

Company Name Takamatsu Construction Group Co., Ltd
Representative Name Representative Director and President
Hirotaka Takamatsu
(Securities Code 1762 Prime Market of the Tokyo Stock Exchange)
Contact Officer Takuya Oda
(TEL +81-03-3455-8108)

Notice of
Formulation of Medium-Term Management Plan “Co-Creation x 2025”

TCG Group is pleased to announce that we have formulated a three-year medium-term management plan, "Co-Creation x 2025," with the FY ending March 31, 2023 as its first year.

Notes

1. Background of Formulation

TCG Group is committed to the following goals and reforms under the "TCG 2030 vision," a long-term vision through 2030, which was newly formulated this year.

By cherishing the relationships that come from a network of mutual trust and ties, and embodying TCG's origins in "C&C (Consultant & Construction)," we provide solutions that contribute to the creation of a "recycling-oriented and sustainable social infrastructure" that leads to the "material" and "mental" happiness of all people in the region.

With the aim of continuously increasing market value on a sustainable basis by continuing to invest in efficient growth, we have formulated a three-year medium-term management plan, "Co-Creation x 2025," with the FY ending March 31, 2023 as the first year, and aim to realize the "TCG 2030 vision."

2. Basic Policies of the Medium-Term Management Plan “Co-Creation x 2025”

- While expanding the "Construction subcontracting" business, by moving into the upstream supply chain and downstream supply chain at a higher growth rate, we aim to decentralize the center of gravity which is biased toward the "Construction subcontracting" business. At the same time, we aim to improve profit income.
- The Challenge of Becoming a Top-Class Good Standing Company
- Establishment of Group Management Base
- Invested 20 billion yen over 3 years in business and 30 billion yen in working capital in Takamatsu House in order to “Transformation into a Solution Provider” and “Realization of stock business”
- Pursue technologies to address issues such as climate change and carbon neutrality
- Invest in or collaborate with construction tech ventures to introduce unique technologies

- Promoting the development of technologies that contribute to the maintenance of social infrastructure and extend its service life in order to contribute to a decarbonized society in response to changes in society.
- Putting the right people in the right places within the group

3. Management Plan

Performance Targets

(Unit: 100 million yen)

	FY ending March 2023	FY ending March 2024	FY ending March 2025
Orders received	3,600	3,900	4,200
Net sales	3,000	3,400	3,700
Operating profit	120	150	180
Net income	68	90	110
Net income per share (yen)	195.30	258.48	315.92

Cash Flow Allocation Policy for the Three Years of the Medium-Term Management Plan

Item	Investment Amount
Business investment	20 billion yen
Takamatsu House's Detached Houses Business	30 billion yen
Shareholder Return	8 billion yen
Internal Reserves	9 billion yen
Total	67 billion yen

Translated version

TCG Takamatsu Construction Group

Toward the realization of the TCG 2030 vision

**From FY ending March 2023
to FY ending March 2025**

**Medium-term Management Plan
“Co-Creation x 2025” Explanatory Material**

Takamatsu Construction Group, Co., Ltd. Securities Code: 1762
May 11, 2022

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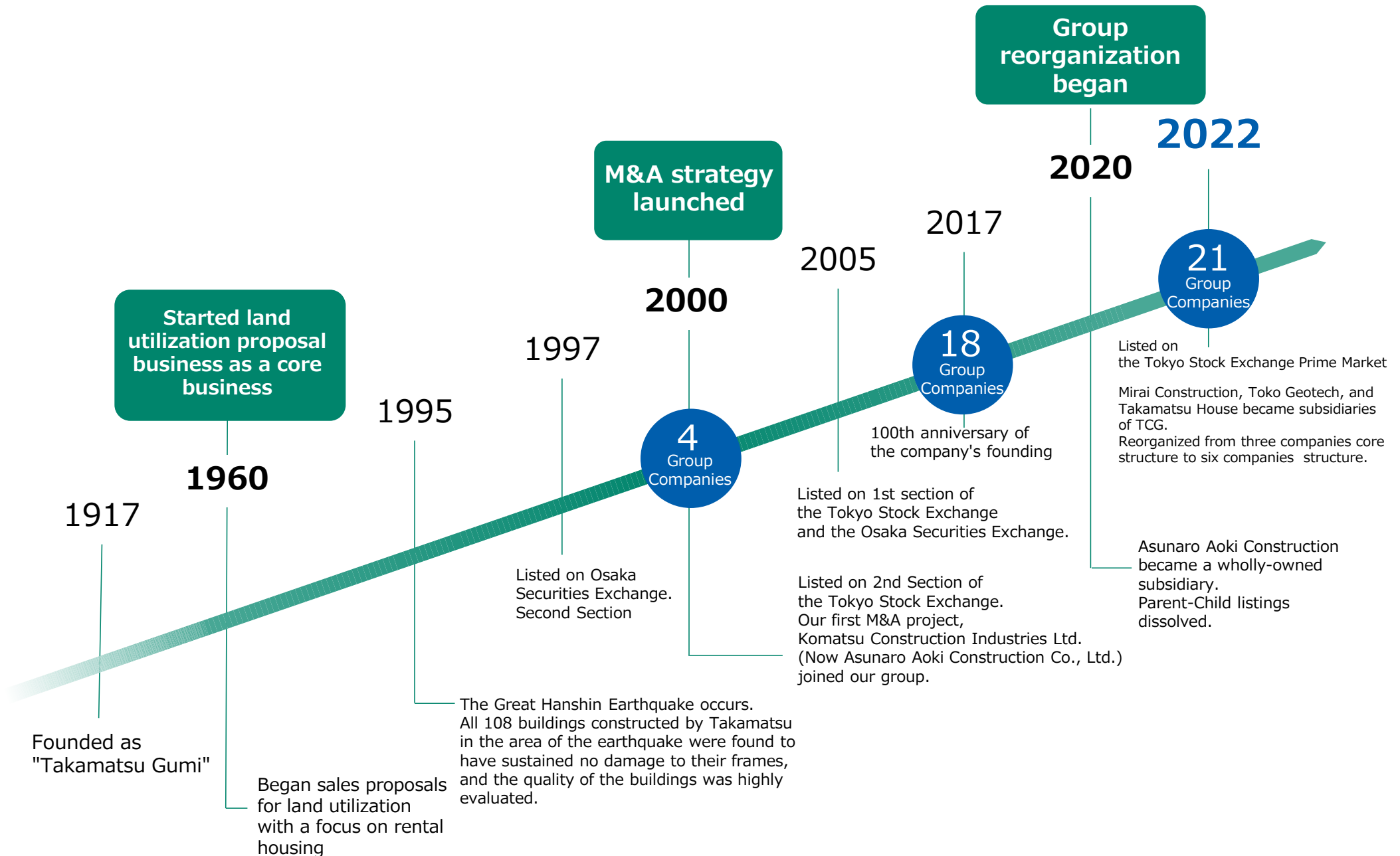
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TCG Group's History

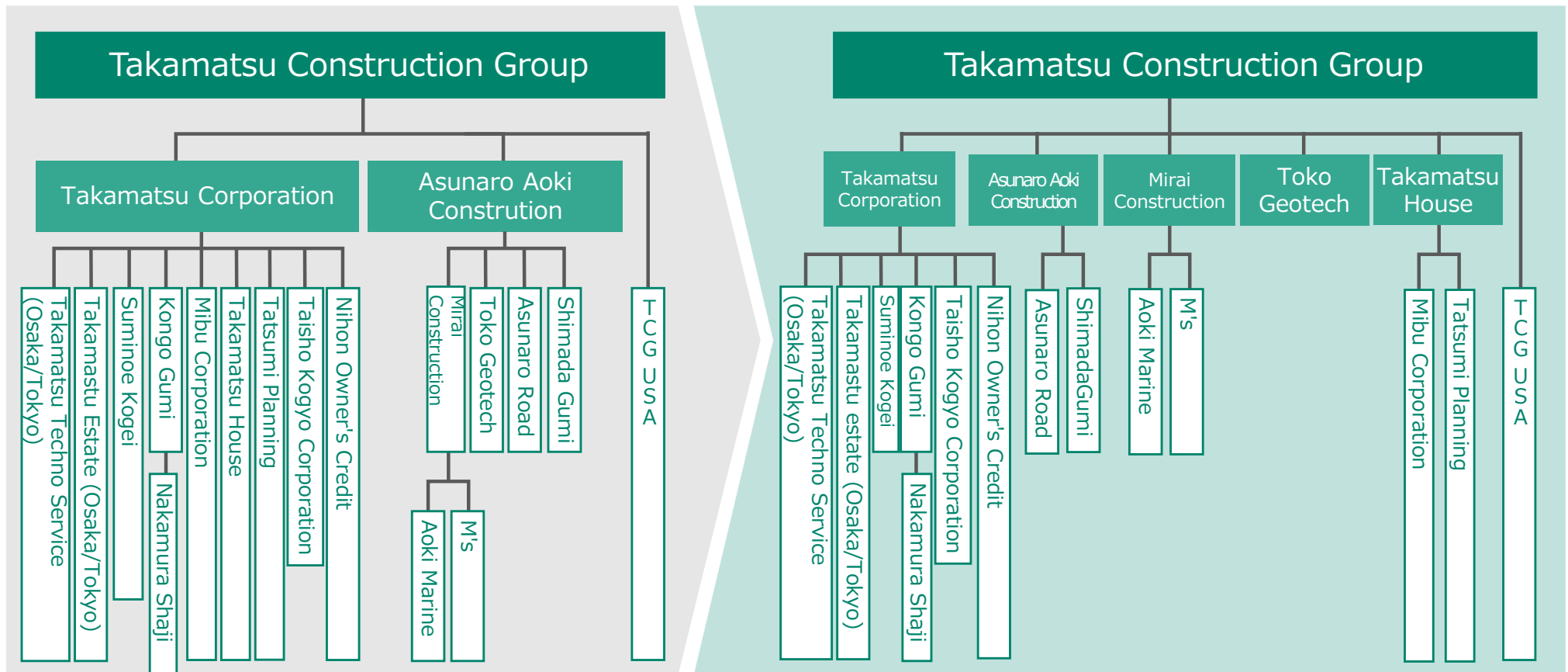


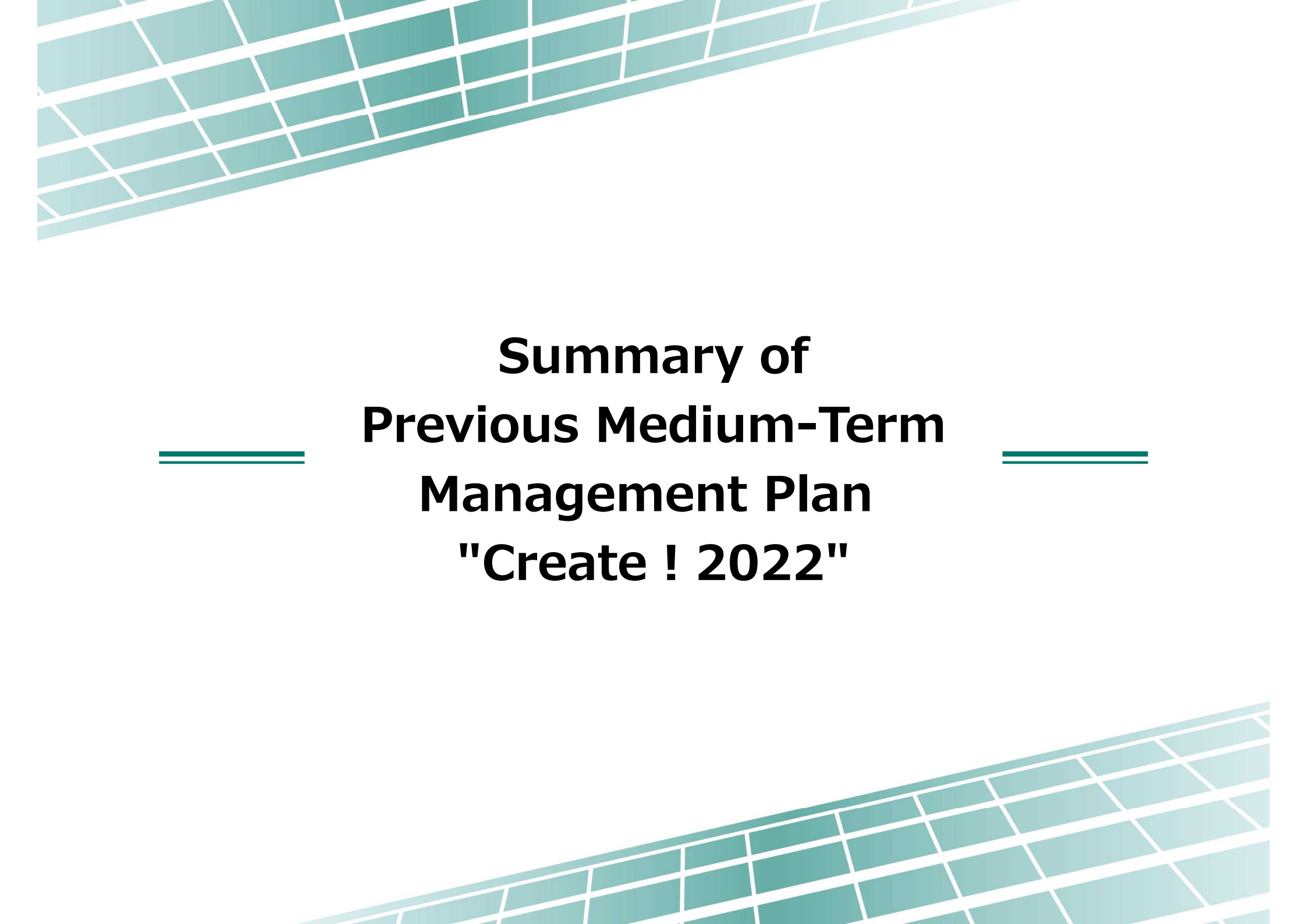
TCG Group's History



Group Reorganization (From April 1, 2022)

TCG group reorganized their companies to strengthen the Group's governance and pursue synergies. TCG made Mirai Construction, Toko Geotech and Takamatsu House subsidiaries which were sub-subsidiaries of TCG, and TCG reorganized core company structure from 3 to 6 companies, from Takamatsu Construction Group, Takamatsu Corporation and Asunaro Aoki Construction to Takamatsu Construction Group, Takamatsu Corporation, Asunaro Aoki Construction, Mirai Construction, Toko Geotech and Takamatsu House.





**Summary of
Previous Medium-Term
Management Plan
"Create ! 2022"**

Summary of Previous Medium-Term Management Plan "Create! 2022"

Focused Policy

- **Create High-growth, High-profit Company**
We aim for continued sales growth of at least 6% per year and 6% of operating profit ratio.
- **Create New Business Domain**
We complement business through M&A and explore new field of business.
- **Create Group Culture that Respects Diversity and Compliance**
- **Create Synergy Effect**
- **Create Value towards Economy, Society and Environment**

Achievements and Reflections

- We didn't reach target because of the declaration of a state of emergency and other measures issued in response to the spread of the new corona infection, due to refraining from door-to-door sales at Takamatsu Construction from the first quarter to the middle of the second quarter of FY ended March 2021, and a decrease in interior work due to the withdrawal of tenants, we missed our targets.
- As for the creation of new business field, we aimed to make the wooden detached house business as a new pillar of our business, and have started initiatives including M&A. In FY ended March 2022, Takamatsu House Group's consolidated net sales increased to about 13.8 billion yen.

Medium-Term Management Plan Targets (100 million yen)

	2020/3	2022/3
Orders Received	3,100	3,500
Net Sales	2,700	3,000
Operating profit	133	180

*Targets for FY ended March 2021 are not disclosed.

Achievements (100 million yen)

	2020/3	2021/3	2022/3
Orders Received	2,967	2,564	3,128
Net Sales	2,823	2,830	2,639
Operating profit	147	121	112



TCG Group's Long-Term Vision
"TCG 2030 vision"

TCG Group's Long-term Vision

TCG 2030 vision

Contribute to the "material" and the "mental" happiness of all people in the community

By cherishing the relationships that come from a network of mutual trust and ties, and embodying TCG's origins in "C&C (Consultant & Construction)," we provide solutions that contribute to the creation of a "recycling-oriented and sustainable social infrastructure" that leads to the "material" and "mental" happiness of all people in the region.

Values that support the Group's vision

Value mutual trust and bonds



Aligning employee and organizational growth



Contribute to the future where people can live happily



Basic policy to achieve the TCG 2030 vision

Business Growth

Transformation into a solution provider

From the inventory of intangible assets of each group company, new solutions through organic combination will have been developed and will be on track.

Realization of stock business

By extending the value chain, the company will be realizing and evolving stock business that maximizes lifetime profits for customers through the medium of construction products.

Organizational Management

The Challenge of Becoming a Top-Class Good Standing Company

Efforts to become a top-class good standing company will be being promoted at each company, making it "an organization where people can experience the joy of work and growth".

Establishment of Group Management Base

The platform, which aims for optimal coordination of human, financial, and technological resources among group companies, will be functioning and synchronizing the growth of individual companies and the group.



**Medium-term
Management Plan
"Co-creation×2025"**

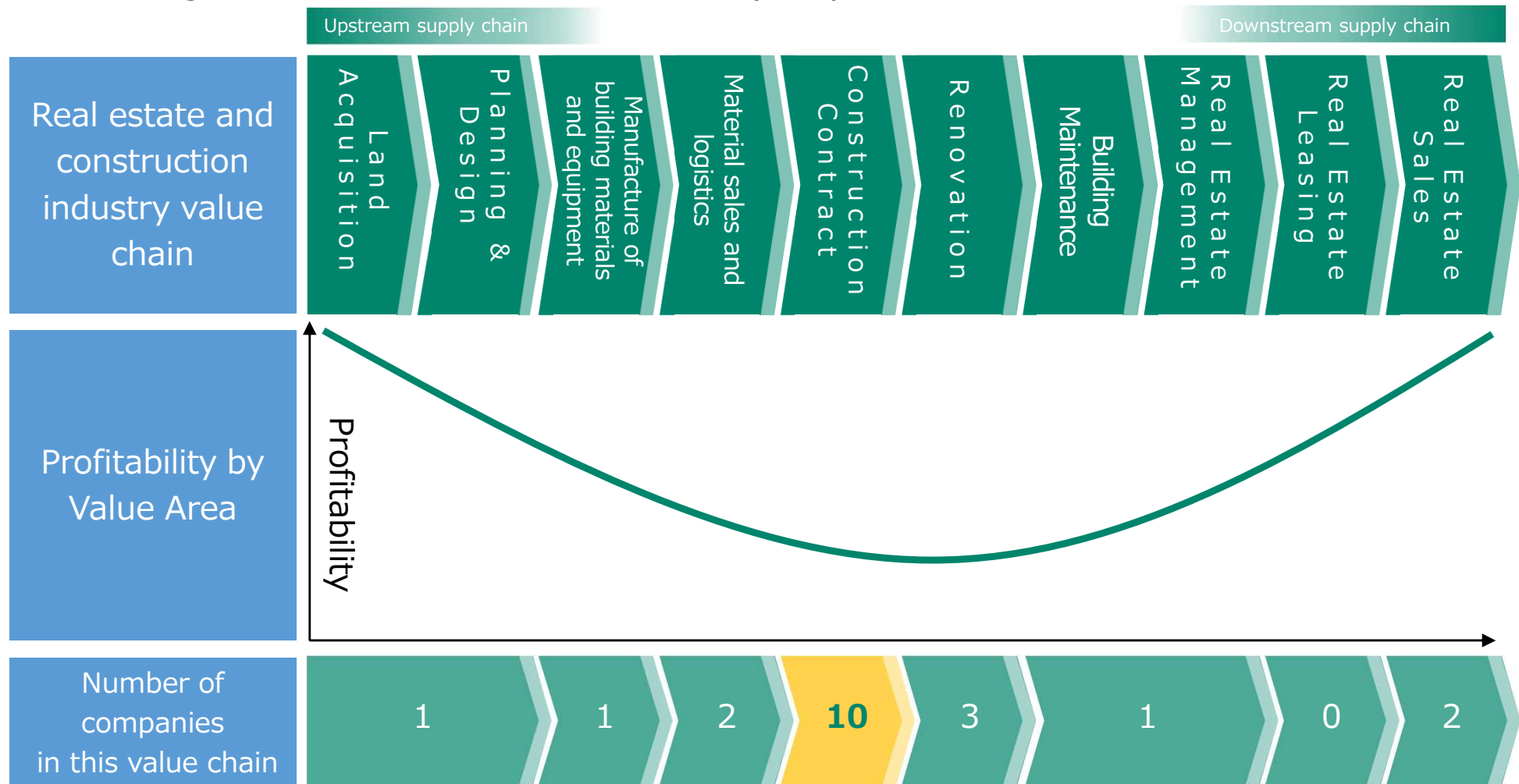
Recognition of Business Environment

- ◆ Positive aspects such as demand for land strengthening and infrastructure renewal, increased demand for prime business premises, and the convergence of the Corona disaster are also expected.
- ◆ However, Tensions in the security environment stemming from the invasion of Ukraine and fears of a global recession emerged as major risk factors.
- ◆ Prices of crude oil, raw materials, and food soared, and if this is combined with an economic recession, stagflation will occur. In this case, even if government construction investment is maintained, private-sector construction investment will cool down, and tough three-year period expected.

	Negative Factors	Positive Factors
Construction Market (Japan)	<ul style="list-style-type: none"> • Fears of Decline in Private Construction Investment • Soaring construction material prices • Decrease in the number of workers = intensified competition for human resources • Mandatory 2-day workweek, overtime regulations (2024/4) 	<ul style="list-style-type: none"> • Increased demand for land enhancement and infrastructure renewal • Increased demand for prime business sites • Public Private Partnership, Private Finance Initiative case • Increasing request for SDGs and carbon-neutral initiatives
Social Conditions (Japan)	<ul style="list-style-type: none"> • Slowing economic growth • Rising raw material prices • Declining population 	<ul style="list-style-type: none"> • Diversity acceptance and the spread of diverse work styles • Awareness of SDGs, growing carbon-neutral • Convergence of the Covid-19
Social Conditions (World)	<ul style="list-style-type: none"> • Rising oil and food prices • Economic division with despotic states • Fear of stagflation • Increased tensions in the security environment 	<ul style="list-style-type: none"> • Awareness of SDGs, growing carbon-neutral • Convergence of the Covid-19

Background of Basic Policy for Business Growth ①

- ◆ Group companies of Takamatsu Construction Group estimate that the "smile curve" also applies to real estate and construction industry value chain.
- ◆ The sales of Takamatsu Construction Group is concentrated in "construction contracting," which is considered relatively unprofitable.



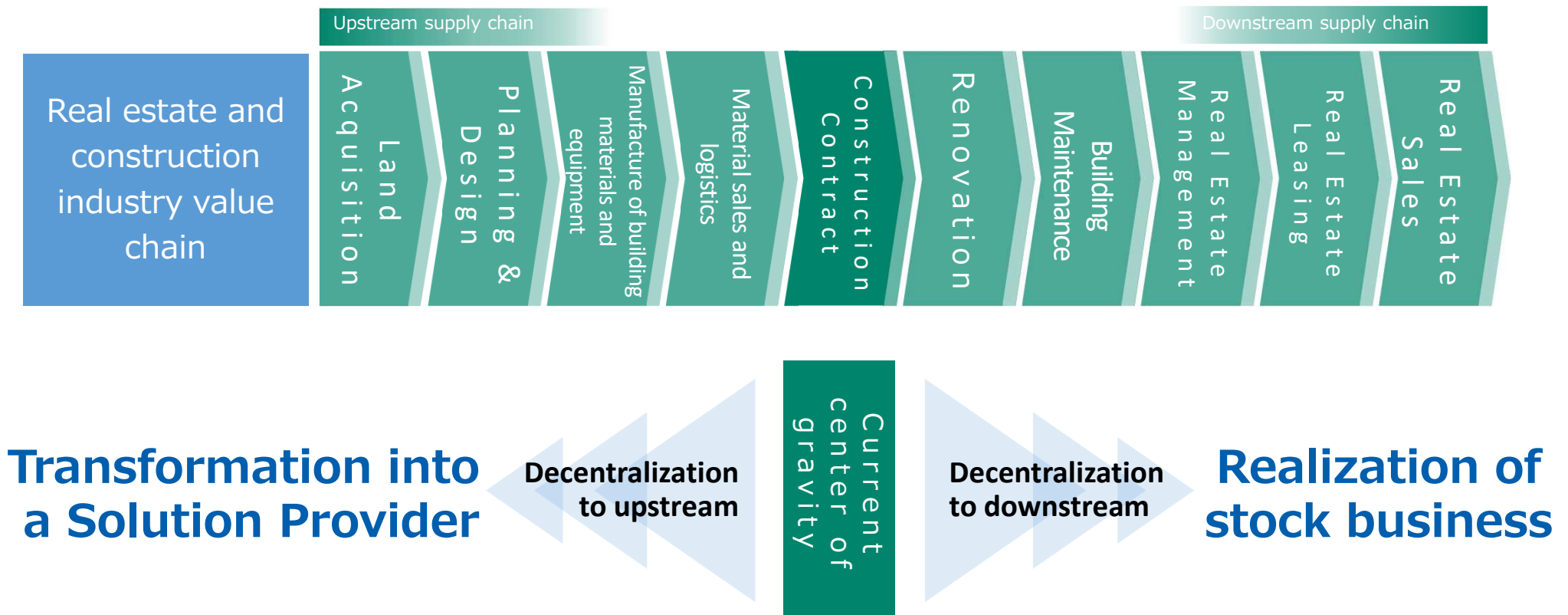
Background of Basic Policy for Business Growth ②

- ◆ The sales of TCG Group are concentrated in "construction contracting," which is considered relatively unprofitable.

	Upstream supply chain				Downstream supply chain					
	Land Acquisition	Planning & Design	Manufacture of building materials and equipment	Material sales and logistics	Construction Contract	Renovation	Building Maintenance	Real Estate Management	Real Estate Leasing	Real Estate Sales
Takamatsu Corporation					●					
Takamatsu Techno Service						●				
Takamatsu Estate							●			●
Suminoe Kogei						●				
Kongo Gumi/Nakamura Shaji					●					
Taisho Kogyo Corporation					●					
Asunaro Aoki Construction					●					
Asunaro Road				●	●					
Shimada Gumi					●					
Mirai Construction					●					
Aoki Marine					●					
M's						●				
Toko Geotech			●	●	●					
Takamatsu House Group (Takamatsu House, Mibu Corporation, Tatsumi Planning)	●				●					●

Background of Basic Policy for Business Growth ③

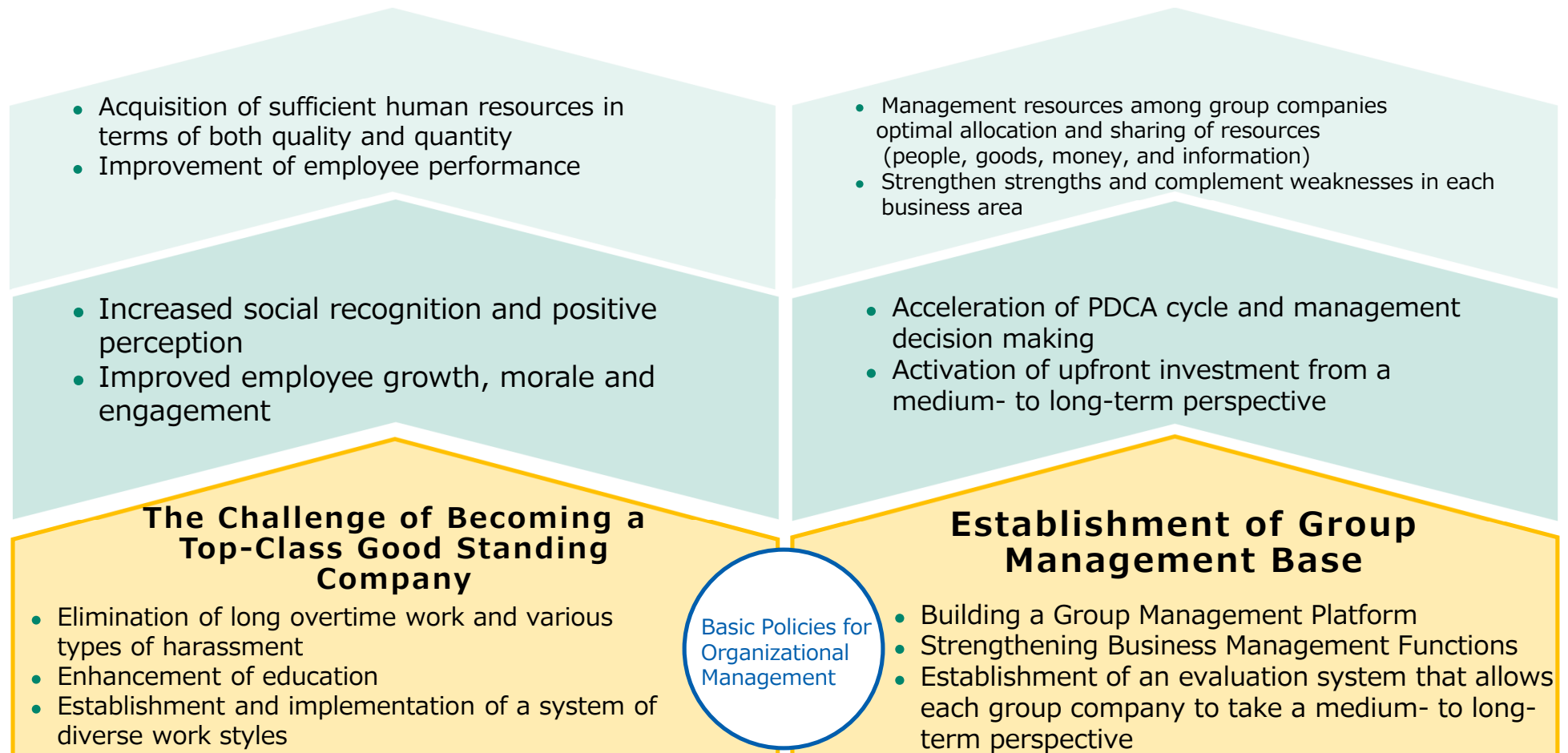
- ◆ While expanding the "construction subcontracting" business, by moving into the upstream supply chain and downstream supply chain at a higher growth rate, we aim to decentralize the center of gravity which is biased toward the "construction subcontracting" business. At the same time, we aim to improve profit income.



Background of Basic Organizational Management Policies

- ◆ In order to achieve business growth, the basic policy of the organizational management was defined as the key points that the TCG Group should strengthen further.

Realization of business growth





Medium-term Management Plan
"Co-creation×2025" KPI

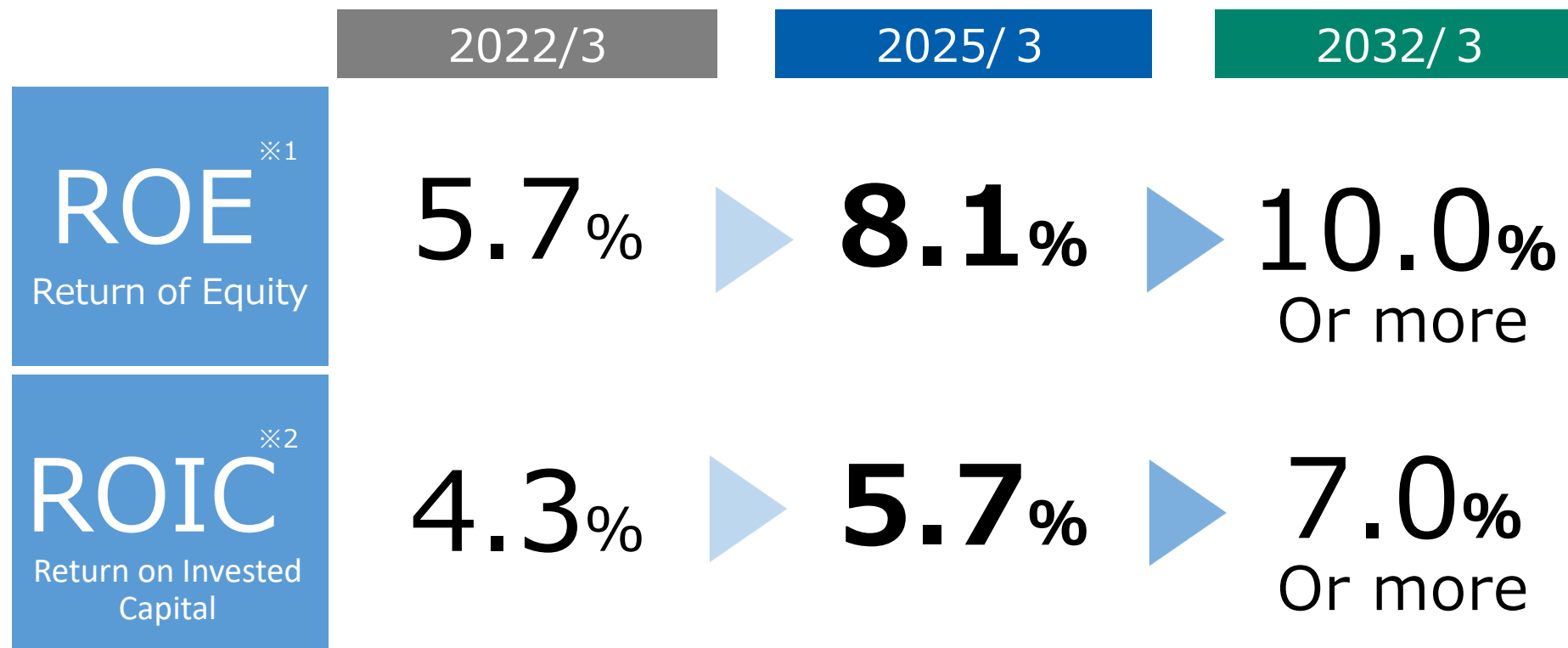
Medium-term Management Plan "Co-creation×2025" KPI

- ◆ Orders received and net sales both will reach **record highs for the third consecutive year** in the three-year medium-term management plan.
- ◆ Operating profit will reach **record highs for two consecutive fiscal years**, FY ending March 2024 and 2025.

	2023/ 3	2024/ 3	2025/ 3
Orders received (100 million yen)	3,600	3,900	4,200
Net sales (100 million yen)	3,000	3,400	3,700
Operating profit (100 million yen)	120	150	180
Net income (100 million yen)	68	90	110
Net income per share (yen)	195.30	258.48	315.92

Medium-term Management Plan "Co-creation×2025" KPI ROE/ROIC

- ◆ In the final year of the medium-term management plan, we aim to achieve ROE of 8.1% and ROIC of 5.7% and we will strive to improve capital efficiency.
- ◆ Long-term targets are ROE of at least 10.0% and ROIC of at least 7.0%.

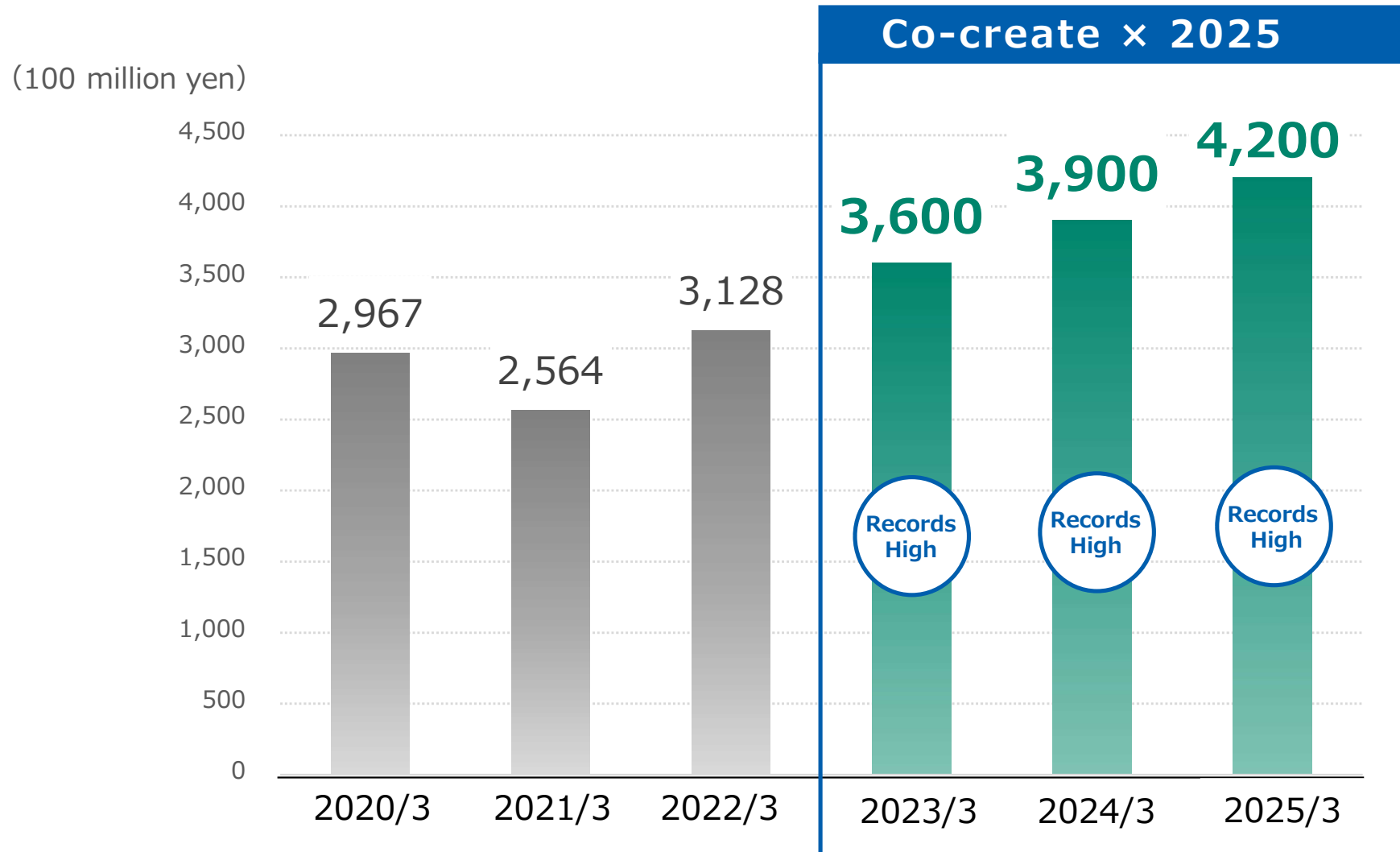


※1 ROE = Net income attributable to shareholders of the parent company ÷ (Shareholders' equity at the end of the previous period + Shareholders' equity at the end of the current period) / 2
 Shareholders' equity = Net assets - Noncontrolling interests

※2 ROIC = (Operating profit - Corporate income tax, etc.) / (debt + bonds + shareholders' equity)

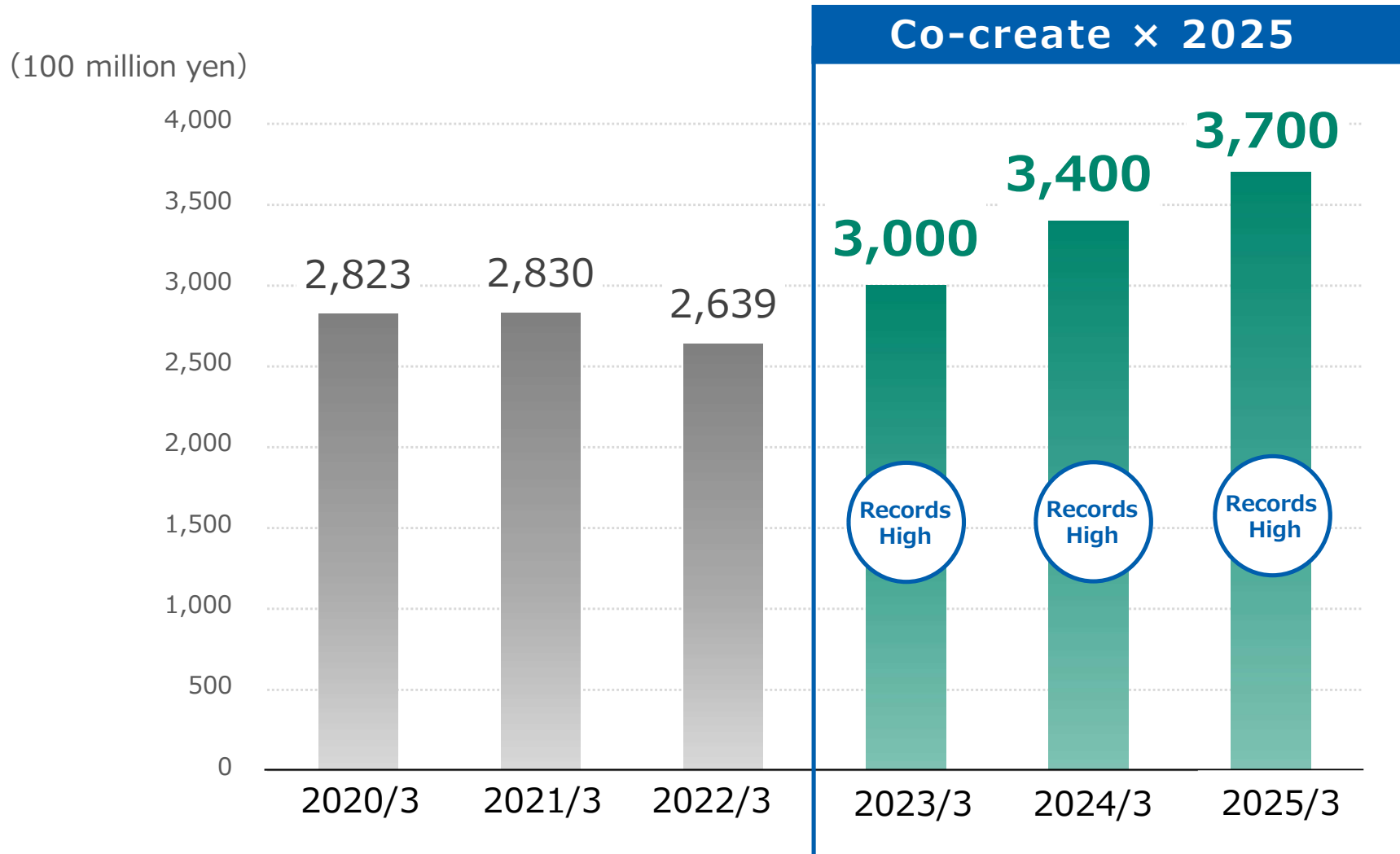
Medium-term Management Plan "Co-creation×2025" KPI of Orders received

- ◆ We aim for Orders received of over 350 billion yen for annual three years and record highs for three consecutive terms.



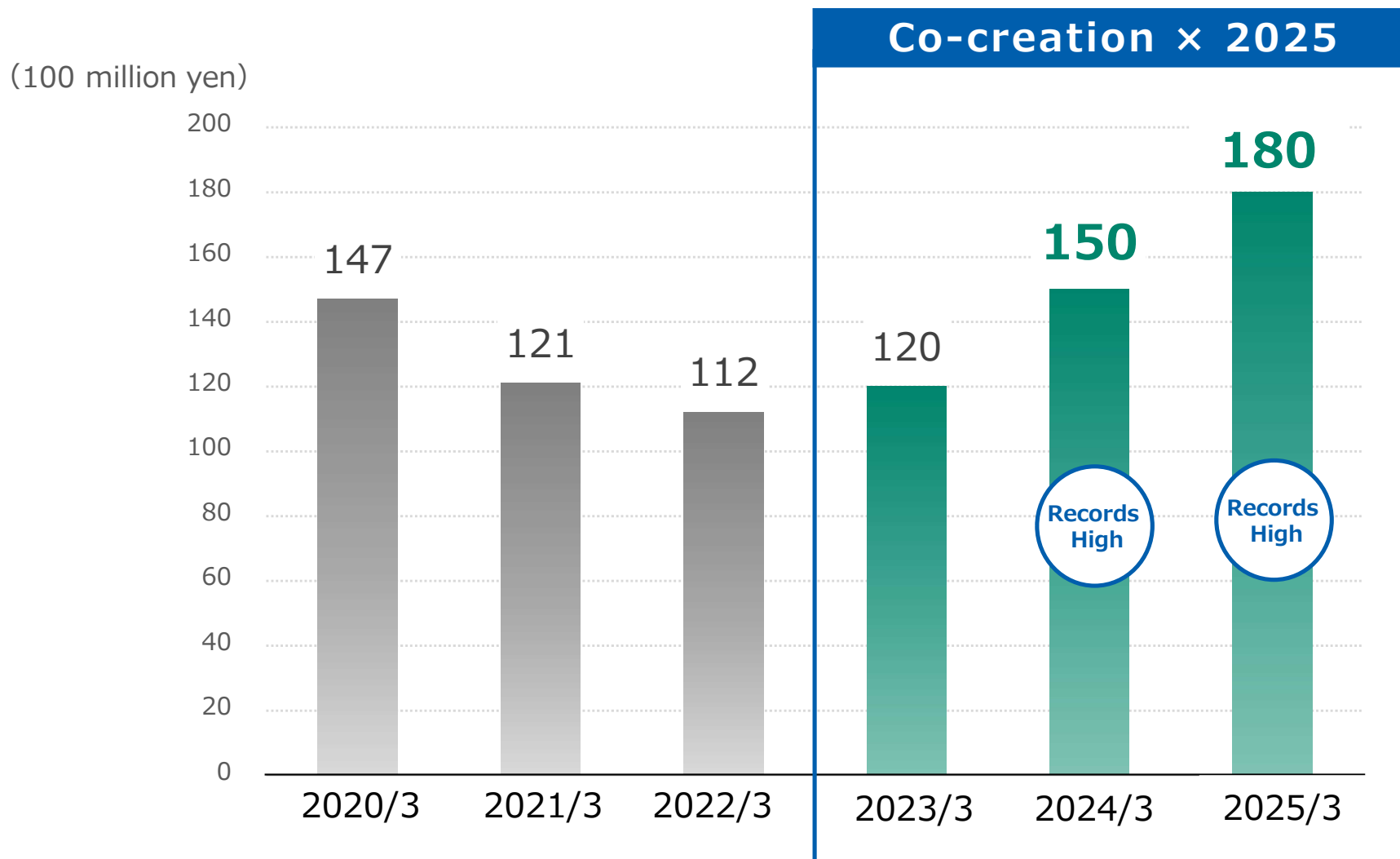
Medium-term Management Plan "Co-creation×2025" KPI of Net sales

- ◆ We aim for Net sales of over 300 billion yen for annual three years and record highs for three consecutive terms.



Medium-term Management Plan "Co-creation×2025" KPI of Operating profit

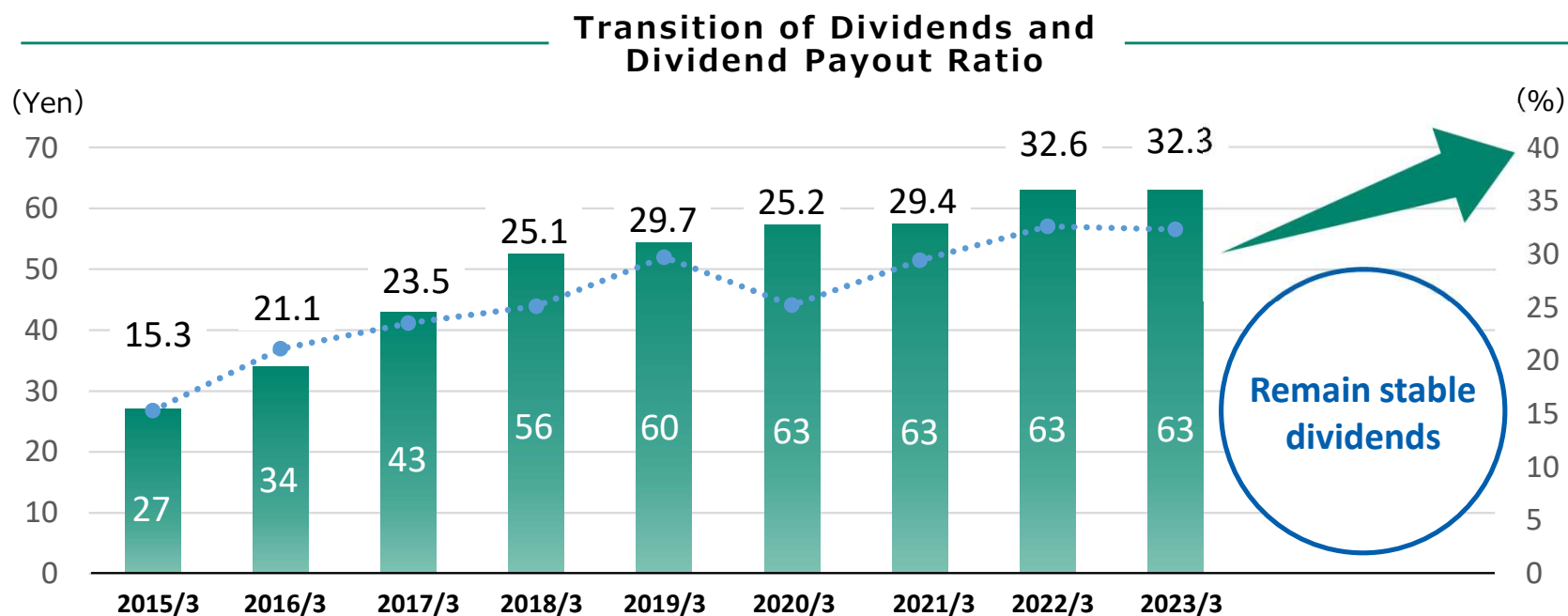
- ◆ Operating profit will reach record highs for two consecutive fiscal years, FY ending March 2024 and FY ending March 2025.

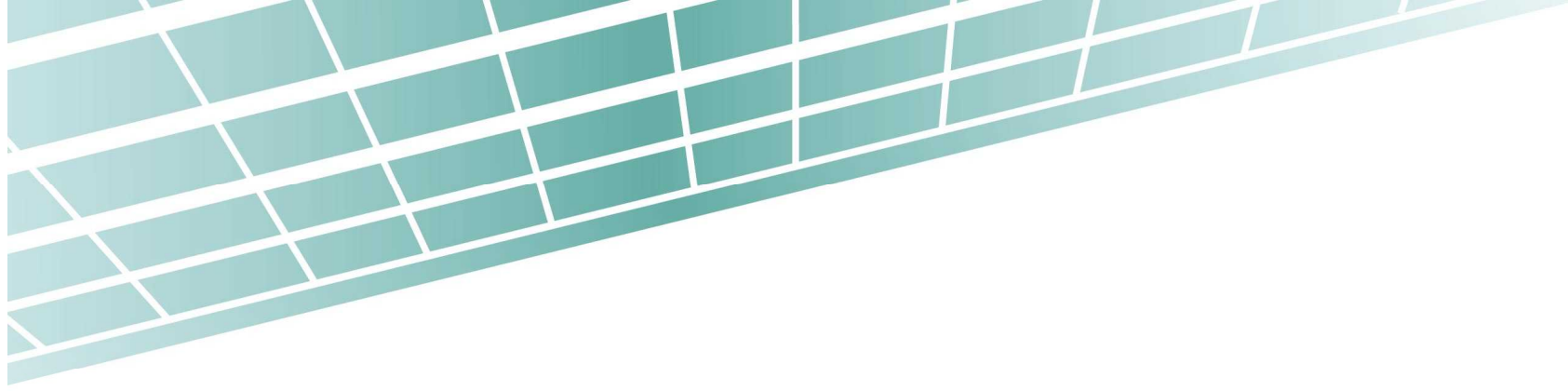


Medium-term Management Plan "Co-creation×2025" KPI Return to stockholders

- ◆ We will remain stable dividends, and aim to return profits to our shareholders in line with growth in profits while maintaining a balance of funds invested to increase corporate value.

	2015/3 Actual	2016/3 Actual	2017/3 Actual	2018/3 Actual	2019/3 Actual	2020/3 Actual	2021/3 Actual	2022/3 Actual	2023/3 Plan
Dividend (Yen)	27	34	43	56	60	63	63	63	63
Dividend payout ratio (%)	15.3	21.1	23.5	25.1	29.7	25.2	29.4	32.6	32.3



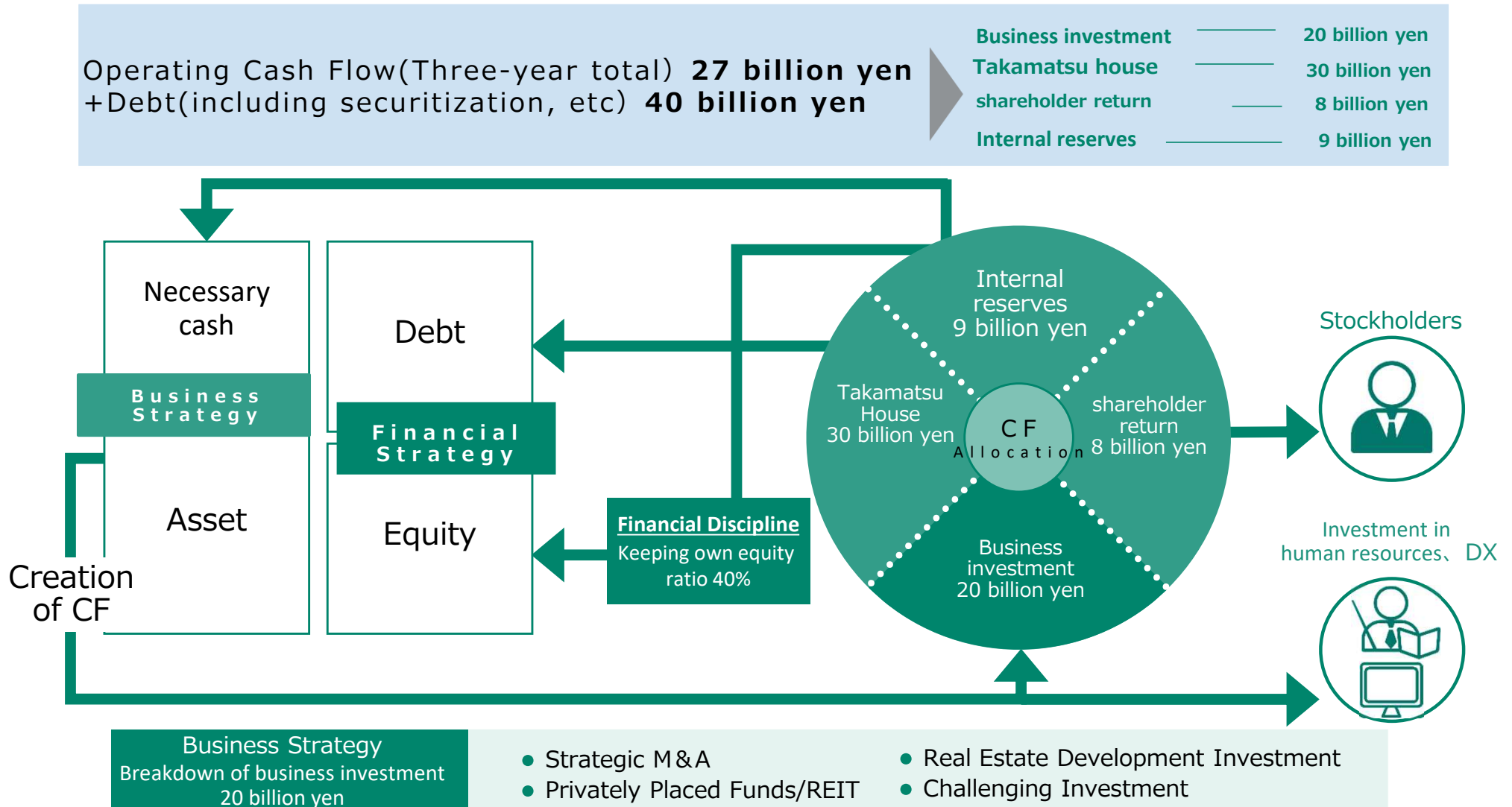


==== **Investment Plan** ====



Cash Flow Allocation Policy for the Three Years of the Medium-Term Management Plan

- In order to "transform into a solution-providing company" and "realization of stock business", we will invest 20 billion yen over 3 years, and introduce 30 billion yen of working capital at Takamatsu House.
- Financial discipline is to maintain an equity ratio of approximately 40% and at the same time actively utilize real estate securitization and interest-bearing debt.



Business Investment Plan - Strategic Investment for Group Business Growth-

Growth Strategic Business Investment (20 billion yen / 3 years)

- ① M&A and alliances to strengthen existing businesses and expand businesses in peripheral areas
- ② Promotion of upstream supply chain (Real estate development business, etc.) ,
Entry into downstream supply chain (Stock business)
- ③ R&D investment in decarbonization, DX, new technologies, etc. (including venture investment and funds),
cultivation of U.S. businesses, etc.

P u r p o s e	W o r k i n g I t e m	I n v e s t m e n t S c a l e
<p style="text-align: center;">Growth by strengthening existing businesses and expanding business areas</p>	<p style="text-align: center;">M&A Alliance (Strengthening of the detached house business and construction capacity, etc.)</p> <hr/> <p style="text-align: center;">Expansion of Solution Providing Business (Real estate development investment, Private Finance Initiative, etc.)</p> <hr/> <p style="text-align: center;">Entry into stock business</p> <hr/> <p style="text-align: center;">Upfront investment in advanced technology such as R&D, US development business, DX, decarbonization</p>	<div style="border: 1px solid black; padding: 10px; text-align: center;"> <p>Investment amount</p> </div> <p style="text-align: center; font-size: 24px;">3 years</p> <p style="text-align: center; font-size: 36px;">20 billion yen</p>
<p style="text-align: center;">Challenge</p>		

Business Investment Plan and Approach

- Investment decisions are based on the potential to realize returns that exceed the cost of capital.
- Select investments with high capital efficiency when making investment decisions
- Upfront investment in wood-frame detached house business, U.S. business, R&D, and DX for further growth of the TCG Group
- Investment areas include advanced technologies such as M&A, solution-providing businesses, stock businesses, U.S. businesses, R&D, DX, environment.

M & A

M&A in the direction of strengthening existing businesses

- M&A to Expand Business Scope
- M&A to Expand Business Domain

M&A to expand the value chain

- M&A of upstream development business
- M&A of downstream realization of stock business

Entry into realization of stock business

Conduct management of development projects within the group.

- Group management and sale after value-up
- Fund development projects within the group

Strengthen subleasing business

- Strengthening Sublease Business in Japan
- Starting subleasing business in the U.S.

Expansion of Solution Providing Business

Real Estate Development Investment

- Investment to promote new business areas
——— Logistics facilities, rental housing, commercial buildings, etc.

Promotion of Private Finance Initiative

- Initiatives as PFI
——— Public housing reconstruction projects, etc.

Advanced technologies such as U.S. operations, R&D, DX, environment, etc.

U.S. Operations

- Investment in new development projects
- Acquisition and operation of income-producing real estate

Investment in construction tech and venture funds

- Build relationships with portfolio companies through fund investments, etc.
- Absorb promising technologies through individual investments

U.S. Business Strategies (TCG USA)

- In California, we continue our efforts to acquire expertise in overseas development, which is upper supply chain, and construction projects.
- In New York, we focus on realization of stock business of acquiring, operating, and selling income-producing real estate, and tackle the sublease business.
- By Collaborating through construction tech, investments in ventures and funds, etc., we will expand technologies that can be introduced to Japan to the entire TCG group.

California

Continued collaboration with The Picerne Group



Consideration of parting out owned property



New development project initiatives

New York

Acquisition, operation and sale of income-producing real estate



Challenges in the Sublease Business



Accumulated know-how in management operations

Construction Tech

- Investment in and collaboration with construction tech companies with new possibilities
- Investment in and collaboration with environmental technology companies
- Investment in and collaboration with carbon neutral technology ventures
- Investment in and collaboration with property management companies
- Investing in construction and real estate funds to build relationships with the companies in which the funds invest

Human resource development, etc.

- Develop and promote global human resources to horizontally deploy knowledge gained in the U.S. throughout TCG Group
- Develop local core employees and promote them to senior management positions
- Expand business areas through the use of M&A, etc.
- Establishment of a one-stop system for all services

DX Initiatives

- Pursue digital technologies to address issues such as climate change and carbon neutrality
- Use of digital technology in response to aging construction workers and a shrinking workforce
- Use of information technology to eliminate long working hours and streamline construction and improve productivity as part of work style reform
- Investment in or collaboration with construction tech ventures to introduce unique technologies

Productivity Improvement Initiatives

- Promote business reform through BPR in conjunction with the completion of the new TCG building (scheduled for March 2023)
- Strengthening and visualization of information infrastructure by commonizing platforms within the group
- Rationalization of construction through application of BIM and CIM
- Developing a remote site for use of 3D survey data
- Invest in or collaborate with construction tech ventures to introduce unique technologies

Initiatives for BIM and CIM

- Business process reform based on integrated digital operation technology from planning and development/design to construction, maintenance and repair



Initiatives Related to Unmanned Construction Technology

- Amphibious bulldozers for unmanned construction in shallow water areas
- Unmanned Construction Testing Using 5G at Unzen Fugendake
- Aiming to begin development of underwater bulldozers that can work in deeper waters than shallow water areas

Construction Tech Venture Investment and Collaboration

- Investment in construction tech venture funds in Japan and the U.S.
- Build relationships with portfolio companies through fund investments, etc., and absorb promising technologies and introduce new technologies through individual investments

Research and Development Initiatives

- Promoting the development of technologies that contribute to the maintenance of social infrastructure and decarbonized society and extend its service life in response to social changes
- Develop technology that contributes to construction efficiency through proactive efforts in digital technology
- Joint technology development through investment in funds and companies related to construction tech, etc., and Open Innovation

Technical Research Institute

- Establishment and renewal of facilities for new technology development
- Renewal of technical research laboratories



Environment-Related Fields

- Initiatives for ZEB and ZEH
- Efforts to reduce CO₂ emissions, aiming for decarbonization
- Realization of design and construction of PCa conversion including wooden fireproofing
- Development of low-carbon construction methods
- Collaboration through investment in environmental ventures

Digital Technology

- Development of robotic technology for construction
- Development of robot technology (consortium participation)
- Development of DX-enabled technology
- Development of AI-based hazard prediction technology

Responding to Changing Times

- Application of proprietary technologies to renewal technology
- Development of new renewal technology
- Development of technology for deep-water construction

Technological development through collaboration, etc.

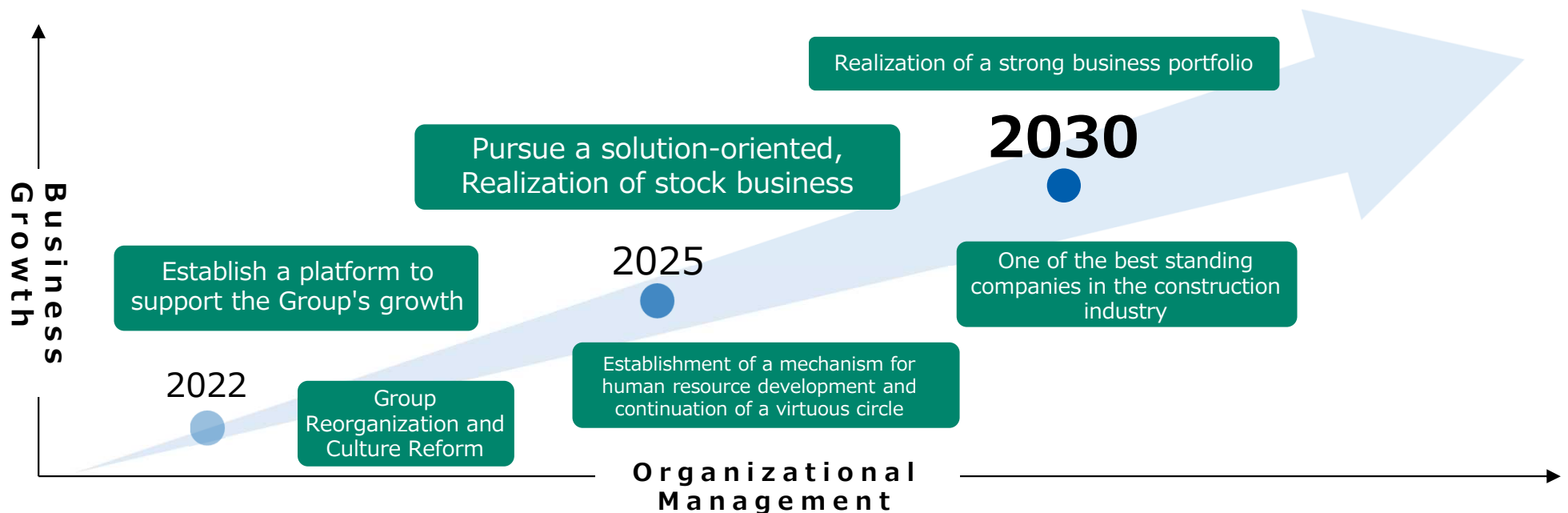
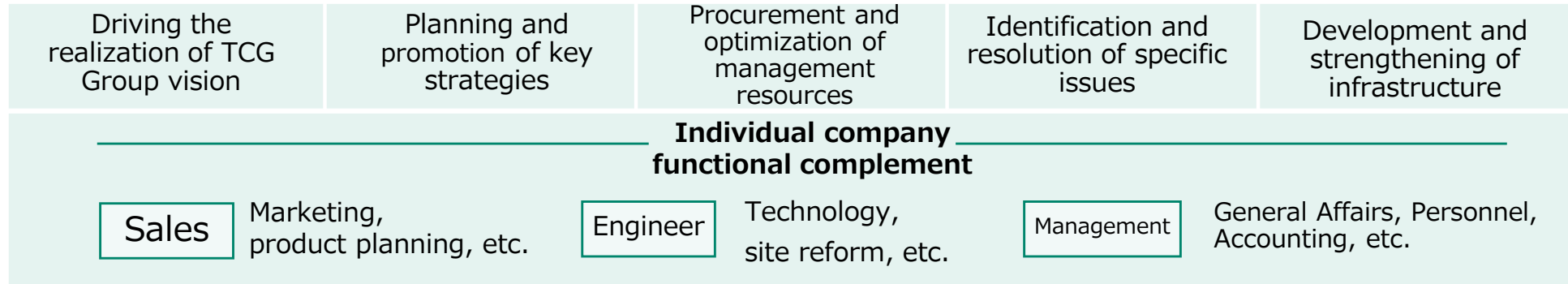
- Joint technology development and deployment of results to the group by investing in funds and companies in construction tech ventures and environment-related ventures
- Implementation of open innovation



Review of Group Formation
Pursuit of group synergies

Pursuit of optimal capital structure and group management system

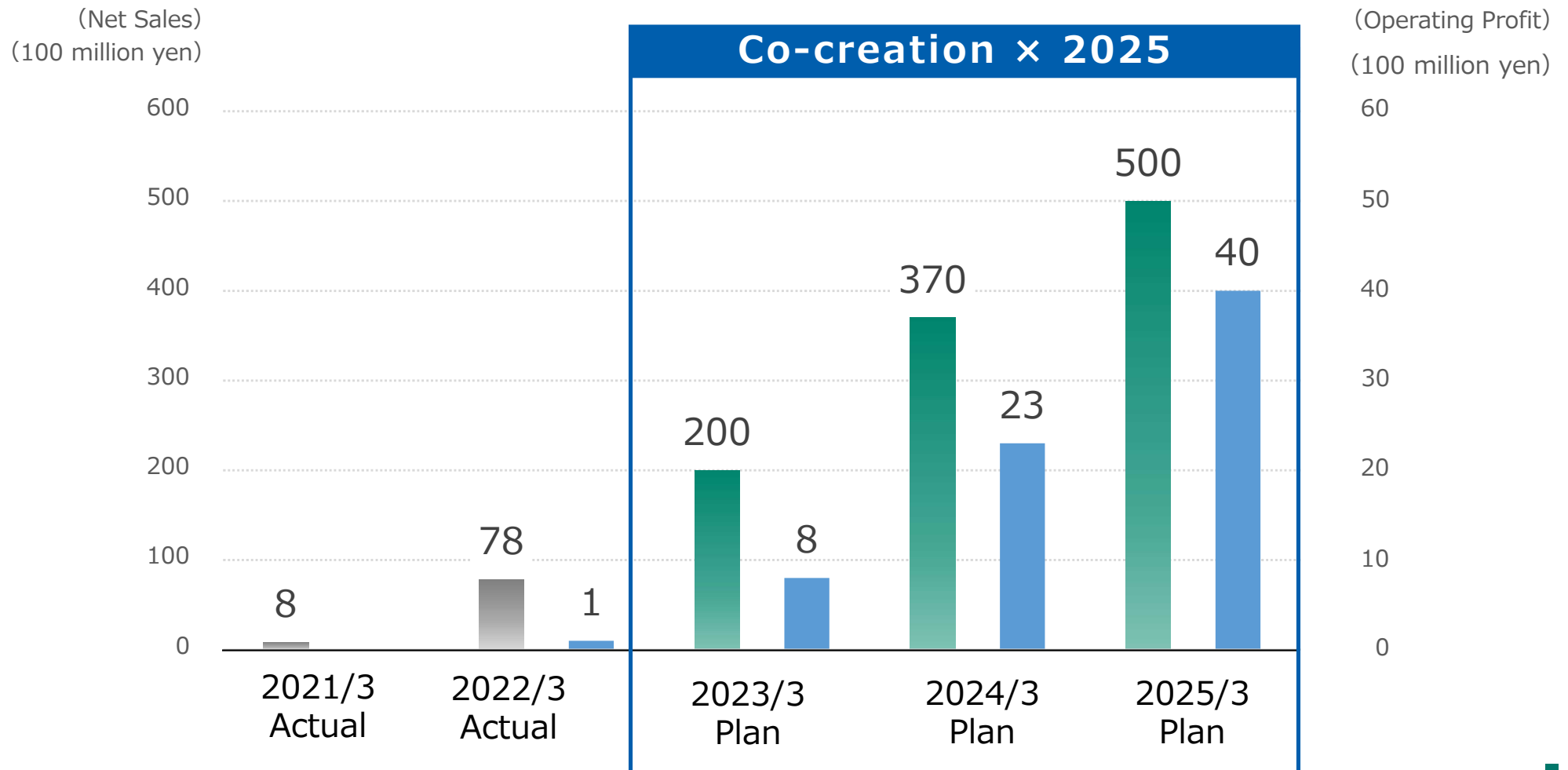
TCG Group



Wooden Detached Houses Business (Takamatsu House)

- ◆ Takamatsu House's non-consolidated sales target for the final fiscal year of the medium-term management plan is 50 billion yen and the average annual growth rate of sales is 177%.
- ◆ Although the period of the medium-term management plan is a period of upfront investment, we aim to achieve the following profit targets.

Takamatsu House Net Sales/Operating Profit



Construction of new "TCG Building" to create a new Tokyo base



New "TCG Building (tentative name)" plan

Building
Scale

18 floors
above ground,
1 floor below
ground

Completion

March 2023
(To be determined)

Building to Become an Important Base Building in the Tokyo Metropolitan Area ~Embodying the Concept of Craftsmanship~

For the future of the TCG Group, we will embody the technology and know-how we have cultivated to date, as well as the spirit and techniques of craftsmanship.

Environmental Considerations

- Received "A" rating in CASBEE (Comprehensive Assessment System for Built Environment Efficiency)
- Utilization of renewable energy
- Reduction of CO₂ emissions

Technique of Craftsmanship

- Increasing seismic resistance by installing various types of dampers
- Adoption of CFT, which combines the advantages of S and RC construction
- Adoption of DALI system*.

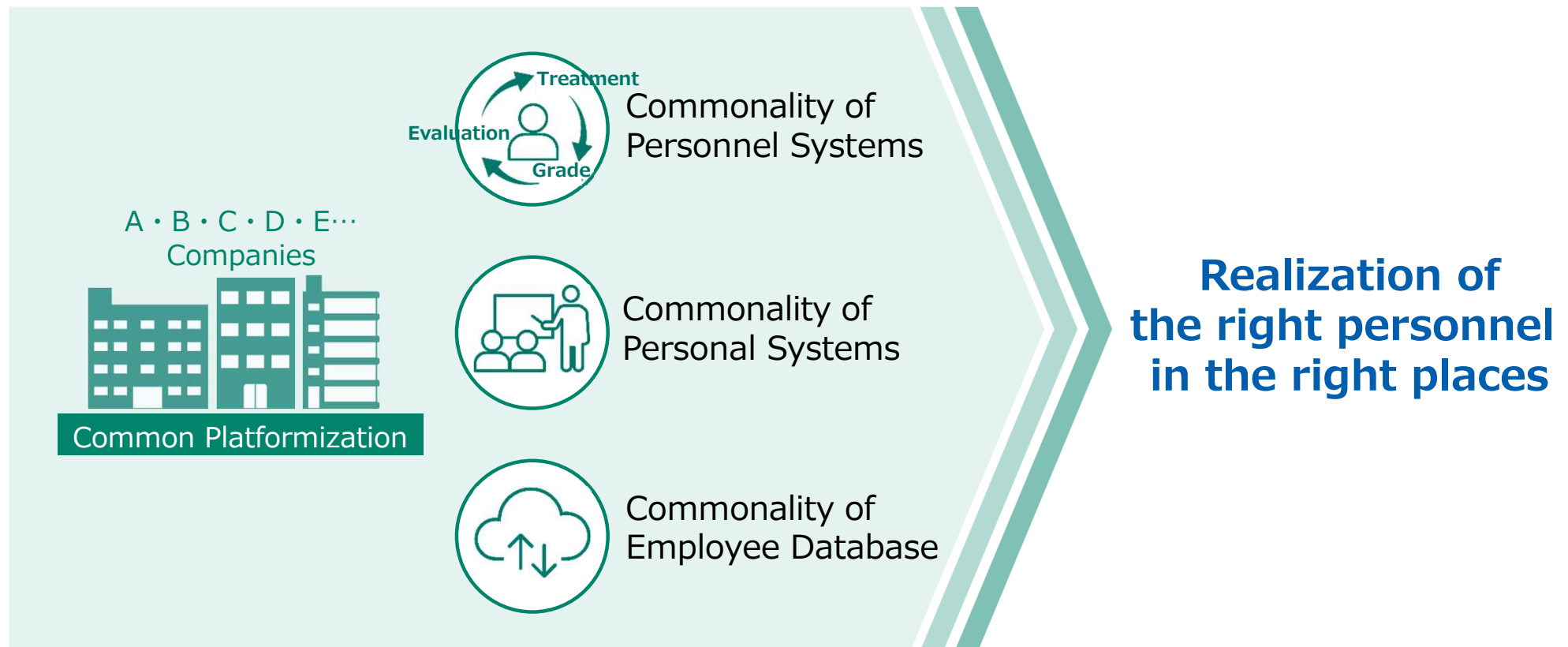
*International standard lighting control communication method

Design

- Curtain wall with blinds built into the insulating glass
- Open low-rise area
- Exterior colors harmonize with the surrounding cityscape

Common Platform - Human Resources Domain

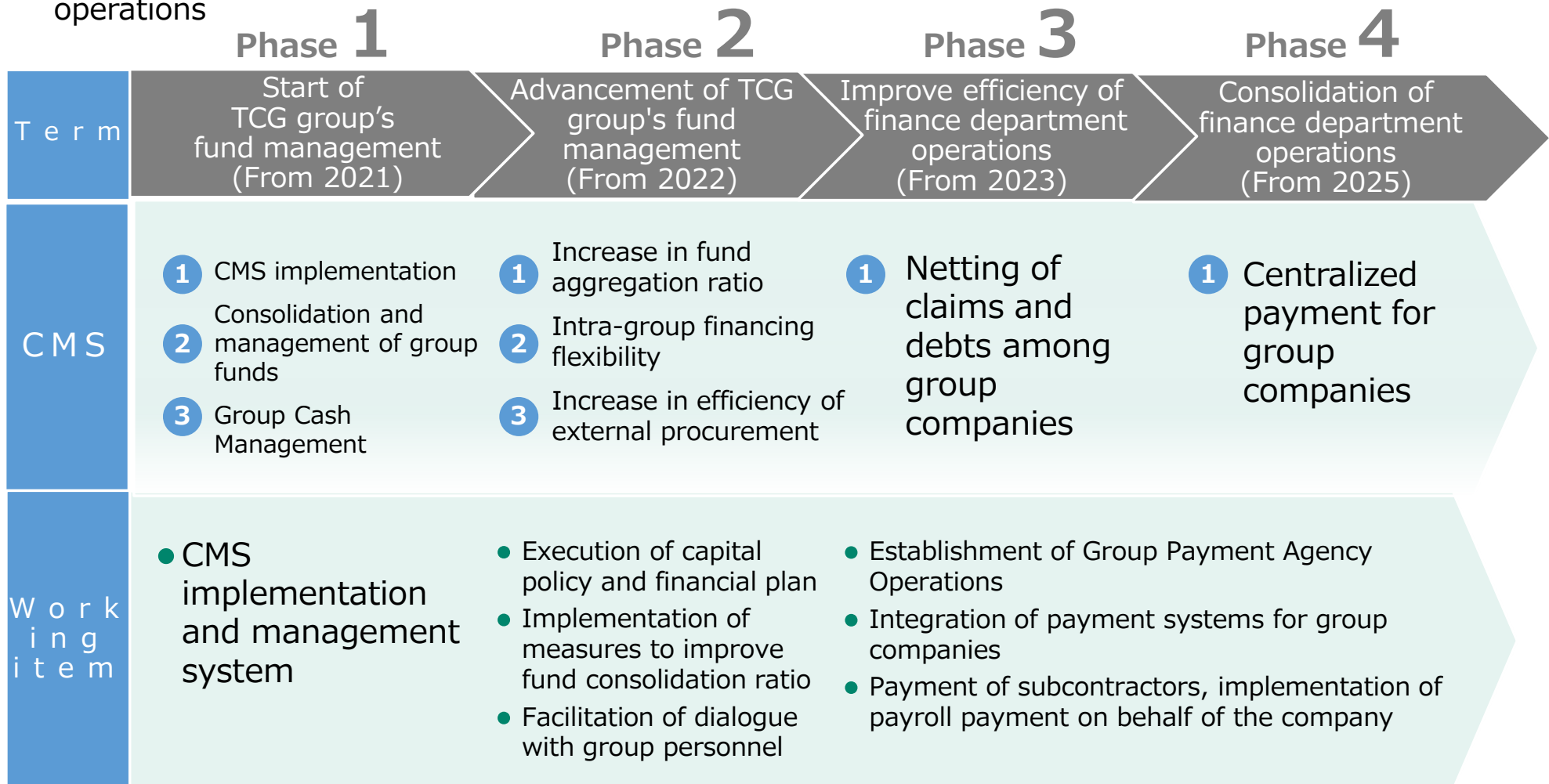
- ◆ In order to place the right personnel in the right places within the TCG group, we will undertake the following three initiatives.
 - 1 Creating common platforms for the personnel system of grade - evaluation - treatment
 - 2 Creating common platforms for educational systems
 - 3 Creating common platforms for employee databases



Common Platform - Effective use of group funds (CMS)

Effective use of group funds

- Aiming for efficient management of group funds through the use of a cash management system (CMS)
- Integrate the finance departments of group companies to improve the efficiency of cash management operations



From Corporate Report to Integrated Report

- ◆ "TCG Corporate Report 2021", our first corporate report, will be published from FY ended March 2021. Purpose of the presentation is to enhance corporate value by introducing the TCG Group's overall business and non-financial information, including ESG-related activities, and by engaging in dialogue with stakeholders on the content of the presentation.
- ◆ In the future, we will follow the framework of non-financial information disclosure and develop from the Corporate Report to the Integrated Report.



Corporate Report 2021

For more information, click here <https://www.takamatsu-cg.co.jp/ir/library/guidebook.html>



ESG/SDGs
Carbon Neutral

Sustainability-Linked Green Bonds (SLGB)

- ◆ TCG issued Japan's first Sustainability-Linked Green Bonds (SLGB) in March 2021.
- ◆ This SLGB has set a target for SDGs Contribution Sales, which is net sales that correspond to the 17 goals of the SDGs, and to allocate all funds raised to a green project that is construction of new "TCG Building" (tentative name).
- ◆ In the end, we received more than 3times the demand from investors for the 10 billion yen we issued.



"TCG Building" (tentative name) under construction in Shiba, Minato-ku, Tokyo



Outline of SLGB	
Maturity	5 years
Issue Amount	10 billion yen
Interest rate	0.290%
Use of funds	(Tentative name) Construction funds for new construction of "TCG Building"
SPTs linked to issuance conditions※	Achieve a cumulative total of 391.1 billion yen in SDGs Contribution Sales of TCG Group over the next 4 FY (FY ended March 2022 and beyond).
Premium	If SPTs are not met, a premium of 0.5 yen per 100 yen of the bond amount is paid.
Rating	A- (Japan Credit Rating Agency, Ltd.)

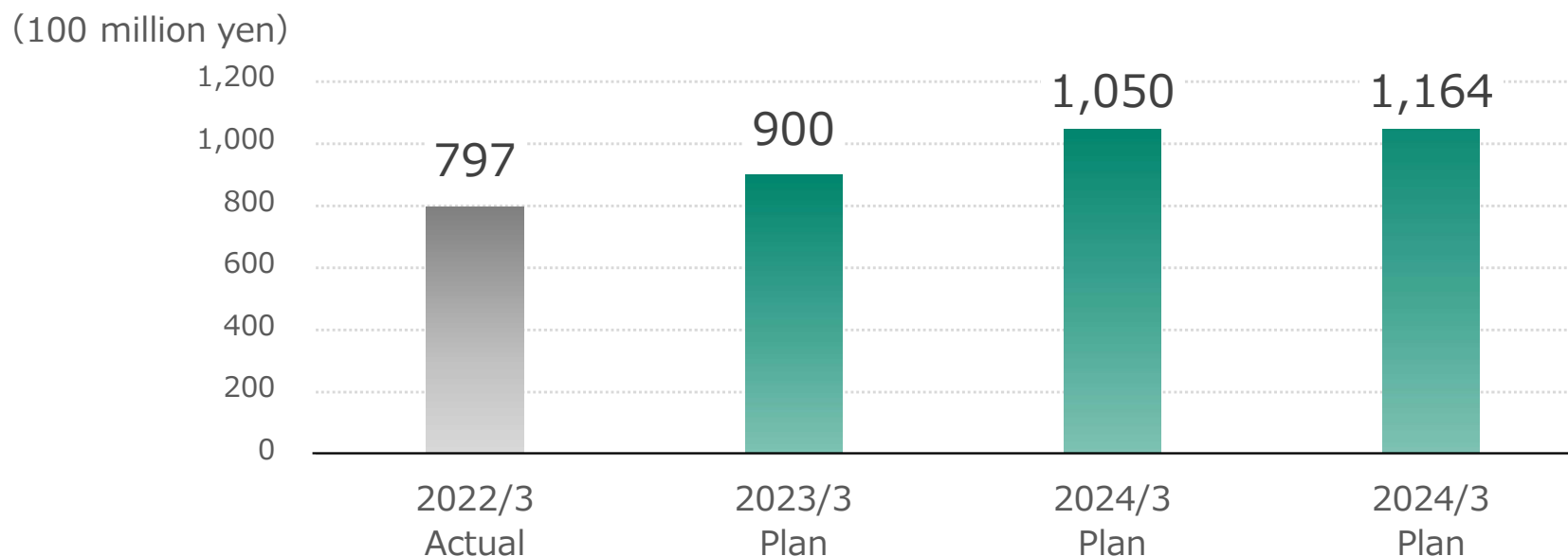
※Sustainability Performance Targets (SPTs)
A target based on the issuer's business strategy that determines the terms and conditions of the Sustainability-Linked Bonds issue.

SDGs Contribution Sales

- ◆ We set specific targets defined “SDGs Contribution Sales” as net sales that correspond to the 17 goals of the SDGs to quantify efforts to quantify the SDGs efforts because we recognize that addressing the SDGs is essential for our long-term growth.
- ◆ In SLGB, the target is to achieve a cumulative total of 391.1 billion yen in SDGs Contribution Sales in the four fiscal years from FY ended March 2022, with a premium paid to investors at the time of redemption if the target is not achieved.

SDGs Contribution Sales

Cumulative total for the four financial years,
more than 391.1 billion yen



Actual figures may change due to discussions with rating agencies.

Environmental Initiatives, Carbon Neutral Initiatives

Environment

- Promote renewable energy-related construction
- Acceleration of ZEB and ZEH initiatives
- Further development and application of nature-friendly materials and construction methods
- Construction efforts to preserve the richness of the sea



Wind power generation and other renewable energy related construction



Slope construction using natural symbiotic materials and methods



River and coastal construction using amphibious bulldozers, etc.

Climate Change/Carbon Neutral

CO₂ reduction plan/target

- Promote renewable energy-related construction
- Thorough energy conservation
- Promote the use of renewable energy
- Secure renewable energy sources
- Convert heavy equipment to hybrid and electric
- Promote design and construction of ZEB and ZEH
- Development of low-carbon materials, etc.
- Reduce final landfill disposal ratio of construction waste
- Development of new technologies through co-creation with venture and tech companies
- Consider participation in hydrogen energy business through co-creation with companies from other industries
- Aim to reduce Scope 2 emissions by 2030, including business portfolio reform



Social Initiatives and Governance Initiatives

Governance

Basic Policy

- Respect the rights of shareholders and ensure equality
- Work appropriately with various stakeholders
- Ensure transparency through appropriate disclosure of corporate information
- Enhance the effectiveness of the Board of Directors' oversight of business execution by non-executive officers, such as independent outside directors
- Engage in constructive dialogue with shareholders who have investment policies that are consistent with the interests of shareholders over the medium to long term

Target

- Sustainable Growth and Enhancement of Corporate Value
- Ensure compliance
- Eradicate fatalities, serious accidents, and quality defects
- Improve employee engagement

Society

- Providing safe and long-lasting space
- Maintaining safety, comfort, and high quality
- Inherit traditional architectural culture, etc.



Inheritance of traditional architectural culture, etc.

Maintaining safety, comfort and high quality
Large-scale renovation projects, etc.

Building Standard Law



Takamatsu Construction Standard

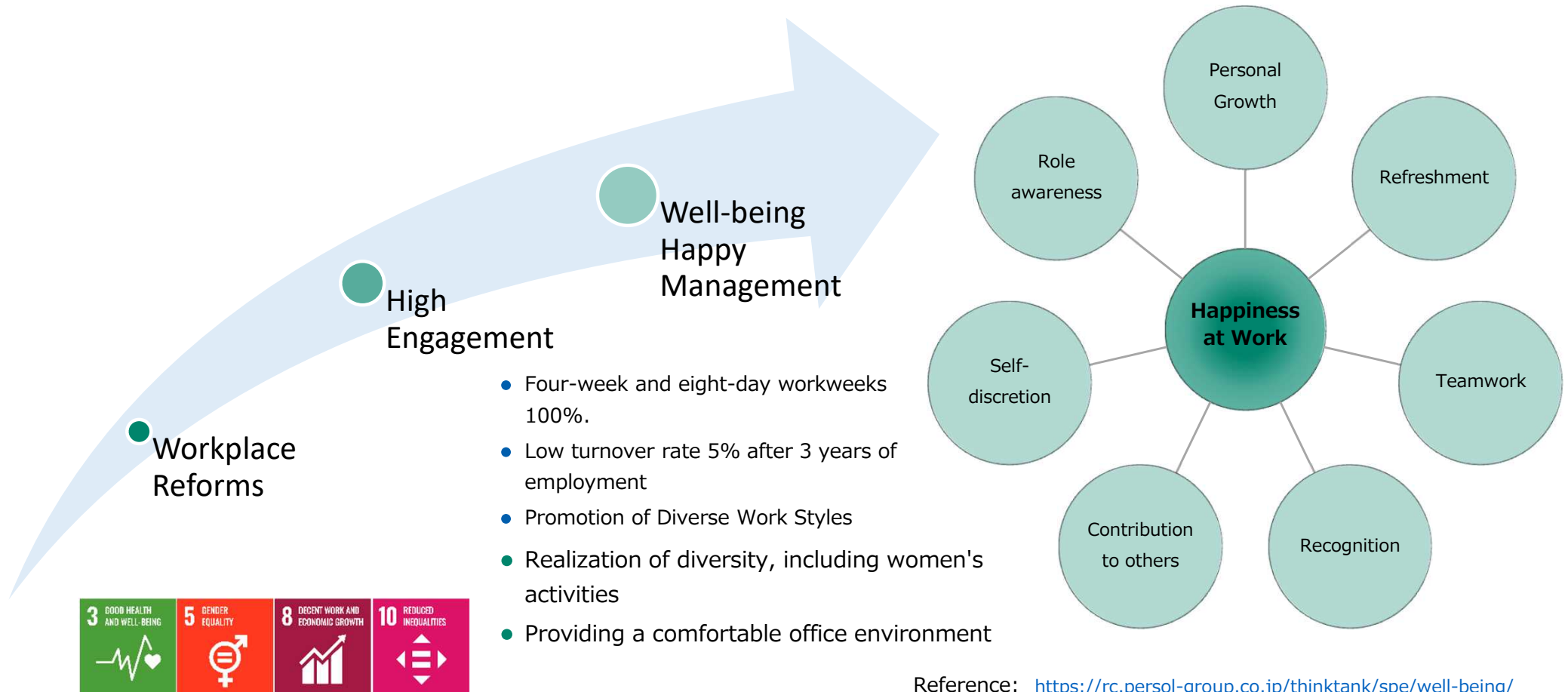


Providing Safe and Long-Lasting Spaces
Difference between Building Standard Law and Takamatsu Construction Standard (rebar in columns)



The Challenge of Becoming a Top-Class Good Standing Company

By taking on the challenge of becoming a top-class good standing company, we will realize an organization in which employees can experience the joy of working and growth, and maintain and attract excellent human resources.



Reference: <https://rc.persol-group.co.jp/thinktank/spe/well-being/>

TCG Takamatsu Construction Group

The forward-looking statements in this material are based on information available as of the date of this document, and actual results may differ from these statements due to various factors. The purpose of this material is to provide information that will assist investors in making decisions and is not intended as an inducement or invitation to purchase or sell our shares.