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**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 FY2023 (April 1, 2023 – March 31, 2024). Some activity details may include information from FY2024.

**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 2024," 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 lifestyle 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 the proprietary technologies in enamel production, contributing to a more comfortable lifestyle for many people.

Moving forward, with creative and challenging spirit, we are committed to pursue pleasant and beautiful life through continued exploration of the potential of enamel.

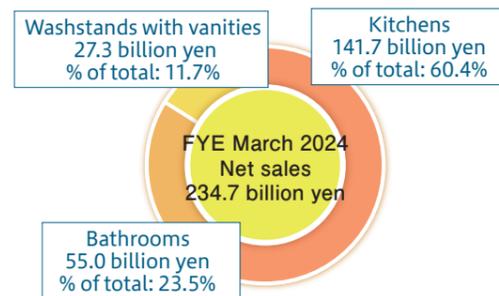
### Company profile (as of March 31, 2024)

●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): 6,616



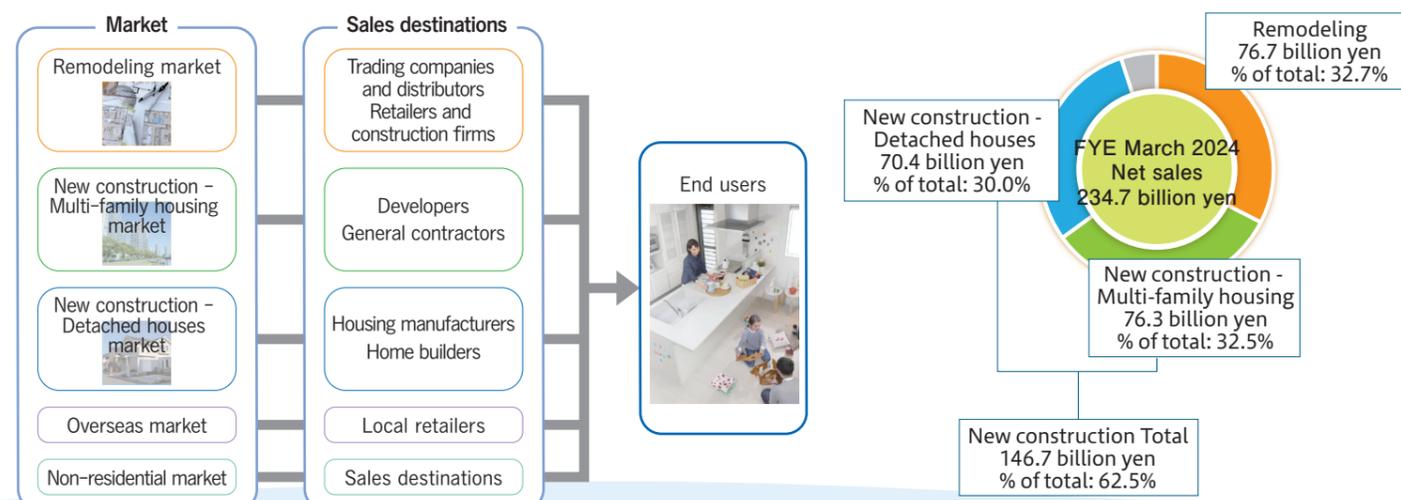
### Product lineup

An extensive lineup to create a comfortable lifestyle.



### Market and sales channels

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



**Founded**  
112 years ago

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



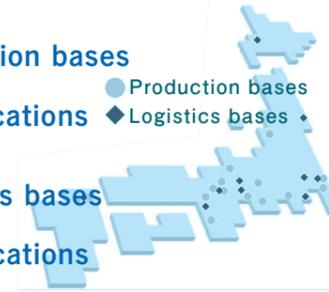
**Number of domestic showrooms**  
161 locations

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

**Logistics bases**  
10 locations



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 the area of modular kitchen production for newly built condominiums.

**Market share of modular kitchens for newly built condominiums**  
Approximately 80%

**Number of employees**  
6,616



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

**Female management ratio**  
5.2%

By providing active development initiatives and career advance opportunities, we aim to ensure a workplace where female employees can continue their career and thrive.

**Parental leave utilization rate**

Male: 79.1%  
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**  
75.2%

Awarded a "Kurumin" certificate – which is given by the government to companies that bolster the next generation by supporting child rearing. Our goal is to achieve 100% of male utilization.

**CO<sub>2</sub> emissions reduction rate**  
4.8%

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, 2024)

# 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.



1982

Commercialized Japan's first stainless steel integrated unit bath.



1992▶

Launched the Enamel Kitchen Panel.



2007

Launched Emaille Flat, an easy-to-replace enamel-coated modular kitchen.



2008

Launched the Timoni series of residential toilets.



2016▶

Successfully developed enamel inkjet technology.



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.

1957

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



1985▶

Launched the Emawall, an wall panel.



1985

Commercialized enamel-coated modular kitchens



1999▶

Launched the industry's first custom-fit modular bathroom.



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.

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, firmly establishing our 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 coloring enamel cabinets, attracting attention from global enamel academic societies

1980s

## Focusing on wet areas, becoming a professional in enamel

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

1990s

## Further advances in enamel technology

Leveraging newly developed kiln-transformed enamel technology, the company launched the modular 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 construction 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.

HISTORY

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.



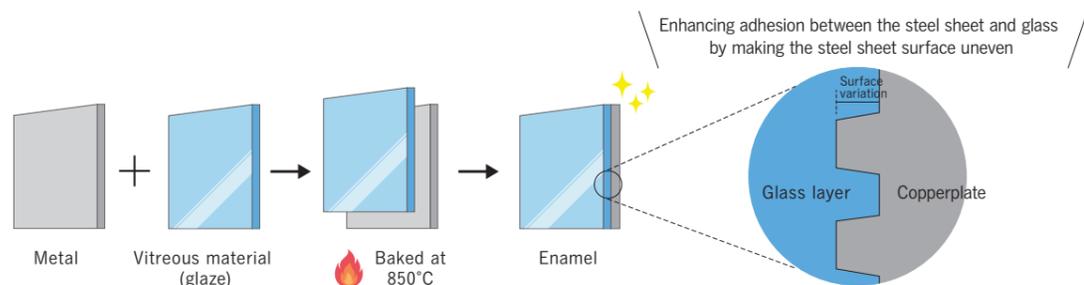
## What is enamel?

### 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.



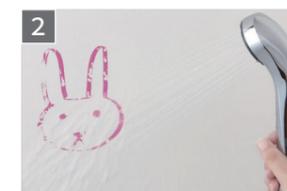
## The appeal of high-grade enamel with its various features

### 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.



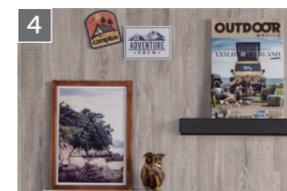
**1 Easy maintenance**  
Stains do not penetrate, keeping it clean for years.



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



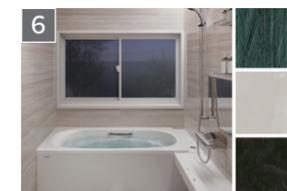
**3 Impact resistant and hard to chip**  
Enamel may be considered easy to chip, but in fact it is highly resistant even against heavy impact.



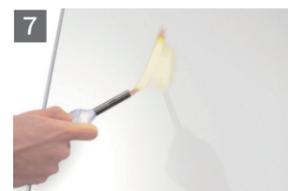
**4 Can play with magnets**  
Magnets can be easily attached and removed, allowing for customizable decorations.



**5 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.



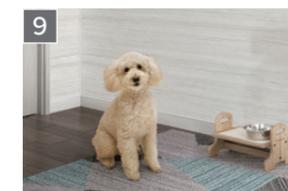
**6 Variety of designs and tones**  
Original colors and patterns are achieved through proprietary inkjet printing technology.



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



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



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



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

"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.