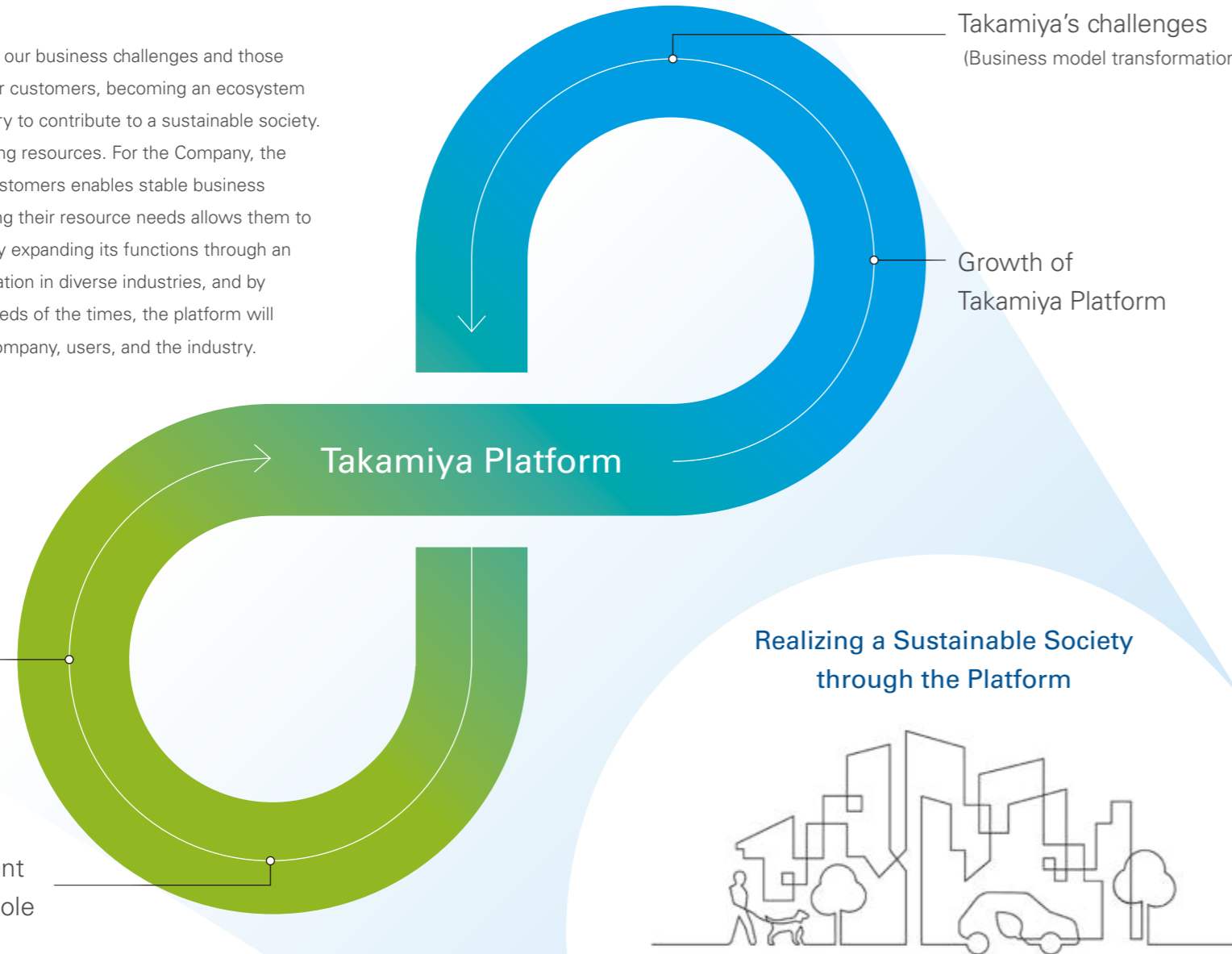


The Value Provided by Takamiya Platform

Solving industry challenges and building a platform for mutual growth and prosperity

Takamiya Platform's Vision

Takamiya Platform aims to solve both our business challenges and those faced by the industry, society, and our customers, becoming an ecosystem that supports the construction industry to contribute to a sustainable society. Takamiya Platform is a place for sharing resources. For the Company, the continued use of our resources by customers enables stable business growth. For customers, supplementing their resource needs allows them to sustain and grow their businesses. By expanding its functions through an increasing number of users and utilization in diverse industries, and by developing services that meet the needs of the times, the platform will achieve sustainable growth for our Company, users, and the industry.



Industry and Customer Challenges

The construction industry faces a significant challenge of resource shortages. In addition to the rising costs of construction materials due to high raw material and energy prices, the aging and shortage of skilled labor are expected to worsen due to work-hour regulations tied to the 2024 Problem. In this circumstance, numerous projects, including maintenance and repair works for the continued safe use of social infrastructure and the construction of new bullet trains and highways, are on the horizon. For temporary equipment usage, a lack of maintenance personnel could result in supply shortages. Temporary equipment is essential for construction work, meaning "supply shortages = construction delays." To ensure uninterrupted progress of safe infrastructure development, the resources shortage must be addressed.

Customer Transformation through Takamiya Platform

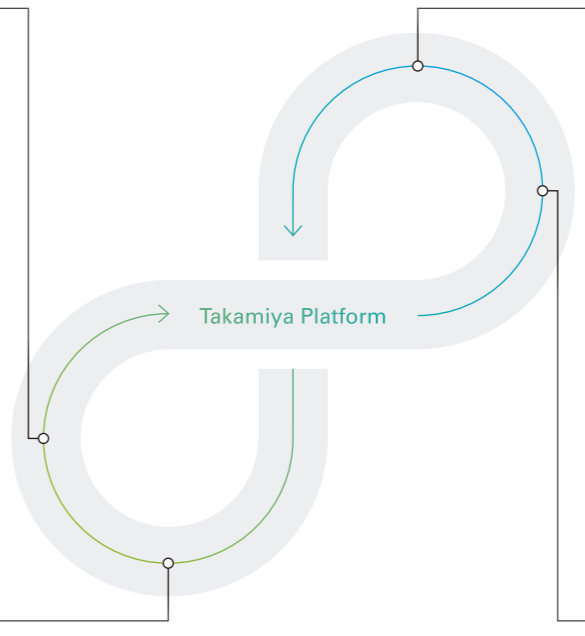
Customers can overcome resources shortages that hinder their business growth and expansion by utilizing our resources. The reuse of temporary equipment required for construction involves maintenance. When managing these resources independently, there is a burden of having a variety of resources required for maintenance. However, by relying on our resources instead, customers can reduce their burdens and sustain their operations. Resources required for business growth can also be supplemented by our resources. Customers can expand their operations geographically, enter specialized fields, and scale their businesses without significant investment. By leveraging platform solutions, customers can not only address challenges but also achieve business growth.

Takamiya's Challenges

The construction industry in which we operate is highly susceptible to environmental changes, making it challenging to sustain stable revenue while pursuing business growth. Our business has historically been influenced by various factors, such as fluctuations in construction investments and the presence or absence of large-scale projects. In this environment, the multi-layered subcontracting structure and the abundance of competitors and similar products always lead to price wars, leaving us with little control over pricing. We have attempted to differentiate through free ancillary services, but as we cannot receive fair compensation for these services, offering them for free deteriorates profitability. While we have undertaken reforms to our core products, their impact has been limited. Achieving sustainable growth requires transitioning to a stock-type business model that enables stable revenue expansion.

Transforming Takamiya through Takamiya Platform

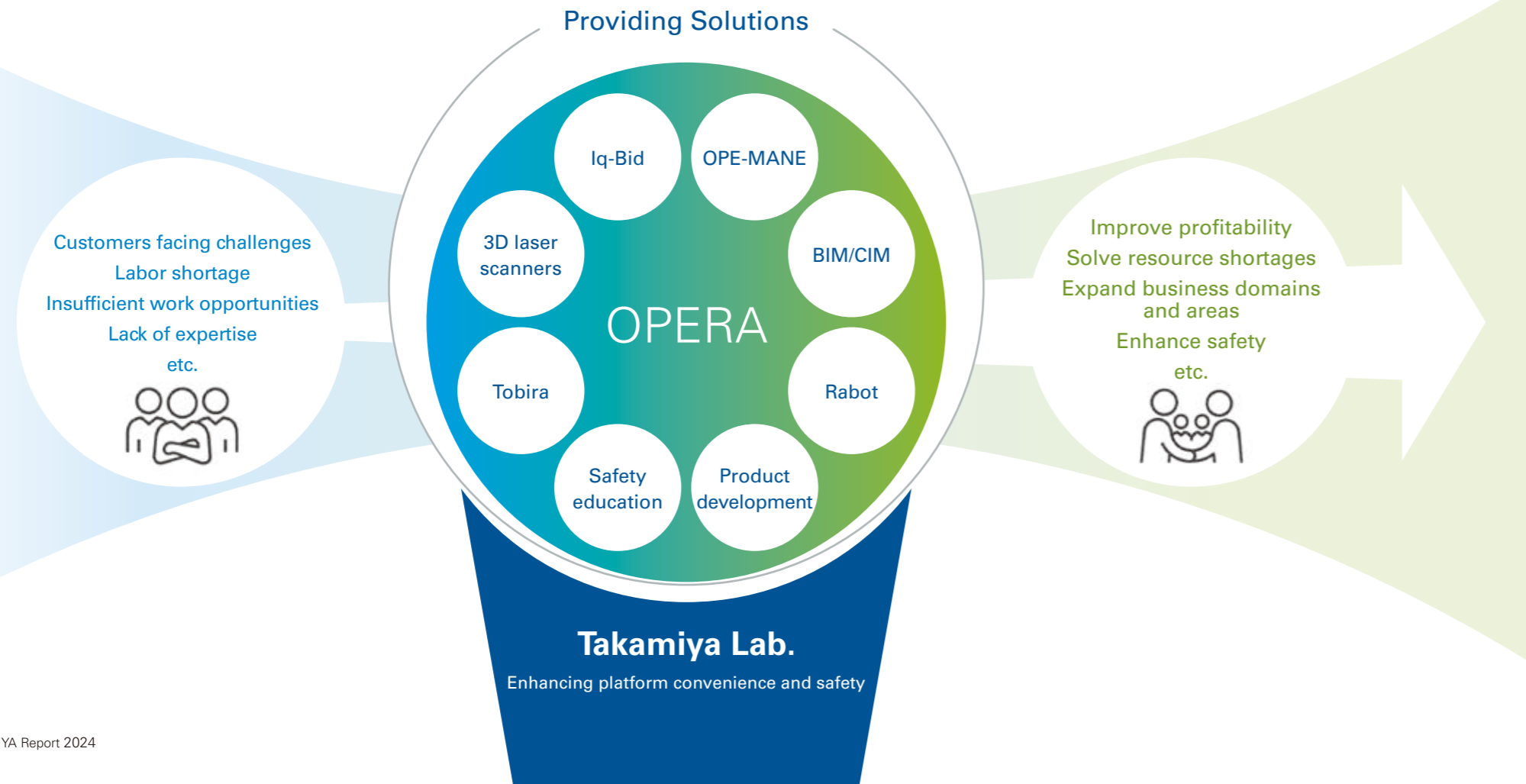
We maximize the use of our resources and those of our customers to provide high-value-added services that address the resource shortages faced by our customers. By becoming the foundation of our customers' businesses, the services provided by our platform enable us to secure stable revenue through continuous use. Moreover, we can break free from business models highly influenced by external factors such as construction investments and price competition, and provide significantly enhanced safety and convenience, allowing us to receive fair compensation and greatly improve profitability. We will transition from the conventional flow business model to a stock-type business model, enabling stable business growth.



Solutions Offered through Takamiya Platform

The central system for delivering solutions through Takamiya Platform is the platform portal OPERA. OPERA provides access to various solutions, allowing customers to manage and store their service usage information on the system. This enables integration with other services and analysis of usage trends. For Takamiya, this allows centralized data management

of service usage, promoting operational efficiency and accumulating evidence. Furthermore, analyzing the vast amount of customer data managed on OPERA aids in developing products and services as new solutions. These newly developed solutions are provided to customers through OPERA, ensuring constant functional enhancement. Platform solutions are delivered via OPERA to solve customer problems effectively.



Research and Development Hub for Platform Advancement

Takamiya Lab. West

Takamiya Lab. West serves as a research and development hub to validate products and services within the Takamiya Platform business model, which addresses industry and customer challenges and offers solutions that enhance safety and convenience.

The Innovation Hub, unveiled in September 2024 within Takamiya Lab. West, is a facility where various platform solutions are made accessible for hands-on experience. It provides opportunities to use new products in environments similar to construction sites, virtual scaffold safety education through video content, and evidence-based metrics, such as anticipated service effects and safety standards verified by full-scale testing equipment. This facility not only drives the enhancement of platform functionalities but also boosts reliability and promotes widespread adoption.



TOPICS

Announcement of Land Acquisition for Takamiya Lab. East

In March 2024, we acquired land in Fujioka City, Gunma Prefecture, for the construction of Takamiya Lab. East. Takamiya Lab. East will be our first multi-functional facility, featuring Equipment Base functions, logistics warehouse functions, manufacturing functions, and safety training functions.

It will function as a hub consolidating inspection and maintenance of temporary equipment from surrounding Equipment Bases and supplying materials to Equipment Bases across the Kanto region; as a factory for final manufacturing processes; and as an educational facility offering safety and health experiential training for various industries, including construction and manufacturing. By integrating manufacturing, management, and logistics functions within the same premises, we will establish a system to maintain high-quality delivery, maintenance, inspection, and repair of temporary equipment owned by OPE-MANE users, enabling rapid supply to Equipment Bases across the Kanto region and maximizing user convenience. It will also serve as a logistics hub for transporting temporary equipment from the Kanto region to the Hokuriku and Shinetsu regions.

Through research into AI, IoT, and automation, we will promote the realization of energy efficiency, labor savings, and reduced workforce reliance, along with shortening delivery times and lowering transportation costs. We also aim to expand platform customer services we provide, deepen industry penetration, and strengthen the foundation of our platform business.

Name	Fujioka Interchange West Industrial Park
Location	Shinozuka, Fujioka-shi, Gunma
Site area	55,766.87 m ²
Zoning	Industrial zone
Acquisition cost	¥1,282 million
Planned opening	April 2025

Message from the Division General Manager of the Corporate Strategy Division



Under the Medium-Term Business Plan, we are aiming to achieve early market penetration of our platform business while optimizing the cycles of investment and collection

Hideki Yasuda

Director, Managing Executive Officer, Division General Manager of the Corporate Strategy Division, and Deputy Division General Manager of Takamiya Lab. Division

Medium-Term Business Plan 2024-2026 explicitly lays out and quantifies the corporate vision and policy

As Division General Manager of the Corporate Strategy Division, I oversee six departments: Corporate Planning, PR & IR, Information Systems, Legal & Compliance, Real Estate Management, and Agribusiness Development. I also serve as the chairman of the Risk and Compliance Committee and the Information Security Committee. This is a difficult but important position, responsible for both leading Takamiya's growth strategy on the offense side and controlling risks and information on the defense side.

The Corporate Planning Department in the Corporate Strategy Division played a leading role in formulating the Medium-Term Business Plan 2024-2026. In drawing up the plan, I gave top priority to considering how to verbalize and quantify the corporate vision and policy, how to

translate them into specific plans, and how to ensure their spread within the Company. Management plans should be feasible but challenging. For quantitative targets for the final year, it is not enough to only set expected figures. We must set figures that are in line with our long-term growth scenario while predicting stock prices, market capitalization, and other factors at the time when targets are achieved. However, our basic policy of pursuing further expansion and market penetration of Takamiya Platform, the foundation of which was laid in the previous Medium-Term Business Plan, remains unchanged. The challenge is to predict when a breakthrough will happen in the penetration of the platform among our customers. It is necessary to adjust the process and speed of business development while predicting when (for example, one year later or two years later) conditions will align for rapid business expansion.

The previous Medium-Term Business Plan helped employees understand the new business and got them onboard

We succeeded in laying the foundation for the platform business during the three years of the 2021 Medium-Term Business Plan. In addition, we established a variety of subcommittees to promote projects and made efforts to educate employees about our platform business and ensure that they were excited about its prospects. Changing the mindset of employees is the first step to building a successful new business model. Fortunately, we were able to promote understanding of Takamiya Platform and, at the same time, share the significance of Takamiya's shift to a stock-type business among employees. As we pass the halfway point of the first year of the new Medium-Term Business Plan, I believe that what we have built over these past three and a half years will be a powerful driver of our future development.

Four challenges to be tackled to expand the platform business

Our efforts toward building and expanding Takamiya Platform are progressing smoothly, but there remain many issues that need more effort. The first challenge is to develop the foundation for providing platform services. We are now operating business at 29 Equipment Bases around the country, and we must expand our service infrastructure to provide optimal solutions for each of our growing users.

The second challenge is to establish cycles of

investment and collection for the new business model. The platform business requires a large advance investment for infrastructure development, but it is difficult to estimate the appropriate scale of investment and the timing of collection. I think it is essential that we implement an appropriate investment strategy while closely monitoring the state of the temporary equipment market and trends among users.

The third challenge is to accelerate digital transformation. We will strategize digital transformation through the improvement of employee's IT literacy and the development of more high-value-added services using digital technology. The purpose of digital transformation is to not only develop more high-value-added services but also improve productivity through labor savings and enhance human capital by actively recruiting IT personnel. These are company-wide efforts from which we expect to see various benefits. For the Group to pursue further growth in the future, digital transformation is a management issue that must be addressed as a top priority.

The fourth challenge is to develop human resources who will be the torchbearers of the next generation. We will focus on developing and appointing young personnel who have freer minds and more flexible thinking to be responsible for the platform business.

Management that is conscious of the cost of capital and market valuation (stock price)

With the start of Takamiya Platform, we have entered a new growth stage. Our investment plan for the three years of the current Medium-Term Business Plan is to

invest ¥17.2 billion in assets for lease, ¥14.6 billion in the development of platform infrastructure, and ¥3.9 billion in investments related to digital transformation and human capital, totaling ¥35.7 billion in new investments. To accurately measure the effects of growth investment, the Medium-Term Business Plan sets an ROIC (return on invested capital) target of 4.3% or more as a financial indicator. To improve profitability and asset efficiency, each department sets their own KPIs and works toward achieving them. By carrying out ROIC management that pursues capital efficiency, we will both improve customer convenience and enhance our corporate value.

Takamiya's P/B ratio is now hovering around 1.0, approaching the danger zone of less than 1.0. However, I do not think that this figure accurately reflects the reality of the Company. We will steadily implement the priority measures laid out in the Medium-Term Business Plan and review and rebuild the existing business in order to further improve our market valuation. We will also widely inform society of the progress and results of our basic strategies and various measures in order to increase our recognition as a platform provider.

Takamiya's challenges have only just begun. As the holder of the reins of Takamiya's management strategy, I will promote the evolution of the platform business with unlimited possibilities and pursue continuous expansion of the social and economic value that the Group provides.

Message from the Division General Manager of the Business Management Division



Improving the effectiveness of the Medium-Term Business Plan through aggressive investment in platforms under sound financial discipline

Tomoya Tatsumi

Director, Executive Officer, Division General Manager of the Business Management Division, and Deputy Division General Manager of Takamiya Lab. Division

Pursuing a more sophisticated management foundation in close cooperation with the Division General Manager of the Corporate Strategy Division

As Division General Manager of the Business Management Division, I oversee four departments: HR, General Affairs, Accounting, and Scaffolding Safety Control. While executing my duties, I pay special attention to maintaining close cooperation with Managing Executive Officer Yasuda, the Division General Manager of the Corporate Strategy Division, ensuring that the roles and functions we take on in corporate management are divided appropriately. Corporate strategy and business management are often compared to offense and defense, but in reality, the division is not so clear. To us, the

important thing is to plan and implement appropriate policies and measures in both strategy and management from the two perspectives of offense and defense to increase the effectiveness of the Medium-Term Business Plan 2024–2026.

Building an autonomous corporate culture where employees think and act on their own initiative

Currently, Takamiya is concentrating management resources on the progress of the Medium-Term Business Plan 2024–2026, which covers a three-year period ending in March 2027. To achieve the targets set in the Medium-Term Business Plan, we absolutely must develop and make use

of human resources who can shoulder responsibilities for the Company's growth. Based on this understanding, we are making various efforts to strengthen our human foundations, such as implementing multilayered educational training systems, introducing incentives to increase employees' motivation, actively promoting young people, and improving their management skills. We see the office's ideal role as an oasis, where people can gather in comfort, communicate smoothly, and work hard together, creating new ideas and achieving self-development. We are working toward this ideal by improving our working environments through continuous office reforms. These efforts are producing valuable results, with a positive attitude toward our reforms developing, particularly among young employees.

We are also applying energy into securing diversity by, for example, striking a balance between new graduate and mid-career recruitment to guarantee the diversity of human resources. We will continue to help female employees be active and actively promote them in order to improve our ratio of female directors and the ratio of female managers, both of which are slightly lower than other companies listed in the Prime Market.

Our objective is to establish an autonomous organizational culture where individual employees select their duties and career for themselves and carve their own path. People who think and act autonomously will be self-motivated and feel more responsible for their work. By providing a rich variety of working-style choices, the Business Management Division will make the Company more attractive to both current and prospective employees.

Implementing growth investment centered on platforms while optimizing fund raising

Next, I would like to discuss our basic policy for finance and accounting, the foundation for promoting the Medium-Term Plan. Under the current Medium-Term Management Business Plan, we will aggressively invest money in assets for lease, Labs, Equipment Bases, human capital-related areas, and digital transformation areas in order to expand our platforms. We plan to make a large-scale investment of ¥35.7 billion over three years, and an important management challenge is to appropriately raise funds for investment while maintaining sound financial discipline. During the period of the previous Medium-Term Business Plan, we also steadily invested in the construction of platform foundations. Funds required at that time were mainly raised by borrowing from financial institutions, but in the current Medium-Term Business Plan, we will raise funds through not only indirect financing but also asset financing and equity financing, explore new financing options that only we can utilize as a platform builder, and try to diversify our methods of financing and maintain a strong financial base.

Returning profits to shareholders is also an important financial challenge. We will continue to provide stable and continuous dividend payouts and try to increase EPS through strategic future investment in order to maximize shareholder value. We will also focus on improving the P/B ratio and ROIC continuously by receiving a fair market evaluation that reflects our reality.

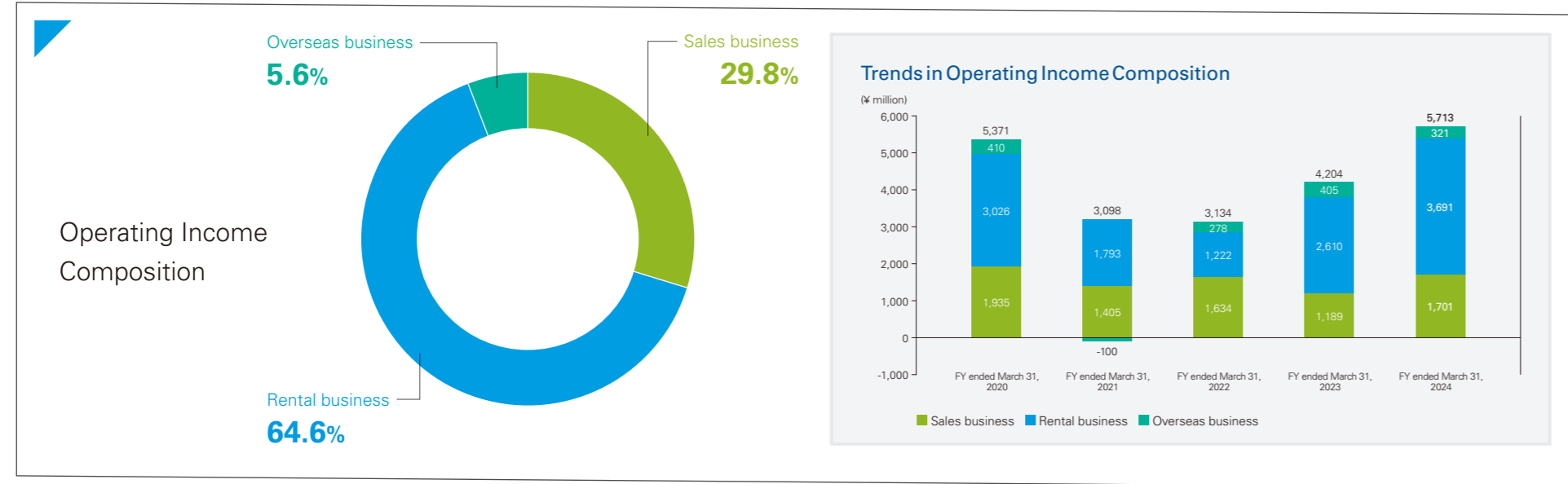
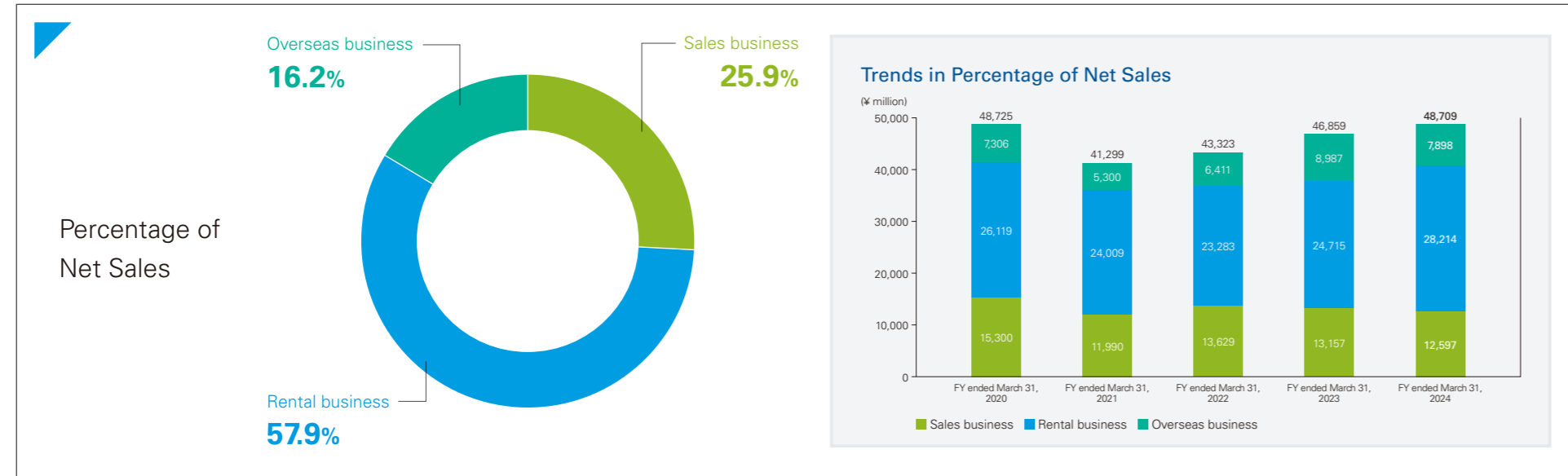
Aiming to be a corporate group that continues to evolve beyond its 60th and 70th anniversaries and further ahead

In September 2024, Takamiya fully opened Takamiya Lab. West as a new research and development base. In March 2024, we also acquired a construction site for Takamiya Lab. East in the Kanto area. Takamiya Lab. promotes a wide variety of research and verification activities related to the convenience and safety of Takamiya Platform, such as the development of solutions that help solve various construction problems, and the establishment of safety standards for temporary equipment.

The business environment still swirls with uncertainty, including surges in materials prices due to worldwide inflation and labor shortages in the domestic construction industry. Among the many issues we face, I see interest rate movements as very important. We make provisions against interest rate risk, such as maintaining a balanced proportion of fixed and floating rates in interest-bearing liabilities. However, economic and financial trends remain highly uncertain. I think it is essential to implement a flexible financial strategy while closely monitoring changes in the external environment.

We will continue to express "Love," our Mission Statement and Management Philosophy, in all our corporate activities and try to build a corporate group that continues to evolve beyond its 60th and 70th anniversaries and further into the future.

Takamiya's Businesses



Operating Segments

Operating Segments	Core Companies	What We Do / Strengths
Sales business	 IWATA Co., Ltd., AOMORI ATOM Co., Ltd. TOTAL TOSHISEIBI Co., Ltd. Nakaya Kizai Co., Ltd., HIRAMATSU Co., Ltd. Cadian Co., Ltd., ECO-TRY Co., Ltd.	<ul style="list-style-type: none"> Utilizing metal processing technology, manufactures and sells products in areas such as temporary equipment, the agriculture business, solar power, and structural materials Total Iq System users: 512 companies
Rental business		<ul style="list-style-type: none"> Owns rental assets equivalent to over ¥80.0 billion in new product value Equipment rental available from 29 Equipment Bases nationwide
Overseas business	Hory Korea Co., Ltd. HORY VIETNAM CO., LTD. DIMENSION-ALL Inc.	<ul style="list-style-type: none"> Manufactures, sells, and rents temporary equipment in the ASEAN region Expanding business area with a focus on emerging countries

Key Products

Iq System



Using lightweight pipes and featuring a locking function, the Iq System achieved higher workability and safety compared to conventional wedge-type scaffolding systems as well as economic efficiency equivalent to them. Adopting a story height of 190 cm reduces the burden on workers as they can work and pass through scaffolding without bending down. This next generation scaffolding system provides a level of safety that is one step ahead.

SPIDER PANEL



SPIDER PANEL is a panel-type hanging scaffolding used for work on concrete floor slabs of aged highways and for maintenance and repair work. It features a retractable platform to create a flat work surface with no gaps or unevenness, and other functions to ensure safety and workability in every detail. This is an advanced panel-type hanging scaffolding that allows all work to be performed on the temporary panels.

POGERO



This next-generation solar carport is aimed at the realization of a sustainable society. Using our know-how in designing and developing various structural parts such as solar panel installation frames, we have made it a high-strength, low-cost steel structure. It supports renewable energy introduction plans for customers who face challenges installing solar panels on buildings or land, contributing to a low-carbon society and implementing business continuity plans (BCPs).

YT Lock System



The YT Lock System provides a safe and efficient working platform with the same high quality at all times regardless of the skill level of the workers. The unitization of components makes it easy and economical to assemble, remove, reinstall, and divert components. The system is used for bridge construction sites as components for piers are available, and also as a scaffolding and falsework system in urban civil engineering works.

G-Castle



Offering wide spaces, excellent natural lighting, and durability, this proprietary greenhouse is ideal for controlling the environment for growing crops and for year-round cultivation. We have an extensive lineup of steel-framed, high-eaves greenhouses and pipe greenhouses according to the produce for cultivation and design standards. Utilizing structural expertise in temporary equipment, housing materials, and solar panel frames, G-Castle is a reliable high-performance greenhouse.

WUJTEC



WUJTEC is a seismic and vibration control wall designed for timber-framed structures. It functions as a load-bearing wall during minor tremors to minimize building damage and as a damping wall during major tremors to absorb vibration energy using a device that takes advantage of the toughness of metal. With a wall strength ratio of 4.8, it provides substantial load-bearing capability with minimal walls, offering excellent cost efficiency.

Sales Business



With the expansion of ancillary services and rising manufacturing costs, we have been revising sales prices since the previous fiscal year. As a result, there is still a strong trend for cost-conscious customers to favor rental for temporary equipment use. However, sales volume is expected to increase due to the spread of high-value-added platform services, such as OPE-MANE, along with the effects of rental price revisions. In preparation for the further adoption of OPE-MANE, we will establish a system to ensure seamless product supply and develop a consulting-based sales structure for providing solutions.

Hidehiko Yamashita
Executive Officer
General Manager of Sales Department
Sales & Marketing Division

What We Do

We provide platform services as solutions to industry and customer challenges. In addition to this, we conduct a wide range of businesses that develop, manufacture, and sell proprietary products that leverage our metalworking technologies, including light-duty temporary equipment such as Iq System next-generation scaffolding and clamps. These products also include SPIDER PANEL and V-MAX, two types of hanging scaffolding for maintenance and repair work on expressways and viaducts, as well as agricultural greenhouses and solar carports.

<ul style="list-style-type: none"> Provision of high-value-added services through platforms Increase in stock revenue through the expanded market share of the next-generation Iq System scaffolding Customer and service infrastructure in the rental business Ability to apply metalworking technologies in other fields Development and manufacturing of safe, high-workability products across four domestic and overseas production bases 	<ul style="list-style-type: none"> Need for productivity improvements High-mix, low-volume production Management resources scattered due to wide variety of product categories Lack of linkage between domestic and overseas production bases
<ul style="list-style-type: none"> Increased demand for safety and efficiency at construction sites, along with stricter regulations Demand for large-scale infrastructure project and disaster recovery Workforce shortages and aging population in agriculture Replacement of conventional scaffolding and residential building scaffolding with next-generation scaffolding Increased purchasing interest due to tightening rental supply 	<ul style="list-style-type: none"> Severe economic outlook Aggressive price competition from rival companies Skyrocketing raw material prices such as steel and aluminum Greater burden of transportation costs due to skyrocketing fuel costs Disruption of supply chains due to natural disasters, infectious diseases, etc.

Results for the Fiscal Year Ended March 31, 2024



Initiatives from Fiscal Year Ended March 31, 2024

Outcomes <ul style="list-style-type: none"> Improved profit margins due to the spread of high-value-added platform services Progress in providing services at appropriate prices through sales price revisions 	Challenges <ul style="list-style-type: none"> Decline in purchasing due to sales price revisions Stagnation in business growth for agricultural and PV sectors
Review <p>Sales price revisions due to rising raw material costs led to an increased tendency for rentals, resulting in stagnated revenue in the temporary equipment sector. However, the spread of platform services centered around OPE-MANE and Iq-Bid led to increased purchases of the Iq System for use with these services. Iq-Bid added a feature allowing customers to check the operating status of owned equipment, in addition to viewing transaction prices, making it possible to project investment recovery and lowering barriers to purchase. In agriculture and PV sectors, the inability to secure large projects led to stagnant growth. Nevertheless, the cumulative number of companies introducing PV-related products like the next-generation solar carport POGERO has increased, and in the agriculture business, despite an unfavorable market environment, we opened the TAKAMIYA AGRIBUSINESS PARK. Many companies were invited to this facility to conduct cultivation demonstrations, creating synergies with our products. This is expected to drive future sales expansion.</p>	

Business Strategies in the Medium-Term Business Plan

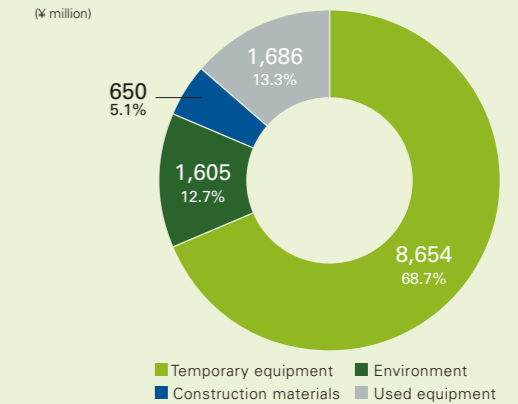
Expansion of OPE-MANE Service and Shift in Sales Style

With the full-scale adoption of OPE-MANE as a main platform service, the number of corporate accounts significantly increased compared to the previous fiscal year. To achieve platform indicator targets set in the Medium-Term Business Plan, we will work to increase OPE-MANE accounts by improving the service's convenience and expanding peripheral services. OPE-MANE users are expected to encounter challenges in managing their owned equipment. To support customers in building optimal revenue structures, we will provide after-sales support, such as adjusting equipment portfolios, while advancing consulting-based sales to address their challenges. The spread of OPE-MANE is expected to improve profitability in various aspects, including a reduction in sales expenses.

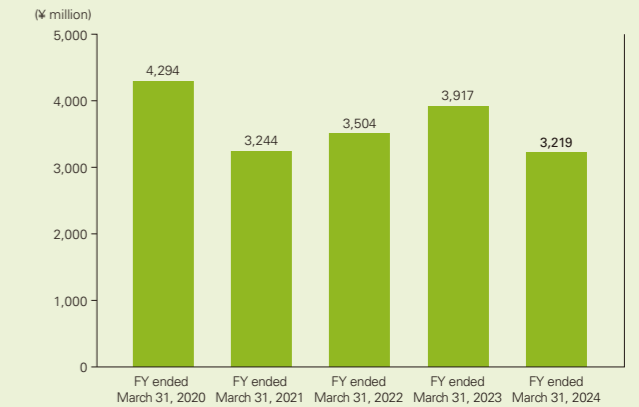
Maintaining Quality and Visualizing Management of Customer Assets

Our Equipment Bases manage the scaffolding materials used by customers through the OPE-MANE service. As customer-owned equipment increases, it is expected that the volume of temporary equipment managed will also rise. We need to establish a system that ensures a supply of owned equipment without delays and with stable quality. At our Equipment Bases like Takamiya Lab. West, fixed cameras are installed to monitor management conditions. We are not only standardizing maintenance operations but also researching various methods for visualizing management conditions, including accumulating video data as evidence.

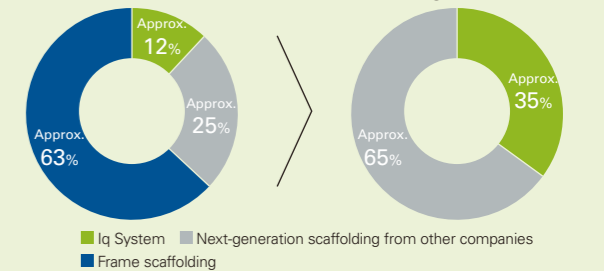
Sales and Proportions by Product Field



Iq System Total Sales



Overall Scaffolding Market Share



Rental Business



Construction investment is on the rise, and rental assets in both construction and civil engineering sectors are operating at high utilization rates. Large infrastructure projects, such as the Hokkaido Shinkansen, are progressing in various locations, pushing demand to remain strong.

With the spread of our platform, we aim to capture emerging customer needs and work towards enhancing customer satisfaction.

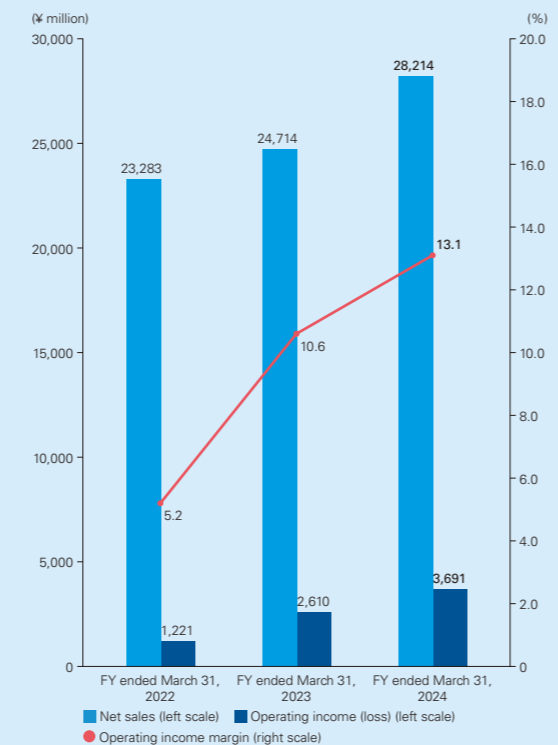
Kazunori Kawakami
 Director and Executive Officer
 Division General Manager of Sales & Marketing Division and
 Deputy Division General Manager of Takamiya Lab. Division

What We Do

We provide platform services as solutions to industry and customer challenges. In addition, through rental services, we provide light-duty temporary equipment for all kinds of worksites, including buildings, bridges, ultra-high-rise building renovations, tunnels and underground worksites, as well as scaffolding and falsework in times of disaster. Our in-house functions for contract scaffolding installation work and scaffolding plan drafting are strengths that enable us to provide comprehensive customer-oriented services.

<ul style="list-style-type: none"> High-value-added services of platforms such as OPE-MANE and BIM/CIM Diverse rental assets equivalent to over ¥80.0 billion in new product value Safety- and workability-focused products like the next-generation Iq System scaffolding 29 Equipment Bases nationwide Safety education and nationwide network of construction companies 	<ul style="list-style-type: none"> Areas without Equipment Bases Low skills in information gathering and analytics Shortage of on-site managers and staff at partner companies Insufficient logistics functions Delays in equipment maintenance automation
<ul style="list-style-type: none"> Resource shortages in the construction and temporary equipment industry The 2024 Problem, including work hours regulations Rising demand for greater safety and workability Promotion of DX in the construction industry Demand for large-scale infrastructure project and disaster recovery 	<ul style="list-style-type: none"> Disadvantages of price competition due to stable rental supply High number of competitors and similar products Project start delays due to work hours regulations Uncertain future trends in currency and interest rate fluctuations

Results for the Fiscal Year Ended March 31, 2024



Initiatives from Fiscal Year Ended March 31, 2024

Outcomes <ul style="list-style-type: none"> Expansion of platform services and portals, and improvement of profit margins Stable high utilization of rental assets Establishment of a product supply system 	Challenges <ul style="list-style-type: none"> Speed of adoption for rental price revisions Potential for improvement in the product supply system Potential for improving sales efficiency
Review <p>Continuing price revisions for sales products led to no change in the trend toward rentals that had continued since last year, with high utilization rates in rental assets for both construction and civil engineering materials. In the construction sector, the volume of work increased, particularly in maintenance and repair projects in the Tokyo Metropolitan Area, while in civil engineering, infrastructure projects such as highway construction progressed in various locations. With an annual investment of ¥78 billion in rental assets, the total holdings increased, but utilization rates surpassed those of the previous fiscal year.</p> <p>Due to rising manufacturing costs and a tightening supply system, rental price revisions were implemented from the fiscal year's end. The effects of the price revisions are expected to be reflected in the next fiscal year. With the substantial increase in recognition of our platform services, we have seen steady growth in the number of accounts for OPERA, a portal with a web ordering function, and OPE-MANE, an operation management service for the Iq System line of equipment. The increase in high-margin stock revenue has driven a shift towards a stock-type business model. There is room for improvement in the equipment supply system at Equipment Bases to enhance the convenience of platform services, and further spread of platform services is expected to improve efficiency in sales activities.</p>	

Business Strategies in the Medium-Term Business Plan

Establishment of a Stable Equipment Supply System

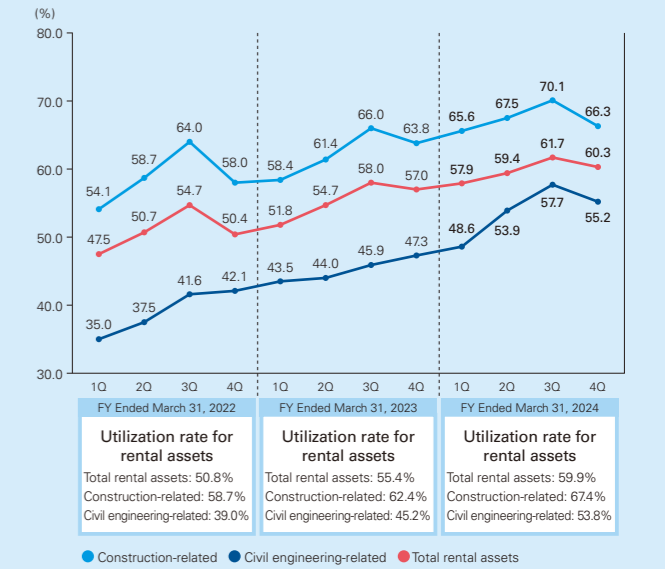
Our Equipment Bases manage our large volume of rental assets. With the increase in OPE-MANE platform service accounts, increased rental demand for deficient materials is anticipated. Therefore, a system is needed to ensure stable quality and uninterrupted supply of equipment. First, investment in rental assets is essential. We aim to achieve optimal rental asset holdings to ensure customers can use the required equipment, in the required quantity, at the required location. This will involve building an optimal equipment portfolio and configuring equipment allocations. Next, improving management and maintenance levels. At each Equipment Base, particularly Takamiya Lab. West, we are promoting DX initiatives such as automation in maintenance work and AI-based automated dispatch and load simulation to reduce warehousing times. By accumulating data and establishing workflows independent of manual labor,

we aim to eliminate human error and ensure quality maintenance. Additionally, we will enhance customer convenience by establishing new Equipment Bases in high-demand areas. A new Equipment Base is scheduled to open in Sapporo, Hokkaido, in the fiscal year ending March 31, 2026.

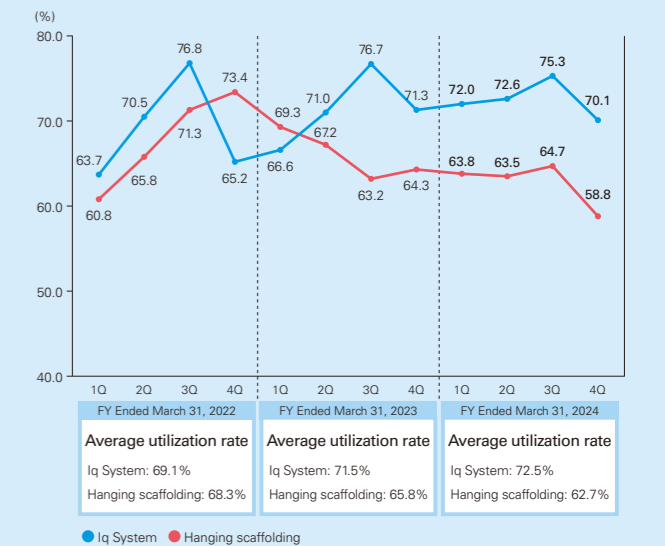
Rental Price Revisions

Due to exchange rate fluctuations and inflation, raw material costs for products have surged, leading to increased manufacturing costs. Transportation costs for delivering equipment to construction sites and maintenance and management costs at Equipment Bases have also risen. Amid these conditions, construction activity is increasing nationwide, and demand for temporary equipment continues to rise, straining supply systems across the industry. Sustainable industry development requires appropriate pricing for services. Therefore, by revising rental rates, we aim to reflect prices accordingly and drive the industry by securing fair compensation.

Trends in Utilization Rates by Rental Asset Category



Trends in Utilization Rates by Key Product



Overseas Business



Despite continued challenges expected due to changes in conditions in various countries, profitability is on an improving trend thanks to steady progress in restructuring our management foundation. Moving forward, to enter the revenue recovery and business expansion phase, we will focus on developing new markets and strengthening our business foundation without being constrained by existing business areas.

Hiroyuki Okamoto

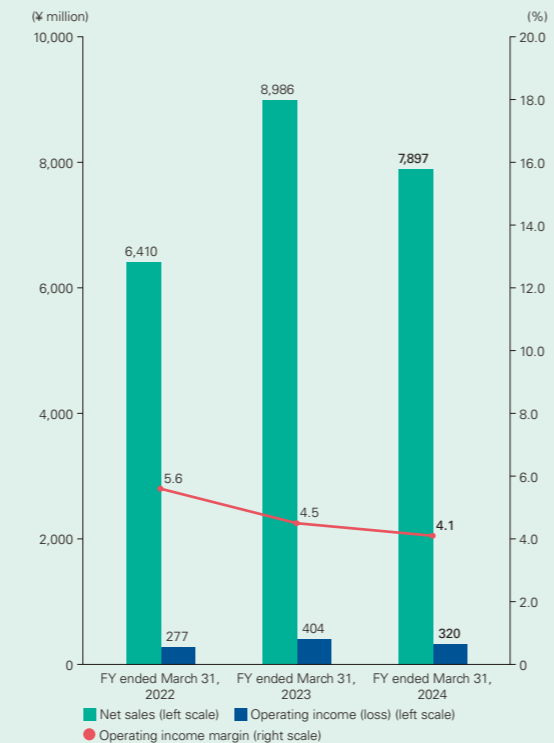
Senior Executive Officer,
Division General Manager of Overseas Business Division and
Deputy Division General Manager of Takamiya Lab. Division,
General Manager of Agribusiness Development Department,
Corporate Strategy Division

What We Do

The overseas business primarily focuses on ASEAN countries, with operations in the Philippines, South Korea, and Vietnam. Vietnam serves as a production base for sales in Japan while the Philippines serves as a business location focusing on form timbering material rentals, and South Korea integrates both production and sales functions. We aim to expand into neighboring countries and new business areas by organically liking these locations.

<ul style="list-style-type: none"> Adoption and deployment of domestic expertise and business models Linkage among overseas Group companies Recognition of the Company in the Philippines and South Korea Track record of transactions with major local construction companies Employment of diverse and skilled local staff Improved production capacity through factory expansion Network in ASEAN countries 	<ul style="list-style-type: none"> Local management Different perceptions of governance due to differences in habits and customs Limited business area
<ul style="list-style-type: none"> Economic development in emerging countries Active investment in construction and civil engineering in each country following the pandemic Active investment in infrastructure in ASEAN countries by organizations such as JICA Demand for plants and solar power generation to cope with energy shortages and decarbonization Increase safety awareness at construction sites in South Korea and other foreign countries Demand for disaster recovery 	<ul style="list-style-type: none"> The impact of the situation in Ukraine Inflation Local laws (related to taxation and accounting) Public security, political climate Political relations Rapid depreciation of the yen Depreciation of the yen and fluctuations in interest rates

Results for the Fiscal Year Ended March 31, 2024



Initiatives from Fiscal Year Ended March 31, 2024

Outcomes <ul style="list-style-type: none"> Stable manufacturing operations in the production sector Rebuilding of the management foundation 	Challenges <ul style="list-style-type: none"> Revenue reduction due to project rescheduling in the Philippines Decline in sales revenue due to decreased demand for solar power-related products in South Korea
Review <p>Under post-pandemic conditions, HORY VIETNAM CO., LTD. and Hory Korea Co., Ltd., with their manufacturing capabilities, were able to procure raw materials and components as planned and maintained steady production activities. To meet the rising demand in Japan, we were able to prepare product supplies and maintain stable manufacturing activities, which helped control production costs. In the Philippines, major infrastructure construction projects, such as subways and highways, were anticipated; however, a series of construction postponements due to a revision of plans prevented us from achieving expected revenue from planned projects. In South Korea, concerns over economic downturns and rising interest rates led to an increased preference for rentals over purchases, similar to trends seen in Japan. However, decreased sales volume of temporary equipment and solar-related products resulted in a decline in profitability.</p>	

Business Strategies in the Medium-Term Business Plan

Three-Year Policy

For the fiscal year ending March 31, 2025, we will utilize the foundational strength accumulated up to the previous fiscal year to establish a base in Asia while expanding into Africa and Europe. In the fiscal year ending March 31, 2026, we will initiate the rollout of our platform business in Asia and Europe. As for the fiscal year ending March 31, 2027, we will view this year as a harvesting stage for these initiatives and develop business operations that will become a source of earnings for the Company.

Securing a Foothold That Contributes to Earnings

HORY KOREA

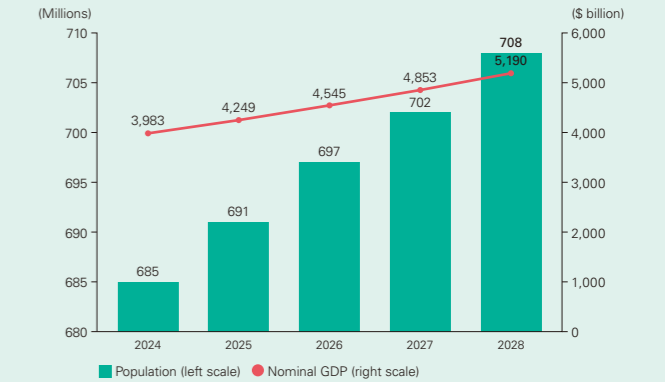
We have reformed our corporate structure over the past three

years from laying the foundation to the growth stage, and from the growth stage to the profit stage. We feel that the Company has been revitalized and a virtuous cycle is beginning. As a result, significant progress has been made in improving profitability and financial position, and we have moved from the growth stage to the profit stage. With the launch of new business expansion utilizing South Korea's IT infrastructure for platform business and other DX initiatives, we expect to become a business entity that will lead overseas business in the next three years and grow into a company that can contribute to the Group in various ways.

DIMENSION-ALL INC. (DAI)

With the end of the pandemic, previously halted investments are rapidly resuming. During the pandemic, DAI enhanced its

Market Environment in ASEAN (10 countries)



Source: World Economic Outlook Database, IMF
ASEAN 10 countries (Indonesia, Malaysia, the Philippines, Singapore, Thailand, Brunei, Vietnam, Laos, Myanmar, Cambodia)

comprehensive corporate strength by visualizing as much of its management as possible, identifying issues, considering improvement measures, and implementing them with both local and Japan-based teams. We expect DAI to contribute to the Group by leveraging strong construction demand and serve as a gateway to ASEAN and African countries.

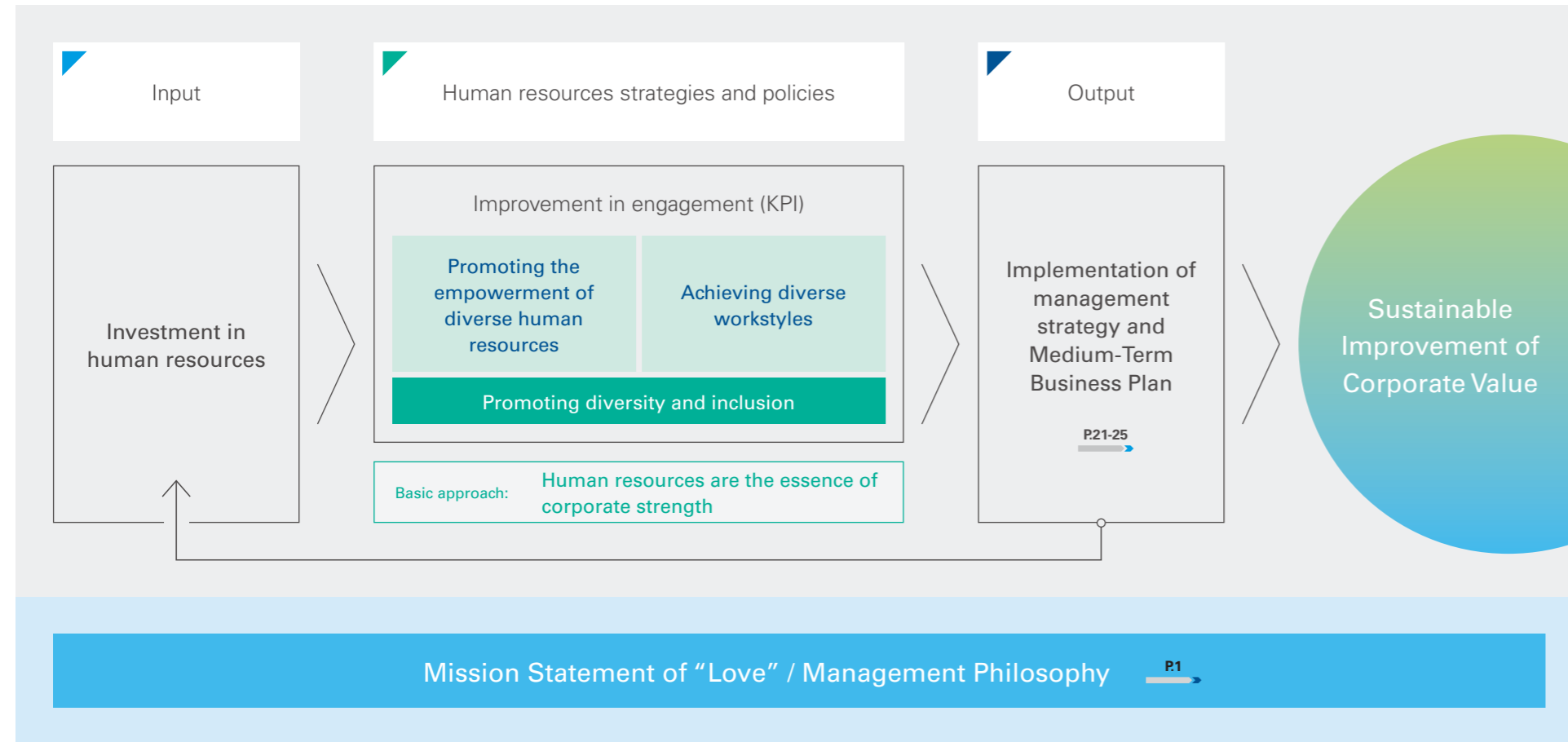
Network Building and Product Development in Asia

In regions beyond our current operations, we plan to fully establish and develop our alliance network over the next three years, and actively pursue product development and sales for Asia and other regions. To meet the rising demand following the pandemic, we aim to actively expand our overseas activities.

Human Resources

Basic Approach

Based on our Mission Statement of “Love,” we conduct people-oriented management under a Management Philosophy that views human resources as the essence of corporate strength. We recognize human resources as an exceedingly important asset and a source of realizing the sustainable improvement of corporate value. Keeping individual employees highly motivated and challenging higher goals ambitiously will enable a corporation to grow sustainably. We believe that the basis for achieving sustainable growth is for a corporation to provide opportunities for the development of skills and careers of individual employees and to support them in achieving self-actualization so they can deliver their full potential, as well as develop a fair and convincing personnel system and pay.



Diversity and Inclusion

The Company hires diverse human resources, regardless of age, gender, nationality, disability, or other such characteristics, and provides opportunities and environments where they can demonstrate their maximum strengths, individuality, and abilities. We aim to sustainably enhance corporate value by improving engagement and pursuing more comfortable and rewarding work environments.

Promoting the Empowerment of Diverse Human Resources Improving the Ratio of Female and Foreign Nationals in Managerial Positions

As of March 31, 2024, the ratio of women and foreign nationals in managerial positions, an indicator of diversity, is 1.3%, a significant challenge recognized within the Company and throughout the Group. In order to increase this ratio going forward, we will hire women and foreign nationals for career-track positions, and expand the population of candidates for managerial positions. At the same time, we will first expand the pool of candidates for managerial positions. As of March 31, 2023, there were seven female and foreign section managers, representing 9.6% of the total; this number rose to 13.8% with an increase of four people over one year. While we have not yet achieved our long-term goals for the number of managers and section managers, we will continue fostering and appointing female and foreign managers for early achievement of our long-term goals.

	March 2022	March 2023	March 2024	Long-Term Targets
Number of female or foreign managers (ratio)	2 (1.4%)	2 (1.3%)	2 (1.3%)	(10.0%)
Number of female or foreign section managers (ratio)	4 (5.3%)	7 (9.6%)	11 (13.8%)	(20.0%)
Number of women or foreign nationals in career-track positions (ratio)	5 (23.8%)	7 (19.4%)	7 (38.9%)	(30.0%)

Employment of Persons with Disabilities

As of March 31, 2024, our employment rate for persons with disabilities was 2.00%, which is lower than the legally mandated employment rate of 2.3%. In this regard, we are continuing our hiring activities with the aim of meeting the legally mandated employment rate. Our Gunma Factory promotes the employment of persons with disabilities in order to contribute to the local community. We also provide company training for current students at a special support school in Gunma Prefecture, as well as company information meetings in Kiryu City, with the aim of supporting employment for persons with disabilities. Going forward, the Company will continue to work with the community to employ persons with disabilities.

Maternity Leave, Childcare Leave, and Shorter Work Hours for Childcare

In order to realize diverse work styles, we are expanding our systems for pre- and post-natal leave (“maternity leave”) and childcare leave (“childcare leave”), and are creating an environment that makes it easier for employees to take leave. In the fiscal year ended March 31, 2022, a male employee took childcare leave for the first time at the Company. The number of male employees who took childcare leave has increased from one in the fiscal year ended March 31, 2022, to five in the fiscal year ended March 31, 2024. In the past five years, the return to work rate after taking maternity/childcare leave has stood at 100%, and we are creating an environment that makes it easy for employees to return to work, as employees are also able to take shorter work hours for childcare.

Remuneration System

The Company has introduced an incentive system that is different from regular bonuses. We provide incentives according to the degree to which each employee achieves the goals they have set for themselves. From the fiscal year ended March 31, 2023, we have started a DX incentive system with the aim of accelerating DX promotion within the Company, and we will provide incentives based on the evaluation of efforts toward targets. Additionally, from the fiscal year ending March 31, 2025, we will revise starting salaries for new graduates. This revision considers factors like rising commodity prices, competitiveness in the recruitment market, and market rates. This revision will also serve as a catalyst for Company-wide improvements to our salary structure.

Occupational Track Change

With the aim of promoting self-motivated, autonomous career development, we provide opportunities to change occupational tracks from dedicated administrative positions to career-track positions, once every two years. Female employees who have been in dedicated administrative positions can expand their field of activity if they wish to do so. Employees can now freely choose the form, location, and occupational track of their work in accordance with their own career and life plans, which encourages them to take on new challenges.

Initiatives to Achieve Value Creation

Human Resources

Training System

The Company provides various training programs tailored to different employee stages.

In addition to training for new managers, we offer follow-up training for young employees.

We also offer specialized training for skill acquisition, led by both internal and external lecturers.

The Information Systems Department provides training to ensure information security as part of DX promotion, and the Legal & Compliance Department offers training to prevent compliance violations related to our industry and daily operations.

Additionally, we provide training in areas like marketing and data-driven approaches to improve skills and engagement.

List of Training Programs

• New Employee Training	Held annually for one month from April, with the theme of early empowerment. Covers a wide range of topics, from business etiquette to platform sales. After completion, employees transition to on-the-job training in their respective departments.
• New Manager Training	Training for newly appointed managers is conducted every April. Covers basics of management, finance training, and labor management, with DX training added this fiscal year.
• Spot Training for Managers	Held as needed to align with changes in human resources policies. Also covers topics like measures against power harassment and sexual harassment.
• Level-based Training (up to 7th year)	Group- and level-based training is conducted for employees in their 1st, 3rd, and 7th years, following them until they reach the leadership level. The courses focus on mindset and aim to improve engagement through events such as social gatherings.

Skill-Up Project

For employees in their first to fifth years, training is provided to help them acquire foundational business skills and deepen their understanding of internal systems and business operations.

This project is planned by young employees close in age to the training participants and invites external lecturers when needed to help younger employees develop essential skills. Ultimately, participants create a business plan and present it to management, gaining knowledge through early experience in areas like management, administration, and business development.

Subcommittees

Starting in the fiscal year ended March 31, 2023, we established subcommittees to enhance the platform's usability and safety. Each subcommittee is supervised by the Division General Manager of the related business division, with projects being led by leaders who carry out the work. Subcommittees are composed not only of many young employees, but also of employees

from different departments, enabling us to solicit opinions from the bottom up and generate ideas from various perspectives. In order to achieve the goals set by each subcommittee, we will collaborate with other subcommittees and recruit additional members as necessary.

The project's progress will also be disclosed as necessary to solicit participation from within the Company. We have 17* different subcommittees as of March 31, 2024, where we are promoting projects from various perspectives, such as enhancing existing services and systems, developing new services, utilizing Takamiya Lab. West, and increasing uptake of the platform business.

* Including one subcommittee held irregularly.

List of Subcommittees

• Testing Machine Utilization Subcommittee	• Regional Strategy Subcommittee
• Fastest Service Subcommittee	• Media Strategy Subcommittee
• Visualization through Mechanization Promotion Subcommittee	• Safety Education and Training Subcommittee
• Innovation Hub Construction Subcommittee	• Logistics Reform Subcommittee
• Innovation Hub Internal Exhibition Subcommittee	• OPERA Development Subcommittee
• Platform (Iq-Bid) Subcommittee	• Business Model Visualization Subcommittee
• "OPERA Rental" (Including Reward Points) Subcommittee	• Innovation Hub Operations Subcommittee

* Some confidential subcommittees are not listed.

Incentive System for Employee Stock Ownership Plan

Since April 2021, we have raised the incentive amount for stock purchase through the employee stock ownership plan from 5% to 10%. We support the asset formation of employees through the employee stock ownership plan, and at the same time, we aim to enhance the engagement of employees by having them hold Company stock. We believe it is vital that employees and the Company are aligned in the same direction for the sake of respecting individual values and improving corporate value. We are promoting initiatives so that the success of the Company translates into the happiness of employees.

Achieving Diverse Workstyles

Office Reforms

To advance the platform business, an environment free from traditional thinking is essential.

Remote work has become increasingly popular since the spread of COVID-19. However, while remote working is free from burdens related to commuting and allows one to work flexibly, we have identified increased occasions for employees to feel stressed, such as insufficient consultation and communication on work, difficulty in switching between work and private life, and lack of change in the scenery because one stays at home for a significantly longer period of time. This has led to the opportunity to review the value of offices.

Consequently, we believe that the office needs to perform the function of a communication and rest platform more than ever. We are renewing offices under the concept of "a place to rest and heal." In order to activate communication among employees, which is lacking with remote working, we have increased the proportion of open spaces and refreshment spaces, such as cafés and sofa-style living rooms, and have kept office spaces to a minimum. We have eliminated the factors that fix where and when employees work by introducing a flexible working hours system in addition to a free-address system. Furthermore, we have introduced a cloud system and installed multiple monitors to remotely connect with our offices across the country to enable close communication without being restricted by distance. We have also created an environment in which individual achievements can be visualized and evaluated fairly, even if workstyles change. Open spaces and a small, modern Japanese-style room have been set up for casual exchanges of ideas, creating an office where flexible ideas can emerge without being restricted by conventional thinking.



Nagoya Branch



Niigata Branch



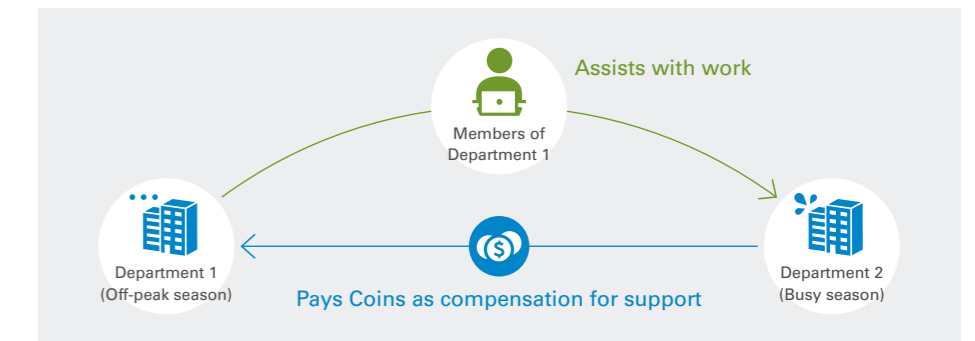
Sapporo Branch

Remote Working and Flexible Working Hours

With our DX policy, our employees are realizing diverse ways of working, partly because we are improving our IT environment. As for remote working, not only administrative staff and the technology integration team, but also employees who are going through life stages such as child-rearing are practicing it. In addition, we encourage employees in sales positions to return directly home after work, and have implemented flexible working hours to allow employees to choose the workstyle that suits them best. Going forward, we will further promote DX and business process innovation. We will also introduce communication tools and platforms through which we can share our vision and measure results, regardless of where and when employees work.

Coin System

We began test operations of a Coin System in April 2022. This personnel system is intended to improve Company-wide productivity, by promoting mutual assistance utilizing differences between busy times and downtimes between regions and departments. With the promotion of DX, diverse workstyles such as remote working have become possible, making inter-location support easier regardless of worksite or department. Departments that receive support pay Coins, which can be converted into rewards, to the other departments. This helps distribute workloads in the construction industry, which has significant differences between busy and off-peak seasons depending on the time of year and region, thereby reducing overtime, improving skills, and standardizing tasks. With a focus on people, which is one of Takamiya's strengths, this system serves as one of the pillars of our Corporate Philosophy of creating an environment in which employees care about one another, always work hard together, and can grow together. Furthermore, increased coordination among offices has eliminated the necessity of relocations and transfers among departments, working toward a goal of abolishing unwanted relocations.



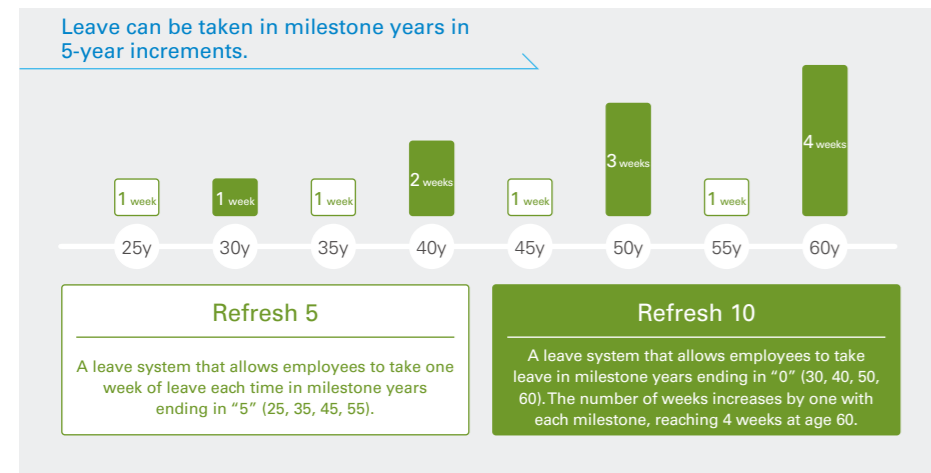
Initiatives to Achieve Value Creation

Human Resources

Leave System

We have introduced various leave systems as part of our efforts to create an environment in which employees want to keep working at the Company. The refresh leave system allows employees who have been with the Company for four years or longer to take up to four weeks of vacation, from their birthday onward after the four years of service. Employees aged 25, 35, 45, and 55 will receive a week off including their birthday as “Refresh 5,” while those aged 30, 40, 50, and 60 will receive one to four weeks off from their birthday as “Refresh 10.” Employees taking Refresh 10 will also receive an allowance if they travel during that period. Other leave options include wedding anniversary leave and birthday leave.

Refresh Leave System



Internal Information Sharing

Three types of internal newsletters are published to enhance employees’ understanding of our business and initiatives. The first is *Compass*, a magazine focused on management perspectives and platform initiatives, and the second is the casual magazine *Konpasu*, which mainly features new employee introductions, both published twice a year. The third is the web newsletter *Compass+*, which provides real-time information updates and enables two-way communication with employees. It provides a wide range of information from business presentations to employees’ private lives. Numerous opportunities to gather internal information deepen

employees’ understanding of business content, and younger employees, who may not easily receive such information, can actively engage in information dissemination. We will drive improvements to the platform based on diverse opinions.

Sharing System

Effective use of limited resources is essential to drive the platform forward. This includes sharing not just people, resources, and money, but also information. We have a Sharing System where employees share initiatives to improve work efficiency and industry knowledge. All shared content is accessible to employees, and many useful ideas have been implemented across departments.

Internal Awards System

From the fiscal year ending March 31, 2025, a new internal awards system was introduced to promote the platform business by recognizing employees or project teams who excel in specific areas, as part of engagement enhancement initiatives. Awards are based on quantitative assessments and nominations from superiors, with final approval by division heads. Award recipients receive decision-making authority for internal projects and monetary rewards.

List of Awards

• Rookie of the Year	This award recognizes young employees who question norms with fresh perspectives, take action, and achieve results, creating role models to inspire non-recipients and foster the growth of young employees.
• Work Design Award	This award is for departments that achieve results by combining a comfortable work environment with productivity through trial and error, actively engaging in various workstyle reforms and productivity enhancement initiatives that the Company works on. It aims to inspire others and spread workstyle reforms.
• Best Manager Award	This award recognizes managers with high engagement from subordinates and colleagues, aiming to share their management methods to inspire others and to have them incorporate it into their own management to strengthen the management link between management and employees to raise the level of managers as a whole.
• Awesome Business Project	This award celebrates the achievements of project teams that play a crucial role in swiftly addressing existing challenges and creating new businesses and services. The goal is to foster a self-driven organization by encouraging proactive participation in projects and the active initiation of new projects.

TOPICS

Join Takamiya, the 55th Anniversary Event

Our Company celebrated its 55th anniversary in June 2024.

In October, we held an employee event to commemorate the 55th anniversary.

At the 50th anniversary event in 2019, we set our theme of “Keep Transforming” and have driven various transformations over the past five years, including business model shifts through the platform and employee mindset changes. This event aimed to drive the “Keep Transforming” theme forward by reflecting on changes over the past five years, reconfirming things that had not changed and identifying changes needed for the future, while providing employees with an awareness of change. The event was primarily organized by young employees with less than seven years at the Company, most of whom joined after the 50th anniversary event. Planning and designing the event involved discussions on what employees who joined amid transformations felt about the Company.

The event was held online with live broadcasts from various locations. After the pandemic, remote working became the norm, and with the widespread adoption of IT tools like web conferencing systems and increased information visibility, we reflected these workstyle changes in the format of our event by broadcasting it online to all of our Group’s domestic locations.

To assess changes over the past five years, an online survey tool was used to gather employee feedback on internal initiatives.

This enabled real-time sharing of employee opinions nationwide and provided an opportunity to promote change by clarifying issues related to various initiatives, such as bottom-up establishment, the implementation of the human resources system, and perception gaps by age and position.

Additionally, we held a “Shaping the Future of Takamiya” talk session led by young employees—crucial to advancing our theme of “Keep Transforming.” In pursuit of further change, seven employees from diverse backgrounds discussed what they perceive as norms within the Company and industry that lack common sense. Among the diverse opinions raised, some noted the excessive number of local rules and the frequent restrictions on work location and hours within specific departments.

One particular point of discussion centered on the persistent stereotype that the construction industry is a male-dominated workplace. This sparked a lively exchange of opinions, with participants expressing that as awareness and workstyles continue to change, the notion of “salespeople = men” could change, paving the way for a workplace where a broader range of talent can thrive. Expressions by young employees about the future they envision sparked a catalyst for organizational transformation across the Company.

It became an event that promoted the realization of diverse workstyles driven by diverse human resources, envisioning the Company’s 60th anniversary and beyond.



Environment

Basic Approach

When we founded the business, the majority of scaffolding used at construction sites in Japan was made of wood. The idea of a rental business came about from our thoughts on what we can do with wooden scaffolding, which is normally disposed after being used several times. Our start to the rental business was triggered by the import of steel scaffolding from abroad. The Group's underlying ideal is to use limited resources effectively and help realize a sustainable society.

Supporting Infrastructure

Our products contribute to the development of infrastructure. In order to continue using aging infrastructure, it is necessary to perform regular maintenance. We provide a lineup of products that can be used for maintenance and repair work on buildings, highways, bridges, etc.

In addition, we also have a lineup of products that minimize damage to infrastructure caused by natural disasters, such as agricultural greenhouse products with high weather resistance, building materials with earthquake resistance and damping functions, and water bags that are suitable for preventing flooding from torrential downpours caused by the occurrence of large typhoons and linear rain bands.

Reducing Greenhouse Gas Emissions Iq System Next-Generation Scaffolding

Compared to conventional scaffolds, the Iq System is more efficient in terms of loading and transportation, thereby enabling transport using fewer vehicles and reduction of greenhouse gas emissions. Lightweight high-tensile steel pipes are used as the material for the support columns, enabling a weight reduction of up to 2 kg per column. It also saves storage area space by 50%, significantly increasing the loading capacity of trucks along with the weight reduction. The number of vehicles used for transportation is reduced by approximately 30%, which contributes to the reduction in greenhouse gas emissions.

Sourcing Raw Materials through Electric Furnaces

To visualize the safety of temporary equipment, we conduct strength tests using full-scale testing equipment. Once the safety standards are clarified, aging equipment that no longer meets the standards is identified and discarded. Temporary equipment must be discarded once it can no longer ensure safety. Traditionally, such discarded materials were recycled as scrap in blast furnaces to be used as raw materials for new products. Takamiya is promoting recycling these discarded materials using electric furnaces instead of blast furnaces. Electric furnaces can reduce

greenhouse gas emissions to approximately one-quarter compared to blast furnaces. Additionally, raw materials produced in electric furnaces are used to manufacture new products. By creating a cycle where discarded temporary equipment is transformed into new, environmentally friendly products for on-site use, we contribute to a recycling-based society.

Equipment Bases

With Equipment Bases, we strive to reduce greenhouse gas emissions that are generated while loading products onto vehicles. At conventional equipment storage sites, it takes up to a maximum of two hours to complete loading procedures. At some Equipment Bases, by installing fast lanes that allow priority loading and introducing truck scales, loading times can be shortened to roughly 30 minutes. Therefore, we reduce greenhouse gas emissions from vehicles that are waiting to be loaded. In addition, with Equipment Bases we have introduced electric forklifts that do not rely on fossil fuels, and these forklifts make up about 20% of the total number of forklifts in use. These facilities are also equipped with solar power generation, enabling self-production and self-consumption of electricity.

Photovoltaic-Related Products

We promote power generation with renewable energy by manufacturing and selling photo-voltaic related products. We manufacture solar panel installation frames and POGERO solar carports using the metalworking technologies we have cultivated through the development of temporary equipment. The total number of installed solar power-related systems has reached 272 units, and the installed DC capacity has exceeded 500,000 kW.



Safety

Basic Approach

At construction sites, our basic concept is safety first. Safety is given top priority in the development and manufacturing process of products that are used on-site. We support the foundation of social life by ensuring quality, value, and safety in each process from product development and manufacturing to usage.

Initiatives for the Improvement of Safety Our Own Quality Control Standard

In order to supply temporary equipment in the rental business, it is necessary to meet the quality control standards set by the Ministry of Health, Labour and Welfare, as well as the Scaffolding and Construction Equipment Association of Japan. In addition to following the quality control standard of the industry, we adopt and operate our own quality control standard to ensure safety. In the temporary equipment industry, no specific figures are provided regarding the deterioration of scaffolding over time. To truly ensure safety and prevent accidents, it is essential to quantify the strength degradation over time. Our company aims to quantify this long-term strength by conducting durability tests on products using full-size testing equipment and regularly performing performance tests through third-party organizations. By providing temporary equipment based on reliable data and ensuring excellent safety, we strive to control the quality of our temporary equipment with the goal of preventing product-related problems, thereby always providing our customers with reliable and safe equipment.

Thoroughly Implement Safe Installation

We consider on-site safety to be an important element of quality just like product quality. At scaffolding installation sites we manage, we set our safety control indicators, and provide high-quality construction with the goal of zero accidents based on thorough safety control. We not only patrol worksites and provide guidance on appropriate construction methods but also use wearable cameras and other technologies to offer remote site supervision. In addition, to improve safety awareness, we conduct scaffolding safety and health workshops as well as legally mandated education for our employees and customers. By combining actual products with video technology in our training sessions, participants can take a lesson with an environment that closely resembles real-life conditions. Our training programs allow participants to acquire not only basic knowledge in the use of scaffolding, but also specialized knowledge, supporting the creation of safer construction sites.

Trust of Customers

Basic Approach

Staying worthy of the trust of customers is the most important theme of the Company. Customer needs are becoming sophisticated day by day in such aspects as safety, efficiency, and response to DX in construction. In order to satisfy these needs, we provide services from our platform. We continue to improve and evolve our platform and aim to be a company that is always chosen by our customers based on the relationships of trust gained through these efforts.

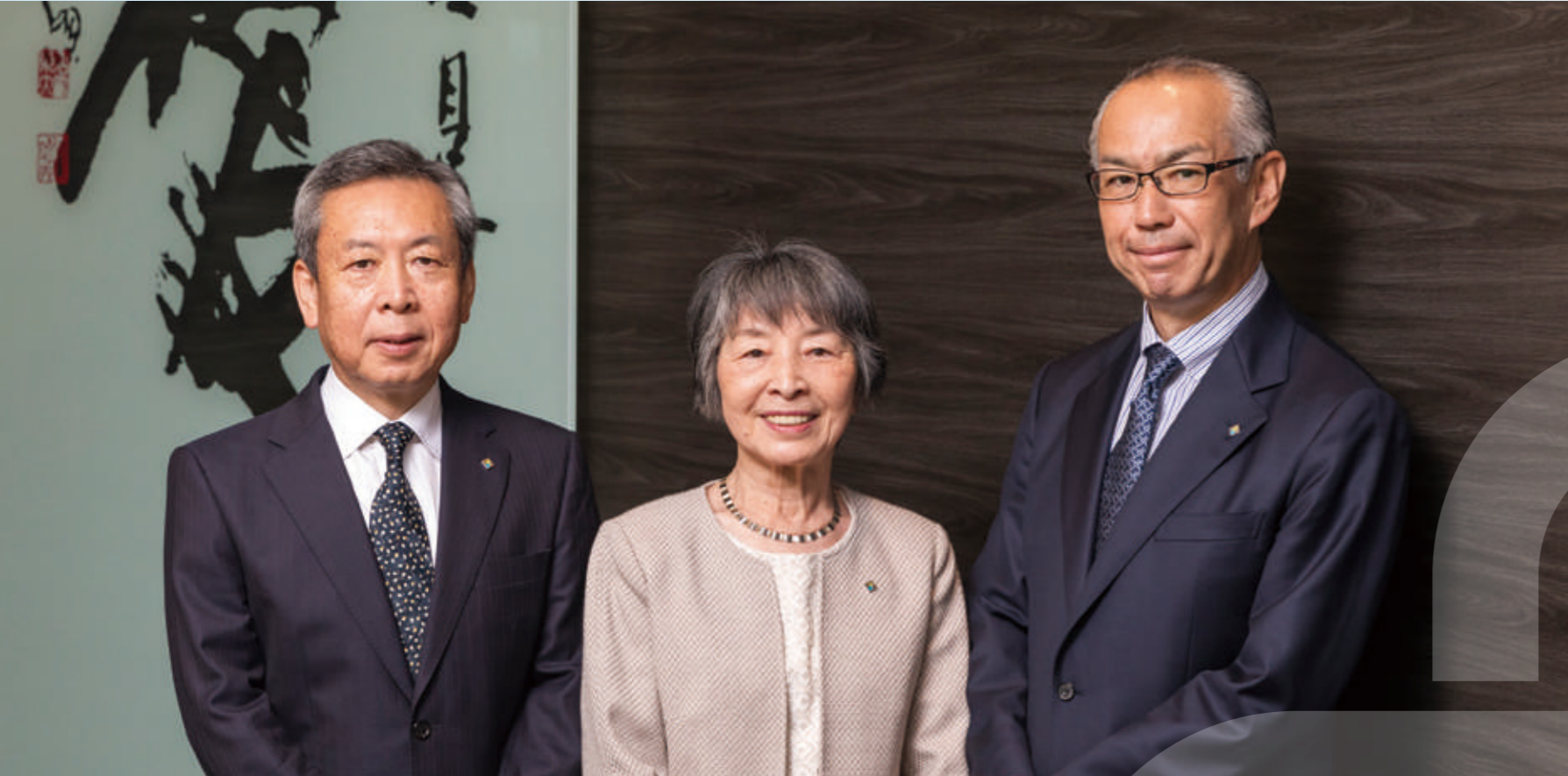
Initiatives to Earn the Trust of Customers Joint Product Development

We receive inquiries on products and services every day. Feedback received through the Sales & Marketing Division is shared with related departments in the Company, and reflected in the process of improving our products and services. Some customers bring us requests and ask for consultation related to the development and improvement of products. In order to materialize customer requests, the Sales & Marketing Division implements interviews in detail to unearth information including the background of requesting development, key attributes required for the products, and preferred prices, and shares this information with the Product Development Division to reflect in product design. We pursue the commercialization of products through repeated dialogue with customers, with participation by the Product Development Division. In the process, we also make related proposals to our customers regarding easy-to-stow or easy-to-handle features, packing style in transportation, and mass production for supply as rental products.

Visualization of Equipment Management

At the Equipment Base attached to Takamiya Lab. West, we have installed truck scales to manage shipment return data as they enter and exit the facility, in order to reduce unloading errors. In addition, a large number of cameras have been installed than at a typical Equipment Base, and we accumulate evidence regarding the number of personnel, management, acceptance inspections, and maintenance, and conduct issue and data analysis to prevent human error and increase reliability. We offer the OPE-MANE service, which manages customers' equipment, and the condition of the equipment's maintenance directly ensures the safety of the service. To provide customers with peace of mind when using our service, we leverage digital technology to accumulate evidence of equipment management and maintenance.

Dialogue between Outside Directors



From left to right

Yoshihiro Sakatani

Outside Director (Audit and Supervisory Committee Member)

Sachie Kato

Outside Director (Audit and Supervisory Committee Member)

Teiji Joko

Outside Director (Audit and Supervisory Committee Member)

Focusing on Improved Management Systems

Takamiya's medium- to long-term vision and growth strategy

Responsibilities of outside directors and Audit and Supervisory Committee members - What matters most in these roles?

Mr. Sakatani As a certified public accountant, what I consider important in my role as an outside director at Takamiya is to express opinions on the company's financial policies and investment strategies that may ruffle some feathers from time to time. Additionally, as an outside director, gaining the trust of other directors and executive officers is crucial. To achieve this, I believe it is important to offer candid opinions and suggestions from the standpoint of an external expert.

Mr. Joko The role of outside directors and members of the Audit and Supervisory Committee is to act as a safeguard when there is something wrong with the company or when mistakes seem likely to occur. While Takamiya has fostered an internal culture of transparency, it is still difficult for outside directors alone to accurately grasp everything happening within the company. Therefore, we work closely with the Internal Audit Office and full-time Audit and Supervisory Committee members to properly collect the information we need. We strive to thoroughly evaluate the proposals brought to the Board of Directors for validity and fairness.

Ms. Kato I have always asked questions and expressed my thoughts openly whenever I had doubts about decisions made by the management. Rather than nitpicking at the executive side, I take pride in having contributed to the Company moving in a better direction. While fulfilling a supervisory function is one of our most important missions as outside directors and Audit and Supervisory Committee members, I also consider it part of my duties to provide appropriate advice to ensure the Company's sustainable growth from my perspectives as a lawyer, as a woman, and also as a personal fan of the Takamiya company.

Impressions and evaluation of Takamiya's management and governance

Mr. Joko Takamiya is in fact an owner-led company, and President Takamiya plays a leading role in the Board of Directors. However, what sets Takamiya apart from the stereotypical owner-led company is that President Takamiya listens earnestly to the opinions of other directors and manages the Company with a strong respect for other stakeholders'

intentions. This could be said to reflect Takamiya's free and open-minded corporate culture. As outside directors, we are able to express our opinions freely without worrying about the president's feelings, which helps to ensure proper transparency in management.

Ms. Kato

I also feel that President Takamiya's strong leadership stands out in a positive way in both business operations and in governance. I had the opportunity to meet with him before I was appointed as a director, and I was deeply impressed by his passion when he spoke about the potential of Takamiya Platform. In Board of Directors meetings, he often asks incisive, to-the-point questions to the directors overseeing different divisions, and I am frequently amazed by the accuracy of his insights. Watching the back-and-forth between the president and the directors, I can see how united the officers are and the open, flat corporate culture where people can speak their minds.



Mr. Sakatani

I agree with both Director Joko and Director Kato that President Takamiya's leadership and the open corporate culture are key strengths. What I am slightly concerned about is that in Board of Directors meetings, internal directors often limit their comments to their respective departments or areas of responsibility. While it may be that they leave the Company's future vision and medium- to long-term strategy up to the president, I feel that we have entered an era in which all directors need to engage more deeply in discussions about the ideal state of the Company and the direction it should take.

Takamiya Group's future vision and Medium-Term Business Plan 2024-2026

Mr. Sakatani Takamiya is currently implementing its Medium-Term Business Plan 2024-2026, which covers the three years leading up to the fiscal year ending March

Initiatives to Achieve Value Creation

Dialogue between Outside Directors

2027. I mentioned the need for more discussions involving all directors, but in the case of formulating the Medium-Term Business Plan, it felt as though there was no need for fundamental debates about the Company's future direction, and the core elements of the plan were decided quickly. This is likely because the new plan aligns with previously established medium- to long-term concepts, effectively quantifying and visualizing the strategy execution process.

Mr. Joko

Even before the formulation of the Medium-Term Business Plan, Takamiya had been making capital investments with the aim of securing a leading position in the temporary equipment market. The platform strategy that forms the backbone of the plan is an extension of previous efforts and represents a stage where the fruits of those efforts can be harvested. Since the concept of a platform-based company fundamentally transforms the nature of the industry, I've heard that some believe the Medium-Term Business Plan's vision for the future is unrealistic and too optimistic. However, we view it as a natural progression of the strategies and actions we've been building towards in the past.



Ms. Kato

I became an outside director in June 2022, and I believe that by that time, President Takamiya had a clear vision of what the platform business should look like. Therefore, there was no need for us to have further discussion in Board of Directors meetings about the Company's future direction. Moreover, President Takamiya sees the platform business not merely as an initiative to increase the Company's profits but as a new challenge that will benefit the entire industry. Our mission is to communicate and appeal the usefulness of Takamiya Platform and principles entrusted to it both within and outside the industry, while contributing to the development of industrial society.

Mr. Joko

I also believe that the performance-linked share awards system, which was introduced in August this year, will serve as a driving force in carrying out

the Medium-Term Business Plan. We have been operating a share options system since 2022, but to further clarify the link between the valuation of the Company's stock and the compensation of directors and executive officers, we decided to introduce the performance-linked share awards system. This is a very meaningful initiative to enhance the sense of responsibility and engagement in management among the Company's officers.

Challenges to be addressed to further strengthen governance

Mr. Sakatani

Next, let's discuss your thoughts on the governance challenges that Takamiya faces. Looking five or ten years into the future, I think the critical issues are the composition of the Board of Directors at that time and how we will enhance the skills of our directors. In pursuit of more effective governance in the future, we should have thorough discussions about building the right frameworks, including in relation to our succession plan, and begin thoroughly working on this right now.

Mr. Joko

One of the most important management challenges for Takamiya's further growth is ensuring that the directors and executive officers fully understand and share President Takamiya's vision and policies, and that they approach management with a strong sense of ownership. Being on the same page as the president and taking proactive responsibility for executing strategies and initiatives is no easy task, but I believe that building consensus within the management team and ensuring close collaboration are fundamental to sustainable long-term growth.

Ms. Kato

Many of Takamiya's officers and employees are very earnest people, and this has given rise to a corporate culture of sincerity and honesty. I believe that this is a key reason why the Company is so trusted by the industry and society at large. However, I also feel that because of this sincerity, some opinions are a bit restrained with respect to President Takamiya's long-term vision and pursuit of change in the industry and market. Takamiya is aiming to transform the industry, so I hope we embrace free thinking and actively share ideas as we take on these new challenges in unexplored areas.

Ensuring governance and organizational diversity

Ms. Kato

What are your thoughts on diversity among directors and employees, particularly in supporting the advancement of female employees? My impression of Takamiya is that women can relatively work comfortably here, especially considering that construction and temporary equipment are traditionally male-dominated industries. We are seeing an increase in female managers and section chiefs on the front lines, and the Company is actively supporting female employees and promoting them to managerial roles. However, it's important to remember that increasing the proportion of female managers or directors is not the end goal of diversity—it's the result of respecting diversity. What matters most is allocating and compensating employees based on their individual abilities, not their attributes such as gender, nationality, or beliefs.

Mr. Joko

When it comes to senior executives, especially executive officers, the fact is that we have had originally few full-time female employees, so we can't immediately promote anyone or increase the number of female officers. Over the next 10 to 20 years, we will gradually increase the number of female directors and managers at the Company. I see diversity among officers and employees as a management issue that Takamiya must address from a medium- to long-term perspective.

Mr. Sakatani

I agree with Director Joko's opinion. Historically, the temporary equipment industry has been a male-dominated field, and with our business primarily focused on the domestic market in Japan, a rapid increase in female directors and the invitation of foreign national officers are not realistic goals at the moment. What I would like to emphasize more is diversity in experiences and areas of expertise. We've already secured directors with management experience at large companies and professionals such as lawyers, but moving forward, I believe we should appoint directors who are experts in DX and IT as well, which are essential for the evolution of Takamiya Platform.



Takamiya's future and the role of outside directors

Mr. Sakatani

Finally, I would like to share my perspective on Takamiya's future and the role outside directors must play. I believe our Board of Directors and Audit and Supervisory Committee are both fulfilling their intended functions, and the effectiveness of our governance is well ensured. Under President Takamiya's leadership, we've also made significant efforts in talent development and improving the workplace environment, as reflected in our declining turnover rate. Looking ahead, our primary challenge is the steady implementation of the Medium-Term Business Plan in order to realize our long-term vision. For this, it's essential to promote more open and active discussions among directors and executive officers, regardless of whether they are internal or external.

Mr. Joko














Due to the demands of the Tokyo Stock Exchange, even the construction and temporary equipment industries now face increased pressure to implement management that is conscious of the cost of capital and stock price. At our Board of Directors meetings, there's been more discussion of productivity improvements and fair stock valuations. As an outside director and Audit and Supervisory Committee member, my role is to supervise and provide advice on management while leading deployment of the Medium-Term Business Plan. To avoid falling into futile price wars, I believe it's crucial that Takamiya expand its platform further into the market, pioneering a "blue ocean" within the construction and temporary equipment industries. This strategy, in my view, is the only path to ensuring the Company's continued existence.

Ms. Kato

As both of you have mentioned, I also believe that ensuring the steady advancement of our Medium-Term Business Plan, which aims for Takamiya to leap into "Becoming the industry's first scaffold platform company," is the most critical issue for our future. Takamiya Platform is not just a new source of revenue, but an innovative initiative that could transform both our industry and society. Alongside our agriculture business, which strengthens Japan's farming industry, these efforts will serve as powerful drivers toward building a sustainable economic society. I am committed to supporting Takamiya in taking on challenges alongside President Takamiya, Directors Sakatani and Joko, and all other officers.

Directors, Audit and Supervisory Committee Members, and Executive Officers

Directors and Audit and Supervisory Committee Members

													
Name	Kazumasa Takamiya	Akiyoshi Takamiya	Tsutomu Abe	Hideki Yasuda	Yuki Mukaiyama	Tomoya Tatsumi	Kazunori Kawakami	Kouji Shimokawa	Noboru Furuichi	Takashi Masuno	Yoshihiro Sakatani	Teiji Joko	Sachie Kato
Position	Representative Director, President and Chairman	Representative Director, Executive Vice President Division General Manager of Takamiya Lab. Division	Director and Senior Managing Executive Officer	Director and Managing Executive Officer Division General Manager of Corporate Strategy Division and Deputy Division General Manager of Takamiya Lab. Division	Director and Executive Officer Division General Manager of Manufacturing Division and Deputy Division General Manager of Takamiya Lab. Division	Director and Executive Officer Division General Manager of Business Management Division and Deputy Division General Manager of Takamiya Lab. Division	Director and Executive Officer Division General Manager of Sales & Marketing Division and Deputy Division General Manager of Takamiya Lab. Division	Outside Director	Outside Director	Director (Full-Time Audit and Supervisory Committee Member)	Outside Director (Audit and Supervisory Committee Member) Number of the Company's shares held: 8,980 Number of years as an outside director: 2	Outside Director (Audit and Supervisory Committee Member) Number of the Company's shares held: 0 Number of years as an outside director: 2	Outside Director (Audit and Supervisory Committee Member) Number of the Company's shares held: 2,100 Number of years as an outside director: 2
Career summary	<p>Mar. 1992 Joined the Company</p> <p>Nov. 1995 Director and General Manager of Build Techno Rental Department</p> <p>Jun. 1997 Executive Director and Division General Manager of Build Techno Rental Division</p> <p>Jun. 2000 Director and Executive Vice President</p> <p>Jan. 2001 Representative Director and Executive Vice President</p> <p>Jun. 2002 President and Representative Director</p> <p>Jun. 2017 Representative Director, President and Chairman (current position)</p> <p>Jun. 2019 Supervisor of Scaffolding Management Division (current position)</p> <p>Apr. 2021 Supervisor of Product Development Division (current position)</p>	<p>Mar. 1995 Joined the Company</p> <p>Jun. 1997 Director and General Manager of Standby Multimedia Business Department and Retail Marketing Department</p> <p>Jun. 2000 Director and Senior General Manager of Management Division</p> <p>Jun. 2001 Executive Director, General Manager of Finance Department and Supervisor of Management Division</p> <p>Jun. 2002 Director and Executive Vice President, General Manager of Finance Department and Supervisor of Management Division</p> <p>Jun. 2005 Executive Vice President, Executive Officer and Supervisor of Administrative Division</p> <p>Apr. 2006 Representative Director and Executive Vice President</p> <p>Apr. 2012 Representative Director and President of Hory Corporation</p> <p>Jun. 2012 Director and Executive Vice President of the Company</p> <p>Jun. 2016 Representative Director and Executive Vice President (current position)</p> <p>Apr. 2019 Supervisor of Sales & Marketing Division and Supervisor of Product Development Division (current position)</p> <p>May 2020 President and Representative Director of TOTAL TOSHISEI Co., Ltd.</p> <p>Apr. 2021 Supervisor of Scaffolding Management Division of the Company (current position)</p> <p>Apr. 2022 Division General Manager of Takamiya Lab. Division (current position)</p>	<p>Mar. 1991 Joined the Company</p> <p>Jun. 2005 Executive Officer and General Manager of Finance & Marketing Department II, Sales & Marketing Division</p> <p>Oct. 2008 Representative Director and President of AOMORI ATOM Co., Ltd.</p> <p>Feb. 2010 Executive Officer and Division General Manager of Sales & Marketing Division of the Company</p> <p>Jun. 2016 Director (current position)</p> <p>May 2013 Director of HIRAMATSU Co., Ltd.</p> <p>Apr. 2014 Director of ASAHI KOUGYOU Co., Ltd. (currently TOTAL TOSHISEI Co., Ltd.)</p> <p>May 2021 Representative Director and Chairman of AOMORI ATOM Co., Ltd. (current position)</p> <p>Apr. 2022 Senior Managing Executive Officer of the Company (current position)</p>	<p>Mar. 1990 Joined the Company</p> <p>Apr. 2008 Executive Officer and General Manager of Finance & Accounting Department</p> <p>Feb. 2010 Executive Officer and General Manager of Corporate Planning Department</p> <p>May 2011 Corporate Auditor of IWATA Co., Ltd.</p> <p>May 2011 Corporate Auditor of HIRAMATSU Co., Ltd. (current position)</p> <p>Jun. 2011 Director of the Company (current position)</p> <p>Jun. 2015 Managing Executive Officer and General Manager of Corporate Planning Department of the Company</p> <p>Apr. 2017 Managing Executive Officer and Division General Manager of Business Management Division</p> <p>Apr. 2021 Managing Executive Officer and Division General Manager of Corporate Strategy Division (current position)</p> <p>Apr. 2022 Deputy Division General Manager of Takamiya Lab. Division and Supervisor of Logistics Department Preparation Office (current position)</p> <p>Sep. 2022 Division General Manager of Overseas Business Division of the Company (current position)</p> <p>Oct. 2022 Director of DIMENSION-ALL INC. (current position)</p> <p>Apr. 2023 Supervisor of Overseas Business Division (current position)</p>	<p>Mar. 1993 Joined the Company</p> <p>Apr. 2013 Executive Officer and General Manager of Business Development Department</p> <p>Apr. 2015 Executive Officer and Division General Manager of Business Development Division of the Company</p> <p>Jun. 2015 Director (current position)</p> <p>Apr. 2019 Executive Officer and Division General Manager of Overseas Business Division of the Company</p> <p>Apr. 2020 Executive Officer and Supervisor of Overseas Business Division and Business Development Division Executive Officer and Supervisor of Global Procurement Division</p> <p>Apr. 2021 Executive Officer and Division General Manager of Manufacturing Division and Supervisor of Global Procurement Division</p> <p>Apr. 2022 Deputy Division General Manager of Takamiya Lab. Division (current position)</p> <p>Jun. 2022 Division General Manager of Global Procurement Division</p> <p>Apr. 2023 Executive Officer and Division General Manager of Manufacturing Division (current position)</p>	<p>Jul. 1995 Joined the Company</p> <p>Jun. 2013 General Manager of Finance & Accounting Department</p> <p>Mar. 2016 Director of IWATA Co., Ltd. (current position)</p> <p>Apr. 2017 Executive Officer of the Company</p> <p>Jun. 2017 Corporate Auditor of Hory Korea Co., Ltd. (current position)</p> <p>Jan. 2018 Corporate Auditor of Cadian Co., Ltd. (current position)</p> <p>May 2018 Corporate Auditor of Nakaya Kizai Co., Ltd. (current position)</p> <p>May 2018 Corporate Auditor of TOTAL TOSHISEI Co., Ltd. (current position)</p> <p>Corporate Auditor of AOMORI ATOM Co., Ltd. (current position)</p> <p>May 2020 Corporate Auditor of ECO-TRY Co., Ltd. (current position)</p> <p>Apr. 2021 Senior Executive Officer and Division General Manager of Business Management Division of the Company</p> <p>Jun. 2021 Director and Executive Officer, Division General Manager of Business Management Division (current position)</p> <p>Apr. 2022 Deputy Division General Manager of Takamiya Lab. Division (current position)</p> <p>Apr. 2023 Deputy Division General Manager of Takamiya Lab. Division (current position)</p> <p>May 2022 Corporate Auditor of Yame Kasei Co., Ltd. (current position)</p>	<p>Apr. 1990 Joined the Company</p> <p>Jun. 2005 General Manager of Tokyo Branch</p> <p>Jun. 2005 Executive Officer and General Manager of Tokyo Branch</p> <p>Feb. 2010 Executive Officer and General Manager of Scaffolding Construction Department</p> <p>May 2013 President and Representative Director of ECOTRY Co., Ltd. (current position)</p> <p>Apr. 2016 Senior Executive Officer, Deputy Division General Manager of Sales & Marketing Division and General Manager of Scaffolding Construction Department</p> <p>Apr. 2021 Senior Executive Officer, Regional Manager of Sales & Marketing Division, General Manager of Scaffolding Construction Department and General Manager of Tokyo Branch</p> <p>Apr. 2022 Division General Manager of Sales & Marketing Division and Deputy Division General Manager of Takamiya Lab. Division (current position)</p> <p>May 2022 Director of AOMORI ATOM Co., Ltd. (current position), Director of HIRAMATSU Co., Ltd. (current position), Director of Nakaya Kizai Co., Ltd. (current position)</p> <p>Jun. 2022 Director and Executive Officer, Division General Manager of Sales & Marketing Division and Deputy Division General Manager of Takamiya Lab. Division (current position)</p> <p>Oct. 2022 Director of TOTAL TOSHISEI Co., Ltd. (current position)</p> <p>Apr. 2023 Director and Executive Officer, Regional Manager of Sales & Marketing Division (current position), General Manager of Scaffolding Construction Department and General Manager of Sales Force Department of the Company</p>	<p>Apr. 1985 Joined The Fuji Bank, Limited (currently Mizuho Bank, Ltd.)</p> <p>Aug. 1996 Established Shimokawa Accounting Office (currently Shimokawa & Partners Accounting Corporation)</p> <p>Feb. 2002 Representative Director of Shimokawa Accounting Office (currently Shimokawa & Partners Accounting Corporation)</p> <p>Jun. 2002 Corporate Auditor of the Company</p> <p>Jun. 2005 Director (current position)</p> <p>Dec. 2005 President of GLOBAL CORPORATE CONSULTING, INC.</p> <p>Apr. 2007 Representative Director and President of Shinko Investment Co., Ltd.</p> <p>Apr. 2016 Representative Partner of Shimokawa & Partners Accounting Corporation (current position)</p> <p>Sep. 2017 Chairman of the Board of GLOBAL CORPORATE CONSULTING, INC. (current position)</p> <p>Jun. 2018 Director of Mitsubishi Co., Ltd.</p>	<p>Apr. 1972 Joined New Japan Securities (currently Mizuho Securities Co., Ltd.)</p> <p>May 1997 General Manager of Corporate Planning Department</p> <p>Apr. 2000 Executive Officer and General Manager of Fukuoka Branch</p> <p>May 2002 Managing Executive Officer in charge of Investment Banking Department I, II</p> <p>Apr. 2005 Senior Managing Executive Officer, General Manager of Osaka Corporation Division and in charge of West Japan IB Sales Department</p> <p>May 2007 Representative Director and President of Shinko Investment Co., Ltd.</p> <p>Feb. 2008 Representative Director and President of Neostella Capital Co., Ltd.</p> <p>Jun. 2009 Advisor of Shinko Securities Business Services Co., Ltd.</p> <p>Jun. 2010 Audit & Supervisory Board Member of NICHIA STEELWORKS, LTD.</p> <p>Jun. 2017 Director of the Company (current position)</p>	<p>Aug. 1986 Joined Hory Corporation</p> <p>Dec. 2005 Executive Director</p> <p>Nov. 2006 Senior Executive Director</p> <p>Jan. 2010 Senior Executive Director, Head of Business Department</p> <p>Jun. 2011 Senior Executive Director, Head of Corporate Planning Department</p> <p>Jun. 2005 Executive Officer and Division General Manager of Scaffolding Quality Assurance Division of the Company</p> <p>Jun. 2020 Senior Executive Officer and Division General Manager of Scaffolding Quality Assurance Division</p> <p>Apr. 2024 Deputy General Manager of Global Production Engineering Department</p> <p>Jun. 2024 Director (Full-Time Audit and Supervisory Committee Member) (current position)</p>	<p>Oct. 1979 Joined Nishin Audit Corporation (currently Ernst & Young ShinNihon LLC)</p> <p>Jun. 2004 President and Representative Director of Japan Management Consulting K.K. (current position)</p> <p>Jul. 2004 Corporate Auditor of Pressance Corporation Co., Ltd.</p> <p>Feb. 2006 Corporate Auditor of the Company</p> <p>Jun. 2005 Auditor of KITAKEI CO., LTD. (current position)</p> <p>Nov. 2010 Corporate Auditor of Watts Co., Ltd.</p> <p>Mar. 2011 Corporate Auditor of SHO-BI Corporation (currently SHOBIDO Corporation)</p> <p>Jun. 2015 Director (Audit and Supervisory Committee Member) of Pressance Corporation Co., Ltd. (current position)</p> <p>Nov. 2015 Director (Audit and Supervisory Committee Member) of Watts Co., Ltd. (current position)</p> <p>Dec. 2015 Director (Audit and Supervisory Committee Member) of SHO-BI Corporation (currently SHOBIDO Corporation) (current position)</p> <p>Mar. 2022 Director (Audit & Supervisory Committee Member) of KURIYAMA HOLDINGS CORPORATION (current position)</p> <p>Jun. 2022 Director (Audit and Supervisory Committee Member) of the Company (current position)</p>	<p>Apr. 1993 Registered as Attorney-at-law (Osaka Bar Association)</p> <p>Apr. 1993 Joined Yodoyabashi LPC (currently Yodoyabashi & Yamagami LPC)</p> <p>Jun. 2001 Outside Corporate Auditor of G-7 HOLDINGS Inc. (current position)</p> <p>Mar. 2016 Outside Corporate Auditor of Onamba Co., Ltd. (current position)</p> <p>Mar. 2017 Corporate Auditor of the Company</p> <p>Dec. 2019 Director of HIMENO GUMI</p> <p>Nov. 2020 Corporate Auditor of AKITA FOODS CO., LTD. (current position)</p> <p>Jun. 2022 Director and Audit and Supervisory Committee Member of the Company (current position)</p>	<p>Apr. 1969 Joined the Legal Training and Research Institute of Japan of the Supreme Court of Japan</p> <p>Apr. 1971 Appointed as Public Prosecutor (Tokyo District Public Prosecutors Office and Fukushima District Public Prosecutors Office)</p> <p>May 1974 Registered with Osaka Bar Association</p> <p>Mar. 1983 Joined Churu Sogo Law Office (currently Chuo Sogo Law Office, P.C.)</p> <p>Apr. 2014 Corporate Auditor of DYDO DRINCO, Inc. (currently DyDo Group Holdings, Inc.) (current position)</p> <p>Jun. 2015 Director of YAMAZEN CORPORATION</p> <p>Jun. 2016 Director (Audit and Supervisory Committee Member) of YAMAZEN CORPORATION</p> <p>Jun. 2022 Director and Audit and Supervisory Committee Member of the Company (current position)</p> <p>Dec. 2022 Senior Council of Chuo Sogo Law Office, P.C. (current position)</p>
(Significant concurrent positions outside the Company)	—	—	Representative Director and Chairman of AOMORI ATOM Co., Ltd.	—	—	—	President and Representative Director of ECO-TRY Co., Ltd.	Representative Partner of Shimokawa & Partners Accounting Corporation	—	—	President and Representative Director of Japan Management Consulting K.K.	Representative Partner of Yodoyabashi & Yamagami LPC	Senior Council of Chuo Sogo Law Office, P.C.
Skills matrix	Corporate management	●	●					●		●		●	●
	Sales and marketing	●		●			●			●			
	Engineering and manufacturing	●	●				●			●			
	Global operations	●			●								
	Finance and accounting				●						●		
	Legal affairs and risk management				●						●		●
	Experience in other industries	●	●			●				●		●	●
	DX	●	●								●		
	Sustainability	●			●			●		●		●	●

Initiatives to Achieve Value Creation

Directors, Audit and Supervisory Committee Members, and Executive Officers

Definition of Skills Matrix

Skill items	Reason for selection
Corporate management	Takamiya engages in a variety of business activities, including the temporary equipment business, aiming for corporate value enhancement and the realization of a sustainable society. To meet stakeholder expectations and drive structural change in the industry, we consider it essential to have effective management skills to analyze the ever-changing industry environment and devise and implement optimal strategies.
Sales and marketing	In the unique structure of the construction industry, building strong relationships with clients is essential. Moreover, skills in grasping industry trends, analyzing market needs, and offering optimal solutions are required to maximize profits. We believe the skills to negotiate with clients by capturing market trends, analyzing insights, and diversifying the value offered is vital.
Engineering and manufacturing	In manufacturing temporary equipment using metalworking technology, ensuring the safety of users during operations is necessary. To bring products to the market, approval from external specialized agencies is required. We conduct thorough testing during our development and manufacturing processes. Additionally, knowledge in maintaining and improving product quality while establishing an optimal manufacturing system is essential. Therefore, we value expertise not only in product development and production processes but also in skills that enhance quality control, increase production efficiency, and promote technological innovation.
Global operations	Takamiya operates not only within Japan but also overseas, focusing on the ASEAN region. Therefore, understanding of different cultures, industrial structures, and geopolitical factors is required, and strategies must be developed and implemented while remaining agile in diverse environments. We consider it important to have experience working abroad, an understanding of international market expansion, intercultural communication capabilities, and the skills to formulate global strategies.
Finance and accounting	To sustainably enhance corporate value, we need to invest in growth for business promotion while maintaining a strong and sound financial base. The skills to accurately analyze financial conditions and make strategic and optimal decisions are essential. We value expertise in financial accounting essential for the execution and oversight of these actions.

Skill items	Reason for selection
Legal affairs and risk management	For us to achieve sustainable and sound growth, strict adherence to corporate compliance and risk assessment based on legal knowledge is essential. Skills are needed not only to recognize and monitor risks related to contract management and business opportunities but also to formulate crisis response strategies. We consider skills in risk management, including compliance and legal risk management, to be important.
Experience in other industries	The construction industry has a unique structure and specific customs that differ from other industries. Digitalization is slow, and as the industry heavily relies on manual labor, transformation has been sluggish, with fixed ways of thinking and working. To drive transformation, diverse perspectives, innovation, flexibility, and adaptability cultivated through experience in different industries are needed.
DX	A shortage of specialized personnel remains a long-term challenge for the sustainable growth of the construction industry, making labor-saving measures, productivity improvement, and knowledge accumulation essential. In our Company, we effectively utilize digital technologies like AI to not only solve challenges but also create new value by providing high-value services, aiming to drive a transformation in our business model. Thus, knowledge in IT and DX is deemed crucial.
Sustainability	To achieve a sustainable society and continuously enhance corporate value, the Company promotes sustainability management, identifying material issues as priority areas for action. Amid a changing business environment, it is essential to place these material issues at the core of management, implementing and overseeing strategies that consider the environment and society. Knowledge and skills in understanding international sustainability trends and identifying issues are important.

Executive Officers

Hiroyuki Okamoto

Senior Executive Officer
Division General Manager of Overseas Business Division and Deputy Division General Manager of Takamiya Lab. Division, General Manager of Agribusiness Development Department, Corporate Strategy Division

Hidehiko Yamashita

Executive Officer
General Manager of Sales Department, Sales & Marketing Division

Takashi Nagumo

Executive Officer
Division General Manager of Product Development Division, Deputy Division General Manager of Takamiya Lab. Division, General Manager of

Mitsunori Yamato

Executive Officer
Division General Manager of Scaffolding Management Division, Deputy Division General Manager of Takamiya Lab. Division and General Manager of Scaffolding Yard Operating Department and Scaffolding Purchasing Department

Tetsuya Aoki

Executive Officer
Regional Manager of Sales & Marketing Division and General Manager of Tokyo Branch and Supervisor of Business Development Division

Hiroshi Koda

Executive Officer
General Manager of Manufacturing Division and President and Representative Director of HORY VIETNAM CO., LTD.

Shinri Ueda

Executive Officer
General Manager of Global Quality Assurance Department, Manufacturing Division

Takashi Kawabata

Executive Officer
General Manager of Corporate Planning Department, Corporate Strategy Division and General Manager of PR & IR Department

Eizo Aihara

Executive Officer
General Manager of HR Department, Business Management Division

Hideki Ishikawa

Executive Officer
General Manager of Scaffolding Safety Control Department, Business Management Division

Takeshi Otaka

Executive Officer
General Manager of Sales & Marketing Planning Department, Sales & Marketing Division

Initiatives to Achieve Value Creation

Corporate Governance

Basic Approach

The Takamiya Group believes that the basic foundation for sound corporate governance centers on thoroughly enforcing compliance, ensuring the transparency and efficiency of management, and working to maximize corporate value for all stakeholders, including shareholders and investors.

With the stable supply of safe, high-value-added temporary equipment as our base axis, we will conduct high-quality corporate activities, and focus on efforts to improve the status of the industry, not just for the development of our own group, but for the benefit of customers and the industry as a whole.

We will build a temporary equipment industry that is clearly recognized for its excellence by both the general public and investors, and aim for sustainable development in a highly transparent business environment.

transitioned to a Company with an Audit and Supervisory Committee. The Company has in place a system under which the Board of Directors provides strategic guidance and management supervision and the Audit and Supervisory Committee audits directors' execution of duties by attending and giving their opinions at various important meetings, such as those of the Board of Directors. The Board of Directors makes decisions on important managerial matters and supervises the execution of duties by directors. In addition, by appointing outside directors, we have created a system that enables important decisions to be made while incorporating diverse viewpoints, as well as appropriate supervision over the Company's management from the objective positions of the outside directors.

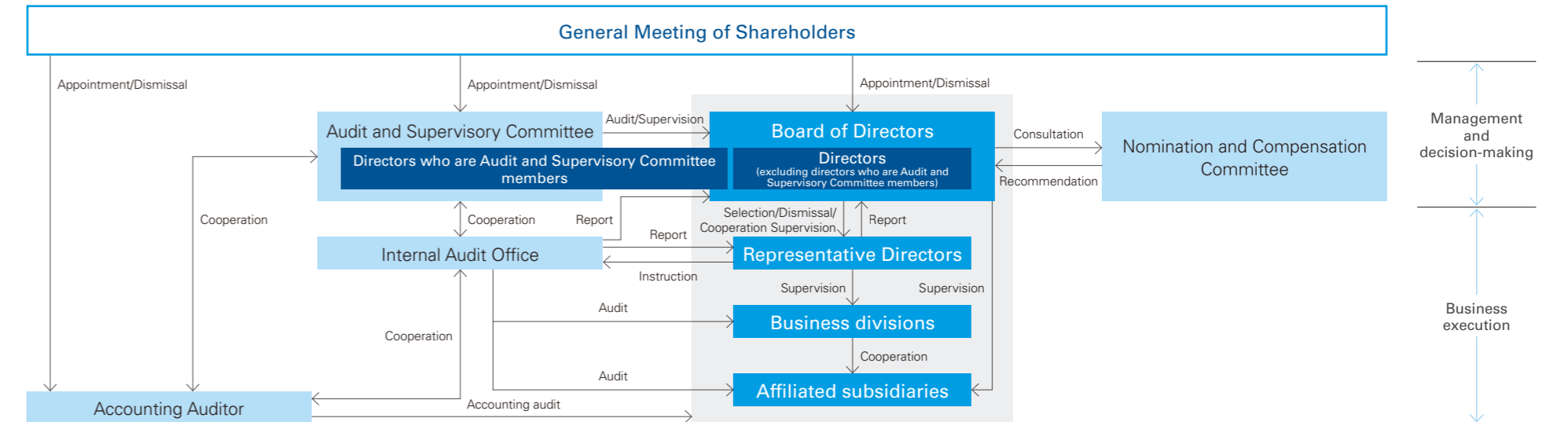
The Company has also introduced an executive officer system, under which executive officers are appointed separately from directors who are elected in accordance with the Companies Act. The Company believes that this will enable business operations determined by the Board of Directors to be executed in a prompt and efficient manner.

The Company's Board of Directors consists of 13 Directors of outstanding character, possessing insight, capabilities, abundant experience, and high ethical standards. Factors such as expertise in management, sales and marketing, technology, overseas business, finance and accounting, and law, as well as diverse backgrounds and experience, were taken into consideration when selecting members of the Board of Directors. We recognize that securing human resources with an emphasis on diversity, such as appointing female directors, is our ongoing task.

Takamiya's Corporate Governance System

To strengthen the supervisory function of the Board of Directors and realize highly transparent management, thereby building a system that can better meet the expectations of domestic and overseas stakeholders, the Company, with the approval of the 54th Ordinary General Meeting of Shareholders held on June 23, 2022, made the necessary changes to its Articles of Incorporation and

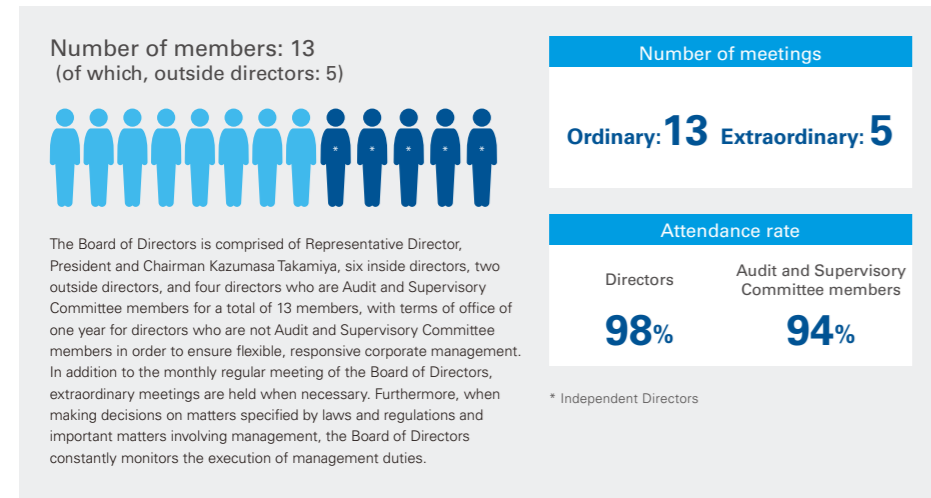
Corporate Governance System (As of June 29, 2024)



Initiatives to Achieve Value Creation

Corporate Governance

Board of Directors (FY Ended March 31, 2024)



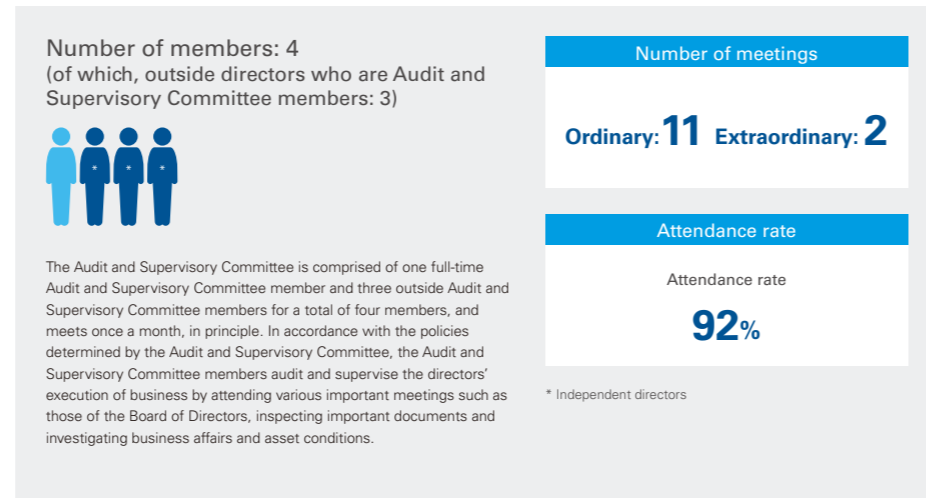
Nomination and Compensation Committee

In order to strengthen the independence, objectivity, and accountability of the functions of the Board of Directors, the Company established the Nomination and Compensation Committee on April 21, 2021 as an advisory body to the Board of Directors. It makes recommendations on matters related to the nomination and compensation of the Company's senior management and directors. The Committee consists of six members: two outside directors, two outside directors

Structure of the Board of Directors

Name	Board of Directors meeting attendance/attendance rate	Expertise
Kazumasa Takamiya	18 times/100%	Management
Akiyoshi Takamiya	16 times/89%	Management and sales and marketing
Tsutomu Abe	17 times/94%	Sales and marketing
Hideki Yasuda	18 times/100%	Finance and accounting
Yuki Mukaiyama	18 times/100%	Overseas operations, management and new business

Audit and Supervisory Committee (FY Ended March 31, 2024)



who are Audit and Supervisory Committee members, and two inside directors, and is chaired by an outside director. Outside directors and outside directors who are Audit and Supervisory Committee members provide unreserved opinions, advice, and comments from an independent and objective perspective regarding matters not limited to the nomination and remuneration of the Company's senior management and directors. As such, we believe the transparency and objectivity of the Company's Board of Directors are ensured.

Structure of the Audit and Supervisory Committee

Name	Board of Directors meeting attendance/attendance rate	Expertise
Tomoya Tatsumi	18 times/100%	Finance and accounting
Kazunori Kawakami	18 times/100%	Sales and marketing and manufacturing technology
Kouji Shimokawa	18 times/100%	Taxes and accounting
Noboru Furuichi	18 times/100%	Financing, finance and management

* The total includes the number of meetings of the Board of Corporate Auditors (four times).
* Yasushi Shimizu retired on June 26, 2024 upon the expiration of his term.

Criteria for the Appointment of Directors and Audit and Supervisory Committee Members

The appointment and dismissal of candidates for directors and directors who are Audit and Supervisory Committee members is determined by a meeting of the Board of Directors after consulting with and receiving recommendations from the Nomination and Compensation Committee, based on relevant regulations including the Regulations for Professional Organization of Officers and the Nomination and Compensation Committee Regulations. Comprehensive consideration is given to the career history, track record, knowledge, experience, and capabilities of each candidate. Furthermore, the consent of the Audit and Supervisory Committee is obtained in advance for the appointment of candidates for directors who are Audit and Supervisory Committee members.

Selection Criteria

1. Directors (excluding directors who are Audit and Supervisory Committee members)

The basic requirements for director candidates are having outstanding character and insight, as well as being such individuals that will contribute to the growth and improvement in the corporate value of the Company and the Group. The candidates must have high levels of knowledge and judgment capabilities in each business field. Outside director candidates are required to have a high level of expertise in a field such as taxation, accounting, law, or management. They must be able to actively state opinions from an objective and external viewpoint, reflecting a diverse background.

2. Directors who are Audit and Supervisory Committee members

The basic requirements for candidates for directors who are Audit and Supervisory Committee members are having high ethical standards and objective, fair, and impartial judgment capabilities. The candidates must also have the appropriate experience and capabilities as directors who are Audit and Supervisory Committee members and a high level of expertise in a field such as taxation, accounting, law, or management. In addition to the above requirements, candidates for outside directors are required to have no conflicts regarding their independence.

For the dismissal of officers, if an officer has deviated from the above appointment criteria and it is deemed reasonable to dismiss them from an objective viewpoint, the matter shall be submitted to the General Meeting of Shareholders for deliberation after the Board of Directors or the Audit and Supervisory Committee has sufficient discussions, and consults with and receives recommendations from the Nomination and Compensation Committee.

Succession Plan

The Company does not currently have a specific plan for successors for positions such as chief executive officer. However, we recognize succession planning as an important management issue and we are nurturing candidates from the management team (directors and executive officers). We will continue to engage in constructive discussions on the approach to the appropriate implementation and supervision of succession planning at meetings of the Board of Directors and its advisory body, the Nomination and Compensation Committee.

Evaluations of the Effectiveness of the Board of Directors

The Company has conducted questionnaires with directors regarding the effectiveness of the Board of Directors in the fiscal year ended March 31, 2024. We have analyzed and evaluated the structure and operations of the Board of Directors as well as the role of the Board of Directors in management strategy decisions and the supervisory function. While areas for improvement were noted, such as enhancing the training for directors and further strengthening individual directors' risk management awareness, it was deemed that the Board has largely maintained its effectiveness. Going forward, we will further improve the effectiveness of the Board of Directors based on these analyses and evaluations.

Efforts to Enhance the Board of Directors

The Company is committed to enhancing the Board of Directors to achieve sustainable growth and improve corporate value over the medium to long term. The Board of Directors quickly delegates decisions on business execution to executive bodies, speeding up management and appropriately supervising execution status while discussing topics related to medium- and long-term management issues and direction. The composition of the Board of Directors is designed to enhance the effectiveness of discussions by considering the diversity of required expertise and business experience, aligning with the medium- and long-term business strategies and management challenges. We believe that providing information in advance is essential for active discussions at Board of Directors meetings. Efforts are made to distribute materials to directors in advance, with detailed explanation of the agenda by the officers in charge, using relevant information and data to ensure appropriate information provision. We strive to facilitate efficient and effective discussions on the day of Board of Directors meetings.

Initiatives to Achieve Value Creation

Corporate Governance

Remuneration for Directors and Audit and Supervisory Committee Members Remuneration System for Directors and Audit and Supervisory Committee Members

The Company has established a policy regarding the determination of the amount of remuneration for officers and its calculation method, aiming to create a remuneration system rooted in shareholder interests that promotes the Group's sustainable growth and enhances corporate value over the long term. The basic policy is to set remuneration levels for individual directors appropriately based on their respective responsibilities. The remuneration consists of basic remuneration according to position, performance-linked remuneration (bonuses) as a short-term incentive linked to single-year performance, and stock-based remuneration* positioned as a medium- to long-term incentive. However, outside directors and Audit and Supervisory Committee members, who are responsible for supervisory functions, receive only basic remuneration in consideration of their duties. Bonuses, which are short-term, performance-linked remuneration, are monetary rewards that incorporate key performance indicators (KPIs) to enhance awareness of performance improvements over the fiscal year. These are provided within the limit of the total amount of remuneration for directors resolved at

the General Meeting of Shareholders. If consolidated operating income targets are achieved for the fiscal year, the bonus amount is calculated using a predetermined coefficient and paid at a set time each year. Stock-based remuneration, which is a medium- to long-term incentive, is administered through a trust within the limits resolved at the General Meeting of Shareholders. Shares corresponding to the amount calculated based on internal position coefficients are granted at a set time each year. Additionally, shares corresponding to the amount calculated based on achievement of performance indicators from the Medium-Term Business Plan are provided after the plan's conclusion at a predetermined time. Prior to the allocation of Company shares, a transfer restriction agreement is signed, stipulating that shares granted during the director's tenure cannot be transferred or otherwise disposed of until the director retires. This system is designed to motivate directors to focus not only on annual performance but also on medium- to long-term business results and stock price, thereby enhancing corporate value. For the fiscal year ended March 31, 2024, remuneration for directors and corporate auditors was as follows.

* The medium- to long-term incentive for the fiscal year ended March 31, 2024 is stock-based remuneration stock options.

Category	Total remuneration (¥ million)	Total remuneration by type (¥ million)			Number of eligible individuals (Persons)
		Fixed remuneration	Performance-based remuneration	Medium- to long-term incentive (stock options)	
Directors (excluding Audit and Supervisory Committee members and outside directors)	314	263	0	50	7
Audit and Supervisory Committee members (excluding outside directors)	10	10	–	–	1
Outside officers	24	24	–	–	5

Notes:
1. The total remuneration for directors who concurrently serve as officers of consolidated subsidiaries does not include the officer remuneration from the consolidated subsidiaries.
2. It was resolved that the limit on directors' remuneration (excluding directors who are Audit and Supervisory Committee members) shall be up to an annual amount of ¥500 million (up to ¥50 million for outside directors; not including employee salaries for directors) at the 54th Ordinary General Meeting of Shareholders held on June 23, 2022 (number of officers in relation to the said resolution: 7). In addition, it was resolved that the limit on separate remuneration as stock options shall be up to an annual amount of ¥150 million (excluding directors who are Audit and Supervisory Committee members and outside directors) at the 54th Ordinary General Meeting of Shareholders held on June 23, 2022 (number of officers in relation to the said resolution: 7).
3. It was resolved that the limit on remuneration for directors who are Audit and Supervisory Committee members shall be up to an annual amount of ¥50 million at the 55th Ordinary General Meeting of Shareholders held on June 23, 2023. Remuneration for individual Audit and Supervisory Committee members is determined by discussion of Audit and Supervisory Committee members (number of officers in relation to the said resolution: 4).

Details of Audit Fees

For the fiscal year ended March 31, 2024, audit fees paid to certified public accountants and others were as follows:

Category	Fiscal Year Ended March 31, 2023		Fiscal Year Ended March 31, 2024	
	Fees paid for audit certification work (¥ million)	Fees paid for non-audit certification work (¥ million)	Fees paid for audit certification work (¥ million)	Fees paid for non-audit certification work (¥ million)
The Company	36	–	38	–
Consolidated subsidiaries	–	–	–	–
Total	36	–	38	–

For the fiscal year ended March 31, 2023, fees paid to Ernst & Young member firms, which are members of the same EY network of the Company's certified public accountants, were as follows:

Category	Fiscal Year Ended March 31, 2023		Fiscal Year Ended March 31, 2024	
	Fees paid for audit certification work (¥ million)	Fees paid for non-audit certification work (¥ million)	Fees paid for audit certification work (¥ million)	Fees paid for non-audit certification work (¥ million)
The Company	–	16	–	0
Consolidated subsidiaries	6	1	7	2
Total	6	18	7	3

Non-audit certification work paid for by the Company is tax consultation. Non-audit certification work paid for by consolidated subsidiaries is preparation of corporate tax returns, tax consultation, and others.

Communications with Stakeholders

The Company has designated the PR & IR Department as the department in charge of investor relations (IR) and the Division General Manager of the Corporate Strategy Division, who is responsible for IR affairs, as the contact person. In addition, the PR & IR Department works together with the General Affairs Department, Accounting Department, Legal & Compliance Department, and other related departments to share information and prepare disclosure materials.

As opportunities for dialogue with our shareholders and investors, we hold General Meetings of Shareholders, Company information meetings, financial results briefings, etc., as needed, and enhance our website to facilitate their understanding of our business.

Moreover, we release the videos and materials of our financial results briefing to the public in Japanese and English. We also publish our convocation notices in Japanese and English on the internet, and are enhancing the content of briefing sessions for individual investors.

For individual investors	Briefings for individual investors (Number of participants: approximately 400 in total)	Briefing sessions with the Company's officers as speakers are held regularly. The dates and times of these sessions are posted on our IR website.
For analysts and institutional investors	<ul style="list-style-type: none"> Financial results briefings and video distribution: Twice a year Individual meetings: 70 times per year 	At the semi-annual financial results briefings, the president and chairman and other Company officers provide briefings on our performance and earnings forecasts. Materials and videos from these briefings are available on our IR website.
IR website	https://www.takamiya.co/ir/ Released a website for individual investors "Understanding Takamiya in 3 Minutes" Released a video for individual investors "CEO Interview Movie"	To ensure timely and fair information disclosure, we post disclosure materials, analyst reports, historical data, and more. Additionally, we are working to enhance the contents to provide a deeper understanding of our business and strategy.

Risk Management, Internal Control, and Compliance

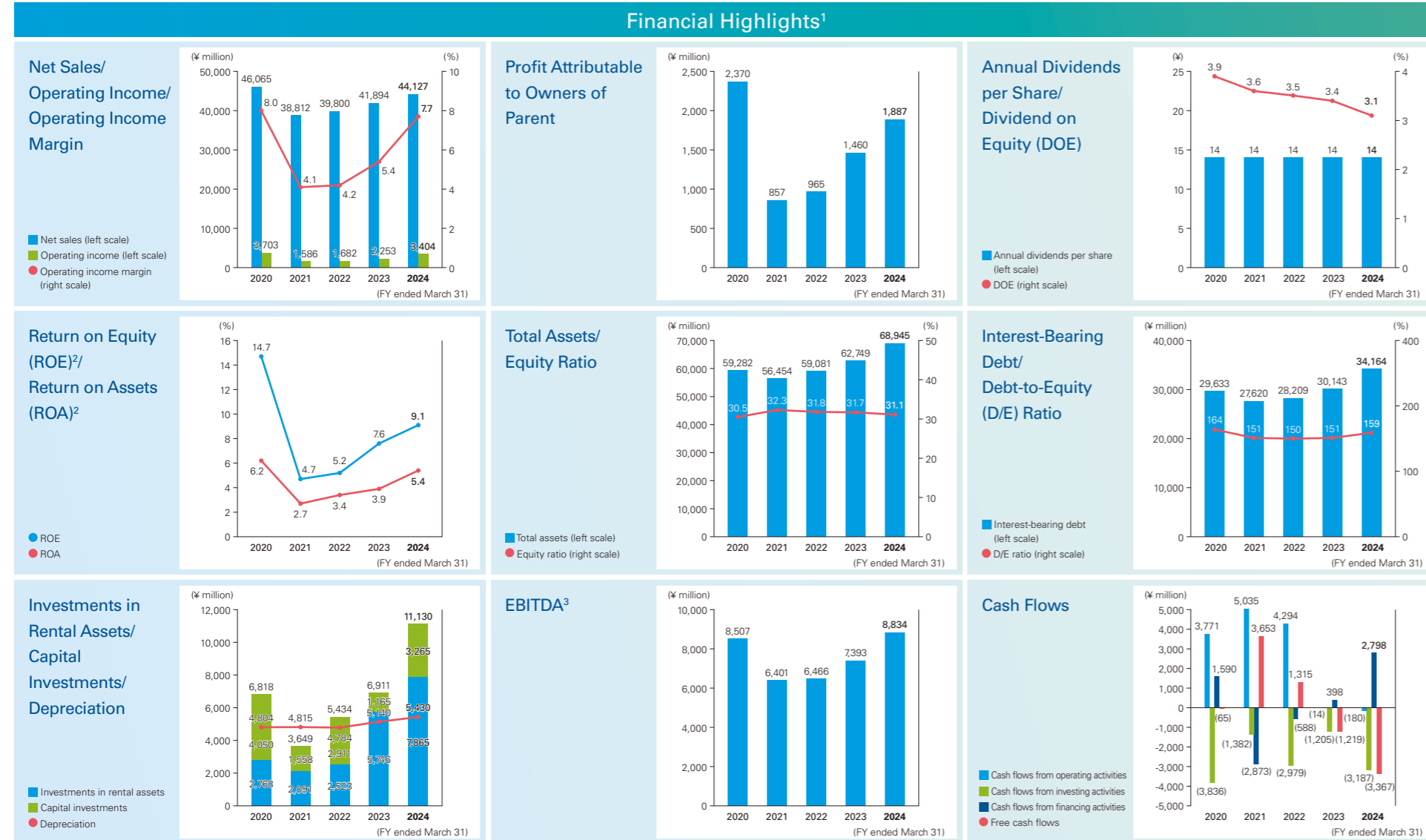
The Group has established the basic policy and other matters concerning risk management in the Basic Rules for Risk Management.

In addition, we have established the Risk and Compliance Committee, with the Legal & Compliance Department acting as the administrative office. The Committee discusses issues and measures regarding the promotion of Company-wide risk management in order to appropriately manage and respond to the variety of risks that our businesses face.

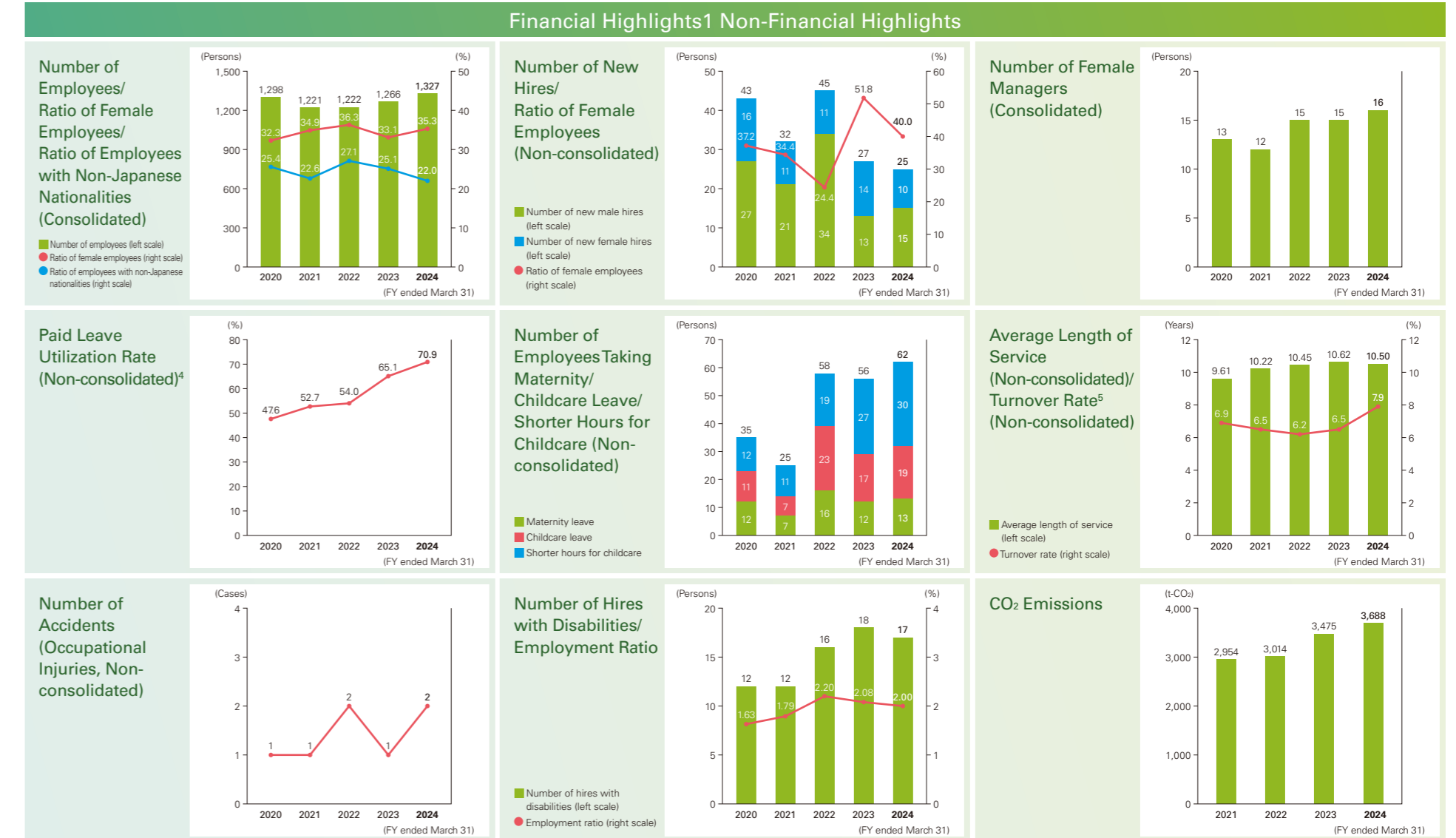
For internal control, we have developed a system in which internal checking operates between departments and clarifies the division of duties based on internal regulations and other rules. In addition, the Basic Policy for Internal Control and the Basic Policy for Financial Reporting outline systems to ensure that the directors comply with laws and the Articles of Incorporation when conducting operations, and also to ensure the propriety of other operations of the Company.

For the compliance system, we have outlined the Compliance Standards and the Code of Conduct in the Compliance Manual. We have established the Risk and Compliance Committee, with the Legal & Compliance Department acting as the administrative office, to discuss specific compliance initiatives to be implemented internally and to identify at an early stage legal issues emerging in the Company. Through these efforts, we aim to further raise and promote compliance awareness. Additionally, we seek advice and guidance as needed from our corporate lawyers regarding our daily operations and managerial decisions.

Financial and Non-Financial Highlights



Notes: 1. Figures below millions of yen are truncated. However, indices shown in ratios are rounded to the unit displayed.
 2. ROE = Profit attributable to owners of parent ÷ Average equity ROA = Ordinary income ÷ Average total assets
 3. EBITDA = Operating income + Depreciation



4. Change in timing of granting paid leave
 5. Turnover rate = Number of regular employees who retired during the fiscal year ÷ Number of regular employees at the beginning of the fiscal year

11-Year Financial Summary

Fiscal years ended March 31	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
(¥ million)											
Net sales	32,443	34,261	34,350	36,763	36,114	42,182	46,065	38,812	39,800	41,894	44,127
Operating income	3,051	3,098	2,983	2,429	1,690	2,713	3,703	1,586	1,682	2,253	3,404
Operating income margin (%)	9.4	9.0	8.7	6.6	4.7	6.4	8.0	4.1	4.2	5.4	7.7
Ordinary income	3,006	3,325	2,731	2,337	1,610	2,662	3,541	1,569	1,954	2,400	3,580
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
Investments in rental assets	2,381	5,577	7,227	5,447	3,757	2,467	2,768	2,091	2,523	5,746	7,865
Depreciation	3,369	3,649	4,137	4,502	4,662	4,777	4,804	4,815	4,784	5,140	5,430
Research and development expenses	45	88	74	81	64	62	88	84	97	101	98
EBITDA	6,421	6,747	7,120	6,932	6,353	7,491	8,508	6,402	6,466	7,393	8,834
Cash flows from operating activities	2,839	(1,620)	(1,081)	1,163	1,714	3,653	3,771	5,035	4,294	(14)	(180)
Cash flows from investing activities	(1,239)	(1,563)	(1,736)	(1,093)	(1,909)	(1,728)	(3,836)	(1,382)	(2,979)	(1,205)	(3,187)
Cash flows from financing activities	(715)	2,927	2,844	879	(222)	(1,243)	1,590	(2,873)	(588)	398	2,798
Cash and cash equivalents at end of period	3,979	4,233	4,242	5,187	4,750	5,414	6,922	7,712	8,516	7,768	7,460
Total assets	37,245	43,520	50,091	52,760	52,813	54,414	59,282	56,454	59,081	62,749	68,945
Equity	9,514	11,453	11,766	12,338	13,190	14,170	18,054	18,253	18,773	19,892	21,470
Interest-bearing debt	18,694	21,635	26,636	29,287	29,497	29,124	29,633	27,620	28,209	30,143	34,164
Net interest-bearing debt	14,715	17,402	22,394	24,100	24,747	23,710	22,711	19,908	19,693	22,375	26,704
ROA (%) ¹	8.4	8.2	5.8	4.5	3.1	5.0	6.2	2.7	3.4	3.9	5.4
ROE (%) ²	21.5	19.8	18.5	12.6	9.8	12.0	14.7	4.7	5.2	7.6	9.1
Ratio of profit to net sales (%)	5.4	6.0	6.3	4.1	3.5	3.9	5.1	2.2	2.4	3.5	4.3
Total asset turnover (times)	0.9	0.8	0.7	0.7	0.7	0.8	0.8	0.7	0.7	0.7	0.7
Financial leverage (times)	3.9	3.8	4.3	4.3	4.0	3.8	3.5	3.2	3.1	3.1	3.3

Notes: 1. ROA = (Ordinary income ÷ Average of total assets at beginning and end of fiscal year) × 100
 2. ROE = (Profit attributable to owners of parent ÷ Average of shareholders' equity at beginning and end of fiscal year) × 100

Notes: Numerical values in parentheses are negative values.

Corporate Information

Corporate Outline (As of March 31, 2024)

Name	Takamiya Co., Ltd.
Date of establishment	June 21, 1969

Head Office	Grand Front Osaka Tower B Bldg., 27F, 3-1 Ofuka-cho, Kita-ku, Osaka 530-0011, Japan
Capital	¥1,052.14 million

Representative	Kazumasa Takamiya Representative Director, President and Chairman
Number of employees	Consolidated 1,327 Non-consolidated 753

Share Information (As of March 31, 2024)

Share Data

Total number of authorized shares	144,000,000
Total number of issued shares	46,585,600
Number of shareholders	4,704

Principal Shareholders

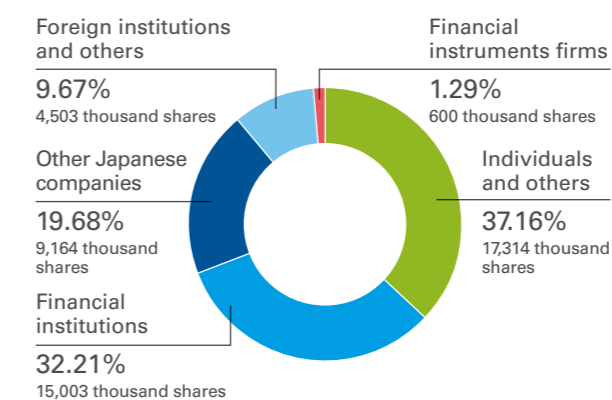
Shareholders	Number of shares held (Thousand shares)	Percentage of shares held (%)
Takamiya Ltd.	7,860	16.87
The Master Trust Bank of Japan, Ltd. (Trust account)	3,885	8.34
RISE EIGHT.Co	3,500	7.51
Custody Bank of Japan, Ltd. (Trust account)	1,913	4.11
Tojitsu Takamiya	1,738	3.73
Toyoji Takamiya	1,678	3.60
Takamiya Employee Stock Ownership Plan	1,632	3.50
Chikako Takamiya	1,579	3.39
CACEIS BANK/QUINTET LUXEMBOURG SUB AC/ UCITS CUSTOMERS ACCOUNT	1,358	2.92
Kazumasa Takamiya	1,350	2.90

Notes: 1. The Company holds 7,080 shares of treasury stock. Treasury stock is excluded from the list of principal shareholders and is not used in calculating percentages of shares held.
 2. Numbers of shares held below thousands have been truncated, and percentages have been rounded to the second decimal place.
 3. Among the above numbers of shares held, shares related to trust services are as follows:
 Custody Bank of Japan, Ltd. (Trust account) 1,911 thousand shares
 The Master Trust Bank of Japan, Ltd. (Trust account) 3,885 thousand shares

Total Shareholder Return

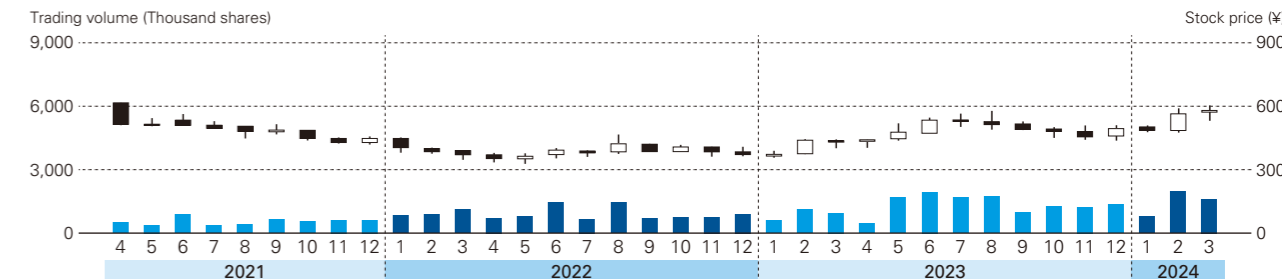
	March 2020	March 2021	March 2022	March 2023	March 2024
Takamiya	64.2%	94.7%	60.9%	71.8%	96.0%
TOPIX	(90.5%)	(128.6%)	(131.2%)	(138.8%)	(194.9%)

Breakdown of Shares by Type of Shareholder



Notes: 1. Out of 7,080 shares of treasury stock, 70 units are stated in "Individuals and others" and 80 shares are stated in "Status of shares less than one unit."
 2. Numbers of shares held below thousands have been truncated, and percentages have been rounded to the second decimal place.

Stock Price and Trading Volume



Shareholder Information

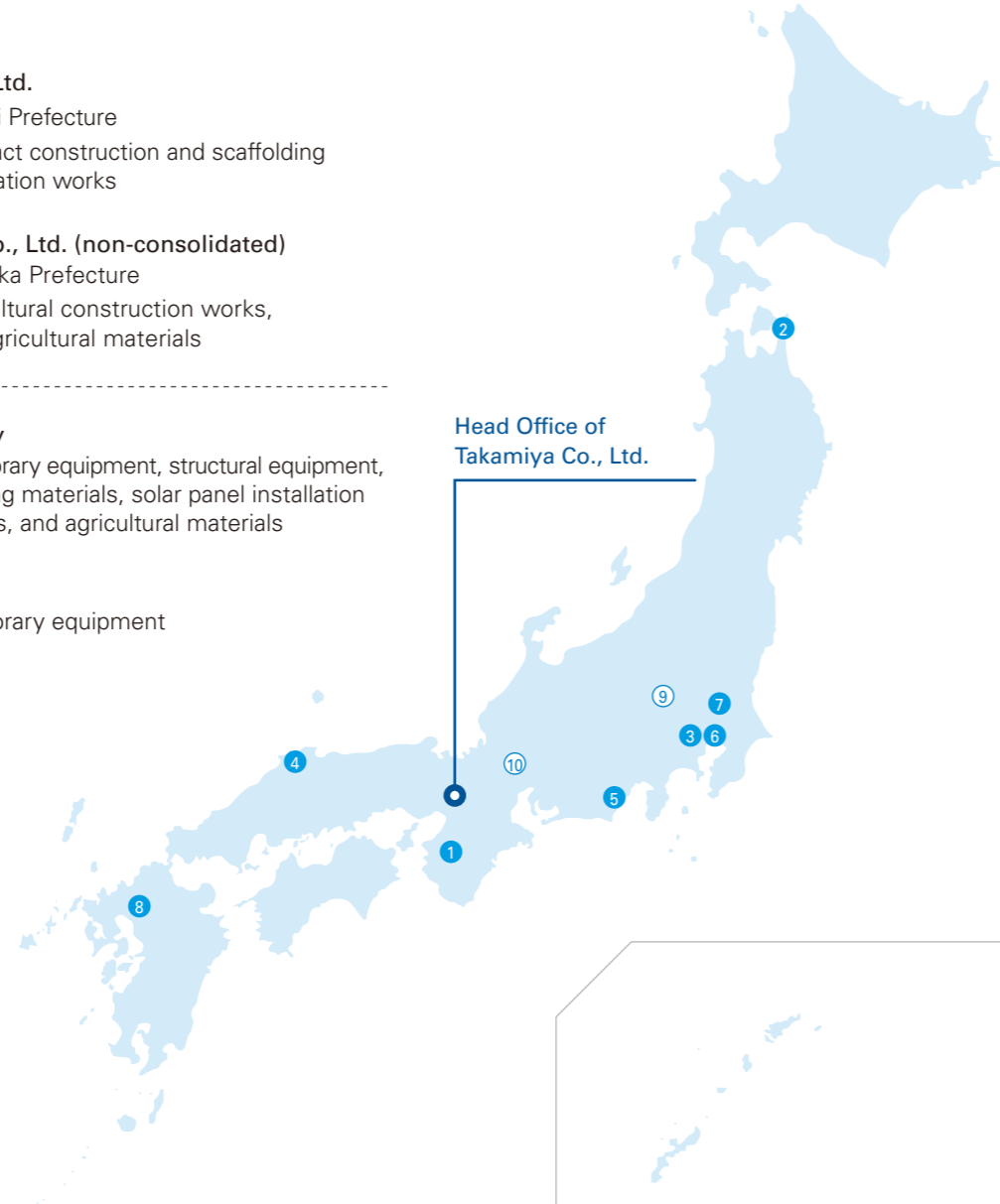
Fiscal year	From April 1 to March 31 of the following year
Securities code	2445 (Prime Market of the Tokyo Stock Exchange)
Ordinary General Meeting of Shareholders	June
Record date	Ordinary General Meeting of Shareholders: March 31 Year-end dividend: March 31 Interim dividend: September 30
Share trading unit	100 shares
Contact for transfer agent and registrar	Osaka Securities Agent Department, Mitsubishi UFJ Trust and Banking Corporation, 3-6-3 Fushimi-cho, Chuo-ku, Osaka-shi, Osaka 541-8502, Japan TEL: 0120-094-777 (toll-free in Japan)
Method of public notice	By electronic notification on Takamiya's website: https://www.takamiya.co/ (in Japanese only) However, if electronic notification is not possible due to an accident or other unavoidable circumstances, notice will be published in the <i>Nihon Keizai Shimbun</i> newspaper.

Domestic and International Network (As of October 1, 2024)

Group Companies in Japan

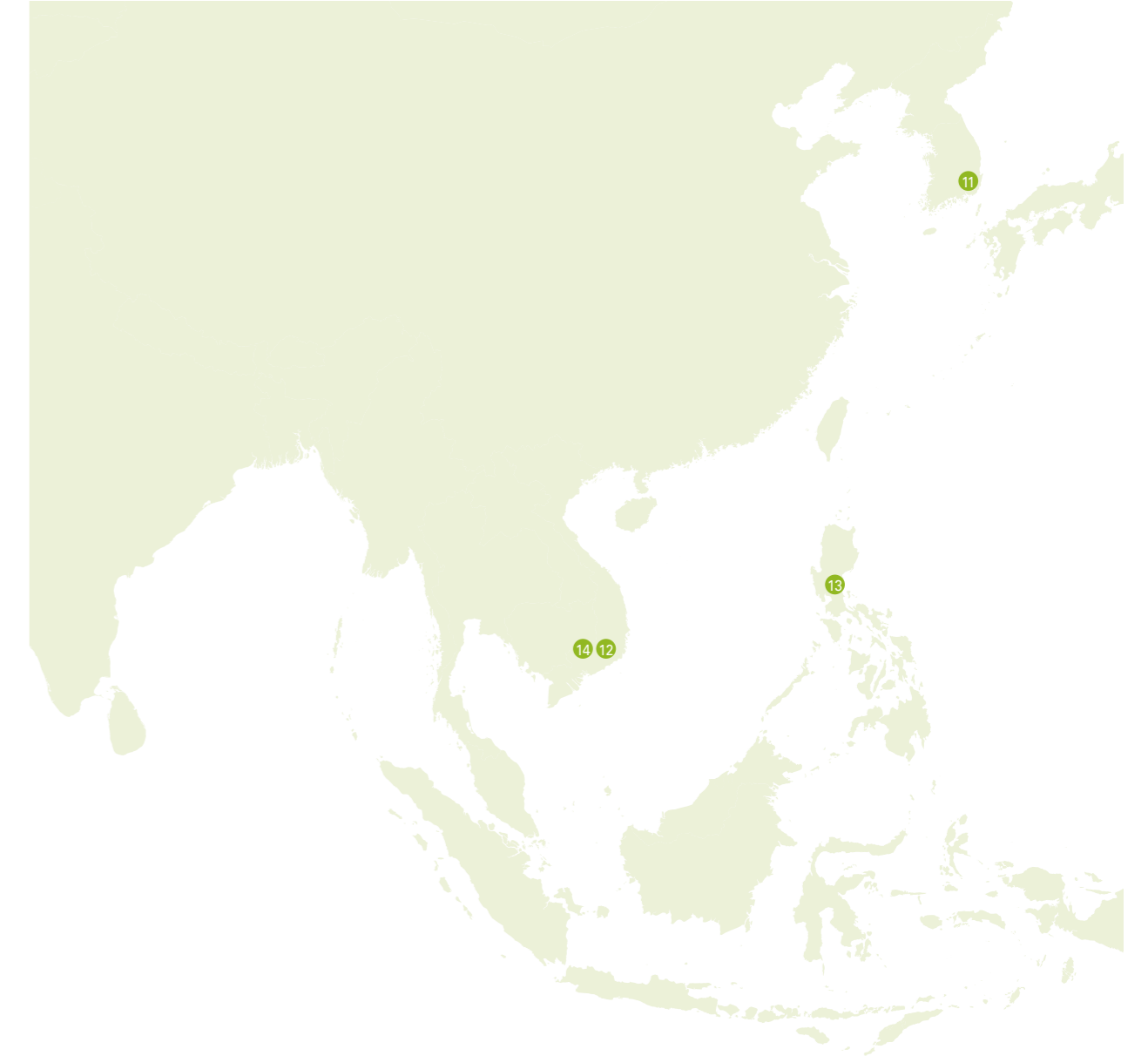
- 1 IWATA Co., Ltd.**
Head office Wakayama Prefecture
Business Rental of temporary equipment for construction, planning, design, and installation of temporary works
- 2 AOMORI ATOM Co., Ltd.**
Head office Aomori Prefecture
Business Sale and rental of temporary equipment for construction
- 3 TOTALTOSHISEIBI Co., Ltd.***
Head office Tokyo
Business Rental of temporary equipment for civil engineering works, sale and rental of temporary equipment for shield works
- 4 Nakaya Kizai Co., Ltd.**
Head office Shimane Prefecture
Business Rental of temporary equipment for construction
- 5 HIRAMATSU Co., Ltd.**
Head office Shizuoka Prefecture
Business Transportation of temporary equipment for construction
- 6 Cadian Co., Ltd.**
Head office Tokyo
Business Preparation of temporary equipment planning sheets, calculation sheets, and construction facility drawings as well as surveys and various designs (BIM/CIM modeling and spatial measurement)

- 7 ECO-TRY Co., Ltd.**
Head office Ibaraki Prefecture
Business Contract construction and scaffolding installation works
- 8 Yame Kaisei Co., Ltd. (non-consolidated)**
Head office Fukuoka Prefecture
Business Agricultural construction works, and agricultural materials
- 9 Gunma Factory**
Main products Temporary equipment, structural equipment, building materials, solar panel installation frames, and agricultural materials
- 10 Gifu Factory**
Main products Temporary equipment



Group Companies Overseas

- 11 Hory Korea Co., Ltd.**
Head office South Korea
Business Manufacture, sale, and rental of temporary equipment for construction
- 12 HORY VIETNAM Co., Ltd.**
Head office Vietnam
Business Manufacture and sale of temporary equipment for construction
- 13 DIMENSION-ALL Inc.**
Head office The Philippines
Business Sale and rental of temporary equipment for construction
- 14 Cadian Vietnam Co., Ltd. (non-consolidated)**
Head office Vietnam
Business Preparation of temporary equipment planning sheets, calculation sheets, and construction facility drawings



* On October 1, 2022, an absorption-type merger was conducted with NEXTECH Co., Ltd. as the dissolved company.



Takamiya Co., Ltd.

Head Office

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<https://www.takamiya.co/en/>