

Living Standard
Ethical Standard
Quality Standard



1	Contents and Philosophy System
3	Business Overview
5	Major domestic markets
7	History
9	High-grade enamel—The Ideal Material for Wet Areas
11	A Message from the President
15	Value Creation Process and Business Model
17	Risk and Opportunity Analysis
19	Medium Term Management Plan

Business Highlights

21	Sustainable Growth in Existing Businesses
23	DX Initiatives
25	Overseas Business
26	Open Innovation
27	Environmental Initiatives
29	Human Capital Investment

33	Financial Strategy
35	Governance
37	List of Directors
39	Contribution to the Community
39	SDGs Correspondence Table
40	Financial Highlights (Key Indicators)

Editorial policy: This report aims to summarize information related to Takara standard Co., Ltd.'s corporate activities, focusing on matters of high importance to shareholders and investors while also conveying the company's value creation story and future outlook.

Scope: Takara standard Co., Ltd.
Reporting period: Unless otherwise specified, the financial and non-financial data in this report cover FY2024 (April 1, 2024 – March 31, 2025). Some activity details may include information from FY2025.
Reference standards and guidelines: International Integrated Reporting Framework (IFRS Foundation) and Guidance for Collaborative Value Creation 2.0 (Ministry of Economy, Trade and Industry of Japan)
Caution regarding forward-looking statements: Among the contents of the "Integrated Report 2025," statements that are not historical facts are forward-looking projections based on future outlooks and plans. These forward-looking projections include risks and uncertainties, and actual results and performance may differ from what is stated in the report.

Takara standard started business in 1912 as a pioneer of enameled products. Since its founding, the company has remained dedicated to enamel. In 1962, our company succeeded in developing the first enameled kitchens in the world. By continuously refining its enamel technology, the company has grown into an industry-leading comprehensive manufacturer of housing equipment that offers comfortable wet areas solutions. This growth has been driven by a strong commitment to make everyone's life more comfortable.

The current business environment surrounding the company is shaped by diverse factors, including changes in life-style habits in the post-COVID-19 era, market shifts due to geopolitical risks, the acceleration of decarbonization efforts, and advancements in digital technology. In response to these complexities and to clearly communicate our direction to stakeholders, we have decided to publish an Integrated Report starting this year as a new step forward.

This report is intended not only to deepen the understanding of our company but also to serve as a platform for deeper dialogue with stakeholders. We believe that such engagement will lead to a sustainable society and the creation of new values. Although we are still in the early stages of this initiative, we will continue our journey toward corporate growth and the realization of a sustainable society. We will continue our challenges and efforts while carrying forward the founder's vision of "To contribute to make people's life more pleasant and beautiful."

Where we started

To contribute to make people's life more pleasant and beautiful

Corporate Philosophy

The three standards valued by Takara standard

Living Standard

Takara standard supports enhancing people's life through evolution of wet areas household facilities and HORO technology.

Ethical Standard

Takara standard aims to achieve sustainable profit growth focusing on three bases – "harmony with society" "happiness of employees" and "consideration for environment".

Quality Standard

Takara standard considers the customer trust as the most valuable asset, and focuses on quality improvement of products and services.

Long-Term Vision

Becoming a brilliant and most attractive company together with HORO*

A company that pursues uniqueness to provide special value
 A company that ventures into new business fields and creates new customers
 A company where employees feel motivated and rewarding
 A company that is trusted and respected by society

*HORO by Takara standard

High Gloss Surfaces

Enamel crafted through a marriage of metal and glass. We have sought to perfect both form and functionality.

Originality in Design

The beauty of the original designs you've selected is made to last with enamel.

Resistant Material

Ideal materials that retain their beauty through high resistance to dirt, water and heat.

One and Only Technology

Quality that can only be achieved through our technical prowess, pride and unparalleled precision in all of our processes.

Supporting people’s lives through enamel

Takara standard has developed new products and markets centered around enamel and proprietary technologies, contributing to a more comfortable lifestyle for many people.

Moving forward, the company will continue exploring the potential of enamel and contribute to the realization of a comfortable and clean lifestyle with a spirit of free thinking and challenge.

Company profile (as of March 31, 2025)

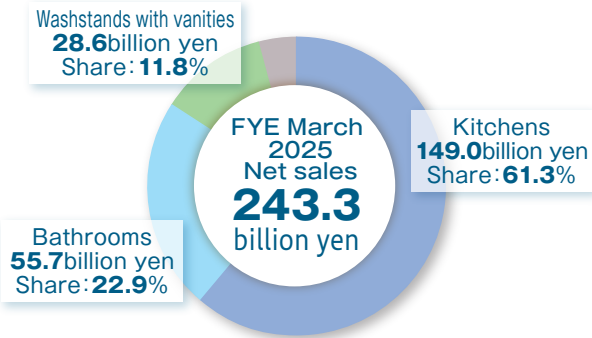
●Company name:Takara standard Co.,Ltd. ●Head office:1-2-1 Shigino-higashi,Joto-ku,Osaka 536-8536,Japan ●Established:May 30,1912

●Capital:26,356 million yen ●Listing: Prime Market,Tokyo Stock Exchange(securities code:7981) ●Employees(consolidated):6,560



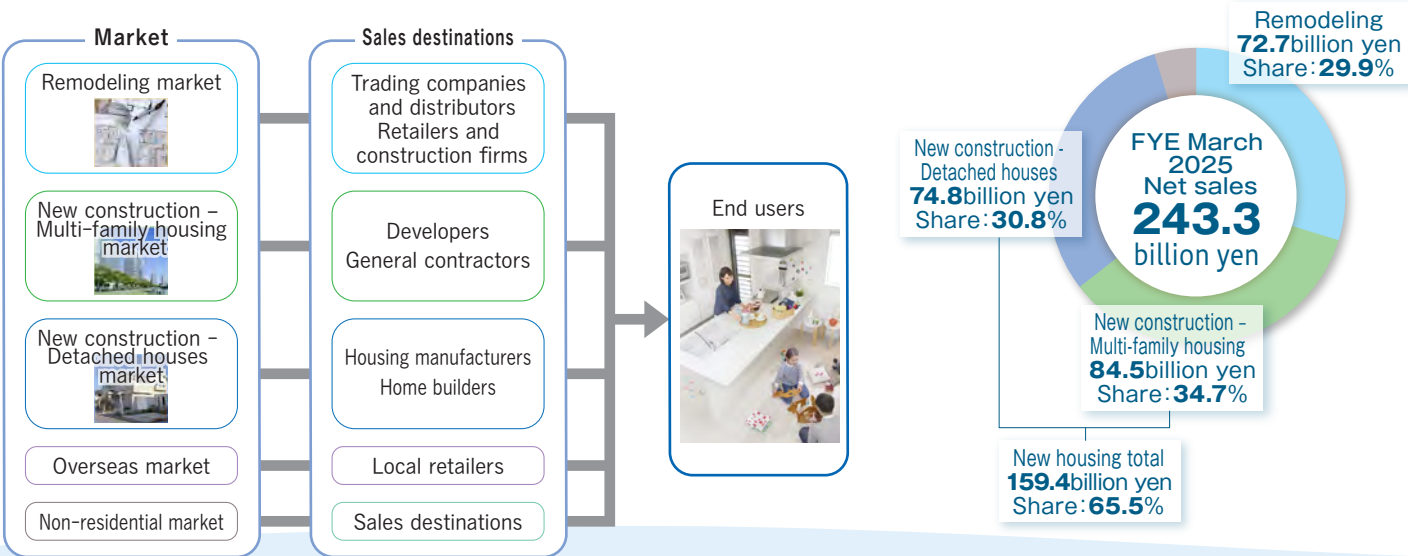
Product lineup

A diverse lineup to create a comfortable lifestyle.



Market and sales channels

Our business focuses on the remodeling market, new construction multi-family housing and detached houses markets. We are also expanding overseas and strengthening the non-residential segment with enamel-coated wall panels.



*For details on the remodeling market, the new construction – multi-family housing market, and the new construction – detached houses market, see pages 5–6.

Founded
113 years ago

Established in May 1912. The company has contributed to improving people’s lives, including developing the world’s first enamel-coated kitchen.



Number of domestic showrooms
157 locations

Showrooms are available to allow customers to see and touch the products before purchasing with confidence. We value direct communication with our customers.

Production bases
15 locations

● Production bases
◆ Logistics bases



The company has 15 production bases and 10 logistics bases, ensuring the capability to handle large-scale projects requiring mass deliveries within a short period, such as condominiums. By distributing bases across various locations, the company also mitigates risks such as natural disasters. This stable supply capability is highly regarded in the market, and the company boasts an 80% market share in system kitchens for newly built condominiums.

Logistics bases
10 locations

Market share of system kitchens for new construction – multi-family housing (condominiums)
Approximately 80 %

Number of employees
6,560



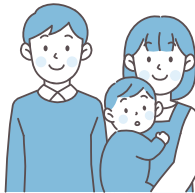
The number of employees exceeds 6,000, and each individual utilizes their strengths while working together toward shared goals.

Female management ratio
6.3%

We aim to create a workplace where women can thrive by actively fostering and promoting female employees. Our goal is to establish a work environment where all female employees can continue working with confidence.

Parental leave utilization rate
Male 83.0%
Female 100%

Certified as a “Kurumin” company for childcare support. We are working toward achieving a 100% parental leave utilization rate for male employees as well, just like for female employees.



Employee satisfaction
75.0%

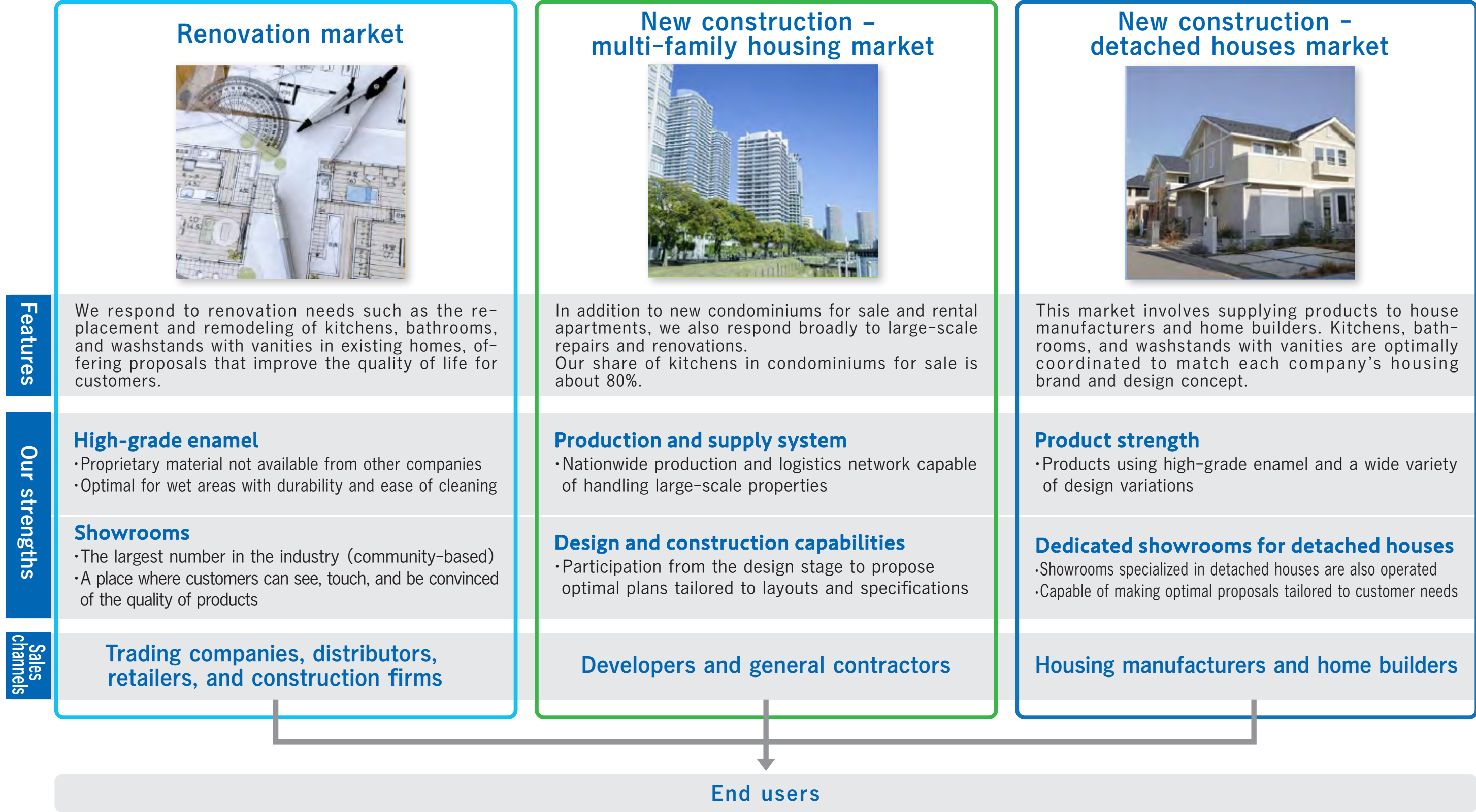
We strive to ensure diversity, strengthen talent development, and create a comfortable working environment. By enhancing job satisfaction, we aim to improve employee satisfaction.

CO₂ emissions reduction rate
12.5%

To realize a sustainable society, we are committed to reducing environmental impact, preserving the environment, and preventing pollution through our business activities.

(As of March 31, 2025)

Takara standard supplies a wide range of markets, mainly with housing equipment such as kitchens, bathrooms, and washstands with vanities. By utilizing its nationwide sales network, the company operates a sales system and makes proposals tailored to three major markets, providing meticulous services according to regional and customer characteristics.



Takara standard—continuing to take on challenges with enamel

Since its founding, Takara standard has been devoting itself in refining its expertise in enamel technology. With its world-class high-grade enamel, which surpasses competitors, the company has grown into a leading comprehensive manufacturer of housing equipment, offering total solutions for comfort in wet areas. There has been relentless efforts and passion of our leaders, engineers and sales team, to bring us to where we are. The chronology showcases the milestones in our 110-year-long journey alongside enamel.

1912▶

Established Japan Enamel Co., Ltd. Began manufacturing and selling enameled ironware.



1962

Successfully developed the world's first enamel-coated kitchen.



1970

Exhibited as the Takara Group at the Japan World Exposition.



1957

Successfully press-formed Japan's first stainless steel sink. Began manufacturing and selling products under the "Takara" trademark.



1950s

Began manufacturing and selling stainless steel sinks.

Orders increased due to the housing construction boom, but competition gradually intensified. Aiming to create value-added products that competitors could not imitate, the company leveraged its long-standing enamel technology to develop enamel-coated sinks.

1971▶

The company changed its name to Takara standard Co., Ltd. to reflect its aspiration to be the model for housing equipment manufacturers.



1982

Commercialized Japan's first stainless steel integrated unit bath.



1985▶

Launched the Emawall, an enamel-coated wall panel.



1985

Commercialized enamel-coated system kitchens.



1992▶

Launched the Enamel Kitchen Panel.



1999▶

Launched the industry's first custom-fit system bath.



2008

Launched the Timony series of residential toilets.



2016▶

Successfully developed enamel inkjet technology.



2012▶

100th anniversary of the company's founding.

100th anniversary
100

2022

110th anniversary of the company's founding.



Created the 110th-anniversary logo, reflecting the company's commitment to evolution and transformation while valuing its unchanging principles.

2025

First overseas base Taiwan branch established

Net sales trend

Since 1912

Takara standard at its founding

Yasugoro Kitabatake, the founder of the company's predecessor, Japan Enamel, encountered enamel in Germany while studying abroad. He invited German engineers to Japan and succeeded in producing enamel that rivaled Western quality. When World War I disrupted European supply routes, Japan Enamel gained a monopoly, leading to the company's growth.

1960s

Birth of the enamel-coated kitchen

In 1962, the world's first enamel-coated kitchen was born. In 1967, the company launched the full-scale enamel-coated cabinet sink E-Series, featuring an innovative design that solidified Japan Enamel's dominance. Its durability and luxurious feel gained popularity, securing an unshakable position in the industry.

1970s

Expanding market share while keeping the consumer's perspective in mind.

The success of enamel kitchens and participation in the Japan World Exposition helped establish the "Takara" brand. In 1971, the company changed its name to Takara standard Co., Ltd. Strengthening its research system, it succeeded in adding color to enamel cabinets, attracting attention from global enamel societies.

1980s

Focusing on wet areas, becoming a professional in enamel

During this period, the company established a unique market in the wet area sector through enamel technology. System kitchens rapidly gained popularity nationwide, leading to the launch of the Enamel System Kitchen C-Series and other related product lines. The company expanded its product lineup to include washstands with vanities and system baths.

1990s

Further advances in enamel technology

Leveraging newly developed kiln-transformed enamel technology, the company launched the modular system kitchen Lemure in 1990, achieving a level of beauty comparable to fine craftsmanship. Additionally, the Enamel Kitchen Panel, released in 1992, became highly popular for its heat resistance and ease of maintenance, further expanding the potential of enamel.

2000s

Advancing enamel technology

As the number of new housing starts declined, there was an increasing demand for high-quality residential designs that emphasized aesthetics, functionality, and comfort. In response, the company targeted the remodeling market, introducing various remodeling-oriented products, including enamel-based solutions.

2010s

Toward the next 100 years

In 2012, as Takara standard marked its 100th anniversary, the company reaffirmed its commitment to strengthening product capabilities centered around high-grade enamel, striving to create a richer lifestyle for customers.

(billion yen)

250

200

150

100

50

To be a longtime "favorite" in our customer's everyday life, the answer we have reached is "High-grade enamel," a material that surpasses general enamel.

Enamel is highly resistant to stains, moisture, and odors, making it an ideal material for wet area products. Since kitchens and bathrooms are high-value home investments, we wish to ensure immaculate condition even after years of use. That is the reason Takara standard is committed to developing high-quality products focusing on our signature, premium enamel materials.

The appeal of high-grade enamel with its various features

10 reasons to choose enamel

With strength, beauty, and a variety of excellent features, high-grade enamel is the ideal material for wet area products. Here are its remarkable advantages.



Easy maintenance
Stains do not penetrate, keeping it clean for years.



Moisture resistant
No stains, mold, or corrosion—ensuring long-lasting durability.



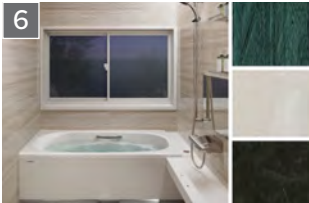
Impact resistant and hard to chip
Enamel may be considered easy to chip, but in fact it is highly resistant even against heavy impact.



Can play with magnets
Magnets can be easily attached and removed, allowing for customizable decorations.



Can be a space to communicate
It also serves as a convenient family message board because oil-based markers can be wiped off with water.



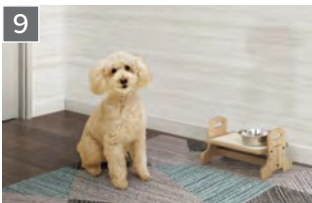
Variety of designs and tones
Original colors and patterns are achieved through proprietary inkjet printing technology.



Heat resistant
Unlike wood or synthetic resin, it does not deform or discolor from heat.



Scratch resistant
The glass surface layer provides strong protection against scratches and impacts.



Odor resistant
It resists the absorption of pet and tobacco odors, ensuring everyday comfort.



Environmentally friendly
A safe material that does not release harmful substances such as formaldehyde.

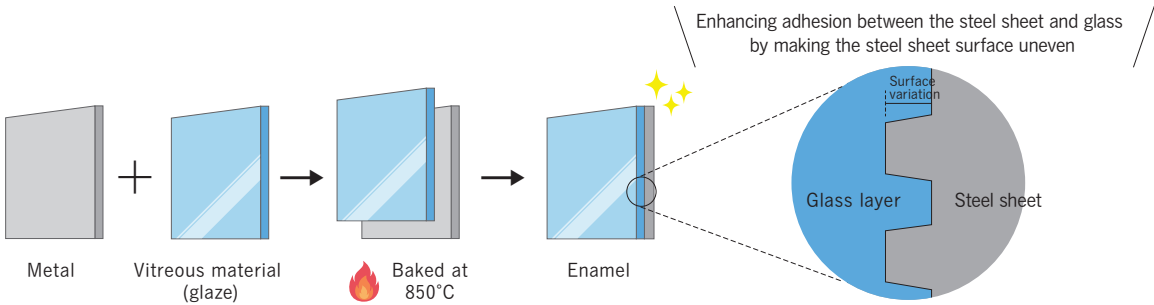
What is enamel?

The ideal material for wet areas in the house.

Enamel is composed of metal and glass. While glass is a beautiful material resistant to water, heat and odors, it is fragile. However, by integrating with metal it becomes a dream material – an extremely durable form of glass that compensates for the weaknesses of glass.

Do you think enamel is prone to crack? Takara standard takes pride in its crack-resistant technique.

The quality of enamel depends not only on the raw materials but also on the technique to integrate and adhere of two different materials: steel and glass. Takara standard's high-grade enamel enhances adhesion by creating a textured surface on the steel plate, making it significantly more durable than the enamel often used for cookware.



"Providing quality products to customers" represents the craftsmanship of Takara standard.

Visit our website to explore the craftsmanship story of Takara standard.



Takara standard is committed to quality, ensuring that we create products that customers will always love. That is why we value craftsmanship, carefully inspecting products with our eyes and hands to ensure quality.

Each stage of the production process is passed on like a relay baton from one person to another until the product is complete. Involving many hands in the process is the key to maintaining high quality. Enamel is like a living material. Processing conditions must be adjusted daily in response to factors such as temperature and humidity. Such subtle adjustments are difficult for machines but possible only by skilled artisans.

It is our mission to always pursue the highest quality, for customers to enjoy our products for a long time.



Polishing our enamel (HORO) technology to realize our growth strategy and become a brilliant and most attractive company

President
Masaru Komori

Summary of FY2024: A sure step toward transformation

FY2024 marked the beginning of a “renewed challenge of transformation” for our company. As the first full fiscal year since I assumed the position of president, it was a year in which we took the first serious steps to break away from the past, when we prioritized supply responsibilities over transformation during the COVID-19 pandemic, and began a fundamental review of our corporate structure. First, we established a specialized department to identify company-wide issues and design systems, and reorganized into an organizational structure that enables quick and effective decision-making and execution.

In sales, we reviewed price ranges and product policies in the renovation business. We shifted from the previous sales policy of “focusing on enamel products” to proposals using our full lineup of products, working to correct the mismatch with customer needs. In new business fields, such as overseas business and open innovation, we also steadily advanced the development of foundations. Furthermore, intending to establish a base for implementing human capital management, we worked on internal reforms such as appointing young employees, expanding presentation opportunities, training female managerial candidates, and reemploying senior personnel. I believe that the entire company has begun to face in the same direction, and this shift toward transformation is the greatest achievement.

I summarize FY2024 as a preparatory year in which we drew up the blueprint for transformation and prepared for implementation, and as a year in which we built the foundation for a leap forward from FY2025 onward.

Through initiatives in profit structure reform and financial strategy, the entire company has come to share the need for transformation and move in the same direction.

I believe we are starting to see some positive results regarding the reform of profit structure and financial strategy.

In profit structure reform, we first established the Corporate Reform Promotion Office. We identified company-wide issues, including fragmentation and individual dependency in each process of the entire supply chain, and designed systems to address these issues.

As the next step, in January 2025, we launched the TDX (Takara standard DX) Promotion Headquarters, linking the Corporate Reform Promotion Department, which designs strategic concepts, and the IT Strategy Department, which implements those concepts, and reorganized into an organizational structure that enables rapid and effective decision-making and execution. In addition to improving productivity through efficiency measures and the use of DX, we have also focused on promoting area management and worked to build a foundation for strengthening profitability. At the same time, we consider strengthening cost control important amid a difficult external environment, including rising raw material prices and logistics costs.

In the sales division, we are advancing the visualization of each process—sales, production, and delivery—and are building a system that enables deadlines and risks to be judged at the time of order receipt. This will allow more precise manage-

ment of the process from order receipt to delivery, with expected effects of reducing waste and improving profitability.

In financial strategy, even after the disclosure of the Medium Term Management Plan 2026, when our stock price continued to remain below PBR 1x, we strengthened our determination to enhance corporate value through ongoing dialogue with shareholders and investors. Based on the opinions received during these dialogues and our financial condition, in May 2025, we updated the ROE target of the Medium Term Management Plan 2026 from 7% to 8%. To achieve this, we reviewed our capital policy regarding the balance sheet, where there is much room for improvement. We formulated a new shareholder return policy that includes raising the dividend payout ratio and significantly acquiring treasury stock.

Although in FY2024 the results of profit structure reform did not yet appear significantly in numerical terms, I believe it was a year in which the entire company was able to share the need for transformation and begin moving in the same direction. From the next fiscal year onward, we will steadily implement these reforms and enter a phase in which we will realize quantitative results.

→P.23 DX Initiatives
→P.33 Financial Strategy

Results in new business fields (overseas and open innovation): Steady progress in building the foundation

As for overseas business, intending to achieve 10 billion yen in overseas sales by 2030, we have almost completed the establishment of sales systems in Taiwan, China, and Vietnam. We are now steadily preparing to accelerate expansion into India and Indonesia. In existing areas, we have built systems to enhance the quality of local operations in line with the characteristics of each country's market. In particular, in Vietnam, we introduced a general agent system to unify sales and improve efficiency. In Taiwan, we established a branch office and stationed our employees locally to strengthen distribution management.

Furthermore, we are considering shifting product exports from finished goods to a knock-down method, and have begun developing new structural designs that combine transport efficiency with the flexibility of local assembly. Regarding open innovation, we are promoting research and development of submicron frit, a further miniaturized form of frit, the raw material for enamel. Through industry-academia joint research with universities, we are advancing the development of technology that can reduce the particle size to one ten-thousandth, and have already applied for patents. This special frit is expected to be applied in a wide range of fields, such as dental materials like dentures, adhesives with heat-dissipation functions for electronic circuit boards, and heat-resistant tiles for rockets.

These initiatives are not merely about increasing sales; they also present challenges to create new value by leveraging our technological assets. They are particularly important initiatives that hold the potential to become revenue pillars for the next 50 years.

→P.25 Overseas Business

→P.26 Open Innovation

Accelerating investment in the environment and people for sustainable growth

In 2024, we newly established the Sustainability Committee to deepen discussions on environmental issues and human capital management. In continuing business activities, manufacturing with consideration for environmental impact is a major challenge. Our company is also aiming to achieve carbon neutrality by 2050. Under the Medium Term Management Plan 2026, we have set a target of reducing CO2 emissions by 15% from FY2020 levels by FY2026, and by 30% by FY2030. By reviewing manufacturing processes and updating plant facilities, we are working to make effective use of resources through improved energy efficiency. At the same time, in product development, we are promoting the use of enamel materials with high durability and long life, contributing to the realization of a sustainable society through environmentally conscious product creation.

Regarding human capital management, as part of personnel system reforms, we abolished the distinction between career-track and non-career-track positions. We designed a system that enables all employees to access growth opportunities fairly. We also launched initiatives to remove barriers between factory workers and white-collar employees, rebuilding operations while addressing on-site issues. In promoting women's participation, we focused on the employment status and work styles of female employees working as showroom advisors. We worked on designing sustainable systems, especially during childbirth and childcare periods. In addition, we established subcommittees for female managerial candidates to strengthen support for their promotion and career development by gathering input from the field.

For senior personnel, we introduced reskilling support programs for employees aged 60 and over and promoted their appointment to new roles, such as improving logistics quality. We aim to create an environment in which they can build a second career by leveraging their experience and knowledge. These initiatives are not merely system changes, but part of building a culture that aims to transform into a company where people thrive.

FY2024 marked the year we laid the foundation, and we will continue to evolve into a more diverse and sustainable organization through implementation and establishment.

→P.27 Environmental Initiatives

→P.29 Human Capital Investment

Adapting to changes in the business environment and creating opportunities

We feel that the business environment in FY2025 will become even more complex and uncertain than in the previous year. Housing starts continue to decline, while structural issues such as population decline, rising interest rates, and soaring material prices are becoming apparent. On the other hand, new opportunities are expanding for us, such as the solidness of the renovation market and growth potential from redevelopment demand in urban areas. Business decisions about where to allocate limited management resources and in which fields to build competitive advantages are being questioned more than ever.

In particular, the renovation market is experiencing moderate growth, driven by changing consumer awareness of living environments and increasing needs for longer housing lifespans. We believe there is further room for expansion, contingent upon our initiatives. We place considerable expectations on this area as a stable source of revenue.

In addition, to be able to respond to diverse environments, within the company, we are shifting from a people-dependent work style that has relied on "manual effort and sheer force" to utilizing DX for visualization and automation of operations, thereby improving labor productivity and transitioning to more sustainable ways of working.

FY2025 will be a year in which our "ability to respond to change" will be tested. We strongly feel that taking flexible and swift action in response to changes in the business environment, without being bound by past successes, will determine our competitiveness as a company.



→P.21 Sustainable Growth in Existing Businesses

→P.23 DX Initiatives

My mission is to realize our vision of Becoming a brilliant and most attractive company together with HORO.

Toward achieving the goals of the Medium Term Management Plan 2026, we will focus on further expanding our share in the new housing market and increasing sales in the renovation market. Specifically, we aim to gain market share in the new condominium market with our system baths, where we are a latecomer, and strengthen the provision of high-value-added products in the new detached housing market. In the renovation market, we will continue to launch new products and improve display methods to capture the diverse needs of customers.

In overseas markets, to accelerate growth, we will promote expansion into India and Indonesia. At the same time, in existing areas we will develop products and implement sales strategies tailored to local needs, strengthening approaches that align with the characteristics of each region.

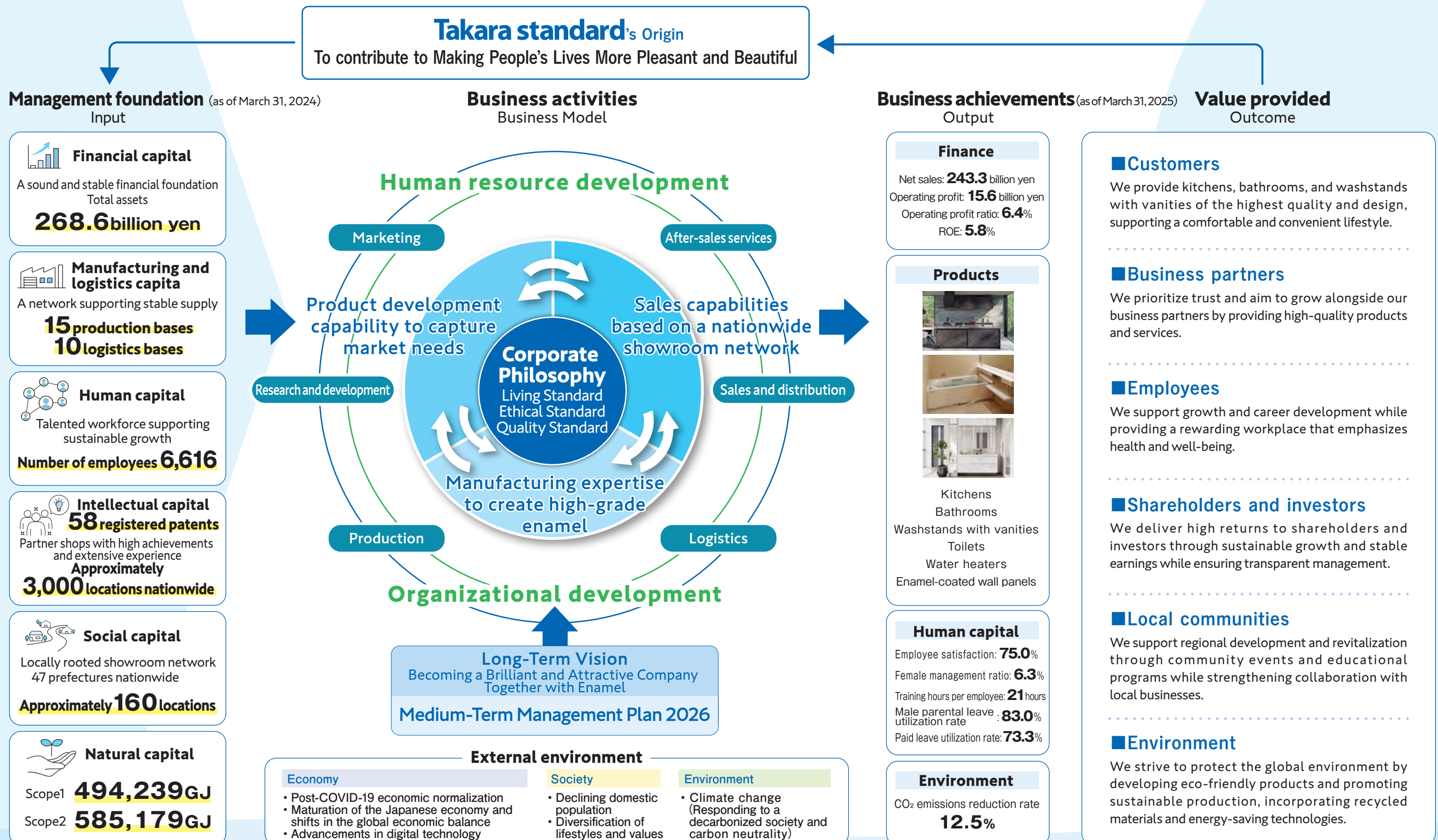
Furthermore, we will deepen our sustainability initiatives, providing environmentally conscious products and promoting diversity. We will advance concrete initiatives toward achieving carbon neutrality, while improving the workplace environment so that every employee can work comfortably, and fostering a corporate culture in which diverse talent can thrive.

Takara standard will continue to uphold its founding principle of contributing to "making lives more pleasant and beautiful," maintaining a strong commitment to quality, and valuing people, society, and the environment. To realize our long-term vision of becoming a brilliant and most attractive company together with HORO, all employees will unite and work together.

Value Creation Process and Business Model

Since its founding, Takara standard has built a unique position as the only domestic manufacturer of enamel-based wet area housing equipment. This uniqueness is supported by our strong manufacturing capabilities, nationwide showroom-based sales force, and product development expertise in capturing market needs. Leveraging our accumulated know-how over many years, we continue to differentiate ourselves from competitors and create value to realize our philosophy of “To contribute to make people’s life more pleasant and beautiful.”

Through the value creation process, we aim to achieve our medium – to long-term business performance targets.



Risk and Opportunity Analysis

We have categorized and summarized the analysis of short-, medium-, and long-term key risks and opportunities in the business environment surrounding Takara standard along the triple bottom line of economy, society, and environment, as shown in the table below.

On the economic front, in the short term, cost increases due to geopolitical instability, exchange rate fluctuations leading to rising raw material costs, rising logistics costs, and government-mandated wage hikes are significant concerns. To effectively manage these challenges, we need to implement proper cost management, reduce inventory and logistics costs, and make timely price adjustments. While our company has grown steadily by capturing the demand for more comfortable living amid domestic market growth, Japan's population decline, which began in the 2010s, is expected to accelerate after 2030. Consequently, not only will new housing starts decline, but the currently strong demand for remodeling will also likely decrease in the long term. Thus, addressing the risk of market contraction is recognized as the most critical

mid- to long-term challenge. As countermeasures, our core strategies will include expansion into emerging markets, primarily in Asia, where rising living standards are expected to drive growth in the wet area product market, as well as the creation of new businesses leveraging the customer base cultivated in Japan's housing equipment industry.

On the social front, population decline and the diversification of people's values are expected to have the greatest impact. Addressing labor shortages due to a shrinking workforce and adapting to changing perspectives on work and employment practices will be key. Our diversity, equity, and inclusion initiatives represent both a risk and an opportunity, making them central to our human capital strategy.

Regarding environmental concerns, the timeframe until Japan's 2050 carbon neutrality goal is narrowing, and international environmental standards must be met for overseas market expansion. Consequently, more proactive decarbonization initiatives are deemed essential.

Field	Social and environmental factors	Risks and opportunities		Timeframe			Strategy (countermeasures)
				Short	Medium	Long	
Economy	Post-COVID-19 economic normalization	Risks	Limitations in factory production capacity		●		Enhancement and streamlining of production capacity through new factory construction and capital investment
			Rising logistics costs	●	●		Reduction of inventory and logistics costs through item management
			Government-mandated wage increases	●	●		Effective utilization of human resources through area management
		Opportunities	Growth in remodeling demand	●	●		Expansion of the remodeling business by leveraging the showroom network Strengthening of high-grade enamel products, a proprietary material
	Maturation of the Japanese economy and changes in the global economic balance	Risks	Rising prices of raw materials and other resources	●	●		Strengthening supply chain management Timely price adjustments
			Stagnation in household disposable income growth		●	●	Strengthening overseas business and creating new business opportunities
			Deterioration of financial indicators such as ROE and PBR		●	●	Effective utilization of capital through financial strategy
		Opportunities	Growth in emerging markets		●	●	Expansion of market share in overseas markets
Society	Declining domestic population	Risks	Decrease in new housing starts		●	●	Strengthening overseas business and creating new business opportunities
			Declining labor force			●	Promotion of human resources and organizational development
	Diversification of lifestyles and values	Risks	Increased costs due to diversified work styles	●	●		Enhancement of work satisfaction through increased labor mobility and enriched training programs
		Opportunities	Productivity improvement through diversified work styles	●	●		
		Risks	Increased costs for DE&I implementation		●	●	Innovation driven by women's empowerment and mid-career recruitment
		Opportunities	Organizational revitalization through DE&I		●	●	
		Risks	Rise in cooking appliances and ready-to-eat food products		●		Strengthening overseas business and creating new business opportunities
		Opportunities	Growth in remodeling demand	●	●		Expansion of the remodeling business by leveraging the showroom network Strengthening of high-grade enamel products, a proprietary material
			Expansion of the e-commerce market		●		Utilizing an online store for selling consumable goods
	Climate change	Risks	Strengthening of environmental regulations		●	●	Proactive and planned decarbonization transition ahead of regulatory tightening
			Rise in fossil fuel costs		●	●	Energy procurement plans, including the transition to renewable energy
			Cost burden for achieving carbon neutrality		●	●	Planned decarbonization transition incorporating transition costs
			Intensification of natural disasters	●	●	●	Implementation of appropriate countermeasures at each business site against natural disasters such as heavy rainfall
		Opportunities	Growth of the environmental-related market		●	●	Creation of new businesses
			Advancements in energy-saving technology		●	●	

[Key Issues for Takara standard]

Expansion of the remodeling business by leveraging the showroom network

►P21

Improvement of labor productivity and logistics efficiency through DX utilization

►P23

Strengthening overseas business and creating new business opportunities

►P25

Decarbonization transition to comply with stricter environmental regulations

►P27

Enhancement of work satisfaction through human capital investment

►P29

Effective utilization of capital through appropriate financial strategy

►P33

Takara standard conducts analysis and evaluation of risks and opportunities to determine key issues.

This report includes a table summarizing key risk and opportunity analyses, presenting only those items deemed highly significant for the company and its stakeholders.

Contribute to Making People's Lives More Pleasant and Beautiful
Progress of the Medium-Term Management Plan 2026

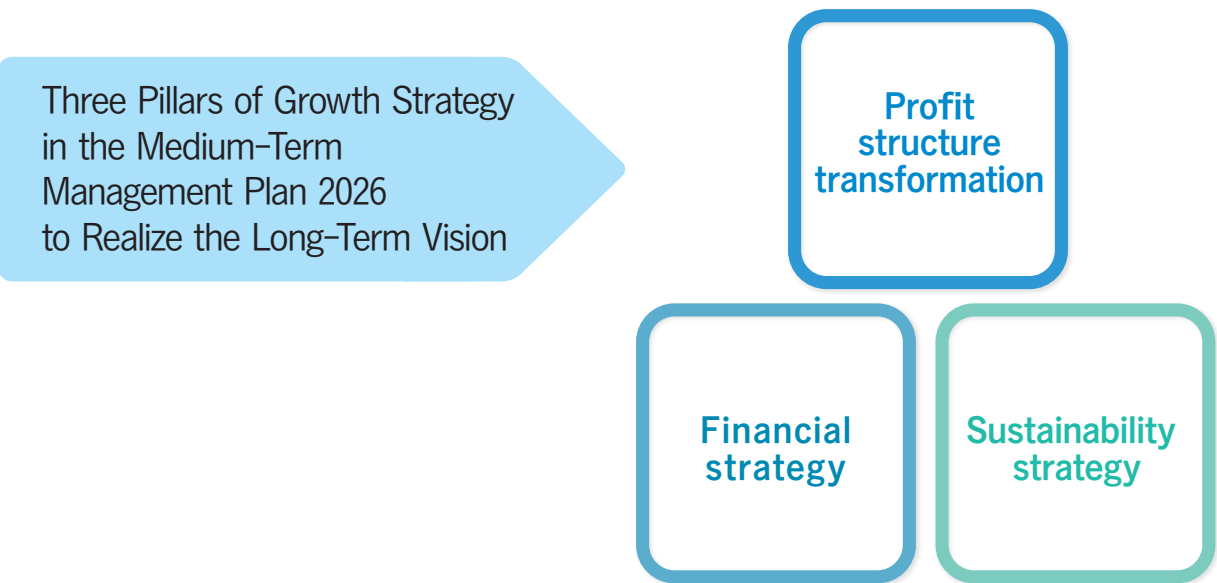


Akihiro Hashimoto
General Manager, Corporate Planning Office
Executive Officer

In FY2024, the first year of the Medium-Term Management Plan 2026, we made a smooth start in terms of performance targets, positioning us well for the final year, FY2026. Net sales reached a record high of 243.3 billion yen, and operating profit was 15.6 billion yen, the second-highest level on record. Meanwhile, in May 2025, we announced a new financial strategy, raising the ROE target to 8%. We made steady progress in both profit structure reform and financial strategy. As for the sustainability strategy, CO₂ emissions reductions have also been steadily implemented. We will continue working under the theme of “Re-committing to transformation,” with a focus on “strengthening profitability” and “building a foundation for sustainable growth,” to realize our long-term vision of “Becoming a brilliant and most attractive company together with HORO.”

Theme of the Medium-Term Management Plan 2026
Re-committing to Transformation

- **Strengthening profitability**
Fundamental structural reforms and enhanced management
- **Establishing a foundation for sustainable growth**
Proactive investments for the future and addressing social challenges
(further strengthening the management foundation)



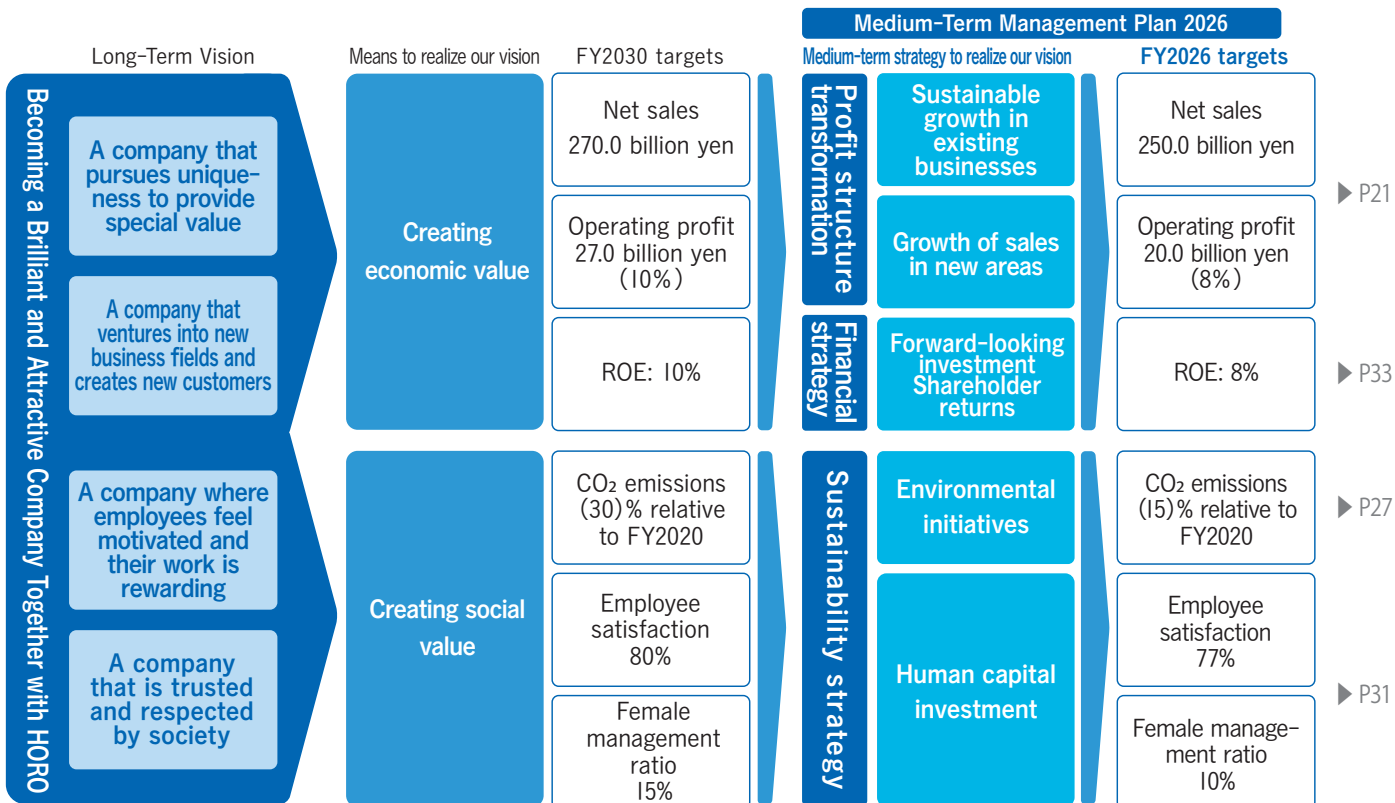
Performance targets

By adding non-financial indicators to the financial indicators, we aim to enhance corporate value in both economic and social aspects.

	KPI	Actual results for FYE March 2025	FYE March 2027 (FY2026) *Final year of the medium-term management plan	FYE March 2031 (FY2030)
Financial indicators	Net sales	243.3 billion yen	250 billion yen	270 billion yen
	Operating profit	15.6 billion yen	20 billion yen	27 billion yen
	Operating profit ratio	6.4 %	8 %	10 %
	ROE	5.8 %	8 %	10 %
Non-financial indicators	CO ₂ emissions (Scope 1+2)	51,504tCO ₂	49,000tCO ₂ (15% reduction compared to 2020)	41,000tCO ₂ (30% reduction compared to 2020)
	Employee satisfaction	75.0 %	77 %	80 %
	Female management ratio	6.3 %	10 %	15 %

Basic strategy

To make our Long Term Vision come to life, Medium Term Management Plan 2026 promotes (i) profit structure transformation, (ii) financial strategy and (iii)sustainability strategy as the three pillars of our growth strategy.



Trends in the Wet Area Market and Performance



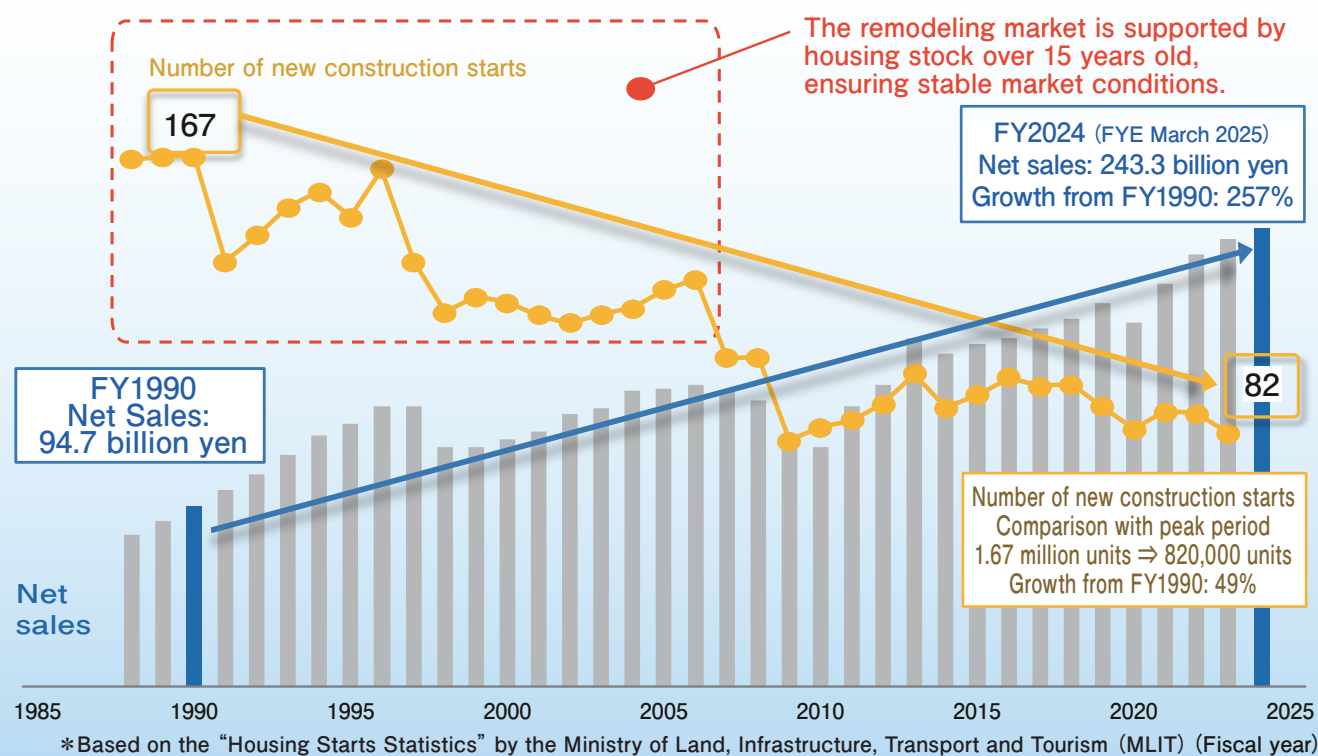
Masahiro Yoshida
Deputy General Manager, Sales Division
Executive Officer

Review of FY2024

The number of new construction starts peaked at 1.67 million units in 1990 but declined to 820,000 units in 2024 due to population and household reductions. Despite this trend, our company's performance has continued to grow steadily. Key factors contributing to this growth include our expanded market share in the new construction – multi-family housing (condominium) market, where we now hold approximately 80% of the market share for kitchens, an increase in product unit prices, advancements in functionality, and successfully capturing demand from the abundant existing housing stock for remodeling. To achieve further growth, we will need to maintain our high market share in the shrinking new construction market while securing additional demand in the remodeling market, which is supported by an abundant housing stock. We will continue to implement strategic initiatives to ensure sustainable growth.

Initiatives for FY2025

Regarding our recognition and direction in the remodeling market, we expect the market size to remain firm, supported by the abundance of existing housing stock. At present, we estimate our market share at around 15%, which still leaves ample room for growth. We are pursuing new initiatives to expand our share, such as expanding sales channels to major remodeling players, establishing specialized divisions for condominium remodeling in urban areas, and strengthening products designed for remodeling. On the other hand, regarding the recognition and direction in the new housing market, the number of new housing starts has been decreasing year by year due to population decline, and the market is expected to continue shrinking. In this situation, while we maintain an overwhelming share in kitchens and washstands with vanities in the new construction – multi-family housing for sale, we still have significant room to expand our share in bathrooms, where we entered the market later. As we advance, we are strengthening sales of system baths for condominiums in earnest.



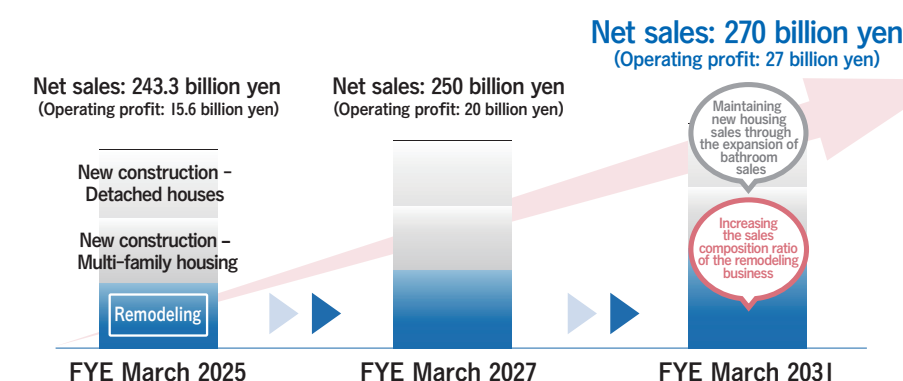
New housing starts continue to decline
Contraction of the new housing market



Increase in housing stock
Remodeling market remains stable

Domestic business | Growth path in the wet area market

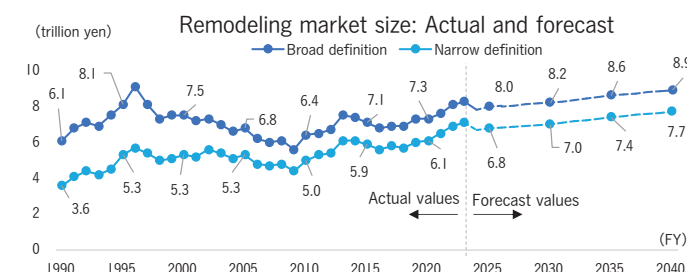
- Increasing the sales composition ratio of the remodeling business, as the remodeling market is expected to grow, supported by an abundant housing stock.
- In the shrinking new construction market, we aim to maintain sales by expanding bathroom sales for new construction – multi-family housing where we already hold a high share.



Domestic business | Recognition and direction of the remodeling market

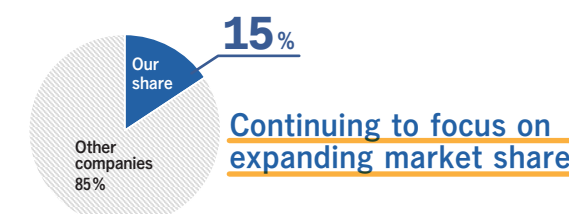
Market size (forecast for 2024–2040)

The remodeling market is expected to remain firm.
*Created by the Company based on data from Nomura Research Institute (2024)



Market share

Sales composition ratios of kitchens, bathrooms, and washstands with vanities
(FYE March 2025, based on figures published in each company's financial statements; Company survey)



Main initiatives

Expanding sales channels to major remodeling players

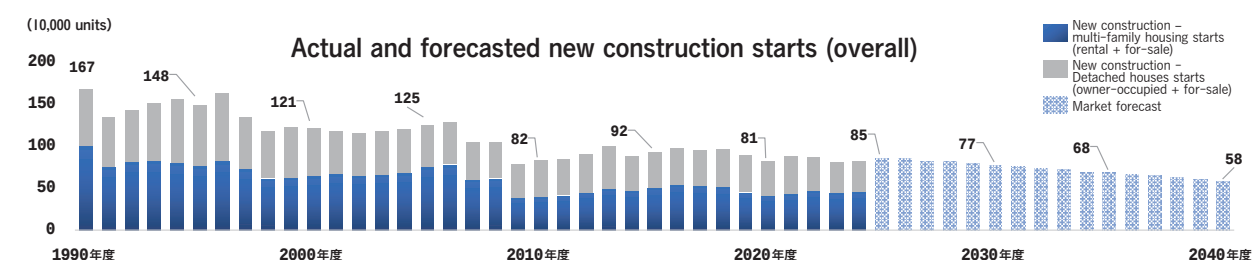
Condominium remodeling in urban areas (full renovation)
Establishment of specialized departments

Strengthening products for remodeling
• Reviewing structures suitable for remodeling (easier to install and transport)

Domestic business | Recognition and direction of the new construction market

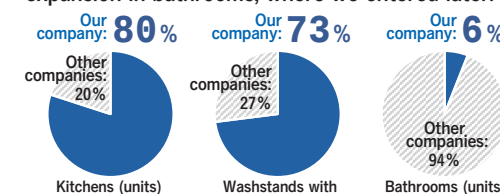
Forecast of new housing starts (2025–2040)

The new construction market is expected to shrink due to population decline (a decline in the number of households).
*Created by the Company based on data from Nomura Research Institute (2024)



Market share by product category in the new construction – multi-family housing

While we hold an overwhelming share in kitchens and washstands with vanities, there is still ample room for expansion in bathrooms, where we entered later.



*Market share of unit shipments in the new construction – multi-family housing market (for-sale, FY2024; Company survey)

We are working to expand our market share by leveraging our strong sales and proposal capabilities in kitchens and washstands with vanities, along with unique bathrooms differentiated by enamel panels, thereby maintaining sales despite market contraction.

Investing in growth at the Fukuoka Plant to strengthen bathroom sales in both the remodeling and new construction markets.

Takara standard's Basic DX Strategy



Takahito Yoshii
TDX Promotion Headquarters Director
Executive Officer



Review of FY2024

In FY2024, our main focus was on planning, and the scheduled initiatives were executed smoothly. We defined the scope of supply chain management reform, devised concrete methods for success, and created detailed implementation plans. In addition, we implemented short-term measures to reduce inventory and make it easier to manage. Furthermore, we accelerated company-wide DX promotion, including being certified as a “DX Certified Company” by the Ministry of Economy, Trade and Industry.

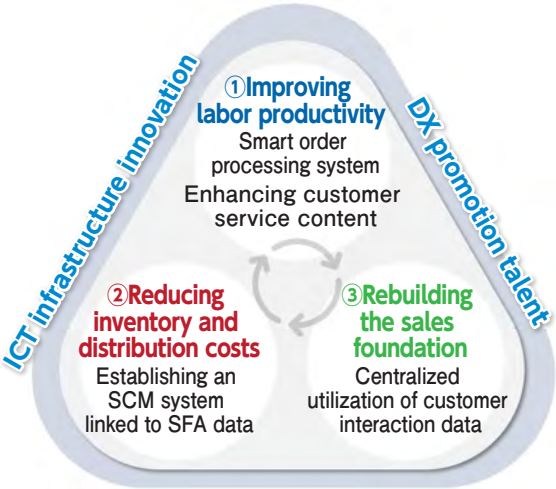
The DX Certification System is a national program that recognizes companies as being ready to promote DX, based on compliance with the Digital Governance Code, which outlines the requirements expected of corporate executives in response to digital transformation in society.

Initiatives for FY2025

In FY2025, we are focusing on developing detailed execution plans and implementing short-term themes, following the conceptual planning phase. Specifically, we are establishing schedules, total investment amounts, and ROI for the execution plans based on the conceptual framework. Furthermore, six short-term themes are being carried out. By pursuing the common concept of “Leveling × Standardization” across all these initiatives, we are maximizing our capabilities and improving labor productivity.

Initiatives

Implementing reforms from a multifaceted perspective to achieve set goals.



Goals

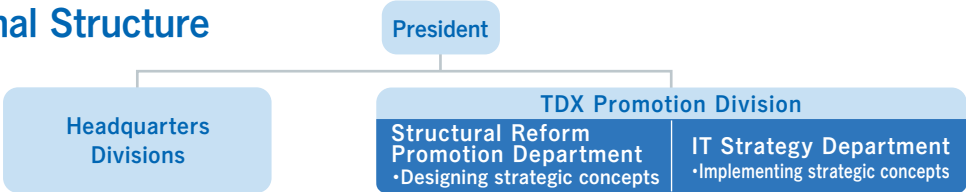
- Streamline administrative tasks
- Optimize logistics efficiency
- Improve procurement efficiency
- Reduce product inventory by 30%
- Establish a cycle that drives remodeling sales growth



- Develop talent to drive DX promotion
- Build a foundation and environment for data utilization

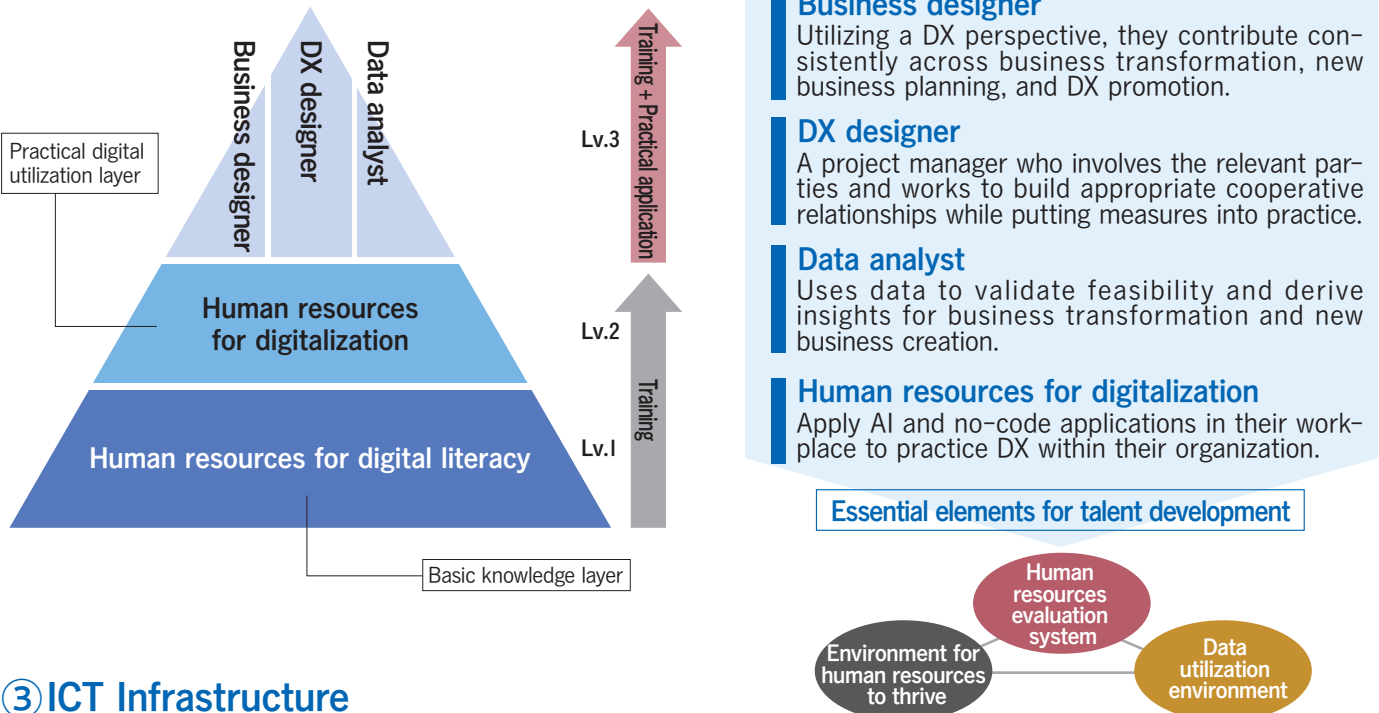
DX Promotion Framework

① Organizational Structure



② Our Digital Talent and Future Vision

We emphasize the development of digital talent and promote DX initiatives. By driving business transformation, planning new businesses, and validating data utilization, we will advance company-wide DX. Additionally, we will establish evaluation systems and improve data infrastructure to ensure sustainable growth.



③ ICT Infrastructure

We are enhancing our latest IT infrastructure to realize our DX strategy. This initiative improves operational efficiency and strengthens security, ensuring the rapid and secure provision of services. Additionally, by leveraging cloud computing and AI technology, we aim to enhance data analysis capabilities and create an environment that supports more advanced decision-making.

DX-related awards and media coverage

Awards	August, 2023	CRM Best Practice Award, presented by the CRM Association Japan. The CRM Best Practice Award recognizes companies, government agencies, organizations, and municipalities that have achieved results by realizing customer-centric management (CCRM).
	August, 2023	Salesforce SFUG CUP, Large Enterprise Division – Winner. The SFUG CUP is Salesforce Japan's largest annual event, held to promote further utilization of Salesforce by sharing outstanding implementation cases among users.
Media coverage	October 17, 2023	TECH.ASII.jp : “Record Sales Achieved Amid the COVID-19 Pandemic! How Takara standard Realized Data-Driven Sales with Salesforce”
	December 15, 2023	SalesZine : “Sharing Sales Information in Real Time! How Takara standard Leveraged SFA to Achieve an 11% Increase in Closing Rate”
	September 9, 2024	Case HUB.News : “Takara standard Drives Sales Transformation with Salesforce and the LBC Corporate Database”
	March 21, 2025	SalesZine : “Becoming a Driver of Business Growth: NEC Networks & System Integration and Takara standard Discuss the Role and Expectations of Sales Planning”

Contribute to Making People’s Lives More Pleasant and Beautiful

That is why Takara delivers enamel products worldwide.

Under the banner of “Takara Global Vision 2030,” we are accelerating our overseas business to become the “global top leader” among Japanese kitchen brands.



Toichi Ishiyama
Head of Global Business Division
Executive Officer

Review of FY2024

In FY2024, we worked on rebuilding our overseas business structure by developing business infrastructure suitable for global expansion. To establish a proactive sales framework, we began strengthening distributor governance and developing sales channels, reviewing master agreements and sales regulations, and formulating brand guidelines. We also enhanced support to drive customer traffic to existing distributors and strengthened our approach to new markets. Furthermore, we improved sales and service quality by building support systems for showroom operations, formulating store guidelines, and enhancing training on products, customer service, and installation. As part of our premium branding efforts, we expanded our presence on social media platforms and enriched our content materials. We actively participated in exhibitions in Taiwan, Vietnam, India, and Indonesia, thereby increasing brand awareness and cultivating potential distributor partners. These efforts made FY2024 a year of building a foundation for the sustainable growth of our overseas business.

Initiatives for FY2025

Under the theme of “building a sales foundation,” we are strengthening our sales framework and developing a business foundation for sustainable growth in FY2025. Specifically, we are accelerating showroom openings in China, Taiwan, and Vietnam to expand customer contact points. In new markets such as India and Indonesia, we are working toward concluding contracts with promising distributor candidates. By addressing performance disparities among distributors and aiming for higher standardization, we are enhancing customer service quality and improving conversion rates. Furthermore, as part of our premium branding measures, we are enhancing information dissemination by leveraging leading social media platforms in each country, thereby increasing brand recognition and customer acquisition. To support these initiatives, we are also focusing on developing infrastructure essential for global expansion, reinforcing both sales growth and operational systems.

Our high-grade enamel is highly valued in the hot and humid climates of Asia.
Moving forward, we will further strengthen our overseas initiatives to expand sales.

Establishment of the first overseas base:
Taiwan Branch



- Strengthening local distributor support and relationships
- Speedy information gathering and analysis
- Enhancing recognition of enamel

Formulation of a dedicated communication
tagline for overseas markets



Opening official social media accounts in China and Taiwan

KPI for FY2030
Overseas sales: 10 billion yen ROS: 20%
Market share: over 1%

Contribute to Making People’s Lives More Pleasant and Beautiful

That is why Takara is creating new businesses that will lead to our second founding.

To adapt to rapid business changes, we are building a framework to generate new businesses through open innovation and establish new revenue pillars.



Hiroki Yaku
Manager,
Business Development Division

Review of FY2024

We focused on visualizing our assets and organizing both internal and external environments. As a result, we generated 1,000 new business ideas based on our technology assets, narrowing them down to 152. Furthermore, we selected and implemented three proof-of-concept (PoC) projects as tangible outcomes. For example, in the space field, we conducted an enamel environmental test jointly with a venture company. As a subscription service, we collaborated with a housekeeping service company to advance a PoC, and we also established a business scheme for an enamel kitchen subscription service.

Initiatives for FY2025

For FY2025, our theme is “Sowing the seeds of new businesses and nurturing early growth.” Specifically, we are focusing on the following three initiatives. First, we are advancing proof-of-concept (PoC) projects and business feasibility studies for ideas utilizing our assets. Through this, we are establishing new teams and accelerating the trial-and-error cycle. Second, we are raising recognition both inside and outside the company through PR and IR of new businesses, contributing to enhanced corporate value. Finally, we are commercializing at least one new business utilizing our assets. In particular, we are focusing on commercializing a housekeeping service, striving to make it a success that will mark the beginning of our journey toward becoming an innovative organization admired by many.

Takara standard



A partner company
that accerelates our growth

- ◎Utilize our business resources (assets) externally
- ◎Actively collaborate with external parties to create new businesses

<In FY2024, three PoC business ideas were selected and advanced>

- Space: Enamel environmental test (joint experiment with a venture company)
- Subscription: Housekeeping service (collaboration to advance business PoC)
- Subscription: Enamel kitchen subscription service (establishment of business scheme)



<Enamel thermal vacuum test>

In addition, we explored collaborations with adjacent markets that can enrich people’s lives,
generating 129 new business ideas based on our technology assets.

Business domains					
Technology business (enamel, glass frit, injection molding technology)		Wellness business (enamel, acrylic artificial marble)		Regional revitalization business (showrooms, our customers)	
Markets entered					
Space	23 cases	Healthcare	26 cases	Early childhood education	9 cases
Agriculture	27 cases	Pets	34 cases	Subscription	2 cases
		Funeral services	8 cases		

Contribute to Making People's Lives More Pleasant and Beautiful
That is why Takara is committed to addressing environmental issues.



Daisuke Takechi
Manager,
Corporate Planning Office

Review of FY2024

In FY2024, we set the major goal of reducing CO₂ emissions and worked toward shifting them to a downward trend. As a result, emissions decreased by about 3,000 tons from the previous year, totaling 51,504 tons, exceeding our initial target of 56,000 tons. Several measures contributed to this achievement. First, we introduced energy-saving equipment and reviewed usage practices to reduce the electricity and fuel consumed at plants. We also procured non-fossil certificates. In addition, we carried out in-house awareness activities to raise each employee's environmental consciousness. We believe these combined efforts led to visible results.

Initiatives for FY2025

In FY2025, we are aiming to reduce CO₂ emissions by about 9.5% compared to FY2020, with a target of 52,000 tons. This is an important step toward reducing environmental impact and contributing to the creation of a sustainable society. To achieve this target, this year we are working toward the following two outcomes.

1. Achieving zero CO₂ emissions from electricity use at business sites

We are switching to environmentally friendly power sources and utilizing non-fossil certificates to effectively bring CO₂ emissions from electricity use at business sites down to zero.

2. Expanding the energy-saving investment plan

Based on the results of energy-efficiency diagnostics conducted at plants in FY2024, we are reviewing energy usage and investing in more efficient equipment, thereby contributing to long-term reductions in energy consumption.

We are also strengthening internal systems to advance these initiatives. Led by the Environmental Subcommittee, each division is working together to manage progress and verify results, ensuring that the targets are achieved.

TCFD-Based Information Disclosure

Governance/Risk Management

The Environment Subcommittee, a subordinate organization of the Sustainability Committee chaired by the President, is responsible for identifying and analyzing risks and opportunities related to environmental issues, particularly climate change, as well as deliberating on challenges and countermeasures. The Subcommittee, chaired by the Head of the Corporate Planning Office, meets at least four times a year to discuss responses to TCFD recommendations, the progress of strategies and indicators, and consistency with management plans, and submits a report to the Sustainability Committee at least twice a year. Additionally, reports are submitted to the Board of Directors through the Sustainability Committee. The Corporate Planning Office, as the Executive Office of the Subcommittee, operates the Subcommittee and coordinates with company divisions in response to the TCFD recommendations and to monitor these responses. The Office also conducts scenario analysis to identify risks and opportunities arising from climate change, considers responses, and proposes and reports findings to the Environment Subcommittee.

Strategy

■ Transition Risks (Below 1.5° C Scenario)

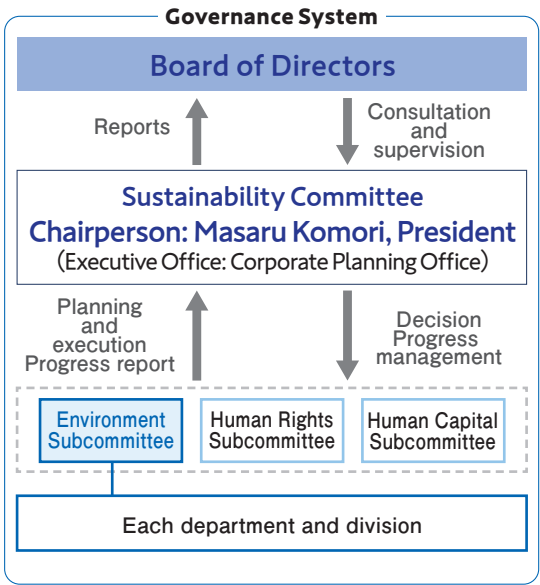
Category	Scenario	Risk	Impact Level	Opportunities	Impact Level
Policies and regulations	Introduction of carbon taxation	Increase in procurement costs of materials and energy, leading to higher manufacturing costs and selling, general, and administrative (SG&A) expenses	High	—	—
	Strengthening of forest environmental regulations, etc.	Increased difficulty and cost of procuring wood-based materials, leading to higher manufacturing costs	High	—	—
Market and technology	Progress in divestment and business portfolio reviews in the petrochemical and steel industries aimed at decarbonization	Increased difficulty and cost of procuring steel, resin, and wood-based materials, leading to higher manufacturing costs	High	—	—
	Diversification of wood demand	—	—	—	—
	Changes in customer and consumer behavior Preference for products with high water-saving, energy efficiency, and durability features	—	—	Increased recognition of enameled products and other easy-to-maintain, long-lasting products	Medium
	Changes in customer behavior Preference for materials with low GHG emissions in the manufacturing process	Risk of decreased demand for products with high GHG emissions in the manufacturing process	Medium	Increased demand for wood-based products	Medium

■ Physical Risks (4° C Scenario)

Category	Scenario	Risk	Impact Level	Opportunities	Impact Level
Chronic risks	Increased risk of heatstroke due to rising temperatures	While work environments are not directly exposed to sunlight, they are still affected to some extent	Medium	—	—
Acute risks	Intensification and increased frequency of extreme weather events	Risk of operational shut-downs and supply chain disruptions due to disasters	Low	The presence of a resilient supply system is becoming more significant due to increasing disaster risks. (Continuous supply was maintained even during the 2011 earthquake.)	High

■ Key Environmental Initiatives

Objectives	Countermeasures
Reduction of GHG emissions	Installation of solar panels and promotion of modal shifts (encouraging the use of eco-ships and rail transport).
Strengthening resilience against weather disasters	Promoting continuous efforts in business continuity planning (BCP), including diversification of manufacturing and logistics bases, and securing inventory.
Resource conservation in packaging materials	By minimizing packaging, we promote resource conservation, waste reduction, and improved efficiency in transportation and unpacking.



Other initiatives

Utilizing cleaner energy with solar power

Solar power generation systems have been installed in 15 company buildings, including regional offices, branches, factories, and logistics centers nationwide, demonstrating a commitment to environmental and energy efficiency considerations.

[Locations with Installed Solar Power Systems]
Head Office, Osaka Branch, Yokohama Branch, Kita-Kanto Branch Office, Higashi-Kanto Branch Office, Utsunomiya Sales Office, Kyoto Branch, Kobe Branch, Hiroshima Branch, Shikoku Branch, Osaka Factory, Wakayama Factory, Fukuoka Factory, Tohoku Logistics Center, and Fukuoka Logistics Center



Recyclable Takara uniforms made from plant-based materials

The uniforms worn at Takara standard, including jackets, pants, skirts, and three-quarter sleeve tops, feature environmentally friendly materials. The linings contain plant-based polyester, while the weft yarn of blouse fabrics uses recycled polyester. Additionally, used uniforms are collected and repurposed into new uniforms or secondary products, enabling sustainable reuse.



Commitment to environmental protection in catalogs

The catalogs provided to customers also contribute to environmental protection by using eco-friendly paper and plant-based ink.

Paper The state of the world's forests is worsening due to illegal logging and deforestation of virgin forests, increasing environmental burdens. Takara standard supports proper forest management and contributes to preventing global warming by adopting eco-friendly paper, helping to build a sustainable, recycling-oriented society.

Ink Moreover, the ink used in catalogs is being switched to plant-based ink and other renewable inks. Compared to petroleum-based solvents, these inks emit fewer volatile organic compounds (VOCs), reducing environmental impact.

Target for CO₂ Reduction

CO₂ emission reduction target for FY2026

Reduction of **15%**
from FY2020 level

CO₂ emission reduction target for FY2030

Reduction of **30%**
from FY2020 level

Initiatives to Reduce CO₂ Emissions in Business Activities

Installation of energy-saving equipment at production bases, conversion of fuels



Reducing gas consumption and CO₂ emissions with energy-saving gas burners



Promoting the replacement of electric boilers with gas boilers

Installation of energy-saving equipment at our offices



Introducing LED lighting and high-efficiency air-conditioning systems

Contribute to Making People's Lives More Pleasant and Beautiful
That is why Takara standard values its people

Takara standard aims to become a company that continues to be chosen by fostering talent that drives innovation and an organization that generates innovation.



Naoki Kasahara
Manager, Management Division,
Human Resources Department

Review of FY2024

In FY2024, we made steady progress in initiatives to strengthen human capital. By increasing the ratio of female managers and developing training programs tailored to different grades and career stages, we reinforced support for employee growth. A wide variety of training programs were conducted for everyone from new employees to managers, with particularly notable improvements in awareness among technical staff and management. In addition, an internal survey on diversity initiatives revealed that many female employees expressed the need for improvements in flexible work arrangements and eliminating gender-based pay gaps, clearly highlighting awareness differences between men and women. These issues will provide important insights for future policy planning.

Initiatives for FY2025

In FY2025, we are developing initiatives with three main pillars: strengthening career support, promoting DE&I, and fostering organizational culture. These initiatives focus on applying training results in the workplace, creating a fair work environment, and enhancing employee engagement. We position human capital as the foundation of corporate growth and aim to build a sustainable organization.

Policy on human resource development, including ensuring diversity in talent

Ensure diversity

As we take on challenges in new business fields and accelerate our global expansion, ensuring diversity is essential. We believe that creating an environment where diverse talent can come together and thrive leads to innovation. To achieve this, we have established key performance indicators (KPIs) for diversity, including the promotion and development of female managers, career-track managers, and the employment of persons with disabilities. These efforts are continuously being advanced. Additionally, we conduct training for managers responsible for leading diverse teams, focusing on topics such as harassment and unconscious bias, and fostering an inclusive and supportive organizational culture.

Strengthen human resource development

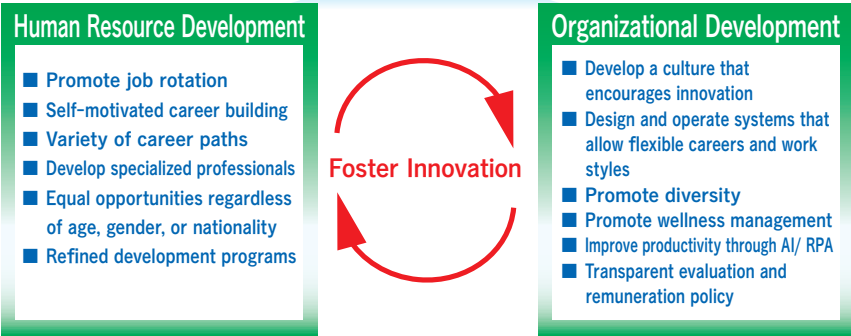
Under the new HR system, to realize our corporate philosophy, we define three types of human resources as a company-wide standard: Challenging talent, nurturing/growth talent, and autonomous/self-driven talent. Based on this human resource policy, we are rebuilding the HR development framework to align business strategy with HR strategy. Specifically, we are strengthening the development of managers as key persons in organizational building, expanding voluntary training programs, and dispatching employees to external exchange-based training. At the same time, we are expanding internal job postings to promote autonomous career building. In addition, we are fostering DX talent to lead digital strategies and developing employees' digital skills, thereby advancing reskilling.

Policy on workplace environment development

Creating a comfortable work environment

The new HR system also establishes structures tailored to diverse values and lifestyles, such as introducing a new professional track and a flexible work location option. To encourage men's participation in childcare, we are conducting childcare leave training not only for employees with newborn children but also for managers, who serve as organizational leaders. By deepening understanding of employees engaged in childcare, 83.0% of male employees took childcare leave during this consolidated fiscal year. We have also introduced a volunteer leave system to support employees' social contribution activities. Furthermore, beginning in FY2025, we are introducing a short working hours system for employees with family care responsibilities, enabling them to continue working with confidence. We continue to improve the working environment so that every employee can work comfortably.

Takara standard—A Company That Continues to Be Chosen



Deepening human capital strategy: from institutional establishment to maximizing individuals

A new HR system that realizes the corporate philosophy and creates job satisfaction for employees

The new HR system, introduced in FY2024, represented a fundamental reform beyond conventional frameworks, eliminating seniority-based practices, redesigning the grade system, and restructuring career paths. In FY2025, one year after the system's introduction, we are focusing on embedding these systems in the workplace and creating an environment where each employee can independently design and pursue their career.

To this end, we define the ideal human resources based on our corporate philosophy as a human resource policy and reflect its elements in grade requirements. Furthermore, by designing an evaluation system linked to these grade requirements, we are establishing a clear story: the more employees who meet these requirements and are recognized, the closer we come to realizing our corporate philosophy. Our human capital strategy is closely aligned with our management strategy and contributes to enhancing corporate value.

Investment strategy: Rolling out priority initiatives based on the system

Takara standard has set a vision for human capital investment, aiming to maximize corporate value by maximizing diverse individuals by FY2030. In FY2025, while embedding the new HR system introduced in FY2024, we are focusing on the following four key themes.

Promotion of DE&I

We are fostering a workplace where diverse talent can respect differences and demonstrate their strengths. The ratio of female managers has steadily increased from 5.8% in the previous year to 7.8%. Toward the FY2026 target of 10%, we are accelerating development and promotion.

Development of DX talent

We are aiming to improve operational efficiency and create new value by enhancing digital literacy across all employees and developing talent to drive DX initiatives. We are also supporting reskilling with a forward-looking approach, thereby strengthening the human resource base that can adapt to a rapidly changing business environment.

Development of next-generation leaders

We are promoting sustainable organizational development by selecting young employees early and developing their leadership skills. By utilizing job rotation and internal recruitment systems, we are establishing mechanisms to foster individuals through diverse experiences.

Enhancement of training programs

We are expanding training programs aligned with employees' career aspirations and willingness to grow, focusing on the development of challenging talent, nurturing/growth talent, and autonomous/self-driven talent. Training hours and expenses have also increased from the previous year, and programs related to DX and reskilling are being systematically enhanced.

Change for the "Next Standard"

Corporate Philosophy—The Three Standards

Living Standard / Ethical Standard / Quality Standard

NEW Human Resource Policy ①Challenger talent ②Development-growth talent ③Autonomous and self-driven talent

NEW Job grade system

Reflecting human resource policy in job grade requirements and clearly defined career paths

NEW Evaluation system

Linking job grade requirements to evaluation criteria and establishing clear evaluation rules

NEW Pay System

Establishing a structured salary system aligned with job grades and evaluation criteria

Human Capital Strategy, Achievements, and Disclosure Data Collection

Category	Item	2021	2022	2023	2024	2026 targets	Initiatives
Work satisfaction** (Sense of fulfillment + work comfort) 	Employee satisfaction	73.7%		75.2%	75.0%	77.0%	By enhancing job satisfaction, we aim to achieve a 77% positive response rate to the statement “I am glad to work at Takara” in the employee satisfaction survey by FY2026.
	Voluntary turnover rate	3.9%	3.6%	4.7%	4.2%	3.3%	
	Training cost per employee		19,472 yen	28,643 yen	31,732 yen	30,000 yen	We will strengthen human resource development aligned with medium- to long-term management strategies, including next-generation business leaders, DX talent, and global talent.
	Training hours per employee		14 hours	19 hours	21 hours	25 hours	
	Male parental leave utilization rate	45.0%	70.2%	79.1%	83.0%	100.0%	Starting in FY2023, we introduced parental leave training. In addition to employees expecting children, about 500 managers have participated in the training to deepen their understanding of parental leave and foster an environment that facilitates its use. We aim to achieve a 100% male parental leave utilization rate.
	Average overtime hours	14.6 hours	13.6 hours	10.3 hours	8.7 hours	10.0 hours	We are promoting DX company-wide and reviewing conventional work practices to improve labor productivity. At the same time, we are encouraging employees to adopt a time-conscious work style by setting the latest departure times and revising meeting methods.
	Paid leave utilization rate	56.6%	67.8%	71.1%	73.3%	75.0%	By promoting a work environment that facilitates the use of paid leave, including monthly paid leave encouragement, anniversary leave, and healthcare leave, we aim for a paid leave utilization rate of 75% by FY2026.
	Number of workplace issues and harassment consultations	18	60	64	51		Since FY2022, the establishment of an external consultation desk and the posting of informational posters have facilitated an environment where employees feel more comfortable seeking advice, leading to an increase in consultation cases. This initiative aims to bring issues to light before they escalate and enable early resolution while strengthening education for all employees and harassment training for managers. Since FY2024, we have also established a harassment consultation desk for freelancers, working to improve the overall work environment.
	Implementation rate of stress checks	96.0%	96.2%	95.0%	95.0%		For managers and supervisors, we are conducting e-learning training on supervisory line care to promote workplace improvements. As high stress is often linked to harassment, we are conducting harassment checks alongside stress checks.
	Percentage of high-stress employees	15.5%	16.1%	14.5%	15.1%		
Active participation of diverse talent 	Gender pay gap(all employees)	64.4%	65.0%	66.8%	68.7%	70.0%	While there is no gender pay gap in job grades or roles, differences arise due to disparities in years of service. We are committed to closing this gap by creating an environment where women can work longer and supporting their career advancement. Under the new HR system introduced in FY2024, the distinction between general employees and career-track employees has been eliminated, making it easier for capable women to advance their careers. ※Reference: Detailed breakdown of the gender pay gap by position—managers: 89.5%, supervisors: 79.4%, employees: 79.3%, contract employees: 79.4%.
	Number of female directors	0	0	1	2		As of June 25, 2025, the board has become a three-member structure, with the ratio of female executives reaching 27.3%.
	Percentage of female managers	2.5%	3.6%	5.2%	※6.3%	10.0%	By providing training for female employees who are candidates for future management positions, implementing systematic development programs, and proactively promoting them, we aim to achieve a 10% female management ratio by FY2026. *As of April 1, 2025, the ratio was 7.8%.
	Percentage of mid-career hires in managerial positions	9.9%	11.3%	11.8%	13.4%	15.0%	We will appoint capable employees to management positions regardless of their hiring classification. Additionally, we will actively recruit mid-career professionals into managerial roles.
	Percentage of mid-career hires	40.5%	41.4%	42.6%	28.9%		By recruiting diverse talent from the hiring stage, regardless of gender, age, nationality, values, or disability status, we aim to foster organizational diversity, drive innovation, and revitalize the organization.
	Percentage of female new graduate hires	39.7%	43.3%	39.0%	43.3%	50.0%	
	Employment rate of people with disabilities	2.25%	2.40%	2.51%	2.76%	2.80%	

Investment in human capital: Vision for FY2030

Maximizing corporate value through the full potential of diverse individuals

Nurturing, utilizing, and respecting individuals.
Toward a company that continues to be chosen
—Takara standard

Investment in human capital: Three-year initiatives

①Facilitating workforce mobility

【Development of business leaders】

We will promote the development of young leaders by identifying employees in their 20s and 30s with great potential, helping them acquire leadership skills at an early stage.

【Promotion of job rotation】

By providing diverse experiences to nurture individuals and creating opportunities to express individuality in various environments, we will develop an organization through the integration of diverse talent.

【Internal recruitment system】

We aim to enhance job satisfaction and develop human resources through self-directed career formation.

②Enhancing training programs

【Development of DX talents】

By developing DX talent and enhancing digital literacy for all employees, we aim to maximize the effects of digital investment.

【Enhancing training programs】

We will establish a well-structured training system that allows employees to feel that “Takara standard is a company that nurtures people,” offering programs tailored to career aspirations and growth ambitions.

【Development of innovation-driven talent and organizational growth】

We will recruit and develop highly specialized professionals, fostering an innovative organization by integrating diverse professional expertise.

③Diversity, Equity & Inclusion

【Fostering a corporate culture that embraces diversity】

Through DE&I training, we aim to create a corporate culture where diverse individuals respect differences and fully express their unique qualities.

【Promotion of women's participation in the workforce】

We will actively nurture and promote career-oriented women while creating an environment where all female employees can work with peace of mind.

【Promotion of mid-career hiring】

We aim to leverage external experience to generate new ideas and values that do not exist within the Company while actively promoting mid-career hires to management positions.



Kaoru Umeda
Executive Officer,
Head of Financial Planning
Department,
General Administration
Division

Toward achieving management that considers capital costs and stock value

Review of FY2024

Our company is committed to actively allocating capital towards growth investments and strengthening our management foundation, while at the same time enhancing shareholder returns and maintaining sound financial health.

Initiatives for FY2025

In May 2025, reflecting dialogue with investors and shareholders, we raised the ROE target under the Medium-Term Management Plan from 7% to 8%. We announced a new policy of significantly increasing shareholder returns. In addition to dividends, we will actively utilize share buybacks for shareholder returns, thereby reforming our financial strategy to improve our balance sheet, which has significant room for improvement.

Transition and recognition of challenges regarding ROE, cost of shareholders' equity, and PBR

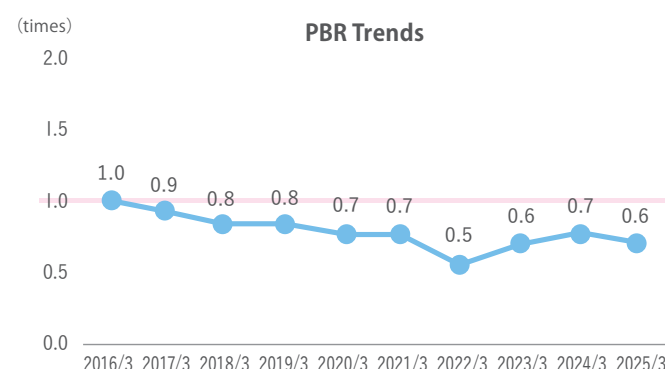
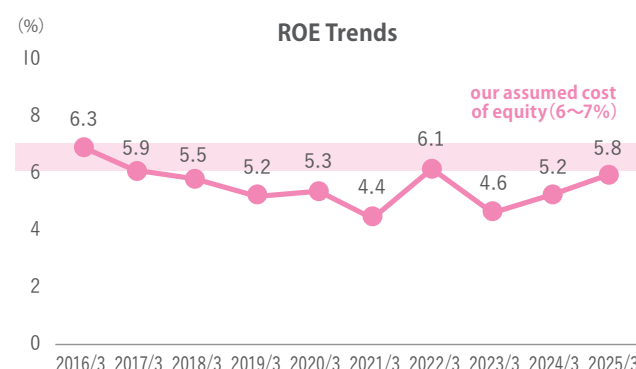
As one of the KPIs under our Medium-Term Management Plan, ROE has not improved from its usual level. Combined with the prolonged slump in our stock price, PBR has also remained sluggish. We analyze the current situation as follows:

Return on Capital

- While revenue is trending upward, profit growth has stagnated and net assets have increased, resulting in ROE remaining below the assumed cost of shareholders' equity.
- In addition to enhancing profitability, we need to review the balance sheet to improve capital efficiency.

PBR

- Our PBR has remained below 1x for a long period.
- Along with the sluggish ROE, disclosure on growth strategies has been insufficient amid a changing business environment.
- It is necessary to publish an equity story aimed at growth and further promote active dialogue with the market through IR activities.



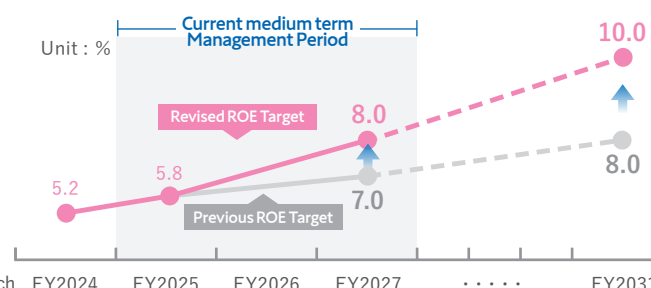
In addition, through proactive engagement with investors, we have received various opinions. Based on this feedback, we recognized these challenges and decided to raise the ROE target under the Medium-Term Management Plan and formulate a new shareholder return policy.

Investor's Main Opinion		Recognition of Issues
KPI	- The rationale for achieving the performance targets is considered weak - The minimum acceptable ROE is 8%, with 7% deemed too low	Need to revise ROE targets in line with investor expectation
Financial Strategy	- The current financial strategy may not be sufficient to achieve the ROE target - The use of abundant cash should be disclosed	Need for significant reform of financial strategy to improve ROE

KPI Reform	ROE Target: FYE Mar. 2027 7% → 8%, FYE Mar. 2031 8% → 10%
Financial Strategy Reform	Formulation of new shareholder return policy: Dividend payout ratio of 50%, Purchase of approx. 22.0 billion yen worth of treasury stock planned for two years

KPI Reform: Revision of ROE Target

To achieve sustainable enhancement of corporate value, we have revised our ROE target for FYE March 2027 to 8.0%, reflecting ongoing dialogue with investors and shareholders. Over the long term, we aim to maintain ROE of 10.0% or higher.



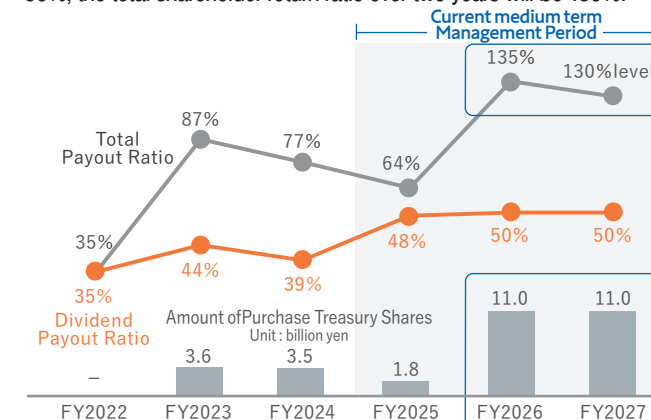
Financial Strategy Reform

Formulation of a new shareholder return policy to achieve 8% ROE

To achieve an ROE of 8% for the FYE March 2027, the shareholder return policy will be revised to a more proactive approach.

Details of Shareholder Return

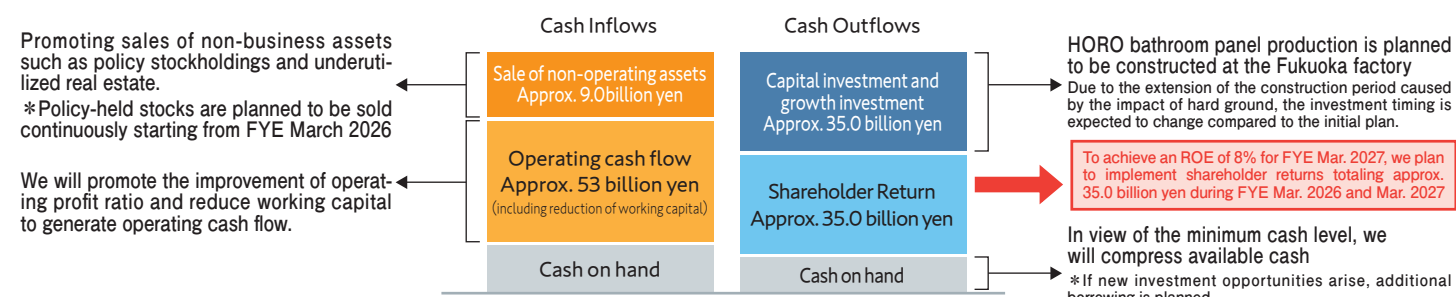
From the FYE Mar. 2026 to the FYE Mar. 2027, with the purchase of approx. 22.0 billion yen in treasury stock and a dividend payout ratio of 50%, the total shareholder return ratio over two years will be 130%.



Note: Fiscal year ends in March
Purchase of approx. 22.0 billion yen worth of treasury stock planned for two years
*Assuming market purchases, including ToSTNet-3.

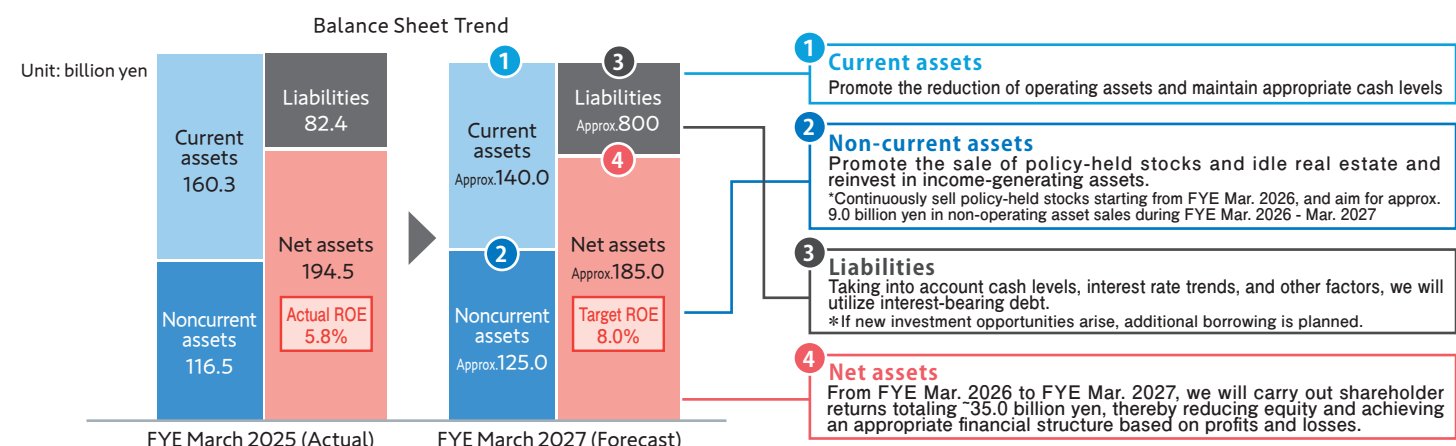
Cash Allocation FYE Mar. 2026 -Mar. 2027

Utilize cash inflows from operating cash flow and sales of non-operating assets to conduct growth investments and shareholder returns.

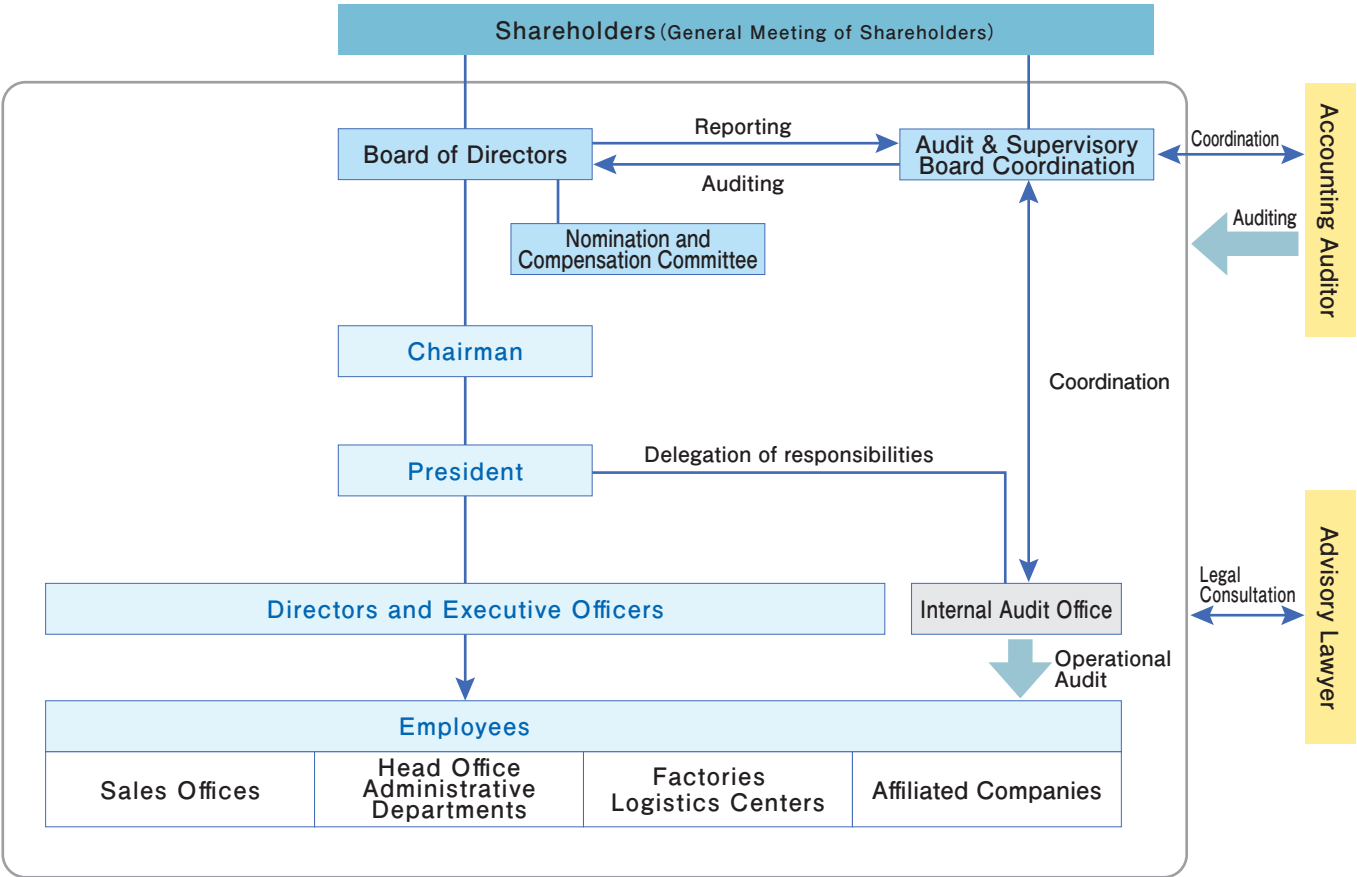


Balance sheet management

Based on our current recognition of the balance sheet, we will implement the following improvements. The funds generated through these improvements will be utilized as resources for growth investments and shareholder returns.



Corporate Governance Framework and Explanation



Basic Approach to Corporate Governance

To improve the soundness and transparency of management in the pursuit of sustainable growth and high earnings capability for our company, we believe it is important to have in place a management organizational structure and mechanisms that facilitate the swift implementation of necessary measures and, therefore, have made stronger corporate governance one of our top management priorities. The Audit & Supervisory Board system, which we have adopted as our corporate governance system, utilizes an Audit & Supervisory Board to audit the Board of Directors. Two of the four Audit & Supervisory Board members are outside members who monitor the Company from a fair and neutral standpoint, thereby facilitating a system in which the management monitoring function is fully implemented. Among the three Audit & Supervisory Board Members, two are outside members, ensuring impartial and neutral oversight. This framework establishes a fully functional supervisory system for company management.

Board of Directors

The Board of Directors is comprised of eight directors (three of whom are outside directors), and it meets, with Audit & Supervisory Board members in attendance, to decide on the Company's important business operations and to supervise the execution of duties by the directors. Individuals who have extensive experience and insight into corporate management, and who can provide advice and supervision from a fair and neutral standpoint, are invited to serve as outside directors. Additionally, to establish a management system that can respond quickly and accurately to changes in the rapidly changing business environment, we clearly define the roles and responsibilities of directors, who are in charge of management decision-making functions and the supervision of business execution, and of executive officers, who are responsible for business execution, to accelerate management strategy decision-making and further strengthen our supervisory and business execution systems.

Audit & Supervisory Board

We have adopted an Audit & Supervisory Board system, which is comprised of three Audit & Supervisory Board members (two of whom are outside members). The Audit & Supervisory Board audits the execution of duties by directors from the perspective of legality and propriety and strives to ensure management transparency and stronger monitoring functions. Individuals who have extensive experience and insight into corporate management, as well as expertise in areas such as corporate legal affairs and corporate finance, are invited to serve as outside Audit & Supervisory Board members. Audit & Supervisory Board members attend meetings of the Board of Directors and other important meetings, express their opinions as necessary, and seek to ascertain important decision-making processes and the status of business execution. Also, in addition to conducting interviews and engaging in opinion exchange with the representative director as appropriate, to improve the quality of audits by increasing the effectiveness of internal audits, Audit & Supervisory Board audits, and accounting audits, the Audit & Supervisory Board members report on audit results, engage in opinion exchange, etc., as part of efforts to strengthen cooperation.

Nomination and Remuneration Committee

We have voluntarily established a Nomination and Remuneration Committee to ensure objectivity and transparency regarding the nomination and remuneration of directors. The members of this committee are internal directors and outside directors, with half of the members being outside directors.

Determination of Compensation for Executives and Directors

<Policy>
Compensation for directors (excluding non-executive directors) is structured to reflect company performance and the responsibilities of each position. It comprises three components: base salary, which is a fixed monthly remuneration; short-term incentive compensation, which consists of performance-based bonuses; and long-term incentive compensation, which is provided through a stockholding program for executives. Compensation for non-executive directors consists solely of base salary, reflecting their role and independence. Compensation for non-executive directors consists solely of base salary, reflecting their role and independence.

<Procedures>
To ensure objectivity and transparency, the voluntary Nomination and Compensation Committee, with a majority of its members being outside directors, deliberates within the total compensation framework approved at the General Meeting of Shareholders. Based on these deliberations, the Board of Directors makes the final decision.

Appointment and Dismissal of Senior Management and Nomination of Director and Auditor Candidates

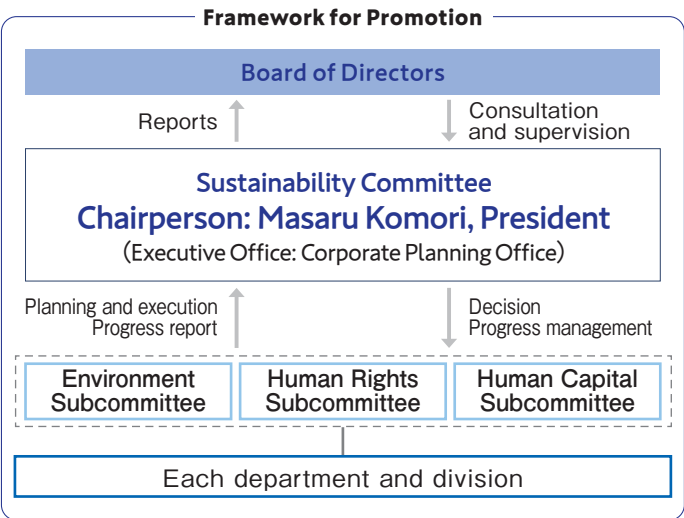
<Policy>
For executives and director candidates, we select individuals with a well-balanced mix of diverse knowledge, experience, and skills necessary for management decision-making. For auditor candidates, we appoint individuals with extensive experience and expertise in corporate management, finance, accounting, and legal affairs.

<Procedures>
To ensure objectivity and transparency, the voluntary Nomination and Compensation Committee, which consists of a majority of outside directors, reviews executive and director candidates. The Board of Directors makes the final decision. For auditor candidates, the selection process follows established policies. The President and the director in charge of human resources draft the proposal, which is then approved by the Audit & Supervisory Board before the Board makes the final decision.

Sustainability Promotion Framework

Positioning of the Sustainability Committee

We have established a Sustainability Committee chaired by the President and Representative Director, and under this committee, we have established the Environmental Subcommittee, Human Rights Subcommittee, and Human Capital Subcommittee. The committee meets at least twice a year to deliberate and report to the Board of Directors on important matters regarding sustainability policies and challenges, as well as to conduct important strategic discussions and decision-making focused on enhancing long-term corporate value. The Board of Directors provides deliberation and supervision based on the committee's deliberations and reports. Each subcommittee manages the progress of activity plans formulated and promoted under its responsibility. In collaboration with the Sustainability Committee, they play a role in examining and executing more specific initiatives at the operational level in line with management strategies.



Sustainability Policy

Under our corporate philosophy—
Living Standard, Ethical Standard, and Quality Standard

—the Takara standard Group aims to contribute to the realization of a sustainable environment and society by addressing social challenges through its business activities while enhancing corporate value.

1. Through our business activities, we will continue to provide a more comfortable life and will contribute to the realization of a sustainable environment and society by addressing social issues.
2. We will work to reduce environmental impact, protect the environment in all our business activities, and aim to coexist with nature.
3. We will strive to create a corporate culture that respects diverse individuality and enables employees to fully demonstrate their abilities. We aim to be a healthy company where employees feel motivated and their work is rewarding.
4. We will conduct fair and honest business activities in compliance with laws and regulations. We will strive to build relationships of trust with our diverse stakeholders and will engage in fair information disclosure and constructive dialogue.

Skills Matrix of Directors and Audit & Supervisory Board Members

In alignment with the Company’s medium- to long-term management direction and business strategy, and to realize the objectives of the Medium-Term Management Plan 2026, we have identified the essential skills (knowledge, experience, and expertise) that the Board of Directors should possess to fulfill its decision-making and supervisory functions effectively. The key areas of expertise expected from directors are defined as follows: (1) Corporate management, (2) Finance and accounting, (3) Compliance and risk management, (4) Global business, (5) Sales and marketing, (6) Human resources strategy, (7) Procurement, manufacturing, and logistics, (8) DX and IT, and (9) ESG (Environmental, Social, and Governance)

	Name	Position	Gender	Attendance at Board of Directors Meetings in FY2024	Attendance at Audit & Supervisory Board Meetings in FY2024	Corporate Management	Finance & Accounting	Compliance & Risk Management	Global Business	Sales & marketing	Human Resources Strategy	Procurement, Manufacturing, and Logistics	DX・IT	ESG
Directors	 Takeo Watanabe	Chairman	Male	12/12times	—	●	●		●			●		●
	 Masaru Komori	President, and Executive	Male	12/12times	—	●	●		●	●				●
	 Yoji Ito	Representative Director, Vice Chairman, and Executive Officer	Male	12/12times	—			●			●	●	●	
	 Yoshimichi Shirasaka	Director and Senior Executive Officer	Male	9/9times	—		●	●		●	●			
	 Hidetaka Yoshikawa	Director	Male	12/12times	—	●		●	●	●				●
	 Kazumi Maeda	Director (Independent Outside)	Female	12/12times	—				●		●			
	 Tamaki Sawamura	Director (Independent Outside)	Female	9/9times	—					●			●	
	 Yukio Iimura	Director (Independent Outside)	Male	—	—	●	●		●			●		●
Auditor	 Hiroshi Kondo	Full-time Auditor (Independent Outside)	Male	12/12times	13/13times		●	●			●		●	
	 Hiroshi Hata	Full-time Auditor	Male	12/12times	13/13times		●	●		●				
	 Saeko Fujita	Auditor (Independent Outside)	Female	—	—		●	●						●

(Notes) ・Mr. Yoshimichi Shirasaka and Ms. Tamaki Sawamura were newly appointed at the 150th Annual General Meeting of Shareholders held on June 26, 2024. Therefore, the number of Board meetings they attended differs from that of other directors.
・Mr. Yukio Iimura and Ms. Saeko Fujita were newly appointed at the 151st Annual General Meeting of Shareholders held on June 25, 2025, and thus did not attend any meetings in FY2024.
・Among the skills held by each individual, the main ones are marked with a black dot (●). Note that the above list does not represent all of each individual's knowledge and experience.

Policy on Constructive Dialogue with Shareholders and Investors

We recognize that engaging in dialogue with shareholders is essential to achieving sustainable growth and enhancing long-term corporate value. It is crucial to foster an understanding of our management policies and financial position while earning trust and a fair evaluation. Under the supervision of the officer in charge of investor relations (IR), designated IR department personnel handle shareholder meetings and investor interviews. Depending on the purpose and significance of the meeting, the IR officer may also participate. Additionally, if shareholders request meetings with directors, including independent outside directors or auditors, and if deemed necessary based on the request, such meetings will be arranged with IR personnel or other relevant members present. The IR officer and the IR department also work closely with various departments within the company to ensure smooth communication. Feedback and requests from shareholders are shared with senior management to identify and address relevant issues. Investor dialogues focus on topics related to the company's sustainable growth and long-term corporate value enhancement. Furthermore, we take appropriate measures to prevent the leakage of insider information during these discussions.

Status of Implementation of Dialogue with Shareholders and Investors (FY2024)

	Implemented by	Number of companies and meetings
Meetings with institutional investors	President IR officer IR general manager Staff in charge of IR	Overseas: 11 companies, 15 meetings Domestic: 20 companies, 29 meetings
Institutional investor briefings	President	2 sessions
Briefings for retail investors	President	2 sessions
General Meeting of Shareholders	All directors and audit & supervisory board members	1 session

In-house feedback

- Main feedback received
- Board of Directors (6 times)
 - ・Improvement of capital efficiency
 - ・Status of IR activities
 - ・Status of shareholders
 - Management and related departments (as needed)
Related themes, including the above
- Matters incorporated based on dialogue
- ・Raised ROE targets with awareness of the cost of shareholders' equity
 - ・Implemented dividend increases and treasury share purchases to improve capital efficiency and enhance shareholder returns
 - ・Newly held financial results briefings for institutional investors at the fiscal year-end and 2Q (attended by the President and Representative Director)
 - ・Held briefings for retail investors attended by the President and Representative Director
 - ・Issued the company's first integrated report
 - ・Simultaneous Japanese and English disclosure of Q3 financial results presentation materials

We engage in initiatives that emphasize coexistence with various stakeholders and contributions to the communities that support us. Additionally, we actively work towards achieving the SDGs to ensure the sustainable enhancement of corporate value.

Donations to Children's Cafeterias

As a company that sells kitchens, we aim to contribute to society through food support. We donate to children's cafeterias to help improve the quality of life for all.



Implementation of Universal Manner Certification

We have introduced the Universal Manner Certification for showroom advisors nationwide. This initiative helps our employees acquire the knowledge and skills necessary to provide appropriate guidance to customers from diverse backgrounds.

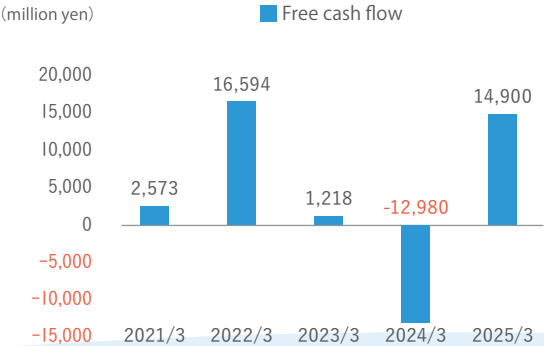
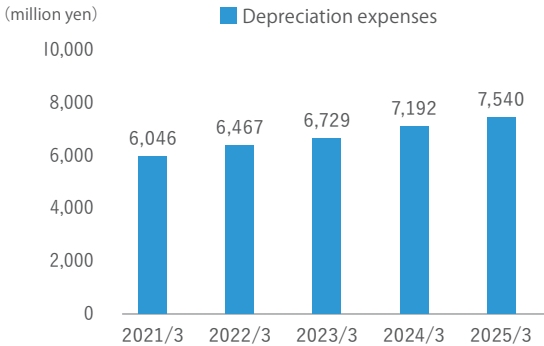
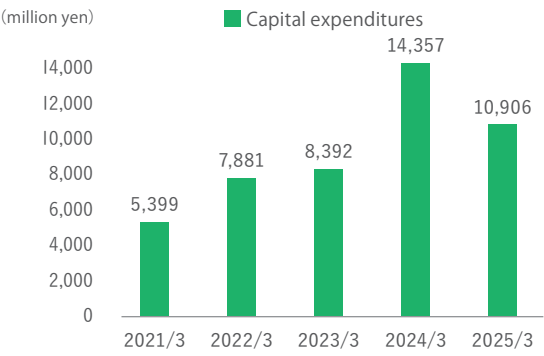
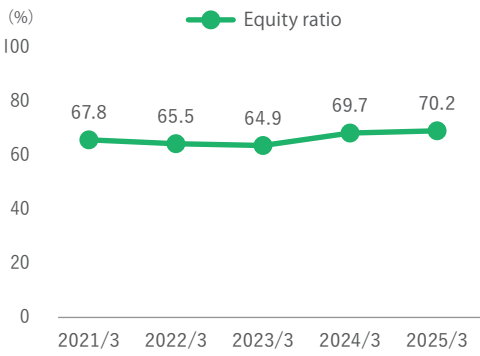
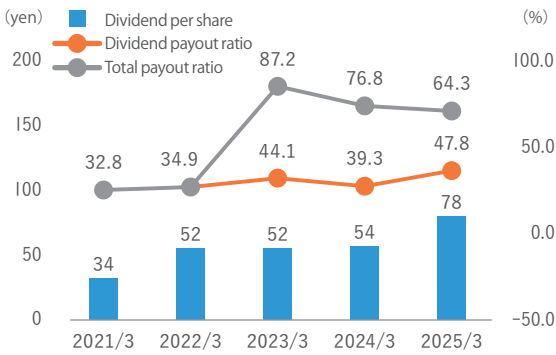
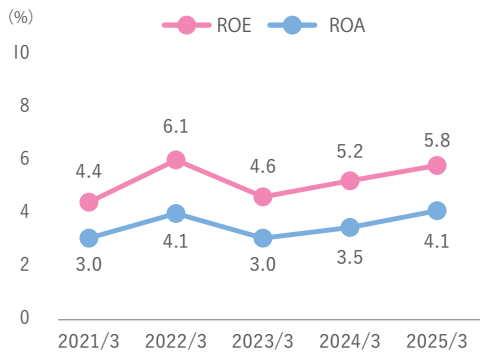
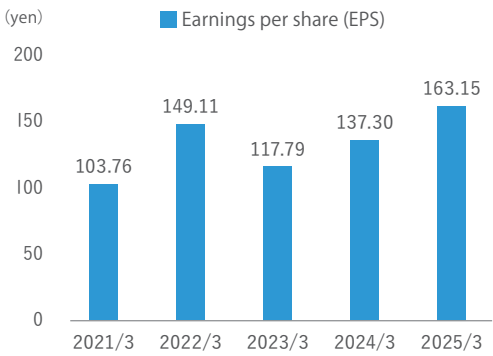
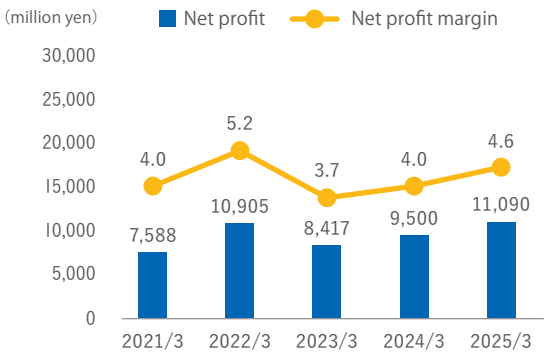
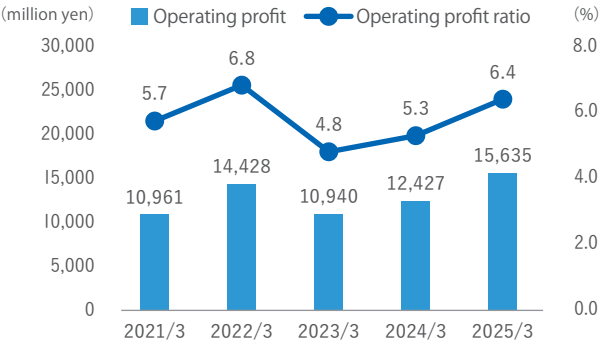
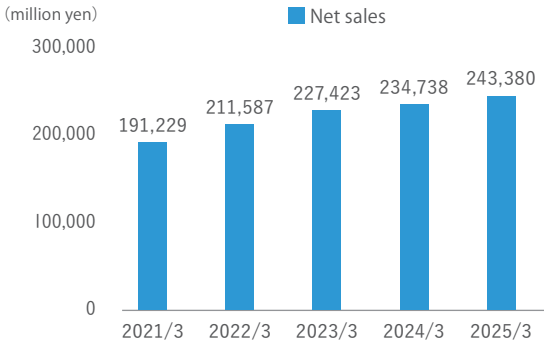


SDGs Alignment Table

At Takara standard, our commitment to improving quality of life has led us to develop exceptional materials, including our unique, high-quality enameled steel. Through various initiatives, we aim to contribute to achieving the SDGs and the realization of a sustainable society.

	Our Initiatives		Corresponding SDGs
Contribution through products	Commitment to sustainable materials: high-quality enameled steel with lasting strength and beauty	Long product lifespan contributes to waste reduction. Easy-to-clean surfaces reduce water pollution by requiring only water for maintenance.	11 Sustainable Cities and Communities, 14 Life Below Water
		Inkjet printing technology enables the recreation of authentic wood textures without tree cutting, preserving forest resources, and supporting environmental conservation.	12 Responsible Consumption and Production, 13 Climate Action
	Commitment to manufacturing	Water-saving products such as eco faucets, eco showers, and water-efficient toilets.	6 Clean Water and Sanitation
		High energy-efficient products for kitchens, bathrooms, and various household areas.	7 Affordable and Clean Energy, 13 Climate Action
Contribution to global environmental conservation	Environmentally friendly logistics systems	Adoption of white logistics to reduce CO ₂ emissions	7 Affordable and Clean Energy, 8 Decent Work and Economic Growth, 12 Responsible Consumption and Production, 13 Climate Action
		Reduction of packaging materials and waste disposal to protect the environment	12 Responsible Consumption and Production
	Various initiatives to conserve resources and protect the environment	Solar power generation is used for cleaner energy utilization.	7 Affordable and Clean Energy, 12 Responsible Consumption and Production, 13 Climate Action
		Showroom display products are sold and reused instead of being discarded.	7 Affordable and Clean Energy, 12 Responsible Consumption and Production, 13 Climate Action
		Adoption of recyclable uniforms made from plant-derived materials.	5 Gender Equality, 12 Responsible Consumption and Production
		Catalogs are printed using eco-friendly paper and plant-based ink to reinforce environmental protection.	8 Decent Work and Economic Growth, 13 Climate Action, 15 Life on Land
Contribution to the Community	Creating a workplace with high job satisfaction	Enhancing childcare support to create an environment where women can thrive.	5 Gender Equality, 8 Decent Work and Economic Growth
		Comprehensive benefits to ensure all employees feel secure and motivated.	3 Good Health and Well-being, 5 Gender Equality, 8 Decent Work and Economic Growth
	Initiatives for children's future	Donations to children's cafeterias	1 No Poverty, 3 Good Health and Well-being, 10 Reduced Inequalities
		Sponsorship of the Theater of the Heart to nurture children's emotional development	4 Quality Education, 10 Reduced Inequalities
		Hands-on manufacturing experience at KidZania Koshien	4 Quality Education, 8 Decent Work and Economic Growth
		Sponsorship of the 2024 Career Almanac educational material for elementary and junior high school students	4 Quality Education, 8 Decent Work and Economic Growth, 17 Partnerships for the Goals
		Supported kitchen remodeling at children's welfare facilities	1 No Poverty, 3 Good Health and Well-being, 9 Industry, Innovation and Infrastructure
	Building an Inclusive Society	Promoting novelty items featuring artwork by people with disabilities	8 Decent Work and Economic Growth, 10 Reduced Inequalities
		Introduction of the Universal Manner Certification in showrooms	8 Decent Work and Economic Growth, 10 Reduced Inequalities

*The following financial indicators have been excerpted from the latest financial statements.



The latest financial information is available on our website.▶

