

TAKARA STANDARD CO., LTD.

Q2 and H1 FEY3/2027 Results

October 29, 2026

Stock Code
7981

Takara standard

Q2 and H1 FYE3/2027 Results

Net sales reached a record high, the situation in the Middle East affected all profit measures, causing some of them to **decline**.

Net sales 125.3 billion yen - YoY +1.8%, operating profit 8.0 billion yen - YoY (7.2%)

- Revenue and all profit measures progressed steadily in line with the revised plan
- Sales increased, driven by the new construction detached houses and remodeling markets
- On the other hand, profit declined due to rising raw material costs associated with the Middle East situation, as well as an increase in various expenses

FYE3/2027 Earnings Forecasts (No revision)

Although the impact of the Middle East situation will continue, net sales and operating profit are expected to reach **record highs**

Net sales 259.0 billion yen - YoY +2.5%, operating profit 19.1 billion yen - YoY +0.1%

- We anticipate a sharp rise in the prices of various construction materials and delays in some construction projects due to the escalating situation in the Middle East
- On the other hand, we expect an increase in operating profit toward the end of the fiscal year due to market share expansion and price revisions

ROE, one of our key performance indicators, is expected to be 7.4 %.

Shareholder Returns (No revision)

Dividend increased by 8 yen per share from the previous fiscal year to **124 yen** per share
(at a payout ratio of around **50 %**)

- The Company plans to repurchase approximately **22.0 billion yen** in shares over the period FYE3/2026 (previous fiscal year) to FYE3/2027 (current fiscal year), of which 10.4 billion yen was already repurchased in FYE3/2026
- Repurchases of approximately 12.0 billion yen are expected in FYE3/2027. **Total shareholder return ratio is expected to be around 130%.**
We will implement disciplined shareholder return measures in line with the plan

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Both net sales and profits at all levels progressed steadily in line with the revised plan. They reached record highs for both net sales and each profit in H1 of the fiscal year. Gross profit also increased as a higher share of high-margin remodeling projects in the sales mix led to a higher average selling price. However, net sales fell short of the initial forecast due to delays in some construction projects caused by the situation in the Middle East and rising material prices.

Although SG&A expenses are increasing, mainly due to investments in human capital and IT, and higher depreciation expenses, the increase is in line with our initial expectations.

Unit : billion yen

	FYE3/2026 H1 (Apr.-Sep.)		FYE3/2027 H1 (Apr.-Sep.)			
	Amount	% of sales	Amount	% of sales	Change	% change
Net sales	123.1		125.3		+2.1	+1.8%
Gross profit	43.2	35.1%	44.1	35.2%	+0.9	+2.2%
SG&A	34.4	28.0%	36.0	28.8%	+1.5	+4.6%
Operating profit	8.7	7.1%	8.0	6.5%	(0.6)	(7.2%)
Ordinary profit	9.0	7.3%	8.5	6.8%	(0.5)	(5.6%)
Profit attributable to owners of parent	6.9	5.6%	6.4	5.1%	(0.5)	(7.6%)

Operating Results (QoQ Comparison)

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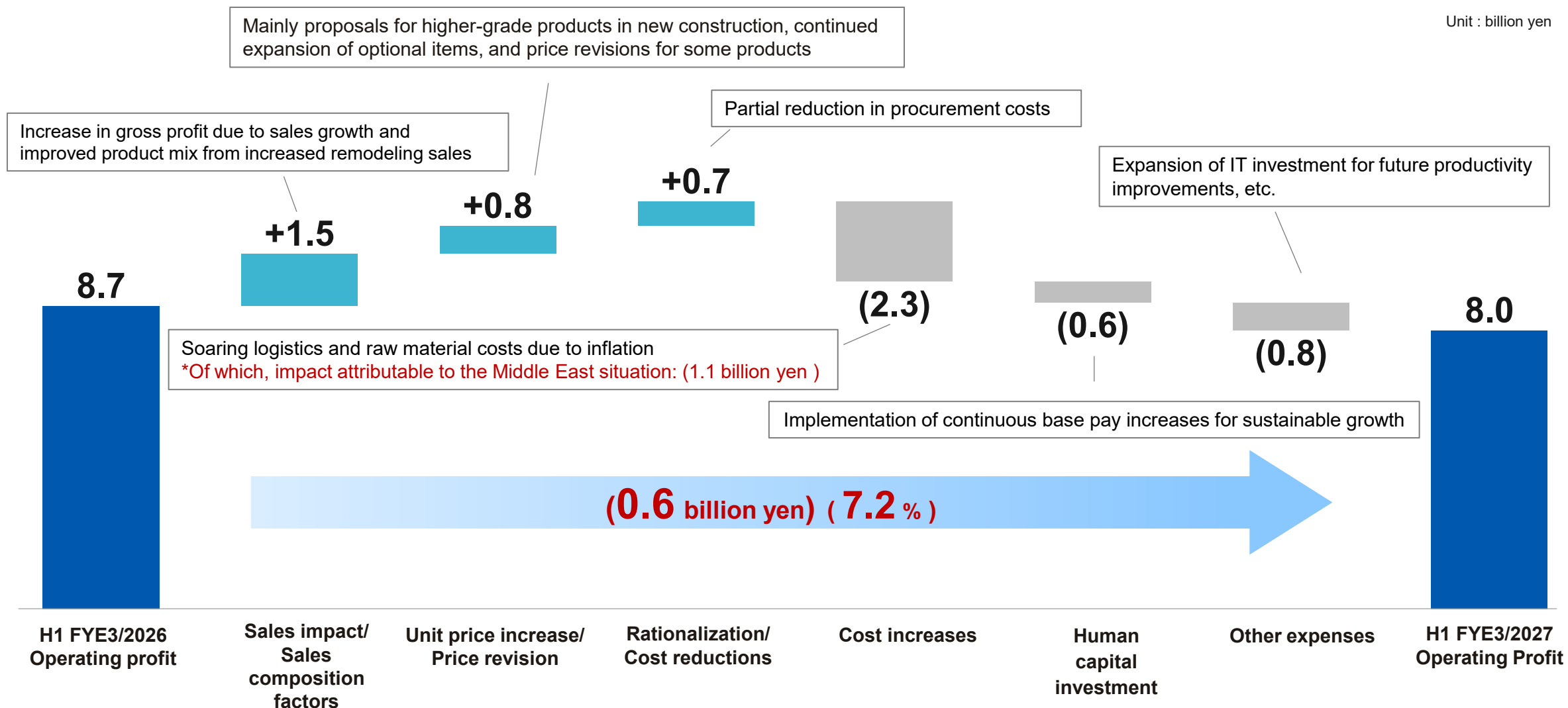
Unit : billion yen

	FYE Mar. 2026								FYE Mar. 2027							
	Q1 (Apr.-Jun.)		Q2 (Jul.-Sep.)		Q3 (Oct.-Dec.)		Q4 (Jan.-Mar.)		Q1 (Apr.-Jun.)				Q2 (Jul.-Sep.)			
	Amount	% of sales	Amount	% of sales	Amount	% of sales	Amount	% of sales	Amount	% of sales	Change	% change	Amount	% of sales	Change	% change
Net sales	61.3		61.7		69.5		60.0		62.4		+1.0	+1.8%	62.8		+1.1	+1.8 %
Gross profit	21.4	34.9%	21.7	35.2%	25.3	36.5%	21.5	35.9%	21.9	35.1%	+0.5	+2.4%	22.2	35.3%	+0.4	+2.0 %
SG&A	17.2	28.1%	17.2	27.9%	17.9	25.8%	18.6	31.0%	18.3	29.4%	+1.1	+6.5%	17.7	28.2%	+0.4	+2.7 %
Operating profit	4.2	6.9%	4.5	7.3%	7.4	10.7%	2.9	4.9%	3.6	5.8%	(0.5)	(14.2%)	4.4	7.1%	(0.0)	(0.6%)
Ordinary profit	4.4	7.3%	4.5	7.3%	7.6	11.0%	3.0	5.0%	3.9	6.3%	(0.5)	(12.5%)	4.5	7.3%	+0.0	+1.2 %
Profit attributable to owners of parent	3.0	5.0%	3.8	6.3%	5.7	8.3%	2.3	3.9%	2.6	4.2%	(0.4)	(15.4%)	3.8	6.1%	(0.0)	(1.4%)

Analysis of Change in Operating Profit

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Unit : billion yen



New construction - Detached houses

Despite a surge in demand in the previous fiscal year ahead of regulatory changes, net sales increased due to the expansion of market share for bathrooms and washstands.

New construction - Multi-family housing

Revenue declined partly because sales in the previous period were unusually high due to a concentration of condominium completions. Delays in some construction projects caused by the situation in the Middle East and repeated heavy rainfall in several regions across Japan also contributed to the decline.

Remodeling

Increase in units sold due to the enhancement of specifications for mainstream products and the penetration of product proposals tailored to customer needs.

Unit : billion yen

		FYE3/2026 H1 (Apr.-Sep.)		FYE3/2027 H1 (Apr.-Sep.)			
		Amount	% of total	Amount	% of total	Change	% change
New construction	Detached houses	37.8	30.8%	39.0	31.1%	+1.1	+3.0%
	Multi-family housing	42.6	34.7%	40.9	32.7%	(1.7)	(4.1%)
	Total	80.5	65.4%	79.9	63.8%	(0.6)	(0.8%)
Remodeling		37.5	30.5%	39.3	31.4%	+1.8	+4.9%
Total incl. others		123.1		125.3		+2.1	+1.8%

*Includes other sales

Unit : billion yen

Remodeling

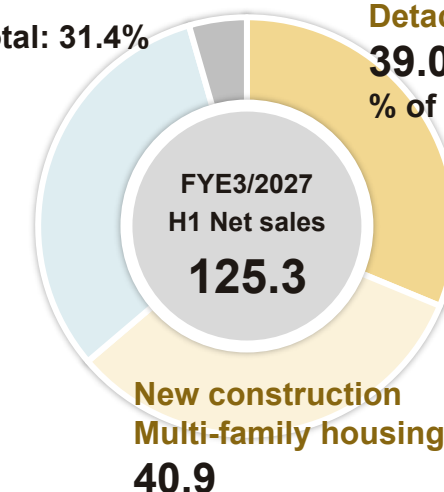
39.3

% of total: 31.4%

New construction Detached houses

39.0

% of total: 31.1%



New construction Multi-family housing

40.9

% of total: 32.7%

New construction Total

79.9

% of total: 63.8%

Net Sales by Market (QoQ Comparison)

New construction - Detached houses : Although demand surged ahead of the amendments to the Building Standards Act in H1 of the previous fiscal year particularly in Q1, our underlying market share continued to expand and revenue growth accelerated, particularly in Q2 of the current fiscal year.

New construction - Multi-family housing : Revenue declined from the high level recorded in H1 of the previous fiscal year due to construction delays caused by the situation in the Middle East and heavy rainfall in various regions across Japan during Q2 of the current fiscal year.

Remodeling : Our initiatives have yielded results, and sales have continued to grow since H2 of the previous fiscal year. Although consumer sentiment weakened in Q2 of the current fiscal year due to the situation in the Middle East, sales remained solid.

Unit : billion yen

		FYE Mar. 2026								FYE Mar. 2027							
		Q1 (Apr.-Jun.)		Q2 (Jul.-Sep.)		Q3 (Oct.-Dec.)		Q4 (Jan.-Mar.)		Q1 (Apr.-Jun.)				Q2 (Jul.-Sep.)			
		Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total	Change	% change	Amount	% of total	Change	% change
New construction	Detached houses	19.2	31.4%	18.6	30.1%	20.1	29.0%	19.7	33.0%	19.5	31.3%	+0.2	+1.4%	19.4	31.0%	+0.8	+4.6%
	Multi-family housing	20.0	32.7%	22.6	36.6%	24.3	35.1%	22.1	37.0%	19.3	31.0%	(0.6)	(3.5%)	21.5	34.3%	(1.0)	(4.6%)
	Total	39.3	64.1%	41.2	66.8%	44.5	64.1%	41.9	69.9%	38.9	62.3%	(0.4)	(1.1%)	41.0	65.3%	(0.1)	(0.5%)
Remodeling		19.6	31.9%	17.9	29.0%	22.0	31.7%	14.9	24.9%	20.7	33.2%	+1.1	+5.6%	18.6	29.6%	+0.7	+4.0%
Total incl. others		61.3		61.7		69.5		60.0		62.4		+1.0	+1.8%	62.8		+1.1	+1.8%

*Includes other sales

Net Sales by Product Category

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- **Kitchen** sales decreased slightly, reflecting weaker demand from new multifamily housing projects, which account for a large share of kitchen sales.
- **Bathroom** sales grew strongly, driven by robust sales of mid- to high-end products for detached houses and remodeling projects, as well as growth in the multi-family housing segment, where we are actively working to gain market share.

Unit : billion yen

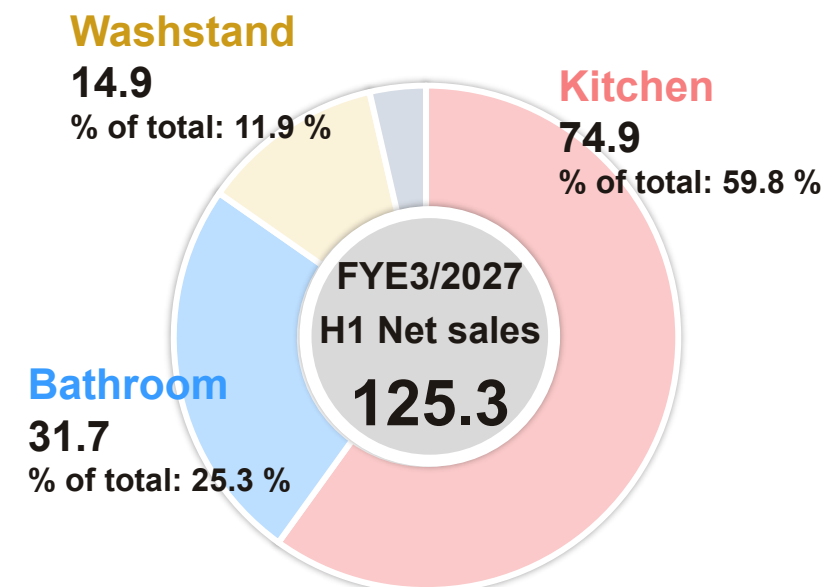
	FYE3/2026 H1 (Apr.-Sep.)		FYE3/2027 H1 (Apr.-Sep.)			
	Amount	% of total	Amount	% of total	Change	% change
Kitchen	74.9	60.9%	74.9	59.8%	(0.0)	(0.1%)
Bathroom	29.1	23.7%	31.7	25.3%	+2.5	+8.9%
Washstand	14.6	11.9%	14.9	11.9%	+0.2	+1.8%
Total incl. others	123.1		125.3		+2.1	+1.8%

*Includes other sales

New business-related Sales (within total)

Glass Frit	1.2	1.0%	1.3	1.1%	+0.0	+7.1%
Panel-related sales	0.3	0.3%	0.3	0.3%	+0.0	+10.4%
Overseas business sales	0.5	0.5%	0.5	0.4%	(0.0)	(8.0%)

Unit : billion yen



Kitchen / Washstand

Sales remained flat on year. Sales to new multi-family housing market, which make up a large share of our total sales, were sluggish.

Bathroom

Sales in the bathroom segment, which we have been focusing on in recent years, grew across all markets. This was driven by product enhancements, improvements to our sales approach, and successful efforts to sell bathrooms together with kitchens, which account for a larger share of our sales than bathrooms.

Unit : billion yen

	FYE Mar. 2026								FYE Mar. 2027							
	Q1 (Apr.-Jun.)		Q2 (Jul.-Sep.)		Q3 (Oct.-Dec.)		Q4 (Jan.-Mar.)		Q1 (Apr.-Jun.)				Q2 (Jul.-Sep.)			
	Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total	Amount	% of total	Change	% change	Amount	% of total	Change	% change
Kitchen	36.8	60.0%	38.1	61.8%	42.3	60.9%	37.4	62.3%	37.4	60.0%	+0.6	+1.7%	37.4	59.5%	(0.7)	(1.9%)
Bathroom	15.1	24.8%	13.9	22.6%	16.6	23.9%	12.9	21.6%	15.8	25.5%	+0.6	+4.6%	15.8	25.2%	+1.8	+13.5%
Washstand	7.1	11.7%	7.5	12.2%	8.4	12.1%	7.4	12.4%	7.2	11.6%	+0.0	+1.2%	7.7	12.3%	+0.1	+2.4%
Total incl. others	61.3		61.7		69.5		60.0		62.4		+1.0	+1.8%	62.8		+1.1	+1.8%

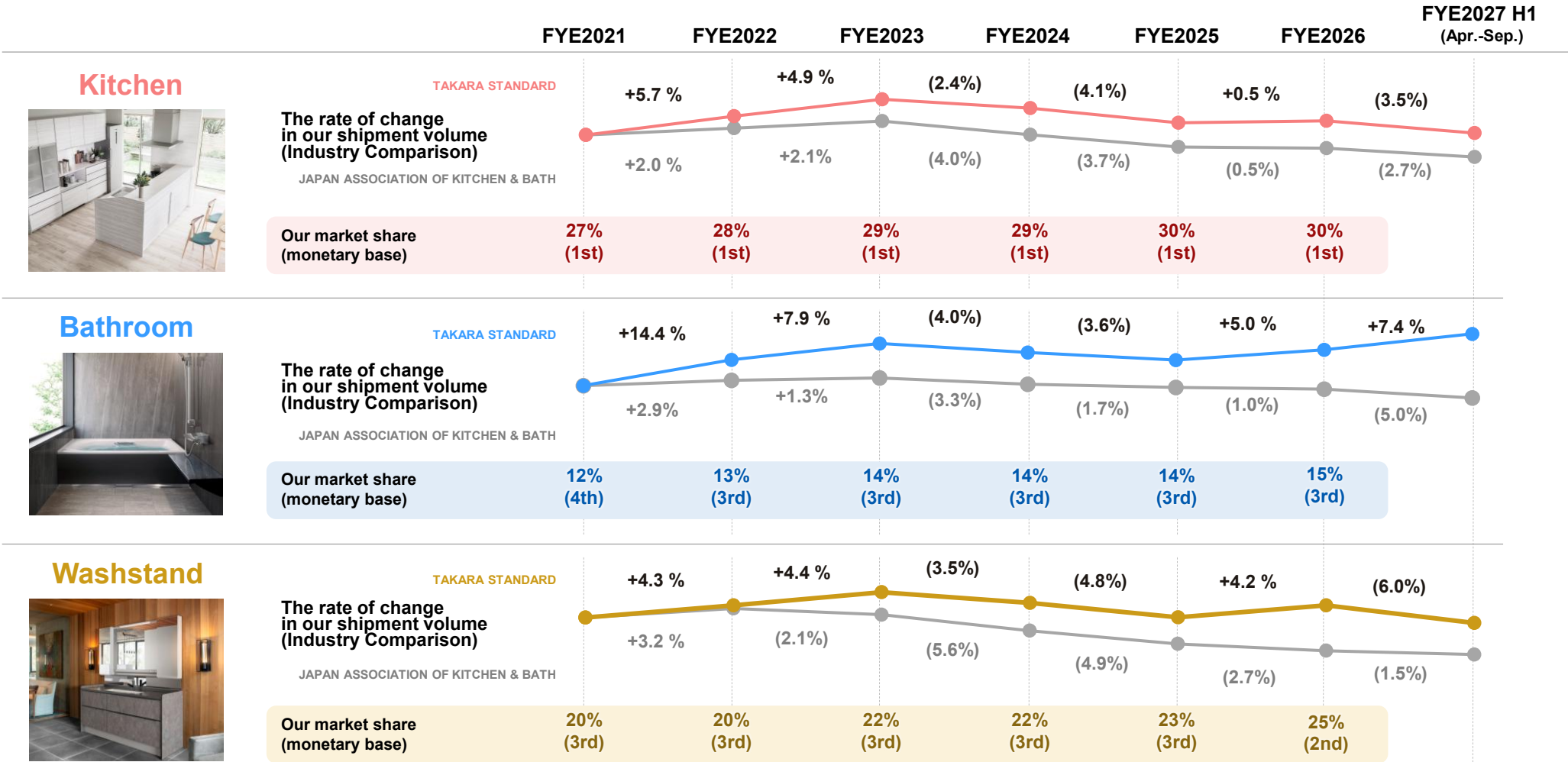
*Includes other sales

New and overseas business (within total)

Glass Frit	0.6	1.1%	0.6	1.0%	0.6	1.0%	0.6	1.1%	0.7	1.1%	+0.0	+8.4%	0.6	1.1%	+0.0	+5.7%
Panel-related sales	0.1	0.3%	0.1	0.3%	0.1	0.3%	0.2	0.4%	0.1	0.3%	+0.0	+3.3%	0.1	0.3%	+0.0	+17.3%
Overseas business sales	0.2	0.4%	0.2	0.5%	0.3	0.5%	0.2	0.5%	0.2	0.4%	(0.0)	(6.0%)	0.2	0.4%	(0.0)	(9.8%)

Shipment Growth Rate and Changes in our market share

Shipment volume for Kitchens and Washstands remained sluggish, as the new construction multi-family housing market, where our company has a high market share, saw low volume. However, the order backlog in this market remains solid, and we expect a recovery for the full fiscal year. Meanwhile, although the Bathroom segment experienced a significant decline due to partial supply restrictions across the industry caused by the Middle East situation, our company achieved an increase through stable supply and sales expansion.



Note: Figures for the JAPAN ASSOCIATION OF KITCHEN & BATH are YoY percentage change in the total numbers of Kitchens Modular Bathrooms and Washstands. FY27 H1 figures are calculated in part based on our own research.
Note: Industry share is based on our Company's research.

Sales Composition by Product and Market

			FYE3/2027 H1 (Apr.-Sep.)		
Net sales (unit : billion yen)			Kitchen 74.9	Bathroom 31.7	Washstand 14.9
Each sales % of total			<p>New construction Detached houses 33.8%</p> <p>New construction Multi-family housing 39.2%</p> <p>Remodeling 24.0%</p>	<p>56.2%</p> <p>34.0%</p> <p>8.2%</p>	<p>21.5%</p> <p>20.5%</p> <p>53.9%</p>
YoY Change in Net Sales	New con- struction	Detached houses	(0.1%)	+10.3%	+6.9%
		Multi-family housing	(4.1%)	+16.7%	(6.4%)
		Total	(2.3%)	+11.5%	(3.1%)
	Remodeling		+2.9%	+6.3%	+9.3%

Consolidated Balance Sheet

Takara standard

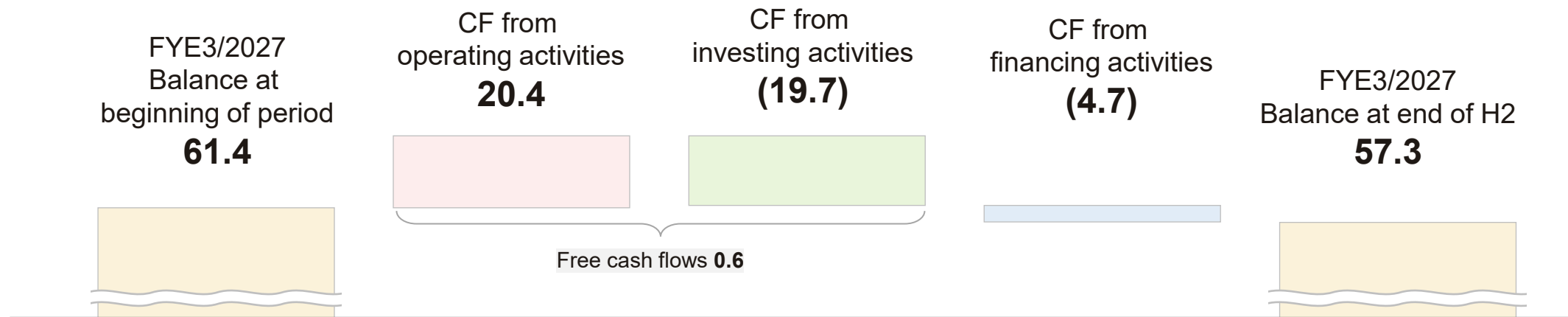
Unit : billion yen

		2026 End-Mar.	2026 End-Sep.	Change	Main Items
Assets	Current assets	152.8	134.5	(18.3)	Cash and deposits (4.0) Accounts receivable - trade (18.0) Inventories +2.5
	Noncurrent assets	132.2	141.0	+8.7	Property plant and equipment +6.4
Total assets		285.1	275.5	(9.5)	
Liabilities	Current liabilities	73.1	60.4	(12.7)	Electronically recorded obligations-operating (7.9) Accounts payable-other (1.8)
	Noncurrent liabilities	15.6	15.7	+0.0	
Total liabilities		88.8	76.1	(12.6)	
Total net assets		196.3	199.3	+3.0	Profit attributable to owners of parent +6.4 Dividends of surplus (4.1)
Total liabilities and net assets		285.1	275.5	(9.5)	

Consolidated Cash Flows

Takara standard

Unit : billion yen



	FYE3/2026 H1 (Apr.-Sep.)	FYE3/2027 H1 (Apr.-Sep.)	Main Items
Cash and cash equivalents at beginning of period	68.0	61.4	
Cash flows from operating activities	10.6	20.4	Profit before income taxes 9.4 Change in accounts and notes receivable 18.2 Income taxes paid (3.8)
Cash flows from investing activities	(6.3)	(19.7)	Purchase of property, plant and equipment (19.7)
Free cash flows	4.2	0.6	
Cash flows from financing activities	(10.5)	(4.7)	Dividends paid (4.1)
Cash and cash equivalents at end of period	61.7	57.3	

1. Overview of Financial Results for Q2 and H1 FYE3/2027 Results PP. 3 ~ 13

2. Earnings Forecasts FYE3/2027

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Japanese Economy

Supported by improvements in the employment and income environment, the economy continues to recover moderately. On the other hand, the outlook remains uncertain due to factors such as rising geopolitical risks, the impact of natural disasters, and concerns over a decline in consumer sentiment due to persistent inflation. In particular, the situation in the Middle East remains fluid and requires close monitoring. Although raw material prices have stabilized from the temporary highs caused by the escalating tensions in the Middle East, they remain at elevated levels.

Japan's Housing Market

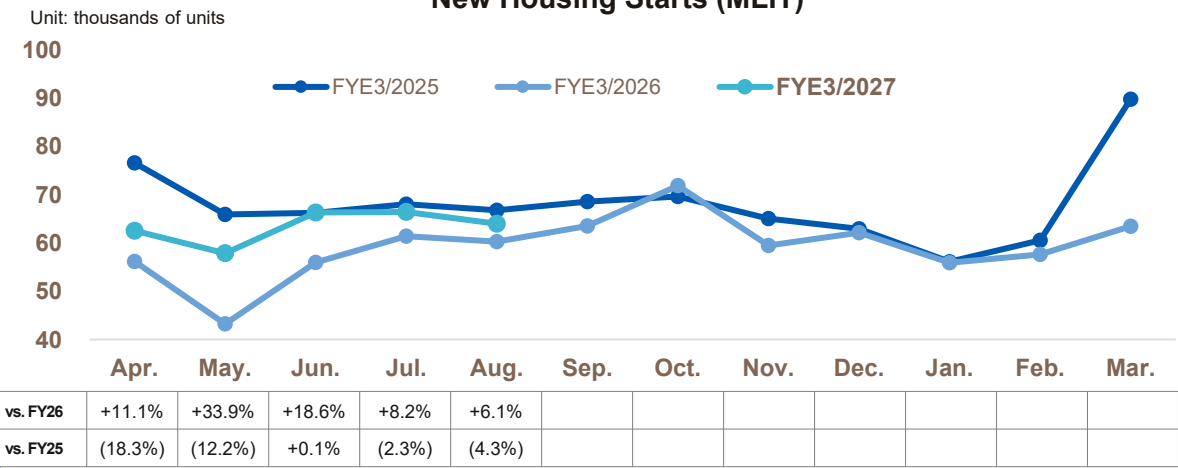
Although housing starts have recovered from the decline following the April 2025 amendments to the Building Standards Act, they remain subdued amid persistently high housing prices and rising mortgage rates. In the remodeling market, the substantial stock of existing homes is expected to support modest market growth. However, rising material costs and a shortage of skilled labor may constrain activity, while competition within the industry is expected to intensify further.

Foreign exchange rates and Tariffs

At present, the majority of our sales are to the domestic market, and most of our procurement is from domestic suppliers. Accordingly, while there may be indirect effects from foreign exchange rate fluctuation and tariffs, their direct impact remains limited.

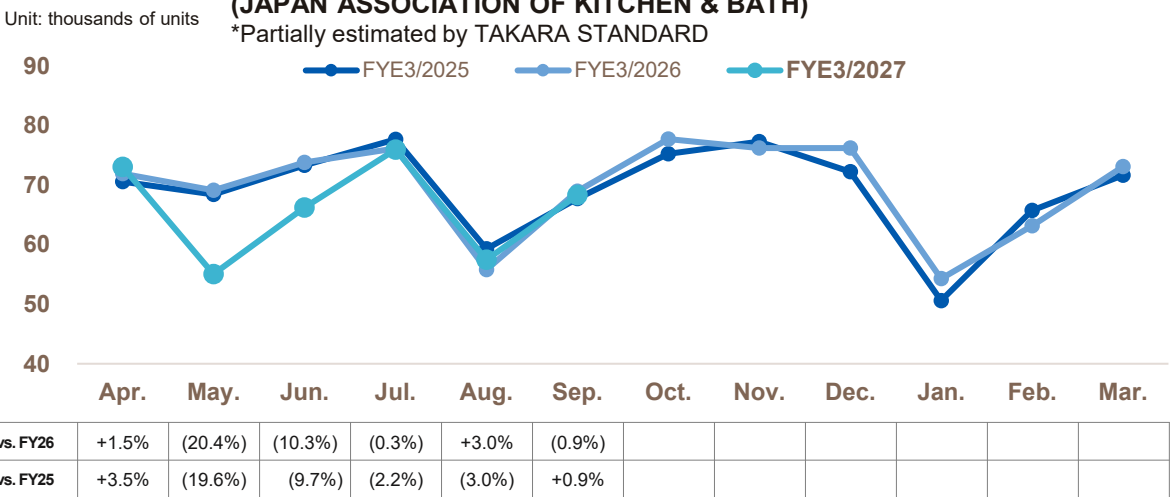
Industry Trends

New Housing Starts (MLIT)



Kitchen and Bathroom shipments in the remodeling market (JAPAN ASSOCIATION OF KITCHEN & BATH)

*Partially estimated by TAKARA STANDARD



Net sales

259.0 billion yen -YoY +6.2 billion yen / +2.5%

- **New construction detached houses:** Forecast for increased sales. Although a surge in demand ahead of amendments to the Building Standards Act and related regulations boosted sales in H1 of the previous fiscal year, creating a high year-on-year comparison base, we achieved sales growth in H1 of the current fiscal year. In H2 of the current fiscal year, we aim to continue growing sales by expanding our market share and raising average selling prices.
- **New construction multi-family housing:** Forecast on par with previous year. Sales declined in H1 due to the impact of the situation in the Middle East and construction delays caused by heavy rainfall. With a solid order backlog, we will continue to raise average selling prices by recommending higher-grade products and expand sales of bathroom products, a category in which our market share remains low. Through these efforts, we aim to return to year-on-year sales growth in H2.
- **Remodeling:** Forecast for increased sales. Although we remain concerned about potential supply disruptions arising from the situation in the Middle East and weaker consumer sentiment toward remodeling amid inflation-driven price increases, we expect sales volume to grow as we continue to offer a broad product lineup. Price increases introduced for selected products in April and across the product range in September are also expected to contribute to sales growth in H2.

Operating profit

19.1 billion yen -YoY +0.0 billion yen / +0.1%, operating profit ratio 7.4 % -YoY (0.2p)

- Although the situation in the Middle East is a factor for lower operating profit, we expect operating profit to remain roughly in line with the previous fiscal year due to a higher share of high-margin remodeling projects in our sales mix, an increase in average selling prices, the setting of material price adjustment fees to respond to soaring raw material prices from September, and further cost reductions.

Profit attributable to owners of parent

14.3 billion yen -YoY (0.7 billion yen) / (5.1%)

- In addition to the impact of the situation in the Middle East, profit is expected to decline, as gains on the sale of non-operating assets such as real estate and policy-held shares are expected to be lower than in the previous year.

ROE

7.4 % -YoY (0.3p)

- Although we will implement shareholder returns at a total payout ratio of approximately 130% as announced, ROE is expected to decline as a result of lower profit.

Earnings Forecasts for FYE3/2027 (No revision)

Takara standard

Unit : billion yen

	FYE3/2026 Results	FYE3/2027 Full Year Forecasts	vs. previous period	
			Change	% change
Net sales	252.7	259.0	+6.2	+2.5%
Operating Profit	19.0	19.1	+0.0	+0.1%
Operating profit ratio	7.6%	7.4%	(0.2 P)	-
Ordinary profit	19.6	19.8	+0.1	+0.6%
Profit attributable to owners of parent	15.0	14.3	(0.7)	(5.1%)
ROE	7.7%	7.4%	(0.3 P)	-

FYE3/2027 Medium-term management plan targets*	vs. Medium-term management plan targets	
	Change	% change
250.0	+9.0	+3.6%
20.0	(0.9)	(4.5%)
8.0%	(0.6 P)	-
-	-	-
-	-	-
8.0%	(0.6 P)	-

*As final-year targets under the Medium-Term Management Plan 2026, the performance targets were announced on May 9, 2024 (ROE target was revised on May 8, 2025).

Earning Forecasts for FYE3/2027 H1 results · H2 forecast (No revision)

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- **H1 results** saw a decrease in profit due to the impact of the situation in the Middle East and expenses were higher than H1 in the previous year.
- **In H2**, we expect sales to remain steady as impact of the situation in the Middle East eases. In addition, we anticipate an improvement in profit margins by setting of material price adjustment fees, which reflect the surge in raw material prices, into our selling prices starting in September. (Note: A separate price revision is scheduled to take effect in April 2027.)

Unit : billion yen

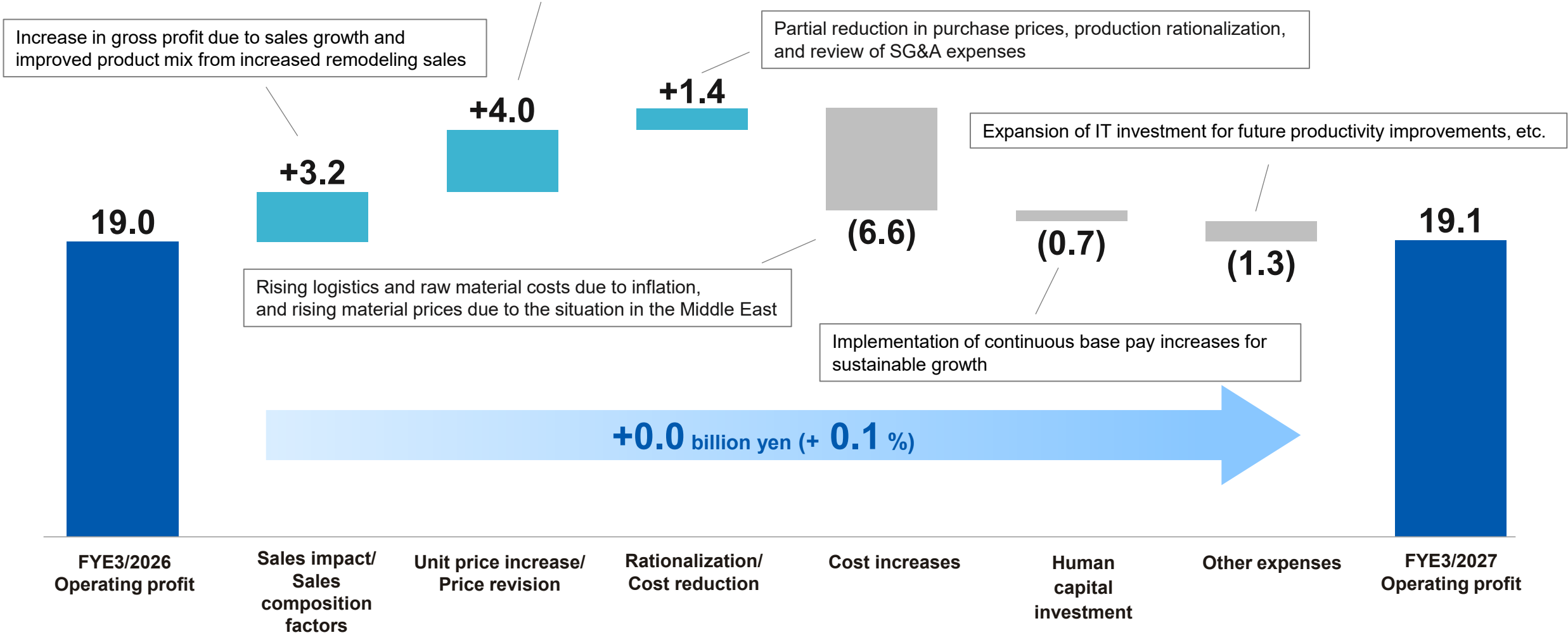
	FYE3/2027													
	H1 results						H2 forecast *				Full Year forecasts			
	Amount	% of sales	vs. previous period		vs. forecast		Amount	% of sales	vs. previous period		Amount	% of sales	vs. previous period	
			Change	% change	Change	% change			Change	% change			Change	% change
Net sales	125.3		+2.1	+1.8%	+0.3	+0.3%	133.6		+4.0	+3.1%	259.0		+6.2	+2.5%
Operating profit	8.0	6.5%	(0.6)	(7.2%)	+0.4	+6.4%	11.0	8.2%	+0.6	+6.2%	19.1	7.4%	+0.0	+0.1%
Ordinary profit	8.5	6.8%	(0.5)	(5.6%)	+0.5	+6.3%	11.2	8.4%	+0.6	+5.9%	19.8	7.6%	+0.1	+0.6%
Profit attributable to owners of parent	6.4	5.1%	(0.5)	(7.6%)	+0.5	+8.8%	7.8	5.9%	(0.2)	(3.0%)	14.3	5.5%	(0.7)	(5.1%)
ROE											7.4% (0.3P)			

* The H2 forecast is calculated by subtracting the H1 results from the full-year forecast.

FYE3/2027 Analysis of Change in Operating Profit (No revision)

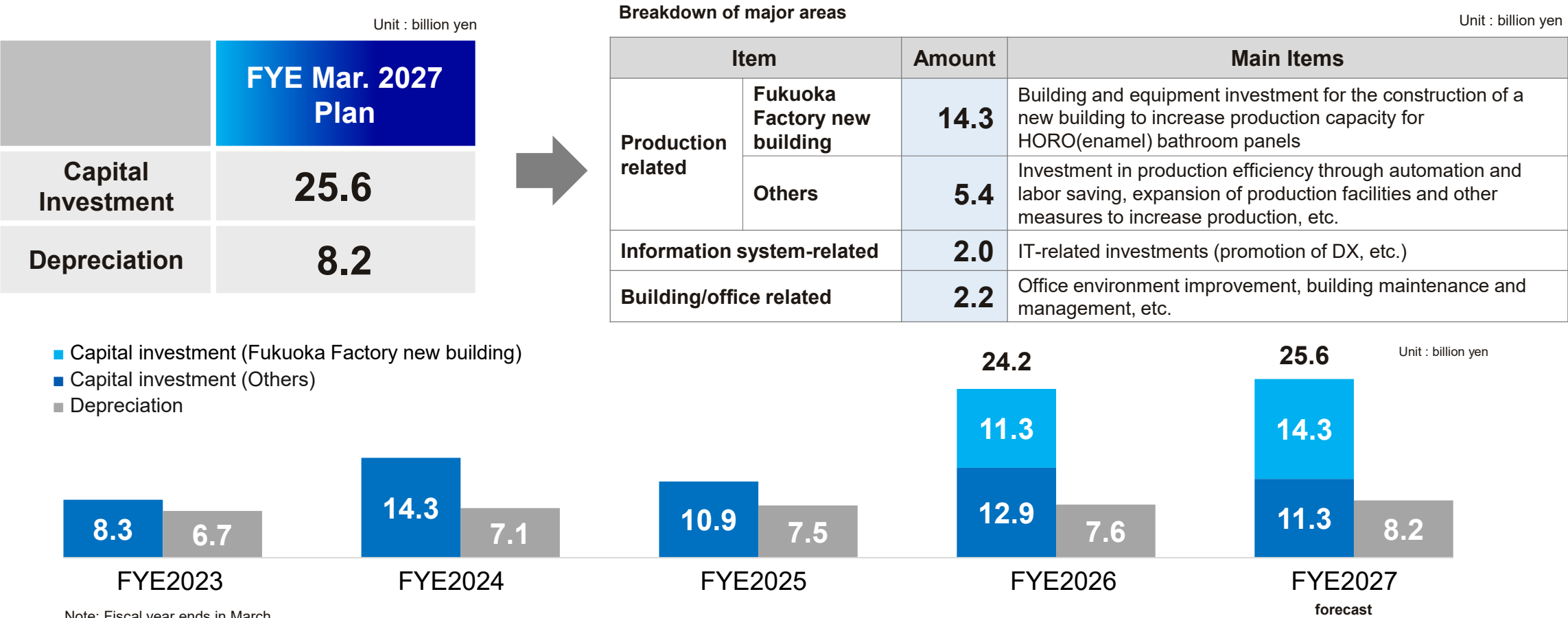
Mainly proposals for upgrades in new construction, continued expansion of sales of optional items, and price revisions for some products, and the establishment of material price adjustment fees in response to rising material prices due to the situation in the Middle East

Unit : billion yen



The State of Capital Investment (Unchanged from the initial forecast)

- Results for FYE Mar. 2026 increased significantly from previous years to 24.2 billion yen, of which 11.3 billion yen was investment in the construction of a new building at the Fukuoka Factory.
- In FYE Mar. 2027, we plan to continue investing 14.3 billion yen in the new building at the Fukuoka Factory, and to make aggressive investments including production-related investments to improve productivity and IT-related investments.



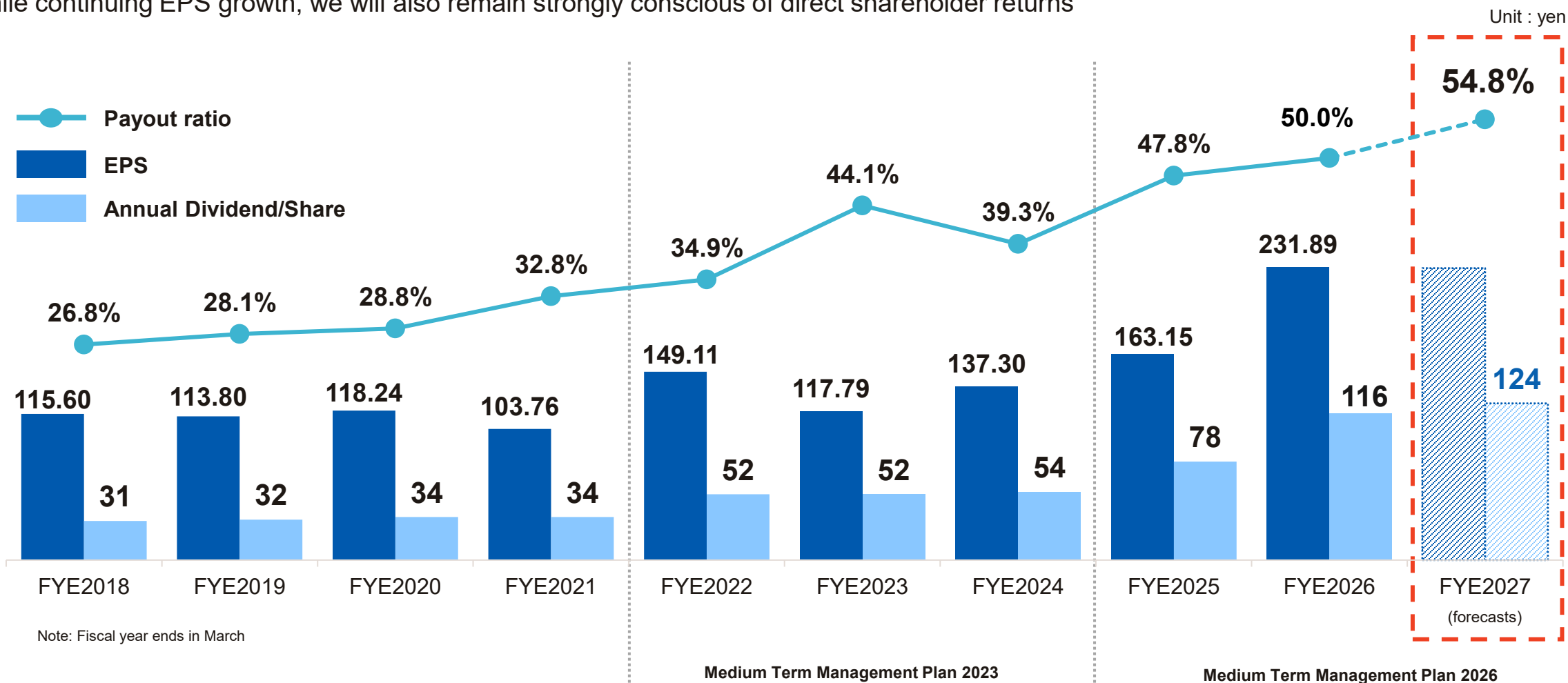
Shareholder return policy		New shareholder return policy
Shareholder return policy	Dividend	Dividend payout ratio of 50 % ~20.0 billion yen over three years of the current plan, Progressive dividend linked to profit growth
	Purchase treasury share	FYE Mar.2026 to 2027 Purchase of ~22.0 billion yen ~24.0 billion yen over three years of the current plan
Concept of Shareholder Return		<p>To develop a foundation of sustainable growth, we actively allocate capital for growth investments and management base reinforcement etc., and raise shareholder returns while maintaining financial soundness.</p> <p>During the current medium term management plan period, ROE 8% in addition to dividends to achieve, we will also actively utilize shareholder returns through the purchase of treasury shares.</p>

For the period following the completion of the medium term management plan 2026 (FYE Mar. 2027), the decisions will be based on the financial situation and investment projects at that time, but will be made with a strong focus on the **KPI (ROE 10%)** for FYE Mar. 2031 and **improvement of stock price.**

Shareholder Returns: Payout Ratio (No revision)

Takara standard

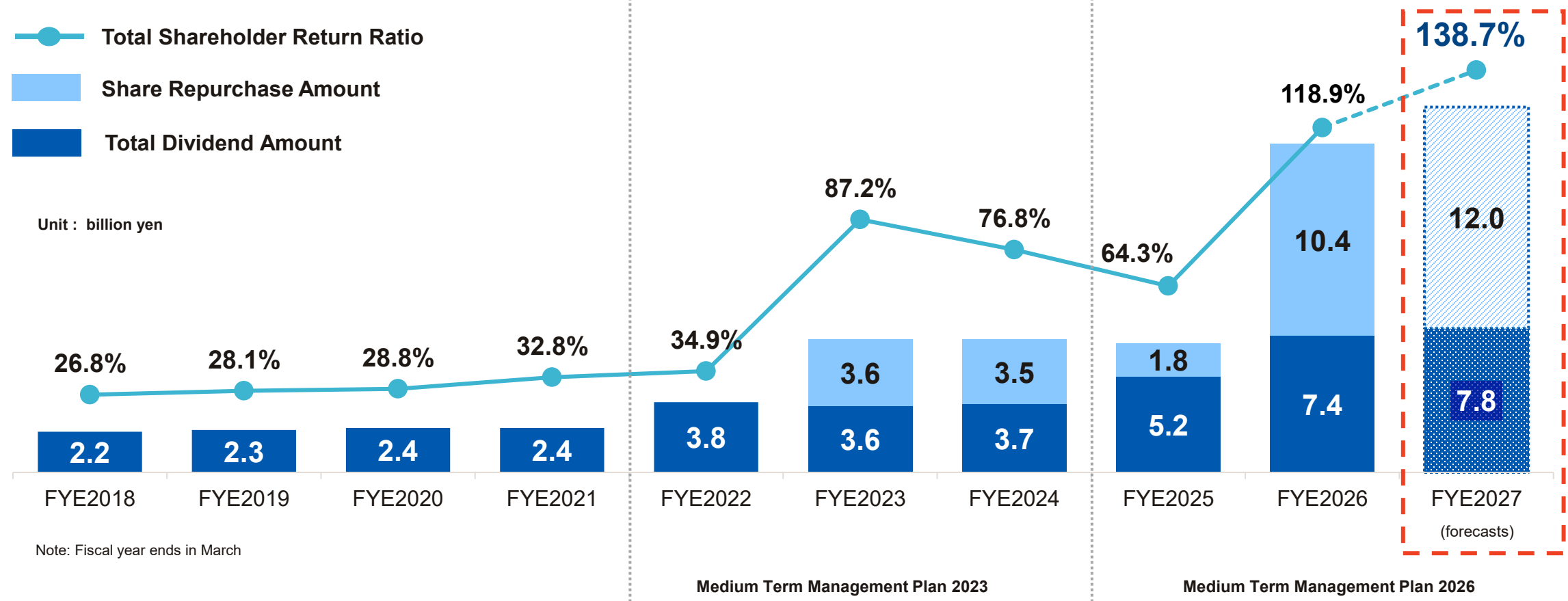
- In accordance with the dividend policy of a 50% payout ratio level, the annual dividend for FYE2026 has been increased from the initial forecast of 100 yen by **16 yen to 116 yen (interim 50 yen, year-end 66 yen)**
- For FYE2027, **an 8 yen increase from the previous fiscal year to an annual 124 yen (interim 62 yen, year-end 62 yen)** is planned
- We have maintained a policy of stable dividends and have not reduced dividends for 34 consecutive terms to date, excluding commemorative dividends
- While continuing EPS growth, we will also remain strongly conscious of direct shareholder returns



Shareholder Returns: Total Shareholder Return Ratio (No revision)

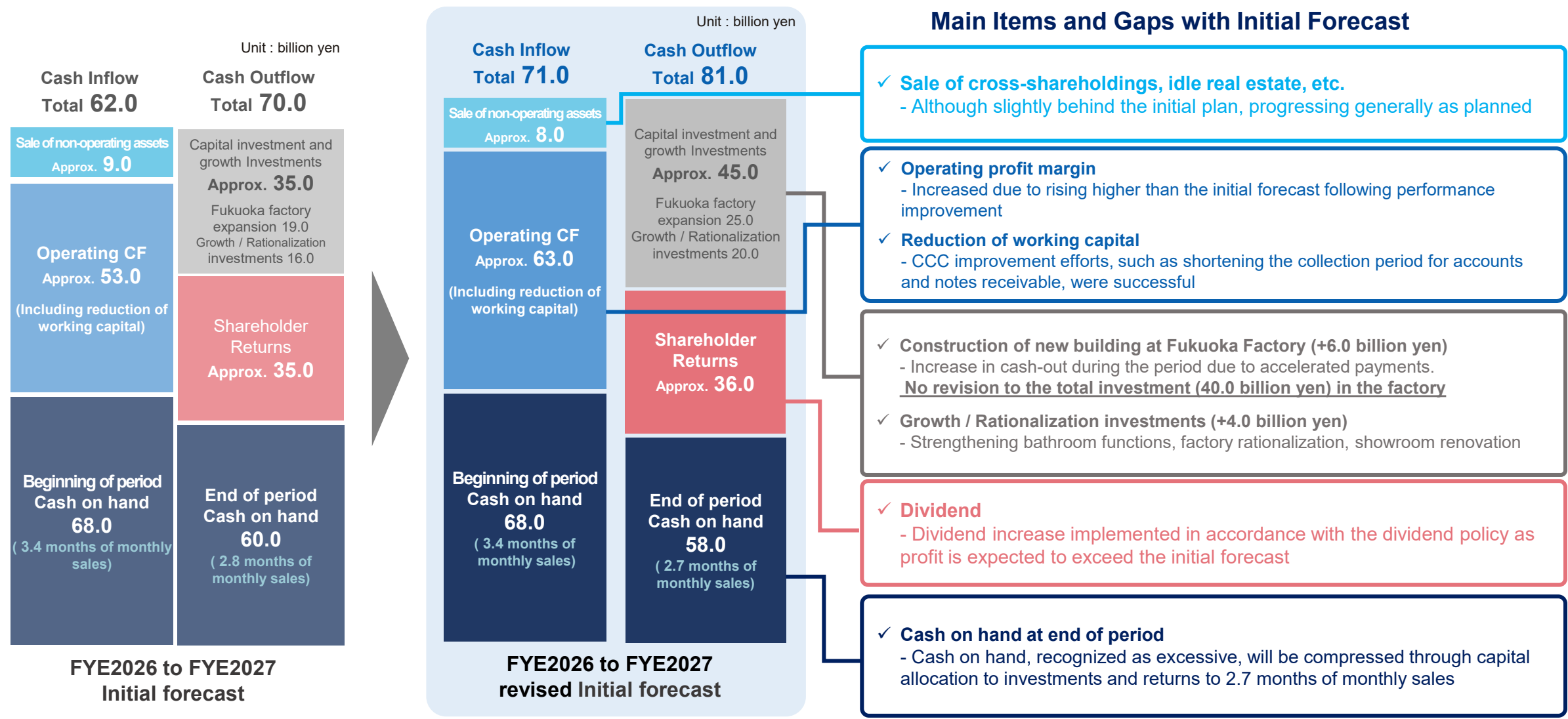
Takara standard

- Since the previous medium-term management plan period, we have actively executed share buybacks, and the total shareholder return ratio has remained at a high level.
- Further accelerating initiatives to achieve the target ROE of 8 % and to establish a sustainable PBR above 1.0x.
- For FYE2026 and FYE2027, we will repurchase approximately 22.0 billion yen of our own shares to reduce net assets, aiming for a total shareholder return ratio at the 130 % level.
- 10.4 billion yen has already been executed in FYE2026, and up to 12.0 billion yen is planned for FYE2027.

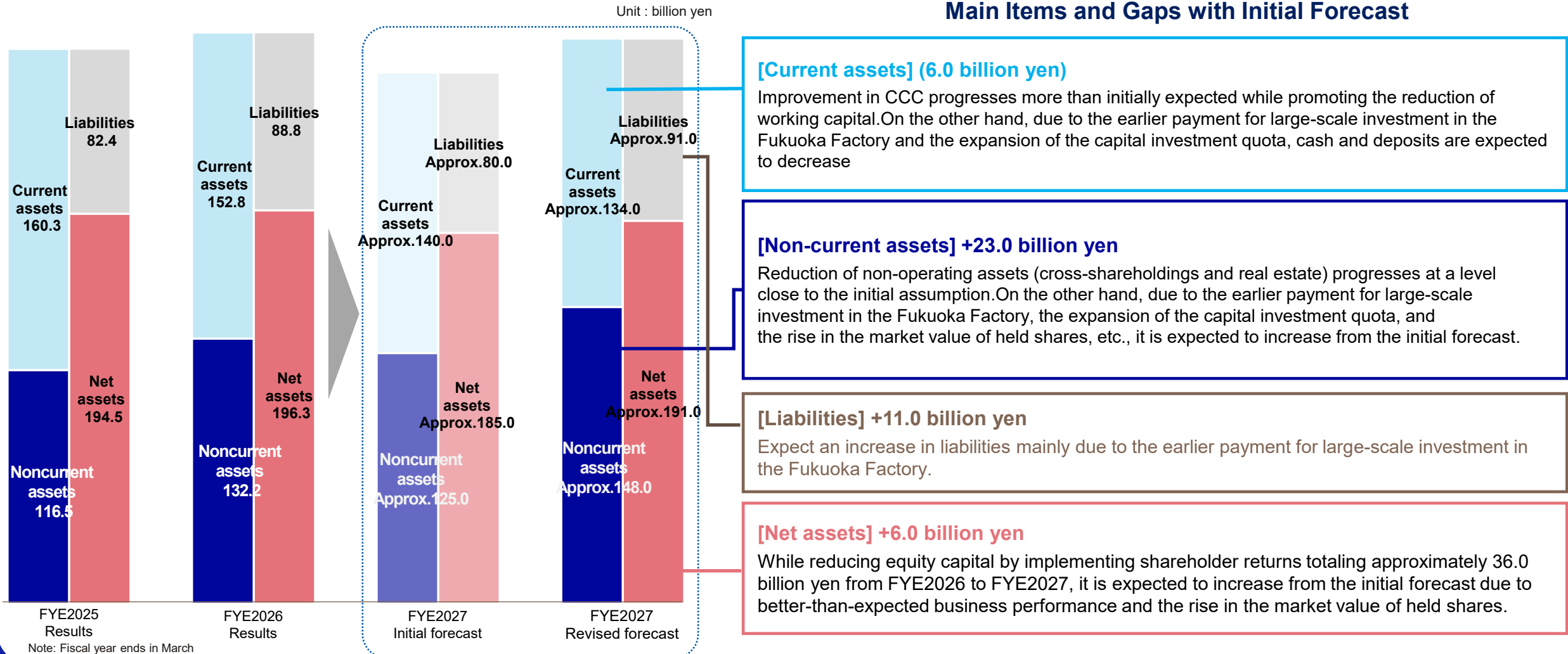


Cash Allocation FYE Mar.2026 to 2027 (Announced on April 30, 2026 No revision)

Both cash-in and cash-out are expected to increase from the forecasts announced in May 2025, but the main factor is the acceleration of payments for originally planned capital expenditures, and **there is no revision to the direction including shareholder returns**.



Regarding the assumed balance sheet for FYE Mar. 2027, although the timing of the BS recognition for the large-scale investment related to the construction of the new building at the Fukuoka Factory was moved forward from the initial assumption, it is generally progressing as expected, and **net assets are being reduced to improve ROE**.



- 1. Overview of Financial Results for Q2 and H1 FYE3/2027 Results PP. 3 ~ 13
- 2. Earnings Forecasts FYE3/2027 PP. 15 ~ 25
- 3. Appendix PP. 27 ~ 45**

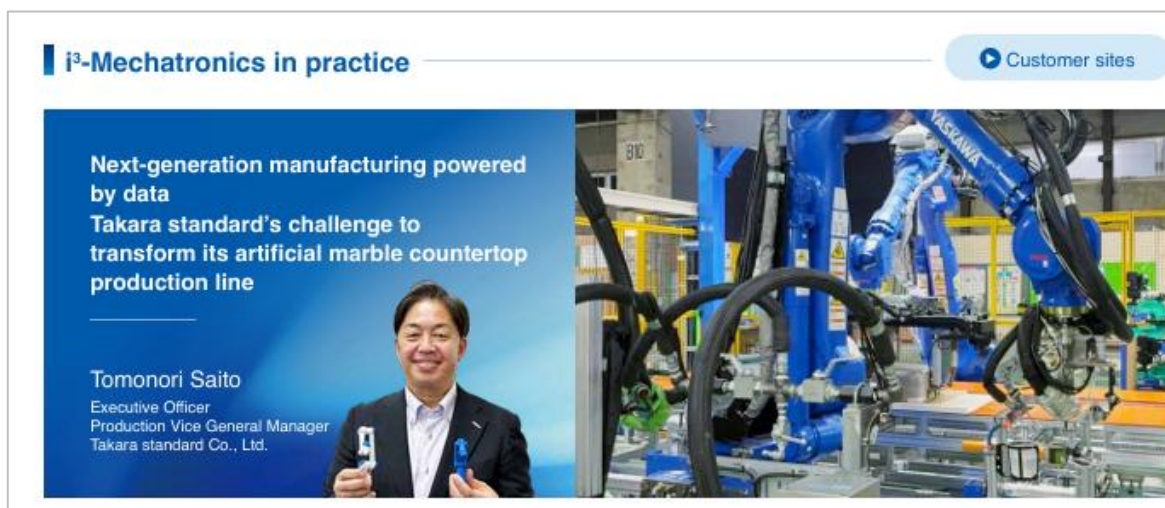
Topics for the Current Period

[M&A] Acquisition of Shares of Sigma Consulting Co., Ltd.



- To expand our domestic remodeling business, we need to strengthen our customer base by digitizing our customer touchpoints.
- Sigma Consulting has expertise in cloud technology and software development, enabling it to develop new businesses and web services end-to-end, from planning through operations. Its strengths also include designing and managing CRM systems using customer data, UI/UX design, and building and operating digital marketing infrastructure.
- By combining Sigma Consulting's digital capabilities with our business base, we aim to enhance our sales and marketing efforts, build lasting customer relationships, and improve operational efficiency to drive further business growth.

Our Initiatives Featured in Yaskawa Electric Corporation's Integrated Report



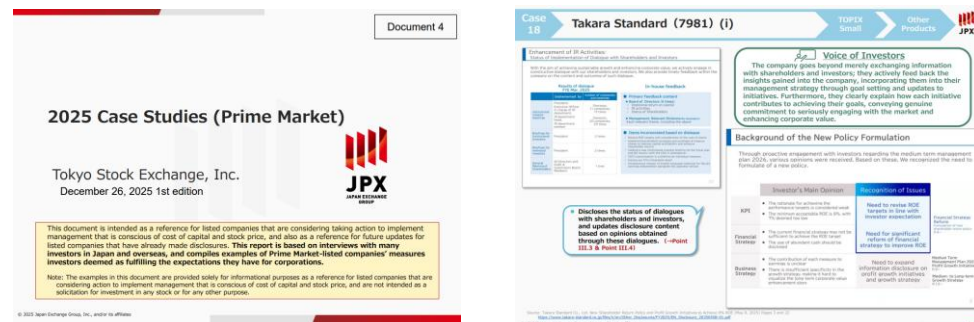
Yaskawa Electric Corporation
Integrated Report "YASKAWA Report" Website

<https://www.yaskawa-global.com/ir/materials/annual>

- TAKARA STANDARD has long pursued automation to improve productivity at its factories.
- As part of these efforts, we have built a next-generation production line incorporating Yaskawa Electric's physical AI at our Kashima Factory.
- This initiative is featured in Yaskawa Electric's integrated report, *YASKAWA Report 2026*.
- TAKARA STANDARD will continue to expand the use of physical AI, aiming to achieve "dark factory" operations.

Note: Dark factory is a highly automated facility in which almost all production processes operate without human intervention, allowing the factory to run autonomously without lighting.

Featured as a case study of capital cost management initiatives selected by the Tokyo Stock Exchange



- In May last year, we announced update to our Medium-Term Management Plan titled "New Shareholder Return Policy and Profit Growth Initiatives to Achieve 8% ROE"
- This material has been featured in the casebook of "Management with Awareness of Capital Cost and Stock Price" selected by the Tokyo Stock Exchange.

Source: Japan Exchange Group <https://www.jpx.co.jp/english/equities/follow-up/uo0150000004sse-att/vk0khi000000gi0s.pdf>

Tokyo Stock Exchange, regarding capital cost management, etc. TAKARA STANDARD selected as a company showing progress in initiatives

Companies Whose Progress Is Highly Evaluated by Investors (1)

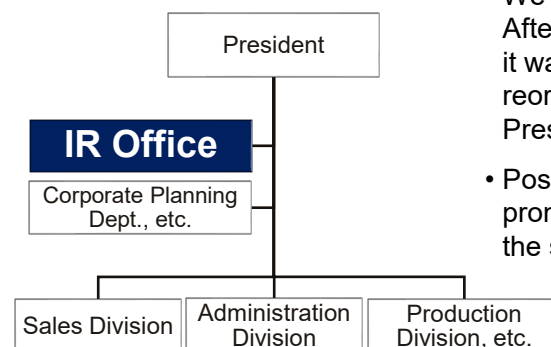
Prime JPY 100 billion or more

◆ Prime Market—market cap. of JPY 100 billion or more (Descending order by vote count and securities code)

Securities Code	Company Name	Industry	Votes
6481	THK CO., LTD.	Machinery	7
6501	Hatchi Ltd.	Electric Appliances	7
6503	Mitsubishi Electric Corporation	Electric Appliances	6
9005	SANKYU INC.	Land Transportation	5
2941	Ranga Co., Ltd.	Pulp & Paper	4
6861	KEYENCE CORPORATION	Electric Appliances	4
8439	Tokai Century Corporation	Other Financing Business	4
3801	Mitsui Fudosan Co., Ltd.	Real Estate	4
2875	TOYO SUISEI KASEI, LTD.	Foods	3
3099	Isehan Mitsubishi Holdings Ltd.	Retail Trade	3
4004	Resonac Holdings Corporation	Chemicals	3
4061	Denka Company Limited	Chemicals	3
4205	ZEON CORPORATION	Chemicals	3
5333	NGK Corporation	Glass & Ceramics Products	3
5393	NICHIAI CORPORATION	Glass & Ceramics Products	3
5905	SWCC Corporation	Nonferrous Metals	3
6361	EBARA CORPORATION	Machinery	3
6367	DAIKIN INDUSTRIES, LTD.	Machinery	3
6758	SONY GROUP CORPORATION	Electric Appliances	3
6782	TDK Corporation	Electric Appliances	3
7433	RYOHI KENKAKU CO., LTD.	Retail Trade	3
7608	ASICS Corporation	Other Products	3
8058	Mitsubishi Corporation	Wholesale Trade	3
9007	Osaka Electric Railway Co., Ltd.	Land Transportation	3
1993	PONTA OCEAN CONSTRUCTION CO., LTD.	Construction	2
1920	RATO Kogyo Co., Ltd.	Construction	2
1969	Takachi Thermal Engineering Co., Ltd.	Construction	2
2264	MORINAGA MILK INDUSTRY CO., LTD.	Foods	2
7981	TAKARA STANDARD CO., LTD.	Other Products	2
8001	ITOCHU Corporation	Wholesale Trade	2
2802	Ainomoto Co., Inc.	Foods	2
3407	ASAHI KASEI CORPORATION	Chemicals	2
4099	SHIBUKAWA HOLDINGS CORPORATION	Chemicals	2
4188	Mitsubishi Chemical Group Corporation	Chemicals	2
4544	H.U. Group Holdings Inc.	Services	2
5101	The Yakuwasa Rubber Company Limited	Rubber Products	2
5331	NORITAKE CO., LIMITED	Glass & Ceramics Products	2
5332	TOYO LTD.	Glass & Ceramics Products	2
5334	Nikka Co., Ltd.	Glass & Ceramics Products	2
5482	AICHI STEEL CORPORATION	Iron & Steel	2
5708	Mitsui Kinokuni Company Limited	Nonferrous Metals	2
5929	Sanwa Holdings Corporation	Metal Products	2
6098	Racal Holdings Co., Ltd.	Services	2
6382	DAIFUKU CO., LTD.	Machinery	2
6448	BROTHER INDUSTRIES, LTD.	Electric Appliances	2
6465	HOSHIZAKI CORPORATION	Electric Appliances	2
6545	OMRON Corporation	Electric Appliances	2
6701	NEC Corporation	Electric Appliances	2
6752	Parasonic Holdings Corporation	Electric Appliances	2
7013	IHI Corporation	Machinery	2
7278	EXEDY Corporation	Transportation Equipment	2
7530	Pen Pacific International Holdings Corporation	Retail Trade	2
7747	ASAHI INTECC CO., LTD.	Precision Instruments	2
7846	PILOT CORPORATION	Other Products	2
7911	TOPPAN Holdings Inc.	Other Products	2
7912	Dai Nippon Printing Co., Ltd.	Other Products	2
7972	ITOKI CORPORATION	Other Products	2
7981	TAKARA STANDARD CO., LTD.	Other Products	2

Source: Japan Exchange Group <https://www.jpx.co.jp/english/corporate/news/news-releases/1020/vk0khi0000027r7b-att/vk0khi0000027ra9.pdf>

IR Office Transferred to an Organization Directly Under the President



*The above organizational chart is an outline

- We are gradually strengthening its IR structure. After establishing a dedicated organization in 2023, it was promoted to department status in 2025 and reorganized into the "IR Office" directly under the President from April 2026
- Position IR at the core of management strategy and promote more constructive and agile dialogue with the stock market

Participation in the "Nikkei/TSE IR Fair 2026" for individual investors



- In recent years, the Company has been expanding its IR activities for individual investors. As part of these efforts, we exhibited for the second consecutive year at the "Nikkei/TSE IR Fair 2026," one of Japan's largest events for individual investors, held in August 2026.
- We are actively participating in other briefing sessions and events, and will continue to focus on IR activities for individual investors.

Company Overview and Strengths

A comprehensive housing equipment manufacturer that develops products using proprietary materials such as high-grade HORO(enamel).

Company name	TAKARA STANDARD CO., LTD.
Head office	1-2-1 Shigino-higashi, Joto-ku, Osaka 536-8536 Japan
Established	May 30, 1912
President	Masaru Komori
Capital	26.356 billion yen
Listing	Prime Market, Tokyo Stock Exchange Stock Code: 7981
Performance FYE Mar.2026	Net sales: 252.7 billion yen Operating profit: 19.0 billion yen
Employees	6,505 as of March 31, 2026

Main business

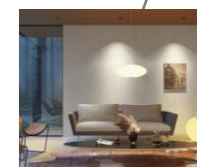
Manufacturing and sales of comprehensive housing equipment



Kitchen



Bathroom

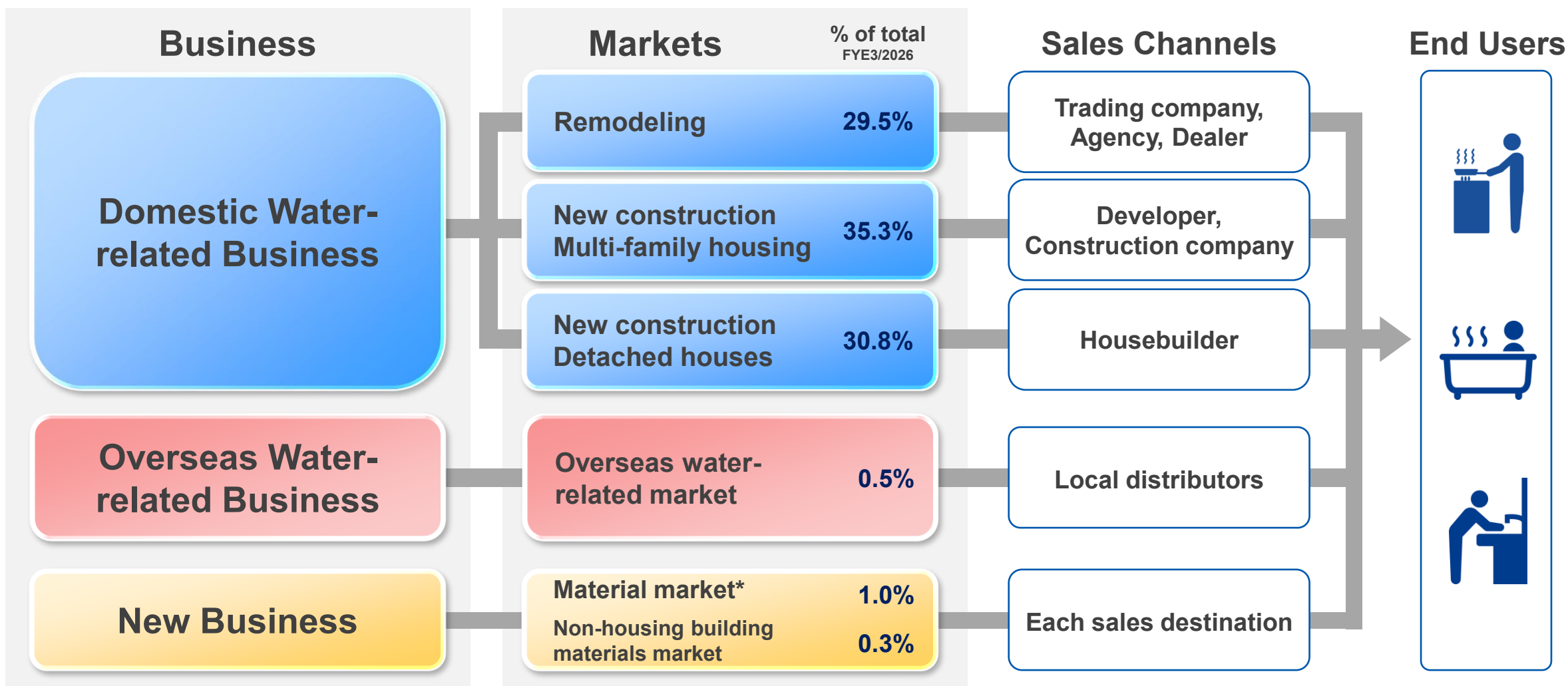


Wall panels



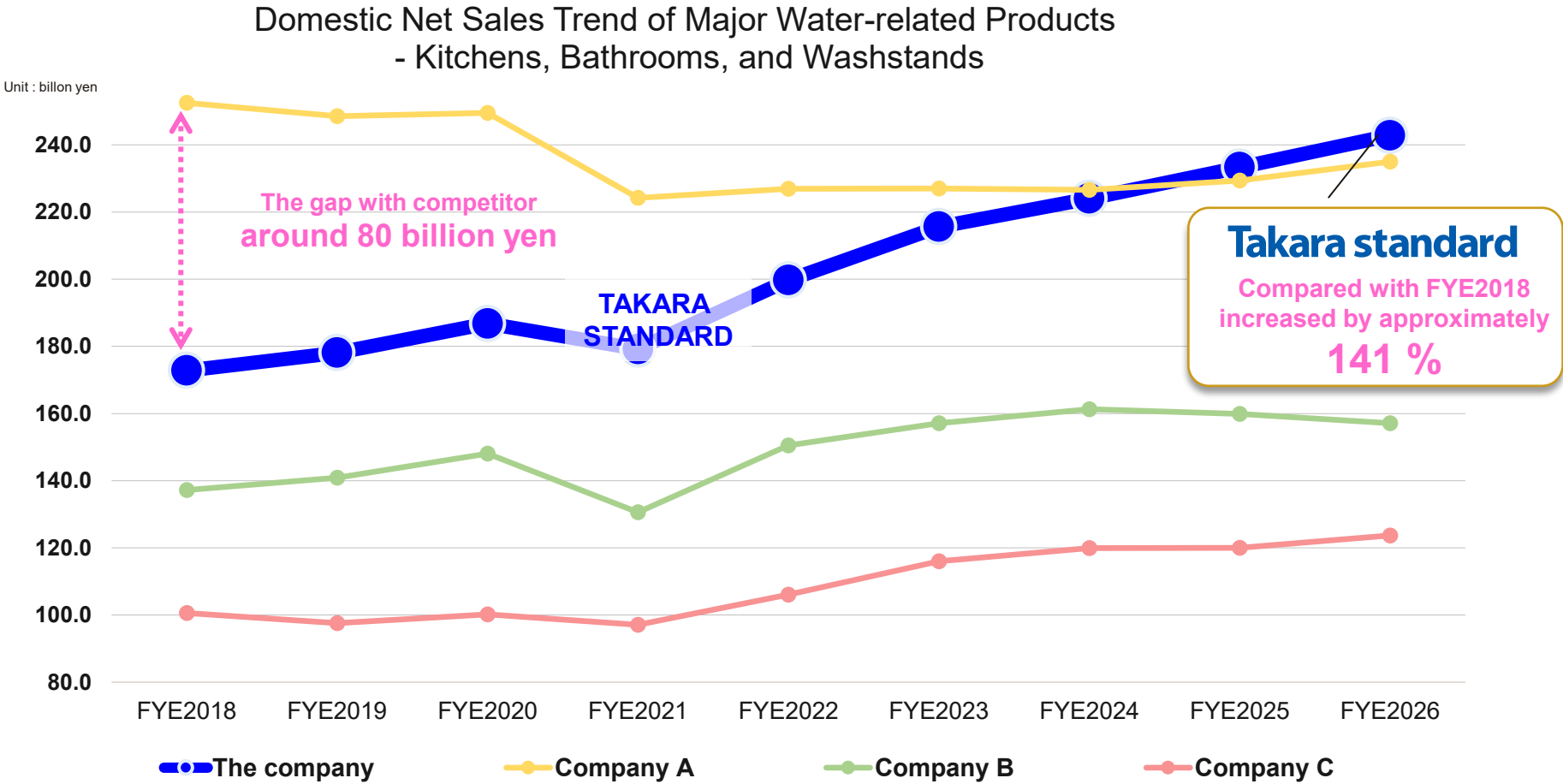
Washstand

We operate mainly in three business segments: Domestic Water-related Business, Overseas Business, and New Business. We conduct sales activities to sales channels tailored to each market, ultimately providing products to end users.



*% of total net sales of Glass Frit

Achieved the **No.1** position in total sales of
kitchens, bathrooms, and washstands in Japan for FYE Mar. 2025.
Top-class industry share for each product category.



Note: Based on each company's publicly disclosed financial results and the Company's own research.
Note: Fiscal year ends in March



Note: As of FY2025, based on Company's research

Features / Strengths: Proprietary material, High-Grade HORO(Enamel)

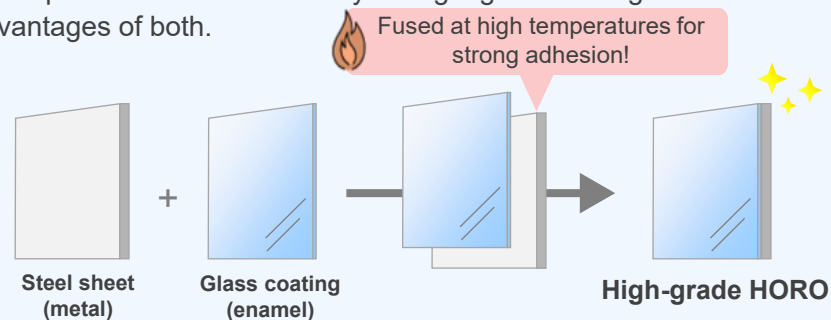
The world's only manufacturer that can also propose enamel-based water related products



We also handle general wooden water related products, and it is possible to use HORO only in areas where cleanliness and durability are required, such as the bottom panels of kitchens.

What is HORO?

A composite material created by fusing a glass coating onto a metal surface. It combines the strength of metal with the beauty of glass, making it an ideal material that maximizes the advantages of both.



Features of HORO

✓ Easy to clean

✓ Scratch-resistant

✓ Moisture-resistant

✓ Magnet-friendly

✓ Heat-resistant

✓ Odor-resistant

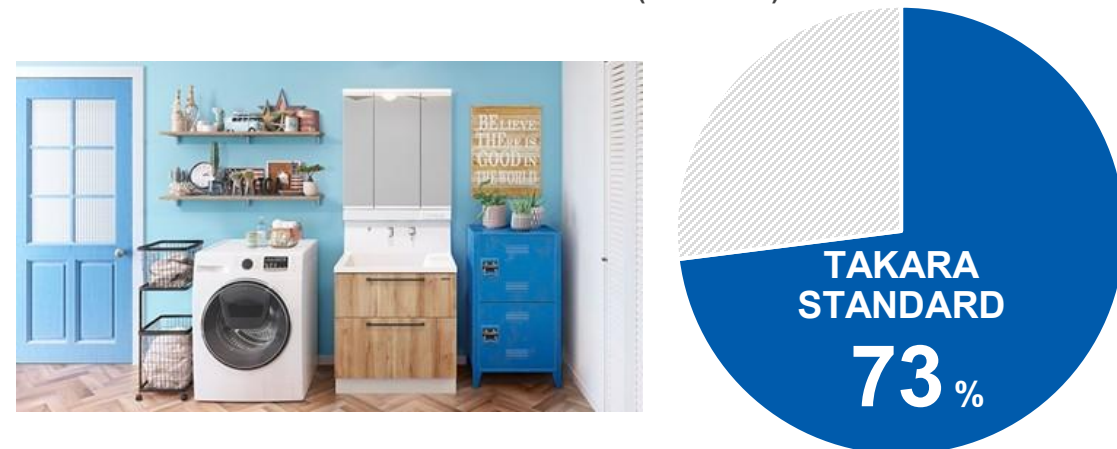
Features / Strengths: High market share in new multi-family housing

Established an overwhelming market share for kitchens and washstands in the new condominium market

Kitchens (units sold)



Washstands (units sold)



Note: Shipment unit share in the new multi-family housing market (for sale) -FYE 3/2025, based on the Company's research

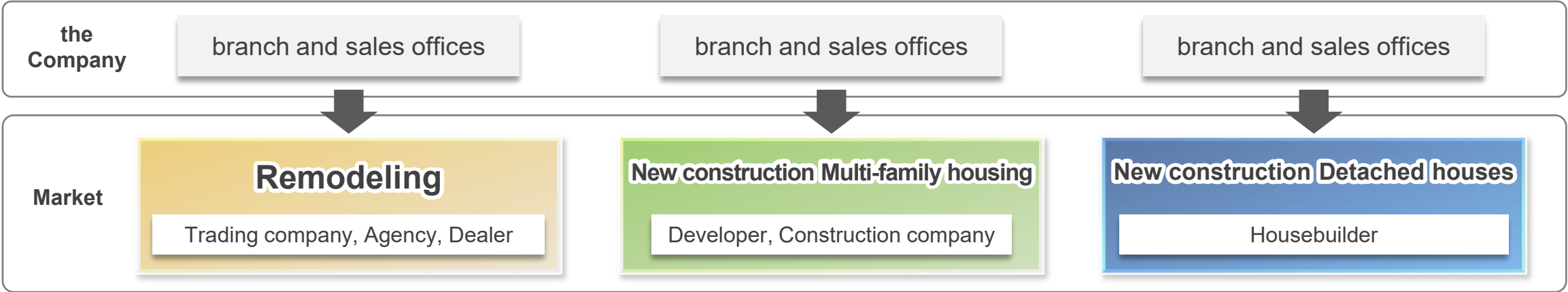
Three key competitive advantages supporting our overwhelming market share

Production and logistics network enabling large-scale and bulk deliveries (15 production sites, 12 logistics centers)

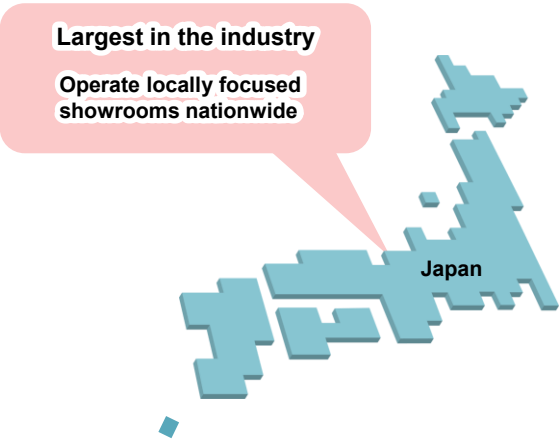
Design and construction capabilities to meet diverse layouts and specifications

Delivery capabilities that ensure strict process management

Dedicated sales organizations are assigned to each market segment, enabling attentive and well-coordinated sales activities.



We operate community-based showrooms where customers can see, touch, and be convinced of our products.



Provides web content useful for gathering information on remodeling



An organization of remodeling stores partnered with the Company, possessing proven track records and extensive experience. Customers can find partners for water-related remodeling projects.



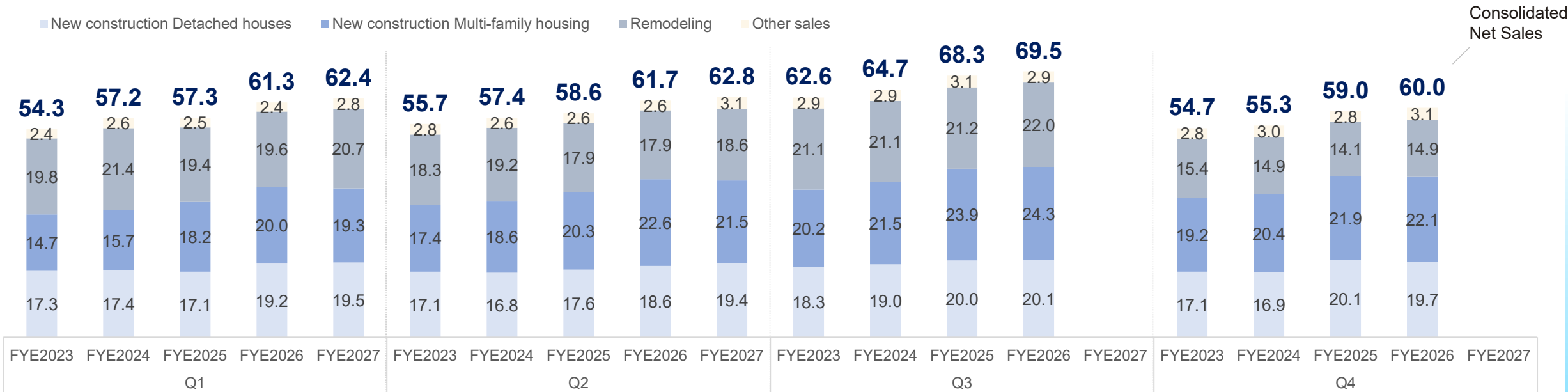
Financial Data

			FYE3/2026		
Net sales unit : billion yen			Kitchen 154.7	Bathroom 58.7	Washstand 30.5
Each sales % of total			<p>Remodeling 22.2% New construction Detached houses 33.6% New construction Multi-family housing 41.6%</p>	<p>Remodeling 56.5% New construction Detached houses 34.1% New construction Multi-family housing 7.9%</p>	<p>Remodeling 19.8% New construction Detached houses 19.4% New construction Multi-family housing 58.4%</p>
YoY Change in Net Sales	New con- struction	Detached houses	+2.9%	+6.5%	+8.5%
		Multi- family housing	+5.9%	+9.3%	+6.3%
		Total	+4.5%	+7.0%	+6.8%
	Remodeling		+1.5%	+3.6%	+5.5%

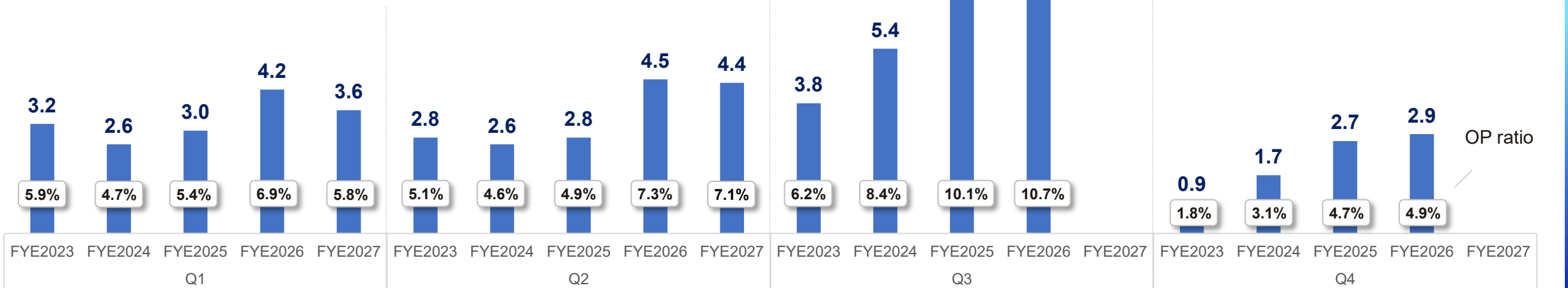
Quarterly Performance Trends

Quarterly Net Sales by Market

Unit : billion yen



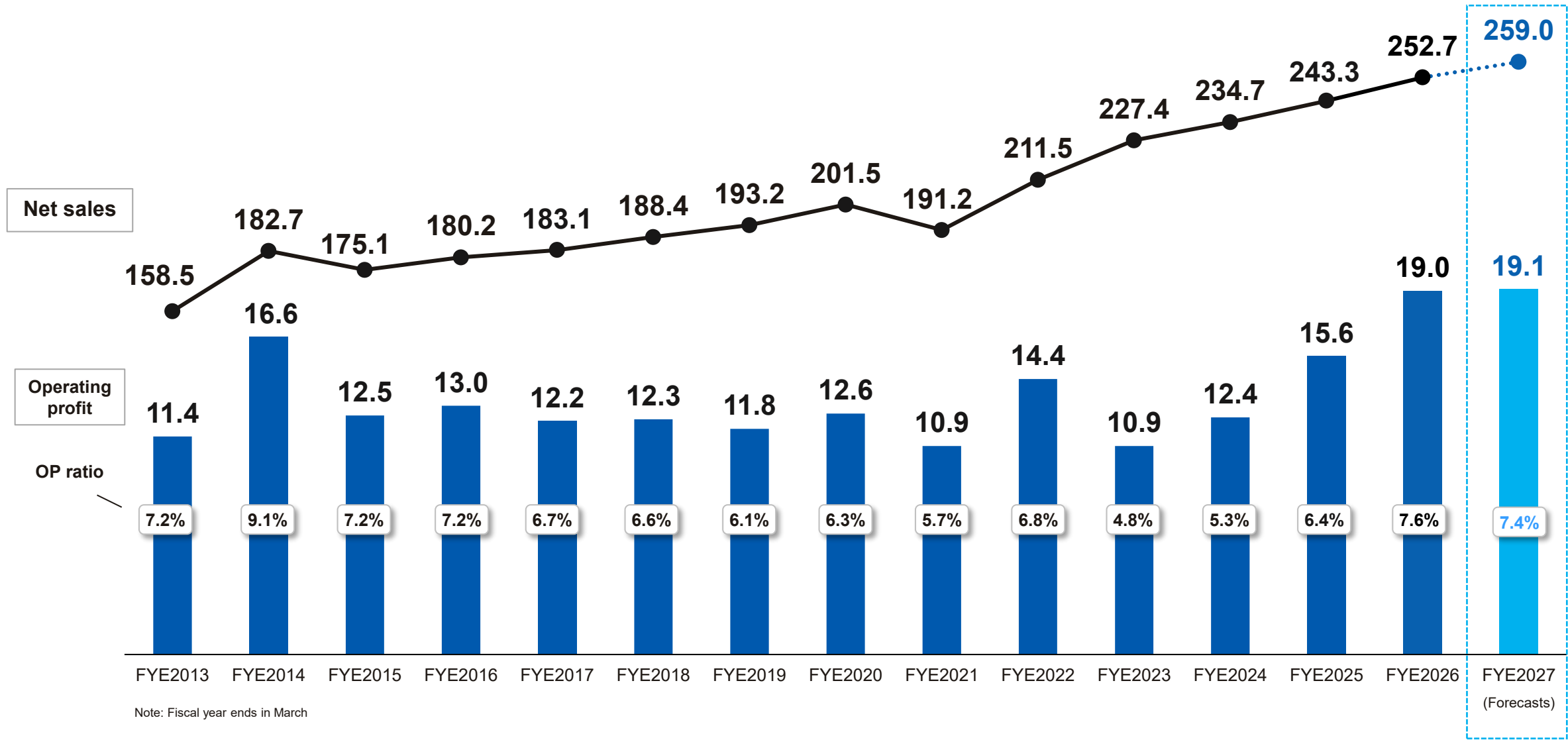
Quarterly Consolidated Operating Profit Trends



Note: Fiscal year ends in March

Historical Trends in Net sales and Operating Profit

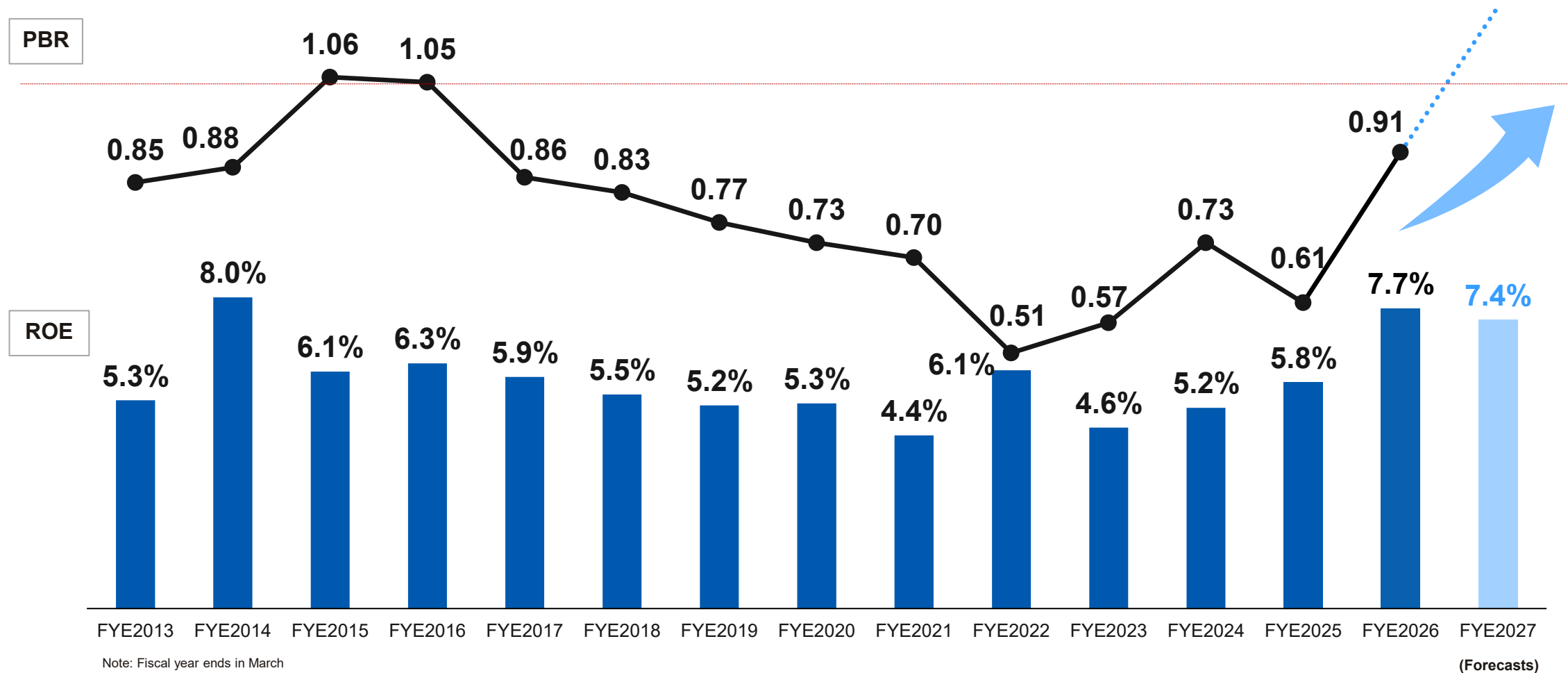
Unit : billion yen



The Company has applied the "Accounting Standard for Revenue Recognition" and related standards from FYE3/2022, and the figures for FYE3/2021 were retroactively restated, whereas the figures for FYE3/2020 and earlier periods have not been restated.

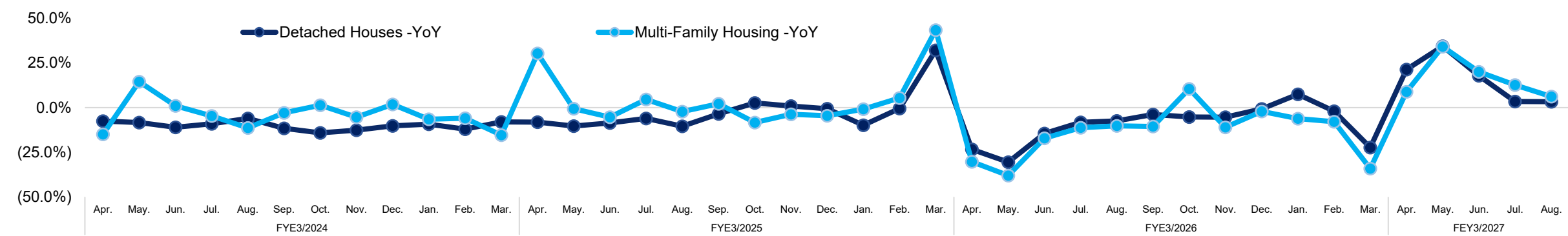
Historical Trends in ROE and PBR

Takara standard

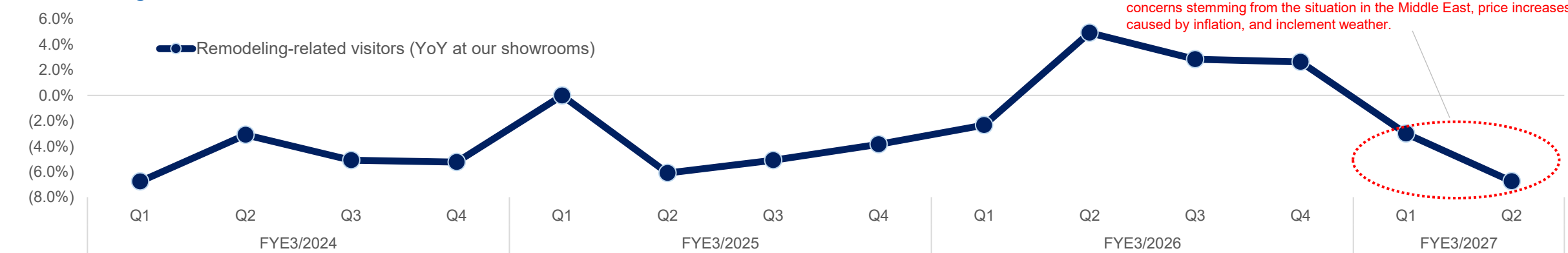


New Construction Detached Houses and Multi-Family Housing – Related Data (YoY Comparison of New Construction Starts in Japan)

Partially edited based on the "Building Starts Statistics Survey" by MLIT



Remodeling-related data (YoY comparison of visitors for renovation purposes at our showrooms)

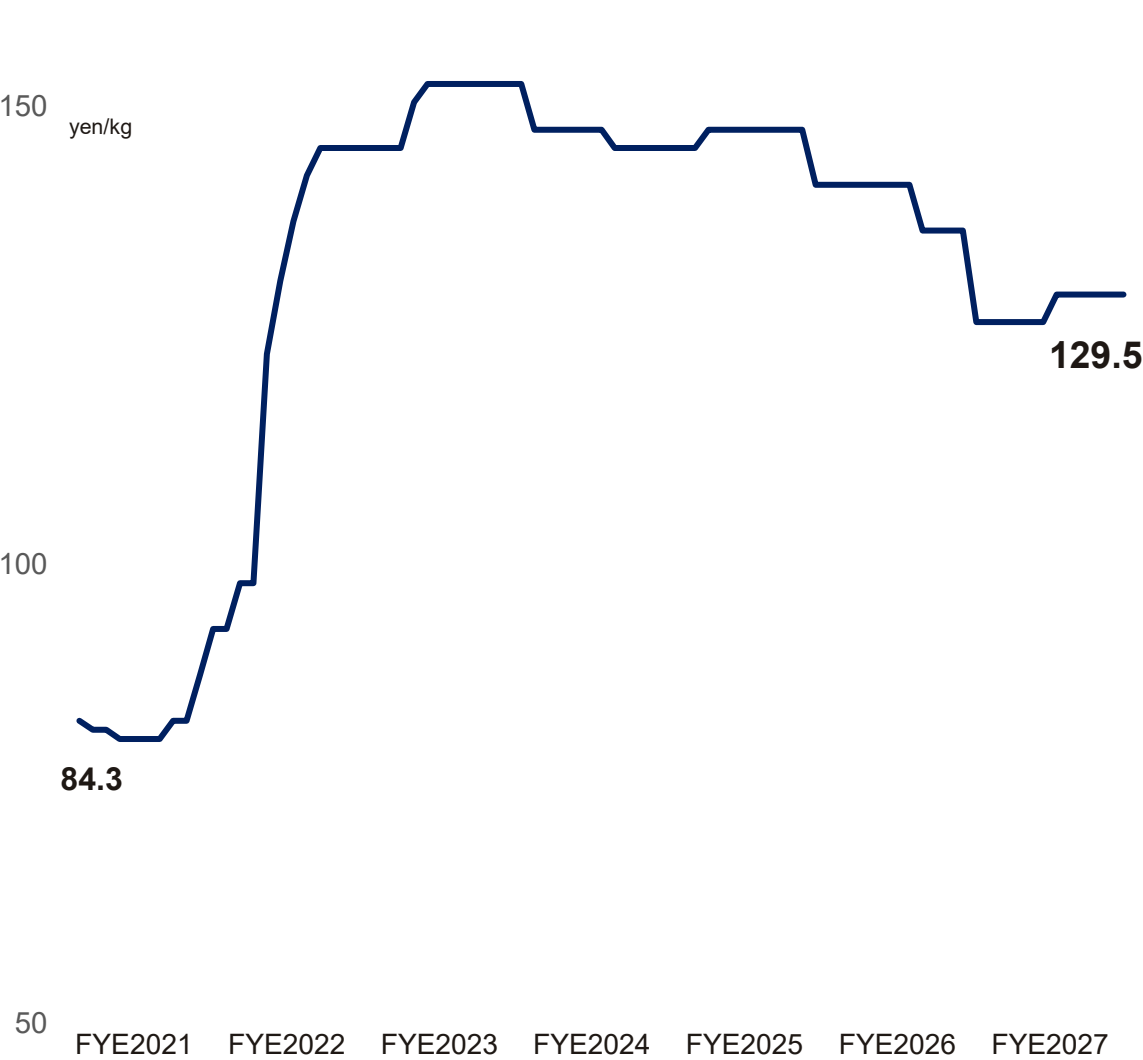


Number of overseas local distributor's showrooms

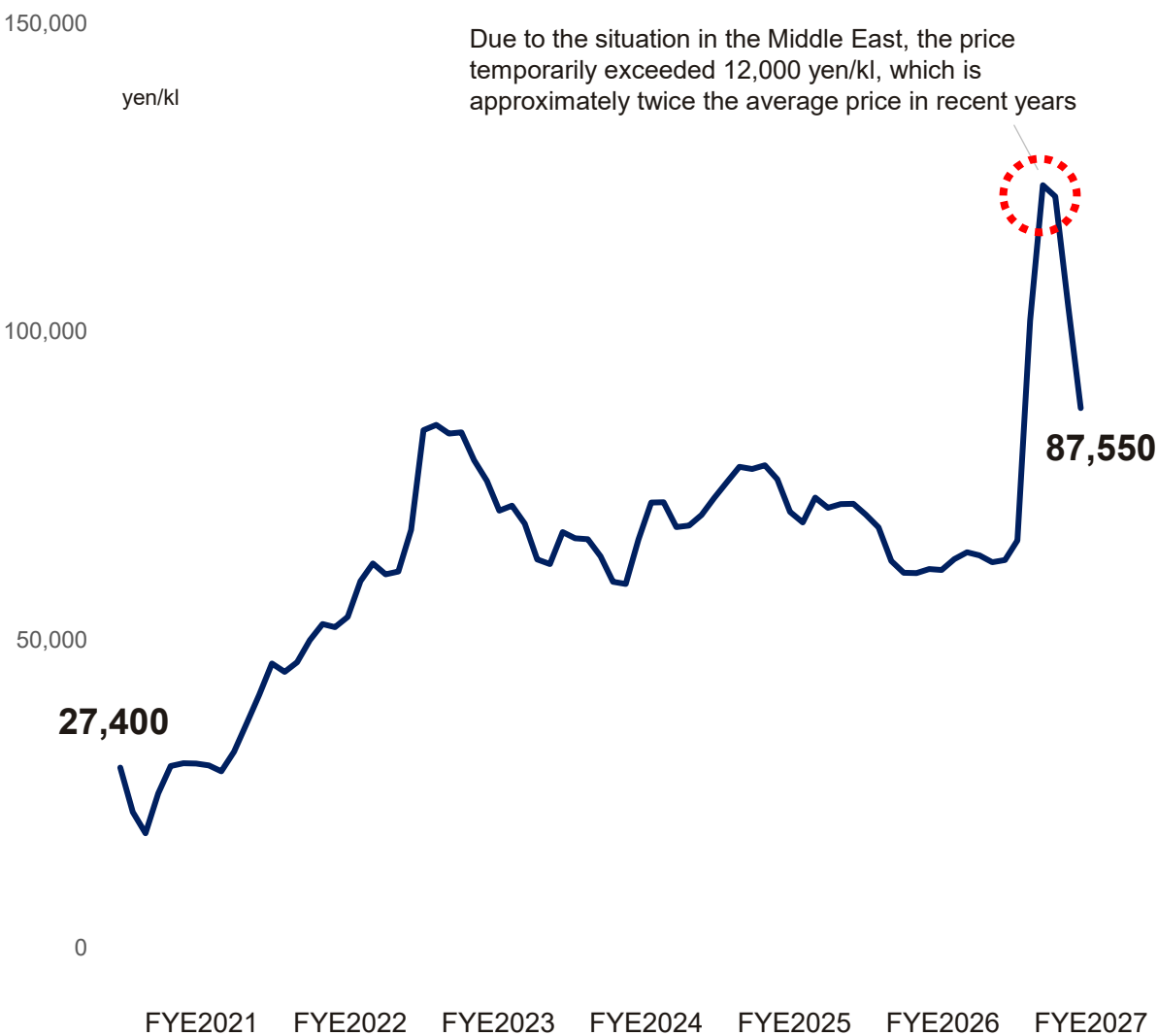
Unit: locations

	China	Taiwan	Vietnam	Others	Total
As of Sep. 30, 2026	31	31	3	6	71
vs. Mar. 31, 2026	+2	(3)	(1)	+1	(1)

● Cold-rolled steel sheet



● Naphtha



Note: Fiscal year ends in March

Progress against Forecast

■ H1 Results ■ Full Year Forecasts

Unit : billion yen

Net sales



Full Year
Forecasts

Progress
rate

259.0

48.4%

Operating profit



19.1

42.4%

Ordinary profit



19.8

43.0%

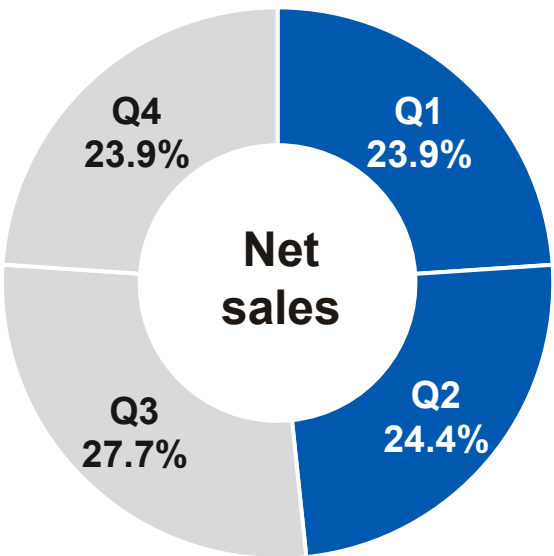
Profit attributable to owners of parent



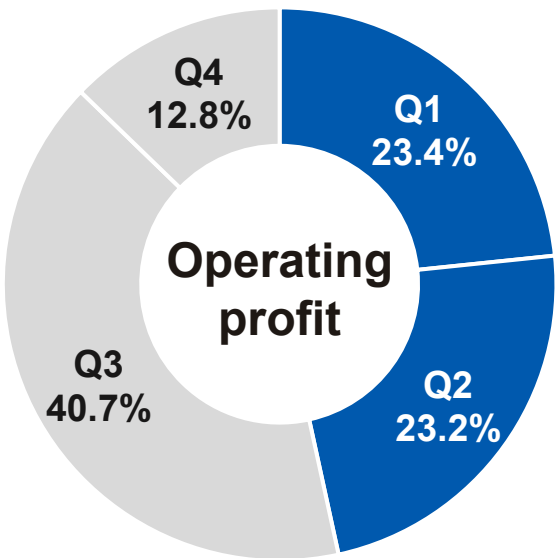
14.3

44.9%

Quarterly Performance Composition Ratio (5-Year Average)



H1 Cumulative
48.3%



H1 Cumulative
46.6%

< IR Contact >

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Takara standard

This document contains forward-looking statements based on the Company's plans.

These statements are subject to risks and uncertainties that may cause actual results to differ materially from those described herein.

In addition, this document has been translated from the Japanese original for reference purposes only.

In the event of any discrepancy between this translated document and the Japanese original, the Japanese original shall prevail.